

NEW ENGLAND BAPTIST HOSPITAL

FISCAL YEAR 2004 COMMUNITY BENEFIT REPORT

Name of Hospital: New England Baptist Hospital

Address of Hospital: 125 Parker Hill Avenue
Boston, MA 02120

Name, address and telephone number of hospital employees primarily responsible for Community Benefit planning:

Joseph D. Dionisio
President & CEO

Janice Sullivan
Director of Community Relations

New England Baptist Hospital
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I. Community Benefit Mission Statement

Approved by NEBH Board of Trustees, June 1995

New England Baptist Hospital (NEBH) adopted the “Kellogg Community Benefit Guidelines” in September 1994. By this action, the Hospital is committed to the following principles:

- There is evidence of the Hospital’s formal commitment to a community benefit program for a designated community.
- The scope of the program includes Hospital-sponsored projects for the designated community in each of the following areas:
 - improving health status
 - addressing the health problems of communities of color, the poor and other medically underserved populations;
 - containing the growth of community health care costs.
- The Hospital’s program includes activities designed to stimulate other organizations and individuals to join in carrying out a broad health agenda in the designated community.
- The Hospital fosters an internal environment that encourages Hospital-wide involvement in the program.

The Hospital is committed to quantifying and allocating resources to implement this program.

To avoid duplication of services among Hospitals in the area and to most effectively use the resources of New England Baptist Hospital to improve the community’s health status, the Hospital has defined its community primarily in programmatic terms and has adopted its community benefit mission as follows:

- The Hospital will build on and utilize its expertise in musculoskeletal disorders and work programmatically to develop outreach, education and provision of services to address musculoskeletal health. To fulfill the mission of our adopted guidelines, the Hospital will work with community agencies and residents across Boston to identify areas of special need in musculoskeletal disease and collaborate on programs to address these needs, with special focus on underserved populations.
- The Hospital will expand and enhance our programs in primary care and prevention with emphasis on the areas of breast cancer and cardiac disease. This effort will focus on underserved populations in the City of Boston, especially in the Roxbury community.
- The Hospital will continue to work with our immediate neighborhood of Mission Hill and work with community agencies and residents on their continuing health needs assessments to find the most effective ways the Hospital can address our community’s health.
- The Hospital will continue its commitment to support existing programmatic activities, which address a broader definition of health. These collaborative activities include job training programs and other educational activities.

This Community Benefit Mission Statement will be evaluated and amended, if necessary, to ensure we are meeting the needs of our community and fulfilling this mission.

II. Internal Oversight and Management of Community Benefits Program

The Community Benefit Planning process has the internal oversight and management components described below:

A. Management Structure

President's Oversight

The Director of Community Relations reports to senior management and to the President of the Hospital on community benefit activities and plans.

Dedicated Staff Member

Director of Community Relations, responsibilities include:

- Coordinating the Hospital's current community benefit program with numerous departments throughout the Hospital,
- Planning, organizing and evaluating this program in collaboration with the Hospital administration, NEBH staff and the community.

NEBH Staff Advisors

Community relations staff regularly work with NEBH staff to help develop and implement community benefit activities. These advisors help make recommendations on the direction of the Hospital's community benefit efforts. These advisors are valuable for one or more of the following reasons:

- They are health care providers who can offer their expertise as the Hospital collaborates with the community to develop new health programs addressing the points in its mission.
- They are residents of the Hospital's traditional geographic community and can help the committee assess the needs of this community.
- They are involved with the Hospital's community benefit program providing direct services and can help determine their effectiveness
- They have special expertise essential to the community benefit planning process; e.g., staff from Organizational/Quality Improvement department has community education expertise.
- They are directly responsible or involved in managing the clinical areas identified in the community benefit mission statement, specifically to address musculoskeletal disease and the primary care areas of breast and cardiac health, and can guide the Hospital as it works with the community to develop programs.

Board of Trustees

New England Baptist Hospital examined its governance structure during 2004. While the Hospital's Community Benefit Committee provided great service in development of the Hospital's community programming, the structure had become cumbersome. Rather than promoting direct access to the Hospital's Board, the Committee had instead added a layer that removed community benefit from the Board's regular review. Therefore, the NEBH Board of Trustees voted to dissolve this committee and instead will receive direct reports on community benefit programming from the staff and president of the Hospital. Community planning will be done in conjunction with members of the designated Hospital community, who may provide insight and recommendations on community health issues. The Board is now responsible for evaluating, quantifying and developing policy to implement the Hospital's current and future community programs and is responsible for approval of the Community Benefit plan.

B. Sharing Information

The Hospital has an employee newsletter called “HillTopics” where community benefit activities are routinely shared. In addition, there is a department managers meeting where community benefit activities are reported. Finally, the president and staff provide regular reports to the Board of Trustees.

III. Community Health Needs Assessment

The Hospital is a specialty-referral hospital for the region and not a full-service community hospital, serving a narrowly defined geographic community. Because of this, and to avoid duplication of services, the Hospital identified resources and strengths in its specialty areas. NEBH then met with and worked with community participants to define what needs there were in each of the Hospital categories of strengths and resources. In each of the four areas of focus defined in the community benefit statement, there was a needs assessment, community participation and a plan developed. Information sources and summary of findings of these needs assessments are provided in the Community Benefit Plan section.

In 2004, the Hospital completed a strategic planning process to determine the future direction of the institution. The Hospital began discussions with the community regarding that plan and these discussions have begun to generate new directions for community programming.

IV. Community Participation

Similar to the community needs assessment process, the Hospital identified the resources and strengths of its specialty areas and then sought out community partners for each area to help develop and implement plans and projects.

As a result of the strategic planning process described above, the structure for community participation in the community benefit planning process will be enhanced with a different type of advisory process and participation. This will be determined as the Hospital continues its conversations with the community.

Community Collaborations to Develop and Implement Plan

The Hospital serves as a member of or is actively working with the following organizations to plan and develop community health programs identified in its mission statement. It should be clear that this is only a partial listing of the many organizations with which the Hospital works on other community projects.

Musculoskeletal Health

- Boston Health Alliance (Boston Community Health Network Area (CHNA)) – including South Boston, South End/Lower Roxbury, Roxbury and Jamaica Plain neighborhood alliances.
- The Arthritis Foundation
- The Lupus Foundation
- Massachusetts Department of Public Health

Primary Care

Breast Health

- Boston Health Alliance (Boston Community Health Network Area (CHNA))
- The Boston YWCA EncorePlus Program

- Mass. Department of Public Health Women’s Health Network
- The American Cancer Society

Cardiac Health

- Boston Heart Party/Pfizer
- American Heart Association

Mission Hill/Roxbury Neighborhood Involvement

- The Roxbury Community Alliance for Health
- Mission Link
- Friends of McLaughlin Playground
- ABCD
- Mission Hill Main Streets
- Mission Hill Walk for Health
- Mission Hill Youth Collaborative

Job Training and Education

- Farragut Elementary School
- ABCD Summerworks/Private Industry Council
- Sociedad Latina
- Mission Hill Jobs Collaborative
- Dartmouth College
- Roxbury Community College
- Northeastern University
- Mass Bay Community College
- Bridges to the Future/Health Care Training Institute Collaborative

V. THE COMMUNITY BENEFITS PLAN

In each of the Hospital’s four priority areas, the Hospital worked with key Hospital and community health partners to conduct a needs assessment using different models, to establish target communities, who were under-served, to develop goals for the programming and to set indicators for evaluation. The projects for each area are described below.

MUSCULOSKELETAL HEALTH

Mission

The Hospital will build on and utilize its expertise in musculoskeletal disorders and work programmatically to develop outreach, education and services to address musculoskeletal health. To fulfill the mission of the adopted guidelines, the Hospital will work with community agencies and residents across Boston to identify areas of special need in musculoskeletal disease and collaborate on programs to address these needs, with special focus on under-served populations.

Arthritis and Lupus Initiative

A. & B. Goal, Plan Development and Need:

The goal of this initiative is to address access, education, treatment, and support needs of people with arthritis, especially under-served populations in the City of Boston, targeting women of color. This goal was identified after the Arthritis Foundation and the Hospital worked together with a joint goal of providing outreach and services into the community of color. The Hospital and the Arthritis Foundation partnered with the Women's Service Club, a social service agency in the South End. The executive director of that agency at the time was a community member of the Arthritis Foundation and a woman of color. The three organizations developed and led a series of focus groups for women of color in the community, providers and advocates, to assess needs of this community. These were held at the Women's Service Club in South End/Lower Roxbury. These focus groups helped identify a need for more education and support in the community for those with arthritis and a few years later, for those in the community with lupus. This led to the development of what is now called **the Arthritis and Lupus Support Group**.

C. Short and Long-Term Strategies and Goals

The long-term goal is to meet the identified needs of more support and education for women of color. The short-term goals are similar with the group deciding what they wish to address over the coming year. During 2004, the group, at their request, covered a variety of issues including pain management, new therapies and treatments, yoga and arthritis, resources for disabilities and helpful techniques to manage arthritis and lupus. The group remains diverse with about 50% black, 40% Caucasian and 10% Latina participants.

D. Process for Evaluation and Outcomes:

The group provides evaluations periodically to assess value and learning for the group. At the end of each year, a group discussion is conducted to discuss the value of the preceding year and they decide together what they would like to cover for the next year. The program for 2004 received high marks on the importance of this support group to participants' lives.

E. Process for Budget:

The peer leader compiles the group's decision regarding their needs for the coming year and meet with the Hospital's community relations staff to determine the Hospital support.

F. Process for reviewing, evaluating and updating the Plan:

The peer leader and community relations staff review participants' evaluations to determine the effectiveness of the group. The Arthritis Foundation and the Lupus Foundation also provide feedback on the group's effectiveness and provide input.

Osteoporosis Program

A & B Goal, Plan Development and Need

One woman out of three will sustain a fracture related to osteoporosis at some point in her lifetime. More than 25 million people in the United States (80% are women and 20% are men) are affected by the disease. Yet, osteoporosis can be prevented through education about and adoption of healthy behaviors around nutrition, exercise and supplements. The Massachusetts Department of Public Health (DPH) has identified osteoporosis as a public health issue and established the Osteoporosis awareness program. The Hospital has worked with DPH on their osteoporosis programming. In addition, the Hospital also, as part of its work with the Boston Health Alliance (the Boston CHNA – a network of community health advocates and organizations), expanded its osteoporosis programming to several neighborhoods in the City of Boston. During 2005, the

Hospital will launch an Osteoporosis Center that will provide comprehensive services for women in the community.

C. Short and Long-Term Strategies and Goals

The long-term goal is to prevent osteoporosis through increased education, screening and hopefully, behavior change. New England Baptist Hospital also sponsored and provided equipment for screening events at community locations, such as the “Jazz in the Park” health fair in Roxbury.

In collaboration with the Boston Community Health Network Alliance, an RFP was developed for community groups to seek funding from NEBH Determination of Need linkage dollars for neighborhood health activities. In 2004, the Hospital funded four neighborhood-led osteoporosis projects. These included:

- Jamaica Plain: A continuation of an exercise program held at three locations in Jamaica Plain, serving about 20 women between the ages of 40 and 75 at each class. The Hospital provided funding to support the existing program and to help the Jamaica Plain alliance group transition to new sites.
- Dorchester/Codman Square: Instituted low impact dance classes for Dorchester women in three age groups along with education on the importance of good nutrition and exercise to maintain bone health.
- Roxbury: Incorporated an osteoporosis awareness project into an existing Roxbury Weigh-In project. Serves more than 80 people offering support, counseling and information on wellness. Organizers view program as an icon in the community and state that over 200 families have gained insight into healthy lifestyles and a better sense of what "Wellness" really means for healthier lives.

In 2005, the Hospital intends to continue its screening program, including increased screening events in the Mission Hill community. In addition, the Hospital will select one of the models above to become more involved with as the initiative moves forward.

D. Process for Evaluation and Outcomes:

The Hospital tracks attendance at its own osteoporosis events. In addition, each of the neighborhood groups funded by through the Hospital and the Boston Alliance must provide a report and evaluation of its groups’ activities using the osteoporosis funding.

E. Process for Budget:

The funding for the Boston Alliance projects is set but allocation is determined by the steering committee composed of members from the Alliance neighborhoods, DPH, the Boston Public Health Commission, the Mass Prevention Center, the Council of Boston Teaching Hospitals and the Hospital.

F. Process for reviewing, evaluating and updating the Plan:

The Hospital will review the plan each year and provide comments and suggestions for updates based on the evaluations provided. In addition, the Boston Alliance reviews and evaluates community projects. Updating the plan will hinge on these reviews.

PRIMARY CARE:

Mission

The Hospital will expand and enhance our programs in primary care and prevention with emphasis on the areas of breast cancer and cardiac disease. This effort will focus on under-served populations in the City of Boston, especially in the Roxbury community.

Breast & Cervical Cancer Screening

A. & B. Goals, Program Development and Need

Despite several years of concentrated outreach to women of color and poor women, there is still a disparity in breast cancer mortality rates between women in the general population compared to women of color and poor women. The Hospital, in collaboration with the Boston Celtics Wives Save Lives organization, the American Cancer Society and the Boston YWCA EncorePlus program launched a breast screening initiative in 1993, which expanded in 1998 to include the Women's Health Network at DPH. The goal of this program is to reach women of color, underinsured and underserved women, including older women to reduce this disparity.

C. Short and Long-Term Strategies and Goals

The long-term goal is to increase early detection of breast and cervical cancer, especially among women of color and poor women, in order to reduce mortality rates. The Hospital sought and received designation as a medical services provider for the Massachusetts Department of Public Health Breast and Cervical Cancer Initiative and has now expanded its free services to include cervical screening. This expanded program began in July 1998. During 2004, the DPH program expanded resources to cover treatment of breast cancer. However, there are still many services not covered by the program that are essential to the complete care of these patients, and those are provided by the Hospital free of charge.

The Hospital's target population for the Breast and Cervical Health Service is un- or underinsured women, with emphasis on reaching underserved women especially in its immediate service community of Mission Hill and Roxbury. The women served are un- or underinsured and meet low-income requirements set by the DPH (a few patients are granted waivers if their need is great and they do not meet requirements).

The goals for Fiscal Year 2004 were to screen 100 women and the Hospital screened 95, while continually increased diversity of the patients. Goals for FY2005 include continuing to revitalize outreach and education program with specific emphasis on Mission Hill. We added to education programming in Roxbury with another program in South Boston to raise awareness on early detection and treatment.

D. Process for Evaluation and Outcomes:

The Department of Public Health conducts an annual review of the program, including outreach efforts, diversity of client base, efficiency and quality of service, and mechanisms in place to ensure that clients receive access to other needed health care services.

E. Process for Budget:

The budget is determined each year based on the capacity for number of women screened determined by the Department of Public Health.

F. Process for reviewing, evaluating and updating the Plan:

The Hospital will review the annual report on the numbers of women served and the DPH evaluation of the quality of the program. The Board will determine the program's ability to advance the Hospital's mission.

Cardiac Health

A. & B. Goals, Program Development and Needs

Cardiac disease is the second leading cause of death in the Roxbury community (The Boston Neighborhood Health Status Report: Roxbury). A growing body of research shows a disparity in the diagnosis of cardiac disease between blacks and whites. Also, the leading cause of death in women is cardiac disease, yet women remain unaware the threat of cardiac disease and seriously underestimate their risk for cardiac disease.

The Hospital has partnered with the American Heart Association, Pfizer, and Hospitals in the Partners and CareGroup health system to provide the Boston Heart Party, a free cardiac screening and education program for women in Massachusetts, ages 40 to 80.

C. Short and Long-Term Strategies and Goals

The long-term goal is to increase awareness of cardiac disease and risk for women. The Boston Heart Party is a screening initiative to raise awareness of women about the growing danger of heart disease. It is also intended to collect data about heart disease in women. The Heart Party is a collaborative of hospitals in the area, the American Heart Association, and Pfizer. Each partner agrees to host or participate in screenings for blood pressure, cholesterol and blood sugar. The information collected at these screenings is anonymous and is collated to help practitioners better understand the risk factors for women and cardiac disease. At the screenings, the women who participate are counseled about lifestyle and risk factors and provided with an array of cardiac information. In the case of women at risk, every effort is made to provide a referral for follow-up treatment.

D. Process for Evaluation and Outcomes:

Evaluation of the Heart Party is done by Pfizer, who collects data about the number of women served, the number of screenings provided, the number of women at risk who were identified and data regarding risk factors. Internal evaluation is done through assessing the response to the screenings provided by NEBH.

E. Process for Budget:

The budget for the Heart Party is determined by Community Relations staff based on projected numbers of screening and need for staff and/or promotional material. Pfizer provides supplies.

F. Process for reviewing, evaluating and updating the Plan:

The Hospital will review continually the Heart Party and determine how it fits into our mission and evaluate its success. In addition, NEBH meets with the planning committee for the Heart Party, made up of providers across the city to review, evaluate and update the Heart Party goals and implementation.

Mission Hill/Roxbury Neighborhood Involvement

Mission

The Hospital will continue to work with its immediate neighborhood of Mission Hill and work with community agencies and residents on their continuing health needs assessments to find the most effective ways the Hospital can address the community's health.

A & B. Goals, Program Development and Needs:

Although the Hospital is a regional provider for its specialty services, NEBH recognizes its responsibility to the neighborhood surrounding our campus. The Hospital utilizes sustained involvement with a variety of community groups to assess the most efficient and effective use of its resources in promoting the health and well being of the Mission Hill neighborhood. NEBH depends upon these groups to tell the Hospital what their needs are. The Hospital does focus on work with youth, women and seniors. The Hospital also has been asked and is a major contributor to neighborhood development, including supporting a shuttle bus that serves the community, and maintaining a neighborhood playground.

During 2004, the Hospital began a series of conversations with the Mission Hill community to try and identify neighborhood needs that affect the health of the community. Over and over again, the themes of jobs and housing were raised. The Hospital has proposed three programs to address these needs and will work with the community in 2005 to further refine their needs.

The Hospital is a member of the Roxbury Community Alliance for Health (CHNA – Community Health Network Alliance), a collaboration of health care providers, social service agencies and residents, working to address the health needs of the Roxbury community. The Alliance works together to identify community health needs and develops programming to address those needs.

C. Short and Long-Term Strategies and Goals

Long term goals of these initiatives focus on the health and well being of Mission Hill. Health is defined broadly in this case and includes neighborhood development, employment, housing and safety. Short-term goals include working with a variety of agencies on a number of initiatives to benefit seniors, youth and women in the community.

Long-term goals for the Roxbury Community Alliance include improved health of the Roxbury community included in the CHNA. The group engaged in a strategic planning process has focused its efforts in 2004 on obesity, a major public health issue especially among African-American youth. This project included an extremely successful "Roxbury Sunday Weigh-In". This project was an eight-week seminar on weight management and obesity for parishioners from four neighborhood churches reaching 80 men and women.

D. Process for Evaluation and Outcomes:

Mission Hill is a unique community because many health care institutions surround it. A needs assessment of the neighborhood was done several years ago, and identified these issues: neighborhood development, employment, housing and safety. Since then, there has not been a neighborhood needs assessment or an evaluation of the response to this initial assessment. NEBH began a series of conversations with community leaders to identify current needs in the neighborhood and has identified and begun development of programming to stabilize housing resources and expand education and job training programs.

E. Process for Budget:

The budget is developed by Community Relations staff and is reviewed by the president and Board.

F. Process for reviewing, evaluating and updating the Plan:

The Hospital plans ongoing participation with Mission Hill community groups. A goal for 2005 is to continue work with the community to sharpen the focus of NEBH's efforts in Mission Hill. Community identified issues are jobs, education and housing.

The Hospital will also to continue to participate with the Roxbury Alliance to assess and address community health needs for the Roxbury community. As stated, the Alliance has decided to focus on obesity as a result of its strategic planning process.

JOB TRAINING/EDUCATION

Mission

The Hospital will continue its commitment to support existing programmatic activities, which address a broader definition of health. These collaborative activities include job training programs and other educational activities.

A & B. Goals, Program Development and Needs:

The Hospital's fourth area of focus is providing employment, supporting job training and supporting the educational needs of the health care workers of tomorrow. The healthcare industry faces a daunting labor shortage in the years ahead, which could seriously impact our public health. In addition to promoting neighborhood development by providing jobs, the Hospital works with schools from elementary school up and with job training programs to help encourage young people to enter healthcare as a career and to succeed.

C. Short and Long-Term Strategies and Goals

At NEBH, the philosophy centers around a continuum of programming beginning with work in the elementary schools through to entry level positions and above at the Hospital. The Hospital has programs designed to introduce health care careers to elementary and middle school students through partnerships with local schools. It works with high school students through existing partnerships with the Private Industry Council, ABCD Summerworks and Sociedad Latina, a youth agency in Mission Hill. NEBH works with college students, providing clinical internships and access to the Nursing Fellowship program. NEBH is a founding partner and major supporter of Bridges to Future and the Boston Health Care and Research Training Institute, which completes this progression by providing a skill building and career advancement program for entry-level workers and pre-employment training for potential workers. Bridges to the Future is a collaborative of institutions and community agencies in the area. Finally, NEBH is an active partner in the Mission Hill Pre-Employment Training Program.

D. Process for Evaluation and Outcomes:

For work with the elementary, middle and high schools, Community Benefit staff meets with school and program staff to determine needs and then develop programming to meet those needs. These can include role-modeling, visits to the Hospitals to meet staff, tutoring and curriculum enhancement. The Community Benefit Committee will evaluate these programs.

For the Nursing Fellowship program, the process includes oversight by senior management at the Hospital and at the schools with which NEBH works. The number of successful applicants to the program measures the evaluation and outcomes.

Bridges to the Future is overseen by a steering committee of employers, including NEBH, employees, and community representatives. This group evaluates the success of the program based on the criteria set during the planning process.

The Pre-employment program tracks numbers of internships and hires resulting from training.

E. Process for Budget:

The budget for the elementary/middle/high school programs are developed after meeting with the schools and then reviewed by the Hospital. The Nursing Fellowship program is budgeted based on the number of applicants who apply each year. Human Resources determines the budget based on the amount of release time needed by employees participating in the Bridges program and on the amount of time needed for the steering committee, in addition to financial support of the program.

F. Process for reviewing, evaluating and updating the Plan:

All programs are reviewed, evaluated and updated by the Hospital. In addition, the Bridges Steering Committee evaluates the Bridges program.

VI. Progress Report: Activity During Reporting Year

Expenditures

TYPE	Estimated Expenditures for FY2004	Approved Program Budget for FY2005
Community Benefits Programs*	\$378,310	\$400,000
Community Service Programs	\$28,615	
Net Charity Care or UC Pool	\$1,964,829	
Corporate Sponsorships	\$0	
TOTAL	\$2,371,754.00	

**Community Benefits Program includes the DPH reimbursement for the breast and cervical cancer screening program. It also includes \$25,000 in DoN Linkage expenditures.*

Total Patient Care-Related Expenses for FY2004:

According to the FY2004 403 Cost Report Total Patient Care Related expenses were \$133,340,816.

The figure provided by the Attorney General’s office for Net Charity Care was \$1,964,829 Hospital’s audited statement puts this figure at \$2,127,000. The NEBH charity care number does not include bad debts and Medicare or Medicaid shortfalls.

Major Programs and Initiatives

Program/Initiative	Target Population/Objective	Partners	Hospital Contact	Budget 2004
Arthritis and Lupus Initiative	To provide support and education for women of color in Boston area with arthritis and lupus	Arthritis Foundation, 617-244-1800 Lupus Foundation 508-872-5200 Peer Leaders	Janice Sullivan 617-754-5410 jsulliv5@caregroup.harvard.edu	
Osteoporosis Education/Screening	To raise awareness for Boston women and girls, especially in the neighborhoods of Mission Hill, Roxbury, Dorchester and Mattapan	Boston Health Alliance 617-423-4337 x. 510	Janice Sullivan 617-754-5410 jsulliv5@caregroup.harvard.edu	\$11,000
Breast and Cervical Health Program	To provide breast and cervical cancer screening to un- and underserved women in the Boston area	DPH: Women's Health Unit 617-624- Boston YWCA Encore Plus Program 617-351-7600	Susan Judge-Burns, NP 617-754-6464 sjudge-burns@caregroup.harvard.edu	\$95,000
Mission Hill Neighborhood	To help neighborhood development and safety: maintenance of McLaughlin Playground.	City of Boston Parks Department 617-635-4500 Friends of McLaughlin Playground	Janice Sullivan 617-754-5410 jsulliv5@caregroup.harvard.edu	\$50,000
Bridges to Future/Boston Health Care and Research Training Institute	To promote career ladders for incumbent workers, develop career coaching and management skills for managers, and provide pre-employment training for area residents.	Jamaica Plain NDC/Fenway CDC	Linda Thompson, 617-754-5229	\$50,000

Notable challenges, accomplishments and outcomes for each of the programs noted above are included in the Community Benefit Plan narrative.

VI. Next Reporting Year

New England Baptist Hospital completed a strategic planning process in 2004. The strategic plan has clarified the Hospital's mission and program priorities. NEBH began conversations with the community to integrate these program priorities into its community benefit plan. Many of the projects including the musculoskeletal initiatives will continue as currently structured or will expand. One area that is expected to expand focus and efforts is the support of the Mission Hill neighborhood and the efforts in job training, both contributing to the overall health of the neighborhood. In addition, the structure for community participation in the community benefit planning process is being examined.

A. Approved Budget/Projected Expenditures

The budget and expenditures for FY2005 reflect areas of focus identified thus far in community conversations and based on previously identified needs. The Hospital does anticipate continued conversation will generate changes or shifts in focus during the year.

B. Anticipated Goals and Program Initiatives/Outcomes

Arthritis and Lupus Initiative

The goal of this initiative is to address access, education, treatment and support needs of people with arthritis, especially underserved populations in the City of Boston, targeting women of color. For 2005, the group asked for a continuation of the series with emphasis on hearing from more providers, which will begin in March 2005. In addition, the Hospital will continue to work with the Arthritis Foundation on their minority outreach project.

Osteoporosis Program

The goal of this program is to increase awareness on the prevention of osteoporosis and provide education about the risk factors for osteoporosis. The Hospital will continue to fund and participate in osteoporosis activities in communities in the City of Boston. The need for these activities is identified by the local CHNA and is reflected by the projects developed by that group. The Hospital will continue to work with neighborhood groups, with an expanded focus on the Jamaica Plain Alliance exercise program.

Breast & Cervical Cancer Screening

The goal of this program is to reach women of color, underinsured and underserved women, including older women to reduce this disparity. The goals for 2005 are to screen 100 women and continue to expand outreach in the Mission Hill community. The Hospital also will work to ensure that we continue to meet DPH criteria for the program including timely resolution of abnormal test results.

Mission Hill/Roxbury Neighborhood Involvement

The goals of these initiatives focus on the health and well being of Mission Hill. Health is defined broadly in this case and includes neighborhood development, employment, housing and safety. This is accomplished by working with a variety of agencies on a number of initiatives to benefit seniors, youth and women in the community. In 2005, NEBH intends to focus its initiatives in the community. Determination of this focus will be based on a series of conversations with neighborhood groups. One key project will be working with the community to develop an elder friendly business district intended to reduce isolation and increase independence for elders in the Mission Hill community.

Goals for the Roxbury Community Alliance include the improved health of the Roxbury community included in the CHNA. In 2005, the group will continue its strategic focus on fighting obesity, especially among youth.

Job Training/Education

The Hospital's last area of focus is providing employment, supporting job training and supporting the educational needs of the health care workers of tomorrow. At NEBH, the philosophy centers on a continuum of programming beginning with work in the elementary schools through to entry level positions at the Hospital. The goal this year thus far has been to better promote employment of residents in the surrounding neighborhoods of Mission Hill, Jamaica Plain and Fenway. In addition, the Hospital plans to implement a scholarship program for training in health care careers for youth from these communities.

VIII. Contact Information

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Annual Report Standardized Summary
New England Baptist Hospital
Boston, Massachusetts
www.nebh.caregroup.org

Region Served:

NEBH considers the area within the Route 128 beltway as its primary catchment area for all Hospital services. Although it is located in Mission Hill, the Hospital draws patients not only from within the Route 128 belt, but often from around the state and the country because of its specialty services.

Report for Fiscal Year 2004

Community Benefits Mission:

- Programs to address musculoskeletal disease focus on underserved populations.
- Programs to address breast cancer and cardiac disease focus on under-served populations.
- Neighborhood of Mission Hill/Roxbury and community agencies and residents to address identified needs.
- Support education/job training programs, from elementary school to entry-level workers.

Program Organization and Management

- **Dedicated Staff Member** -- Director of Community Relations, reports to senior management and president
- **NEBH Staff** – Staff consulted are one of the following: health care providers with expertise, residents of the Hospital’s traditional geographic community, can assess program effectiveness, are responsible for the clinical areas identified in the community benefit mission statement.
- **Board of Trustees** -- The Board is responsible for evaluating, quantifying and developing policy to implement the Hospital’s current and future community programs and is responsible for approval of the Community Benefit plan.

Key Collaborations and Partnerships

Community Collaborations to Develop and Implement Plan

The Hospital serves as a member of or is actively working with the following organizations to plan and develop community health programs identified in its mission statement. It should be clear that this is only a partial listing of the many organizations with which the Hospital works on other community projects.

Musculoskeletal Health

- Boston Community Health Network Area (CHNA) – including South Boston, South End/Lower Roxbury, Roxbury and Jamaica Plain neighborhood alliances.
- The Arthritis Foundation
- The Lupus Foundation
- Massachusetts Department of Public Health

Primary Care

Breast Health

- Mass. Department of Public Health Breast and Cervical Cancer Initiative
- The American Cancer Society
- The Boston YWCA EncorePlus Program
- The Celtics Wives Save Lives

Cardiac Health

- Boston Heart Party/Pfizer
- American Heart Association

Mission Hill/Roxbury Neighborhood Involvement

- The Roxbury Community Alliance for Health
- Mission Link
- Friends of McLaughlin Playground
- ABCD
- Mission Hill Main Streets
- Mission Hill Youth Collaborative

Job Training and Education

- Farragut Elementary School
- ABCD Summerworks/Private Industry Council
- Sociedad Latina
- Mission Hill Jobs Collaborative
- Dartmouth College
- Roxbury Community College
- Northeastern University
- Mass Bay Community College
- Bridges to the Future Collaborative
- Mission Hill Pre-Employment Program

Community Health Needs Assessment

The Hospital is a specialty referral Hospital and not a full-service community hospital. Because of this, and to avoid duplication of services, the Hospital identified the resources and strengths in its specialty areas. NEBH then met with and worked with community participants to define needs in each of the Hospital categories of strengths, musculoskeletal, primary care, neighborhood development and job training and education. In each of these areas, there was a needs assessment, community participation and a plan developed. Information sources and summary of findings of these needs assessments are provided in the community benefit plan section. See full narrative beginning on page 5.

Community Benefits Plan

- Musculoskeletal: Arthritis and Lupus, support and education to target women of color with arthritis and lupus, outcomes/evaluation by support group participants. Osteoporosis, increase awareness/prevent osteoporosis for women and girls, outcomes/evaluation by Boston Health Alliance steering committee.
- Breast and Cervical/Heart Party: Increase screening and reduce mortality for breast and cervical cancer and heart disease in women, evaluated by clinical partners and DPH.

- Mission Hill/Roxbury: Improve health and well being of community, evaluated by regular communication with neighborhood and specific program criteria, i.e. number of Mission Hill patients in free screenings.
- Education/Job Training: encourage, teach and train health care workers of tomorrow, evaluated by Bridges steering committee.

Key Accomplishments of Reporting Year

Arthritis and Lupus Support Group: The group, at their request, covered a variety of issues including pain management techniques, new therapies and treatments, yoga and arthritis, resources for disabilities and helpful techniques to manage arthritis and lupus. The group remains diverse with about 50% black, 40% Caucasian and 10% Latina participants.

- Osteoporosis: The Jamaica Plain exercise program expanded services and a new program was launched in Dorchester targeting three different age groups of women to attend dance and education classes.
- Mission Hill: A new scholarship program for area youth was developed and will be implemented in 2005. A mortgage/rental assistance program was developed to encourage employees to choose Mission Hill as their residence. The Hospital supported a pilot project for development of an elder friendly business district in collaboration with Boston's Elder Affairs office.
- Job Training: Over 70 NEBH employees have completed Boston Training Institute for Health Care and Research skill building programming.

Plans for Next Reporting Year

- Breast and Cervical Cancer Initiative: Screen 100 women and continue to expand outreach in Mission Hill neighborhood.
- Expand health screening programming in Mission Hill and improve communication regarding these programs.
- In collaboration with the community, develop housing stabilization programming.
- Implement scholarship program for promising youth in Mission Hill/Fenway/Jamaica Plain neighborhoods.
- Work on development of an elder friendly business district.

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