

Community Benefits Report
Fiscal Year 2004

Caritas St Elizabeth's Medical Center

Affiliated with Tufts University School of Medicine

Caritas Christi Health Care

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I. Overview & Mission Statement

Overview

Caritas St. Elizabeth's Medical Center is a 400 bed academic medical center, affiliated with Tufts University School of Medicine, and located in the Allston Brighton neighborhood of Boston. Allston-Brighton is one of 19 districts in the city of Boston, Massachusetts and is surrounded by downtown Boston, the cities of Cambridge and Newton and the towns of Brookline and Watertown. Approximately 34 different languages are spoken in the surrounding neighborhoods.

Caritas St. Elizabeth's Medical Center's primary service area includes Allston, Brighton, Waltham and Watertown.

As a nonprofit, full-service, tertiary care facility, Caritas St. Elizabeth's Medical Center (CSEMC) provides a full range of diagnostic, emergency, surgical, and specialty services, as well as primary care and specialty outpatient services.

Located in the heart of an urban community, CSEMC serves a culturally diverse population. Twenty percent of the patient population speaks a primary language other than English; most are immigrants and refugees. As an integral member of these ethnically and racially diverse neighborhoods, Caritas St. Elizabeth's strives to provide culturally and linguistically competent services for all patients.

Centers of Excellence, with national and international reputations, include the Bone and Joint Center, Cancer Care, Cardiovascular Care and Research, Gastroenterology, Neurology, Pulmonary and Critical Care, and Women's Health. Other major medical services include Anesthesiology & Pain Management, Comprehensive Addictions Program, Emergency Care, Endocrinology, Neonatology, Obstetrics & Gynecology, Pathology, Pediatrics, Psychiatry, Radiology, Surgery and Urology.

Caritas St. Elizabeth's research laboratories are active centers of investigation in areas such as cardiology, neurology, hematology/oncology and gastroenterology. Caritas St. Elizabeth's ranks among the nation's top 40 independent hospitals in the amount of funding received from the National Institutes of Health. These efforts ensure that the latest information can be used to direct patient care.

CSEMC, founded in 1868, is part of the six-hospital Caritas Christi Health Care system, the second largest health care system in New England. Caritas Christi is a comprehensive, integrated health care delivery network, providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island.

Key Annual Statistics – Fiscal Year 2004

Licensed beds.....	376
Physicians	600+
Employees (full & part time)	2,784
Discharges (Inpatients)	17,313
Emergency Department Visits	29,775
Outpatient Visits	74,476

Caritas St. Elizabeth's Medical Center Mission Statement

SERVICE to a diverse community
EDUCATION and leading edge research
MINISTRY rooted in ethical and religious principles
COMPASSION and caring for the whole person

Caritas St. Elizabeth's Medical Center is a member of Caritas Christi, a Catholic health care system rooted in the history of the Archdiocese of Boston. As a community of health care providers, we affirm Christ's healing ministry, foster excellence in care, and commit ourselves to those in need in accordance with the principles of the Catholic church.

Through our programs and services, which cover the spectrum of health care, we affirm the sanctity of life, advocate for the poor and disenfranchised, and exercise responsibility for the common good.

With just stewardship of our human and material resources, we pledge to strengthen this health care ministry through sound health care practice, research, education and innovation.

Vision Statement

Caritas St. Elizabeth's Medical Center exemplifies its Catholic health care mission through service and excellence in patient care, medical education, and research, Caritas St. Elizabeth's will demonstrate leadership as a Catholic academic medical center, as the tertiary care referral center of Caritas Christi Health Care and as a vibrant community health resource.

Guiding Principles Statement

- Caritas St. Elizabeth's Medical Center will strive to be patient-centered, providing ease of access, convenience and caring to all who seek its services.
- Caritas St. Elizabeth's Medical Center will provide the highest quality of care by managing medical outcomes through excellence in clinical programs and centers of excellence. We will exceed expectations of patients and referring physicians.
- Caritas St. Elizabeth's Medical Center will provide leadership in collaboration with its colleagues in Caritas Christi to strengthen clinical and network integration as one health care system.
- Caritas St. Elizabeth's Medical Center research programs will affirm their role as an academic resource for Caritas Christi and the community.
- Caritas St. Elizabeth's Medical Center, as a major employer, strives to be the best place to work in health care.
- Caritas St. Elizabeth's Medical Center will enhance community health and well-being through education and outreach programs.

Community Benefits Mission Statement

- Caritas St. Elizabeth's Medical Center is committed to serving the entire community, including the uninsured, underinsured, poor and disadvantaged.
- Caritas St. Elizabeth's Medical Center is dedicated to providing accessible, high-quality health care services to all within its culturally diverse community, particularly its host communities of Allston and Brighton.
- Caritas St. Elizabeth's Medical Center is dedicated to the well-being of its community by providing excellence in health care through preventative health, education and wellness services.
- Caritas St. Elizabeth's Medical Center is dedicated to collaborating with our community to identify and respond to issues by fulfilling the physical, spiritual, emotional and social needs of the people it serves.

Caritas Christi Mission Statement

Our mission is to care for you.

Caritas Christi is a Catholic health care system rooted in the history of the Archdiocese of Boston. As a community of health care providers, we affirm Christ's healing ministry, foster excellence in care, and commit ourselves to those in need in accordance with the principles of the Catholic church.

Through our programs and services, which cover the spectrum of health care, we affirm the sanctity of life, advocate for the poor and disenfranchised, and exercise responsibility for the common good.

With just stewardship of our human and material resources, we pledge to strengthen this health care ministry through sound health care practice, research, education and innovation.

II. Internal Oversight and Management of Community Benefits Program

At Caritas St. Elizabeth's Medical Center, we continue our operational transition from an inpatient, medically focused teaching hospital to a community-focused provider with a commitment to public health initiatives. As the business of health care evolves, a major imperative exists for us to align ourselves more closely with our community so that we may better improve the health status of the population we serve. Our Community Benefits Plan reflects this business imperative that complements our long-standing ministry as a Catholic hospital.

CSEMC's Community Benefits Plan, which has been approved by its board of trustees' Community Needs and Benefits Committee and shared with the community, designates Allston-Brighton, Waltham and Watertown as its primary areas of focus.

The plan is a formal process that incorporates all departments of CSEMC, the community, area service providers and human service agencies. There is a dedicated community benefits/community affairs function that is responsible for assessment, development, implementation, review and administration of our community benefits processes and programs. This function reports directly to a vice president of Caritas Christi Health Care, as well as to a board of trustees' committee that offers institutional direction.

The community benefits/community affairs function operates in collaboration with various community coalitions, health centers, and CSEMC committees that serve primarily as community resources for the numerous external agencies we interact with daily in our delivery of care. Through this collaborative process that encompasses constant feedback from the community, external agencies, CSEMC staff as well as public health data from various sources, we are provided with a comprehensive, ongoing assessment of the needs of the Allston-Brighton community. This assessment enables us to focus on the community's health care priorities through our community benefits programs. In addition, with CSEMC being an active member of the Conference of Boston Teaching Hospitals, we fund and actively participate in the needs assessment process that tracks the efficacy of these programs on the health of Boston's neighborhoods.

In addition to the ongoing assessment process, numerous interviews are conducted inside and outside CSEMC to gain a better understanding of our current community benefits process and help plan for future programmatic needs. Through the assessment process, we are also able to determine the success, benefit and viability of our existing community benefits programs as we review priorities and resources to be allocated for existing and future programs.

As a tax-exempt, not-for-profit Catholic hospital committed to our community and a public health agenda, our community benefits budget is not and cannot be confined to the community benefits department alone. All existing departments and services throughout the CSEMC operate programs designed to enrich the surrounding community in a multitude of ways.

The involvement and coordination of various committees and task forces is vital to the community benefits process. These groups include the following:

Caritas St. Elizabeth's Medical Center Board of Trustees Community Needs & Benefits Committee

This committee, comprising Caritas St. Elizabeth's Medical Center trustees, meets regularly with senior management and the community benefits/community affairs department, and quarterly with the board of trustees, to provide direction and oversight for community benefits programs.

Caritas St. Elizabeth's Medical Center Community Benefits Committee

The Community Benefits Committee is a group of senior management employees who interact closely with the external community and work in conjunction with the community benefits/community affairs staff in assessing needs identified by the Allston-Brighton community. They help plan community benefits programs that most effectively utilize our resources to respond to those needs.

Caritas St. Elizabeth's Medical Center Community Task Force

This task force brings together heads of Allston-Brighton civic associations and senior management of Caritas St. Elizabeth's to focus on proposed development activities at the medical center that may impact the residential community.

Allston-Brighton Healthy Boston Coalition

The Allston Brighton Healthy Boston Coalition is a collaboration of more than 700 community residents, educators, service providers, religious groups, students and businesses working proactively to improve the health, safety and cohesiveness of the Allston-Brighton community. Currently, the community benefits manager, CSEMC, serves as a director of the coalition.

Health Issues Committee

The Health Issues Committee was formed by the Allston Brighton Healthy Boston Coalition to develop a collaborative model for Allston-Brighton residents and service providers to address barriers preventing certain populations from receiving adequate care. Focusing on various cultural groups and identifying their specific obstacles to accessing care enables us to better coordinate and maximize the delivery of necessary health care resources.

III. Community Needs Assessment

In March 2002, the Allston Brighton Healthy Boston Coalition in conjunction with Caritas St. Elizabeth's Medical Center published a community needs assessment study titled the Allston-Brighton Community Needs & Assets Assessment. (Contact Joe Walsh at 617-789-2032 to obtain a copy).

This study was conducted to help CSEMC, the coalition, and the community better understand and respond to the current health and quality of life issues in Allston-Brighton. The Allston-Brighton community is defined as people, who live, work, attend school, or access services in the community. The objectives of this assessment were to engage the Allston-Brighton community in the planning and implementation process in order to develop an accurate and comprehensive report, ensure buy-in to the outcomes, and energize participants and the community to work to address the findings.

The Allston-Brighton Healthy Boston Coalition was founded in 1992 and is a collaboration of more than 700 residents, educators, service providers, religious groups, students and business people working proactively and continuously to improve the health, safety, and cohesiveness of Allston-Brighton. The coalition serves as a vehicle for people who live and work in Allston-Brighton to participate in neighborhood decision making, to identify shared concerns, and to mobilize internal and external resources to address those shared concerns.

CSEMC is a founding member of the Allston-Brighton Healthy Boston Coalition, serves as its fiscal agent, and provides financial support and space for its classes and community meetings.

Assessment Process

Our outreach is based upon data collected from the Allston-Brighton Community Needs & Assets Assessment completed in 2002.

Data Collection Methods

Review of Available Data

Data from the 2000 census Summary File 1 (SF1) (the "short form" or population enumeration data) was examined along with the "long-form" (SF-3) made available until the fall of 2002.

- Income levels of Allston-Brighton residents as compared to 1990
- Number of people in Allston-Brighton living in poverty as compared to 1990
- Educational attainment level of Allston-Brighton residents compared to 1990
- Allston-Brighton households receiving public assistance as compared to poverty level and to 1990
- Child poverty levels in Allston-Brighton as compared to 1990
- Housing tenure within the neighborhood
- Employment of Allston-Brighton residents by industry
- In addition to 2000 Census, data was gathered from the following sources:
- Action for Boston Community Development
- Allston-Brighton Community Development Corporation's report "Rising Rents, Closing Doors," published in the spring of 1999
- The Boston Foundation, "The Wisdom of our Choices: Boston's Indicators of Progress, Change and Sustainability 2000"
- *The Boston Globe*
- Boston Police Department, District 14, Community Service Office
- Boston Public Health Commission
- Boston Public Schools
- Boston Redevelopment Authority
- Census 1990, Summary Tape File 1 (STF1)
- City of Boston, Department of Neighborhood Development
- City of Boston, Elections Department

- City of Boston, Office of Parking Clerk
- City of Boston, Parks and Recreation Department
- DND News, May 1999
- Mass. Department of Public Health, Behavioral Risk Factor Survey, Behavioral Risk Factor Surveillance System (BFRSS) 1999-2000
- Mass. Division of Health Care Finance and Policy
- Mass. Office of Child Care Services
- Mass. Inc. 2000
- U.S. Department of Health and Human Services. Healthy People 2010: Understanding and Improving Health

Interviews with Key Informants

Sixty-seven individuals, selected for their knowledge of important community needs, issues, or populations, participated in in-depth interviews. An additional six individuals worked with us to uncover valuable data or other resources.

Focus Groups

Every effort was made to reach a broad cross-section of the population. Thirty-three focus groups were conducted with a total of 244 participants. Many sessions were held in languages other than English.

Surveys

A survey was mailed to 80 service providers and 39 centers of worship. A business survey was mailed to the complete mailing lists of both the Allston and Brighton Boards of Trade, totaling 248 businesses in the community. In addition, the Allston Brighton Community Development Corporation's community business network program manager distributed the survey to a number of small businesses not represented in the board of trade lists. The response rate was very low on the business survey and, as a result, the data could not be analyzed or presented.

Sixty surveys from service providers were returned and processed. These represent nearly all the major health and social service agencies serving Allston-Brighton residents. There was a considerably smaller response rate from the centers of worship, with three surveys processed. As a result, little information can be presented on the centers of worship.

Both the service organization and center of worship surveys were comprehensive and included financial information, language capabilities, ethnic composition of staff and boards of directors, and programs and services provided. The surveys inventoried services offered by respondents, numbers served, and whether a waiting list for each service exists. The surveys also included open-ended questions soliciting respondents' ideas about community strengths, weaknesses, and barriers to effective service delivery.

Summary of Data Collection Effort

The process of collecting information about Allston-Brighton was educational and uplifting. More enthusiasm and willingness to participate was encountered than could have been anticipated. The one reason offered for not participating in the process was a lack of time. Everyone encountered supported the effort and reported looking forward to the results.

The process began with a review of the basic demographics of Allston-Brighton based on the Allston-Brighton census tracts. From there the community was stratified into various populations based on race/ethnicity, age and tenure. These population segments were then looked at separately to determine how best to reach the group, how focus groups should be organized, and who should be interviewed. This approach has resulted in the representation of a rich cross-section of the neighborhood in the community assessment.

An impressive number of people participated in focus groups and a wealth of information was gathered from a wide variety of perspectives. Unfortunately, focus groups were unable to be scheduled with three populations that were identified by the planning committee. These included: parents of teens, residents of Indian origin, and residents of African or Caribbean origin. Interviews were conducted in lieu of focus groups for these populations.

IV. Community Participation

A Partnership with the Community

The Allston-Brighton community is rich with strong roots and multicultural diversity. At Caritas St. Elizabeth's Medical Center we realize that a neighborhood does not consist only of residents but also of small businesses, multicultural agencies, companies and other organizations that affect and are affected by the day-to-day life of the community. CSEMC provides numerous programs and services to residents and businesses and participates in dozens of community efforts aimed at making life better for members of

our neighborhood. In addition, we have full-time community affairs personnel dedicated to implementing CSEMC's community initiatives.

In an effort to strengthen and revitalize the Allston-Brighton business districts, CSEMC is working with business leaders to attract new businesses to serve Allston-Brighton's diverse population and improve the physical appearance of the community. Caritas St. Elizabeth's took a leadership role in securing Boston Main Streets grant designation for Allston Village Main Streets and Brighton Main Streets from the National Trust for Historic Preservation.

CSEMC is the fiscal agent for Brighton Main Streets. The CSEMC community benefits manager is an active member of the board with the Boston Public Health Commission's ACC/BCLA school-based health center, Allston Board of Trade, Allston-Brighton Kiwanis Club, Brighton Board of Trade, Brighton District Court Advisory Board and the Jackson-Mann Community Center; and, regularly attends meetings of the Allston Civic Association, and Brighton-Allston Improvement Association, the Arberdeen-Reservoir Civic Association, and the North Allston Strategic Planning Group.

The Allston-Brighton Substance Abuse Task Force was formed in 2003 to combat the rising tide of drug abuse among Allston-Brighton youth, and today the task force is staffed through the fiscal agency of CSEMC, with the director of the Caritas St. Elizabeth's Comprehensive Addictions Program as co-chair of the task force's board.

The Allston-Brighton Healthy Boston Coalition is a collaborative of more than 700 residents, educators, service providers, religious groups, students and business people working to proactively and continuously improve the health, safety and cohesiveness of Allston-Brighton. The coalition serves as a vehicle for people who live and work in Allston-Brighton to participate in neighborhood decision making, to identify shared concerns, and to mobilize internal and external resources to address those shared concerns.

CSEMC is the only Boston teaching hospital to be a founding member, a major sponsor and fiscal agent of the Allston Brighton Healthy Boston Coalition. CSEMC provides the ABHBC with free space on campus for classes and meetings, and often hosts the monthly ABHBC community meetings that provide a forum to discuss timely healthcare issues on a frequent basis.

The ABHBC provides CSEMC with an excellent network to maximize community participation and perform a comprehensive community needs assessment. (See Appendix A - The Allston-Brighton Community Needs & Assets Assessment Report: March 2002)

CSEMC's community benefits/community affairs staff works collaboratively with various community coalitions, health centers, and CSEMC committees that function primarily as community resources for the numerous external agencies we interact with daily in our delivery of care. Through this collaborative process that encompasses constant feedback from the community, external agencies, CSEMC staff as well as public health data from various sources, we are provided with a comprehensive, ongoing assessment of the needs of the Allston-Brighton community. This assessment enables us to focus on the community's health care priorities through our community benefits programs. In addition, with CSEMC being an active member of the Conference of Boston Teaching Hospitals, we fund and actively participate in the needs assessment process that tracks the efficacy of these programs on the health of Boston's neighborhoods.

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Selective Caritas St Elizabeth's Medical Center Partnership Activities

Shared Resources

Community organizations regularly use Caritas St. Elizabeth's Medical Center's conference rooms, dining room, parking facilities and auditorium, free of charge, for cultural, educational, and special events.

Space is used for English as a Second Language classes, award ceremonies, community policing meetings, conflict resolution, public service meetings, professional organizations, self-help groups and the LINCS (Leadership to Improve Neighborhood Communication and Services) program. Area residents are welcome to use Caritas St. Elizabeth's Medical Center medical library for research and studying.

Sponsorships

Caritas St. Elizabeth's Medical Center and its staff are involved in a number of community focused sponsorships to non-profit programs such as the Allston Village Main Streets, the Brian J. Honan Charitable Foundation, Brighton Main Streets, Oak Square YMCA, West End House Boys & Girls Club, Vocational Advancement Center, Veronica Smith Senior Center, and the WGBH Channel 2 Auction.

Lending a Helping Hand

As a Catholic institution, Caritas St. Elizabeth's Medical Center is committed in a special way to assisting those in need. Several times each year CSEMC and its employees help out with special charitable initiatives. These initiatives include donating men's and women's clothing, canned goods, and toys and gifts for families in need.

Community Enhancement Activities

Caritas St. Elizabeth's Medical Center sponsors and participates in a number of community enhancement programs such as:

- Providing on-site health screenings and flu shots.
- Providing speakers to discuss medical issues with community groups.
- Providing medical supplies such as bandages, splints, tape, disinfectant, latex gloves, medications, chemical ice packs to community organizations, schools, camps, boys & girls clubs, and youth athletic teams.
- Providing loam, mulch, equipment, food, staff, and materials for community beautification projects.
- Donating materials, equipment, staff, and food for community events.
- Participating in youth activities such as the Jackson-Mann Girls Basketball Team Pop Warner Football, Little League baseball, All-Bright Youth Hockey and the Police Athletic League.
- Major participant in Allston-Brighton special events/projects that strengthen the community's diversity and promote understanding, harmony and mutual respect.

V. Community Benefits Plan

Allston-Brighton and Brookline are the two communities immediately adjacent to Caritas St. Elizabeth's Medical Center. Brookline's population is over 56,000. Twenty-seven percent of households earn less than \$25,000 annually. The town has a greater percentage of elderly (approximately 16%) than does the state of Massachusetts as a whole. There are a growing number of elderly Russian immigrants and a large population of Asians in the town. Cardiovascular disease is the leading cause of death for Brookline residents.

Allston-Brighton is Boston's second largest neighborhood, with a diverse population of almost 70,000 residents (14% Asian, 9% Latino, and 5% African-American). During the past ten years, the Latino and Asian populations have grown significantly. Nine percent of residents are aged 65 or older, 75 percent of whom are women. Allston-Brighton has a strong neighborhood flavor and community feeling that is attractive to long-term multigenerational residents, immigrants, students, and young professionals.

The community abuts three major universities and is home to WGBH Educational Foundation. CSEMC is the largest employer in the area, employing about 650 Allston-Brighton residents. Other health care facilities include Franciscan Hospital for Children (a small pediatric rehabilitation hospital), health centers, nursing homes, and physician offices.

The multiplier effect of the major employers has resulted in the creation of many small and medium-sized businesses such as restaurants, bars, ethnic grocery stores, convenience stores, auto body shops, banks, hair salons, laundries, locksmiths, moving companies, and real estate offices.

The high cost of housing and living, in general, is a major social issue for both communities, but especially for Allston-Brighton. Eighty percent of its housing is rental property. The lack of buildable land and the large number of college student residents exacerbate the housing crisis.

Many residents have no health insurance because the small employers cannot afford to pay high insurance premiums or because of residents' undocumented immigrant status. The cost of prescription drugs for the elderly and for families of children with chronic illnesses also is a significant issue. Providing health care to the community, regardless of one's legal status or ability to pay, is a priority for CSEMC.

Access Programs

In response to needs identified by the Allston-Brighton community, access to care has been cited as a factor preventing individuals from receiving the health services they need. At Caritas St. Elizabeth's, we understand that access includes many issues not always associated with health care but that, nonetheless, face patients seeking medical attention. We have focused considerable attention on removing these barriers in our commitment to deliver quality health care to all.

Free Care Policy

Our free care policy, which is posted throughout CSEMC, stipulates that no individual will ever be refused care. Care is provided regardless of age, race, sex, religion, nationality, or ability to pay.

CSEMC provides care to the elderly and the indigent under the Medicare and Medicaid programs, granted at a discount, which is generally less than cost. The proportion of services provided to Medicaid patients approximates the proportion of Medicaid beneficiaries living in the medical center's service areas. CSEMC pays into the Uncompensated Care Pool established for hospitals within the state of Massachusetts.

Caritas DoctorFinder

A phone call to the Caritas DoctorFinder (1-800-488-5959) provides the information needed to make an educated decision when choosing a doctor. Information about educational background, areas of specialization, years of practice, board certification as well as office hours, location, accepted insurance plans, and languages spoken is available on more than 2000 physicians. Personal preferences regarding gender or languages spoken also can be accommodated.

Transportation

CSEMC links patients unable to provide their own transportation with rides to and from their doctor's office or Caritas St. Elizabeth's campus. CSEMC expends more than \$10,000 annually on taxi vouchers for needy patients without transportation. CSEMC participates in Mayor Thomas M. Menino's Cancer Transportation Initiative to provide transportation for oncology patients who are Boston residents, on fixed income, and unable to travel alone.

Patient Emergency Fund

The last thing that a sick person needs to worry about is a financial emergency. Caritas St. Elizabeth's Medical Center's social work services department provides referrals to social services and government services, but there are times when a temporary emergency needs immediate personal attention. The social work service department at CSEMC runs an emergency fund for such situations. Funds have been used for short-term emergency situations such as buying groceries for a patient returning home from the hospital or locating a winter coat for a patient whose size has changed due to illness. The compassionate care at CSEMC permeates every aspect of health care delivery and is fundamental to our mission.

Hospitality Program

CSEMC participates in and contributes financially to the Hospitality Program, which places patients and families from far away with host families for the duration of their care. The medical center also provides a local housing and lodging guide to families to assist with efforts in finding adequate and affordable housing or lodging while a family member is receiving care.

Serving Our Diverse Community

The Allston-Brighton community is a diverse community where people of every age, race, creed, socioeconomic status, and national origin reside. As the only local acute care facility, Caritas St. Elizabeth's Medical Center embraces the myriad of cultural differences presented by its neighbors in order to better meet their needs.

Multilingual Advocates Program

For non-English speaking patients, communication is the key to access. CSEMC serves thousands of non-English speaking patients every year. To better meet the needs of these residents, CSEMC provides language-accessible and culturally competent health care to an ethnically, culturally and linguistically diverse patient population. A large part of that service is our award-winning Multilingual Advocates Program. Multilingual advocates are bilingual, bicultural individuals who serve as liaisons between ethnically, culturally and linguistically diverse patients/families and the medical center. Multilingual advocates are available 24 hours a day, seven days a week.

A large part of that role involves interpretation for patients and family members. In addition to interpreting, however, multilingual advocates provide cultural assessment, information and referral services for patients and families; translate brochures, announcements, care procedures, discharge instructions and other important written information; assist with health insurance application procedures for patients and families; and educate and train staff on issues of culture and language.

Cultural translation is another important service multilingual advocates provide. Health care practices differ greatly from one country to the next. What is considered normal practice in one culture may be completely inappropriate in another. Multilingual advocates bridge this culture gap by helping patients understand our health care culture and helping CSEMC staff understand the culture of the patient. At present, there are seven full-time multilingual advocates on staff speaking Portuguese, Russian, Spanish and Vietnamese. Several per diem interpreters are also available to provide interpreting services in a variety of other languages.

When a multilingual advocate is not available or when a patient speaks a language not covered through the multilingual advocates program, supplemental interpreter services are available thru DeafTalk and the Language Line.

DeafTalk is a state-of-the-art interactive conferencing system. Through DeafTalk, the medical center can access the immediate services of medically certified interpreters and sign language professionals virtually

face-to-face via a real time video connection seven days per week, 24 hours a day. These professionals can translate and sign for patients in 32 different languages as well as American Sign Language.

Language Line provides 24-hour interpretation over the telephone in 160 languages, enabling both the patient and the clinician to hear the interpreter at the same time.

Caritas St. Elizabeth's Health Care at Brighton Marine, as a satellite location of Caritas St. Elizabeth's Medical Center, is designated as a principal site by the Massachusetts Department of Public Health for health assessments for refugees and immigrants entering Massachusetts. Under this arrangement, Caritas Health Services at Brighton Marine has agreed to coordinate the provision of bilingual primary care services.

Culturally Specific Programs

Caritas St. Elizabeth's Medical Center has specifically designed several health programs to meet the needs of particular cultural groups in the community. They include the following:

The International Women's Program

To maintain our connection with an ever-increasing Brazilian and Latino population in Allston-Brighton, CSEMC established additional culturally competent services to better serve our local community.

In order to provide a continuum of care and convenience for these patients, CSEMC established its International Women's Program in April 1996. The aim of the International Women's Program was to target Portuguese-speaking women in our community for prenatal care and deliveries, and to promote the hospital's services in general.

The services provided through the International Women's Program include a full range of linguistically and culturally appropriate obstetrical and gynecological services, with a Level III neonatal intensive care unit available as needed. Although approximately 88 percent of the International Women's Program patients are Portuguese-speaking, we are seeing increased diversity among patients from other countries. The Program has increased its hours of operation and added a new physician.

Multilingual Pediatric Clinic

Five years ago, CSEMC opened a multilingual, outpatient pediatric clinic located in the Women's Health Pavilion. The new program allows us to expand our service to pediatric primary care as well as to perinatology and neonatology. Spanish speaking and Portuguese-speaking patients and their families can access care in their native language. Multilingual advocates help provide access to services for Russian, Vietnamese and Cantonese-speaking pediatric patients and their families.

Pediatric primary care services include prenatal visits; well-child care for newborns, children and adolescents; immunizations; sick visits; diagnostic x-rays and laboratory services. Our pediatricians are also available to consult on subspecialty issues such as newborn medicine, pediatric cardiology and adolescent medicine. Consultants are available by telephone 24-hours a day for both pediatric care and subspecialty services.

To supplement the services of our linguistically appropriate programs, CSEMC has a Spanish and three Portuguese multilingual advocates on staff. In addition, CSEMC sponsors and helps to finance certain programs and services offered through the Massachusetts Alliance of Portuguese Speakers.

Caritas St. Elizabeth's Medical Center Domestic Violence Task Force

Violence is a serious public health issue that is found among all ethnic groups and socioeconomic classes. It is one of the major threats to an individual's health and safety in today's society.

In response to the need of identifying and treating victims of domestic violence, CSEMC created the Caritas St. Elizabeth's Medical Center Domestic Violence Task Force.

CSEMC has a zero-tolerance policy regarding domestic and family violence.

The Caritas St. Elizabeth's Medical Center's Domestic Violence Task Force is co-chaired by the director of Caritas St. Elizabeth's Comprehensive Addictions Program (CSECAP) and a senior staff registered nurse from CSEMC's emergency department. The task force comprises 26 individuals, including physicians, and representatives of Brighton court and District 14 police station, and several departments within CSEMC. The medical center departments that collaborate with social work staff and the emergency department include women's health, nursing, multilingual advocates/translator services, education, substance abuse, psychiatry, internal medicine, security, spiritual care services, pediatrics, community benefits, ante partum and risk management. The director of CSECAP also serves as the co-chair of Domestic Violence Task Force, Conferences of Boston Teaching Hospitals (COBTH.)

The goals of this multidisciplinary group include:

- Determining what resources are available at Caritas St. Elizabeth's Medical Center, and which are needed;
- Hospital awareness about domestic violence;
- Ensuring that screening for domestic violence risk and incidence are part of routine medical questioning of patients;
- Training staff to identify these patients; and
- Having a mechanism in place when appropriate patients are identified.

The Domestic Violence Task Force has been successful in accomplishing many of these goals. Components of the comprehensive Caritas St. Elizabeth's Medical Center Domestic Violence Program include the following.

Response Team

The Response Team, headed by the social work supervisor, comprises social workers and key task force members who will carry a domestic violence beeper and will be available 24-hours a day to answer and respond to domestic violence problems within the hospital and associated clinical sites.

Emergency Department Policy

Currently in place, the emergency department has adopted a policy of universal screening for all female patients. The ED also has ample information available to patients and staff on resources available. The ED should be utilized for any emergency situation and will continue to develop a close relationship with the Boston Police to aid patients in the community.

Safe Bed

A Safe Bed is available on campus for victims of domestic violence who are in great danger and have no immediate housing alternative. Residency of the Safe Bed will be controlled by the social work department and will be available to any patient within Caritas Christi Health Care as well as any member of the community who seeks help through the emergency department.

Community Outreach

The task force has developed a relationship with the victim witness advocate at the Brighton Court, and the domestic violence detective and District 14 captain to streamline the care of Caritas St. Elizabeth's patients who may need restraining orders or court appearances.

Patient Information

The task force has developed a brochure and a series of posters educating patients about domestic violence and how help is available if needed. These resources are available throughout the hospital and at all associated clinical sites.

Community Health Programs

During the past year, Caritas St. Elizabeth's Medical Center has collaborated with public health agencies to provide the community with flu immunizations, medical screenings, health education classes, meeting rooms for self help programs, and health fairs. Most of the community health programs were provided at no or a reduced-cost to area residents. A schedule of community health programs can be found on CSEMC's web site – www.caritas-semc.org. A partial list of CSEMC's community health programs is shown below:

Al-Anon

Sponsored by Alcoholics Anonymous, this group is a fellowship of relatives and friends of alcoholics who share their strength, hope and experiences in order to deal with the common problem of living with an alcoholic.

Alcoholics Anonymous

This group assists participants during the recovery phase of alcoholism. Through a variety of meetings held throughout each week, participants share their strength, hope and experiences with each other. To best address the needs of certain populations, more focused support groups such as Women's AA, 50+ AA, Simply Sober, Better Late than Never AA, Adult Children AA and Friday Night AA, have been established in conjunction with the medical center.

Blood Pressure Screening

Free blood pressure screenings are available at scheduled sites within the community.

Breast Cancer Support Group

This group meets twice a month and offers women who are living with breast cancer an opportunity to get support, share information and learn coping techniques.

Breastfeeding Class and Support Group

The maternal and infant education department offers a one-session program that provides advice and support for pregnant and lactating women. The class covers breast anatomy, physiology, lactation and common breastfeeding problems. A support group for breastfeeding mothers has been established.

Cancer Screenings

Screenings for skin, prostate and breast cancer are offered throughout the year.

Cardiac Rehabilitation Program

This program provides participants with individual and group classes on reducing cardiac risk factors, EKG-monitored exercise sessions, at least one exercise stress test, lipid analysis for cholesterol and its breakdown, individual nutritional instruction and formalized relaxation and stress management instruction.

Cardiopulmonary Resuscitation

Caritas St. Elizabeth's Medical Center offers the American Heart Association's method of learning how to help a person who has stopped breathing and has no heartbeat. Different levels of CPR classes are offered including Heartsaver, Basic Life Support and Pediatric CPR.

Childbirth Classes

The maternal and infant education department offers a variety of classes designed to help expectant women and their families prepare for the birthing experience. Childbirth classes are available to Portuguese speaking patients. Other languages are accommodated upon request.

Depression Screenings

In observance of National Depression Screening Day, the CSEMC psychiatry department offers free face-to-face clinical evaluations to participants on a walk-in basis.

First Aid Course

Program provides information on injury assessment, identifying and caring for injuries and illnesses commonly seen in early childhood years including bleeding, shock, and medical emergencies

Influenza Immunization

CSEMC provides more than 1,500 free influenza shots each fall at numerous sites in the community.

Overeaters Anonymous

Open to the public, these meetings provide an opportunity to discuss and support a participant's desire to abstain from compulsive eating by obtaining group support.

Pulmonary Care Program

A comprehensive rehabilitation program is offered for individuals with chronic lung disease. The program provides participants with extensive education regarding their disease process, prescribed therapies including medications, breathing exercises, smoking cessation, preventative care, proper nutrition, conditioning exercises and energy conservation.

Sibling Class

This two hour class, offered monthly, teaches children what it will be like having a new brother or sister in the house and what will happen to mom while she is in the hospital. The program includes a tour of the Women's Health Pavilion at Caritas St. Elizabeth's.

Smoking Cessation Program (Free)

This counseling and support program, funded through the Massachusetts Department of Public Health is for smokers who are contemplating or are actively trying to stop or reduce their tobacco use.

Speakers Bureau

Speakers on a variety of topics are available to present to organizations, businesses, church groups or schools.

Women, Infants and Children

On-campus Women, Infants and Children (WIC) program, ensures that pregnant women and children in Allston-Brighton can purchase food to meet their nutritional needs.

Yoga

Yoga is a gentle exercise program that allows each student to proceed at the level of difficulty that is comfortable. Yoga combines gentle stretching with deep breathing and improves flexibility, strength and relaxation.

Providing for Our Seniors

The needs of the senior population in Allston-Brighton continue to grow. Through the efforts being made in geriatric research and a public health focus in this area, we are continually evaluating and expanding our broad array of elder services to achieve a single goal: to promote independence and improve the quality of life for senior citizens. At Caritas St. Elizabeth's Medical Center, we recognize the remarkable contributions senior citizens have made, and continue to make, to our community and to our lives.

Adult Day Health Center

The Adult Day Health Center, a comprehensive day program, serves frail elders residing in the Allston-Brighton, Newton, Belmont, Watertown, Brookline, and West Roxbury areas that cannot or should not spend their days alone. Most clients suffer mild to moderate physical and/or cognitive impairments due to the damaging effects of stroke; Alzheimer's disease, Parkinson's disease, diabetes, cardiac and respiratory problems, emotional disabilities, and other debilitating illnesses. While a minimum of two days attendance per week is required, the majority of clients are enrolled for three to five days per week.

In addition to providing a safe place for socializing, the center provides a variety of professional services including nursing, social services, podiatry and rehabilitative services. The center is certified by the Massachusetts Division of Medical Assistance (Medicaid) to accommodate up to 36 clients per day and currently holds contracts with the West Suburban Elder Services and Central Boston Senior Services.

Providing dignified, compassionate care is the top priority at Caritas St. Elizabeth's Adult Day Health Center. In this light, the center thoroughly and efficiently provides a realm of total care for each client; physically, emotionally and socially.

Physical Care

Clients are required to be followed by a primary care physician who will complete a medical history, and physical examination forms. The nursing staff maintains contact with the physician to update doctor's orders and provide information regarding the participant's health status on a periodic basis.

Upon entry into the program the multidisciplinary team completes an assessment and a plan of care is developed based on the needs of the individual. Review of the care plan takes place monthly when a physical exam is conducted by the staff nurse, or sooner if necessary. Services designed to meet the physical needs of the client include: personal care, medication management and treatments, health information and referral, nutritional counseling, nutritious meals, podiatry services, rehabilitative services which include physical, occupational, and speech therapies through CSEMC and emergency services which are handled through 911 when necessary.

Emotional Care

Distress at the loss of mental and physical capacity resulting from illness is often accompanied by an equally, if not more, worrisome fear of losing one's independence and dignity. Prior to admission each applicant, accompanied by a family member or caregiver, meets with the program director that explains services, allays fears, and ensures appropriate placement. A variety of programs are offered to help clients and their caregivers deal with the issues that affect aging adults.

Services aimed at meeting the emotional needs of participants and caregivers are coordinated by our licensed social worker and include family meetings, monthly care giver support groups, reminiscing groups, information and referral to agencies such as home care, home health, and legal services. Weekly prayer groups are led by Caritas St. Elizabeth's spiritual care department; and a Jewish cultural group is led weekly by a dedicated volunteer. A monthly newsletter provides information on scheduled events and disperses recent findings on a number of gerontological issues.

Recreational Services

The Adult Day Health Center recognizes the social needs of the older adult. Our recreational therapist coordinates all activities. The Center provides planned, goal-oriented individual and group activities that are designed to improve each participant's self esteem and level of functioning. The dignity, interests, and therapeutic needs of each individual are considered in the development of all activities. Musical entertainment, movies, and holiday parties all of which celebrate cultural diversity are just a few examples of the comprehensive activity program offered.

Caritas Home Care

Caritas Home Care provides comprehensive, intermittent home health care services to people who are ill at home or recovering from a hospital stay. Basic services include skilled nursing visits, home health aid assistance for personal care and daily living tasks, physical, occupational and speech therapy and social service assistance related to the illness. Other services available include infusion therapy, maternal/child care, psychiatric nursing, enterostomal therapy, cardiac heart care and diabetes education.

Additionally, Caritas Home Care provides community resource planning and works with other community agencies to set up such services as Meals on Wheels, grocery shopping, and homemaker services. For those patients without health insurance or the financial ability to pay, we provide free care for medically needed services.

Home Medical Services

Caritas St. Elizabeth's Home Medical Service is designed to offer house calls to the home-bound, primarily senior citizens, who do not have a primary care physician and who, because of physical limitations, cannot easily travel to a doctor's office. In its twentieth year of operation, Caritas St. Elizabeth's Home Medical Service currently serves more than 100 homebound individuals in the Allston-Brighton area.

The program is staffed by Caritas St. Elizabeth's internists, a nurse practitioner, and senior medical residents who make regularly scheduled visits to patients in their homes. Each patient is assigned an attending physician who directs their care in conjunction with senior medical residents and a nurse practitioner. There is 24-hour physician coverage in case of an emergency.

In addition to providing medical services, the Home Medical Service staff transport patients to and from medical appointments, refill and deliver patient medications as well as run errands and shop for groceries for patients who need a helping hand.

Lifeline

The Lifeline Program, one of just two in the Greater Boston area, is a personal emergency response system which offers access to 24-hour emergency home monitoring services. Lifeline service provides peace of mind for subscribers and their families, allows seniors to remain at home and independent, yet offers early intervention in case of a medical crisis. Subscribers wear a personal help button that enables them to summon help from any location in their home, at any time. Lifeline can make living at home more secure for many individuals who live alone, are physically challenged, recuperating from an illness or who may be at risk for falls and injuries. The Lifeline Program is responsible for the daily

independence of more than 1400 members of the community, the large majority of whom are senior citizens.

Senior Supper

The quarterly senior supper program enables area seniors to gather and share a warm meal, pleasant conversation and participate in discussions with experts on topics pertinent to this population, e.g. hearing loss, preventing fraud and prescription drug changes. Nearly 1,500 seniors have participated this past year.

Social Services

At Caritas St. Elizabeth's Medical Center, social work services are provided to identify, assess and treat patients and their families who have psychological and/or environmental needs related to the impact of hospitalization, diagnosis, treatment and discharge. CSEMC's social workers collaborate with other professional staff to provide discharge planning for patients and families referred for service. The social workers contribute to the fundamental goal of providing compassionate and quality patient care, ever mindful of each patient's dignity and individuality.

As compassionate caregivers, we are committed in a special way to advocacy for the poor, people with disabilities, and all those in need. Referrals are made to public and private social service agencies whenever necessary. Frequently provided services include bereavement counseling, case management, collaboration on discharge planning, consultations, crisis intervention, financial counseling, high-risk case findings/screenings, information and referral, patient/family advocacy, patient/family conferences, psychological assessment, psychological counseling and support groups.

Other social support services available at CSEMC are made possible through a \$20,000 grant, which CSEMC administers. The services include a clothing bank for families in need and miscellaneous, otherwise uncovered patient expenses such as food and medications, rent and utilities. Social workers are committed to protecting and safeguarding the rights of patients who are the victims of violence. This includes physical, sexual, and emotional abuse as well as economic deprivation. The department provides appropriate social work intervention for any patient referred or identified as being a victim of violence, and social workers give leadership to hospital wide initiatives in this important area. A social worker is on call 24 hours a day, 365 days a year and can handle crises and emergencies throughout the medical center.

VII. Selected Community Benefits Programs

Allston-Brighton Healthy Boston Coalition

In 1992, Caritas St. Elizabeth's Medical Center took the leadership role in the development, implementation, and operation of the Allston-Brighton Healthy Boston Coalition (ABHBC) in response to dramatic cultural and economic changes in Boston caused by a major recession. High unemployment, loss of health benefits, increased crime, displacement of families, and business closures were having a negative impact on the community.

The Allston-Brighton Healthy Boston Coalition is a collaborative of more than 700 residents, educators, service providers, religious groups, students and business people working proactively and continuously to improve the health, safety and cohesiveness of the Allston-Brighton community. The coalition serves as a vehicle for people who live and work in Allston-Brighton to participate in neighborhood decision making, to identify shared concerns, and to mobilize internal and external resources to address those shared concerns.

The Allston-Brighton Healthy Boston Coalition's monthly community meetings, held in the medical center's Seton Auditorium provide the Allston-Brighton residents with a forum that facilitates information and increased access on a wide variety of crucial issues. The State of the Neighborhood Meeting annually brings together local politicians, residents and community agencies for a review of the strengths and needs of Allston-Brighton.

The coalition produces in coordination with numerous social service providers a wide range of informational brochures and guides. Some of the brochures and guides produced at the coalition this season include: "What Parents Need to know about the No Child Left Behind Act"; "Support Resources for Allston-Brighton"; "A Guide to Before and After School Programs" and a "Camp Guide.

Two successful direct service projects continued this past year. The Leadership to Improve Neighborhood Communication and Service Program (LINCS), a combination community organizing, leadership training, and ESOL program which strengthens the ability of residents from diverse cultures to participate in neighborhood decision-making and outreach; and the Tobacco Prevention and Treatment Project, which addresses tobacco health disparities and supports tobacco treatment and prevention efforts for Allston-Brighton residents of low socioeconomic status, including low income American, Brazilian, Hispanic and Russian residents, and youth.

In addition, the coalition sponsored community based committees: the Health Issues Committee, a successful collaboration of 20 community agencies, that works to address health concerns in the neighborhood focusing on coordinating the dissemination of resources, education, and screenings for various health topics; and the Education and Civic Engagement Committees that support the advocacy efforts of community residents.

Currently, Caritas St. Elizabeth's Medical Center provides ABHBC free rooms on its campus for offices, classes, and meetings; use of its mail room, print shop, purchasing department, and food services; fiscal services to administer grants, payroll, and expenses. In-kind services and cash contributions from the medical center approach \$50,000. The coalition's presence on campus enables St. Elizabeth's employees, who are also Allston-Brighton residents, to have greater interaction with the Coalition's staff and constituencies.

The synergy created by the medical center and ABHBC working together has had a positive impact on the community. This is clearly demonstrated in the Allston-Brighton Community Needs and Assessment Report - March 2002, commissioned by ABHBC. Residents participating in the needs assessment research reported, "Allston-Brighton is a wonderful community in which to live."

The needs assessment also identified several significant issues threatening the quality of life for Allston-Brighton residents. These issues include the high cost of housing and prescription drugs; the need for subsidized childcare for working families; and increased need for interpreter services in a number of venues. Although many of the issues affecting the Allston-Brighton community will not be solved immediately, having a community needs and assessment report enables Caritas St. Elizabeth's Medical Center to allocate scarce resources where they will have best impact in the community.

Allston-Brighton Substance Abuse Task Force

In response to the explosive growth of illegal drug use and addiction, the Allston-Brighton Substance Abuse Task Force was formed in early 2003 by the Caritas St. Elizabeth's Comprehensive Addictions Program, (CSECAP) and Granada House. Other members of the task force include the Boston Police Department, Brighton District Court, elected officials and residents.

The CSECAP program provides treatment to individuals who are addicted to substances such as alcohol or narcotics and includes in-hospital care for detoxification, intensive after-hospital care and counseling sessions for patients and their family members. Grenada House is a residential substance abuse treatment program located in Allston.

The Allston-Brighton Substance Abuse Task Force – now co-chaired by the Caritas SECAP director and City Councilor Jerry McDermott - educates members of the community on the dangers of narcotics, specifically Oxycontin, raises awareness within the community about the issue of drug addiction and its startling growth, and opens a dialogue between children and their parents with regard to drug abuse. Growing drug use within the community and recent state and federal budget cuts to substance abuse treatment programs have compounded the addiction problem in Allston-Brighton and other communities.

The task force recently received a sizable grant to support the efforts to stop drug abuse in the Allston-Brighton area, and through the fiscal agency and management of CSEMC, has hired staff to manage day-to-day operations and plan its second major event.

The Allston-Brighton Substance Abuse Task Force is currently planning the second annual *Allston-Brighton Substance Abuse Task Force Summit*. The summit will include presentations by judges, probation officers, drug users in recovery and substance abuse treatment specialists, and will be geared to students in the 5th and 6th grades of the three parochial and seven public schools in Allston-Brighton.

The goal of the summit is to educate students, who are at the age where pressures about drug use are intense, about the reality of drugs by exposing them to some of their peers who are dealing with the very real consequences of drug use and addiction. In 2004, more than 700 local students attended the first summit.

Continued Response to Waltham Hospital Closing - Waltham and Watertown

The closure of Waltham Hospital in July 2003 left a large number of patients - many of whom lived in Waltham and Watertown - without a local emergency room and/or a health care provider. In response to this medical crisis, Caritas St. Elizabeth's Medical Center, Caritas Christi, and its affiliate practices, Caritas Clinic Waltham and Caritas Clinic Watertown, developed and implemented a plan of action to help displaced Waltham Hospital patients access comprehensive health services.

Caritas St. Elizabeth's Medical Center and its affiliates met with Waltham officials, residents, health care providers from surrounding communities, business leaders, and local health & human service agencies to develop a health care delivery system to provide emergency medical services to Waltham residents and provide a continuum of health care to individuals and families impacted by the Hospital closing.

Caritas St. Elizabeth's Medical Center and its affiliates helped the displaced Waltham Hospital patients access health services through a number of outreach activities which included:

- Free shuttle bus services and cab voucher program to transport patients from the key locations (Waltham Council on Aging Senior Center, former Waltham Hospital site, etc.) throughout Waltham to Caritas Clinic offices in Waltham and Caritas St. Elizabeth's Medical Center in Brighton. During fiscal 2004, more than \$25,000 was allocated to these programs.
- Planning sessions were held with elected city officials, residents, and community and business leaders to determine the needs of the Waltham community. Recently a Healthy Waltham Initiative planning group was formed. CSEMC is participating with the planning and development of the Healthy Waltham program. CSEMC's expertise with the development, implementation, and operation of the Allston Brighton Healthy Boston Coalition will be helpful to the Healthy Waltham planning initiative.
- Caritas St. Elizabeth's has participated and sponsored events (annual barbecue, ice cream socials) at the Waltham Council on Aging Senior Center that enabled physicians and staff from CSEMC and Caritas Clinic Waltham to meet senior residents.
- Physicians from Caritas Clinic Waltham have met and spoken to the Waltham Police Department, The Mill, the Waltham Council on Aging Senior Center, Kiwanis Club of Waltham, Rotary Club, and local churches.

- Participated in the Waltham 128 Business Expo, Waltham Fall Festival, and Watertown Faire in the Square
- Caritas St. Elizabeth's is an active member in the Waltham West Suburban Chamber of Commerce and Watertown-Belmont Chamber of Commerce.
- Caritas St. Elizabeth's held job fairs and extended opportunities to residents in need of employment following the closing of Waltham Hospital.
- Physicians from the Caritas Clinic Waltham were guests on WNTN radio speaking about community health issues.
- Caritas Clinic Waltham hosted an open house to area residents to introduce physicians and services, and opened a local outpatient specialty clinic to deliver orthopedic, women's health and other outpatient specialty services in Waltham itself.

VII. Next Reporting Year

Plans for next reporting period predominantly include responding to the needs identified by the Allston Brighton Needs Assessment and continued development of the Healthy Waltham Initiative. Other programs will encompass continuing to reach out to working poor, uninsured and/or undocumented populations, offering additional culturally sensitive services, providing community health and wellness programs, building on opportunities identified by the Health Issues Committee, and educating the community on how and when to access health care for the entire family.

VIII. Contact Information

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