

PARTNERS CONTINUING CARE

Introduction

Partners Continuing Care is a comprehensive, growing network of inpatient and outpatient rehabilitation facilities, and home health services with collaborative relationships throughout eastern New England. Spanning the continuum of care, the organization includes the Spaulding Rehabilitation Hospital Network, the Rehabilitation Hospital of the Cape and Islands, and Partners Home Care.

Spaulding Rehabilitation Hospital Network

For 35 years, Spaulding Rehabilitation Hospital, centrally located in the heart of Downtown Boston, has been helping individuals return to functional lives after illness or injury. Ranked among the top ten rehab hospitals in the nation on the 2004 *U.S. News & World Report* list of America's Best Hospitals, Spaulding is the number one provider of rehabilitation services in New England, with more than 20 percent of the market share. It is the region's largest rehabilitation facility.

A hallmark of Spaulding's mission is its commitment to teaching and research. Educational activities include the Harvard Medical School Residency Program in Physical Medicine and Rehabilitation, which is among the top five in the United States. Research has increased steadily over the past five years, focusing on mobility, neurological disorders, musculoskeletal function, physical activity effect, rehabilitation engineering, and intervention assessment. A range of government organizations and private foundations fund the network's research protocols.

Mission Statement

The Spaulding Network enables persons to achieve their highest level of function, independence, and performance through the following mission:

- To provide a full continuum of rehabilitation, long-term acute care, and community-based rehabilitation services
- To contribute new knowledge and treatment approaches to rehabilitation and disease and injury management through research and outcome studies

- To educate future rehabilitation specialists, including physicians, nurses, therapists, and other allied health professionals
- To advocate for persons with disabilities and long term illness
- To support the mission of Partners HealthCare System and collaborate with other healthcare providers

Rehabilitation Care for Public Populations

A specialty care facility, Spaulding is not part of the Commonwealth of Massachusetts' free care pool for the uninsured. Nevertheless, Spaulding provides free care on a limited basis to individuals in need of rehabilitation services and are unable to pay. Spaulding also serves a large number of federally and state-supported patients. Medicare or Medicaid patients constitute a significant portion of Spaulding's caseload.

Improving Access to Care

Spaulding's main campus is near Massachusetts General Hospital (MGH) and other Boston hospitals, but its community of patients knows no hard and fast borders. The hospital's network of eight outpatient rehabilitation centers--on-site in the hospital, as well as Braintree, Brighton, Downtown Crossing, Framingham, Medford, Cambridge and Wellesley-- make it more convenient for patients to access care. The centers offer physical therapy, occupational therapy, speech-language therapy, and psychiatry services. Specialized rehabilitation services such as vocational rehabilitation programs are available at selected sites. Together, ambulatory services at Spaulding's outpatient centers handled more than 116,000 patient visits in FY2004.

Improving Access Through Interpreter Services

Spaulding provides interpreting services for its patients. The hospital has a full-time, foreign-language interpreter on staff who arranges for the interpretation and translation of more than 15 foreign languages and American Sign Language, through an arrangement with MGH. During FY200, Spaulding and MGH translators conducted more than 6,500 interpretations.

Serving the Special Needs Community

Adaptive Sports and Recreation at Spaulding

Spaulding's Dr. Charles H. Weingarten Adaptive Sports and Recreation Program reminds individuals with disabilities that they can enjoy activities despite their disabilities and that they can focus on what they can do and not on what they can't. By participating in activities such as

windsurfing, sailing, rock climbing, boating and biking, individuals with disabilities learn new experiences with adapted athletic equipment, thus learning new life skills, building self-confidence, along with stronger overall health.

The program has grown immensely during the last three years. In fiscal 2004, outdoor activities ran for more than five months and had 300 participants who completed more than 600 sports sessions.

Activities offered meet the needs of individual participants. For those up to the challenge of water sports, the program has kayaking, canoeing, and rowing. A 70-foot by 60-foot adaptive sports and recreation pier, located behind the hospital on the banks of the Charles River, allows participants to gain access to watercraft on the Charles.

In addition to serving inpatients and outpatients, Spaulding's adaptive sports and recreation program strives to serve the community at large. This year, through Spaulding's collaboration with AccesSportAmerica and other local organizations, the program expanded to include year-round community programming, including basketball, fitness, and tennis, as well as specialty outings that feature horseback riding, winter skiing, and hiking.

CINID (Community Information Network for Individuals with Disabilities)

In fiscal 2002, Spaulding introduced CINID (Community Information Network for Individuals with Disabilities), a unique initiation designed to improve access to computers, the Internet, and community resources for individuals with disabilities. Funded with grants from the National Library of Medicine, Massachusetts Board of Library Commissioners, and the Boston Foundation, CINID enables individuals with disabilities to access healthcare, job opportunities, and other information via the Internet.

CINID maintains an innovative, easy-to-navigate Web site, www.disabilityexchange.org, which serves as an information clearinghouse for individuals with disabilities. In addition to offering its own content, www.disabilityexchange.org links to Web sites and databases all over the Boston area in an effort to help its visitors find the information they need. Eventually, it will offer users the chance to participate in chat rooms, discussion forums, and online seminars.

CINID also opened its 10 Community Access Sites throughout the MetroBoston area. Each site offers free computer and Internet use. Individuals with disabilities can use assistive technology—such as adaptive hardware and software—to help facilitate independent computer and Internet access. The Community Access Sites are:

- Spaulding Rehabilitation Hospital – flagship site
- Main Branch, Boston Public Library (BPL), Copley Square
- Brighton Branch, BPL

- Codman Square Branch, BPL
- Dudley Branch, BPL
- International Learning Center, YMCA
- Burbank YMCA
- Oak Square YMCA
- Massachusetts Rehabilitation Commission
- Perkins School for the Blind

Quarterly Newsletter for Individuals with Disabilities

Spaulding produces *Disability Issues*, a newsletter dedicated to informing and aiding individuals with disabilities. The newsletter has a circulation of 6,000 and is directed to a readership of individuals with disabilities throughout the New England region as well as organizations that serve those individuals. Spaulding designs and prints the newsletter quarterly.

A Special Relationship with the National Spinal Cord Injury Association

Spaulding has special ties to the Great Boston Chapter of the National Spinal Cord Injury Association. A representative of the group has an office on Spaulding's inpatient spinal cord injury unit. Together, Spaulding and the GBC/NSCIA run support groups for patients with spinal cord and injury and their families.

Advocating for and Educating Individuals with Disabilities

Spaulding hosts an annual lecture series called *Bridges to Community*. Dedicated to raising awareness of the day-to-day challenges faced by individuals with a disability and their families, the lectures provide information to a broad constituency of patients, families, and the professionals who serve them. Topics focus on practical issues, such as gaining access to extended rehabilitation and community-based services, the impact of psychosocial changes, financial planning and special needs trusts, and more. The lectures are free and open to the public.

A Partner with the MBIA's Brains at Risk Program

As a partner in the successful Brains at Risk Program developed by the Massachusetts Brain Injury Association, Spaulding leads a monthly meeting at its Spaulding-Wellesley Outpatient Center. In fiscal year 2004, Spaulding clinicians helped to educate more than 100 individuals about the dangers of driving under the influence and the consequences of such a reckless activity.

Serving its Community

Meeting Space for Community Groups

In support of individuals and groups who work hard to help themselves, Spaulding opens its doors as a place to hold their gatherings. Local Alcoholics Anonymous groups, the Aphasia Community Group, the Great Boston Chapter of the National Spinal Cord Association, and the Chronic Pain Support Group, all have found a home for their regular meetings at Spaulding.

Educating the Community about Good Health Habits

Spaulding clinicians made health care and safety presentations to groups at community centers, hospitals, councils on aging, bookstores, and other rehabilitation facilities. Physicians spoke to senior citizens about managing lower back pain, and rehabilitating lower extremity disabilities that result from diabetic complications. The medical director at Spaulding-Framingham lectured often to groups around the region and the nation about her specialty, Post-Polio Syndrome.

The Spaulding Outpatient Centers participated in community fairs and open houses. Moreover, the Spaulding-Framingham, Spaulding-Braintree and Spaulding-Medford outpatient sites offer annual conditioning clinics to skiers, golfers, and runners in their communities. The physical therapists at Spaulding-Brighton continued to do pre-run screenings for a local girls' running program, and the Brighton physical therapists continued with their free, "Ask a Therapist" sessions at the Allston/Brighton YMCA. These sessions have served more than 200 members of the Allston/Brighton community during the past year.

In fiscal year 2004 Spaulding's outpatient centers in Boston, Framingham, Medford and Wellesley published and mailed quarterly newsletters providing information about health-related issues to approximately (eight) 8,000 patients and other members of the community.

Dedication to Improving Neighborhood Businesses

Spaulding is located in the heart of the Big Dig, which poses both challenges and opportunities. Spaulding participates in numerous Central Artery-related activities, including the Artery Business Committee (part of the Boston Chamber of Commerce), the North Area Working Group and Steering Committees, and others. These organizations, to which Spaulding dedicates several staff and many staff hours, are committed to improving the environment for business, and thereby help to create and maintain jobs for residents.

Spaulding is also a key member of the Downtown North Association, a community-based public advocacy organization.

Educational Affiliations

Spaulding provides training and internship opportunities to 400 students annually in nursing, speech-language pathology, physical therapy, occupational therapy, and other clinical disciplines. Among the hospital's clinical affiliates are the MGH Institute of Health Professions, Boston College, Northeastern University, Boston University, the University of Massachusetts at Lowell, and Simmons College. Spaulding also serves as the chief training site for residents in Harvard Medical School's Program of Physical Medicine and Rehabilitation (PM&R). Currently, 18 PM&R residents are enrolled in the program.

Spaulding also offers opportunities for learning to students from two of Boston's theological institutes. Three students from the Weston Jesuit School of Theology and one student from the Gordon Conwell Protestant Seminary did their ministerial field education through Spaulding's Pastoral Services.

Spaulding's Department of Nursing annually offers a comprehensive, 13-week course called *Rehabilitation Nursing: Process and Principles*. The course prepares staff for certification in rehabilitation nursing and helps staff develop a stronger foundation in rehabilitation. On average, 60 nursing professionals participate each year.

Spaulding's vocational rehabilitation specialists conduct in-services for employers, insurers, and other vocational rehabilitation agencies regarding patients who return to work after rehabilitation from a job-related injury. The vocational rehabilitation specialists hold in-service sessions for the patient's colleagues to help them understand the disability at hand and the reasonable accommodations that the returning worker may need.

Spaulding clinicians also visit homes, schools, and health care facilities to teach fellow clinicians about treatment innovations developed at the hospital. They exhibit posters for the educational benefit of their colleagues at professional conferences and meetings all over the country and even abroad.

Improving Access Through Clinical Affiliations

To meet the growing need for rehabilitation and non-acute care at a time of dwindling options for patients, Spaulding formed a clinical affiliation with Youville Lifecare. The affiliation has enhanced and expanded inpatient geriatric and oncology services at Youville Hospital and Rehabilitation Center in Cambridge. Spaulding also maintains collaborative arrangements for delivering care with facilities in Rhode Island, southern New Hampshire, and western Massachusetts.

In Fall 2004, Spaulding opened an outpatient site at Youville, making access to outpatient rehabilitation services easier for Cambridge-area residents.

Rehabilitation Hospital of the Cape and Islands

Community Benefits Mission Statement

The Rehabilitation Hospital of the Cape and Islands (RHCI) is a 60-bed, not-for-profit, acute rehabilitation hospital. Opened in 1995, RHCI was developed to bring advanced rehabilitation care to residents of Cape Cod, the Islands and Southeastern Massachusetts.

In addition to establishing comprehensive inpatient and outpatient programs, RHCI has developed numerous specialty programs to meet the needs of the community.

The Rehabilitation Hospital of the Cape and Islands helps persons reach their highest potential for function, independence and quality of life through its mission to:

- Provide a comprehensive continuum of high quality rehabilitation services;
- Serve as a leader and an advocate in identifying and responding to the rehabilitation needs of individuals residing in the region.

RHCI contributes to excellence in rehabilitation by serving as a clinical site for the education of nursing and therapy students.

RHCI also provides a number of free services designed to:

- Promote the health of residents through educational programs, free screenings and classes,
- Enhance clinical practice by educating area health care professionals and referral sources about rehabilitation through formal and informal educational opportunities,
- Promote access to rehabilitation care by increasing awareness of the hospital's mission and services, often through collaborations with other providers and agencies.

Key Accomplishments of Reporting Year

As the only provider of hospital-level rehabilitation on Cape Cod, RHCI brings comprehensive general and specialty rehabilitation services to the community.

- RHCI's Inpatient Program served 1,555 adults and adolescents from the Cape, Islands, and Southeastern Massachusetts.
- RHCI provided general and specialty outpatient services to 6073 patients throughout the Upper, Mid and Outer and Lower Cape regions. Staff provided the following therapy visits at RHCI's four outpatient centers:

Sandwich	33,724
Bourne	2,345
Yarmouth	10,570
Orleans	12,453

- RHCI expanded access to rehabilitation services for residents in the Upper Cape and surrounding towns by opening an outpatient satellite in Bourne. The center primarily serves residents living in Bourne, Falmouth and Wareham. The center provides general and specialty therapy services as well as physician services. Specialty services made available to the community at RHCI-Bourne include:
 - Adapted Golf
 - Brace Clinic
 - Fall Prevention
 - Hand Therapy
 - Headache Services
 - Incontinence and Pelvic Pain Services
 - Vestibular Rehabilitation
- RHCI-Orleans continues to experience substantial growth (27% this year) as it expands the range of services available to residents of the Lower and Outer Cape.
- RHCI has filled a pressing need for pediatric rehabilitation for infants, children and adolescents. This year RHCI provided therapy services for 593 children from birth to age 15.
- RHCI developed three groups for toddlers, pre-schoolers and teens with speech and language disorders. The program was launched with a Teddy Bear Picnic.
- RHCI helped insure access to rehabilitation care for patients without other means of transportation by operating the Patient Courtesy Van as a free service. The van made **598** trips, bringing patients to and from therapy visits and physician appointments.

Program Organization and Management

RHCI is committed to developing programs that meet the rehabilitation needs of underserved populations.

- The ***Kids at Heart*** Pediatric and Adolescent Obesity Program provides nutrition education, progressive exercise and psychosocial support to children at risk for health problems due to obesity. The program is funded, in part, by the Massachusetts Vitamins Litigation Settlement.

- ***Back in the Swing*** is an adapted golf program funded by a grant from the United States Golf Association. The program improves function and quality of life for persons with disabilities through three initiatives:
 - Back in the Swing adapted golf clinics for persons living in the community who have physical limitations and want to return to golf. Six clinics were held at golf courses from Plymouth to Brewster.
 - Inpatient adapted golf program, which makes use of a refurbished putting green and modified driving range;
 - Outpatient adapted golf services that are available at RHCI's four outpatient centers.

Professional Education Programs

RHCI contributes to the education of new nurses and therapists by serving as a site for clinical rotations:

- Physical, occupational, speech and therapeutic recreation students from Northeastern University, Simmons College and the University of Massachusetts completed clinical rotations at RHCI.
- Twenty-four student nurses in the Cape Cod Community College registered nurse program completed clinical rotations at RHCI.
- Fifty students in the Upper Cape Technical Vocational School's licensed practical nurse program completed clinical rotations at RHCI.

Professional Education Series

RHCI physicians and other members of the rehabilitation team contribute on an ongoing basis to the continuing education of nurses, therapists, case managers and other health professionals through the Professional Education Series at RHCI. In FY 2004, RHCI offered three seminars:

- Traumatic Brain Injury: Pathophysiology, Treatment, and Social and Economic Impacts
- Options in Parkinson's: Advances in research, Diagnosis, and Management from Acute Care to Home
- Visuo-Perceptual Impairments: Preparing Stroke Survivors for Discharge to Home

RHCI Rounds

RHCI staff also contributed to the education of clinicians by presenting six programs offering continuing education credits at other hospitals or agencies, attracting 129 professionals.

Topics included:

- Reducing Fall Rates
- What's the Matter with My Bladder?
- Perceptual Deficits: Preparing the Stroke Survivor for Discharge

Community Education

Healthy Living Series

RHCI conducts a free, monthly lecture series for the general public that promotes a healthy lifestyle and addresses rehabilitation-related topics. This year nine presentations reached more than 380 residents.

Programs included:

- Coping with Arthritis: Maximizing Daily Function
- Eat Smart, Stay Healthy
- Intimate Journey: Nurturing Intimacy in the Golden Years
- Keeping the Holiday Spirit into the New Year
- Recapturing the Sizzle: Returning to Summer Pleasures After a Cardiac Event
- Recognizing the Signs of Brain Attack, or Stroke
- Spasticity Management in Children: Botox and Other Current Treatment Options
- Take Charge of Your Health
- What to Expect After Joint Replacement Surgery

Speakers' Bureau

RHCI's commitment to improve the health of residents was furthered through 15 community presentations offered under the aegis of the free Speakers' Bureau. Presenters reached approximately 500 residents across the Cape.

Topics included:

- Aching Feet and How to Avoid Them
- Aging Well
- Benefits of Exercise
- Building Critical Preschool Skills Through Rhythmic Play
- School Problems and Central Auditory Processing Deficits
- Coping with Back Pain
- Elements of a Healthy Diet
- Ergonomics Training in Colonial America

- Living Well with Post-Polio Syndrome
- Managing Stress at Work and in the World
- Overview of RHCI Services
- Understanding Cardiac Rehabilitation
- What's the Matter with My Bladder?
- Women and Heart Disease
- Women in Leadership

Other Community Outreach Activities

- Health Care Forum, co-sponsored with Community Leadership Institute
- Sandwich Schools Student Art Exhibit
- Pastel Painters Society of Cape Cod Exhibit
- Conference for MS Support Group Leaders

Community Collaboration

RHCI works in partnership with community-based groups to offer educational programs, to provide meeting space for support groups, to introduce students to health care careers, to offer exhibit space for art works, and to inform community leaders about health care matters.

- Cape Cod Canal Region Chamber of Commerce
- Cape Cod Community College
- Community Leadership Institute of Cape Cod
- Dennis-Yarmouth High School Professional Development Program
- National Multiple Sclerosis Foundation, Southeastern Massachusetts Chapter
- New England Association of Rehabilitation Nurses
- Olde Barnstable, Sandwich Hollows, Captain's and Waverly Oaks golf courses
- Sandwich Public Schools
- Upper Cape Technical Vocational School
- Yarmouth Council on Aging

Support Groups Meeting at RHCI

The following support groups hold their periodic meetings at RHCI:

- Aphasia Community Group
- Fibromyalgia Support Group
- Mild Brain Injury Support Group
- Multiple Sclerosis Support Group
- Stroke Survivors' Support Group
- Well Spouse Support Group

Volunteering

RHCI supports the involvement of staff in community outreach activities through volunteer service:

- Area Health Education Center Alliance for Cape Cod and the Islands
- Case Management Society of New England
- Community Leadership Institute, Cape Cod
- Cape Cod Philanthropy Day Committee
- New England Association of Healthcare Philanthropy Board of Directors
- Sandwich Commission on Disability
- Sandwich Human Services Committee
- Sandwich Personnel Committee
- Upper Cape Technical Vocational School Advisory Board
- Wareham Council on Aging Board of Directors

Plans for FY 2005

RHCI will expand access to rehabilitation services for children by opening a dedicated outpatient pediatric center in Sandwich. The center will make specialized rehabilitation care available to more than 40,000 children and adolescents from birth to age 14 living on Cape Cod and the Islands, plus children in Southeastern Massachusetts. The center will allow RHCI to meet the growing demand for pediatric rehabilitation, develop new services, and care for children and their families in an optimal, child-friendly environment.

Given the needs of the community, RHCI will increase its focus on neurorehabilitation services. RHCI's service area has a large percentage of seniors, a population at increasing risk for stroke. Recent trends statewide reveal an increase in fatalities among the elderly due to traumatic brain injury, especially resulting from falls. RHCI will expand on its community outreach activities regarding stroke awareness and fall prevention; plan spring and fall conferences for public and professional audiences; extend the continuum of expert care for stroke patients by training staff in its outpatient centers in advanced therapy modalities; and enhance inpatient stroke and brain injury rehabilitation programs.

Partners Home Care

Partners Home Care (PHC) is proud to offer a full array of certified, specialty and private duty home health care services in over 140 towns of Eastern Massachusetts. Home health care services incorporate advances in medical research and cutting-edge technologies that enable people to recover from illness or injury in the comfort of their home. With over 1400 employees, Partners Home Care provides over 400,000 certified home care visits and over 300,000 hours of private duty services, making us one of the largest home health care providers in New England.

Mission

Partners Home Care provides high-quality, cost-effective health care, health education and supportive services in the home and community setting to children and adults, including those who might not otherwise receive that care. We provide a link between a world-renowned health care system and the people and communities we serve.

Community Support

Free and Under-Reimbursed Care

In fulfillment of PHC's mission, home health care services are provided to over 28,000 patients annually, of which 430 are uninsured. Additionally, more than 1,900 patients are covered by Medicaid, where the cost of care exceeds reimbursement.

PHC also maintains a number of specialized disease management programs that are typically under-reimbursed by insurance companies. Specialty programs such as Infusion Therapy, Cardiac Disease, Wound Care and Maternal-Infant and Pediatric programs play a vital role in helping people manage conditions associated with chronic and complex illnesses while decreasing the need for hospitalization. Although they are beneficial, these programs are more costly as they often require clinicians with advanced training and involve lengthier visits. Standard reimbursement rates do not typically allow for these higher costs, the balance of which is absorbed by PHC. While inadequate rates have caused other home care agencies to stop providing these programs, PHC remains dedicated to offering these programs due to their significant value in enhancing the health of our patients and communities.

Community Outreach

Partners Home Care maintains our longstanding commitment to providing public health and outreach services by participating in a number of activities that promote the overall health and well being of the communities that are served.

Health Clinics, Education and Support Groups

PHC provides 200 health clinics per month in collaboration with organizations such as the Council on Aging and the Massachusetts Department of Public Health, in 20 towns throughout Eastern Massachusetts. These clinics offer:

- Adult and child immunizations:
 - Chicken pox
 - Influenza
 - Hepatitis A
 - Hepatitis B
 - Measles, Mumps, Rubella
 - Pneumonia
 - Polio
 - Tetnus/Diphtheria
- Blood pressure and blood sugar monitoring

PHC further extends its resources by providing speakers and educational programs on such topics as:

- Medication instruction
- Diet
- Diabetes
- Alzheimer's
- Parenting
- Caregiver Training and Support

PHC offers training and internships to nursing students from area colleges and universities such as Boston College, Lawrence Memorial/Regis College, Northeastern University, North Shore Community College, MGH Institute of Health Professions, Salem State College, and the University of Massachusetts.

Key Collaborations and Community Partnerships

PHC is active in a number of community organizations and health care support groups, including:

- ALS Association Task Force
- Alzheimer's Support Group – Rockland
- American Cancer Society – Relay for Life - Rockland
- American Lung Association
- American Heart Association - CPR Training, Bridgewater Office
- American Stroke Association
- Asthma Network of Massachusetts
- Babysitter's Training Program – Bridgewater, East and West Bridgewater, Raynham
- Beverly Housing Authority - Beverly
- Bridgewater TRIAD for Elder Safety - Bridgewater
- Friends of Salem - Salem
- Greg House Toddler Center - Salem
- HealthCare Dimensions - Waltham
- Health for Abused Women and Children (HAWC) - Salem
- Home & Health Bio-Terrorism Committee
- Home and Health Care Association of MA
- Hospice of the North Shore - Danvers
- Infusion Nurses Society
- Interagency Council of the South Shore
- Marblehead AIDS Awareness Committee - Marblehead
- MA Council of Home Health Aide Services
- Milton Interagency Network for Elders
- National Family Caregivers Association
- Newton Interagency Council
- North Shore Partnership for Compassionate End of Life Care
- Peabody Chamber of Commerce - Peabody
- Recovery and Rehabilitation for Stroke Victims
- Rockland Chamber of Commerce - Rockland
- Salem Mission Shelter Health Services Program - Salem
- Salem Council on Aging - Salem
- Senior Services Network of the South Shore
- South Shore Elderly Services MAP program
- Serving People in Need (SPIN) – Lynn
- Waltham Chamber of Commerce - Waltham
- Waltham Geriatric Task Force - Waltham
- Whitman-Hanson Public Schools – Whitman, Hanson
- Widowed Support Group – Milton

Measuring the Commitment

In FY2004, approximately \$2.8 million worth of care was provided by Partners Continuing Care to people who could not afford to pay and had no or insufficient insurance. In addition to that amount, Continuing Care lost \$3.7 million on care for Medicaid patients and costs for graduate medical education. The following table details these components.

Components of FY2004 Community Commitment
(in \$ Millions)
Compiled According to a Broader Definition

Uncompensated Care and Bad Debt (at Cost)	2.8
Medicaid Loss (at Cost)	3.1
Unreimbursed Expenses for Graduate Medical Education	0.6
Linkage/In Lieu/Tax Payments	0.1
Total Broader Definition	6.6

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