

## Neighborhood Health Plan - FY2010

### Community Benefits Mission Statement

Neighborhood Health Plan's Community Benefits Program is culturally responsive to the health and social needs of communities throughout Massachusetts. An integral part of this Program is to improve and maintain health status, promote health equity for diverse populations, and expand access to health care in the communities we serve. We work in partnership with the Commonwealth, community health centers, and members of the community to identify, develop, and support Community Benefits programs that meet the needs of underserved and vulnerable populations.

### Target Populations

Name of Target Population	Basis for Selection
Black and African-American Women	Industry HEDIS®, MassCHIP, 2010 Health of Boston, Centers for Disease Control and Prevention, North American Association of Central Cancer Registries, NHP Member Data
Victims of Domestic Violence	Community Advocacy Program Survey, Family Violence Prevention Fund, NHP Data, Other Public Reports
Asthma Patients at Community Health Centers	MassCHIP, Massachusetts Department of Public Health, NHP Member Data
Medically Underserved Patients at Community Health Centers	Community Health Center Data, NHP Member Data

### Publication of Target Populations

Marketing Collateral, Website

### Hospital/HMO Web Page Publicizing Target Pop.

nhp.org

### Key Accomplishments of Reporting Year

1. Successfully launched Phase I of a Mammography Communications Campaign targeted to Black and African-American women in Dorchester, Mattapan, and Roxbury.
2. Implemented NHP's domestic violence pilot program with the South Boston Community Health Center.
3. Funded spirometry units at several CHCs and provided training on the performance and utilization of the equipment.
4. Provided \$600,000 in funding for provider loan repayments for ten providers, representing seven community health centers.

### Plans for Next Reporting Year

1. Roll out Phase II of our mammography campaign and expand to include Brockton, Hyde Park, and Roslindale.
2. Roll out campaigns targeting populations with diabetes and hypertension.
3. Expand our Domestic Violence Program pilot to two additional community health centers.
4. Complete development of a "how to implement a domestic violence improvement project" manual and toolkit for community health centers.
5. Continue to work with community health centers who are part of NHP's Spirometry Initiative.
6. Continue our work to address community health center office efficiencies and to improve clinical care and service delivery.

7. Continue to fund bilingual outreach workers at several community health centers.

## **Community Benefits Process**

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### **Select Community Benefits Process**

#### **Community Benefits Leadership/Team**

NHP's Board of Directors and Executive Committee oversee and evaluate our Community Benefits program to ensure that goals and objectives are carried out. Under the direction of the Board and Executive Committee, the Community Benefits Steering Committee is charged with program development, conducting the community needs assessment, identifying target populations, developing program recommendations and budgets, and ensuring implementation of Community Benefits initiatives.

The Steering Committee is led by two members of NHP's Executive Committee and includes a Medical Director and representatives from our Business Development, Quality and Compliance, Clinical, Finance, and Corporate Communications departments

#### **Community Benefits Team Meetings**

The Steering Committee met biweekly during the program planning process and now meets quarterly to discuss the status of programs and related budget.

#### **Community Partners**

In 2010, NHP collaborated with the following partners:

Community Health Centers (CHCs) - Several CHC executive leaders sit on our Board, and NHP staff has daily contact with CHCs. Additionally, our CHC Advisory Board is made up of representatives from CHCs from across the state. The CHCs informed our Community Benefits program planning process, providing valuable input, insight, and guidance on the health care needs of the communities they serve. Two of our Board members who represent community-based organizations were involved in the planning of our 2010 initiatives.

The NHP Domestic Violence Advisory Board (DVAB) - The DVAB provides support, guidance, and collaboration to NHP as we define and execute our domestic violence (DV) plan. The DVAB is made up of both internal NHP members and external representatives from CHCs, our provider network, and other DV community agencies and organizations.

NHP Members - Our members are another source of valuable information about the communities we serve. This information is garnered through a variety of methods including member surveys, member calls, health fairs, and other community events. NHP's Member Advisory Committee is a valuable resource that provides us with direct information about the communities we serve and the needs of those communities.

Other Community Partners - NHP leadership and staff participate in multiple coalitions and community events, including service on various boards and work with a variety of community agencies. NHP's relationship building throughout the community has a continual impact and influence on the planning and development of our Community Benefits program. Our corporate partnerships include the American Heart Association, Cradles to Crayons, and the YWCA of Boston.

NHP has also developed close relationships with community groups through our Outreach Team that provide us with insight into community needs.

### **Community Health Needs Assessment**

#### **Date Last Assessment Completed and Current Status**

In 2009, the Steering Committee conducted a community health needs assessment to identify key local health issues and target populations for our 2010 program. The assessment relied on the analysis of published health and internal NHP data, as well as discussions with community stakeholders, including CHCs. As the Steering Committee focused on areas of demonstrated community need, they considered the following factors: reducing health care disparities;

partnering with the community and CHCs; addressing the needs of underserved and vulnerable populations; improving health of the population as measured by industry HEDIS® scores; using published public health data to drive decisions; and continuing to align NHP's work with Community Benefits.

Major priorities and target populations were identified and will direct NHP's community benefits activity over the next three years. These priorities are breast cancer screening, domestic violence initiatives, chronic disease management for asthma, and access to care for medically underserved populations.

### Consultants/Other Organizations

Community Health Centers  
NHP's Domestic Violence Advisory Board  
NHP Members and Member Advisory Board

### Data Sources

Community Focus Groups, Consumer Group, MassCHIP, Surveys

## Select Community Benefits Programs

### Breast Cancer Screening Initiative

<b>Brief Description or Objective</b>	Integrated education and communications campaign targeting Black and African-American women in the Boston area to address health care disparities related to breast cancer screening.
<b>Program Type</b>	Community Education, Health Screening, Outreach to Underserved
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Boston-Dorchester, Boston-Mattapan, Boston-Roxbury</li> <li>• <b>Health Indicator:</b> Access to Health Care, Other: Cancer - Breast</li> <li>• <b>Sex:</b> Female</li> <li>• <b>Age Group:</b> Adult</li> <li>• <b>Ethnic Group:</b> Black/African American</li> <li>• <b>Language:</b> All</li> </ul>

### Goals

**Statewide Priority:** Reducing Health Disparity

#### Goal Description

Based on the communication campaign, increase visits to website and calls to Mammogram Hotline.

Increase number of NHP and YWCA members reached through the Breast Health Phone-A-Thon.

Increase the use of mammography by the targeted population as a life-saving tool to reduce the late discovery of breast cancer.

#### Goal Status

Data collected shows that when the campaign reached its height of awareness through advertising and membership brochure mailing in September and October of 2010, NHP saw correlating spikes in website visits and hotline phone calls.

Volunteers spent an average of three hours each placing calls to over 400 women.

This is a longer-term goal of this initiative. We expect that quality improvement data for the campaign will not be available until 2012.

### Partners

Partner Name, Description	Partner Web Address
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YWCA of Boston for the  
Phone-A-Thon  
Community churches in  
targeted areas

**Contact Information** Rhian Gregory, 617-772-5660, rhian\_gregory@nhp.org

**Detailed Description** [Download/View Attachment](#)(394.88 KB)  
File Name: Breast Cancer Screening Initiative.pdf

## Domestic Violence Initiative

**Brief Description or Objective** The Domestic Violence (DV) Initiative advances the prevention, identification, and treatment of DV through increased awareness and education of providers, members, employees, and in the community.

**Program Type** Health Professional/Staff Training,Prevention

**Target Population**

- **Regions Served:** County-Essex, County-Franklin, County-Middlesex, County-Norfolk, County-Plymouth, County-Suffolk, County-Worcester
- **Health Indicator:** Other: Domestic Violence
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

## Goals

**Statewide Priority:** Promoting Wellness of Vulnerable Populations

### Goal Description

Strengthen and improve domestic violence programs at targeted community health centers.

Increase domestic violence awareness at community health centers and local communities.

### Goal Status

First domestic violence pilot program implemented at the South Boston Community Health Center. A pre-assessment of their program was conducted at the outset. A post-assessment will be conducted in 2011 to measure any improvements.

NHP provided direct financial support to the Community Advocacy Program (CAP), a partnership of seven community health centers. CAP provides crisis intervention, counseling, support, and advocacy services.

## Partners

### Partner Name, Description Partner Web Address

Community Health Centers  
Community Advocacy Program

**Contact Information** Sara Nechasek, 617-772-5689, sara\_nechasek@nhp.org

**Detailed Description** [Download/View Attachment](#)(651.25 KB)  
File Name: Domestic Violence Initiative.pdf

## Asthma Initiative

**Brief Description or Objective** NHP funds spirometry equipment and training for targeted community health centers (CHCs). We produce low-literacy asthma health education materials that are made available to CHCs.

**Program Type** Community Education,Grant/Donation/Foundation/Scholarship,Health Professional/Staff Training,Health Screening

**Target Population**

- **Regions Served:** County-Essex, County-Franklin, County-Middlesex, County-Norfolk, County-Plymouth, County-Suffolk, County-Worcester
- **Health Indicator:** Other: Asthma/Allergies, Other: Language/Literacy
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

**Goals****Statewide Priority:** Reducing Health Disparity**Goal Description**

Improve the diagnosis and assessment of asthma through spirometry at community health centers.

Increase the utilization of spirometry at the targeted community health centers.

Reduce asthma-related hospitalizations of community health center patients.

Create and distribute low-literacy materials on appropriate use of asthma medications.

Reduce disparities in asthma care through use of low-literacy educational materials.

**Goal Status**

NHP funded spirometry units for nine large community health centers and provided consulting, technical assistance, and training in use of the equipment.

NHP will measure a community health center's initial spirometry performance against performance twelve months after implementation of the program at each CHC.

We will begin to measure hospitalizations twelve months after program utilization, using NHP members as a proxy for all community health center patients.

NHP distributed 84,645 educational pieces to providers in 2010.

NHP created a low-literacy asthma toolkit for use by providers and patients. The materials are available in multiple languages.

**Partners****Partner Name, Description Partner Web Address**

Community Health Centers

**Contact Information**

Dr. James Glauber, 617-428-7434, james\_glauber@nhp.org

**Detailed Description**[Download/View Attachment](#)(664.87 KB)

File Name: Asthma Initiative.pdf

**Access for Medically Underserved****Brief Description or Objective**

Initiatives include provider loan repayment in exchange for a commitment to practice at a community health center for 2 - 3 years, funding of bilingual outreach workers, and performance improvement consulting services.

**Program Type**

Community Participation/Capacity Building Initiative, Grant/Donation/Foundation/Scholarship, Outreach to Underserved

**Target Population**

- **Regions Served:** County-Essex, County-Franklin, County-Middlesex, County-Norfolk, County-Plymouth, County-Suffolk, County-Worcester, Other-Southeastern MA
- **Health Indicator:** Access to Health Care, Other: Uninsured/Underinsured
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

**Goals****Statewide Priority:** Address Unmet Health Needs of the Uninsured, Reducing Health Disparity**Goal Description**

Increase capacity of community health centers to serve their patients.

Improve clinical quality for patients and provider and patient satisfaction through involvement in two 3-year patient-centered medical home initiatives.

Foster health care access at community health centers.

**Goal Status**

NHP provided \$600,000 to fund medical and nursing school loan repayments for providers who commit to practice at a community health center for 2 - 3 years. In 2010, this initiative funded repayments for ten providers, representing seven centers.

NHP fully funds a .75 FTE medical home facilitator who coaches the staff of seven community health centers toward achievement of eight change concepts. A formal evaluation of the program will be conducted by UMass Medical School.

NHP funded eleven bilingual outreach positions at ten community health centers to help in completing insurance eligibility assessments and provide information on health insurance options.

**Partners****Partner Name, Description Partner Web Address**

Massachusetts League of Community Health Centers

**Contact Information**

Iлона Blossfelds, 617-772-5627, [ilona\\_blossfelds@nhp.org](mailto:ilona_blossfelds@nhp.org)

**Detailed Description**

[Download/View Attachment](#) (278.68 KB)

File Name: Programs to Address Health Care Disparities.pdf

**Expenditures**

<b>Program Type</b>	<b>Estimated Total Expenditures for FY2010</b>	<b>Approved Program Budget for 2010</b>
<a href="#">Community Benefits Programs</a>	<a href="#">Direct Expenses</a> \$1,113,642 <a href="#">Associated Expenses</a> \$33,667 <a href="#">Determination of Need Expenditures</a> Not Specified <a href="#">Employee Volunteerism</a> \$2,306 <a href="#">Other Leveraged Resources</a> Not Specified	\$522,500  *Excluding expenditures that cannot be projected at the time of the report.
<a href="#">Net Charity Care</a>	<a href="#">HSN Assessment</a> \$1,234,114 <a href="#">HSN Denied Claims</a> Not Specified <a href="#">Free/Discount Care</a> Not Specified <a href="#">Total Net Charity Care</a> Not Specified	

<a href="#">Corporate Sponsorships</a>	\$172,000	
	<b>Total Expenditures</b>	\$2,555,730
<a href="#">Massachusetts Plan Members</a>		0
<a href="#">HMO Administrative Expenses</a>		72,796,795
<a href="#">HMO Total Revenue for 2010</a>		1,054,411,700
<a href="#">HMO Hospital, Medical and Other Health Care Costs for 2010</a>		977,017,136
<b>Comments:</b> None		

### Optional Information

Expenditures	Amount	
<a href="#">Community Service Programs</a>	<a href="#">Direct Expenses</a>	\$46,247
	<a href="#">Associated Expenses</a>	Not Specified
	<a href="#">Determination of Need Expenditures</a>	Not Specified
	<a href="#">Employee Volunteerism</a>	Not Specified
	<a href="#">Other Leveraged Resources</a>	\$63,695
<b>Total Community Service Programs</b>		\$109,942
<b>Bad Debt:</b>	Not Specified	Not Specified
<b>IRS 990:</b>	Not Specified	