

# Merrimack Valley Hospital - FY2012

## Community Benefits Mission Statement

Merrimack Valley Hospital's community benefits mission and the guiding philosophy of our community initiatives is to improve the health status of the community by providing access to comprehensive, high quality, compassionate and efficient health services in the community setting. We accomplish this by:

- Identifying and addressing root causes of health conditions and disparities
- Participating on local action committees
- Funding community-based health initiatives
- Educating community members around prevention and self care

## Target Populations

Name of Target Population	Basis for Selection
Low-income residents	Needs Assessment
Senior residents	Needs Assessment
Community members with mental health issues	Needs Assessment
Latino residents	Needs Assessment

## Publication of Target Populations

Website

## Hospital/HMO Web Page Publicizing Target Pop.

<http://www.steward.org/Community-Health/Merrimack-Valley-Hospital/Merrimack-Valley-Hospital-Community-Health>

## Key Accomplishments of Reporting Year

- Hosted a Community Health Fair that provided health information to 300+ attendees
- Partnered with Haverhill High School to provide youth with work experiences in a health care setting
- Provided support to the Hillview Montessori Charter Public School health curriculum through monthly presentations
- Conducted an extensive Community Health Needs Assessment including local resident focus groups and community based provider surveys

## Plans for Next Reporting Year

Community Benefits Plan

Priority 1

Health Insurance Coverage and Access to Care

In Haverhill, those who are employed but not working full time and year round and those who have some college or an Associate's degree have a greater chance of not having health insurance coverage than the overall population (8.4% and 6.0%, respectively, versus 4.5%). Those who are in the labor force but unemployed are at the highest risk (14.8%). Difficulty with enrollment process and lack of knowledge of affordable health insurance options were cited as barriers to health insurance enrollment.

Target Population: Uninsured residents

Regions served: All

Health indicator: Health Insurance Coverage

Sex: All

Age Group: All

Ethnic Group: All

Language: English, Spanish

Statewide Priority: Supporting Healthcare Reform  
Reducing Health Disparities

Tactics / Short Term Goals:

- Utilize community health advocates to conduct home visits and follow up assistance to uninsured patients who visit the emergency department, to enroll in available state health insurance plans.
- Provide information on and assistance enrolling in state insurance plans to working populations, through partnerships with community based organizations and community groups.
- Conduct neighborhood level outreach in high risk areas to offer assistance enrolling in available state health insurance programs.

Tactics / Long Term Goals:

- Perform additional investigation into the causes and solutions for lack of health insurance coverage of selected groups that were highlighted by focus group participants in needs assessment, including:
  - o Veterans who are not covered by insurance through the Veterans Administration
  - o Families with low income
  - o Female-headed households
  - o College students who have out of state health insurance and are unable to find providers that accepted their insurance

Priority 2

Diabetes management and care

Rates of both diabetes-related emergency visits and diabetes-related hospitalizations were statistically higher in Haverhill than the state average in 2009. Primary data showed that difficulty obtaining or affording nutritious foods, and limited access to wholesome meals at local food pantries may be driving factors.

Target Population: Residents with diabetes mellitus or at risk for the disease, particularly those who are low-income or at risk for food insecurity

Regions served: All

Health indicator: Diabetes-related emergency room visits

Diabetes-related hospitalizations

Sex: All

Age Group: Adult

Ethnic Group: All

Language: English, Spanish

Statewide Priority: Chronic Disease Management in Disadvantaged Populations

Promoting Wellness in Vulnerable Populations

Tactics / Short Term Goals:

- Partner with local farmers to offer an on-site farmers market at MVH
- Identify diabetic patients who are at risk for reduced access to fruits and vegetables
- Prescribe farmers market vouchers to diabetic patients who are at risk
- Provide onsite nutrition counseling, healthy recipes and information at the Haverhill farmers market
- Partner with Elder Services of the Merrimack Valley to host chronic disease self-management workshops at no charge and open to the community

Tactics / Long Term Goals:

- Increase access to fruits and vegetables at local food pantries through advocacy and support of community efforts
- Investigate further the root causes of poor disease self-management in vulnerable populations and address these driving factors

Priority 3

Mental health care and support

In 2009, the rate of emergency visits for mental disorders was statistically higher in Haverhill compared to the state overall. Primary data sources identified management of mental illness as a chief health concern, citing underlying factors such as

difficulty accessing medications, difficulty managing medications, and access to non-drug alternatives for care.

Target Population: Residents with mental health concerns or mental disorders

Regions served: All

Health indicator: Mental disorders – related emergency room visits

Mental disorders – related hospitalizations

Sex: All

Age Group: Adult

Ethnic Group: All

Language: English, Spanish

Statewide Priority: Chronic Disease Management in Disadvantaged Populations

Promoting Wellness in Vulnerable Populations

Tactics/Short Term Goals:

- Educate community leaders and frontline caregivers on how to navigate the mental health system and advocate for their clients who need mental health services
- Maintain a resource list for mental health and related services and distribute to local community based organizations
- Coordinate mental health first aid training for community providers and staff

Tactics/Long Term Goals:

- Identify methods to address underlying factors affecting disease management, such as difficulty accessing medications, difficulty managing medications, and access to non-drug alternatives for care

Priority 4

Disparities in access to health care for minority populations

The city of Haverhill has a relatively large Hispanic population (14.5%), compared to the state (9.6%) and neighboring towns, but this population is underrepresented in the patient population at MVH (8.73%). Disparities in rates of uninsured persist between those who are White alone, not Hispanic or Latino (3.9%) and those who are Hispanic or Latino, of any race (6.8%) in Massachusetts. Members of the Community Benefits Advisory Council expressed concern that Latino residents experience various barriers to regular care, including difficulty with insurance enrollment requirements and availability of culturally similar providers.

Target Population: Latino residents

Regions served: Haverhill

Health indicator: Uninsured

Access to primary care

Race/ethnic breakdown of hospital patient population

Sex: All

Age Group: Adult

Ethnic Group: All

Language: Spanish, English

Statewide Priority: Promoting Wellness in Vulnerable Populations

Reducing Health Disparity

Tactics/Short Term Goals:

- Develop materials about hospital services in Spanish
- Offer culturally sensitive training in the hospital
- Outreach to Latino population through local media outlets, including TV and radio, welcoming this population to the hospital
- Host community events with Spanish-speaking physicians

Tactics/Long Term Goals:

- Establish methods for consistent two-way communication between the health system and the local Latino community to assess barriers to health education and services

## Priority 5

### Childhood Obesity

A report issued by the Bureau of Community Health Access and Promotion, Massachusetts Department of Public Health, Status of Childhood Weight in Massachusetts, 2009-2011, details the results of a body mass index (BMI) screening performed in Massachusetts public schools. The BMI of 72 percent of students in grades 1, 4, 7, and 10 are adjusted for age and categorized as underweight, healthy weight, overweight and obese. The results for Haverhill demonstrate a higher percentage of children who are overweight or obese than the state average in 2011.

Target Population: Children and Families

Regions served: All

Health indicator: Childhood overweight

Childhood obesity

Sex: All

Age Group: Adult and Children

Ethnic Group: All

Language: English, Spanish

Statewide Priority: Promoting Wellness of Vulnerable Populations

Short Term Goals:

- Promote and sponsors effective programs to address childhood obesity
- Participate in local health fairs by sending MVH registered dieticians to support and educate

Long Term Goals:

- Address the contribution of sugar-sweetened beverages to overweight and obesity through supporting and advocating for limitations on sale and consumption in the community, including public buildings and schools
- Advocate for a ban on trans fat ban in Haverhill and the surrounding towns

## Priority 6

### Youth Educational Achievement

The high school dropout rate in Haverhill rose to 18.2 percent in 2009, and declined to 15.6 percent in 2011, but remains twice that of the state average (7.2%). Education is a strong determinant of health, through its affect on income level, which has been shown to correlate with health status, and through its relationship to prevalence of health-related behaviors, such as smoking. The effects of high school dropout rates on society are significant, impacting economic production, jail usage and increased usage of social support services.

Target Population: Middle and high school aged youth

Regions served: All

Health indicator: High school dropout rate

Sex: All

Age Group: Youth

Ethnic Group: All

Language: English, Spanish

Statewide Priority: N/A

Short Term Goals

- Host events to inform and inspire youth to finish high school
- Provide education to young people about the various careers available in health care, with a focus on those that are attainable through local programs and community colleges

Long Term Goals:

- Partner with local organizations to identify at-risk youth early in their educational career, provide support services to the students and their families to help ensure success
- Support youth development programs, such as VIP (Violence Intervention Program) that teach character, inspire youth and have excellent graduation rates

## Priority 7

### Chronic Disease Prevention and Management

Rising rates of chronic disease at a state and national level present a critical public health problem, as well as a health system challenge in terms of skyrocketing costs associated with conditions such as obesity and hypertension. In order to effect change on a broad scale, health systems must address the behavioral determinants of health, such as food and beverage intake, physical activity and medication adherence.

Target Population: All

Regions served: All

Health indicator: High school dropout rate

Sex: All

Age Group: Youth

Ethnic Group: All

Language: English, Spanish

Statewide Priority: Promoting Wellness of Vulnerable Populations

#### Short Term Goals

- Offer educational seminars at no cost that address various health topics related to chronic disease
- Promote free blood pressure screenings
- Sponsor programs that promote healthy living
- Offer Continue senior lunches to inform seniors about chronic disease prevention and provide opportunities for social support

#### Long Term Goals:

- Provide follow up support for patients with or at risk for chronic disease such as assistance in enrolling in available programs, assistance in scheduling and maintaining health care appointments and addressing barriers to medication adherence

## Community Benefits Process

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### Select Community Benefits Process

#### Community Benefits Leadership/Team

- Kate Bailey, Community Health Manager, Merrimack Valley Hospital
- Mary Connolly, RN, Public Health Nurse, City of Haverhill
- Michael Cornelius, Director of Respiratory Services, Merrimack Valley Hospital
- Beth Dymek, Social Work, Merrimack Valley Hospital
- Douglas Edison, President, Haverhill Brightside
- Collette Farina, Member Service Director, Haverhill YMCA
- Tracy Fuller, Executive Director, Haverhill YMCA
- Kalister Green-Byrd, Merrimack Valley Hospital Board of Trustees
- Sharon Guinta, Director of Program Quality, Emmaus, Inc.
- Tina Lambert, Patient Advocate, Merrimack Valley Hospital
- Audrey Mears, Director of Emergency Services, Merrimack Valley Hospital
- Father Robert Murray, Pastor of St. James and St. John Parishes, Haverhill
- Gary Ortiz, Haverhill Public Works Department
- Marlene Yeo, Director, Somebody Cares New England

#### Community Benefits Team Meetings

Meeting dates (2012): January 30, February 27, May 21, July 23, September 17, and October 15

## Community Partners

Somebody Cares New England  
Haverhill YMCA  
Haverhill's Brightside  
Haverhill Council on Aging  
Emmaus, Inc.  
St. James Parish, Haverhill  
Haverhill Kiwanis Club  
Haverhill Chamber of Commerce  
CHNA 12  
Trauma Intervention Program  
Rotary Club

## Community Health Needs Assessment

### Date Last Assessment Completed and Current Status

Merrimack Valley Hospital conducted a community health needs assessment in 2012 with the goal of identifying the most imminent concerns in the hospital primary service area and the areas where the hospital could have the greatest impact in improving population health.

The population health improvement report is based on data from primary and secondary sources, including:

- Survey of community health and human services providers, including hospital staff
  - Local resident focus groups (2)
  - Publicly available databases, including the U.S. Census Bureau and the Massachusetts Community Health Information Profile (MassCHIP)
  - Internal health system informatics
  - Meetings with hospital leadership to assess the needs of the hospital in terms of quality, patient experience, and costs
- Areas of concern were identified by two or more of the following criteria:

- Rate higher than the state average
- Rate increasing over time
- Identified as concerns by focus group participants, community provider survey respondents or MVH Community Benefits Council

The needs assessment, titled Merrimack Valley Hospital Population Health Improvement Report, will be publicly available at [steward.org/community-health](http://steward.org/community-health) in April 2013.

In regard to the 2012 programming, health needs were identified through a needs assessment process that included interviews and group discussions involving the hospital leadership, hospital staff members, physicians and community partners, and the Community Benefits Council.

### Consultants/Other Organizations

None

### Data Sources

Community Focus Groups, Hospital, Interviews, MassCHIP, Surveys

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## Select Community Benefits Programs

### Community Health Fair

#### Brief Description or Objective

In partnership with Trinity Ambulance, Merrimack Valley Hospital hosted a community wide health fair that delivered numerous health information resources to the community including information on diabetes, wound care, pain management, cancer prevention, stroke awareness, and relaxation. Demonstrations on healthy eating and physical fitness were also featured. The local fire and police departments offered safety demonstrations and provided crucial fire and

safety information. In addition, the Haverhill Kiwanis Club donated 300+ bicycle helmets, which were distributed to children and teenagers. A complimentary well-balanced barbeque lunch offered throughout the entire day fed over 300 people.

**Program Type**

Community Education

**Target Population**

- **Regions Served:** Haverhill
- **Health Indicator:** Other: Diabetes, Other: Hypertension, Other: Nutrition, Other: Safety, Other: Safety - Home, Other: Smoking/Tobacco, Other: Stroke, Physical Activity
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** Spanish

**Goals**

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

**Goal Description**

Promote wellness to residents of Haverhill, including low-income families and seniors

**Goal Status**

This goal was achieved through the Community Health Fair.

**Partners**

**Partner Name, Description Partner Web Address**

- Active Med Practices and Research
- Advanced Health and Wellness
- Baker-Katz Nursing Home
- Care Dental Associates
- Council on Aging Haverhill
- CVS Haverhill
- Elder Services of the Merrimack Valley
- Home Health Foundation
- The Greater Haverhill Chamber of Commerce
- Haverhill Fire Department
- Haverhill Police Department
- Kiwanis Club
- Penacook Place
- Skin Serenity
- Steward Health Care
- Trinity Emergency Medical Service
- YMCA of Haverhill
- Addy Kania, Hypnotherapist
- Birthing Gently
- Cedars Mediterranean Foods
- David Greenblott, DPM
- Colden and Seymour, ENT and Allergy
- Haverhill Exchange Club
- Haverhill Farmers Market
- Haverhill Medical Reserve Corps
- HD Merrimack, Emergency Medical Info Kits
- HealthSource of Bradford

Latitude Fitness Club  
Latitude Fitness Club  
Latitude Fitness Club  
Michael Adams Electric,  
Medical Alarms  
Northern Essex Community  
Action WIC Program  
Ocasio's True Martial Arts  
Pampered Chef  
Reliv International, Nutrition  
Counseling  
Mary Kay  
Sodexo Nutrition Services  
Walgreens of Haverhill  
Steward Home Care

**Contact Information**

Kate Bailey, MPH Merrimack Valley Hospital 140 Lincoln Avenue Haverhill, MA 01830 978-420-1157, kathryn.bailey@steward.org

**Detailed Description**

Not Specified

**Meet the Expert****Brief Description or Objective**

Merrimack Valley Hospital offered Meet the Expert educational seminars free and open to the public. This is a physician driven program and on average attracts 45-50 people per session. Programs meeting the criteria for Continuing Education in Nursing in Massachusetts pursuant to 244 CMR 5.04, The Board of Registration in Nursing Rules and Regulation seminars offer a 1.0 contact hour for nursing free of charge.

**Program Type**

Community Education,Health Professional/Staff Training

**Target Population**

- **Regions Served:** Other-Merrimack Valley
- **Health Indicator:** Mental Health, Other: Alzheimer Disease, Other: Arthritis, Other: Asthma/Allergies, Other: Cancer, Other: Cancer - Breast, Other: Cancer - Colo-rectal, Other: Cancer - Prostate, Other: Cancer - Skin, Other: Cardiac Disease, Other: Chronic Pain , Other: Diabetes, Other: Elder Care, Other: First Aid/ACLS/CPR, Other: Hearing, Other: Hospice, Other: Nutrition, Other: Osteoporosis/Menopause, Other: Smoking/Tobacco, Other: Stress Management, Other: Stroke, Overweight and Obesity, Physical Activity
- **Sex:** All
- **Age Group:** Adult, Adult-Elder
- **Ethnic Group:** All
- **Language:** English

**Goals**

**Statewide Priority:** Not Specified

**Goal Description**

Provide access to physician-based health education at no charge

**Goal Status**

This goal was achieved through the Meet the Expert lecture series.

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

Not Specified

**Contact Information**

Jean MacDougall-Tattan Merrimack Valley Hospital 140 Lincoln Avenue Haverhill,MA 01830 978-420-1168, jean.macdougall-tattan@steward.org

**Detailed Description**

Not Specified

**Latino Health Outreach****Brief Description or Objective**

Merrimack Valley Hospital offered a Latino Health outreach program designed to raise awareness within the Haverhill Latino community about the types of culturally and linguistically

similar providers and care available in their community, to create the opportunity for residents to discuss health concerns with Spanish-speaking providers and to promote the importance of prevention and primary care. Three primary care physicians, a general surgeon and a nurse practitioner attended the event, which was informal in style, allowing for one-to-one conversations between providers and community members. Approximately 75 people also attended this event, which was held at St. James' parish in Haverhill.

**Program Type**

Community Education,Physician/Provider Diversity

**Target Population**

- **Regions Served:** Haverhill
- **Health Indicator:** Access to Health Care
- **Sex:** All
- **Age Group:** Adult, Adult-Elder
- **Ethnic Group:** Hispanic/Latino
- **Language:** English , Spanish

**Goals**

**Statewide Priority:** Reducing Health Disparity

**Goal Description**

The goal of this event was to reach Latino community members, to raise awareness of locally available culturally and linguistically appropriate care and to emphasize the importance of prevention and primary care.

**Goal Status**

This goal was achieved through the Latino Outreach Event.

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

St. James' Parish, Haverhill

**Contact Information**

Kate Bailey, MPH Merrimack Valley Hospital 140 Lincoln Avenue Haverhill, MA 01830 978-420-1157, kathryn.bailey@steward.org

**Detailed Description**

Not Specified

**Senior Lunches****Brief Description or Objective**

Merrimack Valley Hospital hosted quarterly lunches for adults ages 60 and older. On average, 50 seniors attend the luncheon. For \$5.00 per person, each senior received a well-balanced meal and enjoyed a healthy living presentation.

**Program Type**

Community Education,Outreach to Underserved,Prevention

**Target Population**

- **Regions Served:** Other-Merrimack Valley
- **Health Indicator:** Other: Cancer, Other: Cancer - Breast, Other: Cancer - Skin, Other: Diabetes
- **Sex:** All
- **Age Group:** Adult-Elder
- **Ethnic Group:** All
- **Language:** English

**Goals**

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

**Goal Description**

The goal of the senior lunches is to provide health education and socialization at an affordable cost to elders in the community.

**Goal Status**

This goal was achieved through the Senior Lunch Program.

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

Not Specified

**Contact Information** Jean MacDougall-Tattan Merrimack Valley Hospital 140 Lincoln Avenue Haverhill, MA 01830 978-420-1168, jean.macdougall-tattan@steward.org

**Detailed Description** Not Specified

### Access 21 Haverhill High School

**Brief Description or Objective** Merrimack Valley Hospital welcomes students from Haverhill High School to experience work-based learning. Through this structured learning experience that is based in one of the hospital's departments, students gain job skills, confidence, interpersonal skills and experience in a professional setting.

**Program Type** Mentorship/Career Training/Internship

**Target Population**

- **Regions Served:** Other-Merrimack Valley
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:** All
- **Age Group:** Adult-Young
- **Ethnic Group:** All
- **Language:** English

### Goals

**Statewide Priority:** Not Specified

Goal Description	Goal Status
The goals of this program are to provide students with a realistic sense of typical workday in an environment that helps them to learn how to interact with others and how to blend academic and occupational skills	The Access 21 program achieved this goal.

### Partners

Partner Name, Description	Partner Web Address
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Haverhill High School

**Contact Information** Suzy Goodspeed Merrimack Valley Hospital 140 Lincoln Avenue Haverhill, MA 01830 978-521-8151, suzy.goodspeed@steward.org

**Detailed Description** Not Specified

### Blood Pressure Screenings

**Brief Description or Objective** Merrimack Valley Hospital offered free blood pressure screenings every 1st and third Friday of the month.

**Program Type** Health Screening

**Target Population**

- **Regions Served:** Other-Merrimack Valley
- **Health Indicator:** Other: Hypertension
- **Sex:** All
- **Age Group:** Adult, Adult-Elder
- **Ethnic Group:** All
- **Language:** English

### Goals

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

Goal Description	Goal Status
The goal of the blood pressure screening program is to promote awareness of biometrics for wellness at no charge.	The blood pressure screening program achieved this goal.

## Partners

### Partner Name, Description Partner Web Address

Not Specified

### Contact Information

Connie Gagnon 140 Lincoln Avenue Merrimack Valley Hospital Haverhill, MA 01830 978-521-8552, constance.gagnon@steward.org

### Detailed Description

Not Specified

## Haverhill Public School Outreach Program

### Brief Description or Objective

Haverhill has a public charter Montessori school that gets paid per student just like other public schools, but since it has a smaller student body, it has less funding than other schools and resources are limited. The school approached the hospital last year regarding its need for health education resources. The hospital has stepped in to lend its expertise to the school by providing monthly presentations that address different health areas. We have to date touched every student in the school. In FY2012, we covered topics such as physical activity, hand hygiene and disease prevention, and emergency preparedness and safety at home.

### Program Type

School/Health Center Partnership

### Target Population

- **Regions Served:** Haverhill
- **Health Indicator:** Other: Safety, Other: Safety - Home, Physical Activity
- **Sex:** All
- **Age Group:** Child-Preteen, Child-Primary School
- **Ethnic Group:** All
- **Language:** Not Specified

## Goals

**Statewide Priority:** Not Specified

### Goal Description

The goal of this program is to provide interactive, valuable educational experiences on various health topics for school-age children in Haverhill.

### Goal Status

The Haverhill Public School Outreach program has achieved this goal.

## Partners

### Partner Name, Description Partner Web Address

Hillview Montessori Charter Public School  
Haverhill Police Department

### Contact Information

Kate Bailey, MPH Merrimack Valley Hospital 140 Lincoln Ave Haverhill, MA 01830 978-420-1157, kathryn.bailey@steward.org

### Detailed Description

Not Specified

## MVH Annual Food Drive

### Brief Description or Objective

Every year, Merrimack Valley Hospital staff coordinate a food drive to help supply the local food pantry at Somebody Cares New England in Haverhill with extra food for the holidays. Hospital staff collect, organize, store and transport the food to the food pantry.

### Program Type

Outreach to Underserved

### Target Population

- **Regions Served:** Haverhill
- **Health Indicator:** Other: Homelessness, Other: Nutrition
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English , Spanish

## Goals

**Statewide Priority:** Not Specified**Goal Description**

The goal of this program is to support the local food pantry in supplying nutritious food for low-income families.

**Goal Status**

The MVH Annual Food Drive achieved this goal.

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

Somebody Cares New England

**Contact Information**

Kathleen Helps Merrimack Valley Hospital 140 Lincoln Ave Haverhill, MA 01830 978-521-8140, kathleen.helps@steward.org

**Detailed Description**

Not Specified

**Expenditures**

<b>Program Type</b>	<b>Estimated Total Expenditures for FY2012</b>	<b>Approved Program Budget for 2012</b>
<a href="#">Community Benefits Programs</a>	<a href="#">Direct Expenses</a> \$51,720 <a href="#">Associated Expenses</a> \$3,500 <a href="#">Determination of Need Expenditures</a> \$0 <a href="#">Employee Volunteerism</a> \$8,449 <a href="#">Other Leveraged Resources</a> \$2,550	\$0 *Excluding expenditures that cannot be projected at the time of the report.
<a href="#">Net Charity Care</a>	<a href="#">HSN Assessment</a> \$261,867 <a href="#">HSN Denied Claims</a> \$234,747 <a href="#">Free/Discount Care</a> \$631,640 <a href="#">Total Net Charity Care</a> \$1,128,255	
<a href="#">Corporate Sponsorships</a>	\$21,010	
	<b>Total Expenditures</b> \$1,215,484	

**Total Patient Care-Related Expenses for FY2012**

\$50,400,485

**Comments:** Beginning on Jan. 1, 2012, Steward switched from a fiscal reporting year of Oct. 1-Sept. 30 to a calendar reporting year of Jan. 1-Dec. 31. As such, our Community Benefits Report for 2011 included expenditures from Oct. 1, 2010-Sep 30, 2011, which was our fiscal year at the time of reporting. Our total expenditures as listed above represent our expenditures for the calendar year of Jan. 1, 2012-Dec. 31, 2012. Given this shift, we have included below our total expenditures from the 3-month period of Oct. 1, 2011-Dec. 31, 2011, which were compiled before the transition to calendar year reporting:

Total Expenditures: \$274,148.  
 Unreimbursed Medicaid (CY 2012): \$987,757.60  
 Unreimbursed Medicare (CY 2012): \$2,368,579.36

**Optional Information**

Expenditures

Amount

<a href="#">Community Service Programs</a>	<a href="#">Direct Expenses</a> <a href="#">Associated Expenses</a> <a href="#">Determination of Need Expenditures</a> <a href="#">Employee Volunteerism</a> <a href="#">Other Leveraged Resources</a>	Not Specified Not Specified Not Specified Not Specified Not Specified	
<b>Total Community Service Programs</b>	Not Specified		
<b>Bad Debt:</b>	Not Specified    Not Specified		
<b>IRS 990:</b>	Not Specified		