

FAULKNER HOSPITAL

Introduction

Faulkner Hospital, a nonprofit community teaching hospital, has long recognized its responsibility to not only treat illness, but to help prevent disease and the factors that precipitate disease. Through the numerous health partnerships and initiatives that have developed over the years, the hospital works with neighbors to identify and address important community needs and concerns.

Mission Statement

The Board of Directors, Oversight Committee for Community Health & Benefits, hospital administration, and larger hospital community all are committed to Faulkner's community benefits mission, which is:

- *To evaluate the health status of our service area neighborhoods of West Roxbury, Roslindale, Hyde Park, Jamaica Plain, and Dedham, and respond to identified needs*
- *To pay particular attention to health and wellness concerns affecting children in local schools, the elderly, women, and needy minorities, among others*
- *To provide a wide variety of free health screenings and immunizations, health education programs, and other services relating to important health issues affecting our communities*
- *To seek community participation in and feedback about our community benefits efforts, by involving community members in the hospital's planning and evaluation processes and by keeping the lines of communication open*
- *To engage in meaningful, active collaboration with a broad range of community residents, schools, service organizations, businesses, government agencies, and others to stay abreast of community needs and to pool knowledge and resources in addressing those needs*
- *To periodically review and assess community benefits goals, services, and outcomes to insure that they remain relevant to issues affecting our communities, and to allocate or reallocate community benefits resources, as needed*

Internal Oversight and Management of Community Benefits Program

Management Structure

The Faulkner Hospital Board of Directors adopted its original Community Benefits Mission Statement in January of 1995, which was subsequently revised in late 1995. In mid 1996, members were identified to form a sub-committee of the Board to form the Oversight Committee for Community Health and Benefits. Under the general direction from President and Chief Executive Officer of Faulkner Hospital, David J. Trull, and Chairperson of the Board of Directors, Maryanne Tynan, representatives of the Oversight Committee for Community Health and Benefits insure that Faulkner's extensive community benefits programs are consistent with Faulkner's Community Health and Benefits Mission Statement. The Committee, which is comprised of Board members, senior leadership, a Faulkner physician, community representatives, health care providers, administrators, and Faulkner community health and benefits staff, focuses on needs assessment, program effectiveness, allocation of resources, sustainability, and collaborative relationships with the community at large. The Committee follows the hospital's quality improvement model to help to continually refine and shape the programs and their effectiveness in the community.

On October 1, 1998, Faulkner Hospital and Brigham and Women's Hospital formally announced a historic agreement, under the Partners HealthCare System, that forged an alliance between one of the nation's top rated medical institutions and one of the region's most highly regarded community teaching hospitals. Both Brigham and Women's and Faulkner Hospital have been on the forefront of patient care, as well as community service. This partnership will continue to enable both institutions to grow stronger and deliver the highest quality services to the community.

Sharing Information

Community Health and Benefits is a core function of Faulkner Hospital. Awareness and education of the Community Benefits Mission and programs begins with New Employee Orientation, which is a mandatory training and information program required for all new employees at Faulkner. Employees are encouraged by hospital leadership, as well as by their direct supervisor/manager, to volunteer and participate in various activities to help fulfill the mission of serving the health needs of the communities outside of the hospital walls. Each year, more than 75 physicians and every department in the hospital participates in a community health and benefits program.

Additionally, staff at all levels are informed about community benefits efforts through the weekly hospital newsletter, e-mails, broadcast voicemail messages, information tables during peak employee hours in the cafeteria, fliers mailed to their offices, and posters and fliers posted throughout the hospital.

Community Health Needs Assessment

The Community Benefits Mission Statement sets forth the Board's commitment to serve the evolving health care needs of neighbors through a variety of programs and collaborative initiatives. Among other goals, the Board seeks community participation in and feedback about Faulkner Hospital's community benefits efforts by involving community members in the hospital's needs assessment, planning and evaluation, and reporting process.

Faulkner Hospital is actively engaged in a wide variety of outreach efforts, collaborative partnerships, and other community services and programs, some of which have been in place for many years. These community benefits activities often are created in direct response to community input through vehicles such as our advisory committees, community health networking initiatives, school site council memberships, community service group memberships, and others, as well as in response to health data received through state and local agencies, our own internal hospital data, and other sources pointing to community health issues.

Primarily, it has been Faulkner's extensive collaboration and involvement with the community that has been the catalyst for community benefits programming. The hospital receives information, needs assessments, and feedback for action through ongoing relationships and involvement with several community initiatives, councils, schools, boards, and other groups that represent the communities served. These groups include the Faulkner Hospital Oversight Committee for Community Health and Benefits, American Cancer Society, American Heart Association, Boston Public Schools, Jamaica Plain Health Committee, Jamaica Plain Tree of Life, Jamaica Plain Asthma Environmental Initiative, Jamaica Plain Domestic Violence Provider Committee, Boston Private Industry Council, Roslindale Community Leaders Group, Healthy Roslindale Coalition, Roslindale Provider Group, Hyde Park Board of Trade, Hyde Park Literacy Group, West Roxbury Kiwanis, Dedham Lions Club, Dedham Continuing Conference, and many others.

The foundation for the community benefits services provided to the hospital's service area is established through the above mentioned sources and collaborations. Faulkner has found that in general, the greatest needs revolve around preventative health screenings, made accessible especially to those with no insurance or limited insurance, services for children in our local schools, and services dedicated to the elderly population.

Community Benefits Plan and Community Participation

The Faulkner Hospital Oversight Committee for Community Health and Benefits has a supervisory capacity for reviewing, evaluating, planning, and implementing the hospital's overall community benefits plan. The Committee was established in 1996 and has been meeting on a regular basis. Committee members represent Faulkner's five service area neighborhoods, which coincide with the target neighborhoods of community benefits activities, and a variety of groups and populations. Their input, feedback and insight regarding community needs is sought and valued. The role of the Committee is to insure that the extensive community health and benefits activities that are being undertaken are consistent with Faulkner's Community Health and Benefits Mission Statement, as well as to track and evaluate the effectiveness and relevance of the programs and services. The Committee focuses on the methods used to assess needs, monitors effectiveness, and provides information and input to further improve programs and services. The Committee has adopted the hospital's quality improvement model (Plan, Do, Check, Act) in carrying out its activities.

Whenever appropriate and feasible, the hospital collaborates with other agencies, groups, and institutions to pool resources in carrying out the community benefits plan in regard to specific identified issues. The Committee encourages the identification and development of new collaborative relationships to provide these services.

Short Term Goals

- Offer the principal programs and services in the four areas of community health and benefits: health education, preventative health screening and immunizations, school initiatives, and community outreach and service
- Engage in active collaboration with community residents and other groups to meet the needs of our service area neighborhoods
- Outreach to school partners to assist with student population and staff needs for the current year

Long Term Goals

- Remain connected to a wide variety of community residents and groups to get the most accurate and diverse feedback in regard to perceived needs
- Strengthen and reinforce community relationships with the service area neighborhoods of West Roxbury, Jamaica Plain, Roslindale, Hyde Park, and Dedham
- Evaluate programs and services, with the assistance and feedback of community residents, the Oversight Committee and with supporting data, to ensure relevance and value
- Participate in and obtain community needs assessments and data to evaluate current and potential offerings
- Continue to explore ways for the Oversight Committee to maintain an effective process to review and assess community benefits goals, services, and outcomes
- Serve more than 60,000 residents annually through core programs

The Committee reviews and assesses existing community benefits efforts initiated by the hospital to determine effectiveness. Evaluation is done through review of individual program data such as program participation, relevance to the identified needs of the communities, impact of the program on the communities, and potential long-term impact on the communities' health status. Recommendations are based on the findings of the Committee.

Following the evaluation process, the Committee makes recommendations to the Board of Directors, hospital administrators, and community benefits staff regarding programs that may be newly implemented, maintained, expanded or discontinued, as deemed appropriate. The Committee's recommendations will also be used to help determine the allocation or re-allocation of resources to support community benefits programming.

Progress Report

Major Programs and Initiatives

Faulkner is not only active in serving the health needs of the community, it is an integral part of it. The hospital is committed to working in partnership with its neighbors to improve community health and wellness and to respond to the health needs and concerns of its neighbors. The following are the four major program categories offered through Faulkner's community benefits initiatives, with descriptions and highlights under each of the sections.

Health Education

Preventing disease and injury through education and awareness building is an important component of promoting good health in communities. Faulkner Hospital is committed to educating its neighbors through a variety of programs. The following programs serve more than 11,500 residents annually:

- AIDS Education
- CPR training
- Babysitter training
- Nutrition services
- Diabetes education
- Speakers Bureau Educational Lecture Program
- Stress management
- Smoking cessation
- Patient/Family Resource Center

Stress Management

Faulkner's stress management program is an initiative started based on community feedback. Both courses and lectures are offered on-site, as well as to various community groups. Programs include such subjects as stress and your health, nutrition, workplace stress, family stress and how to cope. Participants are taught techniques for relaxation, breathing skills and alternative therapies.

Faulkner's CPR Program Named "Top Ten Training Sites in New England"

The American Heart Association named Faulkner's CPR program one of the *Top Ten Training Sites in New England*. During the past year, over 6,000 people were trained through the program. The CPR program is in its third decade at Faulkner. CPR is taught to community members twice a month, as well as offered free to schools and various community groups several times throughout the year. Volunteer instructors teach all of the classes. These instructors are dedicated and enthusiastic professionals who donate their time and expertise to this valuable community program.

Preventive Health Screenings

Faulkner's early detection health screening and immunization program was created in response to information received through continual communication and collaboration with community residents, service providers, and advisory groups, as well as through the review of health status indicators. All of the screenings are offered free of charge throughout the community at approximately 30 different locations, more than 75 times annually. Additionally, educational materials and discussion accompany the screening clinics. Faulkner's physicians, nurses, clinical specialists, technicians and health educators all donate their time and expertise to make the screenings possible. Each year more than 13,000 people are served through the following screenings:

Breast Cancer (mammography)	230
Prostate Cancer	65
Cervical Cancer	70
Skin Cancer	150
Colorectal Cancer	370
Cholesterol	4,020
Blood Pressure	2,460
Diabetes	1,100
Vision	100
Scoliosis	220
Depression	25
Alcohol Abuse	20
Influenza/Pneumococcal Vaccine Clinics	4,425
Total	13,255

Mobile Mammography Access Campaign

For six years, Faulkner has provided free mammograms to women who are un-and under-insured through the Mobile Diagnostics Mammography Van. Beginning in the summer of 2001, the Mammography Access Campaign saw a very important change and development in the program. With the commitment and cooperation of the Faulkner-Sagoff Breast Imaging and Diagnostic Centre, the Faulkner Mammography Access Campaign will be given four appointments each week throughout the year for free on-site mammograms for women without insurance. This significant and exciting change will allow several improvements. The most considerable is that women will receive their results on the same day as their appointment, alleviating the anxiety of waiting for results by mail or phone. By bringing the program to the hospital, where there is more extensive diagnostic equipment, Faulkner is now able to accommodate handicapped patients and women who have had breast augmentation or breast surgery. Additionally, this provides an opportunity for women to become better connected to a healthcare system by coming directly to a hospital campus.

Transportation is provided at no cost for those who require it and for those who drive themselves to their appointments, parking will be validated—this all in an effort to reduce barriers and access to care even further. The changes to the program will allow Faulkner to accommodate the growing number of women without access to mammography due to lack of insurance, and to provide this service on a year-round basis, not just one season a year, as in the past.

Faulkner Hospital sponsors the Mammography Access program with the commitment and valuable donation of time and services from a number of individuals, group practices, and organizations. The Faulkner-Sagoff Breast Imaging and Diagnostic Centre reads and interprets the mammography films and coordinates any follow-up that may be necessary for screening participants. The Faulkner Breast Centre, Anaesthesia Associates of Massachusetts, Pathology Associates of Faulkner, and the Faulkner Radiological Associates also make commitments for follow-up procedures. Also, there are countless numbers of employees in administration, registration, billing, coding, and other areas who spend an immeasurable amount of time trying to make the program run smoothly. Faulkner's commitment extends even further by raising money for the program through a hospital sponsored Golf Tournament and the annual Gala Event.

Of the women who have been screened since the inception of the program in 1995, approximately 22 percent have required follow-up care leading to both benign and malignant findings.

Additionally, and reflected in the FY2002 budget, Faulkner has been working in partnership with the American Cancer Society since October 2001 on an expansion of the Mammography Access Project. The targeted audience for the expansion is Roslindale women over the age of 65, and the goal is to make a measurable impact on breast cancer rates in this population through education, awareness, and a reduction of barriers.

Of the 34,618 residents in Roslindale, the second highest proportion, 16 percent, are those aged 65 and older. Of those, approximately 3,500 residents are women over 65. Breast cancer ranked as the leading cause of death among female Boston residents (22.6 deaths per 100,000), with Roslindale having the second highest mortality rate in the city at 31.4. More specifically, women over 65 in Roslindale exhibited a mortality rate of 210.1, far greater than the Boston citywide average of 153.6. The mammography utilization rate for Roslindale women 65 and older is 23.9 percent, or approximately 836 women. This is significantly lower than the 38 percent average mammography utilization rate for the towns within Massachusetts Bay Region 10.

Faulkner Hospital has a long-standing relationship with the Roslindale neighborhood, its residents, and businesses. Faulkner has worked in and with the community on various health projects and community initiatives for more than two decades. It is through these relationships that Faulkner has connected to the Roslindale community to educate them on the importance of prevention, breast health, increased mammography utilization, and the decrease of incidence and mortality.

School Partnerships

Because serving the health needs of the community involves more than just physical care for medical needs, Faulkner has an extensive school partnership program. The program is designed to help enrich the students' curriculum, encourage early awareness of how to foster good health, and help students deal with outside factors that may interfere with their health. Faulkner is committed to achieving the goals of the school partnership, which include fostering a sense of community-wide responsibility for the education of youth, providing programming, meeting identified student and teacher needs, supporting the larger school community, and serving as a resource. Thousands of children, parents, teachers, and staff at more than 15 schools are served by the following school partnership activities each year:

- Health screenings
- Health education
- Violence prevention
- Conflict resolution/peer mediation
- Drug education
- HIV/AIDS education
- Career planning
- Health lectures
- First aid & CPR training
- Babysitter training

- Hospital visits/tours
- Work training programs for special needs students
- Training/conferences for teachers and parents
- Participation in school based events and committees

Faulkner Hospital has had formal health partnerships with the Shaw Middle School in West Roxbury, the Manning Elementary School in Jamaica Plain, and the Kennedy Memorial School in Hyde Park for several years. Based on school data and expressed needs from the school principal and staff, Faulkner has provided students with health education programs that would not otherwise be available due to limited resources and lack of full-time health education teachers at the schools. Students are educated about various health and wellness topics, including exercise and fitness, nutrition, smoking education, and cancer education. In addition, students are taught prevention, making choices, risks, self-esteem, and healthy behaviors. Through the school partnership program, students learn through a variety of teaching methods, including hands-on learning at Faulkner Hospital. Each year, the demand for health education at these schools increases and the value of the role of Faulkner Hospital in the partnership and students' curriculum becomes more evident. As reflected in its FY2002 budget, Faulkner formed a partnership with the American Cancer Society (ACS) to increase formal health partnerships with the three above-mentioned schools. This collaborative effort allowed ACS to communicate to the school population through Faulkner's already established relationship. The ACS also provided Faulkner with support funds for additional programming.

The hospital's target audience for the formal partnership programs is the entire student population at each of the three schools. Based on student incidence, absenteeism, the Boston Public School health survey, input from staff, parents, and administration, Faulkner determined that each of the schools had extensive health needs among their school populations.

Shaw Middle School, West Roxbury

The Shaw School is a Boston Public School with 412 students in sixth, seventh, and eighth grades. The students population is very diverse with 58 percent Black, 24 percent Hispanic, 16.5 percent White and 1.2 percent Asian. Students come from neighborhoods throughout the city. There is a bilingual education program offered in Somali, as well as a large special needs population. There is a health education teacher at the school, however, due to the large student population and limited resources, the teacher is only able to teach limited health topics to the students. Through the Boston Private Industry Council and the Mayor's Compact, Faulkner and the Shaw formed a partnership over eight years ago. The school has requested Faulkner's assistance in providing health education for more than ten years.

Manning Elementary School, Jamaica Plain

The Manning School is a Boston Public School with 173 students in grades Kindergarten through Fifth. The student population is diverse with 56 percent Black, 21 percent Hispanic, 18.5 percent White and 1.2 percent Asian. The school does not have a designated health education teacher, therefore, Faulkner fills that role for the students. Through the Boston Private Industry Council and the Mayor's Compact, the hospital has had a partnership with the Manning School for more than ten years.

Kennedy Elementary School, Hyde Park

The Kennedy School has 230 students in grades Kindergarten through Seventh. The school is a private Catholic school, but has no affiliation to a church and, therefore receives no funding or assistance from the archdiocese of Boston. The school has no health education teacher and has requested assistance from Faulkner in providing health education for several years. The hospital formalized the relationship with the Kennedy School four years ago.

The goals and objectives for the comprehensive school health education program are based on the National Health Education Standards for Students. During the September 2001-June 2002 school year, the goals of this comprehensive school program are the following:

- Educate students so that they will comprehend concepts related to health promotion and disease prevention
 - The students will be able to:
 - Describe relationships between personal health behaviors and individual well-being
 - Identify health problems that should be detected and treated early
 - Describe how the family and peers influence the health of individuals
 - Describe how appropriate health care can prevent premature death and disability
 - Describe how lifestyle, family history, and other risk factors are related to the cause or prevention of disease and other health problems
- Educate students so that they are able to demonstrate the ability to practice health-enhancing behaviors and reduce health risks
 - The students will be able to:
 - Identify personal health need
 - Identify responsible health behaviors
 - Compare health behaviors that are safe to those that are harmful
 - Demonstrate strategies to improve or maintain personal health
 - Demonstrate ways to avoid and reduce threatening or pressure situations
- Educate students so that they are able to demonstrate the ability to use goal-setting and decision making skills to enhance health
 - The students will be able to:
 - Demonstrate the ability to apply a decision-making process to health issues and problems
 - Predict outcomes of positive health decisions
 - Set a personal health goal and track progress toward its achievement
- Educate students so that they are able to demonstrate the ability to advocate for personal, family, community, and school health
 - The students will be able to:
 - Express information and options about health issues
 - Describe a variety of methods to convey accurate health information and ideas

- Identify community agencies that advocate for healthy individuals, families, and communities
- Demonstrate the ability to influence and support others in making positive health choices
- Demonstrate the ability to work cooperatively when advocating for healthy individuals, families, and schools
- Demonstrate the ability to utilize experience gained from this school program to advocate for increased school health programming

The school program utilizes a variety of teaching methods including interactive teaching, hands-on experiences, student preparation for learning and advocacy, text book lessons, video lessons, and internet instruction, where available, to accomplish the goals and objectives stated above.

In addition, the hospital includes active collaborative planning and involvement with school personnel, students, families, and related community agencies and organizations. Faulkner works with school advisory boards, school health councils, and other pertinent groups to insure implementation and support of the school program and to demonstrate the importance of all school health programs. Parents and families are encouraged to participate and act as advocates for increased school health.

HIV/AIDS Education Program

For the past several years, Faulkner has sponsored a five-day outward bound excursion for Shaw Middle School students. The program, called Choices, takes place on Thompson Island, located one mile from downtown Boston. The students participate in search and rescue missions, are taught technical skills, teamwork, leadership, compassion, and decision-making skills. This fall, the Faulkner Community Benefits staff went out to Thompson Island to learn some of what the students had experienced. The following is a piece a young student wrote about climbing a 60-foot tower:

Reflections on the Alpine Tower, by Jhossy

“I had learned that I am a stronger person in my mind and in my heart. This was one of the experiences of a lifetime. When I had seen the tower, I was kind of nervous. When I was in the middle of the tower, fear had stricken me. Tears were coming down my face and I was scared. I realized that you shouldn’t always be scared of things. I found faith in myself and my team members and that is what helped me conquer my fear of climbing. My courage and faith will help me become a better person in school.”

Community Outreach and Service

Faulkner Hospital reaches out to and supports the community in a number of ways, including direct financial contributions, educational and screening programs, fund-raising, and technical support. In addition, Faulkner holds memberships in a number of community groups, which allows hospital staff to keep abreast of community health needs and to foster strong relationships with our diverse residents, activists, and business people. The following are some of the groups and initiatives that represent this effort:

- Jamaica Plain Asthma & Environmental Initiative
- Jamaica Plain Health Committee
- Senior Dinner Program
- Support and recovery groups
- American Cancer Society
- Boston Public Health Commission
- American Heart Association
- Boston Public School's Health Advisory Council
- South Side Head Start
- Visiting Nurses Associations
- United Way of Massachusetts Bay
- Greater Boston Food Bank
- AIDS Action Committee
- The Alliance for Community Health and CHNA
- Healthy Boston
- Boston Against Drugs
- Rotary, Kiwanis, Lions Clubs, and other service organizations
- School Site Councils
- Youth committees
- Housing development task forces
- Local YMCA's and community centers
- Community-based and grassroots initiatives
- Community health fairs
- English as a Second Language (ESL) and Graduate Equivalent Diplomas (GED)

Relay for Life

Since 1999, Faulkner has been a lead sponsor for an exciting American Cancer Society event called *Relay for Life*. This 24-hour relay, brings communities together to celebrate cancer survivorship and to fight for a cure. The event takes place at West Roxbury High School where teams of friends, families, neighbors, and co-workers gather for 24-hours taking turns walking or running around the track in half-hour shifts, keeping one member of the team out on the track at all times throughout the event. Teams camp out and enjoy a festive atmosphere of music, cookouts, and games. Survivors walk the first of several laps around the track, giving all Relay participants the opportunity to honor them. Later in the evening, a luminary ceremony with candles pays tribute to friends and loved ones who have cancer or who have lost the battle. Faulkner had approximately 70 team participants who raised more than \$5,000.

Since its inception, Faulkner has been presented with several awards, including the Inaugural Corporate Sponsor Award from the American Cancer Society, and the American Cancer Society's Community Award for Outstanding Leadership in Philanthropy that was presented at the Kennedy Library and Museum.

Next Reporting Year

FY2002 programming will be based on a continuance of FY2001 initiatives with like goals and expenditure projections. Faulkner anticipate, based on health status data and community feedback, that there will be modest changes to the objectives and focus.

The projected expenditures for FY2002 is as follows:

Health Education	\$ 79,640
Preventative Health Screenings	\$ 88,050
School Partnerships	\$ 70,150
Community Outreach and Service	\$105,825
Non-clinical Programs and Services	\$ 76,780
Domestic Violence	\$ 32,800
Support and Recovery Groups	\$ 11,600
Donated Goods and Services	\$ 45,120
Direct Financial Contributions	\$ 35,860
Total	\$545,825

Program Spending

Due to the manner in which the data was collected at Faulkner for community benefits programs and activities for FY2001, expenditures below represent direct expenses, associated expenses, determination of need expenditures, employee volunteerism, and other leveraged resources for each category listed.

Health Education	\$ 79,640
Preventative Health Screenings	\$ 75,550
School Partnerships	\$ 62,400
Community Outreach and Service	\$120,825
Non-clinical Programs and Services	\$ 76,780
Domestic Violence	\$ 32,800
Support and Recovery Groups	\$ 11,600
Donated Goods and Services	\$ 45,120
Direct Financial Contributions	\$ 35,860
Total	\$540,575

Access to Care

In FY2001, Faulkner also provided care without charge for those unable to pay at a cost of more than \$1.7 million. The hospital paid another \$880,000 to the statewide uncompensated care pool to cover the costs of uninsured patients at other hospitals.

Faulkner is also a significant provider of health care for patients on Medicaid, providing more than \$3 million worth of care to Medicaid patients in FY2001. More than 60 percent of these patients were female.

Measuring the Commitment

One way to measure Faulkner's commitment to the community is by the amount spent on health care services and programs. The following table calculates this in two different ways: first according to the guidelines promulgated by the Attorney General's office and second according to a broader definition which considers additional components of spending or revenue loss.

Components of FY2001 Community Commitment
(in \$ Millions)
Compiled According to the Attorney General Guidelines

Community Benefit Programs		
Direct Expenses		
	Program Expenses	0.5
	Health Center Subsidies (Net of Uncompensated Care)	N/A
	Grants for Community Health Centers	N/A
Associated Expenses		N/A
DoN Expenses		N/A
Employee Volunteerism		N/A
Other Leveraged Resources		
	Grants	N/A
	Doctors Free Care	N/A
Net Charity Care (Shortfall plus Assessment)		2.6
Corporate Sponsorships		N/A
Total per AG Guidelines		3.1

**Components of FY2001 Community Commitment
(in \$ Millions)**

Compiled According to a Broader Definition

Community Benefit Programs		
Direct Expenses		
	Program Expenses	0.5
	Health Center Subsidies(net of UC and Medicaid Loss)	N/A
	Grants for Community Health Centers	N/A
Associated Expenses		N/A
DoN Expenses		N/A
Employee Volunteerism		N/A
Other Leveraged Resources		
	Grants	N/A
	Doctors Free Care	N/A
Net Uncompensated Care – Hospitals (Shortfall plus assessment net of Insurer Contributions)		2.3
Bad Debt (at Cost)		
	Hospitals	1.8
	Doctors	N/A
Medicaid Loss (at Cost)		
	Hospitals	.9
	Doctors	N/A
Unreimbursed Expenses for Graduate Medical Education		1.2
Linkage/In Lieu/Tax Payments		.2
Total Broader Definition		6.9

Note: Where N/A is reported, it should be noted that although amounts are not available for reporting, Partners hospitals, health centers, and physicians provide substantial contributions.

Depending upon the definition used, Faulkner contributed between four and more than nine percent of patient-care related expenses to the community in FY2001.

Contact Information

For questions about this report, or for more information about Faulkner Hospital's community benefit activities, please contact:

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FAULKNER HOSPITAL

Partners HealthCare
Boston, MA
www.faulknerhospital.org

Region Served: Jamaica Plain, Roslindale, Hyde Park, West Roxbury, Dedham

Report for Fiscal Year 2001

Community Benefits Mission

- To evaluate and respond to identified health needs, particularly those affecting local school children, the elderly, women, and needy minorities
- To provide free health screenings, immunizations, health education programs, and other important health services
- To engage broad community collaboration in community benefits planning, review, evaluation, and pooling knowledge and resources

Program Organization and Management

A sub-committee of the Board of Directors, the Oversight Committee for Community Health and Benefits insures that the hospital's extensive community benefits programs are consistent with Faulkner's Community Benefits Mission. The diverse representation of hospital and community members focuses on needs assessment, program effectiveness, allocation of resources, sustainability, and collaborative community relationships. The Committee employs the hospital's quality improvement model to continually refine and shape program effectiveness.

Key Collaborations and Partnerships

AIDS Action Committee
The Alliance for Community Health and CHNA
American Cancer Society
American Heart Association
Boston Against Drugs
Boston Private Industry Council
Boston Public Health Commission
Boston Public School's Health Advisory Council
Dedham Continuing Conference
Dedham Lions Club
Greater Boston Food Bank
Healthy Boston
Healthy Roslindale Coalition

Housing Development Task Forces
Hyde Park Board of Trade
Hyde Park Literacy Group
Jamaica Plain Asthma & Environmental Initiative
Jamaica Plain Domestic Violence Provider Committee
Jamaica Plain Health Committee
Jamaica Plain Tree of Life
Kennedy Memorial School
Manning Elementary School
Boston Mayor's Compact
Roslindale Community Leaders Group
Roslindale Provider Group
School Site Councils
Senior Dinner Program
Shaw Middle School
South Side Head Start
United Way of Massachusetts Bay
Visiting Nurses Associations
West Roxbury Kiwanis
YMCA

Community Health Needs Assessment

Community members are involved in Faulkner's needs assessment, planning and evaluation, and reporting processes and provide feedback for action through vehicles such as advisory committees, community health networking initiatives, school site council memberships, and community service group memberships. In addition, initiatives are established in response to health data received through state and local agencies, internal hospital data and other indicators of community health issues. The greatest needs were found to revolve around preventative health screenings, made accessible to those with limited or no insurance, services to school children, and services dedicated to the elderly.

Community Benefits Plan

Faulkner collaborates with other agencies, groups, and institutions to pool resources and carrying out many initiatives:

- Health education programs featuring: AIDS, CPR, diabetes, nutrition, stress management, smoking cessation, babysitter training, patient/family resources, and health lectures
- Free preventive health screenings: blood pressure, cholesterol, depression, diabetes, scoliosis, vision, and alcohol abuse; breast, prostate, cervical, skin and colorectal cancer; and influenza/pneumococcal immunization
- School partnership activities include health screenings and education in violence prevention, drug abuse, conflict resolution/peer mediation, HIV/AIDS, first aid and CPR, career planning, babysitter training, work training for special needs students, teacher and parent training, and hospital visits

Key Accomplishments of Reporting Year

Various initiatives served over 60,000 residents during FY2001, including:

- Health education programs for over 11,500
- CPR training, offered twice a month, as well as free to schools and community groups, trained over 6,000
- Free preventive health screenings and immunizations offered more than 70 times at 30 different locations served over 13,000
- In addition to the Mobile Mammography Access Campaign, four free mammography appointments are provided weekly at the Faulkner-Sagoff Breast Imaging and Diagnostic Centre
- Thousands of children, teachers, parents, and staff at more than 15 schools were served by school partnership activities
- 70 teams raised over \$5,000 during the American Cancer Society *Relay for Life*

Plans for Next Reporting Year

For the most part, FY2002 program plans will be based on a continuation of current initiatives with similar goals and expenditure projections in order to maintain a high level of community benefit services. Based on health status data and community feedback, Faulkner anticipates modest changes to program objectives and focus.

Areas of expansion include: the Mammography Access Project that will target Roslindale women over the age of 65, with the goal of making a measurable impact on breast cancer rates in this population; and the School partnership collaborative. Both expansion efforts are in partnership with the American Cancer Society

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Selected Community Benefits Programs

Program or Initiative	Target Population/Objective	Partner(s)	Hospital Contact
Preventive Health Screenings	To provide free preventive health screenings to target population of people without or with inadequate health insurance	Faulkner physicians American Cancer Society Pfizer	Tracy Mangini tmangini@faulknerhospital.org
Health Education	To educate service area population to improve health knowledge and behaviors	Faulkner physicians and clinical staff Community centers Local schools American Heart Association American Cancer Society	Tracy Mangini tmangini@faulknerhospital.org
Community Outreach	To work collaboratively with the community to address health needs	Local community groups	Tracy Mangini tmangini@faulknerhospital.org
School Partnerships	To provide health education, screening services, and school and parent support to partner schools and their communities	Boston Private Industry Council Local schools American Cancer Society	Tracy Mangini tmangini@faulknerhospital.org

Community Benefits Expenditures

Type	Estimated Total Expenditures for FY2001	Approved Program Budget for FY2002
Community Benefits Programs: Direct Expenses	\$.5 million	Resources allocated to community benefit programs will

Associated Expenses	N/A	be commensurate with the previous years
DoN Expenses	N/A	
Employee Volunteerism	N/A	
Other Leveraged Resources	N/A	
Community Service Programs	N/A	
Net Charity Care	\$2.6 million	
Corporate Sponsorships	Faulkner makes a number of donations to community organizations	
Total	\$3.1 million	

Note: Where N/A is reported, it should be noted that although amounts are not available for reporting, Partners hospitals, health centers, and physicians provide substantial contributions.

Total Patient Care-Related Expenses for FY2001: \$72.9 million