

Organization Information

Organization Name: Emerson Hospital
Address: 133 ORNAC
City, State, Zip: Concord, Massachusetts 01742
Website: www.emersonhospital.org
Contact Name: Kelsey Magnuson
Contact Title: Community Benefits Coordinator
Contact Department (Optional): Not Specified
Phone: (978) 287-1193
Fax (Optional): (978) 287-3600
E-Mail: kmagnuson@emersonhosp.org
Contact Address: 310 Baker Avenue
(Optional, if different from above)
City, State, Zip: Concord, Massachusetts 01742
(Optional, if different from above)

Organization Type: Hospital
For-Profit Status: Not-For-Profit
Health System: Not Specified
Community Health Network Area (CHNA): Fitchburg/Gardner Community Health Network(CHNA 9), Greater Woburn/Concord/Littleton Community Health Network(CHNA 15),
Regions Served: Acton, Ayer, Bedford, Berlin, Bolton, Boxborough, Carlisle, Chelmsford, Concord, Groton, Harvard, Hudson, Lincoln, Littleton, Maynard, Pepperell, Stow, Sudbury, Wayland, Westford,

Mission and Key Planning/Assessment Documents

Community Benefits Mission Statement:

Emerson Hospital is committed to collaborating with our community partners to: improve the health status of all those it serves, address root causes of health disparities; and educate the community in prevention and self-care strategies.

Target Populations:

Name of Target Population	Basis for Selection
At-Risk Adolescents	Youth Risk Behavior Survey: Bullying/depression Poor grades Unstable home lives Alcohol and drug abuse
Elderly	Isolation issues Difficulty with finding transportation Depression Financial instability
Mental Health and Domestic Violence	Social stigmas Lack of outreach efforts Lack of available services Financial instability
Low Income Residents	Lack of basic health care and preventative measures Acute and chronic illnesses Lack of financial literacy

Unstable housing Unstable transportation

Publication of Target Populations:

Annual Report, Website

Community Health Needs Assessment:**Date Last Assessment Completed:**

September 2018

Data Sources:

Community Health Network Area, Hospital, Interviews, Other, Public Health Personnel, Surveys, CDC
 Mass Cancer Registry
 Health People 2020
 MassChip
 Robert Wood Johnson Foundation

CHNA Document:[2018-COMMUNITY-HEALTH-NEEDS-ASSESSMENT.PDF](#)**Implementation Strategy:****Implementation Strategy Document:**[UPDATED IMPLIMENTATION PLAN 2020.DOCX](#)**Key Accomplishments of Reporting Year:**

Continued partnerships with towns and transportation providers to increase options in our communities
 Provide Domestic Violence training to staff and community partners on how to identify warning signs, discuss with patients and provide community resources
 Participated in West Suburban Mental Health Collaborative; partnership between 5 area school districts and community partners to address service and supports for teens with mental health needs.Â
 Engaged representatives from area schools to implement Youth Risk Behavior Survey (delayed due to COVID-19)
 Started a Digital Wellness Collaboration with cross sector representation aimed at reducing negative impacts of digital media/device use on youth
 Installed 16 touchless sunscreen dispensers throughout the region to encourage sunscreen use to prevent melanoma
 Emerson Hospital Community Benefit Awards Program distributed \$55,000 to non-profit organizations and public entities to support initiatives aimed at improving the health of our communities.

Plans for Next Reporting Year:

Finalize Domestic Violence training for staff and continue partnership with DVSN
 Continue partnership with IMPACT Melanoma on skin cancer prevention
 Continue efforts to increase transportation options in our community
 Community Benefit Award program
 Youth Risk Behavior Survey
 Continue programs to address youth mental health
 Conduct tri-annual Community Health Needs Assessment

Self-Assessment Form:[Hospital Self-Assessment Update Form - Years 2 and 3](#)**Community Benefits Programs****Addressing at-risk youth****Program Type** Total Population or Community-Wide Interventions**Program is part of a grant or funding provided to an outside organization** Yes

Program Description Various programs and education aiming to reduce at-risk youth by addressing mental health, substance use and promoting healthy behaviors.

Program Hashtags , , Community Education, Support Group,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Promote educational information on the dangers of vaping and product details.	Complete: staff participated at the Lincoln-Sudbury Regional High School Vape Out providing educational materials. Staff participated in regional meetings understanding dangers of vaping and promoting efforts throughout the state. An article was published in hospital publication educating the public on dangers of vaping. A podcast was recorded and promoted educating the public on dangers of vaping.	Outcome Goal	Year 2 of 3
Support Acton Health Department through Helping Children and Families Manage Anxiety Disorders. The town will bring in speaker, Lynn Lyons to help improve community understanding of how to implement evidence-based strategies to ensure improvement in resident mental health and well-being.	Partial Completion: funds were distributed to Acton Health Department, but due to the COVID-19 Pandemic the event did not occur. The town is hoping to put on a virtual event in the next year.	Outcome Goal	Year 1 of 1
Support Center for Parents and Teachers through their efforts of, "Improving Youth Behavioral health by preventing youth substance abuse along with Youth Anxiety and Depression through effective parents education programs"	Complete: Support was provided and 14 programs were offered to the community through zoom classes. Positive feedback was received on all programs by participants. The education provided was much appreciated during a time of challenges and uncertainty.	Outcome Goal	Year 1 of 1
Support the Westford Parent Connect Speaker Series	Partial Completion: Emerson was able to provide support for the programs and a few events did take place. However, many of the planned events were cancelled due to COVID-19.	Outcome Goal	Year 1 of 1
Participate in the STEM Night at Acton Boxborough High School. Students will be able to understand stress response and coping mechanisms offered in medical settings.	Complete: 2 staff attended the event providing education on using technology to support children/adolescents during painful/stressful medical experiences.	Outcome Goal	Year 1 of 1
Host a virtual event titled: Connected Youth: Loneliness in Children and Adolescents. The event will be a panel discussion focused on how loneliness in kids can impact both physical and mental health. Participants will learn how to recognize symptoms and what resources are available in the community.	Complete: 86 people attended the virtual event with positive feedback.	Outcome Goal	Year 1 of 1
Utilize Emerson publication to education public on at risk youth topics.	Complete: Emerson published two articles titled Students Under Pressure and Connected Youth. These articles reached over 140,000 homes in the Emerson Service Area.	Process Goal	Year 1 of 1

EOHHS Focus Issues Mental Illness and Mental Health,

- DoN Health Priorities** Social Environment,
- Health Issues** Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Stress Management, Social Determinants of Health-Violence and Trauma, Substance Addiction-Substance Use,
- Target Populations**
- **Regions Served:** Acton, Ayer, Bedford, Berlin, Billerica, Bolton, Boxborough, Carlisle, Chelmsford, Dunstable, Groton, Harvard, Leominster, Lincoln, Littleton, Lowell, Maynard, Pepperell, Stow, Sudbury, Westford,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Adults, Children, Teenagers,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Lincoln Sudbury Regional High School	https://www.lsrhs.net/
Center for Parents and Teachers	https://centerforparentsandteachers.org/
Acton Health Department	https://www.acton-ma.gov/137/Health
Acton-Boxborough Regional School District	https://abrhs.abschools.org/
Westford Parent Connection	https://www.westford.org/wpc/

Addressing lack of transportation

Program Type Infrastructure to Support CB Collaboration

Program is part of a grant or funding provided to an outside organization Yes

Program Description Emerson Hospital initiated partnerships with towns and transportation providers to learn more about the transportation needs of our community. As a result, financial support was provided to community partners to help increase transportation options to members in the community.

Program Hashtags , , Prevention,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Continue partnerships with existing transportation providers.	Complete: Emerson financially supported CrossTown Connect and participated in on-going meetings.	Process Goal	Year 2 of 3
Participate in community led meetings with a focus on transportation	Complete: Emerson staff attended various community meetings discussing transportation options in the community.	Process Goal	Year 2 of 3
Increase transportation options for patients in need.	Complete: 51 Uber rides were provided to patients leaving the emergency department who did not have other transportation options.	Outcome Goal	Year 2 of 3
Support community efforts to increase transportation options for those in need.	Complete: Emerson financially supported the Westford Council on Aging in providing transportation options to seniors in need.	Process Goal	Year 1 of 1

- EOHHS Focus Issues** Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,
- DoN Health Priorities** Built Environment,
- Health Issues** Social Determinants of Health-Access to Transportation,
- Target Populations**
- **Regions Served:** Acton, Ayer, Bedford, Bolton, Boxborough, Carlisle, Chelmsford, Concord, Groton, Harvard, Hudson, Lancaster, Lexington, Lincoln, Littleton, Maynard, Shirley, Stow, Sudbury, Westford,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Adults, Elderly,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Disability Status,

Partners:

Partner Name and Description	Partner Website
CrossTown Connect	https://www.crosstownconnect.org/
MAGIC Subregion-MAPC	https://www.mapc.org/get-involved/subregions/magic/
Making the Connections	https://www.mapc.org/resource-library/filling-the-transportation-gaps-magic-subregion/
Town of Concord	https://www.concordma.gov/
Town of Sudbury	https://sudbury.ma.us/
Cameron Senior Center	https://westfordma.gov/593/Council-on-Aging

Addressing underlying Social Determinants of Health

- Program Type** Total Population or Community-Wide Interventions
- Program is part of a grant or funding provided to an outside organization** Yes
- Program Description** Various efforts supporting programs to address many underlying social determinants of health (SDOH). Key SDOH addressed are , financial stability, , social environment and built environment.
- Program Hashtags** Prevention,
- Program Contact Information** Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Financially support HOPE Sudbury to provide funding for their short-term financial assistance program. Local individuals and families with emergency or unexpected needs can access funding through the town social worker.	Complete: funds supported financial assistance to those affected by COVID-19.	Process Goal	Year 1 of 1
Financially support the Reuben Hoar Library to aid in their fundraising efforts to build a new building. The library is in need of new space for their young and older patrons as well as ADA compliant features.	Complete: funds were given to the library and they were able to start the construction on the new building.	Process Goal	Year 2 of 3

Financially support The Discovery Museum's \$1 Anytime Admission program.	Complete: funds were provided to the Discovery Museum to support economically disadvantaged families to be able to enjoy the museum experience. Due to COVID-19 the museum closed for a significant portion of time and when they opened back up offered free admission to any family who chose to attend in the first month. Approximately 1,300 people from the Emerson service area were able to participate in the program.	Process Goal	Year 1 of 1
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EOHHS Focus Issues Mental Illness and Mental Health,

DoN Health Priorities Built Environment, Social Environment,

Health Issues Social Determinants of Health-Education/Learning, Social Determinants of Health-Income and Poverty,

- Target Populations**
- **Regions Served:** Acton, Bedford, Berlin, Billerica, Bolton, Carlisle, Chelmsford, Concord, Dracut, Dunstable, Harvard, Hudson, Lowell, Marlborough, Shirley, Stow, Sudbury, Westford,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Disability Status, LGBT Status, Veteran Status,

Partners:

Partner Name and Description	Partner Website
HOPE Sudbury	http://hopesudbury.org/
Rueben Hoar Library	https://www.littletonma.org/reuben-hoar-library
The Discovery Museum	https://www.discoveryacton.org/

Cancer Education and Support

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization Yes

Program Description Education to the community about cancer prevention, treatment and support through hospital publications. Funding to community partners to provide cancer support.

Program Hashtags Community Education, Prevention,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Provide education to the public about breast cancer prevention, symptoms and treatment care.	Complete: Staff attended 2 in person events to provide breast cancer education. Event attendees were able to get materials and talk to staff to get further information.	Outcome Goal	Year 1 of 1
Support community organization in providing comprehensive programs providing therapeutic services to cancer patients and their families.	Complete: Funding was provided to Virginia Thurston Healing Garden to provide services to those with a cancer diagnosis in active treatment and beyond. Services are also provided to family members and caregivers. Some programming was able to move to a virtual format while others have been put on hold due to COVID-19.	Outcome Goal	Year 1 of 1
Provide funding support to the Children's Melanoma Prevention		Process Goal	Year 1 of 1

Foundation to implement SunAWARE education in elementary classrooms.	Partially complete: Funding was provided to Children's Melanoma Prevention Foundation. However, due to COVID-19 the programs were not implemented in any classrooms.		
Provide cancer education to the public through podcast platform and written articles.	Complete: Emerson used its podcast platform to provide information on colon an breast cancer as well as information about mammography. A written article about breast cancer and care options was published for the public.	Process Goal	Year 1 of 1
Partner with IMPACT Melanoma to bring skin cancer education to beauty professionals.	Complete: Dr. Eileen Deignan presented to 10 beauty professionals on how to identify concerning skin marks, discussing with clients and referring them to a medical professional.	Process Goal	Year 1 of 1

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities N/A,

Health Issues Cancer-Breast, Cancer-Colorectal, Cancer-Skin,

- Target Populations**
- **Regions Served:** Acton, Ayer, Bedford, Berlin, Billerica, Bolton, Boxborough, Carlisle, Chelmsford, Clinton, Concord, Framingham, Gardner, Groton, Harvard, Hudson, Lincoln, Littleton, Maynard, Pepperell, Shirley, Stow, Sudbury, Westford,
 - **Environments Served:** Suburban, Urban,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Virginia Thurston Healing Garden	https://healinggardensupport.org/
Children's Melanoma Prevention Foundation	https://www.melanomaprevention.org/
IMPACT Melanoma	impactmelanoma.org

Care Transitions Collaborative

Program Type Community-Clinical Linkages

Program is part of a grant or funding provided to an outside organization Yes

Program Description 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 focused on dementia patient care and education and support for caregivers. In order to further the mission of providing care in the community Emerson funded Minuteman Senior Services and Littleton Elder and Human Services for dementia focused initiatives.

Program Hashtags , Community Education, Prevention, Support Group,

Program Contact Information Kelsey Magnuson, 978-287-1193, 133 ORNAC Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
			Year 2 of 3

Collaborate with community partners aiming to Improve care for patients with dementia across the continuum becoming a 'dementia friendly' community.	Complete: Tandem Care Associates staff led multiple meetings at Emerson bringing together community partners to address improving dementia care.	Process Goal	
Identify community resources to assist with transportation barriers for following up with medical care.	Complete: a transportation resource guide was created for use to support patients who needed transportation to and from medical appointments.	Outcome Goal	Year 1 of 1
Provide financial funding to Minuteman Senior Services to implement Powerful Tools for Caregivers, Savvy Caregiver and Chronic Disease Self-Management. These evidence based workshop provide prevention and self-care strategies for caregivers and for older adults living with physical and mental challenges of chronic illness.	Partially complete: Due to COVID-19 Minuteman Senior Services shifted to provide a Virtual Caregiver Support Group. The group met 2x/month starting in July and is still continuing today.	Process Goal	Year 1 of 1
Provide financial support to Littleton Elder and Human services to provide dementia care and caregiver stress imitative.	Partially complete: funding was provided to Littleton Elder and Human Services, but due to COVID-19 they were unable to start implementation of programming.	Process Goal	Year 1 of 1
Create resource guide for caregivers to get support for themselves and their loved one.	Complete: Emerson staff in partnership with other organizations created a resource guide to be given to caregivers.	Outcome Goal	Year 1 of 1
Get staff trained to provide caregiver support groups to reduce stress and improve mental health of caregivers.	Incomplete: due to COVID-19 staff was unable to get trained.	Outcome Goal	Year 1 of 1

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities Built Environment, Social Environment,

Health Issues Chronic Disease-Alzheimer's Disease, Other-Senior Health Challenges/Care Coordination,

- Target Populations**
- **Regions Served:** County-Middlesex,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Adults, Elderly,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Disability Status,

Partners:

Partner Name and Description	Partner Website
Concord Council on Aging	https://www.concordma.gov/916/Council-on-AgingSenior-Services
Tandem Care Associates	https://www.tandemcareassociates.com/
Minuteman Senior Services	https://www.minutemansenior.org/
Newbury Court	https://www.newburycourt.org/
Care Dimensions	https://www.caredimensions.org/
Healthcentric Advisors	https://healthcentricadvisors.org/
Littleton Council on Aging	https://www.littletonma.org/council-aging
Homecare Embrace	https://homecareembrace.com/
Rivercrest	https://www.newburycourt.org/wellness-rehab-rivercrest.htm

Digital Wellness Initiative

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description Emerson Hospital has partnered with Turning Life On, a local grassroots movement that promotes digital wellness through consultation with parents, teens, schools and communities. Together, we have launched a program to raise awareness about the impacts electronic devices have on youth and provide research-backed advice that empowers families to make healthy choices about digital device use.

Program Hashtags Community Education, Research,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01472

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Bring together a group of diverse professionals to further understand how digital devices are impacts kids and youth today.	Complete: Emerson hosted a meeting with pediatricians, mental health professionals, school representatives, police officers, parents and administrative staff.	Process Goal	Year 1 of 2
Understand how digital devices are impacting youth today.	Complete: various professionals shared their experience with how digital devices are impacting young kids, middle and high school aged youth.	Outcome Goal	Year 1 of 2
Create a list of resources and potential programs for addressing issues around digital device use among kids and youth.	Complete: A brainstorm occurred to create an on-going list of resources, programs and potential partnerships.	Outcome Goal	Year 1 of 2
Start planning for a podcast series to educate the public on Emerson's digital wellness initiative and the 6 pillars of digital wellness.	Complete: podcast plans were made and set to be implemented over the next fiscal year.	Process Goal	Year 1 of 2

EOHHS Focus Issues Mental Illness and Mental Health,

DoN Health Priorities Social Environment,

Health Issues Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Stress Management,

- Target Populations**
- **Regions Served:** Acton, Ayer, Bedford, Bolton, Boxborough, Carlisle, Chelmsford, Concord, Dunstable, Groton, Harvard, Hudson, Lexington, Lincoln, Littleton, Maynard, Pepperell, Stow, Sudbury, Westford,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Children, Teenagers,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Turning Life On	turninglifeon.org
Concord-Carlisle School District	https://www.concordcarlisle.org/
Center for Parents and Teachers	https://centerforparentsandteachers.org/

Concord Police Department	https://concordma.gov/250/Police
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Domestic Violence Training and Support

Program Type Infrastructure to Support CB Collaboration

Program is part of a grant or funding provided to an outside organization Yes

Program Description Emerson Hospital, in partnership with Domestic Violence Service Network, provided a training program for staff and community partners to understand domestic violence behaviors and warning signs, how to discuss with patients and refer to community resources. In additional financial support was offered to community partners to work with and support victims of domestic violence.

Program Hashtags Health Professional/Staff Training,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Support the Live for Liv Foundation in their mission to educate the community about the warning signs and impact of domestic violence.	Complete: Emerson provided financial support to the Live for Liv Foundation to continue their work in supporting those affected by domestic violence.	Outcome Goal	Year 1 of 1
Implement domestic violence training to Emerson staff and community partners focused on general education, warning signs and community resources.	Complete: Emerson in partnership with Domestic Violence Service Network provided 4 different 8-hour training days. In total, 45 Emerson staff and 10 community partners were trained.	Process Goal	Year 2 of 2
Educate providers on domestic violence, care and resources in the community in order to improve overall patient care (professional practice) for those who have experienced domestic violence.	Complete: On program evaluations the majority of attendants responded that they left the training with confidence to improve their professional practice.	Outcome Goal	Year 2 of 2
Expand knowledge on domestic violence and a coordinated care system.	Complete: the large majority of participants responded on a program evaluation that they gained new knowledge as a result of the training.	Outcome Goal	Year 2 of 2
Through the training participants would leave with knowledge on how to improve quality of care and patient outcomes.	Complete: many participants responded on the evaluation form that as result of the training they are able to improve their quality of care and patient outcomes.	Outcome Goal	Year 2 of 2
Increase number of referrals to community agencies, specifically Domestic Violence Services Network.	Complete: Domestic Violence Services Network has noticed over the last year an increased number of referrals coming from Emerson Hospital. This can be attributed to the training and a stronger partnership.	Outcome Goal	Year 2 of 2

EOHHS Focus Issues Mental Illness and Mental Health,

DoN Health Priorities Violence,

Health Issues Social Determinants of Health-Domestic Violence,

Target Populations

- **Regions Served:** All Massachusetts,
- **Environments Served:** Suburban,

- **Gender:** All,
- **Age Group:** Adults,
- **Race/Ethnicity:** All,
- **Language:** English,
- **Additional Target Population Status:** Domestic Violence History,

Partners:

Partner Name and Description	Partner Website
Domestic Violence Services Network-worked together to plan staff/community training	http://dvsn.org/
Live for Liv Foundation-community partner for education and support	http://liveforliv.org/

Emerson Hospital Youth Risk Behavior Survey

Program Type Infrastructure to Support CB Collaboration

Program is part of a grant or funding provided to an outside organization No

Program Description Bi-annual survey of students in grades 6,8,9,10,11 and 12 in Concord-Carlisle, Groton-Dunstable, Ayer-Shirley, Harvard, Littleton, Westford, Maynard, Acton-Boxborough, Stow, Bolton and Lancaster. 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. Efforts in FY20 included bringing together school representatives to review past surveys and finalize updated survey, and conduct the YRBS in March 2020.

Program Hashtags Research,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Engage staff from 10 school districts to review previous YRBS questionnaires and prepare for the 2020 survey.	Complete: Emerson and Market Street Research planned 4 meetings to review past surveys and update the 2020 survey for implementation.	Process Goal	Year 2 of 2
Partner with Market Street Research to engage schools, write 2020 YRBS survey and analyze data.	Partially complete: Market Street Research worked with Emerson to plan for survey implementation and conduct surveys. The data was unable to be analyzed due to COVID-19 and the hospital putting staff on furlough.	Process Goal	Year 2 of 2
Survey students in 6th, 8th, 9-12th grade to understand social, academic and lifestyle behaviors.	Partially complete: 8/10 schools were able to participate in the survey. Two schools were unable to complete any data due to the COVID-19 transition to virtual learning. Other schools were able to partially complete the survey for the same reason.	Outcome Goal	Year 2 of 2
Analyze YRBS data in order to provide feedback to schools and the community on changes in youth behavior.	Incomplete: the surveys completed were unable to be analyzed due to COVID-19.	Outcome Goal	Year 2 of 2
Present 2020 YRBS data to school leadership and community at large.	Incomplete: No results were analyzed due to COVID-19.	Outcome Goal	Year 2 of 2

EOHHS Focus Issues Mental Illness and Mental Health, Substance Use Disorders,

DoN Health Priorities Education, Social Environment, Violence,

Health Issues Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Physical Activity, Health Behaviors/Mental Health-Responsible Sexual Behavior, Health Behaviors/Mental Health-Stress Management, Social Determinants of Health-Public Safety, Social Determinants of Health-Violence and Trauma, Substance Addiction-Alcohol Use, Substance Addiction-Driving Under the Influence, Substance Addiction-Opioid Use, Substance Addiction-Smoking/Tobacco Use,

- Target Populations**
- **Regions Served:** Acton, Ayer, Bolton, Boxborough, Carlisle, Concord, Dunstable, Groton, Harvard, Lancaster, Littleton, Maynard, Shirley, Stow, Westford,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Children, Teenagers,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Acton-Boxborough Public Schools	https://www.abschools.org/
Concord-Carlisle School District	https://www.concordps.org/
GrotonDunstable School District	http://www.gdrsd.org/
Harvard Public Schools	http://www.gdrsd.org/
Littleton Public Schools	https://littletonpublicschools.net/
Maynard Public Schools	https://www.maynard.k12.ma.us/
Nashoba Regional School District	https://www.nrsd.net/
Westford Public Schools	https://www.westfordk12.us/
Ayer-Shirley School District	https://www.asrsd.org/
Carlisle Public Schools	https://www.carlisle.k12.ma.us/

Home Care Visits

Program Type Community-Clinical Linkages

Program is part of a grant or funding provided to an outside organization No

Program Description Home Care staff conducting evaluation on patients after they have been discharged from the hospital. During visits patient care instructions are provided and community resources are discussed.

Program Hashtags Health Screening,

Program Contact Information Terrie Enis,978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Assess need of care at home after an illness, injury or surgery.	Complete: 200 visits were conducted to assess need of care at home.	Process Goal	Year 2 of 3
Provide multidisciplinary services within the home to help patients achieve the highest possible level of independence and comfort.	Complete: services were provided during completed visits.	Outcome Goal	Year 2 of 3

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities Built Environment,

Health Issues Chronic Disease-Arthritis, Chronic Disease-Cardiac Disease, Chronic Disease-Pulmonary Disease, Chronic Disease-Stroke,

Target Populations

- **Regions Served:** Acton, Ayer, Bedford, Berlin, Bolton, Boxborough, Carlisle, Chelmsford, Clinton, Concord, Dunstable, Groton, Harvard, Hudson, Lexington, Lincoln, Littleton, Lunenburg, Shirley, Sudbury, Westford,
- **Environments Served:** Suburban,
- **Gender:** All,
- **Age Group:** Adults, Elderly,
- **Race/Ethnicity:** All,
- **Language:** English,
- **Additional Target Population Status:** Disability Status, Refugee/Immigrant Status, Veteran Status,

Partners:

Partner Name and Description	Partner Website
Emerson Hospital Home Care	https://www.emersonhospital.org/clinical-services/home-care

Improving Food Security in our Community

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization Yes

Program Description Emerson Hospital employees donated food for a food drive to support a local food shelter. In addition, financial support was provided to local farms and food shelters to improve food security and improve overall health.

Program Hashtags Prevention,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Collect canned/boxed food from employees through food drive	Complete: The nutrition services department organized an employee food drive to donate to local food pantries. 375 pounds and 6 large boxes of soap refill (4 soap containers in each box) were donated to Open Table.	Outcome Goal	Year 1 of 1
Support Gaining Ground in their efforts to provide a meaningful volunteer experience to 2,500 annual volunteers, and participate in the ongoing fight to end hunger and improve the health of families in need. Gaining Ground aims to reduce chronic hunger through distribution of organic produce and engage the community in local agriculture through use of volunteers.	Complete: Emerson funded Gaining Ground to support their Fresh Food for Hunger Relief program. Support from Emerson helped provide 1,000 food insecure households with fresh organic produce from the farm each week during the growing season.	Outcome Goal	Year 1 of 1
Support Open Table's senior meal program in bringing healthy food to	Complete: Emerson provided funding that helped support Open Table's efforts to provide food to the community during the COVID-19 pandemic.	Outcome Goal	Year 2 of 2

seniors who are not able to visit the central pantry.			
Support Littleton Community Farms as they grow nutrient-dense mixed vegetables and donate to families in need.	Complete: funding was provided to Littleton Community Farms to grow nutrient dense vegetables and donate them to Loaves and Fishes Food Pantry and Catholic Charities (Lowell).	Outcome Goal	Year 2 of 2

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities Built Environment,

Health Issues Social Determinants of Health-Access to Healthy Food,

- Target Populations**
- **Regions Served:** Acton, Ayer, Bedford, Berlin, Billerica, Bolton, Boxborough, Carlisle, Chelmsford, Concord, Dracut, Groton, Harvard, Hudson, Lincoln, Littleton, Lowell, Maynard, Pepperell, Shirley, Stow, Sudbury, Townsend, Westford,
 - **Environments Served:** Suburban, Urban,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Open Table	https://www.opentable.org/
Gaining Ground	https://gainingground.org/
Littleton Community Farm	https://littletoncommunityfarm.org/

Increase Patient Access

Program Type Access/Coverage Supports

Program is part of a grant or funding provided to an outside organization No

Program Description Increase access to medical care by providing interpretive services.

Program Hashtags Health Screening,

Program Contact Information Katherine Shallow, 978-287-3171, 133 ORNAC Concord, MA 0742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Increase access to medical care by reducing language barriers.	Complete: language translation services were provided for 2,925 patient visits.	Outcome Goal	Year 2 of 3

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, Mental Illness and Mental Health,

DoN Health Priorities Built Environment,

Health Issues Social Determinants of Health-Access to Health Care,

- Target Populations**
- **Regions Served:** Acton, Bedford, Berlin, Billerica, Bolton, Carlisle, Chelmsford, Concord, Dedham, Dracut, Dunstable, Groton, Harvard, Hudson, Leominster, Lincoln, Lowell, Marlborough, Maynard, Shirley, Stow, Sudbury, Tyngsborough, Westborough, Westford,
 - **Environments Served:** Not Specified
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Refugee/Immigrant Status,

Partners:

Partner Name and Description	Partner Website
Stratus	https://www.stratusvideo.com/

Older Adult Education

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description Staff from Emerson Hospital have presented at many senior centers on various health topics. The health topics included cardiac health, brain health, nutrition, Parkinsons and older adult isolation. Emerson supported the Cameron Senior Center in Westford to provide the Aging Mastery program.

Program Hashtags Community Education, Prevention, Support Group,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Financial support Cameron Senior Center in Westford, MA to provide the Aging Mastery Program. The 10-week program focuses on topics such as wellness, nutrition, mental health and finances.	Complete: Emerson was able to give funding to the Cameron Senior Center. Due to COVID-19 the program was pushed out to implement in FY21.	Process Goal	Year 1 of 1
Participate in the Aging Mastery program at Cameron Senior Center by providing speakers on various topics.	Incomplete: the program was unable to occur in FY20 due to COVID-19. Plans for implementation were made for FY21.	Outcome Goal	Year 1 of 2
Provide education on brain health at the Lincoln Council on Aging. Participants will learn about memory and how to improve brain function.	Complete: Claire Carazco and Alina Carter presented to seniors at the Lincoln COA. Participants enjoyed the presentation and gave positive feedback.	Outcome Goal	Year 1 of 1
Present Keep the Beat talk at the Pepperell COA. Participants will learn how to prevent heart disease individually, locally and globally.	Complete: Ginny Dow, manager of Emerson Cardiac Rehab and Prevention Program, presented to seniors at the Pepperell COA. Participants learned about heart disease prevalence, detection, diagnosis, treatment and prevention.	Outcome Goal	Year 1 of 1
Provide nutrition education at Cameron Senior Center.	Complete: a clinical dietician presented general nutrition information and emphasized the importance of produce in a diet.	Outcome Goal	Year 1 of 1
Provide education to older adults on the impact of nutrition and bone health.	Complete: a registered dietician presented a talk to seniors diving deeper into the bioavailability of calcium and how it affects food choices. 50 people were present for the talk.	Outcome Goal	Year 1 of 1
			Year 1 of 1

Participate in the Master's of Aging program at the Concord Council on Aging presenting on benefits of exercise as it relates to aging.	Completed: a physical therapist presented to 20 people at the Concord COA. Participants learned about the benefits of exercise on the aging process and how to incorporate safe exercises into their lifestyle.	Outcome Goal	
Provide written education in the Carlisle COA newsletter with a focus on nutrition.	Complete: In FY20 one article was written on how nutrition impacts immunity.	Process Goal	Year 1 of 2
Provide activities for Parkinson's patients through the Steinberg Wellness Center for Mind and Body.	Complete: Ballroom for Parkinson's and Drummer for Parkinson's were 2 programs offered free to the public through the Wellness Center.	Process Goal	Year 1 of 1
Provide education and support to older adults and their caregivers through the virtual event, The Connect Effect: How Loneliness can influence health outcomes in our aging community.	Complete: A virtual panel presentation was provided to over 100 people. Panelists included a primary care physician, licensed social worker, community benefits coordinator and a local author. Participants were engaged and provided positive feedback.	Outcome Goal	Year 1 of 1
Provide a free event to Parkinson's patients and their caregivers presenting various services and supports including education about the disease.	Complete: The event was well attended and provided participants with a broad overview of supports for Parkinson's Disease.	Process Goal	Year 1 of 1

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, Mental Illness and Mental Health,

DoN Health Priorities Social Environment,

Health Issues Chronic Disease-Alzheimer's Disease, Chronic Disease-Cardiac Disease, Chronic Disease-Hypertension, Health Behaviors/Mental Health-Mental Health, Other-Senior Health Challenges/Care Coordination, Social Determinants of Health-Access to Health Care,

Target Populations

- **Regions Served:** Acton, Ayer, Bedford, Bolton, Carlisle, Concord, Gardner, Groton, Harvard, Hudson, Leominster, Lincoln, Littleton, Lunenburg, Maynard, Pepperell, Shirley, Sudbury, Westford,
- **Environments Served:** Suburban,
- **Gender:** All,
- **Age Group:** Adults, Elderly,
- **Race/Ethnicity:** All,
- **Language:** English,
- **Additional Target Population Status:** Disability Status,

Partners:

Partner Name and Description	Partner Website
Cameron Senior Center	https://westfordma.gov/593/Council-on-Aging
Lincoln Council on Aging	https://www.lincolntown.org/132/Council-on-Aging
Pepperell Council on Aging	https://town.pepperell.ma.us/128/Council-on-Aging
Concord Council on Aging	https://www.concordma.gov/916/Council-on-AgingSenior-Services
Carlisle Council on Aging	https://www.carlislema.gov/173/SeniorsCouncil-on-Aging

Sunscreen Dispenser Program

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description In partnership with IMPACT Melanoma and local towns, sunscreen dispensers were installed throughout 9 communities at local parks, beaches and athletic fields.

Program Hashtags Community Education, Prevention,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Increase awareness of skin cancer	Complete: through board messaging, social media and press we were able to increase awareness of skin cancer and point people toward using sunscreen to reduce risk.	Outcome Goal	Year 2 of 3
Increase the use of sunscreen in people of all ages	Complete: approximately 22,000 doses of sunscreen were dispensed throughout the season.	Outcome Goal	Year 2 of 3
Partner with IMPACT Melanoma to engage towns in planning sunscreen dispenser installation for the 2020 summer season.	Complete: Emerson and IMPACT held an open meetings for towns to attend and learn about the 2020 season and how to increase the awareness and education of using sunscreen to prevent melanoma.	Outcome Goal	Year 2 of 3
Install sunscreen dispensers throughout the Emerson service area.	Complete: 18 dispensers were installed throughout 9 different towns in public spaces.	Process Goal	Year 2 of 3

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities Built Environment,

Health Issues Cancer-Skin,

Target Populations

- **Regions Served:** Acton, Bedford, Concord, Harvard, Hudson, Lincoln, Maynard, Sudbury, Westford,
- **Environments Served:** Suburban,
- **Gender:** All,
- **Age Group:** Adults, Children, Elderly, Teenagers,
- **Race/Ethnicity:** All,
- **Language:** English,
- **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
IMPACT Melanoma- worked closely to help implement sunscreen dispensers and provide education to partnering communities	https://impactmelanoma.org/
Discovery Museum	https://www.discoveryacton.org/
Town of Bedford	https://www.bedfordma.gov/
Town of Chelmsford	https://www.townofchelmsford.us/
Concord Recreation Department	https://www.concordrec.com/
Town of Harvard	https://www.harvard.ma.us/
Hudson Recreation Department	https://hudsonrecreation.recdesk.com/
Lincoln Recreation Department	https://www.lincolntown.org/206/Parks-Recreation
Westford Recreation Department	https://westfordma.gov/268/Parks-Recreation-Department
Town of Maynard	https://www.townofmaynard-ma.gov/

Various support groups

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description Emerson provides resources to support various health conditions and life experiences.
Head/neck/oral cancer Support Group
Cancer Caregiver Support group
Bereavement Support Group

Program Hashtags Community Education, Support Group,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Create community through similar experiences	Complete. Participants in the various support groups are able to relate to one another through their shared experiences, learn about resources and provide support to one another.	Outcome Goal	Year 1 of 1
Provide peer support through vulnerable conversation	Complete. Participants in support groups were able to converse and feel supported through guided discussion and vulnerable connections.	Outcome Goal	Year 1 of 1
Provide education and healthy coping strategies for various life experiences.	Complete: Participants in support groups received education from a qualified staff member.	Outcome Goal	Year 1 of 1

EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, Mental Illness and Mental Health,

DoN Health Priorities Social Environment,

Health Issues Cancer-Other, Health Behaviors/Mental Health-Bereavement,

- Target Populations**
- **Regions Served:** County-Middlesex,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** Adults,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Not Specified	Not Specified

Youth and Adult Mental Health

Program Type Community-Clinical Linkages

Program is part of a grant or funding provided to an outside organization Yes

Program Description Efforts to improve youth and adult mental health include education to the community about resources and treatment. Support to community partners addressing mental health included partnerships with the Town of

Westford and Concord Prison Outreach. Emerson has provided strong support to the West Suburban Mental Health Collaborative (WSMHC). Concord Carlisle Regional High School received a grant from the DESE called "Improving Student Access to Behavioral and Mental Health." Through this grant, 5 school districts (CC, AB, LS, Lexington and Bedford), along with representatives from Emerson Hospital, Advocates, and the Eliot Center to discuss the state of adolescent mental health in our region and try to identify some ways forward. Since last June, with the help of a consultant, the group has been collecting quantitative and qualitative data that we now want to present to the community, including town and state leadership, along with some innovative ideas we are developing to address some of the needs.

Program Hashtags Community Education, Prevention, Research,

Program Contact Information Kelsey Magnuson, 978-287-1193, 310 Baker Ave. Concord, MA 01742

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Provide education to the public on mental health awareness and treatment options.	Complete: Emerson used podcasts and written articles to bring attention to various mental health issues. Podcast topics included substance use, mindfulness, mental health during COVID-19, older adult loneliness. Articles featured information about medical assisted treatment for opioid addiction and how our mind and body are connected.	Outcome Goal	Year 1 of 1
Participate in community collaborative to strengthen school and community resource linkages to support youth mental health.	Complete: Emerson continued participation in the West Suburban Mental Health Collaborative by attending large and small group meetings. Meetings included reviewing data as well as discussing potential solutions to the growing issue of poor mental health among youth. Staff supported the writing of a strategic plan to carry the overall collaborative forward beyond the initial planning year.	Process Goal	Year 2 of 2
Provide financial support to Town of Westford to continue implementation of the William James College Interface Referral Service.	Complete: support was provided to the town for implementation.	Outcome Goal	Year 1 of 1
Provide funding to Concord Prison Outreach to support a Public Health Speaker Series initiative.	Complete: Emerson provided funding for the speaker series that was able to transition to a virtual format during the COVID-19 Pandemic. Due to this change in format the program was able to reach significantly more people. The speakers were recorded and the content was able to be shared with multiple prisons. Topics of the speaker series included the stigma of addiction, politics, historical legacies and health care in the US, and health challenges for those incarcerated.	Process Goal	Year 1 of 1

EOHHS Focus Issues Mental Illness and Mental Health,

DoN Health Priorities Social Environment,

Health Issues Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Stress Management, Social Determinants of Health-Education/Learning, Social Determinants of Health-Racism and Discrimination, Substance Addiction-Opioid Use, Substance Addiction-Substance Use,

- Target Populations**
- **Regions Served:** Acton, Bedford, Boxborough, Carlisle, Concord, Lexington, Lincoln, Sudbury,
 - **Environments Served:** Suburban,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Incarceration History,

Partners:

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Partner Name and Description	Partner Website
Concord Carlisle Regional High School	https://www.concordcarlisle.org/
Acton Boxborough Regional High School	https://abrhs.abschools.org/
Lincoln Sudbury Regional High School	https://www.lsrhs.net/
Bedford School District	https://www.bedfordps.org/high-school
Lexington High School	https://www.lexingtonma.org/lhs/
Eliot Community Human Services	http://www.eliotchs.org/services/outpatient-services/
Advocates	https://www.advocates.org/
Town of Westford	https://westfordma.gov/
Concord Prison Outreach	https://www.concordprisonoutreach.org/

Expenditures

Total CB Program Expenditure **\$223,570.98**

CB Expenditures by Program Type	Total Amount	Subtotal Provided to Outside Organizations (Grant/Other Funding)
Direct Clinical Services	Not Specified	Not Specified
Community-Clinical Linkages	\$32,007.80	\$16,500.00
Total Population or Community-Wide Interventions	\$64,246.36	\$32,800.00
Access/Coverage Supports	\$74,424.27	Not Specified
Infrastructure to Support CB Collaborations Across Institutions	\$52,892.55	\$9,500.00

CB Expenditures by Health Need	Total Amount
Chronic Disease with a Focus on Cancer, Heart Disease, and Diabetes	\$59,687.02
Mental Health/Mental Illness	\$27,833.07
Housing/Homelessness	Not Specified
Substance Use	\$4,734.07
Additional Health Needs Identified by the Community	\$131,316.82

Other Leveraged Resources Not Specified

Net Charity Care Expenditures	Total Amount
HSN Assessment	\$2,271,919.00
HSN Denied Claims	\$0.00
Free/Discount Care	\$400,473.00
Total Net Charity Care	\$2,672,392.00

Total CB Expenditures: **\$2,895,962.98**

Additional Information	Total Amount
Net Patient Service Revenue:	\$243,197,714.00
CB Expenditure as Percentage of Net Patient Services Revenue:	1.19%
Approved CB Program Budget for FY2021: <small>(*Excluding expenditures that cannot be projected at the time of the report.)</small>	Not Specified
Comments (Optional):	Not Specified

Optional Information

Hospital Publication Describing CB Initiatives: [Download/View Report](#)

Bad Debt:	\$4,806,195.00
Bad Debt Certification:	Certified
Optional Supplement:	Not Specified