

## **Brockton Hospital Community Benefits Report:**

Fiscal Year 2005

Oct. 1, 2004 – Sept. 30 2005

### Full-Text Annual Report

## **I. Mission Statement**

### *Summary*

Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving more than 460,000 residents in more than 22 southeastern Massachusetts communities. Our mission is to be recognized as the “hospital of choice” by staff, patients and the community we serve. We are guided by these principles:

- Take a leadership role in assessing the health care needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for underserved and disadvantaged populations.
- Develop new services and programs, and participate in alternative delivery and regional health care systems, to respond to community need and enhance access to care.
- Participate in the education of health care professionals to enhance the Hospital’s access to medical expertise and to assure the most up-to-date approaches for providing care.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost effective and fiscally sound.

Part of Brockton Hospital’s community focus, and indeed the very core of our mission, is to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life, regardless of their ability to pay. During Fiscal Year 2005, the Hospital provided more than \$26 million in uncompensated care to uninsured or under-insured patients.

### *Approval of Governing Body*

Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service, and the growth and expansion needed to support that. The Board of Trustees sets and approves the overall direction and goals of the Hospital, meeting quarterly to review plans and progress on all projects that further the Hospital’s mission of service and care. Thanks to our governing board’s vision and leadership — and the dedication and expertise of staff and volunteers — Brockton Hospital is recognized as an unrivaled health care leader, committed to delivering the best possible care in the region. Tireless advocates for patients and families, the Board of Trustees has guided Brockton Hospital through a year of change and challenge, making impressive and wide-ranging progress in meeting our mission of health, healing and service.

## **II. Internal Oversight and Management of Community Benefits Program**

### *Management Structure*

Each year the Brockton Hospital Board of Trustees appoints a community benefits advisory committee to help determine health needs, set priorities and oversee the planning process. The committee includes some of the area’s most influential and energetic residents: community representatives, hospital trustees and administrators, and physician and clinical leaders. They work together to address our community’s most pressing and complex health challenges.

Developing an annual community benefits plan is a grassroots process. First the community benefits advisory committee closely examines the many health care needs facing those who live in southeastern Massachusetts, gathering input from the Department of Public Health Status Indicators, the Rate Setting Commission on Preventable Hospitalizations, Chamber of Commerce reports, public school administration, church groups and the Community Health Network Area coalition (CHNA).

Using this available community data, the community benefits advisory committee next determines priority problems, weighs risk factors that contribute to these problems, identifies causes, monitors solutions, and evaluates interventions. From this work comes a community benefits plan with a comprehensive picture of service and needs in the Brockton area. As always, the plan, blessed by the Board of Trustees, is developed in collaboration with local health and social service agencies, city departments, schools, neighborhood shelters and other community groups in order to pinpoint service gaps, guard against program duplication, make the best use of Brockton Hospital's community benefit resources, and build a healthier community for all.

The benefits advisory committee appoints subcommittees made up of members with special expertise who work together with other community agencies to develop and implement solutions. The subcommittees report quarterly to the benefits advisory group, which in turn shares progress with the Board of Trustees and hospital administrators. It is an ongoing, dynamic process with strategy adjusted as needed to be sure the community's key health issues are continually heard and addressed.

Members of the Fiscal Year 2005 community benefits advisory committee included:

Brockton Hospital Members

Carl Gaudiano - Chairperson  
Moises Rodrigues – Interpreter Services Coordinator  
Elizabeth Couble – Pastoral Care  
Dr. Felix Mayers – Outpatient Department  
Fred C. Petti, Ph.D. – Member, Board of Trustees

Community Members

Mablene Bennett – Community Representative  
Marta Aleman – Community Representative  
Mark Linde – Community Representative  
Allyne Pecevich – Community Representative

*Method of Sharing Information about Status and Success of Community Benefits Mission/Programs with Staff at all Levels of the Institution*

The Brockton Hospital Marketing/Public Affairs Department publicizes internally and externally community benefit success stories and accomplishments. The Hospital's bi-weekly newsletter alerts associates about key health and mission-related achievements. The monthly "On Call" newsletter for members of the Medical Staff keeps physicians up to date. At the same time, the Marketing/Public Affairs Department also informs the media of newsworthy community benefit accomplishments. The department mails the Hospital's quarterly newsletter, Healthy Decisions, to more than 41,000 households in Brockton and surrounding communities, and also sends a quarterly community health and wellness calendar to more than 6,000 members of the community, hospital departments, affiliated physician offices and Bridgewater Goddard Park Medical Associates offices. In addition, press releases, community presentations and other communications vehicles include community benefit information as appropriate.

The Human Resources Department also uses recruitment materials and job fairs to reinforce Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the overall health and well being of the community.

### III. Community Health Needs Assessment

#### *Process, Including Participants, and Information Sources*

Collaboration and partnerships are crucial to the community benefits advisory committee's success in assessing and addressing community needs. In order to build a healthier community, Brockton Hospital continues to collaborate with and support countless organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups. The hospital continues to provide medical services to the Brockton Public School system, such as immunizations and physicals, at no cost to the City. Brockton Hospital's Chief of Emergency Services, Richard Herman, M.D., serves as the Medical Director of the Brockton Public Schools defibrillator program. The hospital donated a defibrillator to this program two years ago.

The hospital continued to work closely with the schools to offer high school students a "Summer of Work and Learning." This program provides internships to students interested in pursuing careers in the medical field. Brockton Hospital also partnered with the Old Colony YMCA once again to offer at-risk youth hands-on experience in a hospital setting through the Summer Youth Employment Initiative.

A committee of hospital associates also meets to plan health and wellness programs and screenings that target community needs. We take every opportunity to reach beyond hospital walls to deliver care and service to the people who need it most.

The Hospital continued to focus on three key community benefit priorities for Fiscal Year 2005: heart disease, breast cancer and children's fitness.

- Throughout Fiscal Year 2005, hospital programs focused on cardiac care and outreach.
- Brockton Hospital also focused on cancer care and outreach with particular emphasis on screenings for breast cancer, especially among those women who were uninsured or underinsured, and an increased focus on screenings for men.
- The Hospital continues to address a major youth health issue — exercise and obesity — by partnering with the Brockton School Department on a health and fitness curriculum, and by providing the very best overall care for children in our service area.

#### *Summary of Findings*

The summary of findings for our community health needs assessment concerning heart disease, breast cancer and children's fitness point to a continual need for medical emphasis.

#### Heart Disease:

Department of Public Health statistics show that residents of Brockton have a 25 percent greater chance of dying from cardiovascular disease than people living in other areas of the state. These alarming statistics call for sustained, proactive community outreach for heart disease prevention and treatment.

#### Breast Cancer:

Cancer affects Americans of all racial and ethnic groups and kills more people annually than AIDS, accidents, and homicide combined. Many of these deaths could be prevented through increased cancer prevention and screening and improved access to medical care. Brockton exceeds the state rate for breast cancer disease incidence. Although the statistics are alarming, breast cancer is very treatable in its early stages, which makes the hospital's continued emphasis on early detection so important.

#### Children's Fitness:

The health of children continues to be a major concern in the Brockton community. For years, Federal, state and local budgets have all but eliminated funds to support physical fitness and health education programs. Consequently our children are the most unfit and unhealthy generation in our nation's history.

There are frightening and discouraging statistics on the health and fitness patterns of our nation's youth. Researchers believe that healthcare costs and diseases connected with obesity will continue to rise as heavy children grow into heavy adults. Government and health leaders are asking schools and communities to

adopt school-based physical education programs to encourage youngsters to embrace more active and healthy lifestyles, and Brockton Hospital is committed to help.

#### **IV. Community Participation**

##### *Process and Mechanism and Identification of Community Participants*

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Brockton Hospital's community benefits advisory group analyzes needs, sets priorities and works toward successfully completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure that community and hospital leaders are gaining on issues and not duplicating efforts.

In assessing needs, determining priorities and implementing solutions, Brockton Hospital has collaborated with a number of community groups and organizations over the years. They include: City of Brockton Health Department, Massachusetts Department of Public Health Immunization Division and Bureau of Health Statistics, the Prevention Center, Latino Health Institute, HelpLine, Catholic Charities, Plymouth Country District Attorney's Office, Self Help, Cape Verdean Association, Massachusetts Rehabilitation Commission, Massachusetts Commission for the Deaf and Hard of Hearing, Boys and Girls Club, Mainspring House (the city's primary homeless shelter), YMCA, Catholic Charities, Salvation Army, Brockton Visiting Nurses Association, Brockton Family and Community Resources, City of Brockton Mayor's Office, American Cancer Society, Brockton Public Schools, Family Planning, WIC, American Red Cross, My Brothers Keeper, Brockton Coalition for the Homeless, Brockton Area Multi Service, Inc., and the Massachusetts Society for the Prevention of Child Cruelty.

##### *Community role in development, implementation and review of community benefits plan and annual reports.*

Provided in Section III.

#### **V. Community Benefits Plan**

##### *Process of Development of Plan, including how Community was Involved (if not previously described)*

Provided in Section III.

##### *Target Population/Priorities/Relationship to Health Needs Assessment*

###### A. Heart Disease

Because the health needs assessment identified such a high rate of cardiovascular disease in our community, the community benefits advisory group continued with efforts around heart disease prevention and treatment as a key focus for FY05. Our target population was community-wide and our priorities included education, health screenings, follow-up, and helping patients manage high-risk factors through a proactive and coordinated approach to cardiac health.

The Hospital's academic and clinical affiliation with Tufts-New England Medical Center continued to strengthen cardiac care capabilities in FY05. Staff education and training ensure that physicians and nurses are at the forefront of cardiac care.

##### *Short-term strategy:*

Screenings: Short-term strategy includes cholesterol, blood pressure and glucose screenings. During FY05, Hospital staff coordinated and conducted fifteen cholesterol, fifteen glucose and six blood pressure screenings in the community for nearly 1,300 screened at the following outreach fairs and events:

- Massasoit Community College, Canton Campus

- New England Art Publishers Employee Health Fair, Abington
- Senior Celebration
- Massasoit Community College, Brockton campus
- Old Colony YMCA Living Well Health Fair
- Stonehill College Lifestyle and Wellness Festival
- Women’s Health Fair, Massasoit Community College, Brockton campus
- Oak Street Church
- Campanelli Stadium (Brockton ROX game)
- Cape Verdean festival
- East Bridgewater Safety & Wellness Fair
- Brockton Council on Aging Health & Safety Fair
- East Bridgewater YMCA Fun & Fitness Day
- Federal Employee Health Fair, Brockton Post Office
- East Bridgewater Council on Aging Seniors Fair
- Plymouth Country TRIAD, Marshfield Council on Aging

In addition, a blood pressure screening project for the Brockton Housing Authority was initiated for residents of Campello Highrise. Two mornings per week, Brockton Hospital is on-site at the high rise to provide medication review and blood pressure screening. More than 700 blood pressure screenings have been performed since the project was implemented.

So many of the Hospital’s FY05 community health programs and screenings — such as our frequent cholesterol, glucose and blood pressure screenings — are aimed at improving the community’s cardiovascular health. For a detailed list of those outreach programs, please see Section VI.

Community Outreach: Reaching beyond hospital walls, the Marketing Department coordinated a number of community programs to educate audiences throughout greater Brockton. Some of those presentations included:

- Brockton Hospital’s Nutrition Services presented programs on general nutrition topics and heart healthy eating. Kari Stepp, RD addressed a group at the West Bridgewater Council on Aging.
- Brockton Hospital dietitians addressed junior high school students in Brockton on tips for healthy snacking.
- As co-sponsor of this year’s Senior Celebration, the Hospital participated by coordinating an informational table, guest speakers and health screenings. Laboratory staff performed more than 100 cholesterol screens. In addition, Andrea Ohldin, MD, PrimaryCare Affiliates, presented a seminar on Osteoporosis and Sandy Ambrose, MS, RD, CDE, spoke on nutrition.

American Heart Month: Other short-term goals included activity around American Heart Month in February. The hospital’s Nutrition Services coordinated information on a heart healthy diet and heart healthy meals in the cafeteria aimed at hospital staff, physicians, volunteers, and visitors.

Blood Drives: the Hospital’s heart healthy efforts included teaming with the American Red Cross to hold blood drives. In FY 05, Brockton Hospital sponsored two American Red Cross blood drives, where associates donated blood.

Staff Education: Short-term clinical programs to address community cardiac needs also included staff education. During FY05, Brockton Hospital offered ongoing community and health professional courses in CPR, Heart Saver classes, Basic Life Support Health Care Provider courses, ACLS (Advanced Cardiac Life Support), PALS (Pediatric Advanced Cardiac Life Support), and NRP (Neonatal Resuscitation

Program). These classes are for Hospital, physician and community participants. Pediatric CPR training for Level II nursery parents prior to baby's discharge and a Pediatric CPR program for grandparents, expectant and new parents remain ongoing.

Programs coordinated by the Staff Education Department around cardiac included Cardiovascular Disease in Women, Update on the Management of Decompensated Heart Failure, AV Blocks and Pacemakers, Molecular Basis of Hypertrophic Heart Disease, Heart Failure, and Beyond LDL Cholesterol.

Nursing staff attended in-services by the Quality and Staff Education Departments related to the Core initiatives of Congestive Heart Failure, Community Acquired Pneumonia, Chest Pains and Acute Myocardial Infarction standardized order sets.

*Long-term strategy:*

State-of-the-art Technology, Programs: The Hospital is a state designated regional center for cardiac catheterization services. The Hospital provides a full spectrum of cardiac care and related services, with the exceptions of open heart and heart transplantation surgeries. Services consist of a Chest Pain Center in the Emergency Department, Coronary Care Unit, Step-Down Telemetry Unit, Cardiac Catheterization Lab and Cardiac Rehabilitation Phases I-IV. The Hospital's adult cardiac catheterization services were one of the first in the state to meet the licensure requirements established by the Massachusetts Department of Public Health. In FY05, the Hospital performed 350 cardiac catheterization procedures.

In 1998, the Hospital started primary angioplasty for acute myocardial infarctions.

In addition to cardiac catheterization, the Hospital offers a comprehensive array of cardiology services including cardiac ultrasound, stress testing, a 16-bed critical care unit, a step down unit, and a Phase I and II cardiac rehabilitation program. The Hospital has also added such technology as a SPECT/Gamma camera in nuclear medicine, a state-of-the-art cardiac ultrasound unit, a transesophageal echocardiography probe, a magnetic resonance imaging unit and contrast echocardiography.

The Hospital initiated its cardiac rehabilitation program in 1986. The program's patient interaction begins during the acute hospitalization phase and includes a multi-factorial risk assessment and intervention program. This approach facilitates early discharge and enables patients to successfully modify their lifestyle. In FY05, 147 patients successfully completed this program.

Part of the Hospital's long-term strategy to combat disease is its continuing investment in state-of-the-art facilities and equipment. In addition to the most advanced whole-body imaging technology with Positron Emission Tomography (PET) to significantly enhance diagnostic services, Brockton Hospital became the first hospital in the region, and one of only a few outside of Boston, to acquire PET-CT. PET-CT combines the benefits of Positron Emission Tomography with Computed Tomography all in one scan, providing specialists with thorough clinical information.

The Cardiac Cath Lab implemented the American College of Cardiology registry software. In addition, last year, the Cardiac Cath Lab became a member of ACC – National Cardiovascular Registry. Membership in this registry gives the Cath Lab regional summary data for providing consistency with improving patient care.

In FY05, the hospital's Heart Failure Team was asked to make a presentation to the Massachusetts Hospital Association on the hospital's readmission rate for Heart Failure, which is below the national average.

The Department of Nuclear Medicine acquired a new dual-headed camera for all types of imaging, including cardiac imaging, and its open gantry architecture facilitates the direct imaging of ambulatory, wheelchair, and gurney patients. The Hospital performed 6,209 nuclear medicine procedures in FY05.

During FY 05, Brockton Hospital was awarded a grant from Harvard Pilgrim Health Care which will fund the development of an innovative electronic patient data registry that will offer local physicians the ability to create individualized outpatient cardiac care plans and reduce cardiac risk and related health care costs. The new patient registry will offer local physicians to vital patient data to address risks associated with coronary artery disease and congestive heart failure. The system will assist Brockton Hospital physicians in ordering diagnostic tests, tracking prescriptions, and promoting lifestyle changes through educational support on topics such as smoking and weight loss. The new initiative delivers the highest level of evidence-based preventive medicine including increased use of cardiovascular medications, reduction of cardiovascular risk factors, and increased participation disease management programs. Over the long term, Brockton Hospital expects that the program will reduce hospitalizations related to heart disease and reduce health care costs for both the hospital and consumers.

*Measuring outcomes and evaluating effectiveness:* Frequent reviews of detailed patient records will help measure and evaluate patient outcomes. Staff will look for trends and assess treatment progress, and then make adjustments in care plans as necessary.

The Quality Resources Department continued involvement in data collection for three required CORE Measure, a requirement of the Joint Commission on Accreditation of HealthCare Organizations (JCAHO). The measures selected are hospital reviews of treatment of patients with Myocardial Infarction, Congestive Heart Failure or Community Acquired Pneumonia. These studies allow Brockton Hospital to measure its performance against national standards and trends.

*Reviewing, evaluating and updating the plan:* Each quarter, the community benefits advisory group reviews progress on Hospital efforts to treat heart disease in the community, makes any adjustments necessary, and presents findings to the Board of Trustees.

## B. Breast Cancer

The Hospital is committed to taking an active role in the fight against breast cancer. Brockton Hospital offers area women free screenings and community health programs. One of the best ways to combat cancer is to catch it in the early stages, when treatment is most effective. Through the use of the latest diagnostic equipment and procedures, Hospital staff can assess each patient's needs in a caring and professional manner. Preventive screenings are useful in providing initial clues about abnormalities that may indicate cancer. Brockton Hospital offers a number of different screening procedures to meet the need of patients, including mammography, Pap smears and prostate screenings.

Breast cancer services offered at Brockton Hospital include surgery, chemotherapy, radiation therapy (state-designated regional site for radiation therapy since 1969), pain management, occupational therapy/physical therapy, reconstructive surgery and support services. Patients benefit from advances such as lymphatic mapping techniques, which eliminate the need for complete axillary node dissection and subsequent sequence of side effects. The Hospital offers stereotactic breast biopsy, and a sentinel node biopsy program, which helps minimize surgery and speed recovery.

State-of-the-art facilities include the Women's Imaging Center, opened in November 2000, which provides women with a comfortable and pleasant environment. Services located in the center include ultrasound, bone densitometry testing for osteoporosis, mammography and stereotactic breast biopsy. In FY05, the Mammography program/service received a successful compliance review during a Mammography Quality Standards Act inspection. Technical competence, numerous quality control activities, film/report reviews, equipment inspections, patient rights and education, physician credentials, patient follow up and pathology correlation, and overall data collection and reporting were all reviewed as part of this survey.

During FY05, Brockton Hospital provided exceptional care through the Women's Health Network (WHN). In the last year, nearly 600 women participated in the WHN, formerly the Breast and Cancer Initiative — a state-funded program to provide free breast cancer screening services for uninsured and underinsured women.

*Short-term strategy:*

Mammography Screenings: The Hospital coordinated a special mammography screening as part of Breast Cancer Awareness Month. Women's Imaging Center staff performed the mammograms for the 23 women registered. Hospital representatives staffed an informational table throughout the day, distributing a variety of materials including brochures on the Women's Imaging Center, Women's Health Network and breast self-exam shower cards.

Staff Education: The Hospital also organized a number of oncology-related medical education programs for staff. Oncology Rounds for continuing education credit offered through the Staff Education Department included Overview of Breast Cancer, Perforated Rectal Carcinoma, SVC Syndrome, Neck Dissection Following Chemoradiation for Head and Neck Cancer, Hematologic Malignancies, Solitary Pulmonary nodules, Gastrointestinal Stromal Tumors, Carcinoma of Unknown Primary Site, Hormonal Therapy in Early Stage Breast Cancer, Various Carcinomas, Sentinel Node Biopsy, Lung Carcinoma, Metastatic Prostate Carcinoma, Serrated Polyps and Colorectal Carcinoma, Laparoscopic Surgery in Colorectal Cancer, Late Relapse of Early Stage Breast Cancer, Inflammatory Breast Cancer, Soft Tissue Tumors, and Recurrent Colon Cancer

Community Programs: Several "Look Good ... Feel Better" programs were held in FY 05. This program helps patients undergoing treatment for cancer to regain their self-image and confidence during a time when, due to treatment, their looks may have changed somewhat. In addition, programs on Nutrition for the Cancer Patient were presented. In recognition of National Colorectal Cancer Awareness, an informational table with an educational video and handouts was staffed in the cafeteria for patients, visitors, physicians, staff and volunteers.

*Long-term strategy:*

PET-CT: Part of the Hospital's long-term strategy to combat cancer is its continuing investment in state-of-the-art facilities and equipment. Brockton Hospital recently acquired PET-CT which combines the benefits of Positron Emission Tomography (PET) and Computed Tomography (CT) all in one scan, allowing physicians to diagnose cancer more quickly and accurately. PET-CT combines the power of a PET and CT scan into a single device, making it possible for doctors to determine both the nature of the tumor they're seeing and its exact location in the body. PET-CT provides oncologists and other specialists with the most thorough clinical information available for managing cancer.

Radiation Oncology: Radiation therapy is another area of treatment strength for the Hospital. As a state-designated regional site, Brockton Hospital's radiation therapy service assures access to leading-edge cancer treatment close to home. More than 30 years ago, the Commonwealth of Massachusetts designated Brockton Hospital as a regional site for radiation therapy, and today the Hospital continues to be recognized for its advanced level of care and renowned clinical staff with its specialized training and expertise.

Brockton Hospital is the only provider of radiation oncology services in its service area. In FY05, the Hospital provided 11,887 radiation therapy treatments.

In FY05, Brockton Hospital acquired Intensity Modulated Radiation Therapy (IMRT), allowing doctors to deliver the most precise dose of radiation possible to cancer patients, helping to fight cancer more aggressively while reducing the side effects associated with radiation therapy. Rather than using a single large, uniform beam as in other types of radiation, IMRT utilizes computerized 3D imaging to create many smaller beams with varying intensity, allowing doctors to shape the radiation to most effectively reach the targeted area. This maximizes the radiation dosage to the thickest part of the tumor and minimizes the dose to healthy tissue. Patients can expect as much as 75% fewer side effects with IMRT. In addition, studies indicate that higher doses delivered with IMRT improve the rate of tumor control, particularly with difficult to reach tumors associated with prostate, brain and breast cancer.

Radiology Enhancements: A new Ziehm C-arm was purchased to accommodate the hospital's newly expanded pain service program and an upgraded digital fluoroscopy system was installed during FY 05. Patients continue to benefit from the Hospital's expanded Radiology Department, featuring two advanced "LightSpeed" CT scanner, a Siemens E-cam nuclear medicine camera, and new ultrasound equipment — all of which provide immediate and future benefit for patients undergoing diagnostic and treatment services for breast cancer as well as prostate cancer.

Patients continue to benefit from the state-of-the art Siemens Mammomat 3000 Nova unit which enables the Hospital to schedule more patients, and is designed specifically to accommodate wheelchair and/or other patients who are physically challenged as well as the upgraded Mammotome system for stereotactic breast

biopsies for ultrasound and mammography. The latter shortens the time for a surgeon working in the mammography area of Radiology to obtain tissue for biopsy.

Breast Stereotactic Program Accreditation: The Radiology Department's Breast Stereotactic Program is accredited by the American College of Radiology. Accreditation is awarded to facilities for the achievement of high practice standards after a peer-review evaluation of its practice. Qualifications of staff and adequacy of facility equipment is all assessed as part of the process.

Women's Health Network: Brockton Hospital's Women's Health Network (formerly the Breast and Cervical Cancer Initiative) received state endorsement of its performance. Brockton Hospital provided free breast and cervical cancer screenings to nearly 600 uninsured or under-insured women during the past year. Keith Merlin, M.D., Chief of Obstetrics and Gynecology, provided medical oversight for the Women's Health Network.

To maximize the services of this program, the Hospital initiated a process whereby women who are scheduled for certain diagnostic studies — such as mammograms and bone densitometry — and are listed as self-pay, are contacted to give them the opportunity to receive services through the WHN.

Convenient Women's Service: Women'sHealth Affiliates, affiliated with Brockton Hospital, continued with its Saturday Circuit service for peri-menopausal and menopausal women that combines four important exams – gynecology exam, nutritional assessment, bone density test and mammogram -- into a single, convenient Saturday appointment.

Expanded Pain Service: During FY 05, the hospital expanded its pain service program with the addition of two anesthesiologists specializing in pain management and outpatient pain management interventions.

Palliative Care: A Palliative Care Consultation Service at Brockton Hospital in collaboration with Old Colony Hospice continues. This service is designed to improve a patient's quality of life while he or she battles a serious disease. The program also helps patients and families plan for advanced care in the future. Under this program, a nurse practitioner that specializes in palliative care will provide expertise in areas such as pain control. The program also provides support services for patients while they are undergoing aggressive/curative treatments. It aims to offer extra opportunities for patients and their families by discussing advanced care planning and psychosocial/spiritual support. The Palliative Care Consultation Program at Brockton Hospital is believed to be the first partnership of its kind in southern Massachusetts.

Daffodil Days: The Volunteers Department once again coordinated the annual American Cancer Society's Daffodil Days. Once again, approximately \$500 was raised in support of the ACS's fight against cancer through this effort.

Champions Fighting Cancer Walk: The Hospital's annual Champions Fighting Cancer Walk, which took place this fiscal year on Sunday, May 2, 2005, is another long-term strategy in ensuring state-of-the-art cancer services are available locally. This very successful, sixth annual walk raised more than \$242,000, thanks to nearly 8,000 walkers and 125 plus volunteers. For detailed information about this charity event, please see Section V.

## Prostate Cancer

Although the focus in FY05 was breast cancer, the Hospital continued to emphasize early-detection screenings and state-of-the-art treatment for prostate cancer, another key community initiative. Prostate screenings were once again held at the Hospital. In a coordinated effort between Marketing, Patient Registration, Laboratory, Patient Accounts, the Volunteers Department, two urologists and three Ambulatory Care staff who volunteered their time, Brockton Hospital conducted an annual Prostate Cancer Screening. The program provided free PSA screenings to nearly 20 men from the community.

The Brockton Hospital Prostate Cancer Support Group has become an important short- and long-term resource to help men and their loved ones cope with this diagnosis. The group has grown to nearly 90 members, with almost 20 members regularly attending each monthly meeting. Members of the support group receive a monthly newsletter and periodic announcements. The group continues to be especially interested in reaching out to racial/ethnic minority men, and it welcomes new members with their loved ones at any time.

Meetings provide participants with the latest information on the treatment of prostate cancer, using invited speakers, comments from prostate cancer survivors, videos and printed information. At several open meetings, urologist Warren Gilbert, MD, was present to answer questions about prostate cancer and treatment options. Other guest speakers included Bill Mahoney who spoke on “Managing Urinary Incontinence” and “Managing Erectile Dysfunction.”

During FY 05, Brockton Hospital began administering the Men’s Health Partnership program, a program sponsored by the Massachusetts Department of Public Health. The Men’s Health Partnership offers free health screenings for heart disease, prostate cancer and diabetes to men age 18 and older who not have health insurance.

*Measuring breast treatment outcomes and evaluating effectiveness:* Steadily increasing numbers of women who participate in screenings, support groups, and fund-raising events such as the annual Champions Fighting Cancer Walk are a measure of Brockton Hospital’s effectiveness in raising awareness of, and helping to deter, breast cancer.

*Reviewing, evaluating and updating the plan:* Each quarter, the community benefits advisory group reviews progress on our efforts to treat breast cancer in our community, makes any adjustments necessary, and presents findings to the Board of Trustees.

## C. Fit Children

### Children and Youth Program

Through the Children and Youth Program, Brockton Hospital has a longstanding contract and partnership with Brockton Public Schools to provide physical and sports exams, consultations and immunizations. Since FY 01, the Hospital continued to collaborate with the Brockton School Department on a health and fitness curriculum to address two major youth health issues, exercise and obesity.

Founded 26 years ago, the Children and Youth Program (“C&Y”) offers well-child services and specialized services for high-risk infants, children and adolescents. Staffed by pediatricians, C&Y offers primary care services as well as specialized services including nutrition counseling, social service support, interpreter, and financial counseling services to assist underserved patients and families with access to health care coverage. The C&Y Program also serves as the medical provider for the Brockton School Department. There were nearly 10,000 visits to the C&Y program in FY05.

The Floating Hospital for Children, the pediatric facility of New England Medical Center, continued with their satellite office at Brockton Hospital for pediatric specialty services such as cardiology, gastroenterology, neurology, pulmonary, urology and genetics.

*Short- and long-term strategy:*

ProjectFit America: As a community benefits initiative, Brockton Hospital provided the funding for Project Fit America (PFA), a curriculum-based fitness and wellness program. Through the Hospital's sponsorship, Brookfield Elementary School in Brockton installed on its playground during FY01 permanent, state-of-the-art outdoor fitness equipment specifically designed to improve the physical fitness and health of children. In addition to the equipment and activities designed to enhance cardiovascular and physical health, the program incorporates a curriculum to teach youngsters lifelong health habits.

Defibrillators: In another project pertaining to fitness, health and safety, Brockton Hospital teamed up with Brockton Public Schools on a new cardiac defibrillator program.

Ongoing Support and Outreach for Happy, Healthy and Safe Children: Brockton Hospital has an outstanding reputation for excellence in children's care and support. Such programs include Better Beginnings, Perinatology Services, the password-protected Web Nursery with its security measures, the annual Baby Reunion, the highly successful Reach Out And Read (ROAR) program, the care children receive through the C&Y program, and the care available through any of our specialty outpatient clinics, as well as volunteer and job-shadow opportunities for students. Since FY01, Brockton Hospital has had a partnership with the Floating Hospital for Children, the pediatric facility of New England Medical Center, which established a pediatric specialty office within the Children & Youth Department. The office provides pediatric specialty services such as cardiology, gastroenterology, neurology, pulmonary, urology and genetic counseling.

*Measuring outcomes and evaluating effectiveness:* Through educational programs and equipment, the goal for the PFA program is to improve children's fitness testing levels and to teach lifelong fitness skills.

Through sponsorship by Brockton Hospital, the PFA program provides a curriculum for each teacher at the grade level they teach and training at the Brookfield school with a specialist from PFA. The program is a permanent addition to the school curriculum.

The PFA equipment addresses those areas where children are most likely to fail fitness tests: upper body, lower body, abdominal strength, cardiovascular endurance and flexibility. A freestanding structure of seven work-out stations permanently installed outdoors on the school grounds includes: pole climb, vault bar, horizontal ladder, sit-up and step-test stations, parallel bars and pull-up bars. This equipment complements the PFA curriculum that suggests games, by grade level, to interact with the equipment.

The Brookfield School participated in a two-year testing and evaluation for project measurement. The testing methods included curl ups (abdominal), push ups (upper body), and a mile run (cardiovascular). Evaluating FY04 pre- and post-test scores showed that the students made excellent improvements in several areas tested thanks to the PFA program. At this time, the process of evaluating and comparing FY05 pre-and post-test scores are still being compiled through the Brookfield School and Project Fit America.

*Reviewing, evaluating and updating the plan:* Brockton Hospital will continue to work with the Brookfield Elementary School in sponsoring and maintaining the PFA program and measuring and reviewing fitness test scores. In addition, each quarter, the community benefits advisory group will review progress on our efforts to address children's health and physical fitness in our community, make any adjustments necessary, and present findings to the Board of Trustees.

## **VI. Progress Report: Activity During Reporting Year**

### *Major Programs and Initiatives*

Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

### Primary Stroke Service

During FY 05, Brockton Hospital received Primary Stroke Service designation from the Massachusetts Department of Public Health. This designation assures that Brockton Hospital is able to provide prompt, high quality care for stroke patients in the region. In order to obtain state designation as a primary stroke service hospital, Brockton Hospital had to prove that it met strict new quality standards ensuring that emergency diagnostic and therapeutic services are provided by a multidisciplinary team and available 24 hours a day, seven days a week.

### Massachusetts eHealth Initiative

Brockton Hospital was chosen as part of a groundbreaking project that will put the health care community in greater Brockton at the forefront of electronic health care efforts in Massachusetts. Greater Brockton joins with Greater Newburyport and North Berkshire communities as winners of the Massachusetts eHealth Initiative – an initiative providing \$50 million to usher in the future of health care through the development of community-wide electronic health records and clinical data exchange capabilities linking together hospitals, health centers, physician practices, laboratories, and more throughout the Greater Brockton area. The Greater Brockton eCare Alliance brings together a wide range of local health care providers including Brockton Hospital and Brockton Physician Hospital Organization, Caritas Good Samaritan Medical Center and Independent Physician Association, Bridgewater Goddard Park Medical Associates and the Brockton Neighborhood Health Center.

### “Rox-a-bye-baby” Suite

Brockton Hospital once again became the sole hospital sponsor of the “Rox-a-bye-baby” Suite at Campanelli Stadium. The Suite offered area families a child friendly environment to watch the game while breastfeeding, watching cartoons or playing with toys. The Suite also offered the physicians and nurse midwives of Women’s Health Affiliates an opportunity to answer families’ questions and promote their practice.

### Maternal-Newborn Pavilion

A major \$2 million expansion of Brockton Hospital’s Maternal-Newborn Pavilion was completed in FY04. The expansion added eight new completely private recovery/postpartum rooms in a new Family Suite. Like the rooms in the pavilion’s Birthing Suite, each of the eight new rooms offers hotel-style comfort and privacy. Each private room features homelike furnishings, subdued lighting, and in-room accommodations for fathers or support people, and private bath and shower.

### State-of-the-Art Newborn Hearing Equipment

In FY04, the Brockton Hospital Ambassadors Club donated new, state-of-the-art newborn hearing equipment. The Gold Standard Auditory Brainstem Response (ABR) test screening technology tests the baby’s entire hearing pathway – from the ear to the brainstem. The technology records the baby’s brain wave responses to a series of soft clicks, and then compares them to a pattern of normal responses. The testing is conducted while the baby sleeps, is noninvasive, and takes from four to seven minutes.

### Perinatology Services

Under the coordination of Jeffrey Johnson, MD, perinatologist from Beth Israel Deaconess Medical Center (BIDMC), the Hospital continued to offer on-site Perinatology Services for high-risk pregnancies and deliveries that would previously have been transferred to a tertiary center. During FY05, demand for services in the Perinatology clinic continued to grow, necessitating adding more clinic time for a total of two full days with 25 to 30 patients being seen at each session. In addition, Dr. Johnson and his associates at BI Deaconess provide 24-hour-a-day perinatology consults for all Brockton Hospital obstetricians.

### Community Health and Wellness Programs

Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles. Many community residents register for classes by calling OneCall, Brockton Hospital’s physician referral and health information service. The following list captures some of the many programs Hospital staff offered:

- Brockton's first Kidney Screening was held on Sunday, July 31, 2005 during the Cape Verdean Festival. The screening was made possible through Brockton Hospital's efforts to collaborate with the National Kidney Foundation and Tufts-New England Medical Center. Ninety (90) men and women received kidney early-evaluation screenings. The screening included a blood pressure check, weight measurement, blood test, urine sample and consult by a physician.
- As a co-sponsor of this year's Senior Celebration at the Radisson, Brockton Hospital participated with an informational table, guest speakers and health screenings. Laboratory staff performed more than 100 cholesterol screens on attendees. In addition, Andrea Ohldin, M.D., PrimaryCare Affiliates, presented a seminar on osteoporosis and Sandy Ambrose, RD, spoke on the top ten nutritional changes for a long and healthy life.
- Brockton Hospital was represented at a number of community health and outreach events, including the Hispanic Festival, Cape Verdean Festival, and the annual National Night Out Against Crime. At each event, Hospital representatives staffed an informational table and distributed materials on hospital services, programs and physicians.
- The Hospital participated in the Metro South Chamber of Commerce's "Taste of Metro South" at Massasoit Conference Center. Hundreds of guests sampled a "taste" of hospital cuisine prepared and served by Brockton Hospital's Food Services staff. An informational table on hospital programs and services was also staffed throughout the event.
- The Hospital was an exhibitor at the Metro South Chamber of Commerce's Business-to-Business Expo and Annual Meeting in November.
- Brockton Hospital President Norman B. Goodman addressed a group of church members and area businessmen at a luncheon at the First Lutheran Church in Brockton. Mr. Goodman gave an update on current happenings at Brockton Hospital, including a number of issues facing Brockton Hospital, including those around the free care pool.
- Kari Stepp, RD, addressed a group at the West Bridgewater Council on Aging. She discussed food interactions with medications and general nutrition for the elderly.

#### *Screenings*

Staff continued to support community health fairs and events by providing free cholesterol, blood pressure and glucose screenings. Many of these events offered all three screenings.

Massasoit Community College, Canton campus  
 New England Art Publishers Employee Health Fair, Abington  
 Senior Celebration  
 Massasoit Community College, Brockton campus  
 Old Colony YMCA Living Well Health Fair  
 Stonehill College Lifestyle and Wellness Festival  
 Women's Health Fair, Massasoit Community College, Brockton campus  
 East Bridgewater Safety & Wellness Fair  
 Brockton Council on Aging Health & Safety Fair  
 East Bridgewater YMCA Fun & Fitness Day  
 Federal Employee Health Fair  
 Oak Street Church  
 Cape Verdean Festival  
 Campanelli Stadium (Brockton Rox)  
 Plymouth County Triad, Marshfield Council on Aging  
 Brockton Council on Aging Health & Safety Fair  
 East Bridgewater Council on Aging Seniors Fair

*Ongoing Programs*

Childbirth and Parenting Workshop  
Refresher Childbirth and VBAC Class  
Breastfeeding Program  
Infant Massage  
Look Good ... Feel Better  
Sibling Preparation Class  
Senior Buddy Program  
Preventive Cardiology Program  
Weigh-to-Go weight loss program  
Women's Health Saturday Circuit

*Support Groups*

Alcoholics Anonymous Support Group  
Bereavement Support Group  
Better Breathers Support Group  
Breastfeeding Support Group  
Narcotics Anonymous  
Prostate Cancer Support Group

*Health Fairs, Events, Outreach*

BAMSI Senior Citizen Reception  
Metro South Chamber of Commerce Business-to-Business Expo  
Metro South Chamber of Commerce Taste of Metro South  
Summer Solstice  
National Night Out Against Crime – Brockton  
Brockton Annual Make a Difference Day  
Elder Care Expo  
West Bridgewater Council on Aging  
Community Fair, Battles Farm Village, Brockton  
Week of Young Children, Brockton High School  
Life Giving Church Fair, Abington  
WalMart Women's Health Fair  
Neighborhood Family Fun Fest, Brockton  
First Lutheran Church  
Healthy Brockton Day, Brockton's Promise  
Brockton Area Transit Employee Fair  
Festa Das Crianças – Senhora Do Rosario, Stoughton  
Festa Das Crianças – Our Lady of the Rosary, Rockland  
Child Safety Seat Check Point  
Old Colony YMCA Youth Conference, Bridgewater State College  
Health & Wellness Fair, Stoughton Public Library  
Immigrants Day in the District, Brockton Public Library  
Sixth Annual Mayor's Youth Summit  
Christ Congregational Church Health Fair  
Networking Wednesdays  
Haitian Flag Day Festival  
Toys R Us, Brockton  
Juneteenth Family Day Freedom Celebration Kite festival  
Plymouth Festa Junina  
Family Day, Latin American Health Institute  
The Kingdom Church, Brockton  
Rockland Festa Junina – Holy Cross, Rockland  
Mayor's Picnic in the Park  
Brockton Post Office Breast Health Fair  
Elders Education & Community Outreach Health Fair  
Breast Cancer Awareness

## Cancer Symposium

### *Community Support*

Brockton Historical Society  
Hispanic Festival  
Brockton Rox  
Easton Schools – Foundation for Excellence in Education  
Plymouth County Development  
Community Services of Greater Brockton  
Randolph Chamber of Commerce  
Metro South Chamber of Commerce  
Easton Children's Museum  
Brockton Symphony  
Brockton High School Alumni Association  
Partnership for Safer Communities  
Health Care For All  
Brockton Visiting Nurses Association  
St. Joseph Manor  
NAACP  
Brockton Police Department  
Cape Verdean Association  
Caring for Kids  
Downtown Brockton Association  
The Enterprise, Newspapers in Education Program  
MDA  
Old Colony Hospice  
My Turn Inc.  
Old Colony YMCA  
Brockton Area Multi Service  
American Health Resources  
BAMSI – Helpline  
Schwartz Center  
Brockton Family & Community Resources  
New England Sinai Hospital  
United Way of Greater Plymouth County

### Senior Programs

Brockton Hospital continues a number of senior citizen programs to better serve its elderly neighbors:

- The Senior Buddy Program helps senior citizens that need companionship and assistance in getting to doctor appointments.
- The Senior Pharmacy Program helps eligible seniors pay for part of the cost of prescription medications.

### Baby Reunion

Brockton Hospital's annual Baby Reunion was held on Saturday, April 23. Keith Merlin, MD, of Women's Health Affiliates and Chief of Obstetrics and Gynecology, served as master of ceremonies. Attended by nearly 300 families and babies, the celebration featured a clown, cartoon character appearance, face paintings, arts and crafts, refreshments and giveaways. Representatives of Better Beginnings, Children and Youth and several junior volunteers assisted with the festivities.

Specialty, Hospital-Based Clinics: The Hospital is the only provider in the southeastern Massachusetts region to operate both primary care and specialty clinics on its campus. In 2005, the Hospital operated 25 clinics, which collectively handled nearly 28,000 visits.

Clinic updates and highlights for FY05 include:

- In addition to having interpreters always available to patients, six employees in the Outpatient Department are bilingual, speaking at least one additional language to English, including Cape Verdean, Spanish, Portuguese and Haitian Creole.
- An automated telephone reminder system was implemented. Two days prior to an appointment, this system calls patients, in their preferred language.
- In conjunction with the Department of Public Health, Brockton Hospital operates public clinics for two major public health concerns in the country today — tuberculosis and sexually transmitted diseases. During FY 05, the Public Health Clinics were relocated to the Outpatient Care Center. The move allows for extra exam rooms, more space for staff and better handicap accessible accommodations for patients.
- To better serve patients, primary care coverage was expanded in the Ambulatory Care Clinic/Outpatient Department during FY 05.

#### Champions Fighting Cancer Walk

The Hospital's sixth annual "Champions Fighting Cancer Walk" was the most successful to date. The Walk drew more than 8,000 walkers and raised more than \$242,000 for cancer programs and services. In excess of 125 volunteers donated their time to handle registration, man water stops and assist in a wide variety of other event responsibilities. Finish line festivities included a barbeque, entertainment, Moonwalk, clown, balloons and health information tables. The hospital remains committed to this cause and set Sunday, May 7, 2006 as the date of next year's walk.

#### Reach Out and Read

Since 1998, Brockton Hospital's Reach Out and Read (ROR) program has continued to serve children through the Children & Youth Program. ROR is a non-profit organization founded in 1989 at Boston City Hospital (now Boston Medical Center), through a collaboration of pediatricians and early childhood educators. Brockton Hospital was the first location on the South Shore to have implemented this successful program. In FY 05, approximately 1,000 books were donated to children through Brockton Hospital's ROR program.

#### *Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care*

Brockton Hospital has taken steps to bring education, treatment and services to people at the community level. We have gone to great lengths to get past language barriers that can stop people from seeking the care they need and deserve. We understand, too, that lack of insurance, unemployment, poverty and transportation can also be roadblocks to care.

We are pleased to detail some of the key steps we've taken to clear these hurdles in our community and provide convenient and affordable access to quality care for all.

#### OneCall

Access to exceptional care begins with Brockton Hospital's physician referral and health information service. OneCall representatives provide information on:

- physician referral,
- emergency room follow-up,
- insurance and managed care,
- community health outreach,
- registration for community education programs and screenings, *and*
- specific Brockton Hospital programs and services.

During FY05, operators fielded calls from nearly 7,200 people — listening, evaluating and connecting callers with associates who could answer their questions and meet their needs.

### Interpreter Services

Brockton Hospital serves non-English-speaking patients with a staff of 11 interpreters who speak Spanish, Portuguese and Cape Verdean. Round-the-clock access to the AT&T Language Line is also available, which offers translation services for more than 130 languages. The Hospital was among the first in the region to translate notices and consent forms into three languages in addition to English.

### Better Beginnings

Brockton Hospital created the Better Beginnings program using multicultural advocates to educate women about the importance of early and adequate prenatal care. Since the program began in September 1996, Better Beginnings has enabled 4,898 pregnant women to obtain early and adequate prenatal care and health coverage. During FY05, 887 new pregnant mothers enrolled in the program, with 567 deliveries occurring in the Hospital's Maternal-Newborn Pavilion (some mothers left the program because they moved, miscarried, aborted, or were transferred by a doctor for medical reasons). The average birth weight was 7 pounds 3 ounces. In addition, some 150 non-pregnant patients were referred to the hospital for various services.

Advocates also coordinated public transportation (on a per case basis) for pregnant mothers to attend their OB appointments, ultrasound, postpartum visit and baby's first pediatrician visit.

Additionally, advocates assisted mothers with interpretation and other services they needed, as well as provided education and information about immunization schedules, breastfeeding, lead, child safety, pregnancy prevention, substance abuse, HIV, AIDS and STDs.

During FY 04, Brockton Hospital's Better Beginnings program was officially recognized by the American Hospital Association as one of the most innovative and effective community health programs in the nation. The AHA's NOVA award, given to just five health care organizations nationwide, represents the highest honor a hospital can receive for collaborative efforts toward improving community health. Brockton Hospital is just the second Massachusetts hospital to receive the award in more than a decade.

Brockton Hospital, with Harbor One Credit Union (formerly Brockton Credit Union) as its corporate partner, once again held a very well received and successful annual Better Beginnings donation drive. Promotional efforts coordinated by the Marketing Department included donation bins at 12 bank branches, posters and customer statement stuffers. The drive was very successful.

### Indigent Medication Program

Brockton Hospital has long been interested in the plight of all residents who are unable to access or pay for their prescription medications, and we have taken steps on our own to address the problem. The indigent medication program has been in place here for more than 19 years and stands alone in this community in providing free medications to all our patients — inpatients, outpatients, and emergency patients — who simply are unable to pay for their own drugs. No other hospital on the south shore has an indigent medication program that is fully integrated with the social work and pharmacy departments and accessible on weekends by administrative coordinators.

Brockton Hospital provides the highest possible level of service by prescribing up to a 30-day supply of prescription drugs to its most needy patients, the most we can do as a hospital-based pharmacy. Department of Public Health regulations prohibit hospital-licensed pharmacies from serving others in the community beyond their own patients.

In FY05, the Hospital provided 845 patients with 1,474 free medications costing more than \$45,300. Brockton Hospital also monitors a program through the outpatient department with the pharmacy companies. We provided nearly 590 patients in that program with more than 4,800 prescriptions filled for FY 05. Total approximate cost of the Outpatient Department/Pharmacy Program for FY05 is \$377,400. This amount is in addition to our own indigent medication program. In addition, Brockton Hospital once again received a stipend in the amount of \$15,000 from the Brockton Home for Aged Men to be used for medication and transportation for the elderly.

### HealthNet

Brockton Hospital was the first in the area to establish a relationship with the HealthNet Plan that currently serves individuals who are covered by Mass Health or are on the Free Care System and meet certain eligibility requirements. Those enrolled have access to adult, adolescent, and pediatric primary care, obstetrics, appropriate doctor visits, necessary hospital services, 24-hour emergency care, pharmacy benefits and more.

### *Notable Challenges, Accomplishments and Outcomes*

#### Commitment to Care

Brockton Hospital continued to uphold its commitment to care for the area's uninsured patients, providing more than \$26 million in free care, surpassing last year's record of the most free care the Hospital has ever provided in a single year. The Hospital also continues to serve as the sole provider of hospital-based psychiatric care in the region.

During FY05, the Hospital handled nearly 60,000 visits to the Emergency Department, nearly 15,000 inpatient admissions, and delivered 1,339 babies.

As of September 2005, the hospital has 253 licensed beds, which includes a 29-bed, hospital-based skilled nursing unit, the Transitional Care Unit (TCU), which began operation in early 1997. Three beds were added to the TCU during FY 05.

## **VI. Next Reporting Year**

### *Anticipated Goals and Program Initiatives*

Because heart disease and cancer continue to have a devastating impact on our community, Brockton Hospital will continue to focus on these areas. The Hospital will look for opportunities to invest in new technology, programs and procedures that will improve early detection and treatment for cardiovascular disease and cancer as well as to provide expanded education and outreach. An increased focus will be on the Men's Health program geared specifically toward identifying men of color who are uninsured or underinsured to screen them for prostate cancer, diabetes and heart disease.

## **VII. Contact Information**

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