

Baystate Medical Center FY 2005 Community Benefits Report

**Submittal
February 28, 2006**

Mission Statement

Vision for Community Health

Baystate Medical Center, a member hospital of Baystate Health, is committed to meeting the identified health and wellness needs of constituencies and communities served through the combined efforts of Baystate Medical Center member organizations, affiliated providers, and community partners.

To reach this goal Baystate Medical Center will:

- focus on prevention and increasing access to health and wellness care;
- provide technical support for related community planning;
- focus on amelioration of root causes of health disparities, including related economic development, job training, and education;
- measure improvements in community health status that result from our efforts; and
- invest the time, talent, and resources necessary to accomplish these goals.

Internal Oversight and Management of Community Benefits Program

At each local hospital the Community Benefits Advisory Council (CBAC) is convened by the senior executive who serves on the committee as the chairperson or co-chairperson. This senior executive is also a member of the Baystate Administrative Services Executive Committee, which provides support to and oversees the community benefit process, including this focus in setting broad priorities for the system, providing senior management leadership support to building effective community partnerships, and directing appropriate resources to support the implementation of initiatives adopted by each hospital. At Baystate Medical Center the Community Benefits senior executive is Trish Hannon, Senior Vice-President and Chief Operating Officer. The membership in CBAC consists of hospital-level leaders and key community partners who work jointly to identify community health needs and target community benefit initiatives.

Community Health Planning Process

Background: Last year in FY 2004, Baystate Medical Center completed a thorough planning and community needs assessment process based on “A Planned Approach to Community Health”, a five-phase model including the steps outlined below.¹ This planning framework was used to conduct locality-based planning activities and goal-setting for Baystate Medical Center’s CBAC initiatives which were developed based on the following five planning steps:

1. Engage the community
2. Collect and organize data
3. Choose health priorities and target groups
4. Choose and conduct interventions
5. Evaluate the process and the community interventions

¹ U.S. Department of Health and Human Services. *Planned Approach to Community Health: Guide for the Local Coordinator*. Atlanta, GA: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion.

Sources of Information. This past year the Baystate Medical Center's CBAC continued the assessment process to update and upgrade the original CBAC priorities, gathering information and reviewing data from a number of sources, including:

- Healthy People 2010 indicators collected by the Massachusetts Department of Public Health and the Centers for Disease Control and Prevention were major sources of data for community health needs assessment and planning information. Secondary sources for local data included the Springfield Department of Health and Human Services.
- Morbidity data based on hospital discharge data secured through internal Baystate Health sources and the Massachusetts Data Consortium were a major source of information. These data, which generally include reason for hospitalization and length of stay, can contribute to measuring the burden and cost of illness and disability in the community.

FY 2005 Planning Activity. Over the course of the last fiscal year, the CBAC engaged in planning meetings and program development activities that focused on cardiovascular disease (CVD) as a major contributing factor to health disparities in our community. Because CVD is the leading cause of death among African American and Hispanic women, planning activities involving hospital and community stakeholders focused on developing a funding proposal to the Blue Cross/Blue Shield Foundation. The proposed project was designed to eliminate health disparities among women by reducing the risk of heart disease by providing screening for CVD risk factors, providing lifestyle counseling from community health workers to improve diet and physical activity, reducing environmental stress associated with poverty and racism, and by providing clinical referral and follow-up services at community health centers in Springfield's low-income neighborhoods. Although the project was not initially funded, an outcome of the planning activity was the initial development of action steps to expand women's health services and apply for future funding.

Baystate Health continues to provide staff and organizational resources to support the development of a hospital-based and system-wide Community Benefits Program. Thus the Community Health Planning Director, in Strategic and Program Planning, will provide special program development services including grant development to leverage other resources needed to fund new community benefits initiatives. Baystate Health continues to utilize community benefits software, called Community Benefits Inventory and Social Accountability (CBISA), to assist in the data tracking and management of all Baystate Health community benefits services and activities.

Community Participation

Through participation on the CBAC, community members have a key role in helping the hospital identify community health needs, developing strategies to address these needs, and evaluating the effectiveness of the strategies and interventions that were implemented. Participants on these oversight committees for Baystate Medical Center represent the greater Springfield community and Western Massachusetts constituencies and communities that the hospital serves. CBAC members are responsible for reviewing community needs assessment data and use this analysis as a foundation for decision-making, reviewing best practices, and developing strategies to effect change in the following areas:

1. Family Violence
2. Child and Adolescent Health
3. Health Access

Community Benefits Plan

As the largest provider of health care in the Greater Springfield area, Baystate Medical Center is committed to working with stakeholders and consumers to determine how to improve access to health information, preventive care, and medical services. As the region's largest provider of free care and Medicaid services, Baystate Medical Center has a long history of working with underserved and underinsured populations to improve health care delivery and supporting programs that address identified community needs. During FY 2005, Baystate Medical Center continued to partner with diverse people and neighborhood groups in the community to meet the challenge of improving health access and quality for our most vulnerable citizens—the uninsured, refugees and immigrants, people of color, and the disabled.

Progress Report

The balance of this report refers to the work and activities of the CBAC and the Baystate Medical Center community benefits program during FY 2005.

Child & Adolescent Health

In FY 2005 Baystate Medical Center provided \$2,476,646 in community benefit programs and services to infants, children and adolescents through 60 program activities. The Children's Hospital, a major component of Baystate Medical Center, supports care to children and adolescents throughout the community. Baystate Medical Center continued to operate six health centers based in the Springfield Public School System, and to serve inner-city children through clinics located in the Brightwood and Mason Square Health Centers, as well as the Ambulatory Pediatric practice located in Baystate Medical Center's High Street Health Center. Baystate Medical Center's Child Behavioral Health Services continues to provide the Child Day School Program, an alternative school program for children ages 6-18 who cannot be maintained in their regular school setting due to behavioral issues and often psychiatric issues.

In FY 2005 Baystate Medical Center expanded its commitment to improving the health of children through further involvement in the educational partnerships. The hospital continues to encourage employee participation in the Read Aloud program and continuing strong support of the "Discovery Partnership" and "Lunch Buddy" mentoring programs with the Lincoln Magnet School. The "Summer of Work and Learning" provides at-risk high school students with paid summer internships for six weeks at Baystate Medical Center. Conducted in conjunction with the Springfield Public Schools, the camp-style program also includes an academic day where participants meet to discuss their experiences and further develop job skills. The "Robin Y. Brown Memorial Teen Mini Medical School" is a five week program for Springfield 10th grade students that foster an interest in a health career.

Baystate Medical Center recently increased its involvement with Putnam High School in Springfield. Baystate Medical Center's Springfield Educational Partnership Project is developing a health career pipeline that will support the Health Academy at Putnam High School and other

schools. This pipeline begins for many Springfield students when they explore health career clusters in the elementary and early middle school years, where they complete a career assessment and plan, and may participate in school-to-work activities like job shadowing. By the 8th or 9th grades, students review and revise their career aspiration plans, choose a health career focus, and take part in a mentorship and job skill development at the Health Academy. Finally, through their high school years, students at Putnam High School's Health Academy focus on academic and career preparation, decide on their health career major, and choose their next step, whether it be a four-year college or two-year community college, or another job within their health career cluster that requires a postsecondary option.

Chronic Health Conditions

The staff at Baystate Medical Center has been very involved over the years in the promotion of prevention and awareness strategies related to chronic illness and substance abuse. During the last year, Baystate Medical Center continued to offer a multitude of free support groups and educational efforts for people dealing with the effects of a chronic illness. Examples of these groups include:

- The Support Group for Latina Women Living with Breast Cancer provides survivors the resources and coping skills to live strong although impacted by the diagnosis and treatment of cancer
- The Mother/Child Pediatric HIV/AIDS Support Group provides emotional support, comfort and psycho-education to families coping with HIV
- The Implantable Cardioverter Defibrillator (ICD) support group is educational and allows patients to learn more about a variety of cardiovascular topics, as well as have an opportunity to talk with other patients who have ICDs.

Baystate Health's Community Health Planning Department has a Community Program Development Consultant to create and implement prevention programs and related services in partnership with the community. In FY 2005, over \$1.3 million in grant-funded programs were created with the program development services provided by the hospital and delivered under the auspices of our community partners. For example, the following community health substance abuse-oriented projects were provided as a result of our community grant development activities:

- The Drug-Free Communities program is a broad-based, multi-organizational, community partnership funded by HHS/Substance Abuse and Mental Health Services Administration that targets the high-risk neighborhoods of Springfield. Two grant awards were given in FY 2005, one to target Mason Square area and the other to target the North End of Springfield. The Martin Luther King Jr. Community Center is the lead agency for the Mason Square coalition that brings together the public, private, or nonprofit sectors in an effort to reduce youth substance abuse and improve quality of life for Mason Square children and their families. New North Citizens' Council is leading the North End Campus Concept Coalition in their Drug-Free Community program.
- The North End AIDS Response is a substance abuse outreach program in the North End of Springfield that is provided by New North Citizens' Council in conjunction with our Brightwood Health Center. This federally-funded project was developed with support from the Community Program Development Specialist and is co-located at the Brightwood Health Center.

- *Responding in Peaceful and Positive Ways* is a state-funded violence prevention program designed to provide students in middle and junior high schools with conflict resolution strategies and skills. The program is delivered by Girls Inc. of Holyoke and is targeting high risk youth in Holyoke.

Family Violence and Injury Prevention

Taking a lead role on issues of family violence, Baystate Medical Center Children's Hospital supports the Family Advocacy Center, which offers a multi-agency approach to severe child abuse. Since 1996, Baystate Medical Center's Family Advocacy Center has provided medical and psychological care to children who have been physically and sexually abused. The Family Advocacy Center is one of a handful of hospital-based programs in the nation accredited by the National Children's Alliance. The mission of the Center is to lead the community in improving the health, safety and well-being of children and families affected by child abuse and domestic violence. The Family Advocacy Center accomplishes this by providing:

- A child-friendly facility for and participation in a multidisciplinary child abuse interview team. The major partners of the team are the Hampden County District Attorney's Office, numerous local law enforcement agencies, and the Department of Social Services.
- Expert medical and psycho-social assessment and identification of child abuse.
- Medical and psychological treatment of the negative effects of child abuse and domestic violence and advocacy for victims.
- Prevention and education services for the community.

Injury prevention strategies pursued by Baystate Medical Center during FY 2005 were focused on both educational and practical elements. Organizational support continues to be provided by Baystate Medical Center Children's Hospital for the Western Massachusetts SAFE KIDS Coalition which teaches parents and caregivers how to keep children free from injury.

Access to Care

Access to health care services regardless of the patient's ability to pay is not only central to Baystate Medical Center's mission as a non-profit organization, but part of our social contract with the communities we serve. Providing this type of access took many forms in FY 2005, some traditional, others more innovative. Direct medical care delivered in the hospital and its community-based health centers assisted vulnerable and underserved populations who sought care without the ability to pay. For instance, Baystate Medical Center's Indigent Drug Program assists outpatients who are unable to afford their medications. Similarly, Baystate Medical Center Women's Health Network helped uninsured and underinsured women access lab and radiological services.

In the last year, Baystate Medical Center continued its commitment to making health information readily available in the home and the community. The hospital maintained three Consumer Health Libraries, two on the main hospital campus and one at its 3300 Main Street satellite facility, for community members to learn more about health and medicine. *The Professionals*, a free medical information telephone service, was heavily used by local residents. Outreach programs focused on health issues of specific populations such as the elderly (through the Senior Class), children (through the Bandy Bear Club), and Spirit of Women program. In FY 2005 Baystate Medical

Center provided 19 health fairs and screenings and 25 free community health and education seminar series.

In FY 2005, Baystate Medical Center's support to the Springfield Community Access Project continued and resulted in the Springfield Department of Health and Human Services being able to increase access to health care for the uninsured and underinsured. Complementary to its overall spending on free and supported programs for increasing access, Baystate Medical Center also secured nearly \$5.6 million in grants for a variety of public service programs that increase access to care and outreach to the community.

Community Leadership

As one of the larger employers in Springfield, Baystate Medical Center assumes an active agenda in its role as a responsible corporate citizen. Baystate Medical Center continued its unique and innovative leadership role in creating a healthy community by stimulating economic development in Springfield's inner-city neighborhoods. The "Buy Local" program supported local minority and women-owned businesses, spending more than \$1.5 million over what could have been purchased using out-of-area, non-minority vendors. In FY 2005, the Baystate Neighbor Program continued to support first-time home buying employees with a "forgivable" loan of \$5,000 to help with financing and closing costs for homes purchased within Springfield's Brightwood, Memorial Square and Mason Square neighborhoods. Baystate Medical Center partnered with the City of Springfield, area banks, and community-based organizations on the home purchase program. Baystate Medical Center was also a funding partner to many area groups like the Western Massachusetts Economic Development Council. Baystate Medical Center staff are also strong supporters of the Community United Way of the Pioneer Valley, including significant volunteer participation by staff in the "Day of Caring" community service activities.

Partners for a Healthier Community

In 1993-94 Baystate, Mass Mutual, Pioneer Valley Community United Way, the City of Springfield and other key community stakeholders convened the Springfield Community Health Planning Steering Committee (Steering Committee) to establish a plan and initiate action to create health by reaching people wherever they live, learn and work, not only in health care settings. In 1996, the Steering Committee was incorporated as Partners for a Healthier Community, Inc., a private nonprofit organization. Throughout the past 12 years, Partners for a Healthier Community (Partners) has provided community leadership in several areas: (1) community health planning; (2) public policy and advocacy; (3) developing systems of care to reach vulnerable children, youth, and their families and (4) increasing their access and use of health and human service resources.

Over several projects Partners has literally involved hundreds of individuals and at least 100 different health and human service provider organizations. Baystate Medical Center/Baystate Health remains an integral part of their success and anchors activities across a wide range of projects focused on improving the health of children and youth within the Greater Springfield area. Baystate Medical Center/Baystate Health supports the core infrastructure of the organization with over \$200,000 in donated funding and in-kind services. The following is a brief description of Partners' activities for the year.

Health Access and Public Policy. Partners planned and implemented three public policy forums or policy campaigns critical to improving the health and well-being of children. These events included a Policy Briefing for Western Massachusetts Advocates, Human Service Forum Community Dialogue on “Healthcare Reform” and a regional Oral Health Public Policy Forum co-hosted by Representatives John Scibak and Cheryl Rivera. Partners is aligned with several statewide organizations to further access and health coverage for children and their families including: Children’s Health Access Coalition, Massachusetts Coalition for Health Care Reform, and State Oral Health Advocacy Task Force.

Oral Health. The Preschool Oral Health Task Force formally adopted the concept of providing an integrated approach to oral health and entitled this initiative “Sound Bodies and Healthy Mouths.” The Task Force has met monthly since October 2003. Partners is in its first year of a three-year plan for implementing preschool dental prevention services including dental screening and oral hygiene education in preschool settings. Over 300 children from the five early childhood providers in the pilot phase received dental screening services. Over 200 staff at these centers were trained in how to screen preschool children and educate the parents.

Early Childhood Health Program. Improving the health and well-being of inner-city neighborhoods is a daunting task – particularly when one considers the decades of decay and disparity and the variety of factors affecting the quality of life in low-income Enterprise Community (EC) neighborhoods. Partners continues as one of three demonstration sites in a state-wide coalition organized by Health Care for All to promote the availability of children’s health insurance plans to parents. In FY 2005, the Covering Kids and Families (CKF) Coalition was fully engaged in numerous health access activities. The CKF Coalition, in partnership with the Springfield Department of Health and Human Services, continues to be the central organizing body for the City of Springfield’s health access project. The CKF Coalition builds on an established network of Community Health Advocates (paraprofessional health promotion outreach workers), which is an ongoing Partners initiative for blending medicine, public health, and social services to deliver a comprehensive and multifaceted outreach program. The Covering Kids network includes the local health department, three health centers, a neighborhood coalition, several state agencies and several community-based organizations.

Next Reporting Year

Partners will continue its expansion of preschool oral health initiatives and upgrade its public policy and health advocacy work. All current programs will continue and expand in range and scope of activity.

Contact Information

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HIGHLIGHT COMMUNITY BENEFIT PROGRAMS

PROGRAM OR INITIATIVE	TARGET POPULATION/OBJECTIVE	PARTNER(S)	HOSPITAL/HMO CONTACT
Putnam Health Academy	<p>High School Students:</p> <p>To provide a health career pipeline for disadvantaged Springfield students</p>	<p>Kevin McCaskill, Principal, Putnam High School, 1300 State Street Springfield MA 413-787-7424</p>	<p>Peter Blain, Director Baystate Springfield Educational Partnership, 280 Chestnut Street, Springfield MA, 413-794-1671</p>
Partners for a Healthier Community	<p>Low-Income:</p> <p>To support and link health care, business, government, faith, education, neighborhood, and grass roots individuals in order to bring about a demonstrable improvement in the health status of the local community</p>	<p>Frank Robinson, PhD, PO Box 4895, Springfield MA, 01101-4895</p>	<p>Donna Ross, Senior Vice-President, Strategy and Business Development, 280 Chestnut Street, Springfield MA, 413-794-9270</p>
Springfield School-Based Health Centers	<p>School-Aged Children:</p> <p>To provide medical services to high risk children in a school-based setting</p>	<p>Mary Zamorski, RN, Springfield Public Schools, 195 State Street, Springfield MA 01103</p>	<p>Barbara Farrell, RN, Director, Ambulatory Grants, 759 Chestnut Street, Springfield, MA, 413-794-8349</p>
North End AIDS Response	<p>IV Drug Users and Their Partners:</p> <p>To provide outreach, case management, and support services to IV drug users and their high-risk partners</p>	<p>Maria Ligus, HIV Program Director, New North Citizens’ Council, 2383 Main Street, Springfield MA 01107</p>	<p>Jeffrey Scavron, MD, Medical Director, Brightwood Health Center, 380 Plainfield Street, Springfield MA 01199</p>
Family Advocacy Center	<p>Abused Children:</p> <p>To provide assessment, medical evaluations, and treatment of children who have been sexually abused</p>	<p>Maria Rodriguez, Hampden County District Attorney’s Office, 80 State Street, Springfield, MA 01105</p>	<p>Nancy Miller, MD, Family Advocacy Center Baystate Medical Center 759 Chestnut Street Springfield, MA. 413-794-9793</p>

COMMUNITY BENEFIT EXPENDITURES *(related to the whole report)*

TYPE	ESTIMATED TOTAL EXPENDITURES FOR FY 2005	APPROVED PROGRAM BUDGET FOR FY 2006
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses \$2,084,910 (2) Associated Expenses \$0 (3) Determination of Need Expenditures \$0 (4) Employee Volunteerism \$0 (5) Other Leveraged Resources \$3,207,885	\$0
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses \$2,212,029 (2) Associated Expenses \$0 (3) Determination of Need Expenditures \$0 (4) Employee Volunteerism \$110,418 (5) Other Leveraged Resources \$1,620,965	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION	\$5,002,630	
CORPORATE SPONSORSHIPS	\$44,978	
	TOTAL \$14,283,815	

<p>Baystate Medical Center TOTAL PATIENT CARE-RELATED EXPENSES FOR 2005: \$662,311,000</p>
