

**HALLMARK HEALTH**  
**COMMUNITY BENEFITS REPORT**  
**2004**

## **Hallmark Health System Fiscal Year 2004**

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Organization Type: Health System

Member Hospitals:

- Hallmark Health System
- Lawrence Memorial Hospital of Medford
- Melrose-Wakefield Hospital

Community Health Network Area

CHNA 19: Alliance for Community Health  
CHNA 16: North Suburban Health Alliance

Regional Center for Healthy Communities: 3

I am honored to present Hallmark Health's Community Benefits Report for 2004. It was a significant year in which our Community Benefit expenditures totaled \$7,359,969 with \$2,407,923 going directly to Community Benefit and Service programs, and Corporate Sponsorships. This contribution points out the significant social and economic impact of the efforts of our staff and related organizations on the health of the community.

Hallmark Health continues its tradition of community involvement and in working to improve the health status of the northern cities and suburbs of Boston. Founded in 1997, Hallmark Health is a not-for-profit, community based healthcare system whose cornerstones are Lawrence Memorial Hospital of Medford, Melrose-Wakefield Hospital, and the Malden Medical Center. The system also includes the Malden Family Health Center, Hallmark Health Visiting Nurse Association, diagnostic facilities, and physician practices throughout the region.

Hallmark Health is committed to working with community residents and organizations to make measurable and substantial improvements in the health status of those it serves and in addressing the health problems of the poor and other medically underserved populations.

As part of its responsibilities to the communities that it serves, Hallmark Health is dedicated to the development and implementation of public health promotion, education, management, and treatment programs targeting the health concerns of its constituents. In 2004, these programs focused on providing support to vulnerable populations; the under- and un-insured, the elderly, children, and families. A very of programs were offered in partnership with community networks and coalitions to address the health concerns of the community to improve outreach, access, education, health screenings and wellness programs, and on-going support needs.

Our plans for the future focus on continuing to address Hallmark Health's role as a facilitator and a leader in the improvement of health in our communities. This means maintaining our direct efforts to educate and to care for our patients, while working as a partner with coalitions and community groups to develop solutions that best utilize the professional and financial resources of the hospital. An integral element to the implementation of this effort is an on-going commitment to understand our own changing capacities and abilities, and to share our knowledge about the dynamic cultural, economic and social aspects of the communities that we serve.

We believe that a healthy community is only achieved through broad-based community partnerships. We are proud of the many community linkages that Hallmark Health has developed over the years and look forward to strengthening these linkages and broadening our partnerships in the community.

*Michael V. Sack*  
*President and Chief Executive Officer*

# Appendix 1

## Background and Overview

### **Hallmark Health**

Hallmark Health was founded in 1997, when a group of community hospitals in Boston's Northern Suburbs came together to form a local, nonprofit health system. Today, Hallmark Health consists of Lawrence Memorial Hospital of Medford and Melrose-Wakefield Hospital in Melrose, three extended care facilities, an active family health center, one of the state's busiest visiting nurse associations, a hospice, primary care physician practices throughout the region, and one of only two hospital-based nursing schools in the state.

Close to 3,000 employees at Hallmark Health, including 800 nurses, are backed up by a core medical staff of 400 experienced doctors – all working daily to meet the health needs of close to 600,000 residents in the 16 cities and towns we serve. Together, we treat more than 17,000 inpatients, 63,400 emergency patients, 1,550 newborns, and 15,000 surgical patients every year.

As the leading healthcare system serving the residents of Boston's North Suburban region, Hallmark Health strives to combine the latest medical technology and treatments with a personalized approach to care. We believe that the delivery of quality healthcare is only possible in an environment where patients come first; an environment that encourages patients and clinicians to work together to achieve the best possible outcomes. This is achieved through the following mission, vision and values:

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### **Our Mission**

Our mission is to provide, in a community-based setting, the highest quality health care to Boston's northern suburbs.

### **Our Vision**

Hallmark Health will be the system of choice in our region, with demonstrated service to and support, from area residents and physicians.

### **Our Values**

**Collaboration-** Working together as a team and actively communicating with each other, our patients, and our communities.

**Attentiveness-** Always remembering that we are here to serve the needs of the patients.

**Respect-** Treating others (including patients, families, co-workers, and physicians) with dignity and courtesy while striving to understand their needs.

**Excellence-** Holding ourselves to the highest standards of quality, service, integrity, and performance.

**Stewardship-** Managing resources prudently to ensure our future ability to serve our mission.

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## Community Summaries

### MALDEN

*In 2004, the Malden Community Outreach team led the effort by increasing Hallmark Health's visibility at community health fairs, in local service organizations and sponsorship of charitable events benefiting the community. Examples of these contributions included sponsorship of the Malden Business Expo, the transportation program for the Malden Council of Aging and support for Celebrate Malden, the city fair that attracts thousands of residents each year. Team Malden also sponsored a bike rodeo that taught proper bike safety to local children and their parents.*

*Hallmark Health is an active participant in the City of Malden's OxyContin Drug Task Force, which implemented an OxyContin and heroin education and prevention initiative for Malden adolescents in 2004. The task force is comprised of representatives from City Council, Human Services and the Mayor's office, Hallmark Health, Healthy Malden, and the Malden Police, among others. Hallmark Health's participation included developing a series of lectures for physicians to provide education on the incidence and consequences of addiction, recognizing the well as signs of addiction. In addition, Hallmark Health's Community Counseling will conduct a series of four support groups for Malden families coping with OxyContin addiction.*

#### **Hallmark Health Visiting Nurse Association, Inc**

Hallmark Health's Visiting Nurse Association Inc. (HHVNA) provides nursing, rehabilitation, home health aides, and social services to residents in 22 cities and towns north of Boston. The HHVNA is a Joint Commission of Accreditation Healthcare Organization (JCAHO) accredited agency that works toward improving the health of the community by providing a full range of services that promote and restore optimum health and well being. The agency works toward improving the quality of life for patients and their families by responding to their physical, emotional, and medical needs. Specialty programs have been developed in the areas of congestive heart failure, coronary artery disease, diabetes, palliative care, asthma management for children and adults, total joint replacement, and skin/wound care.

Community programs range from services for teen parents and their newborns to health assessment clinics for older adults. HHVNA's community outreach spans all generations and economic groups. The agency's responsibility reaches beyond the front doors of its patients and into the communities it serves. With a 105-year history, the HHVNA has developed connections and strong linkages with government, school, and health care agencies. Working in partnership with these agencies has provided the residents of the HHVNA service area with a higher level of health care in their homes and community.

In 2004, HHVNA served more than 3,500 Malden elders through health care counseling clinics, screenings, and educational programs directed by registered nurses with extensive

experience in geriatric and community health. Special programs and screenings specific to the health needs of Malden's older Chinese population were also developed with the Malden Council on Aging.

**Malden Medical Center**

The Malden Medical Center houses a variety of community focused programs and services including Physician Practices, Financial Counseling, Community Services, Marketing and Public Affairs, regional WIC program offices, Family Education Community Programs, Lifeline Emergency Response Program, the Malden Adult Social Day Program, Hallmark Health Hospice and the Hallmark Health Visiting Nurse Association, among others.

**The Malden Walk-in Center**

Hallmark Health's Malden Walk-in Center offers acute and ambulatory medical services, lab and basic X-ray services for those who need to be seen right away, can't schedule an immediate appointment, or do not have a primary care physician. The Center fills this gap by providing immediate attention to concerns such as fevers, infections and sprains, and provides an alternative to either waiting or utilizing the Emergency Department for non-urgent care.

Cost to maintain the Malden Walk-In Center exceeds reimbursement. Hallmark Health has offset this financial loss and has also received state subsidiary to aid the Center, as well as the Malden Family Health Center (see below).

**The Malden Family Health Center**

The Malden Family Health Center, located across the street from the Malden Medical Center, includes 32 physicians from the Tufts University Family Medicine Residency. Family Health Center physicians are dedicated to serving the health care needs of adults and children of all ages. Approximately 27,000 patients received care last year, which included routine physical exams, prenatal care, well-child care, acute and chronic illness care, and minor surgical procedures. The Malden Family Health Center collaborates with a variety of community partners in primary care prevention and education including the Starr Wellness Center at the Malden High School, the Sharewood Project, the Bread of Life, and Healthy Malden, Inc.

## **MEDFORD**

*In 2004, the Medford Community Outreach team made a significant effort to strengthen collaboration with the Medford public schools, as well as numerous community health organizations.*

*In response to a Hepatitis A alert, LMH administered 300 free doses of the immune globulin for Hepatitis A, and Hospital and Hallmark Health Visiting Nurse Association staff volunteered their time during a second alert during the year.*

### **Lawrence Memorial Hospital**

Lawrence Memorial Hospital (LMH) first opened its doors in 1924. Today, it is a 134-bed facility providing a full range of medical services, including general surgery and medicine, cardiology, oncology, geriatrics, psychiatric care, and 24-hour emergency care. Prompt Care provides walk-in outpatient services and non-emergency care. Outpatient programs provide diagnostic, medical and orthopedic services, including pre-operative testing, mammography, diabetes education and nutrition counseling. In 2004, LMH began offering Positron Emission Tomography (PET) scanning, allowing physicians to better diagnose cancer, heart, and neurological diseases. In 2004, a new Intensive/Cardiac Care Unit opened at the hospital, offering patients and families a more comfortable and welcoming atmosphere, while allowing staff a more open floor plan and greater visibility of patients in their rooms to maximize patient safety. An updated cardiac-monitoring system with space-saving, flat-screen monitors was also installed.

### **The Lawrence Memorial/ Regis College Nursing Program**

#### **The Lawrence Memorial/ Regis College Radiography Program**

The Lawrence Memorial/Regis College Nursing Program was established in 1924 as a hospital-based diploma program. In 1988 the school signed a collaborative agreement with Regis College to confer an Associate of Science in Nursing degree (ASN), formalizing a long-standing affiliation. Today, the ASN program is an integral part of the Hallmark Health system, which provides financial assistance through grants to qualified students and employs many students within the healthcare system. Throughout the curriculum, and as part of their learning experiences, students provide nursing care to patients in the HHVNA and the hospitals of the Hallmark Health system. In 2004, the program set a new record for nursing enrollments, helping to meet high industry demand for these vital caregivers. Both faculty and students in the nursing program are actively engaged in community activities.

The Lawrence Memorial Hospital/Regis College Medical Radiography program welcomes its first class of students this year as an effort to meet the shortage of technologists.

### **Lawrence Memorial Medical Associates**

Located at 101 Main Street in Medford, Lawrence Memorial Medical Associates is an outpatient facility providing diagnostic, medical, and orthopedic services within the community setting including: laboratory, mammography and ultrasound services,

orthopedics and sports medicine, nutrition and community counseling services. In addition, Community Counseling Services is staffed by a team of clinical social workers, psychologists, psychiatrists and psychiatric nurses, community counseling supports individuals and families experiencing difficulty coping with psychological or medical problems.

## MELROSE

*In 2004, the Melrose Community Outreach team participated in a series of sponsorships in the community. This included providing an automatic external defibrillator to the Milano Senior Center, sponsoring CPR training at the Melrose Middle School, and forging partnerships with local civic and health organizations.*

*The Melrose Chamber of Commerce honored Melrose-Wakefield Hospital as the “Outstanding Business of the Year.” In March 2004, the Boston Globe reported that the Web site [selectqualitycare.com](http://selectqualitycare.com) ranked Melrose-Wakefield Hospital as number two in the Boston area for treatment of heart attacks. MWH was ranked above several major Boston teaching hospitals.*

### **Melrose-Wakefield Hospital**

Tracing its origins to 1893 when a group of 40 prominent women in Melrose organized the Melrose Hospital Association, Melrose-Wakefield Hospital (MWH) today is a 234-bed facility offering a range of inpatient and outpatient services. These services include: acute medical, surgical, obstetrics and gynecology care, pediatrics, cancer/oncology, psychiatric and 24-hour emergency services. MWH’s maternity services delivered approximately 2,000 babies last year offering 24-hour neonatal intensive care through an affiliation with New England Medical Center, and a Level II Special Care Nursery. In 2004, Melrose-Wakefield Hospital unveiled new diagnostic technology with a 16-slice CT. This new equipment delivers improved medical imaging capabilities for the diagnosis of conditions ranging from varying forms of cancer to heart disease to bone and joint problems and other musculoskeletal conditions. Emergency angioplasty services also officially began at Melrose-Wakefield Hospital in January 2004. Melrose-Wakefield is now the only hospital approved to do the procedure in Hallmark Health’s service area of 16 cities and towns. Achieving Department of Public Health approval required a rigorous process over the course of several months, including a thorough review of the outcomes of interventional cardiology diagnostic procedures performed at MWH and Lawrence Memorial Hospital.

## WAKEFIELD

*Sponsorships by the Wakefield Community Outreach team in 2004 involved donating a defibrillator to the Wakefield High School, sponsoring the health fair at the Breakheart Road Race, and supporting many town civic events.*

*The Wakefield Chamber of Commerce honored Melrose-Wakefield Hospital for its "Outstanding Long-Term Commitment to the Wakefield Community."*

### **The Wakefield Medical Center**

Located on Lake Quannapowitt, Hallmark Health's Wakefield Medical Center consists of clinical, rehabilitative, and diagnostic services that include: Ell Pond Medical Associates and Health Diagnostic Services. The Ell Pond Medical Associates staff provide OB/GYN and Internal Medicine. Lakeside Physical Therapy includes an outpatient rehabilitation therapy clinic, which serves approximately 35 people daily.

### **The Dutton Center**

Located on Main Street in Wakefield, The Robert Dutton, MD Adult Day Health and Supportive Day Center houses a variety of education and support programs for young and old in the community. Programs during the day include social day care for seniors and adult day health care for those with special physical, cognitive or emotional needs. In addition to counseling, support groups, nutrition, and medical supervision, the adult day programs offer activities such as music, arts and crafts sessions, games and exercise groups to 40 participants daily.

In the evening and on weekends, the department of Family Education offers prenatal, childbirth, CPR and First Aid education programs. Classes for new and expecting mothers and their families include yoga-based prenatal exercise groups, baby-sitting classes, support groups and classes on childbirth education, parenting, partner massage and sibling adjustment. Community focused CPR and First Aid courses are also offered at the center for individuals, community groups and organizations with classes taught by RN's, LPN's, CPR and First Aid instructors, certified childbirth educators and prenatal instructors and other licensed staff.

## **Partnerships and Community Networks**

### **Community Health Network Area**

Representatives from Hallmark Health and HHVNA are active participants in the local Community Health Network Areas (CHNA), which coordinate public health delivery within the North Suburban Health Alliance (CHNA 16) and the Harbor Community Health Alliance (CHNA 19). CHNA 16 includes the communities of Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield.

### **Healthy Malden, Inc.**

Healthy Malden, Inc. is a unique public/private community-based coalition founded in 1993 by Hallmark Health and the Mayor's Office of the City of Malden. The mission of Healthy Malden, Inc. is to improve the health of Malden residents by fostering citizen and agency collaboration aimed at the community's priority health issues. The Healthy Malden coalition consists of over 200 volunteers from all sectors of the community committed to working together to promote programs that will lead to improving the quality of life for all Malden residents. The work of Healthy Malden, Inc. is accomplished through nine topic specific task forces that develop ongoing programs with wide representation of community leaders from a diverse cross-section of the population. These leaders include Hallmark Health at the board and task force levels, representatives from the school system, law enforcement, the District Attorney's Office, the Mayor's Office, the Department of Social Services, the faith community, parent and family services, and multicultural organizations.

### **The Joint Committee for Children's Healthcare in Everett**

Formed in 1995 by an Everett Public School Counselor and Everett's Board of Health Director, the mission of The Joint Committee for Children's Healthcare in Everett (JCCHCE) is to ensure that every child has access to high-quality healthcare whenever they need it. Although the JCCHCE is an independent coalition of more than 63 volunteers, the HHVNA, WIC and Hallmark Health Healthy Families provide support through staff participation. Ongoing programs of the JCCHCE include family outreach through the Parent Liaison, who works to connect uninsured families with appropriate healthcare services.

### **Medford Health Matters**

Medford Health Matters (MHM) was formed in 1995 to identify and explore health issues of concern to Medford residents, and to promote programs that lead to positive changes in the quality of life for all community members. A multi-disciplinary group of community members, MHM consists of a diverse array of leaders from a number of human and social service organizations including the Medford VNA, the Public Health Commission, Mystic Valley Elder Services, Medford Public Schools and Hallmark Health's Department of Community Services, among others.

**Service Organization Representation**

As part of its efforts to address the needs of its core communities, Hallmark Health partners with local businesses through service organizations in Everett, Malden, Medford, Melrose, Wakefield, and Stoneham. In 2004 Hallmark Health staff were members of 40 service organizations such as local Rotary Clubs, Chambers of Commerce, Kiwanis and Lions clubs. These organizations provide charitable support to local communities through financial and volunteer efforts.

**Hospital Volunteers**

A wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2004, over 300 volunteers provided more than 47,000 hours of service through the Melrose-Wakefield Hospital Auxiliary and the Friends of the Lawrence Memorial Hospital. These volunteers live throughout the various communities that the Hallmark Health System serves. Volunteers receive training and support from staff throughout the system. Volunteer efforts in 2004 included assisting at the Dutton Adult Day Senior Center, North Suburban Family Network, and Hallmark Health Hospice. Both the Lawrence Memorial and the Melrose-Wakefield Hospital Auxiliaries have contributed over \$1 million dollars since their inception to support the hospital's patient services, capital campaigns, and community services such as the Cardiac Survival Project, CPR trainings, and the purchase of life saving defibrillators donated to community organizations.

## *2004 Programs and Services*

### Community Outreach and Support

#### **Community Outreach Teams**

Hallmark Health's Department of Marketing and Public Affairs initiated a system-wide approach to community relations that focused on increasing employee involvement and responsiveness to community needs. Four Community Outreach teams are in place and focus on the Medford, Malden, Melrose, and Wakefield communities. Chaired by hospital leadership and comprised of staff from a variety of disciplines, the teams meet regularly to identify outreach opportunities and develop ways to increase visibility in the communities. Teams work to increase institutional involvement, identify sponsorship opportunities, potential events, and organizations to approach for collaboration. Sixty percent of Hallmark Health staff live in our primary or secondary service area, and over 200 employees, volunteers, and physicians were involved in a team or a team-sponsored event this year. Teams solicited input from key community leaders including superintendents of schools, state representatives, and local health departments. In 2004 the teams logged more than 2,700 hours as active members in over 40 civic groups and service organizations throughout the North Suburban Region.

#### **Hallmark Health Visiting Nurse Association Community Support**

In 2004 HHVNA offered older adult residents in the community more than 60 health education programs, ranging from programs on anxiety, understanding the aging process, and healthy aging. Health screenings and community resource fairs were held at six senior centers in collaboration with other agencies serving seniors. More than 2,000 older adults received screenings, follow-up, and education through these fairs. The HHVNA offered influenza immunization clinics throughout its service area, at which more than 2,000 older adults participated. Clinics were also held in local businesses, resulting in an additional 500 receiving the vaccine. Health care counseling clinics, directed by registered nurses, served more than 3,000 individuals in Malden and Medford.

In September 2004, HHVNA sponsored the Caregivers Expo, funded in part through a grant from Mystic Valley Elder Services, 400 people attended this all-day event, which featured experts in the area of care giving and addressed legal issues affecting the elderly and those with Alzheimer's disease and memory loss. A resource fair with fifty health agencies also provided information on their services for caregivers.

#### **Occupational Health Community Outreach**

The Occupational Health Department includes employee health, infection control and workers compensation. In addition, Occupational Health participates in a variety of community-based outreach programs. Programs in 2004 included TB testing and OSHA trainings in conjunction with community groups such as the Melrose Public Schools, Glen Ridge Nursing Home, Courtyard Nursing Home, and Life Care, among others. In addition, the Occupational Health Department, in collaboration with The Lawrence

Memorial/Regis College Nursing Program and Salem State College nursing students provided influenza immunizations for more than 1,500 individuals.

#### **Nutrition Services Outreach and Education**

Nutrition Services at Melrose-Wakefield Hospital, Lawrence Memorial Hospital, Malden Family Health Center and Lawrence Memorial Medical Associates conducted community outreach, education and screening topics related to diabetes and cardiac rehabilitation in 2004.

#### **Stewardship**

Stewardship is part of the institutional culture at Hallmark Health and all levels of staff are engaged in numerous charitable and community volunteer efforts. In addition to the hours contributed by the Hallmark Health Community Teams, the Leadership staff of Hallmark Health contributed 1267 hours in 2004 as active members in over 40 civic groups, community organizations, boards and projects throughout the North Suburban Region. Examples of staff efforts included more than 125 new books donated to the Hallmark Health Healthy Families *Holiday Book Drive*, care packages to U.S. troops, a canned food drive to local charities and churches, toys to children in need during the holidays, a house wares drive to homeless families entering housing, and participation in various fundraising walks to assist many health-related causes.

#### **Athletic Training Programs**

Hallmark Health provides athletic training services to the community to help students prevent sports injuries. These programs include Malden High School, Malden Catholic, and others. By hosting pre-sport clinics aimed at evaluating risk of injury, the program helps students by developing an individual exercise program aimed at strengthening their areas of vulnerability. Trainers are available at team practices and games to support and educate these youth athletes.

#### **Support Groups**

Support groups are offered among many of the clinical service areas within Hallmark Health. Oncology and Outpatient Psychiatric Service Departments offer cancer support groups to aid families in coping with the physical, social, and emotional aspects of cancer. Run by nurses, social workers and other clinical members, groups are held at both Lawrence Memorial and Melrose-Wakefield Hospitals. Classes offered in 2004 included a four-part series entitled, "*I Can Cope*" which includes sessions on learning about cancer and cancer treatments, understanding feelings and family relationships, discovering resources, and celebrating life. In 2004, Hallmark Health Hospice offered a series of ongoing support groups to help those who have experienced loss including nine on-going support groups such as *Loss of a Spouse or Partner*; *Adult Child Loss of a Parent*; *Loss after Sixty*; and a Holiday Support Group. A program for children who have experienced loss, which utilizes expressional therapies, was also developed and several groups were held in 2004.

Community Counseling provides support groups for families with loved ones in military service over-seas.

### **Bariatric Surgery Support Group**

The Bariatric Surgery department at Lawrence Memorial Hospital provides a support group for those who are either waiting to have surgery or those who have experienced it. The group has more than 200 members that meet on a monthly basis. Those who are post-surgery provide social and emotional support to those who are waiting in order to help ease anxiety and share their own experience. A surgeon, clinical and department staff lead the group in addressing issues such as post-management skills and nutrition.

### **Patient Access Support**

#### **Financial Counseling**

Hallmark Health's financial counselors at Melrose-Wakefield Hospital, Lawrence Memorial Hospital, and the Malden Family Health Center provide counseling and support to assist patients in accessing MassHealth and Free Care applications. In 2004 Financial Counseling, in collaboration with Patient Access and Community Services, implemented a grant to assist residents in accessing MassHealth, track patient visits and identify barriers to health access.

#### **Interpreter Services**

Hallmark Health offers free interpreter services, in full compliance with Mass General Law as well as the Office of Civil Rights regulations. The service is available 7 days per week, 24 hours per day to hospital patients that are non-English speaking. In 2004 the interpreter pool responded to more than 1,000 requests. The diverse nature of the Hallmark Health patient population is reflected in over 35 different language requests including: Spanish, Chinese, Portuguese, Russian, Arabic, and Haitian. Interpreter Services also provide written translation services and Telecommunications Device for the Deaf (TDD) and Teletypewriter (TTY) Services for hearing-impaired patients. Each campus has at least one TDD/TTY phone with portable machines that are available for installation in patients' rooms. This past year Hallmark Health became a member of the Massachusetts Coalition of Coordinators of Interpreter Services.

#### **Transportation Support**

In 2004, Hallmark Health provided transportation to help senior residents in Medford, Malden, and Melrose access healthcare. Partnering with the Malden Council on Aging a shuttle operates between various community stops and the Melrose-Wakefield and Lawrence Memorial Hospitals and Malden Medical Center. In Medford, a transportation service provides several scheduled stops daily between Lawrence Memorial Hospital, Lawrence Memorial Medical Services at 101 Main Street and various locations between the senior center, nutrition programs, clinics, and health related appointments. The System has also provided more than \$27,000 in cab vouchers to those unable to access these vans.

## Behavioral Health Services

### **Domestic Violence Prevention & Education**

Our domestic violence initiatives are integrated into the plan of care for all inpatient and outpatient programs. Education materials are distributed at health fairs and other events and domestic violence issues are addressed through maternity services, Hallmark Health Healthy Families, and the North Suburban Family Network. Hallmark Health staff support local community initiatives that address domestic violence such as the Melrose Alliance Against Violence and the Portal to Hope Program in Everett.

## Child and Family Programs

### **Family Education Programs**

Family Education classes are offered for expecting mothers and their partners and include prenatal education, yoga-based prenatal exercise groups, pain management for labor and birth, breastfeeding, partner massage, sibling adjustment and monthly tours of the maternity facilities at Melrose-Wakefield Hospital. More than 500 families were served in 2004, and 2,000 individuals educated in our collective programs. Scholarships are routinely provided for participants in need. Located within the Community Services division of Hallmark Health, these programs are offered system-wide and are continually evaluated to ensure client satisfaction and ability to meet the needs of the public. The Family Education Department is linked to other creative Hallmark Health programs providing family support including: Women, Infants and Children's Programs (W.I.C.), Hallmark Health Healthy Families, and the North Suburban Family Network to provide a comprehensive continuum of care.

### **North Suburban Family Network**

Funded by the Massachusetts Department of Education through the Melrose Public Schools, the North Suburban Family Network (NSFN) is a community-based family support and education program. The Family Network's goal is to meet the education and support needs of parents and caregivers with children under the age of four. In 2004, approximately 1,100 families accessed one or more of the Network's services. Governed by a parent-led community coalition that is comprised of members representing city government, senior citizens, early childhood education and family support services, the NSFN offered playgroups, adult education programs, support groups, and family activities. The NSFN houses a book and video lending library on a variety of parenting topics as well as a library of children's books for reading while at the Network or to take home.

Collaborative programs are offered with Hallmark Health Healthy Families and WIC. In 2004, NSFN expanded programming for families due to facilitation of programs by volunteers and collaborations with other early childhood programs.

### **Women, Infants and Children Program**

Funded by the Massachusetts Department of Public Health, the Women, Infants and Children (WIC) program has offices in Malden, Medford and Everett. WIC provides links to health and social services, as well as food and nutrition services to low to

moderate-income families in critical stages of growth and development. Last year WIC served over 2,400 low-and moderate-income families from Malden, Everett, Medford, Melrose, Reading, North Reading, Stoneham, and Wakefield. Participants received food checks to redeem at participating grocery stores or pharmacies, and nutrition education on topics such as appropriate feeding for infants, good diet during pregnancy, meal planning, and the benefits of breastfeeding. In 2004, WIC nutritionists presented free workshops on healthy nutrition to hundreds of parents, clinical professionals, and childcare providers throughout the region.

#### **Hallmark Health Healthy Families**

Hallmark Health Healthy Families is funded by the Children's Trust Fund and supported by Hallmark Health, and serves families in Everett, Malden, Medford, Melrose, Wakefield, Stoneham, Reading, and North Reading. Services are free for participants and their families from pregnancy until the child turns three. Services include home visiting, mentoring, role modeling, education, and support to strengthen parenting skills. In addition to home visits, services include special family activities and educational classes such as prenatal, CPR and First Aid. The Hallmark Health Healthy Families program served 98 families in 2004 with 101 referrals. Staff and managers actively engage in partnerships to benefit the children, families and the community including: the Malden Teen High Task Force, the Malden/Everett, Medford and North Suburban Family Networks, the Melrose, Stoneham and Wakefield Community Partnership for Children and the Tri-City Children's Network.

#### **Child Protection Team**

Hallmark Health's Child Protection Team was developed in 2003 and consists of 25 staff and clinicians working to ensure a coordinated system to link Hallmark Health and the community to provide services for infants and children at risk. The Massachusetts Department of Social Services, the Melrose Police Department, the District Attorney's office, members of Hallmark Health's Women's & Children's Services staff, and Hallmark Health VNA Maternal/Child Health staff are represented.

#### **Call to Protect Program**

In 2004, Hallmark Health staff continued participation in a national campaign in which used cell phones are donated to women escaping abusive relationships. To date, more than 3,500 cell phones have been collected from staff and contributed to the project. The donated cell phones are re-programmed to dial one non-emergency number and also 911. The phones are then distributed to women who were victims of domestic violence or those at threat of domestic violence.

### **Chronic Disease Prevention and Intervention**

#### **Cancer Screenings and Prevention**

In 2004, free skin cancer screenings were held in Medford and Melrose and surrounding communities through the Division of Oncology and Cancer Care Center. These screenings provided education about skin cancer prevention, and treatment to hundreds of community residents. Last year, the Lawrence Memorial Hospital Cancer Committee created screening guidelines for physicians and the lay public in areas of breast, cervical, colon and skin cancer to be published periodically for both the medical staff and the community. A Smoking Cessation Resource Guide was created in the wake of loss of public funding for cigarette cessation programs. Education about breast cancer prevention is also offered to those women who are felt to be at high risk and the Oncology staff routinely provides public presentations on cancer screening and prevention issues.

#### **Cardiac & Pulmonary Rehabilitation Programs**

These programs focus on exercise and education. Patients meet regularly to receive counseling on the physical, psychological, and emotional impact of their condition, and learn from the staff and each other about heart disease, smoking cessation, and nutrition. The Rehabilitation Department provides community education through speaking engagements such as fall prevention, monthly back school, and pre-surgical education programs for people having elective hip and knee replacements. These programs are offered at various sites throughout the service area.

#### **Cardio Pulmonary Resuscitation Trainings**

The organization and scheduling of community Cardio Pulmonary Resuscitation Trainings (CPR) classes is coordinated through the Family Education Department within Community Services. These trainings occur at Melrose-Wakefield and Lawrence Memorial Hospitals, Malden Medical Center, the Dutton Center in Wakefield and various community sites throughout the North Suburban region. Adult and pediatric CPR trainings are offered in either certification or re-certification modules for both community residents and healthcare providers. This year Family Education instructors taught life saving skills to more than 500 community residents including the Melrose and Wakefield public schools.

#### **Cardiovascular Education and Screenings**

A series of cardiovascular screenings and community education events were conducted by Hallmark Health physicians, radiology and respiratory therapists throughout the year as on-going outreach at community sites and fairs, and in conjunction with the National Respiratory Care Week and other events. The goal of these events was to promote awareness and educate the public on asthma and cardiovascular health. Screenings included peripheral vascular, lung function and other tests, as well as education on Chronic Obstructive Pulmonary Disease.

#### **Older Adult Programs**

##### **Hallmark Health Hospice**

Hallmark Health Hospice focuses on the final season of life by making each moment as comfortable and as meaningful as possible for the patient. Hospice does not seek to cure,

but rather seeks to care. For the patient with a life-limiting illness, choosing hospice care may be an important step toward accepting death. The Hallmark Health Hospice staff works together to help the patient get through this emotional hurdle. The staff also works with the patient's family to live through this difficult time by providing needed support and understanding. Hallmark Health Hospice is accredited by the Joint Commission on Accreditation of Health Care Organizations and is certified by the Massachusetts Department of Public Health.

#### **Senior Citizens Health Services Program**

Hallmark Health provides community outreach for the elders of Medford, Stoneham, and Winchester through the utilization of a registered nurse at several housing sites and at senior centers. The program served about 2,500 seniors in 2004. The Medford Senior Drop-In Center offers nursing services such as nursing assessments and referrals, B-12 injections, blood pressure screenings, and individual health conferences. The program also provides education and support services, such as osteoporosis awareness, prevention and treatment for hypertension, influenza clinics, and senior safety programs throughout senior housing sites.

#### **The Dutton Center Adult Day Health and Supportive Day Program**

The Dutton Center Adult Day Health and Supportive Day Program offers Social Day Care for all seniors and Adult Day Healthcare for those with special physical, cognitive or emotional needs. In addition to counseling, support groups, supervision, and socialization, the program offers activities such as music programs, arts and crafts sessions, games, and exercise groups. In 2004, the program served approximately 40 clients per day.

#### **Malden Social Day Care Program**

This program provides an enriched social opportunity for seniors and is located at the Malden Medical Center. The program offers transportation, activities, counseling and social support, as well as nutritional snacks and lunch. It operates through a collaboration of Hallmark Health and the Malden Council on Aging and serves approximately 15-20 seniors on a daily basis. The Malden Social Day Care program provides seniors with regular social contact and provides families with respite, education, and nutrition counseling.

#### **The Parish Nurse-Community Outreach Program**

The Parish Nurse Program of Hallmark Health Visiting Nurse Association (HHVNA) provides non-invasive health care and supportive services and is supported in part by a donation from St. Joseph's Parish in Malden. In 2004, blood pressure screenings were held after Masses on Saturdays and Sundays and a health fair for seniors and events for families was also held to provide valuable health information to parishioners.

In addition, HHVNA sponsors health care counseling clinics and education programs for older adults at senior housing sites in Malden and Medford through its Community Outreach Program for Older Adults, which is funded in part through a grant from the Junior Aid Association or Malden and the United Way.

More than 4,000 older adults (and families) were served in these programs during 2004.

**Psychiatric Home Care Support Program**

Funded in part through a United Way grant, this program provides support to those who may be homeless or have the potential to be harmful to themselves or others, without proper mental health intervention. The HHVNA provides assistance to these uninsured and low-income residents to assist patients and families to optimize functioning in the home and community. Education is provided to maximize the patient's ability to cope with their illness. Successful outcomes are achieved through the establishment of care goals between the patient, family, and health care team.

**The Transitional Housing Program**

Hallmark Health VNA, with partial support from the United Way, offered support to families who were temporarily homeless due to multiple circumstances including natural disasters, the financial challenges of single parent families, or those fleeing from abusive or neglectful situations. Maternal/child health nurses of the HHVNA taught parenting and child-care classes as part of this mandatory program for residents. Mothers and fathers gained knowledge of self-care nutrition for all family members, and learned to develop coping strategies regarding stress management, anger management, anxiety, and depression.

**Lifeline Program**

Hallmark Health maintains a Lifeline Emergency Response Program, which gives subscribers the confidence to continue to live independently in their own homes through a lifeline unit. This unit, consisting of a small in-home communicator hooked up to the client's telephone, is activated by the push of a button that automatically dials the Lifeline call center. This service was provided for more than 1,800 area residents in 2004. Lifeline staff provided outreach and education on independent living and safety throughout the region during 2004.

# Appendix **2**

## **Annual Report Standardized Summary**

### **HALLMARK HEALTH SYSTEM, INC.** *Report for Fiscal Year 2004*

#### **Community Benefits Mission**

- To promote healthy lifestyles by providing access to health information and education.
- To serve as a leader within the community by encouraging collaborative planning between local organizations for affordable, accessible, and high quality health care.
- To address the special health needs of the under-served in our community.
- To identify and address the health care needs of those we serve.
- To improve the health of community members by continuing our tradition of working with healthcare institutions, physicians, and community organizations.

#### **Program Organization and Management**

Hallmark Health's Community Services' focus includes facilitating community-based public health opportunities, targeting unmet community health needs and serving to advocate and link various institutional program offerings and the community. The Department Director reports to the Senior Vice President of Strategic Planning and Public Affairs, who in turn reports directly to the President and Chief Executive Officer. The Department of Community Services works on a collegial basis with staff, managers and directors of both clinical and non-clinical service areas within the institution and its subsidiaries. In addition, Community Services staff are represented on all of Hallmark Health Community Outreach teams as well as external boards and coalitions including Healthy Malden, Medford Board of Health, Melrose Excellence In Education program and others.

## **Department of Community Services**

The Department of Community Services at Hallmark Health helps to facilitate the linkage of staff in clinical and non-clinical service areas to partner with and address the health service needs of the community at-large. Projects are developed that respond to public health issues and identified community service gaps to address the unmet needs of the under- or un-insured. Community partnerships involve collaboration on projects, representation on health and community agency boards, grants development, and technical support. In 2004, these partnerships included the Children's Trust Fund, the Medford Board of Health, Healthy Malden, Inc., Medford Health Matters, the Joint Committee for Children's Health Care in Everett, the Massachusetts Department of Public Health, Mystic Valley Elder Services, local Community Health Network Alliance, and others. Current programming is focused on promoting the health of families and older adults, and facilitating access to care.

The department's mission is:

- To promote healthy lifestyles by providing access to health information and education.
- To serve as a leader within the community by encouraging collaborative planning between local organizations for affordable, accessible and high quality health care.
- To address the special health needs of the under-served in our community.
- To improve the health of community members by facilitating staff and provider linkages with residents and organizations.

## **Key Collaborations and Partnerships**

As part of its efforts to improve the health status of its core communities, Hallmark Health participates in a variety of broad-based community coalitions and initiatives that work towards addressing the specific and general health needs in these cities and towns. A sample of current membership includes: Malden High School Teen Parent Task Force, the Everett Community Partnership and Lead Prevention Committee, the Malden School to Career Club, Mystic Valley Elder Services Provider Task Force, Malden Council on Aging, Medford Council on Aging, Healthy Families Community Coalitions, Medford Family Resource Coalition, and the Malden, Everett, and Medford Family Networks.

In addition, in 2004, Hallmark Health was represented in more than 40 service organizations, such as the Malden, Medford, Wakefield, and Everett Rotary clubs, the Malden, Medford, and Melrose Kiwanis clubs, the Malden, Melrose, Wakefield and Everett chambers of commerce, among others.

## **Community Benefits Plan for Next Reporting Year**

Hallmark Health's plan for 2005 calls for increasing collaboration within the system in developing and implementing community-based health initiatives. In keeping with this plan, the Hallmark Health Department of Community Services will report to the Senior Vice President of Home Care and Community Services. This division of the Hallmark Health system deals with the majority of community-based services for children, families, and older adults. This change in reporting will further strengthen the coordination of Hallmark Health's Community Benefit and Community Service initiatives. Hallmark Health will maximize the impact of limited state and federal dollars through creative and targeted collaborations in order to improve efficiency and expand its outreach. The primary elements of Hallmark Health's Community Benefits Plan for the Fiscal Year 2005 include the following:

- **Strengthening Public Health Partnerships**: Strengthening collaborative efforts with other community-based health agencies will further strengthen the link between Hallmark Health and community providers. This will in turn help Hallmark Health and other agencies better address the diverse, complex needs of the populations served. Hallmark Health, through a grant from the Schwartz Center, will continue to develop programs for staff and health care providers on multicultural approaches to care that will strengthen relationships between patients and providers.
- **Health Care Access**: Hallmark Health has been the recipient of a Blue Cross Blue Shield of Massachusetts Foundation grant. The grant, Connecting Consumers to Care, has been renewed and increased in funding. The grant will continue to support follow-up and case management with patients who apply for MassHealth coverage in collaboration with Healthy Malden, Inc. and the Tufts Family Medicine Residency Program. It will also serve to identify barriers to healthcare access for the underinsured and uninsured. The target population is non-English speaking patients from the Vietnamese, Arabic, and Spanish-speaking communities.

- Access to and Education about End of Life Care: As part of its effort to improve end-of-life care within the Hallmark Health System and in the community, Hallmark Health Hospice will undertake extensive educational initiatives to improve the access to, and quality of end-of-life services. To accomplish this, Hallmark Health Hospice staff will provide professional education and training at Hallmark Health and in Extended Care Facilities throughout the northern regions of Greater Boston. Training will cover topics as death, dying, grief, and loss, and will include this information from a multicultural perspective as well. Outreach and education will be implemented utilizing faith and community service agencies, as well as all media outlets. Partnerships will include Hallmark Health hospitals, Hallmark Health affiliates, Extended Care Facilities, Assisted Living facilities, Hospice Federation of Massachusetts, Hallmark Health Visiting Nurse Association, Tufts Family Practice Residency Program, The Malden Family Health Center, Councils on Aging, and other community organizations.
- Identification of Service Gaps: Community Services works with community groups and various departments at Hallmark Health to encourage collaborative planning to more effectively address service gaps in the region and work to "fill-in" these gaps. The department serves as a resource for grant writing proposals, program development, and as a linkage to other community agencies. Projects are supported in response to community needs. An example of identification of service gaps is noted in the Department's efforts to focus on reducing child abuse in the region through expansion of the capabilities of the North Suburban Family Network, Health Families, WIC, and other agencies.
- Expansion of Community Teams: As Hallmark Health's service area expands more than 16 cities and towns, utilizing of the "Team" approach in community service has enabled coordination of outreach efforts and involvement. Over 200 team members actively participate in civic, social, and health events in the communities, which has resulted in more than \$40,000 in community sponsorships and close to 4,000 volunteer hours by team members, hospital leadership, and employees.

In FY05, Hallmark Health will further utilize this team approach and will expand the direction to include the town of Stoneham. In FY04, Hallmark Health participated in many health and social activities in Stoneham, including screenings for older adults and educational programs to the elder population on stress management and safety issues.

## **Key Accomplishments for Reporting Year**

Hallmark Health offered more than \$7,359,923 with \$2,407,923 in Community Benefits and Community Service program contributions in 2004.

Key Accomplishments in 2004 included the following:

- *Stewardship and Volunteerism:* Employee volunteerism grew considerable this past year, with employees contributing their efforts and time to charitable causes throughout the region. In addition to the 2,700 hours donated by "Community Team" members, Hallmark Health's Leadership and Management staffs donated an additional 1,900 hours.
- *Community Outreach:* Hallmark Health has been recognized as a leader in Community Outreach throughout the north suburban region. The Hallmark Health Visiting Nurse Association (HHVNA), through its Community Outreach for Older Adults and Parish Nurse Program, provided health education and wellness programs, and free health screenings to more than 4,000 individuals in 2004. HHVNA also conducted more than twelve health fairs, 50 health education programs, and 300 health care counseling clinics in senior housing sites in both Malden and Medford. Through a grant from Mystic Valley Elder Services, the Hallmark Health VNA sponsored a regional Caregivers Conference on Alzheimer's disease. The Conference offered more than 400 participants the opportunity to learn about current treatments in Alzheimer's disease, stages of memory loss, music therapy, coping strategies, and more than a dozen other topics on this subject. The Hallmark Health Healthy Families Program, WIC, and the North Suburban Family Network provided workshops and educational programs on parenting, growth and development, and nutrition information to young families in the northern suburbs of Boston.

### **Community Benefits Contact**

Diane Farragher-Smith, RN, MSN, MBA  
Senior Vice President  
Hallmark Health System, Inc.  
Malden Medical Center  
100 Hospital Road  
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## Selected Community Benefits Programs

Hallmark Health's commitment to meeting the needs of its diverse communities has involved creative and innovative partnerships aimed at supporting our constituents and facilitating access to healthcare education by providing support and services.

The following are examples of some Hallmark Health programs and services that exemplify this commitment.

*Program:*

### **The Hallmark Health Healthy Families Program**

*Objective:*

Funded by the Children's Trust Fund, the Hallmark Health Healthy Families program serves first-time parents age 20 and under. Begun in 1997, Hallmark Health's Healthy Families Program serves families in Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, and Wakefield. Services are free for participants and their families.

Hallmark Health Healthy Families provides home visiting, monitoring, role modeling, education, and support to strengthen parenting skills and to strengthen families. The goals of the program are:

- To prevent child abuse and neglect by supporting positive, effective parenting skills.
- To achieve optimal health, growth, and development in infancy and early childhood.
- To encourage educational attainment and economic self-sufficiency among parents.
- To prevent repeat pregnancies during the teen years.

In FY04, Hallmark Health Healthy Families received more than 100 referrals and served 98 families.

*Partners:*

WIC; the Malden/Everett, Medford, and North Suburban Family Networks; the Melrose, Stoneham, and Wakefield Community Partnership for Children; the Joint Committee for Children's Health Care in Everett, the Tri-City Children's Network; Tri-Cap Headstart; Malden High School Teen Parenting Task Force; Catholic Charities Young Parents Program; and several other local and state agencies.

*Hospital Contact:*

Lizabeth Chockley, APRN, BC, MS  
Program Director  
(781) 979-6561

**Love & Logic**  
**Parenting Series**

*Program:*

Becoming a "Love and Logic" Parent: The Series

*Objective:*

This education and support series is designed to bring together families to address their needs as parents of children from birth to age six. Funded by the Children's Trust Fund, the objectives of this series is to teach parents practical knowledge in child development, skills for positive behavior management techniques, and to offer resources for additional family education, advocacy, and support.

*Partners:*

Hallmark Health Family Education Program, Children's Trust Fund, numerous community agencies serving children and families.

*Hospital Contact:*

Emily Maughan  
Manager, Family Education  
(781) 338-7556

## **Smoking Cessation Program**

*Objective:*

Many key cities and towns served by Hallmark Health have significantly higher rates of lung cancer. Through surveys, community residents have identified smoking as a primary concern. This smoking cessation program has been designed to help participants quit smoking at their own pace. It blends the best self-help with advanced, proactive telephone counseling. Participants are evaluated on their readiness to quit smoking and assessment of nicotine dependency. With this information, a tailored smoking cessation program is developed to meet their needs. Among the components of the program are a home tobacco cessation kit, four motivational lectures, and support.

*Partners:*

Hallmark Health Community Services, Lawrence Memorial Hospital Oncology Project Fund, and Health Resources.

*Hospital Contact:*

Diane Trask-McCue  
Outreach Coordinator  
(781) 388-7572

## **Community Outreach & Parish Nurse Program for Older Adults**

### *Objective:*

More than 4,000 older adults took part in health care counseling clinics, health screenings, and educational programs directed by registered nurses with extensive geriatric and community nursing experience. Clinics and services are offered in elderly housing and assisted living facilities throughout the region. Participants are referred to community resources and medical care if findings indicate. Special programs dealing with the health needs of the elder Chinese population were developed with the Malden Council on Aging.

Screenings and educational programs were also offered in Melrose, Wakefield, Stoneham, and Saugus throughout the year.

### *Partners:*

The Malden Family Health Center, Hallmark Health-Tufts University Residency Program, Malden Housing Authority, Malden Council on Aging, St. Joseph's Parish, Maplewood Place, Junior Aid Association of Malden, The Gables in Winchester, and Melrose, Stoneham, Saugus, Wakefield Councils on Aging.

### *Hospital Contact:*

Janet Schweitzer  
Hallmark Health Home Care  
Director of Program Development  
(781) 338-7903

## **Caregivers Conference**

### *Objective:*

This annual Conference provides family and professional caregivers the opportunity to learn more about specific disease management; caregiver stress management; and local, state, and federal resources available to assist them. After each Conference, a needs assessment is undertaken to determine issues and concerns of caregivers in the region. Meetings with staff at Mystic Valley Elder Services, Conference evaluations, and telephone surveys with Conference participants provide direction for future Conferences and programs held throughout the year. The 2004 Conference focused on Alzheimer's disease and Dementia and offered more than a dozen comprehensive lectures and workshops on subjects ranging from new developments in Alzheimer's disease to music therapy in memory loss. A Resource Fair is among the many offerings at the Conference, and allows caregivers the opportunity to learn more about local and statewide agencies and services that are available to assist them.

### *Partner(s) FY'04:*

Hallmark Health Visiting Nurse Association, Mystic Valley Elder Services, Alzheimer's Association of Massachusetts, Geriatric Psych Program of Lawrence Memorial Hospital of Medford, Community Family, physicians and other health care specialists in the field of memory loss and Alzheimer's disease.

### *Hospital Contact:*

Diane Farragher-Smith, MSN, MBA, RN  
Senior Vice President  
Home Care and Community Services  
(781) 338-7878

Community Outreach Programs for Teenagers  
The Malden Family Health Center

*Objective:*

The Malden Family Health Center, located on the campus of the Malden Medical Center, includes 32 physicians from the Tufts University Family Residency Program. More than 27,000 visits were made to the Center in FY'04, serving 12,000 patients. In addition to medical and health services, the staff of The Malden Family Health Center provides extensive education throughout the northern suburbs of Boston. Staff and physicians provided more than 2,000 hours of community service to infants, children, young adults, and elders in the region (which amounts to close to \$40,000 in Community Benefit). The objective of the Center's Community Outreach Programs include the identification of the healthcare needs of those served by Hallmark Health and addressing those needs through both medical care and education; developing partnerships within the community to address the special needs of the underserved; and to serve as a leader by providing accessible, affordable, and high quality healthcare.

The Star Wellness Center at Malden High School is among the programs in which the Center partners in the City of Malden. At the Star Wellness Center, residents and physicians provide more than thirty hours of medical and counseling services on a weekly basis during the school year. In addition, residents and physicians at the Center help develop and implement programs offered throughout Malden on issues relating to teens.

*Partner(s):*

Tufts Family Medicine Residency Program, Malden High School, Healthy Malden, Hallmark Health Visiting Nurse Association, Hallmark Health Healthy Families, WIC, North Suburban Family Network, and dozens of other health and social agencies in the region.

*Hospital Contact:*

Gary Hamill  
Director  
(781) 338-7382

# Community Benefit Expenditures

**Type**

**Community Benefits Programs**

**Estimated\* Total Expenditures for 2004**

1. Direct Expenses \$ 215,553
2. Associated Expenses \$ 233,819
3. Determination of Need Expenditures N/A
4. Employee Volunteerism \$ 36,269
5. Other Leveraged Resources \$ 1,375,764

**Estimated Program Budget for  
2005**

\$1,908,000  
\*Excluding Net Charity Care contributions that cannot be projected at the time of the report.

**Community Service Programs**

1. Direct Expenses \$ 322,230
2. Associated Expenses \$ 62,228
3. Determination of Need Expenditures N/A
4. Employee Volunteerism \$ 91,880
5. Other Leveraged Resources \$ 28,050

**Net Charity Care or Uncompensated Care Pool Contribution**

\$4,127,044

*Please note: Hallmark Health Visiting Nurse Association Charity Care of \$45,463 is not included in this total*

(not including bad debt which totaled approximately \$8,874,630)

**Corporate Sponsorships**

\$ 42,130

TOTAL \$ 6,447,910  
(excluding bad debt)

**Total Patient Care Related Expenses for Fiscal Year 2004:** To be submitted March 2005

\*Data collection template utilized during FY 2004 to collect expenditures, did not allow for clear differentiation of categories listed (1-5), therefore totals are roughly approximated in each.