

Community Benefits Report



OFFICE OF THE ATTORNEY GENERAL OF MASSACHUSETTS

FISCAL YEAR 2018: OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018

Community Benefits Report

Emerson Hospital

Fiscal Year 2018 (10/1/2017 - 9/30/2018)

1.0 Mission Statement

Emerson Hospital is a non-profit, acute care, community hospital that serves approximately 300,000 residents in 25 towns. Emerson was incorporated as a tax-exempt institution in 1911 and, since that time, has been committed to providing both emergency and non-emergency care to all in need, regardless of their ability to pay.

The hospital's mission is to deliver high quality, safe and cost-effective care to our patients and to maintain a professional and respectful environment for all members of the Emerson Hospital community. We define high quality as meeting or exceeding the requirements of our customers: patients, physicians, the community, and payers.

- For patients, this means competent and personal clinical care
- For physicians, this means an environment that facilitates effective and efficient delivery of patient care and encourages professional growth and development
- For employees, this means a positive work environment that encourages and supports the achievement of professional and personal goals
- For the community, this means providing access to a continuum of health care services delivered in a high quality, cost-effective manner. It also means working with diverse community organizations to protect and improve the health status of our community residents.
- For payers this means providing a collaborative environment that promotes cost-effective, high-quality care.

Through strong connections to the community, Emerson is able to respond to the needs of those it serves. The hospital attends to those needs through a coordinated Community Benefits Program, which is mandated by its mission and includes:

- An extensive scope and variety of outreach programs and services to meet the needs of area residents,
- Numerous activities designed to stimulate other organizations in carrying out a broad health agenda in the community, and
- An internal environment that encourages hospital-wide involvement in

community benefits programs.

2.0 Community Benefits Program Organization and Management

2.1 Program Organization

The Emerson Hospital Community Benefits Program, formalized in 1995, builds on the hospital's history of commitment to the community and the core values of providing care to all regardless of ability to pay. The implementation of the program is the responsibility of the Senior Director for Marketing, Communications and Public Affairs, under the supervision of the Senior Vice President for Planning and Chief Strategy Officer. Individual departments and clinical areas within the hospital provide detailed information on programs and activities that comply with the guidelines for the Community Benefit Program.

2.2 Approval of Governing Body

The Emerson Hospital Community Benefits Advisory Group is an advisory committee to the Board of Directors. They assist the Board in overseeing the organization's responsibilities to the communities it serves. The Advisory Group is comprised of at least two Board members, appointed by the Board Chair. Each member of the group is free of any relationship that, in the opinion of the Board Chair, would interfere with his or her individual exercise of independent judgment. The group is comprised of a cross-section of the diverse communities that Emerson serves including, but not limited to, the elderly, youth, and vulnerable/underserved populations. The Group is chaired by a member of the Board with staff support from the Senior Vice President of Planning and includes Emerson Hospital leaders from relevant departments such as Home Care and Care Management.

Community Benefits Programs are the responsibility of the senior management team and activities are reported regularly to the hospital's Board of Directors with a full plan review annually by the Board.

2.3 Method for Sharing Community Benefit Information

The Annual Report is distributed to the hospital Board of Directors and to the communities served by the hospital. The Report is also available within the hospital and on our website. In addition, information regarding Community Benefits Plan activities is disseminated through the hospital's informational materials, including *HealthWorks* magazine, which is mailed to area residents.

Emerson Hospital's Community Benefits Plan is communicated to hospital staff at all levels of the organization, through the hospital's strategic plan, as well as at hospital management meetings at both the departmental and supervisory level.

3.0 Community Health Needs Assessment

3.1 Process

To better understand the health needs of Emerson's surrounding communities, a Health Needs Assessment was conducted in 2014-2015 among leaders and representatives of community organizations. This assessment also included an extensive search of health status information available in the public domain. Specifically, the objectives of this Community Needs Assessment were to:

- Evaluate the community's perceptions of its unmet health needs. (For the purposes of this health needs assessment, the hospital is focusing primarily on 13 towns that make up the Primary Service Area, along with the secondary area to the west of Emerson Hospital. In aggregate, these towns represent 70% of Emerson Hospital discharges.)
- Assist the community to better understand its health needs and health status
- Explore opportunities for new programs to meet unmet health needs.
- Monitor progress toward improving the health of the community.
- Determine how to effectively allocate Community Benefit resources to best respond to community health needs.
- Meet all provisions of section 501(r) of the Affordable Care Act which requires hospitals to conduct a community health needs assessment (CHNA) and adopt an implementation strategy at least once every three years.

3.2 Summary of Findings

The 2015 Community Health Needs contains secondary data from existing sources, such as the U.S. Census, the Massachusetts Department of Public Health, the CDC Behavior Risk Factor Surveillance Survey, Data, Youth Risk Behavior Survey, among others. This report also includes input from key informant interviews with community residents and stakeholders, particularly those with special knowledge of local and state public health departments, representatives from Councils on Aging, Housing Authorities, local schools, and representatives of medically underserved, low-income, and minority populations.

Utilizing the dominant themes gathered from the data collection and key informant interviews; Emerson Hospital management prioritized the health needs identified by the community. The key focus areas identified through the process are as follows:

- 1) Cancer Prevention, Detection, and Care
- 2) Mental Health and Substance Abuse Care
- 3) Care Coordination for Elderly Patients
- 4) Domestic Violence Awareness and Advocacy
- 5) Health Care Services in Maynard, Massachusetts.

The full CHNA and Implementation Plan is attached to this document.

4.0 Community Participation

Emerson fulfills its mission through a coordinated effort with members of local civic organizations, community agencies and government authorities. With input from these constituencies, Emerson develops programs to address the health needs of our community. These partnerships aim to strengthen the network for community-based care by addressing the health issues of greatest concern to the community, such as substance abuse among youth and services for seniors. A partial list of organizations partnering with Emerson on community benefits projects is provided below:

- Acton Health Department
- Acton Recreation Department
- Acton Transportation Advisory Committee
- Acton-Boxborough Regional School District
- Adult and Pediatric Dermatology
- Alzheimer's Association
- American Association of Retired Persons (AARP)
- American Cancer Society
- American Heart Association
- American Stroke Association
- Assabet Valley Chamber of Commerce
- Ayer Shirley Regional School District
- Bedford Board of Health
- Bedford Council on Aging
- Bedford VA Hospital
- Boxborough Local Emergency Planning Committee
- Boys and Girls Clubs of Assabet Valley
- Care Dimensions
- Caritas Communities
- Carlisle Board of Health
- Carlisle Fire Department
- Carlisle Senior Center
- Community Health Network Area (CHNA15)
- Concord Board of Health
- Concord Chamber of Commerce
- Concord Council on Aging
- Concord Festival of Authors
- Concord Health Care Center
- Concord Health Department
- Concord Lions Club
- Concord Local Emergency Planning Committee
- Concord Rotary Club
- Concord-Carlisle Regional Schools
- Deaconess Rivercrest Nursing Home

- Dermatology Associates
- Discovery Museums
- Domestic Violence Services Network
- Epsilon
- Groton-Dunstable Regional School District
- Habitat for Humanity
- Hadassah
- Hanscom Air Force Base (Bedford)
- Harvard Conservation Trust
- Harvard Public Schools
- Haynes Elementary School (Sudbury)
- HOPE Sudbury
- Hudson Senior Center
- IMPACT Melanoma
- Inn at Robbins Brook (Acton)
- Kenneth B. Schwartz Center for Compassionate Care
- Lexington Eye Associates
- Liberty Alzheimer's Partnership
- Lincoln Council on Aging
- Lincoln-Sudbury Regional School District
- Littleton Public Schools
- Local health departments
- Market Street Research
- Mass. Eye and Ear
- Massachusetts Department of Public Health Hospital Group Region 4
- Massachusetts Hospital Association
- Maynard Council on Aging
- Maynard Public Schools
- Middlesex West Chamber of Commerce
- Midnight Riders
- Minute Man Arc
- Minuteman Senior Services
- Nashoba Regional School District
- New England Donor Services
- Newbury Court
- Philanthropic Community Groups (Kiwanis, Rotary, Lion's Club)
- Sudbury Board of Health
- Sudbury Public Schools
- The Thoreau Club
- The Virginia Thurston Healing Garden
- Townsend Fire-EMS Relief Association
- Westford Board of Health
- Westford Council on Aging
- Westford Farmers Market
- Westford Friends of East Boston Camps
- Westford Kiwanis

- Westford Parent Connection
- Westford Public Schools

5.0 Community Benefits Plan *based on 2015 Community Health Needs Assessment*

Emerson Hospital is committed to a Community Benefit Program designed to improve the overall health status of the populations it serves. This program encompasses a broad range of preventive medicine and wellness initiatives, health education, advocacy and assistance. The Community Benefit Program also includes a free care component to ensure that individuals in the hospital's service area have access to medical care regardless of their ability to pay.

The results of the Community Health Needs Assessment indicated that the hospital service area is, for the most part, highly educated with good access to health care. Emerson is considered an integral part of this community and an organization that contributes greatly to the health and wellbeing of the community.

Emerson's past focus on promoting healthy behaviors for youth and educating the community about cancer prevention strategies continue to be important health needs. According to the qualitative research, the community feels that Emerson Hospital has made a positive impact with its past efforts in cancer and pediatrics, including teen developmental issues.

Based on our most recent community health needs assessment, the following Community Benefit Programs were identified:

1. Population Cohort: Service Area Adult Population

Target Issue: Cancer

Data Findings: An average of 1,000 service area residents were diagnosed with cancer every year from 2006-2010. Cancer is the top cause of death in the Emerson Hospital service area. Lung cancer is the leading cause of cancer death, followed by colorectal cancer. Five types of cancer account for 60% of cancer incidence: Female Breast (18%), Male Prostate (18%), Lung Cancer (9%), Colorectal Cancer (8%), and Melanoma (6%).

Interview Findings: Skin cancer prevention education for youth is needed.

2. Population Cohort: Service Area Population

Target Issue: Mental Health and Substance Abuse

Data Findings: The percentage of adults who reported binge drinking, or

consuming five or more drinks for men or four or more drinks for women, on any one occasion in the past month, is similar to state average. Admission rates to substance abuse treatment programs are lower than state average. The rate of hospitalization related to substance abuse is lower than state average. Middlesex county has the highest number of opioid related deaths in Massachusetts and the percentage increase in deaths from 2013 to 2014 was 38%.

Through the Youth Risk Behavior Survey, Emerson Service Area youths report experiencing high levels of stress due to academic workload and events in school. High School students in Emerson's area report considering suicide at a rate equal to the state average. Use of alcohol and illegal drugs are decreasing from prior years.

The percentage of older adults (60+) in the primary service area reporting chronic or long-term heavy drinking (60 drinks a month for men, or more than 30 drinks a month for women) is higher than state average (8% vs 5%).

Interview Findings: The Emerson Hospital Community needs promotion of available mental health services and education to inform and remove the stigma of treatment. There is a perceived need for physician education on drug interactions and substance abuse, and screening for substance abuse. The Acton Boxborough United Way CNA notes that substance abuse, especially opiate addiction and overdoses and mental illness are a prominent and daily concern. The report notes that since January 2012 there were 40 Acton OD calls resulting in 5 deaths. Stress among teens in the service area is very high. There are very high expectations of teens in the service area. Girls and Asian teens are seen as more vulnerable. The Acton Boxborough United Way CNA reports that stress among young adults and unhealthy coping mechanisms were the top concerns of residents.

There is a need for more substance abuse programs (residential and outpatient) for youth under age 18. There is a need for transitional programs for youth who have been hospitalized for suicidality. There is a need for prevention education for parents and youth about drugs and social host liability. The community needs to be more educated on prescription drug abuse in youth.

Depression, anxiety, dementia, loss of function, and the stresses of family care giving are all prominent issues with the elderly population in the Emerson Service Area. There are concerns around alcohol use, overuse of pain medications, and mixing alcohol with medications in the elderly population. Geriatric psychiatric services are limited in availability and geriatric psych providers in the market are aging as well. Violent behaviors sometimes appear in people suffering from dementia. Isolation, particularly in winter is a problem for service area elders

3. Population Cohort: Elderly Population

Target Issue: Isolation

Data Findings: 30,000 people comprising 16% of the current Primary Service Area, 12% of the Secondary West Service Area. This group is the fastest growing

population group in the Service area, projected to grow by 27% or 8,000 people from 2015-2020. By 2020 over 18% of service area residents will be age 65 or over.

a) Care Coordination

Interview Findings:

There is a perceived lack of collaboration with multiple health care providers and social service providers. Elderly patients need better transition planning to prevent confusion upon hospital discharge and to prevent readmissions; Medication management for elderly residents is lacking. Service area needs caregiver respite programs, or better promotion of those that exist.

b) Transportation is a barrier to accessing health care

Interview Findings: The towns in Emerson's service area were designed for cars, not pedestrians. As the physical demands of driving become more challenging with age, transportation is a barrier to care for many elders in Emerson's service area. Co-locating services so that driving is less necessary would be helpful. Elderly need pharmacies and grocery stores with delivery services.

4. Population Cohort: Service Area Population

Target Issue: Domestic Violence & Abuse

Data Findings: There were 558 Primary Service Area residents served by the Domestic Violence Support Network from July 2013-June 2014. 33% of these were in the town of Acton and 13% in Maynard.

Interview Findings

There is a perceived need for hospital staff training on domestic violence issues specific to the immigrant communities in the service area. Domestic violence is easier to hide in less dense neighborhoods with larger homes. Immigrant populations, especially Southeast Asian women married to professionals, are at risk for domestic violence. Women are afraid of deportation if they leave their marriage. Emotional abuse is prevalent. Mental health and substance abuse are typical issues for abuse victims. Alcohol use exacerbates domestic violence. Victims need legal services, transportation, and mental health services. Children in these families need counseling. The Acton Boxborough United Way CNA notes that domestic violence and financial scams are prominent and daily public safety concerns.

Target Group: Maynard residents

Data Findings: There are 10,500 residents of Maynard, projected to grow 4%

from 2015 to 2020. Maynard is the only town in Emerson's Primary Service Area where the school age population (age 5-17) is growing. The 55+ population is projected to grow 16% in 5 years, compared to 21% in Emerson's total service area. Median household income is \$80,000 which is the lower than average in the Emerson PSA. There are 582 people below the poverty level in Maynard Emerson has a 59% market share in Maynard based on FY2012 inpatient data. There is one Emerson affiliated Internal medicine provider and a CVS minute clinic in Maynard.

Interview Findings: There are very few health services located within the town of Maynard; residents have to travel and many lack transportation. The Maynard Council on Aging is a new program in need of programming. The community could benefit from outreach/on-site wellness checks at Open Table in Maynard.

5. Population Cohort/Target Group: Youth Population/Age 0-9

Data Findings: 22,000 people comprising 11% of the Service Area. This group is projected to grow by 4% or 1,000 children from 2015-2020, but will remain steady at 11% of the total service area population.

Interview Findings: School nurses would like opportunities for professional development/updates/networking. There is a need for mental health services for children, especially those living in homes experiencing violence and trauma. The Acton Boxborough United Way CNA highlights challenges from more children with special needs, specifically ADD/ADHD, anxiety, and Autism Spectrum Disorders, and the lack of pediatric medication providers, including child psychiatrists.

6. Population Cohort/Target Group: Low Income residents

Data Findings: 1 in 5 households in Emerson's Primary Service Area has an income under \$50K 1,700 families in the Service area below poverty levels. Concord, Acton, and Westford have the highest number of families below poverty with children. Maynard, Westford, and Acton have the highest number of families below poverty without children. The Acton Boxborough United Way CNA notes that "Acton has consistently had more households earning less than \$50,000 than those earning more than \$200,000 (\$50,000 is about 2x the federal poverty level for a family of 4)...Seniors are one of the population groups...with the highest rate of poverty".

Interview Findings: Vulnerable populations are families who have low incomes due to medical issues or job loss, single mothers who are underemployed, and nonprofessional immigrants working in service jobs. There is limited affordable housing. There is a need for transportation to medical appointments, particularly for the nonelderly populations. Emerson's Primary Service area lacks local, affordable eye exams and glasses, affordable dental care, and affordable access to hearing aids. The Metro West Free Clinic is located in Sudbury, but only 10% of

its patients are from Emerson's PSA. There is a perceived need for more training on how to access Mass Health.

CHNA FINDINGS PRIORITIZATION PROCESS

The key community health needs identified through this process were reviewed by Emerson Hospital Management. The health needs were prioritized based on the following criteria:

- The resources needed to address the finding align with Emerson Hospital's mission, infrastructure, and financial resources.
- The need has a significant prevalence in the Emerson Hospital Community so that resources are used to improve the lives of many people
- The health need contributes significantly to the morbidity and mortality in the Emerson Community
- Emerson has the ability to make a lasting impact over a long period of time
- Emerson Hospital has the ability to measure the impact of its plan to show improved health of the community

KEY FOCUS AREAS IDENTIFIED

Using prioritization criteria listed above to review the findings from data collection and key stakeholder interviews; Emerson Hospital plans to focus on the following five community needs:

- 1) Cancer Prevention, Detection, and Care
- 2) Mental Health and Substance Abuse Care
- 3) Care Coordination for Elderly Patients
- 4) Domestic Violence Awareness and Advocacy
- 5) Health Care Services in Maynard

In addition to the areas listed above, the hospital's clinical and administrative departments are encouraged to provide staffing, support and appropriate diagnostic services for events that benefit underserved and at-risk populations. Emerson funds all staff hours and materials related to these activities.

6.0 Progress Report: Community Benefit Activity

6.1 Community Health Needs Assessment

Emerson Hospital undertook a Community Health Needs Assessment (CHNA) from October 2017 through September 2018 to better understand and address the health needs of the Emerson Hospital community and to meet all provisions of section 501(r) of the Affordable Care Act which requires hospitals to conduct a community health needs assessment (CHNA) and adopt an implementation strategy at least once every three years.

The CHNA report contains secondary data from existing sources, such as the U.S. Census, the Massachusetts Department of Public Health, the CDC Behavior Risk Factor Surveillance Survey, the Emerson Hospital Youth Risk Behavior Survey, among others. This report also includes input from key informant interviews with community residents and stakeholders, particularly those with special knowledge of local and state public health departments, representatives from Councils on Aging, Housing Authorities, local schools, and representatives of medically underserved, low-income, and minority populations.

The full report presents supporting data for each identified need, as well as additional indicators related to each area of focus. This report will be used by Emerson Hospital in developing implementation strategies to work towards improving the community's health over the next three years. The goals of this assessment are to:

- Evaluate the community's perceptions of its unmet health needs
- Assist the community to better understand its health needs and health status
- Explore opportunities for new programs to meet unmet health needs
- Monitor progress toward improving the health of the community
- Determine how to effectively allocate Community Benefit resources to best respond to community health needs

Summary of Findings

The 2018 CHNA was completed using quantitative data collection and qualitative interviews. The first phase was to gather an understanding of the Emerson Hospital service area through collecting Quantitative Data from secondary sources. This secondary data includes demographics (population, age, race, education, employment and income), health behavior information, and healthcare statistics. There was an effort to use data that is regularly updated and accessible. There are some limitations to this data. Most notably, much of the data is not collected at the zip code level for towns the size of those in Emerson's community, but is instead collected at the county level or a larger regional level that may not accurately mirror Emerson's service area. When data is available at the zip code level, it is frequently suppressed in Emerson service area towns because lower population numbers lead to low occurrence figures. Low numbers of cases can also skew incidence rates.

Following the data collection, the second phase was to gather qualitative data through interviews and surveys of many community service providers throughout the Emerson Hospital community. This qualitative data, combined with the statistical data, was used to outline the health needs of the community.

Utilizing the dominant themes gathered from the data collection and key informant interviews; Emerson Hospital prioritized the health needs identified by the community. The key focus areas identified through the process are as follows:

- 1) Lack of Transportation Options
- 2) At-Risk Adolescents
- 3) The Growing Aging Population
- 4) Cancer
- 5) Mental Health and Domestic Violence

The full CHNA and Implementation Plan is attached to this document.

6.2 Emerson Hospital Youth Risk Behavior Survey

Target population: The 2018 Emerson Hospital Youth Risk Behavior Survey was administered to 11,018 area students in grades 6, 8, and 9-12 in Emerson's primary and secondary service areas.

Goal: The Youth Risk Behavior Survey aims to understand the behaviors of students in our communities, and provide educators with reliable data. The data is used to assist in the ongoing development of health education curriculum and programs in our communities.

Project Partners: Emerson Hospital partners with the following school systems: Acton and Acton-Boxborough Regional Schools, Ayer-Shirley Regional Schools, Boxborough Public Schools (grade 6 only), Concord and Concord-Carlisle Regional Schools, Groton-Dunstable Regional Schools, Harvard Public Schools, Littleton Public Schools, Maynard Public Schools, Nashoba Regional School District and Westford Public Schools.

Activity: The Youth Risk Behavior Survey (YRBS) has been conducted bi-annually for more than 20 years. During this reporting period, the most recent survey was implemented in March 2018 with students in grades 6, 8, 9, 10, 11, and 12 from nine school districts in the hospital's service area. These surveys were primarily based on those developed specifically for middle school and high school students at the Centers for Disease Control and Prevention. Students responded to questions under general categories of risk behaviors including: safety, internet use, violence, suicide, tobacco use, alcohol use, drug use, HIV/AIDS education, sexual behavior, dietary behavior, and physical activity. Emerson Hospital and the school districts contracted with Northeast Health Resources (NHR) and Market Street Research to assist in the design

of the survey instrument and to carry out the tabulation and analysis of the data gathered from the YRBS.

Community-specific research data from the most recent survey is provided directly to health coordinators/educators and school administrators in the towns covered by the survey. The hospital also makes the aggregate results available to the news media and a synopsis is also available on our website. The survey is modified each time, with input from all school districts to ensure that material is relevant to the changing risky behaviors in our youth. Recently, questions have been added to address topical issues such as internet safety, sexting, bullying, stress management, chewing tobacco, and gambling.

The Emerson Hospital Youth Risk Behavior Survey also monitors sexual behavior among area teens. Comparative data reflect relatively little change over time in the number of students reporting that they ever had sexual intercourse. On a community level, the data has elicited responses from school districts, community agencies and parents. Public dialogues about the survey are held in each of the communities represented by the survey.

6.2 Emerson's Family Health and Wellness Expo Education and Screening

Target population: Adults in Emerson's primary and secondary service areas.

Goal: The goal of the Family Health and Wellness Expo is to provide free health screenings and education to our communities. The screenings provide opportunity for prevention and early detection of a variety of health issues without the barrier of cost.

Project Partners: The Family Health and Wellness Expo is sponsored and staffed by Emerson Hospital. However, its success is largely determined by collaboration between the hospital, community agencies and other non-profit organizations. These include the local Councils on Aging, the American Cancer Society, IMPACT Melanoma, New England Organ Bank, The Thoreau Club, Mass Eye and Ear, MGH Cancer Center, Pro EMS, and Lexington Eye Associates.

Activity: This is a community event that includes free screenings and information about cancer detection, prevention, and treatment. The most recent event was held in May, 2018 at the hospital's main campus in Concord. Over 800 screenings were provided between a full body skin cancer screening, an occult blood test for colon-rectal cancer, a respiratory screening, diabetes screening, prostate specific antigen (PSA) blood test, blood pressure screening, oral cancer screening, sun damage, vision screening, and lipid profile cholesterol test.

Approximately 40 employees (many who volunteer their time), 15 physicians (all volunteers) as well as members of Emerson's volunteer networks staffed the

event.

Results are discussed immediately for all patients having body fat analysis, oral cancer, vision, sun damage, blood pressure, diabetes, pulmonary function and skin cancer screens. Results for colo-rectal cancer as well as cholesterol, PSA, and thyroid are mailed within two weeks.

Emerson offered massage therapy and reiki mini-sessions were also provided. Attendees were also provided with information on Advanced Directives and Health Care proxies.

This Health Expo was developed in response to our community's need for improved access to cancer screenings and to provide information on prevention, detection, and treatment of cancer, as well as for general information on health and wellness. As the event continues to grow in popularity and attracts more attendees, Emerson continues to build on previous successes, making improvements that will increase its relevance and usefulness to our community.

6.3 Care Transitions Collaborative

Target Population: Community partners who provide direct services primarily focused on older adults and people with multiple chronic conditions.

Goals: The Care Transitions Collaborative brings together a variety of community partners who directly serve the community. Together as a group, members target improving the continuum of care and improving the health of our community. The collaborative meets every other month and sets annual goals to work towards.

Partners: Concord Council on Aging, Nashaba Nursing, Care Dimensions, Healthcentric Advisors, Tandem Care Associates, Proactive Eldercare, Caretenders, Carleton Willard.

Activity: Improve care for patients with dementia across the continuum becoming a 'dementia friendly' community. On-going. Staff member from the hospital is on a committee through MHA. Hospital has gathered resources on dementia friendly efforts for families. Efforts to become a dementia friendly hospital. Care management and ED working together to identify and care for patients properly. This is Me tool created.

Identify community resources to assist with transportation barriers for following up with medical care. Complete. Resource list has been created and shared with the collaborative. Building partnerships and increasing transportation options are on-going.

Improve physical and mental health and wellness of community. On-going. Education to Skilled Nursing Facilities on screening, brief intervention and referral to treatment (SBIRT) tool for behavioral health. Internal committees are used to increase communication on multi-visit patients.

Continue community education on development and use of health care proxy's and personal directives. Completed. Presentation given to Concord COA and at the Stowe Library. Emerson is in partnership with Honoring Choices to promote health care proxy designation.

Improve medication compliance. On-going. External referral processes and increased communication between internal departments have been used to improve medication compliance.

Within the Care Transitions Collaborative the Skilled Nursing Facility (SNF) Committee brings together Emerson Care Management and SNFs in the community. The committee focuses on increasing communication and creating clear expectations in order to improve care coordination for elderly patients. The overall goal of the committee is to reduce readmission rates and to improve the transition for patients going from the hospital to a SNF and vice versa. Members of the committee include Life Care of Acton, Life Care Nashoba Valley, The Commons, Rivercrest and Care One.

6.4 First Responder Program

Target Population: First responders in Concord, Maynard and Weston

Goals: The goals of the program were to provide health and wellness tools to first responders to achieve personal goals; improve risk factors by helping individuals develop awareness about self-care; empower first responders to make their health a priority in order to provide the best service to their communities; provide tips and tools to make health snacks and meals.

Partners: Concord/West Concord First Department, Maynard Fire Department and Weston Fire Department.

Activity: Fire lieutenants and chiefs have expressed concern about the health and wellness of first responders. A three-part program between Pam Vlahakis, RD, an instructor at the Steinberg Wellness Center for Mind and Body at Emerson Hospital and local fire departments was used to address the need. An initial assessment was done with the fire departments, and nutrition and weight management were the biggest topics requested. Overall the program provided information on diet, nutrition, hydration and stress. The sessions included hands-on cooking demonstrations, nutrition information and the importance of hydration.

6.5 iCan Shine Program

Target Population: Children and young-adults with a disability.

Goals: Teach 37 children and adults with special needs to ride a bike and to reach out to the community and collaborate, provide education and promote healthy living.

Partners: Lawrence Academy provided space for the week, Goodales Bike Shop of Nashua provided bikes, University of Massachusetts Lowell provided volunteers and Down Syndrome Special Olympic Group of Carlisle, MA.

Activity: Emerson Hospital's Clough Family Center for Rehabilitative and Sports Therapies provides a bike camp for children and adults with disabilities. The camp lasts for five days and is open to anyone 8 years old and older who have a disability and are able to walk without an assistive device. Trained counselors and spotters work individually with campers to teach them how to ride a conventional bike. The camp is run by iCan Shine, a national non-profit organization that teaches individuals with disabilities to ride a conventional two-wheel bicycle through its iCan Bike program. Using adapted bicycle equipment, trained professionals, including pediatric physical therapists from Emerson, work closely with each camper to help them meet their goals of biking independently.

6.6 Stop the Bleed

Target Population: Emerson Hospital staff and community members.

Goals: Participants will understand how to recognize life-threatening bleeding and how to immediately respond to bleeding. Participants will learn appropriate ways to stop bleeding and receive hands on training with tourniquets.

Partners: Metro Regional Preparedness Coalition provided materials for the training.

Activity: Emerson Hospital hosted a free Stop the Bleed, Save a Life training. The session covered the immediate response to bleeding, how to recognize life-threatening bleeding, appropriate ways to stop the bleeding and hands-on training with tourniquets to help reduce bleeding. The training was open to the public who may witness or be involved in home injuries, work-related injuries, motor vehicle crashes, mass shootings or bombings.

6.7 Teen Health Education

Target Population: High School students in Westford and Concord-Carlisle school districts.

Goals: Provide education and awareness of breast and testicular cancer; provide health education on teen health issues.

Partners: Hadassah, Westford Academy, Concord-Carlisle School District

Activity: Hadassah's "Check it Out" program provides health education/prevention packets to area middle and high school students on breast and testicular cancer. Check it Out was presented to Westford Academy and Concord-Carlisle Regional High School

with over 1,200 students receiving education.

6.7 CMERA Education Program

Target Population: Emergency Services staff from various communities.

Goals: Educate community Emergency Services staff on priority health topics; improve community emergency services through coordination with hospital staff.

Partners: Boxborough, Carlisle, Concord, Lincoln, Maynard, Stow, Weston, Acton, Sudbury, Westford, Armstrong Ambulance Services, Pro EMS.

Activity: Emerson Provides monthly trainings out in the community to EMT, fire and ambulance staff. An EMS Liaison and Emergency Department physician provide the training to community staff members. Typical topics included in the training are sepsis, stroke and heart attacks. Training topics are identified based on needs in the community. In addition, the EMS Liaison is available to review individual cases with any of the partnering towns.

6.8 Wellness Programs

Target Population: Adults of all ages in Middlesex County and beyond.

Goals: To educate and increase awareness on various health and wellness related topics; empower individuals to manage their health and the health of their families in order to improve their quality of life.

Partners: Concord Park

Activity: The Steinberg Wellness Center for Mind and Body at Emerson Hospital provides free classes to the community. In addition, put on an open house to promote their programs and provide additional education on various topics. The open house included fitness demonstrations, interactions with wellness class instructors and lectures on acupuncture and osteofitness.

Other community programs include:

- Stress Management and Resilience Training, SMART, (8 weeks)
- Mindfulness-Based Stress Reduction (6 Sessions)
- Osteofitness (3 Sessions)
- Brain Healthy Cooking (3 Sessions)
- Understanding Dementia (3 Sessions)
- Aston Kinetics Fitness for Living (2 Sessions)
- Introduction to Acupuncture (1 session)
- How Yoga Works (1 Session)

6.7 Health Screenings and Education about Health (Free)

Bedford Day - The goal of Bedford Day is to provide free health screenings and education to local community members. The screenings provide opportunity for prevention and early detection of a variety of health issues without the barrier of cost. 50 people were testing for cholesterol, 47 tests for thyroid stimulating hormone (TSH) and 25 tested for prostate specific antigen (PSA). Staff from the rehab team hosted their own table to promote programming and services.

Flu Clinics- Flu shots provided at no cost in many community locations. Locations included Carlisle Fire Department, Town of Concord employees and seniors, Newbury Court, Epsilon, Carlisle Senior Center, Acton Chrysler Dodge Jeep Ram

Drug Take Back- Two pharmacy staff were present at the Town of Concord's DropOff and SwapOff days to provide an opportunity for residents to properly discard any unused medication. The program aims to prevent drug misuse and environmental hazard through proper disposal.

Education and screening about cardiac health – During Cardiac Rehabilitation Week, Emerson employees held a health fair at the hospital to help increase awareness of heart health and healthy eating. Screenings for risk factors, including high blood pressure were offered. Healthy food options were available along with recipes to increase awareness of how to incorporate vegetables into meal planning.

6.4 Support Groups and Counseling Services

Better Breathing Club
Nutrition Wise for Cancer Survivorship
New Mother's Support Group
Pregnancy and Infant Loss Support Group
Coping with Loss
Coping with the Holidays
Head/neck/oral Cancer Support group
Caregiver Support Group
Pastoral Care
Surgical Weight Loss Support
Concussion Support Group
Consultation services to towns and EMS providers on an as-needed basis

6.5 Health Lectures, Seminars and Presentations (Free)

Brain Fitness- In partnership with the Thoreau Club, Alina Carter, MS, CCC_SLP, Speech-Language Pathologist spoke to about 40 people on strategies to keep the aging brain health.

Sleep and Children's Health-Dr. Gary Stanton, neurologist, spoke about how sleep affects children's health at Emerson Hospital.

Tick Talk- Dr. Martin Kafina, rheumatologist, spoke on symptoms, manifestations and treatments of Lyme Disease and other tick-borne illnesses.

6.11 Other Community Services Programs to Benefit the Community

Programs for Children and Adolescents

- The Pediatric Intervention Team helps children cope with the psychological trauma of hospitalizations.
- Emerson's Summer Volunteer Program offered adolescents the opportunity to work in a hospital environment and explore possible career choices in the field of health care.
- Critical Incident Consultations were made available to local school systems. This program offered intervention and consultations with school staff, students and parents in response to an event such as a student death or suicide.

Programs for Seniors

- Emerson worked with area Councils on Aging to produce pamphlets with listings of resources for seniors.
- Emerson physicians and caregivers respond to requests for speakers from area councils on aging.
- Emerson Speech-Language pathologists provided free counseling to the Parkinson's support group. Clinicians provided education on communication and swallowing difficulties associated with the disease.
- Emerson Hospital Home Care staff provided blood pressure screenings, informational and educational presentations, and monthly wellness programs to area assisted living facilities.

Donations and In-Kind Contributions

- Pharmaceutical: Emerson pharmacists offered comprehensive counseling services to diabetic and cardiac patients regarding medications and potential side effects.

- Flu shots and TB tests were given to all hospital volunteers.

Consumer Information

In addition, Emerson Hospital produced publications and electronic communications to inform and educate the community about health issues and free educational offerings. The primary methods of communication are *HealthWorks* magazine, the hospital website, www.emersonhospital.org and a toll-free physician referral service, 1-877-9-Emerson, which is available 24/7.

HealthWorks magazine is published three times each year and is mailed to 140,000 area residents. Readers can become more informed about new facilities, physicians, programs and services offered by the hospital. It also includes health columns that address questions frequently asked by patients.

The hospital distributes press releases to the local and regional papers announcing all free events. In addition, public service announcements are sent to the electronic media in an effort to educate the public about health issues and to announce free screenings. The hospital also places paid advertisements in the local papers announcing upcoming screenings, free events and information on clinical services; and promotes these events through its toll free physician referral call center and on its web site.

We also have robust social media channels to share health and wellness content with the community through our Facebook, Twitter, YouTube, Instagram and Pinterest accounts.

6.8 Community Benefit Expenditures

Community Benefits Programs

Direct Expenses	\$446,313
Associated Expenses	\$69,755
Employee Volunteerism	\$65,107

Net Charity Care

YTD Gross Liability to HSN	\$5,474,621
Shortfall Allocation	<u>136,896</u>
	\$5,542,442
Cost of HSN Denied Claims	0
Free or discounted care provided	\$256,842

to patients that meet the hospitals
financial assistance policy

Total Revenue \$240,368,273

Total patient care related expenses \$234,307,967

Bad Debt \$4,601,043

7.0 Next Reporting Year Activity

During fiscal year 2019, Emerson Hospital will hire a Community Benefits and Events Coordinator to focus on increased AGO requirements and strengthen community partnerships. We will continue partnering with Bright Guard and IMPACT Melanoma to install sunscreen dispensers in Concord, Westford, Bedford, Hudson, Sudbury, Maynard. Address lack of transportation in partnership with Cross Town Connect and the town of Sudbury. Partner with Marketstreet Research to engage representatives from all 9 school districts to update 2018 Youth Risk Behavior Survey in plans for implementation in 2020.

8.0 Contacts

Kelsey Magnuson
Emerson Hospital
310 Baker Avenue Extension
Concord, MA 01742
978-287-1193/ kmagnuson@emersonhosp.org