

BETH ISRAEL DEACONESS HOSPITAL – NEEDHAM
COMMUNITY BENEFIT REPORT FOR FISCAL YEAR 2003

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I. Mission Statements

Among one of its first responsibilities during the organization of its Community Benefit program, Beth Israel Deaconess Hospital-Needham (BID-Needham) drafted a Community Benefit Mission Statement. The Statement was originally adopted by the Board of Trustees in 1995, and later revised and adopted in 1996. It is set forth below. The Mission Statement was not revised during Fiscal Year 2003, although references to the name of the hospital have been changed to reflect the hospital's new name adopted in September, 2002 and revised in April, 2003.

The Community Benefit Mission Statement

Beth Israel Deaconess Hospital-Needham (BID-Needham) is committed to working in partnership with residents and community leaders as well as civic, social and medical organizations from the communities that we serve. We are dedicated to the planning, development, implementation and monitoring of programs that address identified community health care needs of the underserved segments in our community.

BID-Needham has maintained a tradition of extensive community service programming throughout its history. Our Community Benefit initiatives serve as a natural extension and enhancement of this community service tradition. Through the activities of our Community Benefit program, we offer clinical, educational and financial resources designed to improve awareness of community health issues, increase participation in wellness and preventive health activities and, ultimately, to improve the health status of our community.

Our commitment to Community Benefit ideals, including conducting periodic community health needs assessments, providing extensive opportunities for public input and participating in ongoing evaluative processes, remains steadfast. We believe that the cooperative and collaborative partnerships developed through our Community Benefit programs can help us to most effectively address the health care needs of our community.

*Adopted by the Deaconess-Glover Hospital Board of Trustees: 1995
Revised Mission Statement adopted by the Deaconess-Glover Hospital Board of Trustees: 1996*

Two years following BID-Needham's adoption of a Community Benefit Mission Statement, the Community Wellness Collaborative (CWC), BID-Needham's Community Health and Wellness Committee, drafted and then amended its Vision and Mission statements as provided below. Since its inception, the CWC has focused on the development of initiatives to benefit a variety of target populations, as well as the whole Needham community. These statements have been reviewed and subsequently approved by the CWC on a regular basis since their original drafting in 1997 and their amendment in December 1998. They remained the guiding Vision and Mission statements for the CWC during FY 2003.

The Community Wellness Collaborative Vision Statement

Everyone in the community has a shared understanding of personal wellness and community wellness, and has knowledge of, access to and capacity to use community resources to achieve personal wellness and contribute to community wellness.

The Community Wellness Collaborative Mission Statement

To achieve this vision, the Community Wellness Collaborative acts:

To **serve** as a forum of community and personal wellness issues through

- Identification/Discussion
- Analysis/Evaluation
- Action/Coordination

To **contribute** institutionally through strategies of

- Prevention
- Education
- Intervention

To **achieve** personal and community wellness through:

- Awareness
- Education (development)
- Growth

To **use** wellness as a lens through which we **positively** impact:

- Physical
- Organizational
- Cultural

change and decision making within the community

*Discussed/Adopted February 10, 1998
Revised December 15, 1998*

II. Internal Oversight and Management of Community Benefit Program

The Community Benefit program at BID-Needham incorporated three major initiatives during FY 2003: (1) the Community Wellness Collaborative (CWC); (2) the BID-Needham Health and Wellness Education and Preventive Health Screening Series; and (3) BID-Needham-sponsored, Needs Driven Financial and Programmatic Support initiatives.

The internal oversight and management structure for the three initiatives is provided below:

Community Wellness Collaborative (CWC)

CWC membership includes approximately 80 individuals representing agencies, organizations, schools, residents, business and industry based in Needham. CWC membership is open to anyone with an interest in the health and wellness of those who live or work in Needham. CWC meetings occur on a monthly basis, except during the summer, at BID-Needham. A former member of the hospital's Board of Trustees and the Director of Health and Physical Education for the Needham Public Schools, served as CWC co-chairpersons during FY 2003.

Representatives from BID-Needham who served as CWC members included the President/CEO, Director of Community Relations and a BID-Needham Social Worker. BID-Needham-affiliated physicians who belong to the CWC include the Chief of Pediatrics and a Family Practice specialist.

The CWC acts as a steering organization that oversees the activities and programs that are planned and developed by CWC workgroups to focus upon key performance areas (KPA's). CWC members and other community representatives belong to the workgroups that facilitate collaboration on projects designed to address specific health and wellness issues identified through formal health assessments, public health data, focus groups and, most significantly, ongoing group discussions within CWC monthly meetings and other public forums. Proposed target populations, health and wellness priorities, related programs and activities, short and long term goals and the resources needed to carry out programs are discussed and analyzed by the workgroups formed around identified health and/or wellness issues. These items are discussed at monthly CWC meetings for regular review, comment and approval.

Project proposals that require financial underwriting, in full or part through BID-Needham, are forwarded for evaluation through the Community Relations department to the Administration department. (Community Relations serves as the direct link between the hospital and the members of the CWC.) Program implementation begins following the approval of proposals, whether written or verbal, by the individual workgroups, the CWC Steering Committee and, when necessary, BID-Needham. In this manner, CWC community benefit project plans are integrated into the hospital's overall educational, interventional and preventive health programs.

Educational Speaking, Preventive Health Screening and Community Service Initiatives

BID-Needham's educational speaking, preventive health screening and community service initiatives support the hospital's Community Benefit mission. BID-Needham collaborates with representatives from more than one dozen other agencies and organizations who serve a variety of discrete populations throughout the hospital's service area. This collaboration results in the

production of a health education and preventive health screening series that benefits hundreds of community residents and members of the business community.

Representatives from the BID-Needham Community Relations and Community Health Education departments meet regularly with agency and organization directors to plan health and wellness education and screening programs that address the needs of their respective constituencies. Constituency members are encouraged to participate in planning these programs by recommending specific topics of informational and educational value, and in helping to meet the health and/or wellness needs of the respective target population. Health education and preventive health screening program proposals are regularly reviewed and evaluated at BID-Needham for staffing, supply and equipment resource requirements. The Director of Community Relations and Community Health Education Director work with clinical department leaders, members of the medical staff and other health care professionals from Needham and surrounding communities to organize and implement off-site preventive health screening and health education programs. The Community Relations and Community Health Education departments serve as the primary link between community organizations and BID-Needham, overseeing the planning, development, implementation and evaluation of both educational and preventive health screening programs.

Needs-Driven Financial and Programmatic Support

Consistent with the leadership role that BID-Needham plays in the delivery of local health, safety and wellness programming, the hospital has maintained its commitment to provide direct financial and in-kind support, as well as organizational assistance for similar programs and services, delivered by key community agencies and organizations. BID-Needham frequently receives requests for support of programs that benefit a wide variety of constituencies in Needham and surrounding communities. These requests originate from municipal agencies ranging from the Needham Public Schools, Health Department, Youth Commission and Park and Recreation Commission to private organizations such as Family Service of Norfolk County, Inc.

Requests for financial support are normally received in BID-Needham's Administration or Community Relations departments. Each applicant discusses his or her request with a department representative, and explains how the desired funding will help to fulfill the objective or objectives of the program or service. This information is normally reviewed for applicability to the hospital's Community Benefit Mission and Plan, and forwarded to the BID-Needham President/CEO for further review. The review includes, but is not limited to, an identification of the community need that the requested support will help to address and an evaluation of the following factors: importance of the need relative to other needs within the community; the potential effectiveness of the funded program or service to address the need; the importance of funding the program or service relative to meeting the needs of an underserved population in the community; the size of the funding request and the criteria developed by the outside agency or organization to measure the success of the proposed program and service. Representatives from outside agencies and organizations may also be invited to comment on the merit of individual funding requests.

The BID-Needham President/CEO, normally in consultation with members of senior management and other members of the department leadership team, make decisions to fund needs-driven programs and services on a case by case basis. Once a decision has been made relative to a specific request, an applicant is promptly notified and arrangements are made, if approved, to direct the funding.

Sharing Information with Staff

Projects of CWC workgroups have received notice through various BID-Needham publications, as well as through the local media. Needham After Dark, Healthy Needham 2000 and Eat Well/Be Fit-Needham are several examples of CWC programs that have, in the past, received coverage through the local media. There has not been an ongoing, focused effort to share information about CWC activities with hospital staff members. Staff members have been asked, when appropriate, to participate in community benefit programs to which they may bring special expertise or interest. With respect to the Educational Speaking, Preventive Health Screening and other Community Service Initiatives, announcements are made at meetings of the hospital's Department Leadership team regarding upcoming events and programs that are open to participation. In addition, the hospital's newsletter, Spotlight, often contains a feature that promotes the participation of physicians and staff members in educational and preventive health programs throughout Needham and surrounding communities.

III. Community Health Needs Assessment

The Community Health Needs Assessment Process and Participants

In 1997, BID-Needham funded a statistically valid, comprehensive community health assessment for Needham, conducted by the Public Health Resource Group (PHRG) of Portland, Maine. PHRG presented its findings to the CWC in June 1997. The CWC used the results of the PHRG Community Health Assessment, which integrated various sources of public health data with its survey findings, to deliberate upon the appropriate focus for the initial formation of CWC workgroups.

Since the formation of workgroups and the implementation of the first round of projects in 1997, the CWC has consistently invited comment with respect to community health needs not heretofore identified or addressed. As noted above, membership in the CWC is open to, and encouraged for, anyone who lives and/or works in Needham with an interest in the community's health and wellness issues. A segment of each monthly steering committee meeting is devoted to general announcements and the presentation of information that relates directly to the changing health and wellness needs and the community health status of Needham.

Using the results of the 1997 Community Health Assessment, health and wellness information compiled at CWC meetings and data from other public health survey tools such as the bi-annual Youth Risk Assessment survey, the CWC has attempted to remain current with the health needs of the Needham community. During FY 2003, the CWC focused its initiatives around primarily around two target populations for the purpose of community benefit: (1) seniors and (2) school age children and their families. These targets, among the key targets first identified in the 1997 Community Health Assessment, followed a review of Community Health Assessment data. (BID-Needham was not in a financial position to fund a comprehensive community health assessment during FY 2003, nor will it be in such a position during FY 2004.) Other sources for generating community health and wellness needs information include periodic meetings, phone conversations and informal gatherings with local community health and wellness leaders, members of the clergy, representatives of community safety organizations and agencies, leaders of social service organizations, physicians and other health care providers.

The BID-Needham Community Relations department, as well as the Hospital's senior

management team, analyzes the information gathered through these sources for relevance with respect to addressing the needs of the community benefit target populations. This analysis can result in the development and implementation of new community health and wellness projects, or in the lending of financial support to initiatives designed to address identified community health and wellness needs.

During Fiscal Year 2003, these methods of collecting information about the health and wellness needs of the Needham community yielded the following findings:

- Continuing need for seniors to receive health and wellness information, as well as information about resources available for responsibilities of daily living
- Continuing need for seniors to take part in preventive health screening programs
- Continuing need for health and wellness education and preventive health screening programs for women of all ages
- Need for the provision of CPR training for those who live and work in Needham and surrounding communities
- Interest among the families of pre-school aged children to belong to, and to participate in, family support organizations and to take part in parenting education programs
- Sustained interest in the staging of neighborhood-based block parties throughout Needham and Dedham
- Need for the provision of hot meals to “shut in” seniors who reside in Needham
- Need to plan and implement continuing education programs for health and wellness professionals from throughout Needham and surrounding communities
- Need for increased educational opportunities for emergency medical services providers

During FY 2003, the CWC endeavored to continue to collect and evaluate relevant data concerning the significant community health issues in Needham. The effort involved a review of priority health issues developed in 1997, and the exploration of new issues that have surfaced since that time. Issues that were discussed at CWC meetings during FY 2003 included:

- the growing obesity epidemic in the U.S. and its relevance in Needham
- solutions to the lack of affordable housing situation in Needham
- the effects of budget cuts in the Health and Physical Education budget for the Needham Public Schools in light of a failed override vote
- the demands upon family life posed by excessive scheduling of organized extracurricular activities for children and parents

Each of these issues was discussed at length during CWC meetings during FY 2003 for the purpose of evaluating their potential for the creation of workgroups. Although no decisions were made during FY 2003 with respect to implementing dedicated workgroups or any of these issues, it is possible that in FY 2004 such actions will be taken.

IV. Community Participation

BID-Needham welcomes the participation of anyone who lives and/or works in Needham to help identify, discuss, plan and implement community benefit projects. Special recruitment efforts, via word of mouth, telephone and written correspondence have been made by CWC members to reach out to colleagues, constituents and other prospective members. Most active CWC members take part in the monthly steering committee meetings, although some members participate exclusively as part of one or more workgroups.

Members of the CWC Steering Committee are responsible for the oversight of CWC projects and initiatives. These projects, which are targeted to reach the populations identified through the health needs assessment, represent one segment of the Community Benefit Plan. A discussion concerning the progress of the CWC workgroup projects takes place at each monthly steering committee meeting.

The agency and organization directors who consult with BID-Needham representatives relative to the implementation of the Educational Speaking, Preventive Health Screening and other Community Service Initiatives, directly link the target populations with BID-Needham for the purpose of Community Benefit programming. In this way, the projects and programs that are developed are integrated into the Community Benefit Plan. These representatives and their constituents are regularly prompted for feedback and comment relative to the educational and preventive health and wellness value of programs, their success in reaching the target audience and for new programming ideas.

Finally, when requests for programmatic and financial support are made of BID-Needham, relative to the implementation of a prospective health and wellness programs, these requests are evaluated by the Community Relations department and BID-Needham senior managers for relevance as community benefit or community service projects. Community participants from throughout Needham are encouraged to request programmatic and financial support.

BID-Needham's Community Relations department develops, implements and reviews the hospital's Community Benefit plan and annual report. The report is made available to CWC members for review and comment once filed with the Attorney General.

V. Community Benefit Plan

As noted above, the development of the Community Benefit plan involves the consolidation of planning efforts associated with CWC work projects and the plans developed for the implementation of the Health and Wellness Education and Preventive Health Screening Series, as well as the BID-Needham-sponsored, needs-driven support programs. Members of the CWC Steering Committee and its associated work groups, as well as leaders of community organizations, actively participate in the development of plans to carry out projects designed to benefit their target population or respective constituency.

The choice of target populations and identification of priorities for the CWC is a direct result of the health priorities first identified by PHRG in the 1997 Community Health Assessment. After considerable discussion and review of the PHRG findings, the CWC concentrated its focus upon the development of programs that address the health and wellness needs of senior citizens in Needham, school-age children and their families and the Needham residential and business communities. The Health and Wellness Education and Preventive Health Screening series enhances the number of programs available to both the senior population and the general Needham population. The needs-driven support programs mainly relate to the provision of preventive health educational and screening programs, as well as for granting resources to implement appropriate intervention strategies that reach target populations.

Short-Term Strategies and Goals

1. To implement at least one CWC-generated project, through each of its associated workgroups, to reach each of the three primary target populations
2. To continue, through the Preventive Health Screening and Health Education series, to provide regularly scheduled health and wellness education and preventive health screening programs, for the constituent groups that have been engaged in past years, and to extend programming, if possible, to include additional constituent groups that are part of the larger target population such as senior citizens and families with children
3. When requested, to renew the provision of financial and programmatic support for the delivery of services that reach target populations, and to evaluate and when appropriate, grant requests for new assistance and support, based upon relevance and applicability to established Community Benefit priorities
4. To participate in discussions and deliberations, and to help address the provision of human and material resources, relative to the Emergency Management Planning needs identified by state, regional and municipal officials for the towns of Needham and Dedham

Long-Term Strategies and Goals

1. To increase the number of actively participating members of the CWC and its associated workgroups, with the intended goal of increasing the number of operating CWC-generated projects
2. To establish the organizational structure of the CWC such that the organization qualifies for independent 501-C3 status, and achieves adequate financial stability to hire an Executive Director/Coordinator
3. To increase the number and frequency of health education and preventive health screening programs organized in response to the needs and wishes of constituents who belong to target populations of the Community Benefit program

The process for measuring outcomes of CWC workgroup projects varies with respect to each program. In general, the measures for success of CWC, health education and preventive health screening and needs driven financial and programmatic support include such factors as event attendance, literature and print material distribution figures and the number of health and wellness-related recognition or education projects that are implemented. Evaluation of program effectiveness depends upon the nature of the program and its specific target audience. The effectiveness of several past CWC programs, for example, would be evaluated through the result of complex analyses of alcohol consumption patterns among Needham teens. These analyses would include, but not necessarily be limited to, studies of teens' self-reported risky behaviors and emergency department and law enforcement statistics, polling parents with respect to the use/value of "A Parent's Guide to Teenage Drinking in Needham," measuring adherence to parental pledges regarding teen alcohol use and other highly specific measures. The evaluation of the effectiveness of other programs is less complex. For example, statistics regarding the number of individuals who take part in CPR education is a measure of success and the most practical measure to evaluate the effectiveness of the program. Likewise, one measure of success for the financial support provided to the Needham Youth Commission for parenting education classes is class attendance. However, evaluation of the effectiveness of the program also includes comments and feedback from attendees regarding the overall value of the program in terms of heightened awareness and educational value.

The community benefit budget is an individually coded expense item within the BID-Needham Community Relations/Marketing supplies and expenses budget. The process used to establish a community benefit budget involves two steps. First, the expenses associated with ongoing programmatic initiatives such as the operation of the CPR education program, conducting smoking cessation courses, sustaining the block party support initiative and subsidizing the Traveling Meals program are estimated and tallied. Other projected expenses related to planned community benefit programs, such as administration of preventive health screening programs and grant support for health and wellness initiatives are considered for inclusion in the budget. (The factors used to evaluate whether projects or programs and their associated expenses are included in the community benefit budget are discussed in greater detail under Section II – Internal Oversight and Management.) Once these projected expenses have been totaled, a draft community benefit budget is completed, and integrated into the Community Relations/Marketing budget. Senior management evaluates the proposed budget, and either approves the budget or returns it to the Director of Community Relations for refinement. When refinements are necessary, the Community Relations department staff make the adjustments necessary to achieve the budget level that senior management approves.

The review, evaluation and update process for the Community Benefit Plan is conducted continuously throughout the year, on both a formal and informal basis. The CWC Steering Committee maintains review and evaluation oversight of CWC projects throughout the year. Workgroup project chairpersons report on a monthly basis about the activities and progress of respective KPA projects. Projects are evaluated for their effectiveness and prospective refinements in order to enhance their future effectiveness. Updates in the plans for each workgroup project are made on a case by case basis as the result of this ongoing monthly review and CWC Steering Committee meetings, as well as at individual workgroup meetings.

Review, evaluation and update of the educational speaking and preventive health screening programs is also conducted on a continuous basis. BID-Needham's Community Health Education Director regularly meets with officials of organizations with whom BID-Needham collaborates to deliver health education and preventive health screening programs. The purpose

of these meetings is to review and evaluate the effectiveness of past programs, and to plan future programs that will be valued by target populations. In addition, the Community Health Education Director and the Community Relations Director meet regularly to review program content, promotion and communication issues, identify additional or prospective presenters and discuss additional target populations that might be responsive to programs designed to educate and provide preventive health screening services. In this manner, prospective new educational and screening programs, such as the addition of programs at the Medfield Council on Aging and Lasell Village in Newton, are identified, planned, developed and implemented. With programs reviewed and updated on a regular basis, the series format, structure and content is revised to be responsive to the needs of the target population.

The review, evaluation and update process of the Needs-Driven Financial and Programmatic Support initiatives is conducted with less frequency than that given to the process of reviewing, evaluating and updating CWC workgroup projects and Health Education and Preventive Health Screening programs. In general, programs that receive this type of support make annual requests for funding, or for extension of programmatic support services. At the time of the request, the Community Relations department, BID-Needham's President/CEO and members of the Senior Management team consult on the prospect of initiating or extending funding or programmatic support. The consultation involves consideration of several factors including a review of the progress of the initiative in meeting its respective health and wellness goals. Other factors that are considered include an evaluation as to whether the initiative will benefit from continued support in meeting its community benefit goals and a determination of whether competing interests for community benefit funding are of less, equal or greater merit. (The criteria for this financial and programmatic support are more fully described in Section II - Internal Oversight and Management of Community Benefits Program.) As decisions are made with respect to the extension of funding and/or support for programs, or for the initiation of new financial or programmatic support, the Community Benefit plan is updated to reflect these developments.

VI. Progress Report: Activity during Reporting Year

1. Community Wellness Collaborative

During FY 2003, the CWC continued to serve as a working steering committee devoted to the planning and implementation of health and wellness-inspired programs and services that benefit targeted segments of the Needham community. As noted above, the CWC Vision and Mission Statements emphasize a wellness-based approach to the formulation and implementation of educational, preventive and interventional strategies. Since the CWC membership represents mainly Needham-based constituencies, members continue to focus their efforts upon addressing health and wellness priorities for the Town of Needham.

During the past year, the CWC followed the Healthy Valley 2000 model for community health and wellness programs as a means to structure and conduct monthly meetings, as well as to plan, develop and implement programming identified as KPAs through its project workgroups. Of the six KPA workgroups described in the FY 2002 Annual Report, three workgroups continued to plan and carry out initiatives in FY 2003, or are planning new programs for FY 2004.

Each workgroup proceeded through different stages of the process designed to result in the development and implementation of health and wellness programming related to its KPA. Following is an account of the work process and the accomplishments of each workgroup during Fiscal Year 2002.

I. It Takes a Town II

Despite the popular success of the previous two “It Takes a Town” programs held in 2000 and in 2001, the KPA workgroup responsible for the implementation of previous programs failed to sustain enough momentum to plan or to carry out additional “It Takes a Town” programs. Discussions have taken place during CWC Steering Committee meetings concerning the possibility of developing one, or even several, “It Takes a Town”-type educational and issues-oriented programs that would target constituencies other than senior citizens within the Needham community, with parents of school-aged children. Although discussion to this effect occurred during FY 2003, there were no definitive steps taken towards implementing a new “It Takes a Town” program, or series of programs, during FY 2003.

Evaluation of Fiscal Year 2003 Goal

- Without the active participation in CWC Steering Committee meetings of members of the “It Takes a Town” KPA workgroup, no progress was made toward the development, or in discussing the viability of conducting, another “It Takes a Town” program for Needham senior citizens. Very preliminary plans to develop programming designed to inform and educate seniors with respect to public advocacy skills and programs were never explored or developed.

Fiscal Year 2004 Goal

- To discuss, evaluate the viability, and if determined to be viable, begin the planning for conducting another “It Takes a Town” program targeting a constituency other than Needham senior citizens with a format that raises and identifies health and wellness issues of specific concern to the targeted constituency.

II. Senior Resource Guide

As a direct result of one of the key needs of senior citizens identified at “It Takes A Town”, a workgroup was formed to produce and distribute a Senior Resource Guide. During FY 2003, one copy of the Senior Resource Guide, in development and production during all of FY 2002, was distributed to every senior household throughout the Town of Needham. The Guide, more than 100 pages in length, provides up-to-date, comprehensive information about a wide range of community resources directly related to senior living including housing, health care, education, delivery services, resources for the disabled, emergency services, financial services, home maintenance, legal services, low income resources, recreation, nutrition, transportation, spirituality and many others.

The workgroup secured charitable contributions of more than \$6,000, enough to fund the production of the 2,600 copies of the Guide that were required to reach every senior household in Needham. Distribution of the Guide took place during the early spring, with five volunteer groups from Temple Beth Shalom in Needham, and two other groups of volunteers from the Retired Men’s Club of Needham. The distribution plan was developed with assistance from the Town of Needham, that provided senior household information, and Olin College students who helped to screen the demographic information, to ensure an effective distribution of only one copy per senior household. Distribution plans were developed based upon Town of Needham precinct maps. Each of the groups from Temple Beth Shalom and the Needham Retired Men’s Club assumed responsibility for distribution of the Guide to senior households existing in one, or a significant portion of one, Town of Needham precinct. The entire distribution process consumed approximately two full days, with as many as seven teams of volunteers, working throughout all of Needham’s precincts.

During FY 2003, the workgroup also collaborated with students from Olin College to begin to develop an Internet-based version of the Resource Guide. Over the course of several meetings with Olin College students, a plan was developed to facilitate the students’ involvement in the transfer of the print information to a web-based resource guide. The workgroup plans to implement a system whereby validation of Resource Guide information, and updating when necessary, occurs on a regular basis. The system, once developed and implemented, will result in the production and maintenance of the most current, comprehensive resource guide for senior citizens in Needham, instantly available to anyone with Internet access. The workgroup hopes to make great progress with the production of this web-based Resource Guide during FY 2003, with implementation desired during FY 2004.

Expenditures: Community Benefit Manager’s Time, Social Workers’ Time, Grant, Associated Space Expenses

Evaluation of Fiscal Year 2003 Goal

- The workgroup completed the production and distribution of the Senior Resource Guide, fulfilling the first goal of Fiscal Year 2003. The workgroup also made progress in discussion with Olin College students concerning the development of an Internet-based resource guide for Needham seniors.

Fiscal Year 2004 Goal

- To move forward with the planning, creation and implementation of a current and comprehensive, Internet-based resource guide for seniors in Needham.

III. Teen Center (Needham After Dark)

Following a much heralded and well-publicized opening in February, 2001, the Needham Teen Center, renamed Needham After Dark during the summer of 2001, experienced nearly two years of dismal attendance, with little enthusiasm expressed by teens for sustaining or supporting a teen center in Needham. During this period, the Executive Director of the Charles River Family YMCA who had spearheaded the Teen Center concept resigned. New leadership arrived at the YMCA at the same time that the Teen Center struggled with diminished, and sometimes non-existent, attendance. Teen Center operations were suspended during 2002 as YMCA officials and CWC members planned strategies about how to reinvigorate activities and bolster attendance.

In December, 2002 Needham After Dark reemerged, with the appearance of three local bands as the headline attraction. The event attracted approximately 30 teens, and was considered a moderate success. Since that December, 2002 event, Needham After Dark has adopted a monthly schedule of programs, with each program featuring the performance of three local bands. Attendance has grown steadily, with an average of more than 100 teens attending each of the monthly programs. Since Needham After Dark events have become increasingly popular, YMCA officials are now discussing the need to find larger space that can both accommodate the growing attendance and is more appropriate for the production of musical programs.

Expenditures: Community Benefit Manager's Time

Evaluation of FY 2003 Goals

- The reduction in the frequency of Needham After Dark events has, most likely, played a significant role in the dramatic turnaround in attendance. Despite several efforts to produce a teen adventure program, the cancellation of three planned adventure programs led to the conclusion that such a program was not viable. However, the explosive growth in the popularity of the new Needham After Dark demonstrates that given the scheduling of appropriate and entertaining activities, the teen center concept is viable in Needham. The goal to achieve average attendance of 30 teens per program has been exceeded in all programs held during Fiscal Year 2003, and continuing into Fiscal Year 2004.

Fiscal Year 2004 Goals

- To ensure stability of attendance at Needham After Dark events, with an average of 100 attendees at each event
- To continue to explore the viability of relocating Needham After Dark activities to a site that can accommodate the attendance of up to several hundred teens, and if physically and financially viable, to secure such site and proceed with the relocation of activities

IV. Eat Well/Be Fit-Needham

During the spring of 2002, the Needham Health Department became aware of grant monies made available to community-based groups that developed intervention and educational programs to proactively address the nation's obesity epidemic. Once the general plans and curriculum for a 5 – 8 year program focusing upon addressing obesity and overweight issues in Needham were developed during the spring of 2002, the Needham Health Department, in collaboration with BID-Needham, completed the grant application. At the time of the grant submission, a group of individuals from Needham, representing various municipal, school and private organizations began to meet informally to discuss issues related to obesity and overweight individuals. The group, composed primarily of representatives from the public schools, explored the seemingly endless factors in a child's development that result in a tendency to become overweight or obese.

Coincident with the formation of the “Eat Well-Needham” committee referenced above, another contingent of Town of Needham representatives, led by the Director of the Needham Park and Recreation Commission, began to study and discuss information that pointed to the serious health issues related to physical inactivity among youth. The group identified a host of factors contributing to the overall decline in physical activity among youth, and among the general population to a significant extent.

Following a discussion at a CWC meeting about the work of the two heretofore independent committees, the two committees made the decision to combine their membership, and to adopt the workgroup name, Eat Well/Be Fit-Needham. During the last two meetings of FY 2002, the workgroup engaged the Needham Public Schools school physician to serve as chairperson. In addition, committee members were recruited including representatives from the Massachusetts Department of Public Health, Roche Bros. supermarkets, Needham Physical Therapy, Needham TRIAD and others.

The committee has initially defined its overall goal as to provide for the Needham community, the educational, motivational and strategic tools and actions necessary to raise the level of awareness about the importance of proper nutrition and personal exercise in the pursuit of optimal health status.

During Fiscal Year 2003, the Steering Committee, and its associated workgroups accomplished the following:

- Created a “Healthy Celebrations” brochure, for use throughout the Needham Public Schools. The brochure promotes the staging of in-school celebrations that exclude junk food and make use of healthy alternatives such as fruits, nuts, vegetables and juices as well as non-food celebration alternatives. The program has been widely embraced throughout the Needham schools.
- Advocated for, and then oversaw, the removal of soft drink vending machines from school property and the installation of vending machines that dispense juices and bottled water.
- Established a monthly “Eat Well/Be Fit-Needham” educational article in the **Needham Times**
- Promoted extracurricular and in-school physical activity programs, including a Walk to School Day, designed to encourage exercise and non-sedentary lifestyle practices
- Established a healthy food choice of the week featured item at the Sudbury Farms and Roche Bros. supermarkets in Needham
- Began to plan a healthy “Recipe of the Week” promotion at Sudbury Farms and Roche Bros. supermarkets

Fiscal Year 2004 Goals

- To continue to produce monthly articles for the **Needham Times** relative to healthy nutrition and physical activity, to produce weekly healthy nutrition and physical activity advertising messages and to explore and act upon opportunities to promote healthy nutrition and physical activity throughout the Needham schools
- To develop and implement a healthy “Recipe of the Week” promotion at Sudbury Farms and Roche Bros. supermarkets

TRIAD

(The goals of Needham's TRIAD Program are consistent with many of the initiatives associated with the BID-Needham Community Benefit program. Although TRIAD has not been formally incorporated as a KPA, several collaborative activities have taken place and regular updates regarding the progress of TRIAD initiatives have been provided at CWC meetings. For this reason, a brief review of the progress that TRIAD has made over the past year is provided herein.)

The goal of TRIAD, a community-based organization that promotes collaboration among the Norfolk County Sheriff's Office, the Needham Police and Fire departments, the Needham Council on Aging and other interested community members, is to improve the quality of life for all seniors in Needham. The TRIAD committee is committed to increasing the number of safety, safety awareness and physical health programs for senior citizens and to providing a forum through which senior citizens can voice their concerns.

The TRIAD program continued to implement initiatives designed to address the personal safety and health issues of Needham seniors. Since initiating the distribution of Files of Life throughout the Needham community, more than 10,000 files have been distributed, more than doubling the initial goal of achieving a distribution of 4,000 files. During the past year, a majority of the physicians affiliated with BID-Needham have accepted supplies of Files of Life and have taken responsibility for distributing them to their patients. TRIAD members have also distributed more than 130 Flashing Emergency Porch Light Beacons free of charge to Needham seniors. During Fiscal Year 2003, TRIAD subscribed additional twelve Needham senior citizens to the "Are You OK" telephone security service operated by the Norfolk County Sheriff's office. This brings the total number of Needham subscriptions to 20, nearly 10 percent of all "Are Your Ok" subscriptions throughout the 28 cities and towns in Norfolk County. TRIAD has produced two dozen informational cable television programs that address various aspects of senior citizen safety practices and produced twenty programs related to senior exercise. These programs are presented on a daily basis on the Needham channel. More than 160 instructional exercise books have also been distributed to accompany the cable television programming. TRIAD also staged the third annual Senior Pasta Dinner. This event attracted 225 Needham seniors to an event that featured short presentations made by officials from Needham's safety and protective service agencies, as well as entertainment by Dan Clark, Massachusetts' singing State Trooper. During the latter months of Fiscal Year 2003, TRIAD began to work with the Norfolk County Sheriff's Office on the implementation of Project LifeSaver in Needham. This high technology tracking system can be used to trace the whereabouts of individuals who are likely to become lost or to wander uncontrollably, especially individuals with Alzheimer's Disease or dementia.

Expenditures: Community Benefit Manager Time, Dietary Expense

2. Educational Speaking, Preventive Health Screening and Emergency Medical Services and Dedham Community Benefit Initiatives

BID-Needham continues to work closely with community-based organizations, agencies and senior resident facilities, to deliver high quality health education and preventive health screening programs for the constituents of these organizations and facilities. The series of programs, which extends from September through June, is developed in close consultation with the respective directors of activities and wellness programming. Program schedules are created based upon health education and preventive health screening needs identified through both formal and informal needs and interest assessments conducted among the various constituent populations, as well as through consultation with the programming directors at each site.

BID-Needham physicians and other health care professionals design educational presentations and screening programs tailored to the health and wellness educational and preventive health screening needs identified at each site. Health education programs are conducted free of charge, as are most health screening programs. The goal of each series is to produce informative, compelling and popular health education programs, complemented, when desired, by effective preventive health screenings. BID-Needham provides promotion and publicity materials for these programs at each site, and also works with the local media organizations to promote these programs to the larger local community.

During Fiscal Year 2003, BID-Needham organized health education and screening programs for the following organizations and senior resident facilities, tailoring the schedule to the needs and interests identified by the directors of each site:

Site	Town	Program Director
Brighton Gardens	Dedham	Ildiko Szabo
Dover Council on Aging	Dover	Karen Tegelaar
Fox Hill Village	Westwood	Megan McGrath
Needham Council on Aging	Needham	Laura Schroeder
North Hill	Needham	Bette West
Wellesley Council on Aging	Wellesley	Vincent McCarthy
Sherborn Council on Aging	Sherborn	Rae Shanahan

Working in concert with the Human Resources and Health Services coordinators for Needham area employers, BID-Needham is committed to providing community health education and preventive health screenings for local industry and businesses. Data regarding the health information and preventive health screening needs of employees are gathered through employee surveys, discussion groups and requests directed to the Human Resources and Health Services departments. Health program schedules are based upon an assessment of need and a review of available BID-Needham resources.

During the past year, BID-Needham organized health education and screening programs for the employees of the following local employers. Programs are normally scheduled during work hours in order to maximize potential employee attendance. Health education programs are offered free of charge, as are most preventive health screenings.

Site	Town	Wellness Services Coordinator
General Dynamics	Needham	Rachel Rayno
Thermo IEC	Needham	Margaret Dunn

The Hospital will continue to work with local employers to meet employee health information and preventive health screening needs with accessible, high quality programs and services.

Expenditures: Community Benefit Manager Time, Employee Time, Physician Time

Women and Wellness

One of the primary educational speaking and preventive health screening goals established in FY 2000 was to implement a women's health and wellness series. As a result, Women and Wellness, a series of educational presentations devoted to the health and wellness interests of women, complemented by specialized exercise and physical activity enrichment programs, was created. During FY 2003, BID-Needham and HealthFit, a local fitness facility devoted to the health and

wellness of women and all individuals over 50 years of age, co-produced this series. The programs were generally popularly successful, with several programs attracting standing room only attendance. A primary goal of the series is to create a sequence of educational and preventive health screening programs that touch upon the varied health and wellness interests, needs and concerns of women of different ages.

During Fiscal Year 2003, the following programs took place as part of Women and Wellness:
 Eye Screening conducted by Lawrence Greenberg, M.D., a board-certified ophthalmologist
 Healthy Heart Lecture delivered by cardiologist Randy Joyce Averbach, M.D. March
 Hearing Screening conducted by certified audiologist Dayna Weinstein
 Cardiac Screening as part of the Boston Heart Party, cardiac screenings
 Health Exposition for Women featuring a variety of exhibits and other health screening programs geared towards women.
 Women's Nutrition educational presentation delivered by nutritionist and chef Katie Cavuto

HealthFit offered the following physical activity programs, free of charge, as part of Women and Wellness:

- Strength Training for Seniors
- Living Well with Diabetes
- Exercise for a Strong Heart

Expenditures: Community Benefit Manager Time, Employee Time, Supplies

Evaluation of FY 2003 Goals

The goal to achieve a randomized evaluation of educational speaking and preventive health screening programs was not achieved. Since most speakers visit locations unaccompanied by a BID-Needham representative, it has proven to be logistically impossible to implement a procedure that facilitates the administration of an evaluation form to all attendees at educational speaking and preventive health screening programs. Completed evaluation forms with respect to the Women's Health Expo were obtained, and will be used to help plan the program of activities in 2004. BID-Needham made progress on the planning necessary to expand the number of regularly scheduled health education and preventive health screening programs with the groundwork laid to bring new programs to seniors living in Medfield and at Lasell Village in Newton. Efforts have continued, with moderate success, to recruit additional speakers and individuals to conduct preventive health screenings who will, over time, be engaged to make health educational presentations and staff preventive health screening programs for residents and those who work in the Needham area.

Fiscal Year 2004 Goals

- Continue to try to expand the number of regularly scheduled health education and preventive health screening programs offered to all segments, and especially the underserved segments of the Needham-area population

EMS Provider Education

Beginning in April, 2002, BID-Needham initiated a series of monthly educational programs for the benefit of Emergency Medical Services (EMS) personnel. Each of the programs, taught by a BIDMC Medical Center Emergency Medicine Faculty member, addressed an issue of interest and relevance to EMS personnel from Needham and all surrounding communities. EMS

personnel from Needham, Dedham, Westwood, Dover, Medfield, Natick, Wellesley and other communities were invited to attend. Each program in the series, offered free of charge, awards two hours of OEMS credit. Attendance at the programs ranged from six to more than 20 attendees. The programs included the following:

- Approach to Shock delivered by Kaushal Shah, M.D.
- Airway Emergencies delivered by Scott Weiner, M.D.
- The EMS-ED Connection delivered by Michelle McCool Heatley, R.N., C.E.N.
- Approach to Trauma Patient delivered by Erik Deede, M.D.
- Chemical & Biological Attacks delivered by Tony Friedman, M.D.
- Orthopaedic Emergencies delivered by Ryan Friedberg, M.D.
- Pediatric Emergencies delivered by Alison Sisitsky, M.D.
- Approach to the Poisoned Patient delivered by Jason Imperato, M.D.
- Trauma in the Pregnant Patient delivered by Ryan Friedberg, M.D.
- Aortic Emergencies delivered by Teri Ciccone, M.D.
- Neurological Emergencies delivered by Mike Woodruff, M.D.

In addition to the EMS Education Series, BID-Needham once again participated in National EMS Recognition Week, providing refreshments, recognition awards, a special photo display and EMS Provider of the Year awards to deserving members of EMS provider units from throughout the Needham area.

Expenditures: Community Benefit Manager's Time, Employee Time, Physician Reimbursement, Food Expenses, Promotional Materials Printing and Distribution

Evaluation of FY 2003 Goals

BID-Needham achieved the Fiscal Year 2003 goal of offering a monthly schedule of EMS educational programs for EMS providers. In addition, the average attendance rose to approximately ten attendees at each program, with thirty-five attendees attending the educational program staged in concert with the EMS Recognition program held on May 22.

Fiscal Year 2004 Goals

- Continue to offer a monthly schedule of two-hour, OEMS-credit granting, EMS education programs for all EMS providers
- Increase the publicity and promotion efforts associated with the EMS education programs in order to attract on a regular basis a larger number of EMS professionals to each program.

Dedham Initiatives

Dedham Public Schools Health Advisory Committee

During FY 2003, the Dedham Public Schools Health Department continued to hold meetings of the Dedham Public Schools Health Advisory Committee. The Committee, chaired by the leader of school nurses for the Dedham Public School System, includes other public school officials including the Director of Health and Physical Education, Director of Food Services, Guidance Director and others, as well as community representatives from the Dedham Police Department, Dedham Health Department, Youth Commission and Family Service of Norfolk County. The BID-Needham Director of Community Relations also participates on this Committee. The Committee's goals are: (1) to raise for discussion and review issues related to student health in general; (2) to carry out projects designed to proactively address specific health and wellness issues, to evaluate various grant funding projects; (3) and to fulfill the requirements of existing grants that mandate the existence of a school-based health and wellness committee.

During the year, the Committee met on a monthly basis to discuss health and wellness issues throughout the public school system. However, no well-defined projects designed to address identified health and wellness issues were implemented.

Expenditures: Community Benefit Manager Time

Evaluation of FY 2003 Goals

BID-Needham continued to work collaboratively with members of the Committee, by means of attending all meetings, to help develop health and wellness programs of substance and value for Dedham students and the general Dedham community. BID-Needham was prepared to respond to requests for programmatic and financial support of potentially effective educational, intervention and preventive health education programs.

Fiscal Year 2004 Goal

- To continue to work collaboratively with members of the Committee to develop health and wellness programs of substance and value for Dedham students and the community, and to respond within the Hospital's means, to requests for programmatic and financial support of potentially effective educational, intervention and preventive health programs.

Parenting Education

BID-Needham and Family Service of Norfolk County offered a program to reach the parents of pre-teen age children with a special parenting education series during the past year. "How to Talk So Kids Will Listen" was offered to parents of Dedham students in October, 2002. Program leader, Gail Stone, LICSW, offered strategies to work with children during their formative years. Topics covered during the series included fostering cooperation, uncovering alternatives to punishments, handling children's feelings, building self-esteem, providing praise and encouraging independence. BID-Needham provided the full financial support for this program with a grant of \$650 made to Family Services of Norfolk County.

Expenditures: Corporate Sponsorship

Evaluation of FY 2003 Goal

BID-Needham continued to provide financial support for parenting education programs, organized by Family Service of Norfolk County, for parents of Dedham students. The programs have been well received by the parents who have attended. (During Fiscal Year 2003, Family Service of Norfolk County ceased operations. BID-Needham remains committed to completing evaluating the prospect of supporting parenting education and family support programs in Dedham when requests of this type are made.)

Fiscal Year 2004 Goal

- Upon request, to continue to provide financial support for parenting education and family support programs in Dedham

Block Party Support Program

BID-Needham continues to support neighborhood block parties by supplying gift certificates, for food items and party supplies, to a local supermarket chain. Begun in 1998, this project remains an important part of BID-Needham's efforts to help build more cohesive and healthier communities by fostering camaraderie and community spirit among neighbors and friends. Through these gatherings, BID-Needham hopes that families solidify existing relationships and are able to build new ones, all in the spirit of community health and wellness.

BID-Needham supported 23 block parties that took place in Dedham in 2003, and disbursed 23 gift certificates each valued at \$75.

Expenditures: Grant

Evaluation of FY 2003 Goal

BID-Needham supported all block party requests made in Dedham during FY 2003.

Fiscal Year 2004 Goal

- Continue to support Dedham block parties with gift certificates along with correspondence that explains BID-Needham's community-focused rationale for the provision of certificates

3. Needs Driven Financial and Programmatic Support

During Fiscal Year 2003, BID-Needham provided direct financial or in-kind support for the development and implementation of programs and services through local agencies and organizations. Given the hospital's Needham roots, requests of this type from Needham-based organizations are generally accorded preferential treatment. All requests are subject to an evaluative review described in Section II.

Last year, BID-Needham provided direct or indirect funding, or in-kind support for the following community-based programs:

a. Traveling Meals

For the past thirteen years, BID-Needham has supported the Needham Health Department's Traveling Meals program, the only program of its type available in Needham. On a year-round, every weekday basis, an average of 48 hot meals and companion cold meals are prepared and packaged at BID-Needham for transport to homebound seniors. BID-Needham's dietary specialists work collaboratively with the Health Department's dietitian to design nutritionally balanced menus, and with Health Department volunteers to prepare the meals and package them for delivery. Over the course of the past fiscal year, 11,976 meals were prepared at BID-Needham and delivered by a team of volunteers. BID-Needham contributes employee staff time in food preparation and packaging, as well as a direct subsidy for food supplies.

Expenditures: Grant

b. EMS Responder Training

BID-Needham annually sponsors training and education programs for first responders in Needham. The programs were developed in response to an expressed need from the Needham Fire Department (NFD) for ongoing training and education programs, as well as required re-certification programs. On a monthly basis, BID-Needham hosts EMS Rounds programs, two hours in duration, devoted to the review of recent cases and development in pre-hospital, emergency medical response protocols and systems. An average number of 50 NFD personnel take part every month in this program. Staff members from the BID-Needham Emergency often participate in these educational programs for NFD.

Expenditures: Employee Time, Physician Time, Associated Space Expense

c. Domestic Violence Action Committee

In 1997, concerned representatives from diverse constituencies throughout Needham came together under the auspices of the Needham Board of Health to form the Domestic Violence Action Committee (DVAC). DVAC is dedicated to the production of educational programs, print materials and other media to make those who work and live in Needham aware of domestic

violence issues, and to make resources available to assist victims. DVAC continued to work extensively on community outreach.

One nurse from BID-Needham served as an active member, and nursing representative, of DVAC. In addition to attending monthly DVAC steering committee meetings, the nurse also participated in the 4th of July Flea Market Domestic Violence Action Committee Table and worked on the committee that organized the Needham High School Art contest held at Wellbridge Athletic Club. The nurse brings extensive critical nursing knowledge to DVAC, having dealt with domestic violence victims in the past.

Expenditures: Employee Time

d. Active Parenting Workshop

BID-Needham has continued to fund an educational series of workshops called, “Active Parenting of Teens.” The strong positive response from the Needham community continues, with each program substantially oversubscribed. The six-week, twelve-hour program, that provides parents with ideas about how to support and communicate with their teenagers, is offered free of charge to all Needham parents. The program employs a social worker with a special interest and skill in managing teenage behaviors. The Director of the Needham Youth Commission remarks, “As you are aware, this program has been successful beyond my wildest dreams, and you and the hospital have been terrific partners.” BID-Needham provided \$2,500 in funding for this program during Fiscal Year 2003.

Expenditures: Grant

e. Parent Talk

During FY 2003, BID-Needham continued to support the programs and activities of the Needham-based family support network organization called Parent Talk. Boasting a membership of more than 500 Needham families, Parent Talk provides educational, support and social programs for parents and families with pre-school age children. Parent Talk members also receive a monthly newsletter and have access to a resource library. Since 1995, BID-Needham has provided office space, telephone and voice mail communications, administrative supplies and photocopying facilities, meeting space and refreshments for Parent Talk activities.

Expenditures: Photocopying, Associated Space Expense

f. Corporate Sponsorship of Health and Safety Awareness Publications

During the past year, representatives from the Dedham Police Patrolman’s Association, the Needham FireFighters Association, and the Needham Police Union requested BID-Needham’s financial support related to the production of community-wide health and safety awareness publications. BID-Needham contributed \$550 toward the printing of these publications.

Expenditures: Corporate Sponsorship

g. Other Corporate Sponsorship

BID-Needham served as a \$200 sponsor of the Metropolitan Boston EM S Council, a \$75 sponsor of the Needham Lions Club and a \$200 sponsor of the Dedham Youth Commission initiative to deliver bicycle helmets to children in need in Dedham.

Expenditures: Corporate Sponsorship

Evaluation of FY 2003 Goal

BID-Needham continued to provide financial, in-kind and administrative resource support for organizations that seek such assistance. Two new recipients of aid included the Needham Lions Club and the Dedham Youth Commission. All requests for assistance are evaluated on a case by

case basis for their relevance to the community benefit target population and for adherence to the principles espoused in the Hospital's community benefit mission statement.

Fiscal Year 2004 Goal

- Continue to provide financial, in-kind and administrative resources to support community health and wellness organizations that seek assistance with the planning, organization and implementation of key community, regional and national health and wellness programs.

4. Community Service Programming

In addition to the foregoing community benefit initiatives, BID-Needham continued to fulfill its mission to Needham and surrounding communities by providing an extensive variety of community service programs that directly or indirectly have touched the lives of thousands of residents of Needham and surrounding communities. During the last year, BID-Needham:

- ☞ Conducted **three preventive health screenings at BID-Needham in association with the Needham Health Department**, on a no cost basis, for the following preventive health issues: glaucoma/eye disease (55 participants), skin cancer (60 participants) and colorectal cancer (73 participants).
Expenditures: Employee Time, Associated Space Expense, Direct Expense - Screening Supplies
- ☞ Recruited a BID-Needham cardiologist to participate in the **Boston Heart Party Cardiovascular Risk Factor Screening** program. Over the course of approximately two months (late March through early May), 356 Needham area residents and employees of local employers received a free-of-charge cardiovascular risk factor screening. The screening includes blood pressure measurement, blood glucose and cholesterol measurements, a family history risk factor/lifestyle assessment questionnaire and the opportunity to consult with a health care provider regarding the questionnaire responses combined with the blood test and blood pressure results.
Expenditures: Community Benefit Manager Time, Employee Time, Physician Time, Associated Space Expense
- ☞ Sponsored the **Charles River Walking Club (CRWC)**, a walking club dedicated to the promotion of fitness walking as a lifelong, healthy cardiovascular activity. Sponsorship includes funding the Executive Director's position and covering the administrative expenses for the production and mailing of the calendar of events. During Fiscal Year 2003, the CRWC sponsored approximately 90 group fitness walks, with an average of 10 walkers participating at each event. In association with the Dover Council on Aging, the Club continues to sponsor a series of popular "slower paced" group walks for members of local Councils on Aging.
Expenditures: Executive Director Expense, Mailing Expense
- ☞ Produced **17 Continuing Education programs**, for a total of 65 contact hours, and 2 ACLS Recertification Programs, for a total of 12 hours, open to health care professionals from the BID-Needham staff as well as to interested individuals from the community. A total of 266 health care professional took advantage of these programs.
Expenditures: Employee Time, Supplies Expense

- ☞ Sponsored **47 CPR and 1 First Aid training program for 412** residents and individuals who work in the Needham and surrounding communities.
Expenditures: Community Benefit Manager Time, Instructor Expense, Supplies Expense
- Contributed **nurse specialist expertise to, and participation on, the Needham Emergency Management Committee (NEMC)**. The NEMC continues to be recognized throughout the Commonwealth as a progressive working model in the development of emergency management and preparedness systems and protocols. During the past year the committee has developed a pamphlet (as a direct result of the town-wide hazardous risk assessment) which provides all residents with emergency phone numbers and information. This pamphlet has been mailed town wide. Another tabletop drill is in the planning for May, 2004, which will incorporate an actual disaster component. The committee has also completed documentation for DPH grants (through FEMA) for training and equipment related to mass casualty incidents. BID-Needham's Infection Control Nurse devoted approximately 4 hours every month toward NEMC meetings and approximately 2 hours every month toward hazard analysis and related assignments.
Expenditures: Employee Time
- Provided **nursing interface with Needham Fire Department and Needham Board of Health** for the review and update of policies related to infection control and disaster planning, as well as managing infection control issues and determining reportable disease issues. The Infection Control nurse also participates on a joint Massachusetts Hospital Association (MHA)/Department of Public Health committee responsible for ensuring hospital preparedness for disaster and mass casualty incidents, as well as is involved in a new MHA phone alert network that is tested weekly.
Expenditures: Employee Time
- ☞ Conducted **one, six-week long smoking cessation course**. ☞ Freedom From Smoking, ☞ offered at a cost of \$75, attracted 4 participants for the one series of classes.
Expenditures: Community Benefit Manager Time, Employee Time
- ☞ Organized and sponsored **two Project Kid Care events**, with the assistance of the Needham Exchange Club. These events, held in conjunction with the Needham Business Association Street Fair and Harvest Festival, attracted a total of 250 children and their parents or guardians who received photo identification booklets and a set of fingerprints for identification purposes in the event that the child becomes lost or missing.
Expenditures: Community Benefit Manager Time, Supplies Expense
- ☞ Provided sponsorship funding for wellness-related organizations including the **Dedham and Needham community block party** programs in which resident groups in Needham and Dedham that apply for block party permits through their respective Selectmen ● s office receive coupons for the purchase of food items at a local supermarket. In FY2003, BID-Needham supported 50 block parties in Needham.
Expenditures: Grant
- ☞ Provided meeting space, audio-visual equipment and refreshments for more than **two dozen community-based educational, social and support group organizations**.
Expenditures: Associated Space Expense

COMMUNITY BENEFIT EXPENDITURES (related to the whole report)

TYPE	ESTIMATED TOTAL EXPENDITURES FOR [REPORTED FISCAL YEAR]	APPROVED PROGRAM BUDGET FOR [FY 2003]*
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses \$69,800 (2) Associated Expenses \$618 (3) Determination of Need Expenditures 0 (4) Employee Volunteerism 0 (5) Other Leveraged Resources 0	\$70,000 *Excluding expenditures that cannot be projected at the time of the report.
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses \$21,373 (2) Associated Expenses \$319 (3) Determination of Need Expenditures 0 (4) Employee Volunteerism 0 (5) Other Leveraged Resources \$0	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION	\$557,587	
CORPORATE SPONSORSHIPS	\$1,875	
	TOTAL \$651,572	
TOTAL PATIENT CARE-RELATED EXPENSES FOR Fiscal Year 2003: \$22,598,421		

During FY 2003, BID-Needham had 2,030 inpatient discharges, 538 observation patients, an average length of stay of 3.6 days and total patient days of 7,319. Outpatient volume included 10,498 Emergency Department visits and 70,460 ambulatory visits. The Hospital realized \$64,777,909 in gross patient service revenue which, after accounting for contractual adjustments with payors and the addition of \$726,406 in other operating revenue, resulted in total net revenue of \$25,611,193.

The Hospital's expenses during FY 2003 included \$13,313,019 for salaries and benefits, \$11,389,408 for supplies and expenses and \$2,093,525 for depreciation, bad debt and uncompensated care expense, all totaling \$26,795,952. The Hospital experienced a net loss from operations of \$1,184,759.

Among the major factors contributing to this operating loss were:

- A highly competitive labor market required BID-Needham to award competitive salary adjustments to Nursing, management, and technical staff
- Approximately \$148,000 in temporary nursing and ancillary staffing costs
- Continued increases in pharmaceutical and medical supply costs
- Increased cost of physician services to expand Cardiology and Hospitalist programs
- Reduced Medicare reimbursement resulting from the transition to the Outpatient Prospective Payment System from a cost based reimbursement system
- Continuing negative financial effect resulting from the failure of managed care contracts to cover the cost of providing health care services
- An increased dependence on "state of the art" technology and related expenses without a corresponding increase in reimbursement.

VII. Next Reporting Year

The approved Community Benefit supplies/expenses and salaries budget for FY 2004 is \$70,000. It is anticipated that additional direct expenses, associated expenses and corporate sponsorships will significantly increase the total projected expenditure for community benefit and community service programs to nearly \$90,000.

The goals for the Community Wellness Collaborative in FY 2004 are:

- (1) to sustain the activity and progress of productive workgroups such that each community benefit target population (school age children and seniors) continue to be served with programs that carry out the CWC Vision of promoting shared, community-wide understanding of personal wellness and community wellness, and knowledge of, access to and capacity to use community resources to achieve personal wellness and contribute to community wellness
- (2) to continue to increase the number of actively engaged and participating CWC members
- (3) to continue to assess formal data and other sources of information relative to the health status of the Needham community, and when appropriate, to evaluate the prospect of carrying out educational, interventional or preventive health projects that positively address said community health concerns

BID-Needham will continue to support and build its Educational Speaking, Preventive Health Screening and other Community Service initiatives. BID-Needham will also support Needs Driven Financial and Programmatic initiatives to the extent that the hospital is financially able. It is anticipated that most of the programs that received funding from BID-Needham during FY 2003 will continue to receive funding during FY 2004.

The Internet-based version of the Senior Resource Guide should be on-line during 2004. This new version of the Guide will allow revisions and updates to be made with ease and expediency. Once the workgroup succeeds in establishing a web site and posting the Guide, their challenge will be to develop an extensive publicity campaign that promotes the presence of the Guide on the web site, as well as facilities that make public access to the Internet available.

Needham After Dark made great strides forward in Fiscal Year 2003. The popular success enjoyed by Needham After Dark should help to fuel additional success in Fiscal Year 2004. The most significant challenge that Needham After Dark faces is to identify viable, alternative accommodations that can comfortably handle as many as 150 teens. While several area churches stand out as potential candidates for the Needham After Dark relocation, a number of logistical challenges must be worked out prior to the decision to relocate the program.

Eat Well/Be Fit-Needham has served as a natural successor to the Healthy Needham 2000 initiative. Eat Well/Be Fit boasts a growing membership of more than two dozen individuals from many walks of life in Needham. Its goal, which is to provide for the Needham community, the educational, motivational and strategic tools and actions necessary to raise the level of awareness

about the importance of proper nutrition and personal exercise in the pursuit of optimal health status, is consistent with the Mission of the CWC. While the workgroup has already counted several major accomplishments, during Fiscal Year 2004 concerted attempts to carry out projects that effectively reach the larger Needham community will be made.

With continued organizational and promotional efforts related to the Educational and Preventive Health Screening programs, BID-Needham will make a sustained effort to continue to meet the informational and educational needs of those who live and work in Needham and surrounding communities. By scheduling programs that not only address the physical dimension of wellness, but also related to the other five dimensions of wellness (occupational, social, emotional, intellectual and spiritual), BID-Needham hopes to attract a growing number of attendees to an increasingly diverse selection of programs. Topics such as chiropractic, acupuncture and financial planning for retirement will continue to be offered. BID-Needham also hopes to continue to meet the needs and goals of organizations that request and receive financial or programmatic support for important community-based initiatives and for those individuals who take part in those programs for informational and educational purposes.

VIII. Contact Information

Lawrence Townley
Director, Community Relations
Beth Israel Deaconess Hospital-Needham
148 Chestnut Street
Needham, MA 02492
781-453-3891
ltownley@bidneedham.org

SELECTED COMMUNITY BENEFITS PROGRAMS

PROGRAM OR INITIATIVE	TARGET POPULATION/OBJECTIVE	PARTNER(S)	HOSPITAL/HMO CONTACT
<p>Traveling Meals</p>	<p>Target Population: Homebound Needham Residents</p> <p>Objective: On a year-round, every weekday basis, to collaborate with the Health Department's dietitian to design nutritionally balanced menus, to prepare hot meals and companion cold meals and package them for delivery to homebound Needham residents.</p>	<p>Needham Health Department 1471 Highland Avenue Needham Town Hall Needham, MA 02492 781-453-7523</p>	<p>Eleanor Winch Beth Israel Deaconess Hospital-Needham 148 Chestnut Street Needham, MA 02492 781-453-3623 ewinch@bidneedham.org</p>
<p>Eat Well/Be Fit-Needham</p>	<p>Target Population: School-Aged Children and the General Needham population</p> <p>Objective: To provide for the Needham community, the educational, motivational and strategic tools and actions necessary to raise the level of awareness about the importance of proper nutrition and personal exercise in the pursuit of optimal health status</p>	<p>Needham Health Department 1471 Highland Avenue Needham Town Hall Needham, MA 02492 781-455-7523</p> <p>Needham Park & Recreation Commission 1471 Highland Avenue Needham Town Hall Needham, MA 02492 781-455-7521</p> <p>Needham Public Schools Health and Physical Education Dept. Needham High School 609 Webster Street Needham, MA 02494 781-455-0800, ext. 1140</p> <p>Needham Physical Therapy 1410 Highland Avenue Needham, MA 02492 781-444-0345</p>	<p>Lawrence Townley Beth Israel Deaconess Hospital-Needham 148 Chestnut Street Needham, MA 02492 781-453-3891 ltownley@bidneedham.org</p>

<p>Senior Resource Guide</p>	<p>Target Population: Needham Senior Citizens</p> <p>Objective: To provide for every senior citizen household in Needham a comprehensive guide of programs and services related to the six dimensions of health and wellness, and of special interest to senior citizens. This project will be followed with another project that will seek to post the Guide on an Internet web site so that it becomes universally available to anyone with Internet access, and can be updated and revised to reflect content changes.</p>	<p>Needham Council on Aging 83 Pickering Street Needham, MA 02492 781-455-7555</p> <p>Needham Youth Commission 1471 Highland Avenue Needham Town Hall Needham, MA 02492 781-455-7518</p> <p>North Hill 865 Central Avenue Needham, MA 02492 781-444-9910</p> <p>Needham TRIAD c/o Bill Dugan 29 Pine Street Needham, MA 02492 781-449-0275</p>	<p>Lawrence Townley Beth Israel Deaconess Hospital-Needham</p> <p>148 Chestnut Street Needham, MA 02492 781-453-3891 ltownley@bidneedham.org</p>
<p>Health Education and Preventive Health Screening Series</p>	<p>Target Populations: Senior citizens and employees of area business</p> <p>Objective: To provide an ongoing series of informational and education presentations and preventive health screening programs for those who live and work in Needham and surrounding communities</p>	<p>Needham Council on Aging 83 Pickering Street Needham, MA 02492 781-455-7555</p> <p>Westwood Council on Aging 60 Nahatan Street Westwood, MA 02090 781-329-8799</p> <p>Wellesley Council on Aging 219 Washington Street Wellesley, MA 02482 781-235-3961</p> <p>Dover Council on Aging 5 Springdale Avenue Dover, MA 02030 508-875-2119</p> <p>North Hill 865 Central Avenue Needham, MA 02492 781-433-6306</p> <p>Fox Hill 10 Longwood Avenue Westwood, MA 02090 781-329-4433</p> <p>Brighton Gardens Assisted Living Route 135 Dedham, MA 02026 781-407-7711</p>	<p>Lawrence Townley Beth Israel Deaconess Hospital - Needham 148 Chestnut Street Needham, MA 02492 781-453-3891 ltownley@caregroup.harvard.edu</p> <p>Carol Murphy, R.N. Director, Community Health Education Beth Israel Deaconess Hospital-Needham 148 Chestnut Street Needham, MA 02492 781-453-3028 cmurphy5@bidneedham.org</p>