

**MetroWest Medical Center
Community Benefits Annual Report
Fiscal Year 2011 (July 1, 2011 to June 30, 2012)**

The Community Benefits action plan, aside from MetroWest Medical Center's extensive community outreach initiatives, is a detailed effort to affect positive change in the community. The action plan goes beyond providing medical center-based programs by partnering with local organizations, leaders, and the public-at-large to draw attention to health needs, educate the community, and supply a means to help resolve inadequate services. The plan is first approved by an Advisory Board, and then approved by the MetroWest Medical Center (MWMC) Board of Trustees.

I. Community Benefit Mission Statement

MWMC's Community Benefits mission statement reinforces a commitment to address the healthcare needs of the community and allocate resources specifically for that purpose. The mission is to improve the health status of the people we serve through a commitment to excellence, a focus on prevention and wellness, and community and professional education. We acknowledge and affirm our historic commitment to the communities we serve for the fulfillment of our charitable mission. It is our responsibility to seek out, assess, and respond to critical healthcare needs within the community by identifying populations at risk and providing relevant accessible healthcare services. We will therefore plan and implement, within applicable constraints, an ongoing Community Benefits initiative in collaboration with people at all levels within our organization and the people of the communities we serve. The mission is approved by the MWMC Board of Trustees.

II. Leadership

Beth Donnelly, Director of Community Relations, who reports directly to the CEO, serves as the Community Benefits Manager. Donnelly works with staff at all levels in both clinical and non-clinical service areas, taking a leadership role in establishing and strengthening relationships with the community.

The Community Benefits Task Force is comprised of members of the MetroWest community — residents, business leaders and healthcare workers — and the medical center who wish to actively participate in identifying and addressing the health needs of at-risk populations.

Information about Community Benefits planning and initiatives is shared with employees system-wide in a variety of ways, including the employee newsletter, e-mail, Intranet, and monthly department manager meetings.

III. Community Health Needs Assessment

MWMC Community Benefits programs and services are based on community needs determined by assessments of the demand for services and the effectiveness of current services and resources in meeting those demands, as well as collaboration with area residents, community leaders, and local organizations.

Multiple sources of information are utilized to collect social, health and demographic data about the communities in MWMC's service area to provide an in-depth understanding of the status of the health and well-being of each community. The Director of Community Relations draws upon various resources – including community-based initiatives and data from the Massachusetts Department of Public Health – that contain updated data on the health status of and changes in our target populations.

Through a grant from the MetroWest Community Health Care Foundation, Boston-based nonprofit organization The Medical Foundation compiled data for the *MetroWest Health Data Book & Atlas: Health Indicators for 25 MetroWest Communities* in September 2005, with an updated report produced in 2008. In 2010, the foundation transitioned to online data updates on its website <http://www.mchcf.org>.

Findings for MWMC's primary service areas (Ashland, Framingham, Holliston, Hopkinton, Natick and Southborough) have identified populations with specific health needs, namely the indigent, at-risk youth, at-risk women, elderly, and uninsured, as well as Non-English speaking populations -- particularly Spanish, Russian and Portuguese.

Issues include:

Chronic disease prevention

Environmental health issues

Language and cultural barriers for special primary language groups, including Spanish, Russian and Portuguese

Indigent care (Medicaid, uninsured)

Preventative services and screenings

Risk behavior: diabetes, cardiovascular, cancer and respiratory

IV. Community Participation

The Community Benefits Plan is developed by a Community Benefits Task Force comprised of MWMC representatives and members of the MetroWest community — including residents, business leaders and healthcare workers — who wish to actively participate in identifying and addressing the health needs of at-risk populations. Members represent a variety of organizations, including: Advocates, Inc.; Framingham Coalition; Natick Council on Aging; MetroWest Healthcare Coalition; MetroWest Medical Center Advisory Board; Natick Community Coalition; South Middlesex Legal Services; and South Middlesex Opportunity Council.

In order to implement programs, the medical center collaborates with a variety of local agencies, depending on the particular program and target population.

The Community Benefits Task Force, chaired by members of the MWMC Board of Trustees and the Framingham Union Hospital and Leonard Morse Hospital Advisory Boards, meets on a regular basis to confer, plan, review, and assist in the execution of the Community Benefits initiatives.

V. Community Benefits Plan

Process of Development of Plan

On an annual basis, current and new members of the Community Benefits Task Force identify new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data – including a Community Health Needs Survey and the *MetroWest Health Data Book & Atlas: Health Indicators for 25 MetroWest Communities* – to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

Choice of Target Population(s)/Identification of Priorities

Based upon findings, Community Benefits initiatives focused on the following areas:

- Cultural competence
- Primary care: including prevention, screenings, and early intervention
- Access to care: including language barriers, health insurance coverage, and financial barriers
- Environmental health issues

While the above issues may pertain to a wide range of age groups and ethnic groups, the following audiences were targeted:

- At-Risk Youth
- Elderly
- At-Risk Women
- Low-income families without health insurance
- Non-English speaking populations -- particularly Spanish, Russian and Portuguese

Short-term and Long-term Strategies and Goals

The medical center's short-term goal is to increase awareness of services offered at the medical center via attendance at various Community Benefits programs and events. The long-term goal is to provide access to healthcare services to the community, particularly to the target populations identified above.

Process for Measuring Outcomes

Program outcomes are measured by targeting attendance to programs and events, feedback from participants and facilitators, and communication with participating community organizations.

Process and Considerations for Determining Budget

The process to determine the budget begins with identification of need, determination of project, and an allocation of funds voted by the medical center Advisory Board. The budget is approved by the MWMC Board of Trustees.

Process for Reviewing, Evaluating and Updating the Plan

As mentioned above, current and new members of the Community Benefits Task Force annually reviews community benefits initiatives, identifying new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data (listed above) to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

Major Programs and Initiatives

The following includes details of Community Benefits initiatives, as well as an outline of in-kind and financial support with various agencies:

Community Events

MWMC held community events to help raise awareness of environmental initiatives. In recognition of Earth Day 2012, the medical center hosted various community programs, including: blue wrap reuse contest; mercury thermometer exchange; farmer's market in cafeterias; demonstration on health benefit of herbs.

► Senior Outreach

Senior Health Fairs

The medical center collaborated with local assisted living facilities and nursing homes to sponsor senior health fairs that provided health education to the elderly population.

Health Fair for Hispanic-Speaking Seniors

The medical center sponsored a health fair for Hispanic-speaking seniors. The program included health screenings and a financial donation to provide transportation and food.

Senior Health Fair

The medical center sponsored two community health fairs at local high schools. There were over 300 seniors at each location. The events included health screenings, a speaker and lunch.

Lectures and Screenings

MWMC partnered with local community agencies and Councils on Aging to provide monthly screenings and speakers at their facilities. Last year, the medical center did more than 4,500

screenings and held more than 50 community health education programs both at the hospitals and in the community.

► ***Family and Child Health and Safety***

Children’s Health and Safety Fair

MWMC sponsored a Children’s Health and Safety Fair in Framingham that featured health education for the youth and underserved populations. Through collaboration with the Framingham Chapter of the Freemasons, the Child Identification Program (CHIP) provided fingerprints, videos, and tooth print (DNA) of 300 children. The medical center collaborated with a number of local agencies, including the Framingham Police Department, Framingham Fire Departments, Big Brother/Big Sister, Framingham YMCA, and the Masons. More than 500 residents attended, and a total of 500 free bike helmets were distributed at the fair in Framingham and one held in Natick (see Family Health and Safety Fair).

Family Health and Safety Fair

MWMC sponsored a Family Health and Safety Fair at Leonard Morse Hospital in Natick, in collaboration with community groups such as the Natick Police and Fire Departments, Massachusetts Medical Society, and Morse Institute Library. The program featured free screenings for blood pressure, body fat, osteoporosis, diabetes and cholesterol. Free bike helmets were also made available to children. More than 500 residents attended, and a total of 500 free bike helmets were distributed at the fair in Natick and one held in Framingham (see Children’s Health and Safety Fair).

Women’s Health

Women’s educational programs were held throughout the year, including breast cancer outreach programs and a baby fair – a half-day event covering pregnancy and childbirth, prenatal care, high-risk pregnancy, and infertility. The hospital also offers breastfeeding, childcare and childbirth classes.

Child Birth Education

Classes were held on a regular basis to help prepare families for the arrival of a new baby brother or sister. The program included interactive feeding and diapering demonstrations, and a tour of the nursery.

Athletic Training Programs

Athletic Training services were provided to the community to help students prevent sports injuries. In collaboration with the Massachusetts Interscholastic Athletic Association, MWMC placed athletic trainers at local high schools in Bellingham, Framingham, Holliston, Millis, Medway and Natick, and at Marian High School in Framingham.

Explorer Post

The medical center has established an Explorer Post with 30 students from local high schools. The post meets twice monthly and introduces high school student to careers in healthcare.

► ***Cultural Diversity***

Health Screenings

In collaboration with the Greater Framingham Community Church, the medical center provided staff for various health screenings. In addition to screenings, staff members provided educational information.

Racial and Ethnic Health Disparities

Staff participates on the MetroWest Health Care Foundation Racial and Ethnic Health Disparities Committee. In the past year the medical center has hosted and participated in two community programs on racial and ethnic health disparities.

Interpreter Services

To better accommodate non-English speaking patients, MWMC has a comprehensive interpreter services program. The interpreter hotline (508/383-8725) facilitates interpreting needs such as making appointments and answering questions. On-site interpreters are readily available for Spanish- and Portuguese-speaking patients. The medical center staffs seven full-time employees who handle interpreting services Monday through Friday, from 7:30 a.m. to 9:00 p.m. These professional interpreters speak Spanish and Portuguese, and are members of the Massachusetts Interpreters Association. The on-site interpreters are responsible for providing both inpatient and outpatient interpreter services in all languages to all departments. During off-hours, each department has access to trained interpreters via a beeper call-in system and the hospital has added video conferencing capabilities to its array of interpreter services. The hospital purchased 17 video interpreting units to supplement and enhance patient access to various languages and sign language interpreting services.

The medical center also employs well-trained per diem interpreters, provides interpreter training, and employs bilingual clinical staff in various department. Combined, the medical center has access to numerous interpreters who are fluent in a variety of languages.

Financial Counseling

To ensure that patients continue to have access to free care, MWMC inpatient areas, outpatient clinics, and Emergency Departments in Natick and Framingham have full-time bilingual counselors to explain free care benefits and assist with filling out application forms.

► ***Ambassadorship Program***

Through MWMC's Ambassadorship program, management-level employees served on community boards such as the Chamber of Commerce, Framingham Rotary, Framingham Coalition, Natick Business Association, and MetroWest Legal Services, Framingham Council on

Aging, Mass Bay Community College, Framingham Teen Pregnancy Prevention Task Force, Boys & Girls Club of MetroWest. The program was originally implemented in FY 2002.

► ***Underserved Population***

Federally-Funded Clinic

MWMC worked with local community organizations to apply for a grant to establish a federally-funded community health center. The grant was awarded in December 2003. MWMC provides back-up services for the center on an ongoing basis, including laboratory, radiology, and OB/Gyn services.

MetroWest Free Medical Clinic

MWMC provides back-up services for two local free medical clinics. The hospital provides back up which includes laboratory, radiology and other hospital services for patients of the MetroWest Free Medical Clinic which is held weekly at a church in Framingham and a temple in Sudbury.

Outpatient Clinics

MetroWest Medical Center operates a variety of outpatient clinics at Framingham Union Hospital. The clinics provide services to an underserved population. Clinic staff is bilingual in both Spanish and Portuguese.

Services include:

- OB/Gyn
- Internal Medicine
- Pediatrics
- Podiatry
- Multiple Sclerosis
- Nutrition
- Hepatitis C
- Endocrinology
- Rheumatology
- Wound
- Travel
- Sexually Transmitted Diseases
- Infectious Disease
- Urology
- Diabetes
- Interpreters

► ***Screenings, Education***

Screenings, Lectures, and Speakers Bureau

In response to a number of identified risk factors for the population, a variety of free lectures and screenings are offered to inform the public about current trends and practices in

healthcare, emphasizing wellness and preventative medicine to help people participate more actively in their own healthcare. A speaker's bureau is also available to groups and organizations.

Screenings include:

- Blood Sugar/Diabetes
- Cholesterol
- Blood Pressure
- Osteoporosis
- Skin Cancer
- Colorectal Cancer
- Prostate Cancer
- Body Fat Assessment

Lecture/class topics include:

- Heart Health
- Stroke
- Pregnancy and Childbirth
- Osteoporosis
- Breast Health
- Cancers
- Diabetes
- Orthopedic Care
- Sports Injury Prevention
- Arthritis

► *Disease Management*

MWMC provides a number of ongoing specialized programs focused on disease management, including:

- Heart disease/stroke education and treatment via a Lipid Clinic developed and overseen by William Castelli, MD
- Defibrillator information sessions/support group
- CPAP information sessions/support group
- On-staff diabetes educator and support group
- Hepatitis C support group
- Cancer screenings, lectures and support groups.
- Asthma
- Bariatric
- Multiple Sclerosis Clinic and Support Group
- Celiac Disease education

Cardio Pulmonary Resuscitation Training (CPR)

Community CPR classes are offered on a regular basis in either certification or re-certification modules for community residents and healthcare providers. MetroWest Medical Center is also

working with the American Heart Association on a grant to provide “CPR Anytime” trainings and free mannequins to populations who are unable to afford CPR classes.

Support Groups

MWMC support groups include:

- Bereavement
- Breast Cancer
- Breastfeeding
- Celiac Disease
- CPAP
- Diabetes
- Living with a Defibrillator
- Mild Brain Injury
- Multiple Sclerosis
- Osteoporosis
- Ostomy
- Prostate Cancer

► ***In-Kind Services***

MWMC in-kind services include free space for support groups and community agencies, educational programs and health screenings, and administrative staff participation on the boards of local organizations such as Framingham Coalition; Framingham Violence Prevention Task Force; Mary Ann Morse Health Care; Jewish Family Services; Framingham Rotary Club; Mass Bay Community College; MetroWest Chamber of Commerce; and MetroWest Community HealthCare Foundation/Health Disparities Committee.

MWMC assists community-based agencies that are also working proactively to provide health-oriented programming and community outreach. In addition to major programs and initiatives detailed above, the medical center provided financial or in-kind support to:

- Advocates, Inc.
- Alliance for Multicultural Integration
- American Cancer Society – South Middlesex Unit
- American Heart Association
- Arthritis Foundation
- Boys & Girls Club of MetroWest
- Community Connections
- Explorer Post 115
- Framingham Board of Health
- Framingham Callahan Senior Center
- Framingham Coalition
- Edward M. Kennedy Community Health Center
- Framingham Education Foundation
- Framingham ESL (English as a Second Language)
- Framingham Fire Department

- Framingham Police Department
- Framingham Public Schools
- Framingham Violence Prevention Roundtable
- Friends of Framingham Recreation
- Greater Framingham Community Church
- Jewish Family Services of MetroWest
- Massachusetts Department of Public Health – CHNA 7
- MetroWest AIDS Consortium
- MetroWest Alliance for Workforce Diversity
- MetroWest Chamber of Commerce
- MetroWest Chapter NAACP
- MetroWest Community Health Care Coalition
- MetroWest Leadership Academy
- MetroWest Legal Services
- MetroWest YMCA
- MS Society
- Muscular Dystrophy Association of Massachusetts
- NAMI (National Alliance for the Mentally Ill)
- Natick Board of Health
- Natick Council on Aging
- Natick Education Foundation
- Natick Fire Department
- Natick Fit Girls
- Natick Police Department
- Natick Public Schools
- Natick Rotary Club
- MetroWest Legal Services Inc.
- South Middlesex Opportunity Council
- Teen Pregnancy Coalition
- United Way of Tri County
- Wayside Youth & Family Support
- William Rizzo Community Foundation
- 495/MetroWest Corridor Partnership

► *Sustainability Initiatives*

MetroWest Medical Center is committed to the health of patients, employees, the community and the global environment. We recognize the link between environmental choices and health and the importance of establishing sustainable environmentally friendly practices at our hospitals.

Waste Reduction

- Recycling (paper, cardboard, plastics, glass, metal, electronics, batteries, fluorescent light bulbs, printer cartridges, cooking oil)
- Single Use Device (SUD) Reprocessing

- Composting of food waste
- Reusable sharps containers
- Red bag waste minimization program
- Pharmaceutical waste program (hazardous pharmaceuticals collected)
- Reusable rigid surgical containers
- Blue wrap reduction and reuse
- Fluid Management System in OR

Paper Reduction Challenge – GOAL: 25 percent reduction in paper purchasing over year

- Default duplex printing
- Paperless meetings
- Elimination of automatically printed daily reports (in process)
- Departmental paper reduction challenge
- Elimination of table top printers and establishment of printing pods (90 printers removed to date)
- 2011 Savings
 - Paper: \$22K (16% savings)
 - Toner cartridge: \$47K (42% savings)

Food

- Signed Healthcare Without Harm's *Healthy Food in Healthcare Pledge* – a pledge to work to provide fresh, local sustainable food for patients
- Participating in Healthcare Without Harm's *Balanced Menu Challenge* – committing to a 20% reduction in meat and poultry purchases over 12 months and to serving the healthiest, most sustainably produced meat available
- **Trim Trax** Program designed to track, measure and reduce food waste
- Seasonal farm stands in cafeterias
- Purchase organic, free trade coffee
- Reusable food and beverage container program
- Elimination of some Styrofoam products
- On site herb and vegetable garden at LMH
- Healthy Beverage Campaign launched Fall 2011 with educational campaign about sugar sweetened beverages (Stoplight Program)
- Partnership with Silverwood Organic Farm for employee and patient CSA program
- Natick Winter Farmer's Market held at Leonard Morse Campus weekly from January – April
- *Giving Healthy Living The Green Light* community educational lecture series held talks in Spring 2012

Policies

- Environmental Policy
- Environmental Preferential Purchasing Policy
- Mercury Elimination Policy

- Universal Waste Policy
- Single Use Device Reprocessing Policy (written and pending approval)

Environmental Services

- Green Cleaning: use microfiber mop system and Green Seal certified cleaning products
- Integrated Pest Management Program

Energy

- Hospital Wide “Turn it Off” campaign
- Energy Star Partners and utilize *Energy Star’s Portfolio Manager* Program to benchmark building energy performance, assess energy and water management goals over time, and identify opportunities for savings
- Lighting upgrades
- Energy Tip Hotline established for employees to suggest energy saving tips

Greening the Operating Room -- looking at interventions in the OR that reduce environmental impact, reduce cost, increase efficiency and improve worker and patient safety

- CEO signed Greening the OR Commitment form
- GOR sub-committee formed
- Working on following initiatives:
 - Regulated medical waste reduction
 - Single Use Device (SUD) reprocessing
 - Fluid management system
 - Waste anesthetic gas capture (presentation held, implementation deferred)
 - OR kit reformulation
 - OR Recycling

Mercury -- MWMC has virtually eliminated or has plan to replace all mercury containing clinical and facility devices, lab reagents and pharmaceuticals

- Multiple community and employee mercury thermometer exchanges have been held

Community Medication Take-Back Events

- May 2012
- 150 pounds of medication collected
- 90 participants
- Average 16 medications/participant

Styrofoam Collection: held at Health For Life Fair on November 19, 2011

Other Initiatives/Events

- Green Champion and Green Certified Department Program
- Earth Day Blue Wrap Design Competition and Fashion Show (a collaboration with Framingham State University Fashion Design and Retailing Program); April 27, 2012
- Nursing Environmental Grand Rounds with Dr. Barbara Sattler; May 8, 2012
- Application of lean principles to advance sustainability initiatives

Environmental Excellence Awards (presented by Practice Greenhealth at annual CleanMed Conference)

- 2009 Partner Recognition Award MWMC
- 2010 Partner for Change Award LMH and FUH
- 2010 Making Medicine Mercury Free Award LMH and FUH
- 2011 Partner for Change With Distinction Award LMH and FUH
- Health Care Without Harm 3rd Place Clinical Engagement Award presented to Amy Collins at FoodMed Conference in Seattle, WA October 2011
- 2012 Environmental Leadership Circle Award MetroWest Medical Center

Presentations

- Massachusetts Hospital Association Hospitals Going Green: Part 2. April 28, 2011; Waltham, MA *MetroWest Medical Center Cost Savings and Quality Gains Around Sustainability: Win Win Strategies*; Amy Collins MD and Adelaida Gibson
- CleanMed 2011; April 7, 2011; Phoenix, AZ; *Using a Lean Approach to Advance Sustainability in Healthcare*; Timothy P. Jones
- Practice Greenhealth Green Operations Webinar Series: *Improving Processes, Increasing Efficiency and Reducing Waste: the LEAN Model Applied in Healthcare*; September 21, 2011; Tracy Abatsis R.N.
- Food Med 2011; October 18, 2011; Seattle Washington; *Menu of Options: How a Large Food Service Company Can Collaborate to Make Change*; Amanda McLoughlin, Adelaida Gibson, Lynn Larsen
- Food Med 2011; October 19, 2011; Seattle Washington; *Food, Health and The Environment: The Role of the Clinician*; Amy Collins MD
- Practice Greenhealth Greening the OR Webinar Series; *Reusable Hard Cases for Surgery*; February 9, 2012; Sara Lourie
- CleanMed 2012; May 2012; Denver, CO; *Driving Improvements in Healthcare Sustainability – Bringing Lean from the Operating Room to the Boardroom*; Amy Collins M.D. and Timothy P. Jones

Publications

- Greenhealth Magazine; June/July 2011; MetroWest Medical Center Hosts Medication Take Back Event

- Practice Greenhealth Greening the OR Case Study; *MetroWest Medical Center: Rigid Sterilization Containers for Surgical Instrumentation*
- *The Case for Closed Containers Over Blue Wrap*. Cook D.; *Outpatient Surgery Magazine*; 2012; 13(1)
- *The Visual Workplace in Healthcare*; Pat Maguire and Tracy Abatsis; presented at CleanMed 2011
- *Description of a Regional Medication Take Back Event at a Community Hospital*; Steven Baroletti Pharm D, MBA, Amy Collins MD, Fae Wooding PharmD; presented at CleanMed 2011
- *A Partnership Between a Community Hospital and a Local Farm to Provide Organic Produce for Employees and Underserved Patients*; Amy Collins MD, Scott Disch MPH; Jonathan Hodson Walker MBA; presented at FoodMed 2011

Vanguard Initiatives

- Sponsor of Healthier Hospitals Initiative (HHI) <http://www.healthierhospitals.org/>
- Amy Collins MD and Bradley Perkins MD sit on HHI Steering Committee
- System wide initiative to improve Single Use Device (SUD) reprocessing
- Healthy food and beverage initiative including elimination of sale of sugar sweetened beverages (SSB)

VI. Expenditures

Community Benefit's Program Expenditures:

Direct Expenses	\$ 42,069
Associated Expenses (Mass. tax and real estate tax)	\$2,909,371
Total Net Charity Care (HSN Assessment)	\$4,393,527
Corporate Sponsorships	\$56,493
Total Expenditures	\$7,401,459
Total Patient-Care Related Expenses	\$250,261,637

VII. Next Reporting Year

Project expenditures for the next reporting year will be determined at the annual meeting of the Community Benefits Task Force. Goals and initiatives will be based on assessment data, as well as feedback from participating community agencies. Based on the success on previous years' program, we expect a growing number of attendees at future events.

VIII. Contact Information

Beth Donnelly
Director of Community Relations/Community Benefits Manager
MetroWest Medical Center
115 Lincoln Street
Framingham, MA 01702
(508) 383-1096
E-mail: beth.donnelly@mwmc.com