

NEWTON-WELLESLEY HOSPITAL

Introduction

Newton-Wellesley Hospital (NWH) is an institution with a strong tradition of providing exemplary care to its community. For more than 100 years, it has provided high quality health care services to the families and businesses of its surrounding cities and towns. As the community has grown and its health care needs have changed, Newton-Wellesley Hospital has continued to respond and today remains at the forefront of medical care.

Newton-Wellesley Hospital has grown from a small cottage hospital in 1887 to a modern 270 bed, acute care medical facility. A member of Partners HealthCare, Newton-Wellesley is a not-for-profit teaching hospital affiliated with Tufts University School of Medicine. It also has several joint residency programs with Massachusetts General Hospital. The hospital offers a full range of health services, including medical, surgical, obstetric/gynecological, pediatric, psychiatric, critical care, ambulatory care and 24-hour emergency care.

This community benefit report is based on the activities of fiscal year 2001. The report contains the mission statement, a description of the planning mechanism, and a summary of the development and implementation of the community benefit plan. The community benefit activities for FY2001 are described.

The FY2001 community benefit report is the seventh such report submitted by the hospital to the Attorney General. Each year, planning and program activities have matured. The commitment by the trustees of the hospital and senior administration has been vital to the success of these activities. The hospital is pleased with the results of its efforts, which are made possible through the many partnerships established with public and private agencies and citizens.

Mission Statement

The following Community Benefit Mission Statement developed by the Board of Trustees affirms the hospital's commitment to serving the community.

Newton-Wellesley Hospital's mission to provide exemplary patient care extends beyond the care of individuals within its walls to the health needs of the community at large. In partnership with its community, Newton-Wellesley Hospital developed a comprehensive program of measurable community benefit intended:

- *To increase access to care in an equitable and efficient fashion to all segments of the population*
- *To identify and address specific health care needs that are distinctive to the hospital's community*

- ***To improve the health of the community and reduce health care costs through programs of preventive medicine and health promotion***

In addition, the trustees amended the organization's value statement relative to the community to exemplify the hospital's desire to strengthen collaborative partnerships with the community.

Newton-Wellesley Hospital expands its circle of concern beyond individual clinical care to the health of the community through community-based partnerships. The improvement of the community's health status and the reduction of health care costs are accomplished through a planned, managed, organized, and measured program to provide community benefit. This effort includes the improvement of access to care, thereby reducing health status disparities in under-served populations, and addressing specific health needs.

Further, resources have been allocated to address community health care needs identified through a deliberate planning process.

Community Benefit Focus and Internal Oversight

The Board of Trustees adopted the Kellogg community benefit standards in 1993. In the following year, the governing body endorsed the mission and value statements. This effort set forth the hospital's commitment for the development of a formal community benefit planning process. The Board mandated a process that would improve the health status of the community, identify health care needs, access to care, and demonstrate leadership in the organization of a community-wide effort.

The Board defined the community by looking at the core service area of the hospital. In line with its historic strategic commitment to serve the communities of Newton, Wellesley, Weston, and Needham, the hospital chose the geographic boundary approach to define the hospital's community. The community chosen to be the focus of the Newton-Wellesley Hospital community benefit plan has a combined population of approximately 150,000. In the last three years, program activities have been extended in some cases to the towns of Natick and Waltham as well.

The Community Benefit Committee (CBC) formed by the Board comprises a diverse representation of trustees, overseers, senior management and the representatives of the local health departments. The chair of the CBC is Gene Miller, a hospital trustee. Management responsibility has been delegated to the Senior Vice President for Administration, Patrick F. Jordan, III, and director of Patient Relations and Community, Partnerships Ron Ponte.

Through its Community Benefit Committee, the board is responsible for overseeing the development and implementation of the community benefit plan. The Board of Trustees,

senior management and the medical staff, as well as community residents, provide input to the plan.

A number of hospital employees are on the boards of community agencies, providing other vehicles for involving the hospital at large. Several other activities have been conducted to strengthen the corporate commitment to community service. These activities include employee donations to food pantries and shelters. Members of the medical staff have been supportive of community activities including providing primary and specialty care for uninsured residents.

Community Participation

During the past three years, the Community Benefit Committee evolved into a group that saw one of its priorities as facilitating capacity building within the communities it serves. The Committee recognized the importance of sponsoring programs, but it also wanted to encourage community leaders to take action on important health issues facing its citizens. The Community Benefit Committee sought the assistance of the Cambridge Health Alliance and the Voluntary Hospitals of America Community Health Initiative in taking the next step along the community health continuum.

For example, the Committee sponsored a forum for the superintendents of schools in the four communities to examine the results of the Youth Risk Behavior Survey for their respective communities. One outcome of this collaboration was the formation of the Weston Health Council. Furthermore, as a result of this process, the hospital increased its role in environmental health. The hospital was a sponsor of the Wellesley Cancer Prevention Project's community wide forum: Cancer and the Environment, Where Are We Now? Signs of the success of the hospital's strategy of community engagement and capacity building are becoming evident.

Another direction the CBC took was participation in research-based prevention programs. Newton-Wellesley Hospital has collaborated with the New England Research Institutes, The Roybal Center for Research on Applied Gerontology at the Boston University Center for the Enhancement of Late-Life Function. The evidence of this focus will be seen in the community benefit programs for youth and seniors described in this report.

Community Health Needs Assessment

In developing its community benefit plan, input from community residents was sought in a number of venues. Ideas generated from meetings with the Newton Board of Alderman and Mayor, chair of the Wellesley Board of Selectman, superintendents of schools, the West Suburban Health Network (CHNA 18) Steering Committee, and the local health directors have been incorporated into the process. Besides the formal leadership in the communities served, providers, citizens, local business and service organizations

provided valuable information about the social health needs of the communities through focus groups, inter-agency meetings, and networking.

In addition to the hospital's collaboration with community representatives, important health information and data was collected from *Healthy People 2010*, Massachusetts Department of Public Health (DPH) Health Status Indicators, and local health data. This health assessment also included such data sources as: DPH Bureau of Family and Community Health's *Injuries in Massachusetts* report, demographic data supplied by the Executive Office of Communities and Development, and the Division of Health Care Finance and Policy's *Preventable Hospitalizations* report of 1994. The American Cancer Society's "Cancer Facts and Figures 2000" along with the DPH report, "A Profile of Health Among Massachusetts Adults, 1999" were valuable sources of health data.

These data sources contributed quantifiable health status indicators for the community. Next, the assessment process looked at information that would be helpful for prevention and health promotion efforts before residents became a statistic. For this information, the Centers for Disease Control and Prevention and the Department of Public Health's Behavioral Risk Factor Survey data were used. This data collection and analysis activity enabled the development of a community health profile.

Community Benefits Plan

Using the data collected to create a community health profile, and considering the input of community residents, the Community Benefit Committee set priorities for the most achievable health goals for the community. The areas chosen for FY2001 included:

- **Occupational Medicine**
Health At Work: City of Newton Employees
- **Child & Adolescent Health**
Social Norm Marketing at Wellesley High School
Youth Risk Behaviors in Weston
Pediatric Safety Net and the Newton-Wellesley Hospital Department of Pediatrics
- **Empowering Seniors in Medical Encounters**
You and Your Physician
- **Fall-Related Injuries Among Community Dwelling Elders**
A Matter of Balance
Balance for Seniors
Taking the First Step After-A-Fall
- **Intimate Partner Violence**
CEO Challenge: Partners Against Domestic Violence
- **Cancer**
Against Breast Cancer
Breast Cancer Networking Group
- **Environmental Health**

- Wellesley Cancer Prevention Project
- **Community Services**
 - Project Safeguard
 - Post Marathon Runners Injury Clinic
 - Soccer Safety Day
 - Elder Dance
 - Health Education and Promotion
 - Senior Supper

Progress Report

Occupational Medicine

Newton-Wellesley Hospital has provided occupational medicine services to local employers and injured workers since the early 1970s. Its program, Health At Work, coordinates a wide range of services including injury management, follow-up care, rehabilitation, employment activities, drug testing, and employee fitness screenings. The hospital has a client list of over 80 businesses. More than 1,500 worker's compensation injury patients are seen annually.

Health At Work: City of Newton Employees

For the past 11 years, Newton-Wellesley Hospital's Health At Work program has provided occupational medicine services to Newton municipal employees, including police and fire, as a community benefit. All City of Newton employees are eligible for the hospital's Employee Assistance Program (EAP) as well.

For example, pre-placement physical examinations are provided to all employment candidates. In addition, the program provides examinations to determine fitness for job duties. Return to work clearance and treatment of minor work-related injuries are other services provided. This past year, there were 657 visits by City of Newton employees to the Health At Work Program. The EAP professional had 65 encounters with employees, supervisors, and department directors. One of the many services offered by the EAP professional has been as a member of the City's crisis team. This team has responded to catastrophic events occurring to municipal employees including school personnel and students. An important role of the EAP professional is as member of the City's crisis team for critical incident de-briefing and grief counseling. This community outreach started in 1995 when the Mayor sought assistance with two catastrophic situations, a drowning and an auto accident resulting in the deaths of four youth. Over the years, the crisis team with the assistance of the EAP professional responded to fires, suicides and other traumatizing events in the community.

This year the hospital's involvement was more extensive than in past years. When four Oak Hill students died in a bus accident while on a school activity in Canada, the hospital's President, a child psychiatrist, led the response to the diverse needs of children,

parents, and school personnel affected by the casualty. The response included a range of hospital assets. Although the EAP focus is on municipal employees, the hospital's willingness to share its resources particularly in times of community crisis with residents and organizations is well known.

Child and Adolescent Health

Area communities have been concerned with child and adolescent issues. The Youth Risk Behavior Survey is a tool used to assess a range of adolescent behaviors including tobacco and alcohol use, sexual activity, nutrition and violence. Representatives of the hospital's Community Benefit Committee met with the Newton, Wellesley, Weston, and Needham superintendents of schools to discuss survey results and to think about collaborative approaches to improvement of teen health. At the same time, the CBC focus was on community "engagement and capacity building" as a strategy for community health improvement. The following programs are examples of grass roots community efforts that have yielded positive results.

Social Norm Marketing at Wellesley High School

After a series of worrisome teen alcohol-related events, a number of community residents, including members of the Health and Police departments, decided to address the issue. The small community coalition heard about Study Circle programs across the country. They learned that through the Study Circle approach citizens gain ownership of issues, gain a deeper understanding of their own and others' perspectives and concerns, discover common ground and develop a greater desire and ability to work collaboratively to solve local problems. This model helps to create connections between citizens and government.

Members of the coalition were trained by the Study Circle Resource Center. Study Circles are small group, democratic, peer-led discussions that provide a simple way to involve community members in dialogue and action on important social and political issues. The process embodies equality and participatory citizenship -- a perfect fit for a small New England town.

The Wellesley Study Circle coalition brought their skills to the community and held forums that drew more than 100 residents with an age range of 15 to 88. Citizens of all ages, police, educators, the League of Women Voters and others met to discuss issues and solutions. One outcome of the Study Circle was the formation of a Police-Teen Community Relations pilot study. Teens, police, and parents met and made recommendations to the larger group. Five on-going task forces have been formed to actualize the ideas developed by the Study Circles. SADD (Students Against Destructive Decisions) had not been active, but was invigorated by the program.

One of the most exciting projects developed through the Study Circle is the social norm marketing campaign. This is a multi-year project that begins with a survey of actual and

perceived alcohol use. There is substantial evidence in the literature that demonstrates a significant gap between the actual and perceived norms for alcohol use. Students assume that their friends are drinking more often and consuming more than they actually are. Students misperceive the habits of their peers and then model their own behavior based on those misperceptions.

Social norm marketing is an aggressive campaign providing students with information garnered in the survey and offering the truth about alcohol consumption patterns. An example of a campaign activity used elsewhere is the use of school computer screen savers that flash School Factoids — tidbits about alcohol issues and other topics. This technique has been used effectively on college campuses where the frequency of heavy drinking declined 21 percent.

Newton-Wellesley Hospital's CBC has been working with the Wellesley Study Circle leadership. The hospital supported an educational program featuring the social norm marketing model. This effort expanded the base of support within the community. As a result of the wide-spread interest in this promising intervention, the leadership of the project sought funding to proceed with the campaign. Recently, it was learned that the National Institute of Alcohol Abuse and Alcoholism (NIAAA) funded the student survey in the Wellesley and Needham high schools. The social norm marketing campaign will take place in Wellesley followed by Needham. The hospital will continue its support over the next three years.

Youth Behaviors In Weston

The superintendent of the Weston school system organized the Weston Health Council (WHC). The CBC participates in this effort and recognizes the enormous potential of community residents to resolve local social health issues. The WHC has collaborated with leaders of the Wellesley Study Circle to share experiences.

The WHCs has been meeting for two years and focused primarily on youth issues. The group is a collaborative effort between parents of middle and high school children, school and hospital officials, and the departments of Police, Health, and Recreation. The Center for Disease Prevention and Control's Youth Risk Behavior Survey was administered to the high school students. The survey results are the basis for dialogue in the WHC.

A public forum co-sponsored by the School and Health departments was useful in broadening the concern of citizens and officials. The plan for the next year is to enter a community facilitation process that will engage all sectors of the community in building assets for youth. The hospital is proud to be a part of this promising effort.

Pediatric Safety Net and the Newton-Wellesley Hospital Department of Pediatrics

At the request of local health department nurses several years ago, the hospital and its Department of Pediatrics provided primary and specialty care to uninsured children and

adolescents. While publicly funded health insurance is often available, too many of the state's youth remain uninsured.

This year, the NWH Department of Pediatrics established a primary care clinic with a pediatric residency component. A number of specialty clinics are now available as a result of collaboration with the MassGeneral Hospital for Children. The clinic was not open for a full year, yet over 60 children were seen.

Additionally, the department chair has established important linkages with community agencies. For example, the chair is a member of the Communities United Health Advisory Committee, the Middlesex Child Fatality Review Team, and the Health Committee of the Children's Advocacy Center administered by the Norfolk County District Attorney's Office. The Clinic provides valuable opportunities to enhance the hospital's community benefit program.

Empowering Seniors in Medical Encounters

Adherence to recommended treatment is a critical component of patient self-management. The nature of physician-patient communication has been related to the likelihood of adherence to treatment recommendations. Most studies have found that compared with younger patients, older patients are less assertive, ask fewer questions, and provide less information. Younger patients are more likely to have a consumerist attitude.

In today's health care environment, it is more than ever incumbent upon older patients to be active participants and managers of their health care. More than four out of five older adults have at least one chronic condition, and multiple chronic conditions are common, especially among women.

Research has shown that patients frequently do not raise their primary reason for the visit at the beginning of the visit. On average, the primary reason was stated third in the list of complaints and more than half of the patients had at least one important medical problem that was never raised during the visit. Clearly, efforts to change patient behavior in the medical encounter merit attention.

Newton-Wellesley Hospital's CBC recognized the importance of these issues, and the committee, through its successful relationship with the New England Research Institutes (NERI), decided to collaborate on an educational program designed to empower older patients to take an active role as partners with their physicians to improve their health care. Once again, the hospital, through its partnership with NERI, sponsored a scientifically-based preventive intervention called "You and Your Physician." The hospital has found this model of dissemination of research based community services to be effective.

You and Your Physician

You and Your Physician (YYP) is a two-hour group program that includes viewing undesirable behaviors and modeling desirable patient behaviors using videotape. In addition, participants practice these behaviors in role-playing exercises, with discussion of participants' own interaction style and the potentially negative consequences of passive involvement in their visit.

The group participants are given cue cards with a list of desirable active behaviors, a preparation booklet in which to record and prioritize reasons for the visit, a list of current medications, and questions for the physician with room to record the answers.

The research conducted by NERI is based on the concept of self-efficacy or sense of control. The study was conducted at 36 community sites. A total of 355 elders participated in the study, 83 percent of who were women, representing an average age of 77.4 years.

The desired effect was achieved for those older patients who attended the program. The outcomes are for the participants to engage in more active or assertive behavior during a visit with their health care provider and to report greater satisfaction with their visit.

It is believed that Newton-Wellesley Hospital is the first community-based organization to offer YYS in New England. NERI trained four hospital and community representatives to facilitate the program. Thus far, the program has been offered at the Newton, Natick and Needham Councils on Aging senior centers. The 27 older adults who attended the program reported a high level of satisfaction, increased self-confidence in interactions with their doctors and nurses, and the perception that questions and concerns were addressed appropriately.

Fall Related Injuries Among Community Dwelling Elders

NWH focused on injury prevention as one of its several community health improvement initiatives. Hospital staff studied national and local health statistics and learned that fall-related injuries affected significant numbers of seniors. This type of injury is costly and has serious quality-of-life consequences for elders.

In 1997, the hospital partnered with New England Research Institutes, which was investigating an important risk factor, *fear of falling*. NERI studied a group intervention designed to reduce maladaptive attitudes and beliefs about falling. There is substantial evidence that fear of falling has a broad range of negative consequences for the physical, social, and mental health status of older adults who are living independently. Their intervention showed promise, and needed a community setting to launch the program.

Fear of falling is prevalent among community-dwelling older adults. Because a significant number of community residents experience a fall and are either hospitalized or are discharged from the emergency department following a fall, an intervention to reduce

this fear was desirable. NWH decided to provide intervention at no cost to seniors in the community.

First, the hospital staff, in conjunction with 18 NERI-trained group facilitators, led the groups at local senior centers and public and private housing. In addition, volunteers from the Retired Senior Volunteer Program (RSVP) were oriented to the program and assisted the group facilitators. The intervention was designed specifically to reduce the fear of falling among community-dwelling older persons who manifested this fear. The primary aim of the intervention was to reduce fear of falling while the secondary aim was to increase physical, social and functional activity.

A Matter of Balance

Each of the hospital's four communities was offered the program called *A Matter of Balance*. The group intervention consists of eight sessions including a video, lecture, group discussion, mutual problem solving, role-playing, exercise training, assertiveness training, home assignments, and behavioral contracting.

Specific elements of the approach include:

- Promoting a view of falls and fear of falling as controllable
- Setting realistic goals for increasing activity
- Changing the environment to reduce falls risk
- Promoting exercise to increase strength and balance

Six intervention groups were provided during FY2001. All of the groups were conducted at senior centers. Sixty-six older adults participated in these groups. The average age of participants was 72 years old and four out of five group members were women. Since its inception, Newton-Wellesley Hospital's A Matter of Balance program sponsored 43 groups with 453 participants.

The impact of the A Matter of Balance program is impressive. Seniors continue to respond to the content of the program. The program has been offered in the community for nearly five years, and the demand for the service continues to be strong.

In the first two years of the program, outcomes were measured to determine if the desired effect found in the NERI research was replicated in the community setting. During the period of time the program has been offered, it is clear that the quality of participants' lives improved. One of the findings early in the program was that 77 percent of the participants did not have a history of sustaining a fall-related injury, yet 62 percent reported having restricted activity in the past out of fear of falling. The intervention showed that falls-efficacy (degree of confidence in performing common daily activities without falling) was significantly improved for those group participants. Furthermore, higher levels of physical and social activity were reported.

The hospital provided the Matter of Balance program to Russian and Chinese older adults in the community. Bilingual/bicultural group facilitators were trained to provide the intervention to these groups. The program materials including the videotape were translated into Russian and Chinese. NERI has translated the materials into Spanish.

Balance for Seniors

As an adjunct to The Matter of Balance program, a new program called Balance for Seniors was developed. This program reinforces the gains accomplished in the Matter of Balance program through stretching, flexibility exercises, Theraband strengthening exercises, dynamic balance and gait exercises. The participants are administered the Berg Balance Scale. At the conclusion of the eight-session program, the balance of the older adults is measured again to determine the progress made. The Balance for Seniors program helps to reduce the risk of falls. In the first year of the program, 18 seniors participated, and all experienced improved balance scores by the conclusion of the program.

Taking the First Step After-A-Fall

The intervention A Matter of Balance proved it had mitigated fear of falling, increased participants' ability to manage falls by achieving a significant gain in sense of control over the risk of falling, and produced higher levels of physical and social activity. The hospital, in partnership with NERI, then turned its attention to those individuals who actually had fallen and had been treated for an injury. It was believed that if fear of falling was prevalent among older persons irrespective of fall history, then fear must be greater and more debilitating for those who had a fall-related injury.

As a result of this observation and concern, NERI developed an intervention with the hospital's participation that was based on A Matter of Balance, but adapted for those individuals confined to home soon after a fall injury. A pilot study at Newton-Wellesley Hospital to determine the efficacy of the intervention convinced the National Institute of Health to fund NERI for a multi-site study.

Currently, the hospital is participating in this study by tracking elders who have fallen and who were subsequently treated at Newton-Wellesley Hospital's Emergency Department. Those individuals who agree to participate are then provided with the brief in-home intervention developed by NERI in concert with the hospital. Since the inception of the study, 117 of Newton-Wellesley Hospital's patients have been enrolled in the study. Two hundred forty-nine elders have been enrolled in total among the five study sites. The goal of the study is to enroll a total of 300 patients. The data collection phase of the study will conclude next year.

Intimate Partner Violence

According to Jane Doe, Inc. nearly 12,000 women and children in Massachusetts were turned away from domestic violence shelters because of lack of space. For every woman or child admitted to a shelter, at least three were shut out. Several years ago, the hospital's Domestic Violence Prevention Council recognized the importance of increasing support to shelter programs such as: the Asian Task Force Against Domestic Violence, the Massachusetts Coalition Against Sexual Assault and Domestic Violence, the Support Committee in Waltham, and The Second Step, Inc. In an effort to meet the growing needs of shelter programs, NWH partnered with the Polaroid Corporation through the CEO Challenge: Partners Against Domestic Violence program.

CEO Challenge: Partners Against Domestic Violence

The hospital partnered with The Second Step, Inc. (TSS) in 1995. TSS is a transitional home for survivors of domestic violence. The TSS residents come from crisis shelters throughout the region. Generally, the women stay for three to 15 months during which time they enter job-training programs, enroll in school or become employed.

There are two residences in Newton. The communal residence has 17 rooms and can house up to eight families. A second home, Garfield House, is a three-family house where graduates of the communal residence can reside for an additional two years while they continue to enhance their skills.

To fully emerge from the trauma of domestic violence, and to develop the skills necessary to become self-sufficient, survivors need an environment like TSS that offers safety, stability, and support for a longer term.

TSS helps women develop life and parenting skills that will enable them to make a successful transition to living independently as a single parent. The TSS mission is to enable graduates to make a permanent break from their abusers, become financially independent, and end dependence on public assistance.

More than 100 women and their children have been in the program. Of the women who have attended the program, 85 percent now live in permanent housing and 80 percent have learned the skills needed to get them off of public assistance. Of the women who have completed the program, 97 percent remain abuse free

Nurse Practitioner

Newton-Wellesley Hospital has provided regular visits from a certified nurse practitioner to TSS to provide wellness services and coordinate medical care for the residents. She visits the facility monthly to meet with the adult residents individually and in groups. The health promotion activities are directed at health behaviors, such as smoking, alcohol use, exercise, and nutrition. Further, she addresses parenting issues, reproductive health and family planning. Lastly, the practitioner facilitates such clinical services as mammograms, pap and tuberculin tests and linkage with health care providers. While

there was an attempt to measure the improvement in health behaviors, the variability in resident length of stay at the shelter has made outcome measurement very difficult.

Facilities

One of the most rewarding of the non-clinical services provided by the hospital was the renovation of the play area for the TSS children in residence. A storage shed was constructed for the children's bicycles and other play equipment, the sand box and yard equipment were upgraded, and the yard itself was spruced up by planting grass, shrubs, two flowerbeds and a vegetable garden.

Maintenance of the facility has been a main focus of the CEO Project. The hospital's Engineering Department has addressed a number of safety concerns such as window safety bars, stair repairs, weather-stripping doors and windows, and the installation of appliances.

An important need the hospital has been able to meet on a regular basis is moving furniture for staff and residents. Typically, when residents move into independent living situations, hospital employees volunteered to move furnishings into the new residences.

The CEO Project has been a mutually rewarding experience. While the hospital has provided many concrete services to TSS, Newton-Wellesley Hospital staff developed an enormous appreciation for the good work done at TSS for abused women and their children. It has been truly a complementary effort.

Cancer

Against Breast Cancer (ABC)

In 1994, the hospital collaborated with the Newton Health Department and the American Cancer Society (ACS) in the establishment of the Against Breast Cancer Program (ABC). In the first year, free mammograms were offered to Newton women over the age of 50 years who had little or no insurance coverage for this service. Today, residents of the towns of Weston, Wellesley, Needham and Natick are on the list of eligible women. The coverage was further extended to women 40 years of age and older in keeping with ACS recommendations. In this fiscal year, 29 women received free mammograms through ABC. Since its inception, the ABC program has provided breast care to 369 women.

Breast Cancer Networking Group

Another aspect of the hospital's commitment to the issue of breast cancer is the provision of support to women with breast cancer. NWH sponsors a Breast Cancer Networking Group through The Wellness Community of Greater Boston. The group attracts more than 100 participants over the course of a year. The hospital's support of The Wellness Community is manifested in several other ways including participation on its

Professional Advisory Board and financial contributions toward services for participants with other forms of cancer.

Environmental Health

Wellesley Cancer Prevention Project

The Wellesley Cancer Prevention Project (WCPP) is another example of community citizens working to improve the health of the community. This grass-roots organization has sponsored the In Your Own Backyard series. Newton-Wellesley Hospital has supported the three annual forums that focus on cancer and environmental links. Typically, 300 to 500 residents attend the forums.

In addition to the forums, the project produces WCPP FACTS. These fact sheets have been useful in heightening awareness around products used in the home and garden and their impact on health and the environment.

The upcoming forum, In Your Own Backyard: Where Are We Now?, Will address two areas of concern in Wellesley. The Microwave Development Laboratories (MDL) site involves contaminated groundwater with trichloroethylene (TCE) traveling from the MDL facility in Needham toward two municipal water supply wells in Wellesley. Second, the former Henry Woods Paint Factory Site poses the problem of contamination of soil, and groundwater by lead and chromium from past operations of a paint factory. The Massachusetts Department of Environmental Protection's chief of Site Management will be one of the panelists.

The WCPP has contributed to the creation of a pesticide awareness coordinator position in Wellesley; a study on the incidences of cancer in the town by the Massachusetts Department of Public Health Bureau of Environmental Health Assessment; and support for legislative passage of the Children and Families Protections Act which examines pesticide and other toxic substances in schools, day care facilities and other public buildings. In addition to the hospital's work with the WCPP, the Wellesley Hills Junior Women's Club awarded a generous grant to the group and the Massachusetts Breast Cancer Coalition has supported WCCP efforts.

Community Services

Project Safeguard

Each spring, Weston school officials, parents, teachers and community partners like Newton-Wellesley Hospital support Project Safeguard. This is a family-based full-day forum for Weston Middle School sixth graders, their parents and teachers. Its goals include broadening students' awareness of and discussion about health and self-esteem issues, preventing substance abuse, and improving communication between students and the adults in their lives. The forum is held at Regis College Fine Arts Center. Because of

the success of Project Safeguard, a wellness conference for ninth graders has been developed.

Post Marathon Runners Injury Clinic

In association with the Boston Athletic Association, Newton-Wellesley Hospital held its first annual Post Boston Marathon Runners Injury Clinic. This clinic provides injured runners, whether they have actually run the Marathon or not, a chance to access the services of orthopaedists, podiatrists, physical therapists, athletic trainers and nurses free of charge. The clinic was held for the three days following the Marathon and more than 100 runners sought the services provided by the clinic.

Soccer Safety Day

The hospital planned for the first annual Soccer Safety Day in association with Newton Girls, Newton Youth, Needham Youth, and Wellesley Youth Soccer Organizations. The event was scheduled for March 2002 and 35 coaches were expected to attend the day that is devoted to preventing and managing soccer injuries. Newton-Wellesley Hospital physicians, physical therapists, athletic trainers, and Wellness Center CPR instructors provide the program at no cost to the coaches.

Elder Dance

The hospital joined in a special relationship with the Boston Ballet to provide area seniors a program called Elder Dance. This hour long ballet class has been designed to rekindle the spirit and excitement through ballet. It aims to increase flexibility, physical strength, balance and mobility. Physical therapists at the hospital worked with ballet instructors to develop the program that is scheduled to begin in the spring of 2002.

Senior Supper

The hospital has provided Senior Suppers for the community's elders for more than 10 years. Over 2400 seniors have attended the venue that includes a full course dinner served by the hospital's management team and followed by live entertainment. Prior to the dinner, a health education lecture is offered. For example, a recent presentation by the Chair of Family Medicine was "The Benefits of Exercise As You Age." The Supper is offered twice a year.

Health Education and Promotion

NWH has a long tradition of providing health education and health promotion services to area communities. There are a wide range of health education lectures and programs that offer something for all age groups. Childbirth education, fitness, and relaxation techniques are some of the topics that address health needs. More than 40,000

households in the area receive information about course offerings. More than 3,000 area residents participated in these classes over the past year.

Complementing the health education and promotion programs are support groups for a wide range of psychosocial issues. There are many therapeutic groups offered by the hospital as well. At Newton-Wellesley Hospital, nearly 40 mutual aid groups use the facility for meetings. Space and scheduling is provided to these externally sponsored groups, including Parkinson's disease and prostate cancer support groups.

CPR classes are provided to the community at large and the hospital has especially supported CPR classes for childcare workers who are employed by local non-profit organizations. This effort illustrates the NWH emphasis on its role as facilitating skill building among the community of health professionals.

Disease prevention and health promotion are an integral part of NWH's commitment to the community. A number of health screenings, such as prostate cancer and skin cancer screenings are conducted annually.

Next Reporting Year

Restorative Justice

The hospital is represented at the Newton District Court's Community Advisory Board.. One project under serious consideration for the Advisory Board is called the Restorative Justice Project. Restorative Justice views crime as harm done to people and communities. It focuses on two ideas: restorative justice is harm focused, and engagement of a large set of stakeholders is important.

A harm focus begins with a concern for victims and how to meet their needs, for repairing the harm as much as possible, both concretely and symbolically. The project will emphasize offender accountability and responsibility-in concrete, not abstract, terms. The principle of the project suggests that the primary parties affected by crime -- victims, offenders, and members of the community -- be given significant roles in the justice process.

The project is a victim/offender mediation, restitution, and community service model. Young non-violent offenders are the best candidates who through the project are helped to examine the human consequences, not just the legal consequences of their behavior. The method puts a human face on offenders and victims attempting to make the community whole again.

Brigham Community House

The hospital is initiating a partnership with Brigham Community House (BCH) in Newton. This non-profit community center opened its doors in 1998 for recreational, educational and public interest activities. Its primary focus is on youth, ages 9 to19, however BCH provides programs to Newton citizens of all ages.

The facility, a multi-story former branch library, was established through the efforts of neighbors, business, professional, community and political leaders determined to address a growing need for youth of the Newton Highlands area who had no significant programming. The hospital plans to support the work of the staff, volunteers and board of Brigham Community House. BCH is indicative of what citizens can do to address local issues, and the hospital is pleased to participate in the drop-in center that provides wholesome activities for between 80 and100 teens.

The Women and Family Life Project

Newton-Wellesley Hospital will be one of four sites in a Harvard University School of Public Health research project called The Women and Family Life Project. The project is funded by the Agency for Healthcare Research and Quality to conduct a longitudinal study evaluating screening procedures, medical responses, and health outcomes of women experiencing intimate partner violence (IPV).

During this reporting year, the hospital piloted the screening questionnaire prior to wide scale distribution. The study seeks to measure prevalence rates of IPV in emergency, OB/GYN, and pediatric settings. The study will begin in 2002.

Free Care and Medicaid

NWH provided care without charge in FY2001 to those unable to pay to more than 300 patients at a cost of nearly \$1.2 million. The hospital also made a \$4 million payment to the statewide uncompensated care pool to help cover the costs of free care provided at other hospitals.

NWH also provided nearly \$5 million worth of health care for more than 3,500 patients with Medicaid coverage in FY2001. Reimbursement fell short of costs for this care by \$1 million.

Measuring the Commitment

One way to measure NWH'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 that 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	.3
		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)		5.2
	Corporate Sponsorships		N/A
	Total per AG Guidelines		5.5

Components of FY2001 Community Commitment
(in \$ Millions)
Compiled According to a Broader Definition

Community Benefit Programs			
Direct Expenses			
		Program Expenses	.3
		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		4.9
	(Shortfall plus assessment net of Insurer Contributions)		
	Bad Debt (at Cost)		
		Hospitals	1.7
		Doctors	N/A
	Medicaid Loss (at Cost)		
		Hospitals	1.1
		Doctors	N/A

Unreimbursed Expenses for Graduate Medical Education	1.8
Linkage/In Lieu/Tax Payments	.5
Total Broader Definition	10.3

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.

Contact Information

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

Ronald Ponte
 Director, Patient Relations and Community Partnerships
 Newton-Wellesley Hospital
 2014 Washington Street
 Newton, MA 02462
 617-243-6088
 Fax: 617-243-6925
 Email: rponte@partners.org

NEWTON-WELLESLEY HOSPITAL

Partners HealthCare

Newton, MA

www.nwh.org

Region Served: Newton, Wellesley, Needham, Weston

Report for Fiscal Year 2001

Community Benefits Mission

- To increase access to care in an equitable and efficient fashion to all
- To identify and address specific health care needs which are unique to the hospital's community
- To improve the health of the community and reduce health care costs through programs of preventive medicine and health promotion

Program Organization and Management

Newton-Wellesley Hospital's Community Benefit Committee (CBC) comprises a diverse representation of Trustees, Overseers, senior management and the representatives of the local health departments. The Chair of the CBC is Gene Miller, a Hospital Trustee. Management responsibility has been delegated to the Senior Vice President for Administration, Patrick F. Jordan, III, and Ron Ponte, Director, Patient Relations and Community Partnerships.

Key Collaborations and Partnerships

American Cancer Society
Boston Athletic Association
Breast Cancer Networking Group of the Wellness Community of Greater Boston
Brigham Community House
Cambridge Health Alliance
City of Newton
Communities United Health Advisory Committee
Harvard School of Public Health
Middlesex Child Fatality Review Team
New England Research Institutes
Newton Board of Aldermen
Newton District Court Advisory Board
Newton Girls, Newton Youth, Needham youth & Wellesley Youth Soccer Organizations

Newton, Needham, Wellesley & Weston Councils on Aging
Newton, Needham, Wellesley & Weston Health Departments
Newton, Needham, Wellesley & Weston School Departments
Norfolk District Attorney's Health Committee of the Children's Advocacy Center
Project Safeguard
The Second Step, Inc.
Wellesley Board of Selectmen
Wellesley Cancer Prevention Project
Wellesley Health Council
Wellesley Study Circle
Weston Health Council
West Suburban Health Network (CHNA 18) Steering Committee
Voluntary Hospitals of America Community Health Initiative

Community Health Needs Assessment

In developing its community benefit plan, input from community residents was sought in a number of venues. Ideas generated from meetings with the Newton Board of Alderman, the chairman of the Wellesley Board of Selectman, superintendents of schools, the West Suburban Health Network (CHNA 18) Steering Committee, and local health directors have been incorporated into the process. Besides the formal leadership in the communities served, providers, citizens, local business and service organizations have been consulted through focus groups, inter-agency meetings, and networking. In addition to the hospital's collaboration with community representatives, health information and data was collected from various public sources of health data.

Community Benefits Plan

Using the data collected to create a community health profile, and considering the input of community residents, the Community Benefit Committee set priorities for the most achievable health goals for the community. The areas chosen for FY2001 included:

Occupational Medicine
Child & Adolescent Health
Empowering Seniors in Medical Encounters
Fall-Related Injuries Among Community Dwelling Elders
Intimate Partner Violence
Cancer
Environmental Health
Community Services

Key Accomplishments of Reporting Year

Working with community groups, and guided by research, nearly twenty separate community benefit programs have been implemented and conducted in FY2001. Key accomplishments include:

- More than 600 encounters for Newton city employees through the Health At Work Program
- A campaign to change Wellesley students' perceptions of peer substance abuse
- Development of several programs to assist seniors in managing their fear of falling, and restoring their health after falling
- Partnership with a local organization providing transitional assistance to intimate partner violence survivors
- Contributions to environmental health through partnerships with local organizations
- A range of health education and community services programs

Plans for Next Reporting Year

In addition to ongoing programs, the hospital is planning three new initiatives in the upcoming year:

- Restorative Justice – A proposed project before the Newton District Court Community advisory Board aimed at victim/offender mediation, restitution, and community service
- Brigham Community House – A partnership with a non-profit community center for youth ages 9 to 19
- The Women and Family Life Project - Newton-Wellesley Hospital will be one of four sites in a Harvard University School of Public Health research project to conduct a longitudinal study evaluating screening procedures, medical responses, and health outcomes of women experiencing Intimate Partner Violence

Contact

Ronald Ponte
Director, Patient Relations and Community Partnerships
Newton-Wellesley Hospital
2014 Washington Street
Newton, MA 02462
617-243-6088
Fax: 617-243-6925
Email: rponte@partners.org

Selected Community Benefits Programs

Program or Initiative	Target Population/Objective	Partner(s)	Hospital Contact
A Matter of Balance	To help senior citizens manage their fear of falling	Community Senior Centers, New England Research Institute (NERI)	Ronald Ponte rponte@partners.org
CEO Challenge: Partners Against Domestic Violence	Women and children who have been subjected to domestic violence	The Second Step, Inc.	Ronald Ponte rponte@partners.org
Against Breast Cancer	To provide free mammograms to uninsured women in the community over age 40	American Cancer Society and local health departments	Ronald Ponte rponte@partners.org

Community Benefits Expenditures

Type	Estimated Total Expenditures for FY2001	Approved Program Budget for FY2002
Community Benefits Programs:		Resources allocated to community benefit programs will be commensurate with the previous years
Direct Expenses	\$.3 million	
Associated Expenses	N/A	
DoN Expenses	N/A	
Employee Volunteerism	N/A	
Other Leveraged Resources	N/A	
Community Service Programs	N/A	
Net Charity Care	\$5.2 million	
Corporate Sponsorships	NWH makes a number of donations to community organizations	
Total	\$5.5 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 FY2000: \$124.5 million

Note: Because its 403 report had not been filed at the time this report went to print, FY2000 patient care-related expenses are reported for Newton-Wellesley Hospital.

