

**2008 Signature Healthcare Brockton Hospital  
Community Benefits Report**

*October 1, 2007– September 30, 2008*

## **I. Mission Statement**

### ***Summary***

Since 2007, the citizens of Southeastern Massachusetts have been served by an integrated healthcare delivery system known as Signature Healthcare. Signature Healthcare Brockton Hospital, the community hospital which has served the broadest health needs of the region for more than a century, is at the center of the capabilities and expertise of this modern service delivery model.

The shared mission of Signature Healthcare and Signature Healthcare Brockton Hospital is to be the leading community based healthcare delivery system in Southeastern Massachusetts providing a full range of primary care, specialty care, hospital care and related ancillary services on a coordinated basis. Signature Healthcare Brockton Hospital, Inc., is a private, not-for-profit, acute care hospital exempt from taxation under Section 501(c) (3) of the Internal Revenue Code of 1986, as amended (the "Code"). The Hospital is a community-based teaching hospital which provides a full range of clinical services. As of September 30, 2008, the Hospital was licensed by the Massachusetts Department of Public Health (DPH) to operate 253 beds (189 acute and 16 intensive care, 6 Level II bassinets and 13 newborn bassinets). The Hospital is also licensed to operate a 29-bed hospital-based skilled nursing unit. These beds are used for operation of the Transitional Care Unit (TCU), which opened in early 1997.

Founded as Brockton Hospital in 1896, the Hospital is the oldest and largest inpatient facility in its service area, which includes the city of Brockton and twenty-one other municipalities, with a 2002 census of over 459,000 people. The hospital began operation in the home of George H. Kingman at 680 Centre Street in Brockton, and has expanded its facilities to cover over 14.7 acres of land at the same address. The Hospital's facilities and programs have expanded, consistent with need and demand for health care services, with periodic facility additions and renovations.

At the very core of the Hospital's community focus is the commitment to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life, regardless of their ability to pay. During Fiscal Year 2008, the Hospital provided more than \$19 million in uncompensated care to uninsured or under-insured patients.

Signature Healthcare physicians and Signature Healthcare Brockton Hospital strive to be recognized as the "providers of choice" by staff, patients, and the community. Signature Healthcare and Signature Healthcare Brockton Hospital operate within the following principles:

- \* to deliver care in an integrated and coordinated manner which will be known for its excellence—from both a human and medical perspective.
- \* to meet recognized external standards and benchmarks related to high quality of care, cost-effectiveness and patient satisfaction and to make its results publicly available.
- \* to adopt an electronic medical record environment aimed at (i) reducing medical errors by making available more accurate and timely information to providers, (ii) enhancing physician productivity and job satisfaction, and (iii) responding to consumer requests to electronic communication.

- \* to provide care that is known for its excellence--both from a human and medical perspective--through the development of a local health network.
- \* to take an active leadership role in assessing the health care needs of Metro South, to support a hospital-community partnership, and to collaborate with other providers and community members to offer a broad range of preventive education, health services, and other activities for underserved and disadvantaged populations to improve the health status of the community.
- \* to develop new services/programs and participate in alternative delivery/regional healthcare systems to respond to the community need and enhance access to health care.
- \* to participate in the education of new health care professionals for the purpose of enhancing the Hospital's access to medical expertise and assuring the most up-to-date approaches for providing health care.
- \* to be an equitable employer that values and rewards excellence in its associates.
- \* to aggressively manage its financial matters to make it cost effective and fiscally sound.

Signature Healthcare Brockton Hospital is one of the busiest hospitals in the area. In FY08, admissions totaled 15,014. In FY 2008 1,303 babies were delivered in our maternal pavilion. Visits to the hospital's emergency department in 2008 were 63,300, making it one of the busiest in the state. Our Outpatient Departments had 208,021 visits in FY 2008. In serving this population, Signature Healthcare Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service, and the growth and expansion needed to support that.

The Signature Healthcare Board of Trustees sets and approves the overall direction and goals of the organization and the Hospital, meeting monthly to review plans and progress on all projects that further the organization's mission. Thanks to our governing board's vision and leadership — and the dedication and expertise of staff and volunteers — Signature Healthcare Brockton Hospital is recognized as an unrivaled health care leader, committed to delivering the best possible care in the region. Tireless advocates for patients and families, the Board of Trustees has guided Signature Healthcare Brockton Hospital through a year of change and challenge, making impressive and wide-ranging progress in meeting our mission of health, healing and service.

***Notable Achievements***

In 2008, Signature Healthcare Brockton Hospital was recognized by the Premier Healthcare Alliance as a winner of the Premier Award for Quality – one of only 27 winners out of more than 3,800 eligible hospitals nationwide. The award recognizes leading healthcare organizations that efficiently provide outstanding patient care and consistently set the standard in clinical excellence nationwide and places Brockton Hospital in the top 1% of all acute care hospitals.

Also in 2008, Signature Healthcare Brockton Hospital was chosen, for the second consecutive year, as the region's Best Hospital by patients in the community. And in an online Reader's Choice survey conducted in the fall of 2007 by *ADVANCE for Nurses*, Signature Healthcare Brockton Hospital nurses rated our hospital as a top performer in nursing practice and placed

Brockton Hospital in the Reader's Choice Honor Roll. The Honor Roll named only seven hospitals throughout all of New England.

Since 2007, Signature Healthcare and Signature Healthcare Brockton Hospital have made significant, sustained investments of organizational capital as well as grant funds from the Commonwealth of Massachusetts to improve the delivery of patient care through technology. The Signature Healthcare strategic information technology plan is directed to enable providers to offer the highest quality, safest, most cost-effective patient-centered care possible. The components of the technology investment are the critical vehicle by which all care for every patient is linked, enhancing efficiency while significantly reducing the possibility of error. The entire Signature Healthcare organization continued moving toward a point where every piece of data—every image, every test result, every medication order—will be recorded in the patient's electronic medical record, one computer file containing a patient's complete medical history, easily viewed by every provider the patient comes in contact with. This will yield huge benefits for our patients, our providers and our community—less error, shorter wait times, fewer intrusive and sometimes expensive tests.

Our direct care providers, especially nurses and technicians, are leading this process in a central way. In FY 08, Signature Healthcare teams created technology-based protocols to link hospital-based, ambulatory laboratory and radiology functions; broadened the availability of online clinical documentation; developed templates for point-and-click clinical data entry; and continued the development of single standards of care with disease-specific order sets reliant on evidence-based medicine.

#### Electronic Medical Records

Setting itself apart from other regional hospitals and medical practices, Signature Healthcare has dedicated substantial resources to the adoption and usage of electronic medical records (EMRs). System-wide EMRs improve patient safety, operational efficiency and clinical sophistication. They connect all Signature Healthcare system providers, whether hospital-based or ambulatory, ensuring that every patient's up-to-date records are immediately available to every provider they see. They are the cornerstone to the true medical integration which Signature Healthcare represents, giving every provider real-time access to all of the information necessary to diagnose and treat, and ensuring that the same standard of care is applied across the system.

In FY '08, the Signature Healthcare Brockton Hospital Emergency Department physicians came online with the EMR system. Hospitalists and ED physicians were trained to use eClinicalWorks and Allscripts, giving them online access to medical history, medications, visits notes, ancillary testing results, etc.

Signature Healthcare's very forward-looking system was featured on March 27 in a WCVB-TV story on the benefits of Electronic Medical Records in improving quality of healthcare. Dr. Mitchell Selinger was interviewed about the quality and safety benefits of electronic medical records. In addition, Dr. Timothy Lynch, M.D., Patient Care Assessment Coordinator and Chair of Quality Improvement at Signature Healthcare Brockton Hospital, was a featured panelist at a conference sponsored by the Massachusetts Hospital Association entitled *Electronic Health Records (EHRs): Quality, Patient Safety, and the Collaborative Approach to Aligning Hospitals and Physicians*.

## **II. Internal Oversight and Management of Community Benefits Program**

### ***Management Structure***

Each year the Signature Healthcare Brockton Hospital Board of Trustees appoints a Community Benefits Advisory Committee to help determine health needs, set priorities and oversee the planning process. The Committee includes community representatives, hospital trustees and administrators, and physician and clinical leaders. They work together to address our community's most pressing and complex health challenges.

The Committee closely examines the many health care needs facing those who live in southeastern Massachusetts, gathering input from the Department of Public Health Status Indicators, internal utilization reports, the Community Health Network Area (CHNA) coalition and other sources. Using this available community data, the Committee determines priority problems and evaluates interventions beneficial to addressing the needs in the Brockton area, seeking to ensure that actions will guard against program duplication, make the best use of Signature Healthcare Brockton Hospital's resources, and build a healthier community for all.

Members of the community benefits advisory committee over the past year included:

#### *From Signature Healthcare:*

Kim Reynolds, Director of Ambulatory Care Services – Co-Chairperson  
Rob Brogna, Media Manager – Co-Chairperson  
Vinod Misra, Sr. Vice President, Planning & Business Development  
Deb Wilson, Sr. Vice President, Ambulatory and Physician Network  
Jerry Caldwell, Coordinator, Social Services  
Nancy DeLuca, Program Coordinator, WHN/MHP Coordination of Care  
Wallace H. Peckham, III – Board of Trustees

#### *From the community:*

Allyne Pecevich – Brockton Housing Authority  
Heather Hanson – Hanson Printing  
Leo MacNeil – HarborOne Credit Union  
Susan Joss – Brockton Neighborhood Health Center  
Edna Donahue – American Cancer Society

The Signature Healthcare Brockton Hospital Marketing/Public Affairs Department publicizes internally and externally community benefit success stories and accomplishments. The Hospital's newsletter alerts associates about key health and mission-related achievements. The monthly "On Call" newsletter for members of the Medical Staff keeps physicians up to date. At the same time, the Marketing/Public Affairs Department also informs the media of newsworthy community benefit accomplishments. The department mails the Hospital's magazine, *Feeling Better*, which includes a community health and wellness calendar, to more than 42,000 households in Brockton and surrounding communities. The Human Resources Department also uses recruitment materials and job fairs to reinforce Signature Healthcare Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the overall health and well being of the community.

### **III. Community Health Needs Assessment**

Collaboration and partnerships are crucial to the Community Benefits Advisory Committee's success in assessing and addressing community needs. In order to build a healthier community, Signature Healthcare Brockton Hospital continues to collaborate with and support countless organizations throughout the Greater Brockton area, such as health and social service agencies, government agencies, schools and community groups.

Signature Healthcare Brockton Hospital received 15,014 inpatient admissions, over 63,000 emergency department visits and over 32,500 patients in its outpatient clinics. Brockton Hospital's direct care provider staff participated in more than 100 community outreach events, conducted more than 60 community educational programs and served as members of seven community task forces. Based on this experience as well as a careful review of public health data for our community, the Community Benefits Advisory Committee determined that education, screening and treatment of heart disease and breast cancer continued to be the appropriate focus of the attention for FY 08.

#### **Heart Disease**

Department of Public Health statistics show that residents of our service area have a 25 percent greater chance of dying from cardiovascular disease than people living in other areas of the state. These alarming statistics call for sustained, proactive community outreach for heart disease prevention, assessment, and treatment.

Because the health needs assessment identified such a high rate of cardiovascular disease in our community, the Community Benefits Advisory Committee continued with efforts around heart disease prevention and treatment. Our target population was community-wide and our priorities included education, health screenings, follow-up, and helping patients manage high-risk factors through a proactive and coordinated approach to cardiac health.

#### ***Capabilities:***

Signature Healthcare Brockton Hospital provides a full spectrum of cardiac care and related services, with the exceptions of open heart and heart transplantation surgeries. The Hospital's adult cardiac catheterization services were among of the first in the state to meet the licensure requirements established by the Massachusetts Department of Public Health. In addition to cardiac catheterization, the Hospital offers a comprehensive array of cardiology protocols including cardiac ultrasound, stress testing, and a 16-bed critical care unit. The Hospital has also added such technology such as a SPECT/Gamma camera in nuclear medicine, a state-of-the-art cardiac ultrasound unit, transesophageal echocardiography, magnetic resonance imaging unit and contrast echocardiography.

In 1998, the Hospital began providing primary emergency angioplasty for acute myocardial infarctions. The hospital provides this service 24/7.

The Hospital's cardiac rehabilitation program was initiated in 1986. The program's patient interaction begins during the acute hospitalization phase and includes a multi-factorial risk assessment and intervention program. This facilitates early discharge and enables the patient to successfully modify his/her lifestyle. In 2008, approximately 116 patients successfully completed this program.

The Hospital's academic and clinical affiliation with Tufts Medical Center continued to strengthen cardiac care capabilities in FY08. Staff education and training ensure that physicians

and nurses are at the forefront of cardiac care. New cardiologists and nurse practitioner positions were added during the fiscal year.

***Short-term strategies: screening and education***

Screening area residents for cardiac conditions and risk factors: Through community outreach with local business, community groups, and events, hospital staff performed more than 15 community-based cholesterol, blood pressure and glucose screenings, with “Know Your Numbers” education for participants, including posters, handouts and information about obtaining medical intervention. Additionally, Signature Healthcare Brockton Hospital, in continued collaboration with its partner HarborOne Credit Union, brought a regular program of cardiac screening out of the hospital and into the community through HarborOne’s eleven local branch offices.

In FY08, Signature Healthcare Brockton Hospital also continued and enhanced its partnership with the Brockton Council on Aging and the Westgate Mall with a blood pressure screening program with the Council on Aging’s Mall Walkers program. Twice a month, a Signature Healthcare Brockton Hospital registered nurse provided medication review and blood pressure screening for the seniors enrolled in the program.

We expanded a blood pressure screening project to include multiple locations throughout the city for Brockton Housing Authority residents. Two mornings per week, Signature Healthcare Brockton Hospital is on-site at the various senior public housing locations to provide medication review and blood pressure screening. Through this initiative, hundreds of blood pressure screenings have been performed since the project was implemented, screenings which serve to identify a myriad of additional conditions, related both to the health and welfare of the residents. Signature Healthcare provides follow-up or referral to all conditions identified during senior screenings.

Community education on heart health: Numerous lectures and forums on a variety of topics including cardiac risk factors and heart healthy eating and cooking were also presented in the community. These presentations were made at housing complexes, health events, and local colleges and public schools.

Other activities centered on American Heart Month in February. The hospital’s Nutrition Services coordinated information on a heart healthy diet and heart healthy meals in the cafeteria aimed at hospital staff, physicians, volunteers, and visitors.

Short-term clinical programs to address community cardiac needs also included staff education. During FY08, Signature Healthcare Brockton Hospital offered ongoing community and health professional courses in CPR, Heart Saver classes, Basic Life Support Health Care Provider courses, ACLS (Advanced Cardiac Life Support), PALS (Pediatric Advanced Cardiac Life Support), and NRP (Neonatal Resuscitation Program). These classes are primarily aimed at Hospital associates and physician, however, community participants are always invited. Pediatric CPR training for Level II nursery parents prior to baby’s discharge and a Pediatric CPR program for grandparents, expectant and new parents remains ongoing.

Physicians and nurses from the emergency department also developed a new training course for those associated with youth sports. The course teaches CPR and trains on the use of automated external defibrillators (AEDs). The course was offered in 13 communities over the year, with more than 300 participants. We received a report of a trainee participating in a lifesaving rescue using skills obtained in this course.

### ***Long-term strategy: Investment in Technology***

Central to the Hospital's long-term strategy to combat disease is its continuing investment in state-of-the-art facilities and equipment:

#### **Helen Greene Cardiac Catheterization Lab**

In June of 2007, Signature Healthcare opened this newly renovated lab, containing two state-of-the-art Cardiac Catheterization Labs, as well as a four-bed prep/recovery area. In FY08, Signature Healthcare performed 444 cardiac catheterization procedures, in addition to 192 diagnostic and interventional endovascular procedures using these state-of-the-art facilities.

#### **Nuclear Cardiology**

The Department of Nuclear Medicine is able to accommodate the demand and volume for cardiac imaging as well as traditional nuclear medicine tests. The location of the department provides patients with a pleasant testing and imaging environment and facilitates consultative services for referring physicians, cardiologists, and radiologists. The dual headed camera with open gantry architecture facilitates the direct imaging of ambulatory, wheelchair, and gurney patients. There are two additional cameras in the department as well. The Hospital performed 4,973 nuclear medicine procedures in FY 2008.

#### **CT Scanning Services**

Signature Healthcare Brockton Hospital uses a 64-slice CT scanner that has ushered in a new era in CT imaging by giving physicians the ability to see more anatomical detail in only a fraction of the time. Its other available tools include a 16-slice CT scanner, advanced 3D digital ultrasound imaging equipment, breast MRI, Positron Emission Tomography (PET) and combination PET-CT technology. In FY08, there were 27,098 CT scans performed.

### ***Measuring outcomes and evaluating effectiveness:***

Frequent reviews of detailed patient records help measure and evaluate patient outcomes. Staff look for trends and assess treatment progress, and then make adjustments in care plans as necessary.

The Quality Resources Department continued involvement in data collection for three required CORE Measures, an aspect of the evaluation standards of the Joint Commission on Accreditation of HealthCare Organizations (JCAHO). The measures selected are treatment of patients with Myocardial Infarction, Congestive Heart Failure or Community Acquired Pneumonia. These studies allow Signature Healthcare Brockton Hospital to measure its performance against national standards and trends.

### **Breast Cancer**

While cancer affects Americans of all racial and ethnic groups and kills more people annually than AIDS, accidents, and homicide combined, the city of Brockton continues exceed the state rate for breast cancer disease incidence. Although the statistics are alarming, breast cancer is very treatable in its early stages, which makes the hospital's continued emphasis on early detection so important. Many of the deaths resulting from breast cancer could be prevented through increased screening and improved access to medical care.

Breast cancer services offered at Signature Healthcare Brockton Hospital include surgery, chemotherapy, radiation therapy (the Hospital has been the state-designated regional site for radiation therapy since 1969), pain management, occupational therapy/physical therapy, reconstructive surgery and support services. In 2008, Signature Healthcare advanced the

community's fight against this pervasive disease by installing a state-of-the-art digital mammography system.

The Hospital also offers breast MRI as an option for identifying breast cancers, which may not be detected with traditional mammography. Stereotactic breast biopsy and a sentinel node biopsy program are available to help minimize surgery and speed recovery.

Its modern facilities are housed or clinically affiliated with the Hospital's Women's Imaging Center, opened in November 2000, which provides women with a comfortable and pleasant screening and treatment environment. Services provided by the Center include ultrasound, bone densitometry testing for osteoporosis, mammography and stereotactic breast biopsy. The Women's Imaging Center offers advanced diagnostic capabilities specifically beneficial in the evaluation of breast masses using 3-D digital ultrasound equipment.

***Short-term strategies: screening and education***

One of the best ways to combat cancer is to catch it in the early stages, when treatment is most effective. Preventive screenings are useful in providing initial clues about abnormalities that may indicate cancer. Through the use of the latest diagnostic equipment and procedures, Hospital staff can assess each patient's needs in a caring and professional manner.

Women's Health Network: The Hospital's Women's Health Network, a state-funded program to provide free breast and cervical cancer screening services for uninsured and underinsured women, is on the front lines in the fight against breast cancer in this community. Through Women's Health Network programming, Signature Healthcare Brockton Hospital offered area women free screenings, support groups and community health programs; during FY08, approximately 235 women participated.

To maximize the benefits of this program, the Hospital actively seeks out, through its registration and technical staff, identification of women who are scheduled for certain diagnostic studies — such as mammograms and bone densitometry — and would qualify financial to receive services through the Women's Health Network

Screenings: The Women's Imaging Center provides women with a comfortable and pleasant setting for screening services. Comprehensive breast services offered include Stereotactic and Ultrasound Guided Breast Biopsies. The center is accredited by the American College of Radiology for Ultrasound, Mammography, and Stereotactic Biopsies. The Mammography service is also FDA-certified by the Department of Public Health. The hospital performed 9,797 mammograms/bone density screenings in 2008.

In recognition of October as Breast Cancer Awareness Month, Signature Healthcare staffed an information table over several weeks at the Westgate Mall in Brockton.

Staff Education: The Hospital organized a number of oncology-related medical education programs for staff. Oncology Rounds for continuing education credit offered through the Staff Education Department which focused on breast cancer included:

- Overview of Breast Cancer
- Hormonal Therapy in Early Stage Breast Cancer
- Late Relapse of Early Stage Breast Cancer and Inflammatory Breast Cancer.

An average of 10-15 physicians attend these programs each week.

***Long-term strategy: cutting-edge treatment, supportive care, fundraising***

**Breast Stereotactic Program:** The Radiology Department's Breast Stereotactic Program is accredited by the American College of Radiology. Accreditation is awarded to facilities for the achievement of high practice standards after a peer-review evaluation of its practice. Qualifications of staff and adequacy of facility equipment are all assessed as part of the process.

**Radiation Oncology:** Signature Healthcare Brockton Hospital is one of the most advanced cancer-treatment facilities in the country, offering state-of-the-art radiation treatment with TomoTherapy. In addition, a new CT Simulator and the Hospital's linear accelerator with Intensity Modulated Radiation Therapy (IMRT) provide patients access to the most advanced radiation therapy technology available in the region. In FY 2008 alone, the Hospital provided 11,707 radiation therapy treatments.

**Palliative Care:** The Palliative Care Consultation Service at Signature Healthcare Brockton Hospital is designed to improve a patient's quality of life while he or she battles a serious disease. The program, in collaboration with Old Colony Hospice, also helps patients and families plan for advanced care in the future. Under this program, a nurse practitioner that specializes in palliative care will provide expertise in areas such as pain control. The program also provides support services for patients while they are undergoing aggressive/curative treatments. It aims to offer extra opportunities for patients and their families by discussing advanced care planning and psychosocial/spiritual support. The Palliative Care Consultation Program at Signature Healthcare Brockton Hospital is believed to be the first partnership of its kind in southern Massachusetts.

**Community Programs:** In coordination with the local branch of the American Cancer Society, Signature Healthcare Brockton Hospital co-sponsored several programs in FY '08. The Hospital hosted multiple "Look Good ... Feel Better" programs, which helps patients undergoing treatment for cancer to regain their self-image and confidence during a time when, due to treatment, their looks may have changed somewhat.

In addition, programs on Nutrition for the Cancer Patient were presented, and the Hospital's Volunteers Department coordinated the annual "Daffodil Days", a fundraising effort on behalf of the ACS.

**Champions Fighting Cancer Walk:** The Hospital's annual Champions Fighting Cancer Walk took place on Sunday, May 4, and raised more than \$250,000, thanks to more than 10,000 walkers and 125 plus volunteers. Funds raised by this and the previous eight annual walks have been specifically dedicated to the Hospital's breast cancer treatment program.

***Measuring treatment outcomes and evaluating effectiveness:***

Steadily increasing numbers of patients who participate in screenings, support groups, and fundraising events such as the annual Champions Fighting Cancer Walk are a measure of Signature Healthcare Brockton Hospital's effectiveness in treating and raising awareness of heart disease as well as all types of cancer, in particular, breast cancer.

#### **IV. Community Participation**

##### ***Process and Mechanism and Identification of Community Participants***

Associates of Signature Healthcare Brockton Hospital participated in more than 100 community-based activities, many in response to solicitations from community organizations and groups who recognize the valuable assistance the Hospital staff have provided.

While not a full list, among the representative organizations with which the Hospital has collaborated to assess community needs are:

- American Cancer Society
- American Red Cross
- BAMSI HelpLine
- Boys and Girls Club
- Brockton Coalition for the Homeless
- Brockton Family and Community Resources
- Brockton Visiting Nurses Association
- Cape Verdean Association
- City of Brockton Mayor's Office
- City of Brockton Health Department
- Latino Health Institute
- Massachusetts Commission for the Deaf and Hard of Hearing
- Massachusetts Department of Public Health Immunization Division
- Massachusetts Department of Public Health Bureau of Health Statistics
- Massachusetts Rehabilitation Commission
- Old Colony YMCA, including its family service programs and shelters
- Plymouth Country District Attorney's Office

#### **V. Major Programs and Initiatives**

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

##### Free Care

Signature Healthcare Brockton Hospital is dedicated to serving all people in the community, regardless of the ability to pay. The hospital provided approximately \$19 million in uncompensated care to uninsured or under-insured patients last year.

##### Medical Clinics

Signature Healthcare Brockton Hospital operates 20 primary and specialty care clinics, a level of medical care typical of teaching hospitals rather than community-based facilities. It is the only health care provider in southeastern Massachusetts to operate both primary care and specialty care clinics. In FY 08, the clinics registered more than 32,500 visits.

##### Public Health Clinics

In conjunction with the state Department of Public Health, Signature Healthcare Brockton Hospital operates public clinics for tuberculosis screening, seeking early identification of this major public health concern.

#### Primary Stroke Service

Signature Healthcare Brockton Hospital is a Primary Stroke Service. This designation assures the Hospital is able to provide prompt, high quality care for stroke patients in the region. The service tracks all clinical process measures against QualityNet, established by the Centers for Medicare & Medicaid Services for secure communications and healthcare quality data exchange between quality improvement organizations, hospitals, physician offices, nursing homes, end stage renal disease networks and facilities, and data vendors.

#### Prostate Cancer Screenings

In FY08, the Hospital continued to emphasize early-detection screenings and state-of-the-art treatment for prostate cancer, another key community initiative.

In a coordinated effort among Patient Registration, the Laboratory, Patient Accounts, and several providers and Ambulatory Care staff who volunteered their time, Signature Healthcare Brockton Hospital conducted an annual Prostate Cancer Screening on October 1. Twenty-eight men from the community registered for this event. In addition, the Men's Health Partnership offers free health screenings year-round for heart disease, prostate cancer and diabetes to men over the age of 18 who are uninsured or underinsured. In FY08 47 men were screened through the Men's Health Partnership program.

#### Women's Health Network/Men's Health Partnership Care Coordination

In July 2008, Signature Healthcare Brockton Hospital began participation in the Massachusetts Department of Public Health's new model for the Women's Health Network/Men's Health Partnership Care Coordination Program. Coordination of care is offered to eligible patients and emphasizes the importance of preventative healthcare while focusing on comprehensive, accessible, and culturally competent care for the most vulnerable populations (low-income, uninsured/under-insured adults age 40-64). In addition to coordinating health screenings such as pap tests, mammography, prostate screening, and colon cancer screening, the Care Coordination Program supports patient navigation, case management, risk reduction education, chronic disease self management and lifestyle intervention services for enrolled clients.

#### Maternal and Child Health Services

In the area of Maternal and Child Health Services, Signature Healthcare Brockton Hospital has enriched the childbirth experience for new parents, and offers a wider range of perinatal services and childbirth education classes.

#### Perinatology Services

Under the coordination of a perinatologist from Beth Israel Deaconess Medical Center (BIDMC), the Hospital offers on-site Perinatology Services for high-risk pregnancies and deliveries that would previously have been transferred to a tertiary center. The clinic operates two full and one half days with 25 to 35 patients being seen at each session. In addition, perinatologists provide 24-hour-a-day consults for all Signature Healthcare Brockton Hospital obstetricians.

#### Baby Reunion

Signature Healthcare Brockton Hospital's annual Baby Reunion was held on Saturday, April 26. Attended by more than 200 families and babies, the celebration featured a clown, cartoon character appearance, keepsake photos, face paintings, arts and crafts, refreshments and giveaways. Representatives of Better Beginnings, Children and Youth and several junior volunteers assisted with the festivities.

### Children & Youth Program

In addition, the hospital's Children and Youth program helps underserved families with infants, children and teenagers. There were nearly 11,000 visits to the C&Y program in FY08.

### Reach Out and Read

Since 1998, Signature Healthcare Brockton Hospital's Reach Out and Read (ROR) program has continued to serve children through the Children & Youth Program. ROR is a non-profit organization founded in 1989 at Boston City Hospital (now Boston Medical Center), through a collaboration of pediatricians and early childhood educators. In 2008, events included two book drives at the YMCA (YMCA Open Houses), and a reading to the children of the Hospital by State Rep. Christine Canavan. Donations come from many sources, including private donors and programs like Kids Take Action at North Junior High in Brockton. In total, the Hospital's ROR program donated 996 books in FY 08.

### Charity Golf Tournament

The annual Signature Healthcare Brockton Hospital Charity Golf Classic at the Ledgemont Country Club in Seekonk raised more than \$98,000 to support the many programs of Signature Healthcare Brockton Hospital.

### Old Colony YMCA Affiliation

In 2008, Signature Healthcare formed an affiliation with the Old Colony YMCA to develop collaborative health and wellness programs throughout Southeastern Massachusetts. This is a truly powerful affiliation on behalf of the community, a collaboration of like-minded cultures and a visionary model which emphasizes each organization's commitment to wellness. The five YMCA branches—two in Brockton—average approximately 40,000 visits monthly, and as part of the affiliation, Signature Healthcare and the Old Colony YMCA are co-sponsoring flu clinics, summer camp preparedness training, health education events, screenings and other wellness programs.

### Volunteer Services

Signature Healthcare Brockton Hospital's Volunteers are a vital part of its outreach effort, contributing to the positive experience patients have come to expect at Signature Healthcare Brockton Hospital. Last year, 191 volunteers contributed nearly 22,700 hours of service to the hospital.

### Associate-Supported Charities

Signature Healthcare Brockton Hospital also supports its associates who contribute time, talent and money to local communities or charity groups. Beneficiaries range from Womensplace, the American Cancer Society and local hospice groups to visiting nurse associations, food pantries and women's groups.

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

Signature Healthcare Brockton Hospital has taken steps to bring education, treatment and services to people at the community level, focusing specifically on bridging language barriers, lack of insurance, unemployment, poverty and transportation as significant roadblocks which prevent individuals and families from seeking health care.

### Interpreter Services

Signature Healthcare Brockton Hospital serves non-English-speaking patients with a staff of interpreters who speak Spanish, Portuguese and Cape Verdean. Hospital interpreters assisted in

33,221 interactions with patients and visitors in FY 08, an increase of more than 10,000 requests from FY07.

Services are available 24/7 with on-site interpreters available from 7:00 am to 11:30 pm seven days a week and on-call from 11:30 pm to 7:00 am seven days a week. Round-the-clock access to the AT&T Language Line is also available, which offers translation services for more than 130 languages.

The Hospital was among the first in the region to translate notices and consent forms into three languages in addition to English.

The hospital also offers “Deaf Talk”, a 24-hour on-line live service for our deaf patients. This allows us to provide immediate service to patients who require sign language to communicate.

#### Indigent Patient Medication Program

Signature Healthcare Brockton Hospital has long been committed to serving residents who are unable to access or pay for their prescription medications, and we have taken steps on our own to address the problem. The indigent medication program has been in place for more than 20 years and stands alone in this community in providing free medications to all our patients — inpatients, outpatients, and emergency patients — who are unable to pay for their own drugs. No other hospital on the south shore has an indigent medication program that is fully integrated with the social work and pharmacy departments and accessible on weekends by administrative coordinators.

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

In FY08, the Hospital provided 1,025 free medications costing more than \$22,200. Signature Healthcare Brockton Hospital outpatient department also monitors a program with local pharmacies for follow up care as required.

#### Cultural Competency Training Initiative

Signature Healthcare Brockton Hospital embarked on an innovative training program to educate all hospital associates about cultural competence in the workplace. The project offers all hospital associates an interactive video discussion about the various ethnicities served by Signature Healthcare Brockton Hospital and best practices including the proper use of interpreters, etc. In this current fiscal year, this project is a mandatory training requirement of all associates.

#### OneCall

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

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

During FY08, operators fielded calls from nearly 4,700 people — listening, evaluating and connecting callers with associates who could answer their questions and meet their needs.

#### Better Beginnings

Signature Healthcare Brockton Hospital created the Better Beginnings program using multicultural advocates to educate women about the importance of early and adequate prenatal care. Since the program began in September 1996, Better Beginnings has enabled 7,653 pregnant women to obtain early and adequate prenatal care and health coverage. During FY08, there were 880 pregnant mothers enrolled in the program. The Better Beginnings program also attended over 30 community events at churches, schools and fairs in 2008 to enroll women and publicize program services.

Advocates coordinate public transportation (on a per case basis) for pregnant mothers to attend their OB appointments, ultrasound, postpartum visit and baby's first pediatrician visit. Additionally, advocates assist mothers with interpretation and other services they needed, as well as providing education and information about immunization schedules, breastfeeding, lead, child safety, pregnancy prevention, substance abuse, HIV, AIDS and STDs.

#### Community Health and Wellness Programs

Signature Healthcare Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles. The following list represents the more than 100 community programs which featured participation by Signature Healthcare Brockton Hospital associates:

##### *Ongoing Programs*

Childbirth and Parenting Workshop  
Refresher Childbirth and VBAC Class  
Breastfeeding Program  
Infant Massage  
Look Good ... Feel Better  
Sibling Preparation Class  
Weigh-to-Go weight loss program

##### *Support Groups*

Alcoholics Anonymous  
Bereavement Support Group  
Better Breathers  
Breastfeeding Support Group  
Narcotics Anonymous  
Prostate Cancer Support Group  
Trigeminal Neuralgia Support Group

##### *Health Fairs, Events, Outreach*

American Cancer Society Celebration of Hope  
Annual Mayor's Youth Summit  
Big Brothers/Big Sisters  
Brazilian Health Fair  
Breast Cancer Awareness Month  
Brockton Annual Make a Difference Day  
Brockton Area Transit Employee Fair  
Brockton Council on Aging Health & Safety Fair

Brockton Kids Buckle Up  
Brockton Post Office Breast Health Fair  
Campanelli Stadium (Brockton Rox)  
Cape Verdean Festival  
Career Works  
Community Connections  
Community Fair, Battles Farm Village, Brockton  
Community Resource Fair, Rockland Place  
Community Safety Initiatives, Arnone School  
Credit for Life, sponsored by HarborOne Credit Union  
East Bridgewater Council on Aging Seniors Fair  
BAMSI Senior Citizen Reception  
East Bridgewater Safety & Wellness Fair  
East Bridgewater YMCA Fun & Fitness Day  
East Middle School Health Fair  
Elder Care Expo  
Elders Education & Community Outreach Health Fair  
Emmanuel House Health Fair  
Federal Employee Health Fair  
Fest Junina Plymouth, St. Mary's Church  
Festa Junina Rockland, Holy Family Church  
First Evangelical Church  
Food Fun & Fitness Day, West Junior High School  
Haitian Flag Day Festival  
HarborOne Credit Union locations  
Healthy Eating at the Job, Zoots Cleaning Company  
Hingham Day Care  
Hispanic Heritage Month  
Hispanic Pride Day  
Holy Trinity Lutheran Church, North Easton  
Immigrants' Day in Brockton 2006  
Latino Health Fair  
Life Giving Church Fair, Abington  
Massasoit Community College, Canton campus  
Mayor's Picnic in the Park  
Metro South Chamber of Commerce Business-to-Business Expo  
Metro South Chamber of Commerce Taste of Metro South  
Moms Club of Brockton  
National Night Out Against Crime – Brockton  
Neighborhood Family Fun Fest, Brockton  
New Baby Preparation, Easton Children's Museum  
Oak Street Church  
Old Colony YMCA Living Well Health Fair  
Old Colony YMCA Youth Conference, Bridgewater State College  
Plymouth County Triad, Marshfield Council on Aging  
Plymouth Health Fair, Radisson Hotel  
Project F.A.C.E. – Women's Health Fair, Central United Methodist Church  
Salvation Army  
Senior Celebration  
SHUP Open House  
St. Patrick's Church

Stonehill College Lifestyle and Wellness Festival  
Stoughton High School  
Stoughton Youth Commission, Health & Wellness Fair  
Summer Solstice  
Taunton Cape Verdean Association – 5<sup>th</sup> Annual Family Festival  
Thirteenth Annual Taunton River Festival  
Trinity Village Community Health Fair  
Wear Guard Crest Annual Health Fair  
Week of the Young Child  
Week of Young Children, Brockton High School  
West Bridgewater Council on Aging  
Women’s Health Fair, Massasoit Community College, Brockton campus  
YMCA Healthy Kids Day

*Community Support*

Brockton Historical Society  
Hispanic Festival  
Brockton Rox  
Easton Schools – Foundation for Excellence in Education  
Plymouth County Development  
Community Services of Greater Brockton  
Randolph Chamber of Commerce  
Metro South Chamber of Commerce  
Easton Children’s Museum  
Partnership for Safer Communities  
Health Care For All  
Brockton Visiting Nurses Association  
St. Joseph Manor  
NAACP  
Brockton Police Department  
Cape Verdean Association  
Caring for Kids  
Downtown Brockton Association  
Old Colony Hospice  
My Turn Inc.  
Old Colony YMCA  
Brockton Area Multi Service  
American Health Resources  
BAMSI – Helpline  
Schwartz Center  
Brockton Family & Community Resources  
New England Sinai Hospital  
United Way of Greater Plymouth County

*Notable Challenges, Accomplishments and Outcomes*

Commitment to Care

Signature Healthcare Brockton Hospital continued to uphold its commitment to care for the area's uninsured patients, providing more than \$19 million in uncompensated care.

The Hospital also continues to serve as the sole provider of hospital-based psychiatric care in the region and well beyond. In FY '08, the Hospital provided psychiatric services to patients from as far away as Millville, Burlington, and Cape Cod.

**VI. Next Reporting Year**

Signature Healthcare Brockton Hospital will continue to honor its historic mission as the community hospital for the region, providing health and wellness services targeted specifically to the needs of the underserved populations of our city. In addition, key emphasis will be placed on educating and assisting uninsured and underinsured individuals about new health insurance products available as part of Massachusetts' historic health reform effort.

**VII. Contact Information**

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