

Brockton Hospital Community Benefits Report:

Fiscal Year 2002

Oct. 1, 2001 – Sept. 30 2002

Full-Text Annual Report

I. Mission Statement

Summary

Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving a constituency of more than 400,000 residents in a primary service area of more than 20 southeastern Massachusetts communities. Our mission is to be recognized as the “hospital of choice” by staff, patients and the community we serve. We are guided by these principles:

- Take a leadership role in assessing the health care needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for underserved and disadvantaged populations.
- Develop new services and programs, and participate in alternative delivery and regional health care systems, to respond to community need and enhance access to care.
- Participate in the education of health care professionals to enhance the Hospital’s access to medical expertise and to assure the most up-to-date approaches for providing care.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost effective and fiscally sound.

Part of Brockton Hospital’s community focus, and indeed the very core of our mission, is to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life,

regardless of their ability to pay. During Fiscal Year 2002, the Hospital provided nearly \$17.5 million in uncompensated care to uninsured or under-insured patients.

Approval of Governing Body

Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service, and the growth and expansion needed to support that. The Board of Trustees sets and approves the overall direction and goals of the Hospital, meeting to review plans and progress quarterly on all projects that further the Hospital’s mission of service and care. Thanks to our governing board’s vision and leadership — and the dedication and expertise of staff and volunteers — Brockton Hospital is recognized as an unrivaled health care leader, committed to delivering the best possible care in the region. Tireless advocates for patients and families, the Board of Trustees has guided Brockton Hospital through a year of change and challenge, making impressive and wide-ranging progress in meeting our mission of health, healing and service.

II. Internal Oversight and Management of Community Benefits Program

Management Structure

Each year the Brockton Hospital Board of Trustees appoints a community benefits advisory committee to help determine health needs, set priorities and oversee the planning process. The committee includes some of the area’s most influential and energetic residents: community representatives, hospital trustees and administrators, and physician and clinical leaders. They work together to address our community’s most pressing and complex health challenges.

Developing an annual community benefits plan is a grassroots process. First the community benefits advisory committee closely exams the many health care needs facing those who live in southeastern Massachusetts, gathering input from the Department of Public Health Status Indicators, the Rate Setting Commission on Preventable Hospitalizations, Chamber of Commerce reports, public school administration, church groups and the Community Health Network Area coalition (CHNA).

Using this available community data, the community benefits advisory committee next determines priority problems, weighs risk factors that contribute to these problems,

identifies causes, monitors solutions, and evaluates interventions. From this work comes a community benefits plan with a comprehensive picture of service and needs in the Brockton area. As always, the plan, blessed by the Board of Trustees, is developed in collaboration with local health and social service agencies, city departments, schools, neighborhood shelters and other community groups in order to pinpoint service gaps, guard against program duplication, make the best use of Brockton Hospital's community benefit resources, and build a healthier community for all.

The benefits advisory committee appoints subcommittees made up of members with special expertise who work together with other community agencies to develop and implement solutions. The subcommittees report quarterly to the benefits advisory group, which in turn shares progress with the Board of Trustees and hospital administrators. It is an ongoing, dynamic process with strategy adjusted as needed to be sure the community's key health issues are continually heard and addressed.

Members of the Fiscal Year 2002 community benefits advisory committee included:

Brockton Hospital Members

Carl Gaudiano- Coordinator
Sandy LaFratta – Marketing/Public Relations
Moises Rodrigues – Interpreter Services Coordinator
Dr. James Thorp – Chief of Pediatrics and Newborn Services
Donald MacIver – Member, Board of Trustees

Community Members

Mablene Bennett – Community Representative
Susan Bickels -- Community Coordinator, WIC
Marta Aleman -- Community Representative

*Method of Sharing Information about Status and Success of Community Benefits
Mission/Programs with Staff at all Levels of the Institution*

The Brockton Hospital marketing/public affairs department publicizes internally and externally community benefit success stories and accomplishments. The Hospital's bi-weekly newsletter alert associates about key health and mission-related achievements. The monthly "On Call" newsletter for members of the Medical Staff keeps physicians up to date. At the same time, the marketing/public affairs department also informs the media of newsworthy community benefit accomplishments. The department mails the

Hospital's quarterly newsletter, Healthy Decisions, to 41,000 households in Brockton and target communities. In addition, press releases, annual meeting forum, and other communications vehicles include community benefit information as appropriate. The Human Resources Department also uses recruitment materials and job fairs to reinforce Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the overall health and well being of the community.

III. Community Health Needs Assessment

Process, Including Participants, and Information Sources

Collaboration and partnerships are crucial to the community benefits advisory committee's success in assessing and addressing community needs. Brockton Hospital works closely with health and social service agencies, city departments, schools, neighborhood shelters and other community groups to build a healthier community. For example, Human Resources continued to grow its relationship with the Brockton High School Special Needs Program by increasing the number of volunteer students during FY02. South Shore Regional Vocational Tech High School continued its affiliation with the Hospital for students to carry out their "health careers" experience/community service. In addition, Hanover High School established a relationship with the Hospital for its program in Work Experience/Special Needs.

A committee of hospital associates also meets monthly to plan health and wellness programs and screenings that target community needs. We take every opportunity to reach beyond hospital walls to deliver care and service to the people who need it most. Laboratory staff continued to support community health fairs and events by providing free cholesterol and glucose screenings. Staff participated in the "Senior Celebration" at the Holiday Inn in April, at the Easton Town Health Fair in May, and at countless other events listed in Section V.

The Hospital set three key community benefit priorities for Fiscal Year 2002: heart disease, breast cancer and children's fitness.

- Throughout Fiscal Year 2002, hospital programs focused increasingly on expanding cardiac care and outreach through the Hospital's Metro South Heart Institute.

- Brockton Hospital also expanded cancer care and outreach with particular emphasis on increasing the number of screenings for breast cancer, especially among those women who were uninsured or underinsured.
- The Hospital continues to address a major youth health issue — exercise and obesity — by partnering with the Brockton School Department on a health and fitness curriculum.

Summary of Findings

The summary of findings for our community health needs assessment concerning heart disease, breast cancer and children’s fitness uncovered some startling information.

Heart Disease:

Department of Public Health statistics show that residents of Brockton have a 25 percent greater chance of dying from cardiovascular disease than people living in other areas of the state. These alarming statistics demonstrate the need for proactive community outreach on heart disease prevention and treatment.

Breast Cancer:

Cancer affects Americans of all racial and ethnic groups and kills more people annually than AIDS, accidents, and homicide combined. Many of these deaths could be prevented through increased cancer prevention and screening and improved access to medical care. Brockton exceeds the state rate for breast cancer disease incidence. Although the statistics are alarming, breast cancer is very treatable in its early stages, which makes early detection so important.

Children’s Fitness:

The health of children continues to be a major concern in the Brockton community. For years, Federal, state and local budgets have all but eliminated funds to support physical fitness and health education programs. Consequently our children are the most unfit and unhealthy generation in our nation’s history.

There are frightening and discouraging statistics on the health and fitness patterns of our nation’s youth. For example, 20 million youths are overweight by an average of 8.3 pounds. Childhood obesity is up 54% in children age 6 – 11 and 39% in children age 12-17. One in six American children are classified as physically underdeveloped: More than half the girls and one quarter of the boys ages 6-17 cannot run a mile faster than

walking; 70% of the girls in this age group cannot do more than one pull up, and 55% of the boys cannot do even one. Most notably, 40% of American children age 5-8 years old show one or more risk factors of heart disease including high blood pressure, high cholesterol, and low cardiovascular endurance.

Researchers at the Centers for Disease Control and Prevention found that the percentage of US hospital discharges related to obesity in 6 to 17-year-old children almost tripled between 1979-1981 and 1997-1999. Also on the rise were discharges for obesity-related gallbladder disease, diabetes and sleep apnea. Researchers believe that healthcare costs and diseases connected with obesity will continue to rise as heavy children grow into heavy adults. Government and health leaders are asking schools and communities to adopt school-based physical education programs to encourage youngsters to embrace more active and healthy lifestyles.

III. Community Participation

Process and Mechanism and Identification of Community Participants

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Brockton Hospital's community benefits advisory group analyzes needs, sets priorities and works toward successfully completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure that community and hospital leaders are gaining on issues and not duplicating efforts.

In assessing needs, determining priorities and implementing solutions, Brockton Hospital has collaborated with a number of community groups and organizations over the years. They include: City of Brockton Health Department, Massachusetts Department of Public Health Immunization Division and Bureau of Health Statistics, the Prevention Center, Latino Health Institute, HelpLine, Catholic Charities, Plymouth Country District Attorney's Office, Self Help, Womensplace, Cape Verdean Association, Massachusetts Rehabilitation Commission, Massachusetts Commission for the Deaf and Hard of Hearing, Boys and Girls Club, Mainspring House (the city's primary homeless shelter), YMCA, Catholic Charities, Salvation Army, Brockton Visiting Nurses Association, Brockton Family and Community Resources, , CHNA coalition, Brockton Public Schools, Family Planning, WIC, American Red Cross, My Brothers Keeper, Brockton Coalition for the Homeless, Brockton Area Multi Service, Inc., and the Massachusetts Society for the Prevention of Child Cruelty.

Community role in development, implementation and review of community benefits plan and annual reports.

Provided in Section III.

IV. Community Benefits Plan

Process of Development of Plan, including how Community was Involved (if not previously described)

Provided in Section III.

Target Population/Priorities/Relationship to Health Needs Assessment

A. Heart Disease

Because the health needs assessment identified such a high rate of cardiovascular disease in our community, the community benefits advisory group once again set heart disease prevention and treatment as a key focus for FY02. Our target population was community-wide and our priorities included education, health screenings and follow up, and helping patients manage high risk factors through a proactive and coordinated approach to cardiac health. Brockton Hospital's Metro South Heart Institute and its preventive cardiology program continue to be instrumental in meeting these educational, treatment and outreach goals.

The Metro South Heart Institute, in collaboration with Boston Medical Center, brings high-level coordination to the comprehensive cardiac services already in place at Brockton Hospital for more than *two decades*. The Metro South Heart Institute was the first in the area to take a proactive, coordinated approach to cardiac health, by screening, identifying and helping patients manage high-risk factors. Staff bring medical expertise, technical and teaching resources into the community through educational programs, health promotions and preventive health screenings. The Institute also offers everything from state-of-the-art cardiac diagnostic testing, treatment and rehabilitation, to education about heart health and prevention.

The goal of the Institute is to provide sophisticated comprehensive, cardiovascular care in an environment that maintains the close personal ties of patients to their families, and to

their primary care physicians. The Institute ensures expeditious access to state-of-the-art cardiac services, close to home, for all, regardless of a person's ability to pay for care.

Short-term strategy: Short-term strategy over a *two-year period* (including FY01 and FY02) calls for performing a minimum of eight cholesterol screening programs (one per quarter) or four per year and 12 blood pressure screening programs (six per year). During FY02, hospital staff surpassed the cholesterol screening goal, conducting eleven (11) such programs in the community and met the goal of six (6) blood pressure screening programs.

Brockton Hospital continues to work tirelessly to educate the public about heart health, heart disease, and lifesaving treatments available at the Hospital. A new kiosk design in the main lobby plays a video featuring a Brockton Hospital primary (emergency) angioplasty patient. The lobby-based kiosk also includes a comprehensive listing of hospital services, upcoming events, community health offerings and physician referral information.

Reaching beyond hospital walls, the marketing department coordinated a number of community heart health lectures and panel discussions to educate audiences throughout greater Brockton. Sandy Ambrose, M.S., R.D., C.D.E, Registered Dietitian, spoke on the topic of Heart Healthy Eating at the Metro South Chamber of Commerce breakfast and at the Mt. Messiah Baptist Church. At the Senior Celebration, she presented a seminar on "Eating for the Young at Heart"; she provided nutrition counseling at the "Saturday in the Park" community health fair; and with 80 people in attendance, she gave an informational talk on "Eating for the Young at Heart" at a monthly AARP meeting. In addition, Ms. Ambrose spoke on "heart healthy" eating at the mini-health event held during a Brockton Rox game at Campanelli Stadium.

Dr. Burton J. Polansky, Chief of Cardiology and Medicine at Brockton Hospital, also spoke to the community. He presented new guidelines released by the National Cholesterol Education Program (NCEP) at a meeting of the Brockton Rotary Club.

Other short-term goals included activity around American Heart Month. Hospital staff coordinated a series of lectures to highlight American Heart Month. A program on heart

healthy nutrition was presented for the public in a round-table format by Karen Rice, R.D., L.D.N., C.N.S.D., Clinical Nutrition Manager, Wayne Reynolds, R.N., Cardiac Rehabilitation Coordinator, Birgitta Brodax, M.S., R.D., Sandra Ambrose, M.S., R.D., C.D.E., and Bernadette Coyle, R.D.

Cholesterol screening is a key preventive measure and a number of departments at the Hospital worked together to perform countless cholesterol and glucose screenings during FY02. Staff performed 40 cholesterol screens at the Randolph Community Partnership English for Speakers of Other Languages community health fair; nearly 100 screens at the “Saturday in the Park” community health fair; nearly 110 cholesterol screens at the Senior Celebration; and 100 cholesterol and glucose screens for attendees at the annual Town of Easton Health Fair.

Hospital staff also made house calls to various organizations. Staff conducted blood pressure and glucose screenings for more than 155 employees at The Enterprise at two separate events. In addition, staff offered blood pressure screenings at the Brazilian Health Fair at Holy Family Church in Rockland (with more than 250 attending).

Brockton Hospital staff performed cholesterol, glucose and blood pressure screenings at the new Abington office of PrimaryCare (PCA) and Women’sHealth Affiliates, both affiliated with Brockton Hospital. More than 130 people participated in the screenings. In addition, Brockton Hospital together with PCA sponsored a mini-health event during a Brockton Rox game at Campanelli Stadium. Nearly 40 blood pressure screenings were performed and lab staff from the Hospital screened 50 attendees for cholesterol.

Staff participated in other off-site health events as well, including a health fair for Equiserve, a financial services company with 1300 employees, at their Canton location. A hospital representative staffed an informational table and distributed materials on hospital services and programs. Laboratory staff provided cholesterol screens to more than 50 people.

Hospital staff also visited Massasoit Community College, manning an informational table at the Canton campus, and performing 30 cholesterol screens on faculty and staff. Laboratory staff also performed 60 cholesterol screens on faculty and students at the Brockton campus of Massasoit Community College.

Women and heart disease was a special focus. The Hospital coordinated a program for women about heart disease for community participants by Dr. Durga Rao, a primary care physician, and Heather Luke, Cardiac Rehabilitation Specialist. The Laboratory performed cholesterol screenings and Heather Luke conducted blood pressure screens.

Finally, the Hospital's heart healthy efforts included teaming with the American Red Cross to hold blood drives. Brockton Hospital sponsored two American Red Cross blood drives, where 70 associates donated blood.

So many of the Hospital's FY02 community health programs and screenings — such as our frequent cholesterol, glucose and blood pressure screenings — are aimed at improving the community's cardiovascular health. For a detailed list of those outreach programs, please see Section V.

Short-term clinical programs to address community cardiac needs also included staff education. During FY02, Brockton Hospital was re-credentialed as an American Heart Association (AHA) Community Training Center. Staff provide ongoing community and health professional courses in CPR, ACLS (Advanced Cardiac Life Support), PALS (Pediatric Advanced Cardiac Life Support), and NRP (Neonatal Resuscitation Program).

Long-term strategy: Brockton Hospital continues to provide primary (emergency) angioplasty to enhance patient care in our community. During FY 2002, cardiologists, cardiac catheterization laboratory staff, and administrators met to discuss the in-depth review of each patient's care. Brockton received an excellent rating from the expert panel for the care of patients. Since that review, the number of interventional cardiologists at Brockton Hospital has increased, expanding the availability of balloon angioplasty to more patients.

Another long-term strategy is our Cardiac Rehabilitation Program, which has always been a strong program for the Hospital. During FY02, staff remained current in their teaching and practice by following new national guidelines in monitoring and treating patients' cholesterol levels.

The Hospital's new Chest Pain Observation Unit, in the newly renovated Emergency Department, is another part of our long-term strategy to improve care in our community.

During FY02, staff also initiated a number of special programs to enhance our cardiac care and services. An interdisciplinary committee reviewed unplanned transfers to critical care to identify greater numbers of surgical patients at risk of myocardial infarction who might benefit from beta blockade therapy. A cue was implemented within the automated pre-admission testing assessment to identify eligible patients and follow-up with the responsible physicians. The committee now reviews 100% of patients identified by anesthesia as eligible for beta blockade therapy for compliance with the committee's recommendations.

In collaboration with the Health Care Quality Improvement Program of Massachusetts Peer Review Organization (MassPRO), the Hospital is also participating in a quality improvement project to reduce the risk of death and dependency due to stroke in patients with atrial fibrillation. The Hospital believes participation in this project will reduce the morbidity and mortality of this population through interventions aimed at initiating and monitoring patients' anticoagulation therapy.

Staff also initiated and continued a collaborative effort involving nursing, radiology, cardiology and the cardiac rehab team to review and evaluate the processes involved in scheduling and performing various cardiac stress testing in nuclear medicine. The goal is to reduce the time it takes for a patient to have the test, and to reduce the length of stay. A new protocol for Dobutamine Stress Echocardiograms enhances existing stress testing procedures that benefit a select patient population who do not meet the criteria for other types of stress tests offered.

The Hospital continues as an active American Heart Association (AHA) Community Training Center with ongoing community and healthcare courses in CPR, Advanced Cardiac Life Support, Pediatric Advanced Life Support and Neonatal Resuscitation Program.

Despite the Hospital's continued efforts during FY02 to win passage of an outside section in the state budget to allow additional community hospitals to perform open-heart surgery, the state legislature enacted the budget without this provision. Together with the Hospital's tertiary partner, Boston Medical Center, and our own cardiologists, the Hospital will continue to assess the Hospital's legislative options with a new legislature, which convened in January 2003.

Also in the area of long-term measures, Brockton Hospital has invested in a new state-of-the-art diagnostic cardiac suite. Patients in the community will benefit now and in the future by having access to leading-edge care, close to home. Completed in FY01, the Hospital's \$5 million expansion of the radiology department features a new cardiac diagnostic suite and voice recognition medical system; a new "LightSpeed" CT scanner, a Siemens E-cam nuclear medicine camera, and new ultrasound equipment — all of which will benefit, among others, cardiac patients.

Measuring outcomes and evaluating effectiveness: The Brockton Hospital Metro South Heart Institute, with its frequent reviews of detailed patient records, will help measure and evaluate patient outcomes. Staff will look for trends and assess treatment progress, and then make adjustments in care plans as necessary.

During FY02 the Hospital also implemented special evaluation efforts pertaining to congestive heart failure. The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) Core Measures requirement took effect July 1, 2002. Point-accredited, acute care hospitals must begin collecting data on a subset of measures in two predetermined areas. Core Measure sets are selected based on their potential impact to improve the health of the specified population, the feasibility of collecting valid data, and

the ability of the Hospital to control or influence the processes to improve the outcomes. Congestive Heart Failure (CHF) indicators include: echocardiogram for identified patients; medications prescribed at discharge; discharge instructions; and smoking cessation advice/counseling.

Reviewing, evaluating and updating the plan: Each quarter, the community benefits advisory group reviews progress on our efforts to treat heart disease in our community, makes any adjustments necessary, and presents findings to the Board of Trustees.

B. Breast Cancer

One of the best ways to combat cancer is to catch it in the early states, when treatment is most effective. Through the use of the latest diagnostic equipment and procedures, our staff can assess each patient's needs in a caring and professional manner. Preventive screenings are useful in providing initial clues about abnormalities that may indicate cancer. Brockton Hospital offers a number of different screening procedures to meet the need of our patients, including mammography, Pap smears and prostate screenings. Our facilities include a fully equipped Women's Imaging Center, which offers female patients mammography, ultrasound, breast biopsy services including stereotactic needle biopsies, and bone density testing — all in a comfortable setting designed especially for women. Treatment services offered at Brockton Hospital include surgery, chemotherapy, radiation therapy (state-designated regional site for radiation therapy since 1969), pain management, occupational therapy/physical therapy, reconstructive surgery and support services.

Short-term strategy: The Hospital coordinated a special mammography screening as part of National Breast Cancer Awareness Month. Staff from the Women's Imaging Center performed more than 25 mammograms as part of the special promotion. Hospital representatives staffed two informational tables throughout the day, distributing a variety of materials including brochures on the Women's Imaging Center and breast self-exam shower cards.

During FY02, the Hospital distributed several educational pamphlets to oncology patients outlining cancer resources. Based on this trial, the Oncology Committee recommended distribution of these pamphlets hospital-wide. The material provides resources for pain management, nutrition, radiation therapy, and chemotherapy. The Hospital also

developed an Oncology Services brochure highlighting the Hospital's continuum of care for cancer patients. The brochures were distributed to primary care offices and physicians.

Long-term strategy: The Hospital has a distinguished record of service around breast cancer treatment and services. During FY02, Brockton Hospital provided exceptional care through the Women's Health Network (WHN, formerly known as the Breast and Cervical Cancer Initiative and Well Women Project). More than 500 women received services through WHN at Brockton Hospital. Through a grant provided by the Massachusetts Department of Public Health, Brockton Hospital offers free mammograms, Pap smears and examinations to uninsured or underinsured women aged 40 to 64 who meet certain eligibility criteria.

WHN is also represented at local health fairs and community outreach events. For the sixth consecutive year, a mobile diagnostics mammography event was held in October at South Shore Plaza in Braintree. Brockton Hospital coordinated free mammography screenings in a fully-equipped mobile diagnostic van.

Patients now, and in the future, benefit from the latest breast cancer diagnostic services and treatments, such as lymphatic mapping techniques, which eliminate the need for complete axillary node dissection and subsequent sequence of side effects. In addition, stereotactic breast biopsy is provided in the new state-of-the-art Women's Imaging Center.

Already Brockton Hospital has strengthened its ability to battle breast cancer by establishing a sentinel node biopsy program. This program helps minimize surgery and speed recovery.

Brockton Hospital is also participating in a special clinical trial pertaining to breast disease called STAR, the Study of Tamoxifen and Raloxifene. This clinical trial is designed to see how the drug raloxifene (Evista) compares with the drug tamoxifen (Nolvadex) in reducing the incidence of breast cancer in women who are at an increased risk of developing the disease. Researchers with the National Surgical Adjuvant Breast and Bowel Project (NSABP) are conducting the study at more than 400 centers across the

United States, Puerto Rico and Canada. The study is primarily funded by the National Cancer Institute (NCI), the U.S. government's main agency for cancer research.

The Hospital's annual Champions Fighting Cancer Walk, which took place this fiscal year on Sunday, May 5, 2002, is another long-term strategy in the battle against breast cancer. This very successful, third annual walk raised more than \$215,000, thanks to 4,500 walkers and 125 plus volunteers. For detailed information about this charity event, please see Section V.

The Hospital planned and coordinated the Foundation's annual charity golf event held at Wollaston Golf Club in Milton. The 2002 Brockton Hospital Charity Golf Classic raised more than \$30,000 to support the Hospital's cancer programs and services.

Part of the Hospital's long-term strategy to combat cancer, and breast cancer in particular, is its continuing investment in state-of-the-art facilities and equipment. During FY 02, Brockton Hospital acquired advanced whole-body imaging technology with Positron Emission Tomography (PET) – adding more clinical advantages to our imaging capabilities. PET provides sophisticated state-of-the-art scanning for cancer, heart disease and neurological disorders. Brockton Hospital is one of the first in the area to offer this service. PET is a molecular imaging procedure that generates pictures of the precise location and extent of disease. By imaging the molecular, biological and functional basis for disease, PET enables a physician to detect abnormal cell growth and activity. This information helps in the early detection and improved treatment of many diseases, allowing enhanced capabilities in pre-surgical staging, elimination of invasive procedures, enhanced therapy monitoring capabilities, and a reduction in the number of diagnostic tests performed. PET has revolutionized the world of diagnostic imaging, proving to be a cutting edge tool specifically in the area of cancer. In oncology, PET is the only modality that can produce accurate images of many organs at one time to diagnose malignancy, particularly providing information about whether or not cancer has spread to other parts of the body. PET also examines patients for myocardial infarctions and looks for reversible damage as opposed to permanent heart damage. PET is used in neurological studies, investigating brain metabolism in patients with dementia and epilepsy.

Radiation therapy is another area of treatment strength for the Hospital. As a state-designated regional site, Brockton Hospital's radiation therapy service assures access to leading edge cancer treatment close to home. More than 30 years ago, the Commonwealth of Massachusetts designated Brockton Hospital as a regional site for radiation therapy, and today the Hospital continues to be recognized for its advanced level of care and renowned clinical staff with its specialized training and expertise. With the Hospital's state-of-the-art radiation therapy imaging system, the Clinac 2100C linear accelerator, radiation oncologists can pinpoint and destroy tumors with greater precision and with fewer side effects for patients.

Also during FY02, patients continued to benefit from the Hospital's recently completed \$5 million expansion of the radiology department, featuring an advanced "LightSpeed" CT scanner, a Siemens E-cam nuclear medicine camera, and new ultrasound equipment — all of which provide immediate and future benefit for patients undergoing diagnostic and treatment services for breast cancer as well as prostate cancer.

To further enhance its cancer program, the Hospital strengthened the Oncology Department through new quality initiatives, strategic partnerships, education and community outreach. The Hospital also organized a number of oncology-related medical education programs for staff.

Although the focus in FY02 was breast cancer, the Hospital continued to emphasize early-detection screenings and state-of-the-art treatment for prostate cancer, another key community initiative. Once again, the Hospital provided prostate screening services to local patients through the Latino Health Initiative, which has a contract from the Department of Public Health to provide such services to medically underserved men in the Brockton area.

African-American men have the highest incidence rate of prostate cancer in the world, and it is a leading cancer for Hispanic men as well. In an effort to detect prostate cancer in its earliest stages — when the chances for cure are best — Brockton Hospital

continued to expand its cancer care and outreach programs during FY02. Prostate screenings were once again held at the Hospital.

The Brockton Hospital Prostate Cancer Support Group has become an important short- and long-term resource to help men and their loved ones cope with this diagnosis. The group has grown to more than 80 members, with an average of 25 to 30 members attending each monthly meeting. Members of the support group receive a monthly newsletter and periodic announcements. The group continues to be especially interested in reaching out to racial/ethnic minority men, and it welcomes new members with their loved ones at any time.

Meetings provide participants with the latest information on the treatment of prostate cancer, using invited speakers, comments from prostate cancer survivors, videos and printed information. A urologist is also present to answer questions about treatment options. Participants are willing to share their experiences, knowledge, concerns and questions and offer support to one another, especially those men who are newly diagnosed and wrestling with treatment decisions.

Measuring outcomes and evaluating effectiveness: Steadily increasing numbers of women who participate in screenings, support groups, and fund-raising events such as the annual Champions Fighting Cancer walk are a measure of Brockton Hospital's effectiveness in raising awareness of, and helping to deter, breast cancer.

Reviewing, evaluating and updating the plan: Each quarter, the community benefits advisory group reviews progress on our efforts to treat breast cancer in our community, makes any adjustments necessary, and prevents findings to the Board of Trustees.

C. Fit Children

Brockton Hospital has a longstanding partnership with the Brockton Public School system, working together with school health officials to provide medical services and immunizations. The Hospital's Children & Youth Program is a resource for preventive care, nutrition services, health education and other specialty services. During FY01 and FY02, the Hospital continued to collaborate with the Brockton School Department on a

health and fitness curriculum to address two major youth health issues, exercise and obesity.

Short- and long-term strategy: As a community benefits initiative, Brockton Hospital provided the funding for Project Fit America (PFA), a curriculum-based fitness and wellness program. Through the Hospital's sponsorship, Brookfield Elementary School in Brockton installed on its playground during FY01 permanent, state-of-the-art outdoor fitness equipment specifically designed to improve the physical fitness and health of children. In addition to the equipment and activities designed to enhance cardiovascular and physical health, the program incorporates a curriculum to teach youngsters lifelong health habits.

Since FY01, Brockton Hospital has been working to improve and measure the physical fitness and health of the Brookfield Elementary School children with pre- and post-fitness tests administered annually for tracking.

Measuring outcomes and evaluating effectiveness: Through educational programs and equipment, the goal for the PFA program is to improve children's fitness testing levels and to teach lifelong fitness skills.

Through sponsorship by Brockton Hospital, the PFA program provides a curriculum for each teacher at the grade level they teach and training at the Brookfield school with a specialist from PFA. The program is a permanent addition to the school curriculum.

The PFA equipment addresses those areas where children are most likely to fail fitness tests: upper body, lower body, abdominal strength, cardiovascular endurance and flexibility. A freestanding structure of seven work-out stations permanently installed outdoors on the school grounds includes: pole climb, vault bar, horizontal ladder, sit-up and step-test stations, parallel bars and pull-up bars. This equipment complements the PFA curriculum that suggests games, by grade level, to interact with the equipment.

The Brookfield School participated in a two-year testing and evaluation for project measurement. The testing methods included curl ups (abdominal), push ups (upper body), and a mile run (cardiovascular). Evaluating FY02 pre- and post-test scores showed that the students made excellent improvements in all areas tested thanks to the PFA program. Evaluating pre- and post-scores showed that children improved by 27.07% in

curl ups (abdominal); 8.32% in push ups (upper body); and 15.28% (cardiovascular) in the mile run.

Reviewing, evaluating and updating the plan: Brockton Hospital will continue to work with the Brookfield Elementary School in sponsoring and maintaining the PFA program and measuring and reviewing fitness test scores. In addition, each quarter, the community benefits advisory group will review progress on our efforts to address children's health and physical fitness in our community, make any adjustments necessary, and present findings to the Board of Trustees.

V. Progress Report: Activity During Reporting Year

Major Programs and Initiatives

Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

Community Midwifery Program

Brockton Hospital launched a hospital-based Community Midwifery Program in February 2002 to provide midwife care during pregnancy. In addition to the certified nurse midwives, a Better Beginnings advocate assigned to the program provides translation and facilitates insurance enrollment. The new program was announced with paid advertising, distribution of a program brochure, and an appearance by a midwife on a local radio show.

Perinatology Services

Under the coordination of Dr. Ian Grable, perinatologist from Beth Israel Deaconess Medical Center, the Hospital offers on-site Perinatology Services for high-risk pregnancies and deliveries that would previously have been transferred to a tertiary center. Dr. Grable and his associates at BI Deaconess also provide 24-hour-a-day perinatology consults for all Brockton Hospital obstetricians. Volume for the Perinatology clinic has risen dramatically over the past year, with an average of 25 to 30 patients weekly — a 42 percent increase above anticipated volume. At the present time, there are no perinatologists available on a full-time basis in the Hospital's primary service

area. Demand for Perinatology Services has grown to warrant adding a half-day session to the program.

Baby Reunion

Nearly 400 families and babies attended the Hospital's annual Baby Reunion. Obstetricians, midwives and maternity nurses visited with the families and babies in attendance. The celebration featured a clown, a cartoon character appearance, and photos, face painting, arts and crafts, refreshments, and giveaways. Car seat safety specialists from the Brockton Police Department staffed an informational table demonstrating proper use of infant and child car seats.

Diabetes Care

Harvard Pilgrim Health Care awarded a \$65,000 grant to the Brockton Physician Hospital Organization (PHO) to fund a quality improvement program targeting patients with diabetes. The Hospital established a diabetes task force to oversee implementation of the program, with self-management education as the cornerstone. The program promotes more effective care by decreasing major complications that necessitate ER visits. To spearhead this program, the Hospital has recruited a certified diabetes nurse educator to team with a primary care physician or endocrinologist, and a diabetes nutrition educator. The extended team includes an ophthalmologist, podiatrist, exercise specialist, social worker, and interpreter. The program targets: newly diagnosed adults and children over the age of 7 with diabetes; individuals previously diagnosed whose condition has changed or who would like a second opinion on treatment options; pregnant women with diabetes, or those who develop diabetes during pregnancy; patients requiring support, education or motivation to manage their diabetes; and families of those diagnosed with diabetes.

Asthma Services

The PHO Asthma Management Program Steering Committee's summary of findings from its study of 80 members with asthma has led to a collaborative relationship with the Hospital's Asthma Task Force and the Outpatient Department. An asthma group now meets monthly for discussion and resources. The Hospital opened an Asthma Clinic in

the Outpatient Department, reviewed patient educational materials, and implemented a mobile cart in the Emergency Department to centralize supplies and materials needed to care for asthma patients.

Shorten ED Waits

The Hospital initiated a Rapid Assessment and Treatment Program in the Emergency Department to shorten the interval between arrival and treatment time. The overall objectives are expedite care, improve patient satisfaction and decrease the number of patients who leave without being seen.

Specialty Clinics

Brockton Hospital's state-of-the-art Outpatient Care Center (a former nursing home near the Hospital campus) is home to 26 ambulatory primary and specialty clinics, physical therapy and cardiac rehabilitation services, as well as human resources and other administrative functions.

The primary and specialty care clinics include adult primary care, arthritis, back, cardiology, dermatology, diabetes, gastrointestinal, gynecology, hypertension, laser eye clinic, nutrition, ostomy, podiatry, respiratory pulmonary, sexually transmitted disease, surgical tuberculosis and urology. No other hospital in the region provides such an extensive array of "safety net" services to assure access to exceptional health care, regardless of patient insurance status. In addition, the Hospital is especially pleased to offer, in conjunction with the state Department of Public Health, clinics for two major public health concerns in the country today — tuberculosis and sexually transmitted diseases.

Completed in FY01, the Outpatient Care Center features more space with larger examination and treatment rooms. Some blood work and diagnostic testing are also available in the new Outpatient Care Center, along with on-site registration and financial counselors, interpreter services and parking adjacent to the building.

Champions Fighting Cancer Walk

In 1999, Brockton Hospital established the Brockton Hospital Foundation to provide a structure for individuals and corporations to donate funds to support the Hospital and its

mission. The Foundation has strengthened the Hospital's exceptional partnership with the community and provided funding for specific purposes, such as supporting our regional centers of excellence in cardiology and oncology, as well as other hospital programs and services.

Through the Foundation, the Hospital initiated the Champions Fighting Cancer Walk, in conjunction with the Chrystine M. Sullivan Memorial Foundation. For FY02, the third annual cancer walk brought together over 4,500 walkers who raised more than \$215,000 to benefit hospital cancer programs and services and the Chrystine M. Sullivan Memorial Foundation.

More than 125 volunteers donated their time to man water stops, handle registration and assist in a variety of other event responsibilities. Finish line fun for walk participants included a barbecue, entertainment, Moonwalk, clown, balloons, and a mini-health fair, which all contributed to a festive and upbeat atmosphere.

The walk continues to generate awareness, research and money for the cancers that affect women. It also brings the community together in an outpouring of understanding, friendship and support.

Senior Programs

Brockton Hospital continues a number of senior citizen programs to better serve its elderly neighbors. Monthly senior brunches give older residents the chance to socialize, enjoy a nutritious meal, and hear timely health lectures. The senior buddy program helps senior citizens who need companionship and assistance in getting to doctor's appointments. Finally, the senior pharmacy program helps eligible seniors pay for part of the cost of prescription medications.

Volunteers

Brockton Hospital's volunteers are a vital part of its outreach effort, contributing to the positive experience patients have come to expect at Brockton Hospital. During FY02, 147 volunteers contributed more than 22,000 hours of service to the Hospital.

Associates also contributed their time, expertise and financial support to countless charity groups and organizations, ranging from the United Way to homeless shelters and hospice boards.

Reach Out and Read

Reach out and Read (ROR) is a non-profit organization founded in 1989 at Boston City Hospital (now Boston Medical Center), through a collaboration of pediatricians and early childhood educators. There are currently more than 1,400 ROR programs nationwide. Brockton Hospital is the first location on the South Shore to have implemented this successful program, which began in February 1998. As of January 2002, the ROR program at Brockton Hospital has served more than 3,000 children by donating in excess of 3,600 new books.

Preventive Programs

Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles.

Many community residents register for classes by calling OneCall, Brockton Hospital's physician referral and health information service. In FY02, more than 1,700 members of the community registered for Brockton Hospital community health education programs.

FY02 community health and wellness programs, screenings, outreach and events included:

Special Programs/Lectures

Do You Have A Thyroid Imbalance?

Minimally-Invasive Hip Replacement Surgery

Menopause and Hormone Replacement Therapy

Hormone Replacement Therapy: Fact or Fiction

Natural Relief from Arthritis Pain

Nancy Buck, Ph.D., author of *Peaceful Parenting*

How To Get the Most Out of Your Primary Care Visit

Teen Pregnancy Prevention

Bone Up On Osteoporosis

Eating for the Season

Don't Let Migraines Stop You

Managing Multiple Medications

All You Want to Know About Pregnancy

Screenings

Prostate Cancer Screenings
Blood Pressure Screenings
Cholesterol Screenings
Glucose Screenings
Anxiety Disorders Screening
Foot Screening
Mammography Screenings

Ongoing Programs

Childbirth and Parenting Workshop
Refresher Childbirth and VBAC Class
Prenatal Breastfeeding Class
Breastfeeding Beyond the First Week
Infant Massage
Look Good ... Feel Better
Sibling Preparation Class
Senior Brunch
Senior Buddy Program
Preventive Cardiology Program
Weigh-to-Go

Health Fairs, Events, Outreach, Community Support

Metro South Chamber of Commerce's Business-to-Business Expo
Brazilian Health Fair
Equiserve Health Fair, Canton
Equiserve Health Fair, Braintree
Mini-Health Fair at Brockton Rox, Campanelli Stadium
Hispanic Festival
Cape Verdean Festival
National Night Out Against Crime
American Red Cross Blood Drives
Summer Solstice

Randolph Community Partnership English for Speakers of Other Languages Community
Health Fair
“Saturday in the Park” Health Fair
Avon Wal-Mart “Summerfest”
Brockton Adult Learning Center
Senior Celebration at the Holiday Inn
Town of Easton Health Fair
Metro South Chamber of Commerce Taste of Metro South
Annual Baby Reunion
West Junior High School -- Fast Food and Eating Disorders
Make a Difference Day Abington High School
Festa Das Crianças – Igreja Noassa Senhora Do Rosario
A Card Alone is Not Enough
WIC
Fellowship Day, Rockland Church
Brockton Neighbors United
Massachusetts Immigrant & Refugee Advocacy Coalition
Brockton Area Youth Conference
Week of Young Child, Brockton High School
Mayor’s Youth Summit, Massasoit Community College
Our Lady Rosary Church
Randolph Community Partnership, First Congregational Church
Raising the Haitian Flag
Summer Solstice
Festa Junina, Our Lady of Rosary Church, Stoughton
Festa Junina, Holy Family Church, Rockland
Old Colony YMCA
Downtown Brockton Association
Brockton 21st Century Corporation
NAACP
Brockton North Little League
Brockton Police Department
Padre Pio Gattin
Metro South Jazz Festival
Newspaper in Education Program, The Enterprise
Reading Is Fundamental/Coca Cola Local Champions Event and Book Giveaway

Brockton Public Library
HarvestFest Brockton
Brockton Head Start
Easton Children's Museum
Children & Health Care Week, Boston Children's Museum

Support Groups

Alcoholics Anonymous Support Group
Al-A-Non Support Group
Better Breathers Support Group
Breastfeeding Support Group
Narcotics Anonymous
Prostate Cancer Support Group

Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care

Brockton Hospital has taken steps to bring education, treatment and services to people at the community level. We have gone to great lengths to get past language barriers that can stop people from seeking the care they need and deserve. We understand, too, that lack of insurance, unemployment, poverty and transportation can also be roadblocks to care.

We are pleased to detail some of the key steps we've taken to clear these hurdles in our community and provide convenient and affordable access to quality care for all.

OneCall

Access to exceptional care begins with Brockton Hospital's physician referral and telephone information service. OneCall representatives provide information on:

- physician referral,
- emergency room follow-up,
- insurance and managed care,
- community health outreach,
- registration for community education programs and screenings, *and*
- specific Brockton Hospital programs and services.

Last year, operators fielded requests from nearly 5,600 people — listening, evaluating and connecting callers with associates who could answer their questions and meet their needs.

Interpreters Services

Brockton Hospital serves non-English-speaking patients with a staff of 11 interpreters who speak Spanish, Portuguese and Cape Verdean. Round-the-clock access to the AT&T Language Line is also available, which offers translation services for more than 130 languages. The Hospital was among the first in the region to translate notices and consent forms into three languages in addition to English.

Children and Families

In the area of Maternity and Child Health Services, Brockton Hospital has enriched the childbirth experience for new parents, and offers a wider range of perinatal services and childbirth education classes. In addition, the Hospital's Children and Youth (C&Y) program helps underserved families with infants, children and teenagers. There were more than 12,800 visits to the C&Y program in FY02. The C&Y daily walk-in immunization clinic immunized 570 students and adolescents in FY 02.

Better Beginnings

Brockton Hospital created the Better Beginnings program using multicultural advocates to educate women about the importance of early and adequate prenatal care. Since the program began in September 1996, Better Beginnings has enabled 2,649 pregnant women to obtain early and adequate prenatal care and health coverage. During FY02, 619 new pregnant mothers enrolled in the program, with 430 deliveries occurring in the Hospital's Maternal-Newborn Suite. The average birth weight was 7 pounds 1 ounce. Ninety three percent (93%) of the mothers received some form of Massachusetts health insurance, thanks to advocates who helped women identify and apply for insurance based on income guidelines. All advocates speak English, with additional fluency in Spanish, Cape Verdean (Portuguese Creole), Portuguese, Haitian (French Creole), French, Cantonese or Vietnamese.

Indigent Medication Program

We have long been interested in the plight of all residents who are unable to access or pay for their prescription medications, and we have taken steps on our own to address the problem. Our indigent medication program has been in place here for more than 16 years

and stands alone in this community in providing free medications to all our patients — inpatients, outpatients, and emergency patients — who simply are unable to pay for their own drugs. No other hospital on the south shore has an indigent medication program that is fully integrated with the social work and pharmacy departments and accessible on weekends by administrative coordinators.

Brockton Hospital provides the highest possible level of service by prescribing up to a 30-day supply of prescription drugs to its most needy patients, the most we can do as a hospital-based pharmacy. Department of Public Health regulations prohibit hospital-licensed pharmacies from serving others in the community beyond their own patients.

In FY02, the Hospital provided 700 patients with 1,623 free medications costing \$54,822. Brockton Hospital also monitors a program through the outpatient department with the pharmacy companies. We have 425 patients enrolled in that program with 2,406 prescriptions filled for FY 02. This is in addition to our own indigent medication program. In addition, Brockton Hospital received a stipend in the amount of \$15,000 from the Brockton Home for Aged Men to be used for medication and transportation for the elderly.

HealthNet

Brockton Hospital has an exclusive relationship with the HealthNet Plan that currently serves individuals who are covered by Mass Health or are on the Free Care System and meet certain eligibility requirements. Those enrolled have access to adult, adolescent, and pediatric primary care, obstetrics, appropriate doctor visits, necessary hospital services, 24-hour emergency care, pharmacy benefits and more.

Notable Challenges, Accomplishments and Outcomes

Magnetic Resonance Imaging (MRI)

For improved patient service, the hospital determined, after a lengthy evaluation and negotiation process, that it is to our advantage to own our own MRI service. During the second quarter, this recommendation, along with a business plan, was presented to the Board of Trustees, which granted approval. During FY02, the Hospital implemented the

first phase of the construction project for an MRI facility and successfully moved the MRI unit to a temporary location as part of second phase of the MRI project. This building will house a fixed 1.5T Philips MRI unit and provide additional support space for patients and service providers. Program expansion will enable the Hospital to better meet patient demand for prompt service, improve efficiencies, and further expand the MRI service by adding additional mobile time, as necessary. Already the Hospital has been able to expand MRI services from six to seven days a week.

PET Scanning

The Hospital added PET scanning services to its scope of diagnostic imaging, and expanded PET services to up to three days per week. For a more detailed description of how this investment benefits patients, please see Section IV, Community Benefits Plan, page 14.

Growth and Expansion During FY02

Brockton Hospital celebrated the completion of the region's newest state-of-the-art Emergency Room (ER). The new ER, which has more than doubled in size to 21,000 square feet during the course of a \$5.5 million two-year redesign and construction period, places added emphasis on patient comfort and privacy while greatly enhancing quality of service. The new ER features an expanded triage area, private treatment and exam rooms, computerized patient tracking, new cardiac monitors that automatically measure and transmit vital signs to receiving stations for constant recording and analysis, and a larger, more comfortable waiting room for family and loved ones. In addition, the new ER dedicates beds to specific medical areas such as pediatrics, psychiatric care, and casting. These changes improve speed of service and patient flow. A six-bed Observation Unit provides focused care to cardiac patients and others requiring close scrutiny over an extended period, while the Hospital's enhanced Radiology Department offers the region's only two LightSpeed CT scanners, just a few steps away.

Brockton Hospital is one of the busiest hospitals in the area with nearly 14,500 annual admissions, more than 1,200 deliveries and almost 63,000 visits to the emergency department.

Patients continue to benefit from the Hospital's state-of-the-art Women's Imaging Center, a spacious new outpatient care center, and a new pre-admission testing, patient registration and outpatient laboratory area, all of which were opened during FY 2001. An innovative phone registration and scheduling line expedites the coordination of outpatient procedures.

Also since FY 2001, Brockton Hospital has had a partnership with the Floating Hospital for Children, the pediatric facility of New England Medical Center, to establish a pediatric specialty office within the Children & Youth Department. The new Floating Hospital office enhances access to world-class care and specialty pediatric services and treatment for the children and families in Brockton and surrounding communities.

Community Partnership/Economic Support

The Hospital continues to collaborate with and support countless organizations throughout the Greater Brockton area. The Hospital continues to provide medical services to the Brockton Public School system, such as immunizations and physicals, at no cost to the city. The Hospital's chief of emergency services is the medical director of the Brockton Public Schools defibrillator program, which has brought 11 defibrillators into the schools. The Reach Out and Read program (described on page 22) and the internships the Hospital provides to students in the area are other examples of community involvement. Additionally, the Hospital has continued to pump millions into the local economy through construction and renovation projects aimed at improving patients' quality of care. Construction of the new Emergency Department caps a \$20 million improvement program that also includes the construction of a 6,500 square foot patient care facility housing 26 outpatient clinics. Currently the Hospital is building a new MRI facility to meet growing patient demand.

The Hospital continued its 106-year tradition of serving as one of the region's largest employers. Despite a challenging health care environment with mounting Medicare and Medicaid cuts, lower reimbursements from HMOs and continued stresses on the state's Free Care Pool, Brockton Hospital continues its history of no layoffs.

School of Nursing

Brockton Hospital School of Nursing (BHSN) has responded to the call of the community, by asking nursing students, as part of their educational experience, to provide care at numerous community agencies.

The BHSN is a cooperative two-year day and four-year weekend/evening school with Fisher College. The nursing program awards students a diploma in nursing from the BHSN and an associate in science degree from Fisher, and has a formal matriculation agreement with Curry College for graduates to further their nursing education in a timely and efficient manner. The BHSN also offers federal and state-funded programs for minority and economically-challenged students who wish to become patient care technicians, certified nurse aides and home health aides.

VI. Next Reporting Year

Anticipated Goals and Program Initiatives

Because heart disease continues to have a devastating impact on our community, Brockton Hospital will continue to focus on heart healthy initiatives through our Metro South Heart Institute. The Hospital will look for opportunities to invest in new technology, programs and procedures that will improve early detection and treatment for cardiovascular disease. New efforts in the area of smoking cessation programs will target healthier hearts and cancer prevention. Breast and prostate cancer will continue to be important focus areas for the Hospital, with increased community screenings. Investments in new technology, especially in-house PET and MRI capabilities, will enhance early detection and in so doing, patient outcomes. Finally, as an expansion of Project Fit America, staff will look for ways to promote healthy eating, particularly among the diverse ethnic population the Hospital serves. Improving dietary habits and choices will positively impact heart health, cancer prevention and help reduce obesity, which in turn will improve the community's overall good health.

VII. Contact Information

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