

Shriners Hospitals for Children, Springfield - FY2013

Community Benefits Mission Statement

Since its establishment in 1922, the foundation of Shriners Hospitals for Children has been built upon charitable work. The overall mission of the Shriners Hospitals is to provide the best care to children who need it without regard for ability of a patient or family to pay.

The mission of Shriners Hospitals for Children is to:

- Provide the highest quality care to children with neuromusculoskeletal conditions, burn injuries and other special healthcare needs within a compassionate, family-centered and collaborative care environment.
- Provide for the education of physicians and other healthcare professionals.
- Conduct research to discover new knowledge that improves the quality of care and quality of life of children and families.

This mission is carried out without regard to race, color, creed, sex or sect, disability, national origin, or ability of a patient or family to pay.

In fulfillment of this mission, Shriners Hospitals for Children - Springfield will work with community partners and affiliated providers to support the principles of Massachusetts health care reform, including to: improve the management of chronic conditions, reduce disparities in the provision of care, promote wellness in vulnerable populations, and provide access to vital specialty care services for children with special health care needs.

Target Populations

Name of Target Population	Basis for Selection
Children and adolescents (birth to 21 years)	Organizational Mission Statement
Children with special health care needs	Organizational Mission Statement; Community Needs Assessment
Uninsured or underinsured children	Organizational Mission Statement ; Community Needs Assessment

Publication of Target Populations

Marketing Collateral, Annual Report, Website

Hospital/HMO Web Page Publicizing Target Pop.

<http://www.springfieldshrinersblog.com/>

Key Accomplishments of Reporting Year

In fulfillment of our mission, Shriners Hospitals for Children – Springfield has a long history of providing the highest level of specialty care for children with orthopaedic, cleft lip and palate and rheumatologic conditions without regard for the ability of the family to pay. In 2012, and continued through 2013, we began a national advertising and branding campaign entitled “Love to the Rescue” which highlights community access to our programs and the high level of care provided. Through outreach programs throughout the year both within the state of Massachusetts and beyond its borders, this care is brought to areas with little or no access to specialty pediatric orthopaedic care. Through our affiliation with the Shriners International Fraternity, patients may obtain medical transportation for those who would otherwise not be able to access health care. The hospital offers the only board certified pediatric orthopaedic surgeons and multidisciplinary clinic for the treatment of infants born with cleft lip and/or cleft palate in Western Massachusetts.

In terms of community relations, Springfield Shriners Hospital was involved with many area nonprofits and schools in multiple projects and services throughout 2012-2013. Highlights include a Radiothon and a Walkathon among many other projects. Annually in September, we sponsored a Walkathon where local residents were invited to a 3 mile walk, fun and health fair, and picnic to raise awareness and bring the community closer to our hospital. In October 2012 and 2013, the greater Springfield community was brought together for two days through the efforts of local radio station personalities to tell the stories of many of our patients. We had two successful years in fundraising and actively shared information with residents of the greater Springfield area. The Springfield Shriners Hospital provides space for many community programs to meet, and offers educational programs on an annual basis for local physical therapists, nurse practitioners, physicians assistants and other medical

professionals.

Plans for Next Reporting Year

During 2014, Springfield Shriners Hospital will continue with its ongoing mission related to patient care, education and research, as well as new efforts identified through the formal community needs assessment process and a new strategic plan adopted for 2014. This will include a focus on serving greater numbers from targeted population through growing ambulatory surgical and clinic programming that includes component community education and community outreach. It is important to not overlook the substantial contribution that the hospital makes to the community through our many educational programs and our support of community events. We will continue to monitor these programs for their need and effectiveness in the community and, working with our community partners, assess for gaps that need to be filled in our community.

Community Benefits Process

Select Community Benefits Process

Community Benefits Leadership/Team

Richard Fulkerson , Fiscal Services Director

Susan Tapases, RN, BSN Public Relations Physician Liaison

George Gorton, MS, CCRP Motion Analysis Laboratory Director

Bernadette White, Public Relations Regional Director

Cindy Kane, RN, BSN, MPA Nursing/Patient Care Services Director & Chief Nursing Officer

Julius Santiago, BS Planning & Business Development Program Manager

Community Benefits Team Meetings

The Community Health Needs Assessment/Benefits Team held weekly telephone conference calls beginning in October 2012 with Julius Santiago, Program Manager for Planning and Business Development of Shriners Hospitals for Children to facilitate a system-wide response to community health needs assessment and benefits planning. The team was supported by and reported to senior leadership within the hospital as well as the hospital's Board of Governors. The team met monthly with the charge of assessing the match between identified needs of the community served by Springfield Shriners Hospital and the services and programs offered. The team was actively involved in gathering and reviewing primary and secondary data to identify community health care needs in target populations within the service area that fall within the scope of the hospital's clinical and charitable mission. Through interaction with regional health care providers, parent groups, state and community leaders, and organizational leadership, the team recommended strategies for efficiently utilizing available resources to meet identified community needs and develop programs to enhance the health status and quality of life of children within our community. Since Summer 2013 the work of the initial team has transitioned to a Hospital Growth Committee who assess the hospitals' community benefit plans, community health needs assessments and annual data collection, and state and federal reporting of community benefits in conjunction with ongoing efforts to enhance and improve Hospital reach and services to the community and targeted populations.

Community Partners

Shriners Hospitals for Children - Springfield has positive working relationships with many organizations, groups, and businesses in the Greater Springfield area to address our mission at it relates to clinical care, research and education.

Some of the Community Partnerships (existing and new) for FY 2013 are:

- AL-ANON
- Albany Medical College

- American Career Institute
- American International College
- Bay Path College
- Baycare Health Partners, Inc
- Baystate Franklin Medical Center
- Baystate Medical Center
- Baystate Medical Center Blood Donor Program
- Behavioral Health Network
- Berkshire Orthopaedic Associates
- Boston University School of Medicine
- Branford Hall Career Institute
- Capital Community College
- CareerPoint One Stop Career Center
- Center for Human Development
- Centrus Home Care
- Clutters Anonymous
- College of Our Lady of the Elms
- Cooley Dickinson Hospital
- Department of Early Education and Care
- Dominican College
- Early Childhood Development
- Franklin Hampshire Career Center
- Franklin Hampshire Regional Employment Board
- FutureWorks One Stop Career Center
- Genesis Healthcare/Heritage Hall
- Greater Springfield Community Health Network
- Greenfield Community College
- Hampden County School System
- Holyoke Community College
- Holyoke Medical Center
- Husson College
- Irene E. and George A. Davis Foundation
- Kindred Hospital Park View
- Lincoln Technical Institute
- Loving Care Home Care
- Lutheran Medical Center
- Massachusetts General Hospital Institute of Health Professions
- Massachusetts Senior Care Association
- Maternal/Child Health Commission
- MCPHS
- Mercy Medical Center
- Noble Hospital
- Northeastern University
- Parent Advisory Council
- Pioneer Valley Area Health Education Center
- Porter & Chester Institute
- Preschool Enrichment Team
- PSA home care
- Quinnipiac College
- Regional Employment Board of Hampden County, Inc
- Shriners International Fraternity
- Simmons College
- Sisters of Providence Health System
- Springfield College
- Springfield Department of Health and Human Services
- Springfield Department of Public Health
- Springfield Public Schools

- Springfield Technical Community College
- St. Joseph College
- Stonehill College
- Take Off Pounds Sensibly (TOPS)
- Thom EI
- Tufts University
- University of Connecticut
- University of Hartford
- University of Massachusetts- Amherst
- University of Massachusetts Medical School
- University of Massachusetts-Lowell
- University of New Hampshire
- Visionary Club
- Western Massachusetts Medical Home Group
- Western New England University
- Westfield State College
- Wing Memorial Hospital
- Worcester State College
- Yale University

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

In 2013, Springfield Shriners Hospital completed a community health needs assessment in collaboration with strong internal support and broad external representation from community representatives, groups, and local leaders. The planning and community needs assessment process was based on "A Planned Approach to Community Health," which matches the six-step model outlined by the Association for Community Health Improvement. Particular emphasis was placed on community engagement in this process in accordance with the most recent version of the AG's Community Benefit guidelines. Data and information have been gathered and reviewed. The final needs assessment data and proposed hospital implementation strategies were presented to and approved by Shriners Hospitals for Children senior leadership and Board of Governors in the Summer of 2013.

Sources of Information

The FY 2013 community needs assessment process gathered information from a variety of sources, including:

1. The 2010 U.S. Census;
2. Massachusetts Department of Public Health Community Health Information Profile (MassCHIP) and Regional Health Status Indicators Report;
3. County Health Rankings and Roadmaps, a collaboration of the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute;
4. Morbidity data from internal Shriners Hospitals for Children, Springfield hospital discharge data and statewide data sources;
5. Healthy People 2020 indicators collected by the Massachusetts Department of Public Health and the Centers for Disease Control and Prevention;
6. Internal and external respondents in the health care, human service and public health field and as well as community residents participated in interviews, surveys and focus groups.

Consultants/Other Organizations

Not Specified

Data Sources

Community Focus Groups, Hospital, Interviews, MassCHIP, Public Health Personnel, Surveys

Select Community Benefits Programs

Financial Assistance Counseling

Brief Description or Objective

Shriners Hospitals for Children's network of 22 hospitals was founded on the principle of providing quality health care regardless of a family's ability to pay. SHC-Springfield, MA provides financial counseling services to families who have concerns about affording care and/or are burdened with medical debt. Shriners Hospitals-Springfield has within its community a large proportion of disadvantaged families and a large population of children with special health care needs likely to incur medical debt.

Program Type

Outreach to Underserved

Target Population

- **Regions Served:** Hampden
- **Health Indicator:** Access to Health Care
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Reducing Health Disparity, Supporting Healthcare Reform

Goal Description

- Provide financial assistance counseling for disadvantaged families
- Provide access to Shrine Assist and Charity funding for medical care

Goal Status

Partners

Partner Name, Description

Partner Web Address

Shriners Hospitals for Children <http://www.shrinershospitalsforchildren.org/>

Shriners International <http://www.shrinersinternational.org/>

Contact Information

Shriners Hospitals for Children - Springfield Scheduling Department 413.735.1234 or 800.322.5905.,

Detailed Description

Not Specified

Scoliosis Screening Program

Brief Description or Objective

Shriners Hospitals for Children-Springfield, MA provides nursing staff organized by the hospital on hospital time to schools within Hampden County to perform spine screening for the purpose of ruling out scoliosis as well as provide education to adolescents, care providers and school nurses. We do 2 scoliosis screening at St. Michael's Academy in Spfld, 1 screening at Cathedral High School and 1 screening at Holyoke Catholic. Each screening is approximately 4 hours.

Program Type

Direct Services, Health Screening, School/Health Center Partnership

Target Population

- **Regions Served:** County-Hampden
- **Health Indicator:** Access to Health Care
- **Sex:** All
- **Age Group:** Child-Preteen, Child-Teen
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description

- 1) Improve access to care in

Goal Status

the early detection of soliosis, avoiding unnecessary cost/risk of surgery.

2) Educate adolescents and care providers about scoliosis.

Partners

Partner Name, Description	Partner Web Address
Springfield Public School System	http://www.sps.springfield.ma.us/

Contact Information	Tina Castro, R.N. Shriners Hospitals for Children 516 Carew Street Springfield, MA 01104, tcastro@shrinenet.org
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Detailed Description	Not Specified
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The Coalition of Western Massachusetts Hospitals

Brief Description or Objective	The Coalition of Western MA Hospitals is a partnership between Shriners Hospitals for Children-Springfield, MA and six non-profit hospitals in Western Massachusetts: Baystate Medical Center (a member of Sisters of Providence Health System), Baystate Franklin Medical Center, Holyoke Medical Center, Mercy Medical Center and Wing Memorial Hospital (a member of UMass Memorial Health Care).
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Program Type	Community Benefits Planning Process, Community Health Needs Assessment, Healthy Communities Partnership
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Target Population	<ul style="list-style-type: none"> • Regions Served: County-Hampden, County-Hampshire • Health Indicator: Access to Health Care • Sex: All • Age Group: All • Ethnic Group: All • Language: All
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Goals	Statewide Priority: Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform
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Goal Description	Goal Status
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To bring hospitals within Western Mass together to share resources and work in partnership to identify and address the health needs of the communities.

Partners

Partner Name, Description	Partner Web Address
Baystate Medical Center	http://baystatehealth.com/Baystate/bmc
Baystate Franklin Medical Center	http://www.baystatehealth.com/Baystate/fmc/
Holyoke Medical Center	http://www.holyokehealth.com/
Mercy Medical Center	http://www.mercycares.com/pages.asp?id=151
Wing Memorial Hospital	http://www.umassmemorial.org/wing-memorial-hospital

Contact Information	Annamarie Golden, annamarie.golden@baystatehealth.org
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Detailed Description	Not Specified
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Healthcare Workforce Partnership of Western Massachusetts

Brief Description or Objective	The Healthcare Workforce Partnership of Western Massachusetts is a partnership among employers, workforce development leaders, training and education providers dedicated to strengthening the region's healthcare workforce and enhancing the quality of patient care.
Program Type	Health Professional/Staff Training, Physician/Provider Diversity, School/Health Center Partnership
Target Population	<ul style="list-style-type: none"> • Regions Served: Other-Western MA • Health Indicator: Access to Health Care • Sex: All • Age Group: All • Ethnic Group: All • Language: All

Goals

Statewide Priority: Supporting Healthcare Reform

Goal Description	Goal Status
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Sustain/retain the existing nursing workforce while increasing the supply and diversity of nurses.

Expand access to and capacity of nursing education programs.

Partners

Partner Name, Description	Partner Web Address
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American International College

Elms College

Holyoke Community College

Greenfield Community College

Springfield Technical
Community College

Springfield College

University of Massachusetts-
Amherst

Westfield State University

Baystate Health

Baycare Health Partners, Inc

Cooley Dickinson Hospital

Genesis Healthcare/Heritage
Hall

Holyoke Health Center

Holyoke Medical Center

Kindred Hospital Park View

Noble Hospital

Massachusetts Senior Care
Association

Sisters of Providence Health
System

Regional Employment Board of
Hampden County, Inc

Franklin Hampshire Regional
Employment Board

FutureWorks One Stop Career

Center
 CareerPoint One Stop Career
 Center
 Franklin Hampshire Career
 Center
 Springfield Department of
 Health and Human Services
 Pioneer Valley Area Health
 Education Center
 Irene E. and George A. Davis
 Foundation

Contact Information , http://www.rebhc.org/uploadedfiles/healthcarepartnership_finalfinal.pdf

Detailed Description Not Specified

Western Massachusetts Medical Home Work Group

Brief Description or Objective The Medical Home Work Group meeting is designed to bring together individuals, organizations and systems to support children with special health care needs in Western Massachusetts.

Program Type Community Participation/Capacity Building Initiative

Target Population

- **Regions Served:** Other -Western MA
- **Health Indicator:** Access to Health Care
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description **Goal Status**

Improve quality, access, care coordination and early intervention for children with special health care needs.

Partners

Partner Name, Description **Partner Web Address**

Springfield Department of
 Public Health
 Baystate Medical Center
 Centrus Home Care
 Loving Care Home Care
 Mercy Hospital
 Center for Human
 Development
 Thom EI
 PSA home care
 Behavioral Health Network

Contact Information <http://sncwma.wordpress.com>,

Detailed Description Not Specified

Support for Community Programs

Brief Description or Objective Shriners Hospitals for Children-Springfield, MA supports, facilitates and participates in on-site meetings of community oriented programs. In 2012 and 2013 we offered space in our facility free of charge to 22 outside groups.

Program Type Healthy Communities Partnership, Support Group

Target Population

- **Regions Served:** Other-Western MA
- **Health Indicator:** Access to Health Care, Overweight and Obesity, Physical Activity, Substance Abuse
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description

Support Community Program Development.

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

AL-ANON

Baystate Blood Donor Center

Clutters Anonymous

Department of Early Education and Care

Early Childhood Development

Greater Springfield Community Health Network

Maternal/Child Health Commission

Parent Advisory Council

Preschool Enrichment Team

Springfield Public Schools

Take Off Pounds Sensibly (TOPS)

Visionary Club

Western Massachusetts Medical Home Group

Contact Information

Eileen Watson Shriners Hospitals for Children 516 Carew Street Springfield, MA 01104 413-787-2000, ebwatson@shrinenet.org

Detailed Description

Not Specified

Health Professions Education**Brief Description or Objective**

Shriners Hospitals for Children-Springfield contracts with institutions of higher learning to train a variety of health care providers across disciplines. Educational programs are offered throughout the year for the benefit of orthopaedic surgeons; primary care physicians; midlevel providers; physical and occupational therapists; and school nurses. Educational materials promoting prevention and early detection of orthopaedic conditions are distributed to primary care providers and school nurses throughout Hampden County.

Program Type

Community Education

Target Population

- **Regions Served:** All Massachusetts
- **Health Indicator:** Access to Health Care, Other: Education/Learning Issues
- **Sex:** All
- **Age Group:** All Children
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Reducing Health Disparity

Goal Description**Goal Status**

Provide ongoing education and training for providers and allied health personnel related to pertinent topics in identifying and managing the care of children with special health care needs.

Partners

Partner Name, Description Partner Web Address

Albany Medical College
 American Career Institute
 American International College
 Bay Path College
 Boston University School of Medicine
 Branford Hall Career Institute
 Dominican College
 Greenfield Community College
 Holyoke Community College
 Husson College
 Lincoln Technical Institute
 Lutheran Medical Center
 Massachusetts General Hospital Institute of Health Professions
 MCPHS
 Northeastern University
 College of Our Lady of the Elms
 Porter & Chester Institute
 Quinnipiac College
 St. Joseph College
 Simmons College
 Springfield College
 Springfield Technical Community College
 Stonehill College
 Tufts University
 University of Connecticut
 University of Hartford
 University of Massachusetts-Lowell
 University of Massachusetts Medical School
 University of New Hampshire
 Western New England University
 Worcester State College
 Yale University

Contact Information

Michelle Salva, R.N. 413.787.2036 Susan Tapases, R.N. 413.787.2047 , msalva@shrinenet.org; stapeses@shrinenet.org

Detailed Description

Not Specified

Berkshire County Outreach Clinic

Brief Description or Objective	In response to an identified need for pediatric-trained orthopaedic specialists in Berkshire County, Shriners Hospitals for Children-Springfield conducts quarterly clinics at the Berkshire Orthopaedic Associates location on Park Street in Pittsfield, MA.
Program Type	Direct Services,Health Screening,Outreach to Underserved
Target Population	<ul style="list-style-type: none"> • Regions Served: Other-Western MA • Health Indicator: Access to Health Care • Sex: All • Age Group: All Children • Ethnic Group: All • Language: All

Goals

Statewide Priority: Reducing Health Disparity

Goal Description	Goal Status
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Provide specialized pediatric orthopedic screening and follow-up services in local communities with no access.

Partners

Partner Name, Description	Partner Web Address
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Not Specified

Contact Information	Shriners Hospitals for Children - Springfield Scheduling Department 413.735.1234 or 800.322.5905,
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Detailed Description	Not Specified
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Consumer Education

Brief Description or Objective	An on-site consumer health library is available for families, providing use of a computer database and medical reference materials. Prenatal consultations with a physician are offered to those parents expecting a baby with a congenital anomaly such as cl
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Program Type	Support Group
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Target Population	<ul style="list-style-type: none"> • Regions Served: County-Hampden, County-Hampshire • Health Indicator: Not Specified • Sex: All • Age Group: All Children • Ethnic Group: All • Language: All
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Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description	Goal Status
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Provide consumer education related to specialty care for children with orthopaedic and rheumatologic conditions.

Partners

Partner Name, Description	Partner Web Address
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Not Specified

Contact Information	Not Specified
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Detailed Description	Not Specified
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Baystate Medical Center Bloodmobile

Brief Description or Objective	Shriners Hospitals for Children-Springfield, MA hosts a quarterly blood drive on premises each year.
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Program Type	School/Health Center Partnership
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Target Population	<ul style="list-style-type: none"> • Regions Served: County-Hampden • Health Indicator: Not Specified • Sex: All • Age Group: All • Ethnic Group: All • Language: All
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Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
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Support local community blood bank through sponsorship of quarterly employee/visitor blood donor program.

Partners

Partner Name, Description	Partner Web Address
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Baystate Medical Center Blood Donor Program

Contact Information	Suzanne Stockley 413.322.4044, suzanne.stockley@baystatehealth.org
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Detailed Description	Not Specified
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Western Massachusetts Cleft Lip & Palate Program

Brief Description or Objective	Listed by the American Cleft Palate-Craniofacial Association, this community-based multidisciplinary program provides the wide array of services necessary for care of children with cleft lips, cleft palate or both from birth to age 21 with regard to craniofacial surgical management as well as speech/language, hearing, nutrition, dental, orthodontic, genetics, nursing, otolaryngology, psychology, and social needs. We saw 79 patients with CLP from Hampden County in 2013, representing an estimated 43% of the population of Hampden county
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Program Type	Direct Services
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Target Population	<ul style="list-style-type: none"> • Regions Served: Other-Western MA • Health Indicator: Access to Health Care • Sex: All • Age Group: All Children • Ethnic Group: All • Language: All
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Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Reducing Health Disparity

Goal Description	Goal Status
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Provide comprehensive multidisciplinary care for 90% of all newborns with cleft lip and/or palate defects in Western Mass by January 2015.

Partners

Partner Name, Description	Partner Web Address
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Not Specified

Contact Information	Shriners Hospitals for Children - Springfield Scheduling Department 413.735.1234 or 800.322.5905,
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Detailed Description Not Specified

Expenditures

Program Type	Estimated Total Expenditures for FY2013	Approved Program Budget for 2013
Community Benefits Programs	Direct Expenses \$8,252 Associated Expenses \$0 Determination of Need Expenditures \$0 Employee Volunteerism \$0 Other Leveraged Resources \$173,716	\$173,740 *Excluding expenditures that cannot be projected at the time of the report.
Net Charity Care	HSN Assessment \$5,383,243 HSN Denied Claims Not Specified Free/Discount Care Not Specified Total Net Charity Care \$5,383,243	
Corporate Sponsorships	Not Specified	
	Total Expenditures \$5,565,211	
Total Patient Care-Related Expenses for FY2013		\$00
Comments: None		

Optional Information

Expenditures	Amount
Community Service Programs	Direct Expenses Not Specified Associated Expenses Not Specified Determination of Need Expenditures Not Specified Employee Volunteerism Not Specified Other Leveraged Resources Not Specified
Total Community Service Programs	Not Specified
Bad Debt:	Not Specified Not Specified
IRS 990:	Not Specified