

# Community Benefits Report



OFFICE OF THE ATTORNEY GENERAL OF MASSACHUSETTS

FISCAL YEAR 2007: OCTOBER 1, 2006 THROUGH SEPTEMBER 30, 2007

# **Community Benefits Report**

## **Emerson Hospital**

### **Fiscal Year 2005 (10/1/2006 - 9/30/2007)**

#### **1.0 Mission Statement**

Emerson Hospital is a non-profit, acute care, community hospital that serves approximately 300,000 residents in 25 towns. Emerson was incorporated as a tax-exempt institution in 1911 and, since that time, has been committed to providing both emergency and non-emergency care to all in need, regardless of their ability to pay.

The hospital's mission is to deliver high quality, safe and cost-effective care to our patients and to maintain a professional and respectful environment for all members of the Emerson Hospital community. We define high quality as meeting or exceeding the requirements of our customers: patients, physicians, the community, and payers.

- For patients, this means competent and personal clinical care
- For physicians, this means an environment that facilitates effective and efficient delivery of patient care and encourages professional growth and development
- For employees, this means a positive work environment that encourages and supports the achievement of professional and personal goals
- For the community, this means providing access to a continuum of health care services delivered in a high quality, cost-effective manner. It also means working with diverse community organizations to protect and improve the health status of our community residents.
- For payers this means providing a collaborative environment that promotes cost-effective, high-quality care.

Through strong connections to the community, Emerson is able to respond to the needs of those it serves. The hospital attends to those needs through a coordinated Community Benefits Program, which is mandated by its mission and includes:

- An extensive scope and variety of outreach programs and services to meet the needs of area residents,
- Numerous activities designed to stimulate other organizations in carrying out a broad health agenda in the community, and
- An internal environment that encourages hospital-wide involvement in community benefits programs.

## **2.0 Community Benefits Program Organization and Management**

### **2.1 Program Organization**

The Emerson Hospital Community Benefits Program, formalized in 1995, builds on the hospital's history of commitment to the community and the core values of providing care to all regardless of ability to pay. The implementation of the program is the responsibility of the Marketing and Public Relations department, under the supervision of the Vice President for Planning and Market Development. Individual departments and clinical areas within the hospital provide detailed information on programs and activities that comply with the guidelines for the Community Benefit Program.

### **2.2 Approval of Governing Body**

Community Benefits Programs are the responsibility of the senior management team and activities are reported each month to the hospital's Board of Directors.

### **2.3 Method for Sharing Community Benefit Information**

The Annual Report is distributed to the hospital Board of Directors and to the communities served by the hospital. The Report is also available within the hospital, on the website, and at local libraries. In addition, information regarding Community Benefits Plan activities is disseminated through the hospital's informational materials, including *HealthWorks* magazine, which is mailed to area residents.

Emerson Hospital's Community Benefits Plan is incorporated and communicated to hospital staff at all levels of the organization, through the hospital's strategic plan, as well as at hospital management meetings at both the departmental and supervisory level.

## **3.0 Community Health Needs Assessment**

### **3.1 Process**

To better understand the health needs of Emerson's surrounding communities, a Health Needs Assessment was conducted in 2003-2004 among leaders and representatives of community organizations. This assessment also included an extensive search of health status information available in the public domain using the guidelines of the Health People 2010 Focus Areas, including the Center for Disease Control's "Ten Leading Health Indicators." Specifically, the objectives of this Community Needs Assessment were to:

- Evaluate the community's perceptions of its unmet health needs. (Note this study defined the community as 18 towns including primary services area towns of Concord, Carlisle, Lincoln, Maynard, Acton, Boxborough, Harvard, Bedford, Westford, Littleton, Stow, Bolton, Sudbury; and secondary service area towns of Ayer, Groton, Townsend, Shirley and Pepperell.)
- Establish a baseline of data on the health of the community using data from the

U.S. Census, Massachusetts Department of Public Health, the Emerson Youth Risk Behavior Survey, and the Center for Disease Control (CDC).

- Explore opportunities for the provision of new health services and programs to meet unmet health needs
- Determine how best to allocate Community benefit resources in response to community health needs.
- Explore opportunities for the community to initiate new health programs.

Emerson is planning to conduct a new Community Health Needs Assessment in Fiscal Year 2008 to update our plan.

### **3.2 Summary of Findings**

The needs survey revealed that “overall the hospital serves a “great area, with a great quality of life.” Including the hospital, town government and schools. However it was also recognized that budget cuts have reduced services provided by the hospital, community, state and federal programs.

The top three unmet health needs as identified by the qualitative research with community members were:

- youth risk behavior
- mental health
- elderly services

### **4.0 Community Participation**

Emerson fulfills its mission through a coordinated effort with members of local civic organizations, community agencies and government authorities. With input from these constituencies, Emerson develops programs to address the health needs of our community. These partnerships aim to strengthen the network for community-based care by addressing the health issues of greatest concern to the community, such as substance abuse among youth and services for seniors. A list of organizations partnering with Emerson on community benefits projects is provided below:

Acton-Boxborough Community Alliance for Youth (CAFY)  
Acton-Boxborough Public Schools  
Acton Board of Health  
Acton Council on Aging  
Acton Fire department  
Alzheimer’s Association  
American Cancer Society  
American Heart Association  
American Stroke Association  
Bedford Board of Health  
Bedford Council on Aging

Beford Fire Department  
Bedford VA Hospital  
Boxborough Local Emergency Planning Committee  
Boxborough Fire Department  
Cameron Senior Center (Westford)  
Carlisle Board of Health  
Carlisle Fire Department  
Chelmsford Board of Health  
Chelmsford Senior Center  
Ciena Corporation  
Community Health Network Area (CHNA15)  
Concord Adolescent and Family Services  
Concord Board of Health  
Concord Carlisle Alliance for Teen Safety  
Concord Council on Aging  
Concord-Carlisle Public Schools  
Concord Fire Department  
Concord Local Emergency Planning Committee  
Concord Police Department  
Concord Rotary Club  
Cooperative Elder Service Councils on Aging  
Deaconess Rivercrest Nursing Home  
Domestic Violence Roundtable  
Groton Dunstable Public Schools  
Groton Dunstable Alliance for Youth  
Hadassah  
Hanscom Air Force Base (Bedford)  
Harvard Public Schools  
Inn at Robbins Brook (Acton)  
Kenneth B. Schwartz Center for Compassionate Care  
Liberty Alzheimer's Partnership  
Lincoln Council on Aging  
Littleton Public Schools  
Massachusetts Department of Public Health Hospital Group Region 4  
Massachusetts Department of Public Health Emergency Systems for Advance  
Maynard Fire Department  
Registration of Volunteer Health Professionals (ESAR-VHP)  
Massachusetts Department of Public Health State Surge Capacity Task Force  
Metropolitan Boston Emergency Medical Services Council Region IV  
Massachusetts Hospital Association  
Maynard Public Schools  
Minuteman Senior Services  
Minuteman Suburban Schools-to-Careers Partnership  
Nashoba Park Assisted Living  
National Alliance for the Mentally Ill of Massachusetts  
National Youth Leadership Forum

Network for Women's Lives  
Northeast Health Resources  
Regional Center for Poison Control and Prevention  
Rivercourt Assisted Living  
Society for Cardiovascular and Interventional Radiology  
SafeHomes (Westford)  
Stow Fire Department  
Sudbury Board of Health  
Sudbury Fire Department  
Sudbury Senior Center  
The Virginia Thurston Healing Garden  
Wayland Fire Department  
West Concord Family Festival  
Westford Board of Health  
Westford Fire Department  
Westford Public Schools  
Weston Council on Aging  
Weston Fire Department

## **5.0 Community Benefits Plan**

Emerson Hospital is committed to a Community Benefit Program designed to improve the overall health status of the populations it serves. This program encompasses a broad range of preventive medicine and wellness initiatives, health education, advocacy and assistance and advanced on-scene life-saving care. The Community Benefit Program also includes a free care component to ensure all people in the hospital's service area have access to medical care regardless of their ability to pay.

The results of the Community Health Needs Assessment indicated that the hospital service area is, for the most part, highly educated with good access to health care. Emerson is considered an integral part of this community and an organization that contributes greatly to the health and well being of the community.

Emerson's past focus on promoting healthy behaviors for youth and educating the community about cancer continue to be important health needs. According to the qualitative research, the community feels that Emerson Hospital has made a positive impact with its past efforts in cancer and pediatrics, including teen developmental issues.

Based on the health needs assessment, the following Community Benefit Programs were identified:

1. **Teen Health** continues to need specific attention. Since 1997, Emerson Hospital has worked in collaboration with local school districts to sponsor the Emerson Hospital Youth Risk Behavior Survey. Our health needs assessment

recommended leveraging the survey results to increase awareness of existing mental health and substance abuse resources, to educate pediatricians, and to develop collateral materials on mental health and depression that could be used to educate parents.

2. **Cancer Education and Screenings** to address the growing need for information about cancer and requests for health screenings. Emerson began sponsoring an annual community Cancer Awareness Day in 1994 and has continued this commitment to public screenings and education about cancer. The needs assessment indicated that this outreach is working and recommended continuation.
3. **Preventative Health Screenings** for cholesterol, thyroid, diabetes, pulmonary, blood pressure, peripheral vascular disease and skin cancer for specific populations, including the elderly.
4. **Health Lectures and Information for the Public—including preventative information about stroke** were provided at the hospital and in the communities served by the hospital.
5. **Support Groups and Counseling Services** for substance abuse, cancer, health insurance for seniors (Serving the Health Information Needs for Elders – the SHINE program), diabetes, cardiac care, adjustment for new mothers, and others.
6. **Emergency Management Planning** – The emergency management program included all significant processes and areas. The scope of activities included: mitigation, preparation, response, recovery – and when appropriate-- collaborative planning to integrate the hospital with community wide emergency preparedness efforts.

Emerson regularly partners with local emergency management agencies and Hanscom Air Force Base to conduct disaster drills.

In addition to Emerson Hospital's key Community Benefit Programs listed above, the hospital's clinical and administrative departments are encouraged to provide staffing, support and appropriate diagnostic services for events that benefit underserved and at-risk populations. Emerson funds all staff hours and materials related to these activities.

## **6.0 Progress Report: Community Benefit Activity**

### **6.1 Emerson Hospital Youth Risk Behavior Survey**

**Target population:** Almost 8,000 children and adolescents (grades 6, 8, 9, 10, 11 and

12) in Emerson's primary and secondary service areas.

**Goal:** Emerson Hospital and seven (7) participating school systems collaborate to jointly design, implement, analyze and present the Youth Risk Behavior Survey.

**Project Partners:** Emerson Hospital partners with the health curriculum coordinators for seven (7) school systems: Acton and Acton-Boxborough Regional Schools, Boxborough Public Schools (grade 6 only), Concord and Concord-Carlisle Regional Schools, Groton-Dunstable Regional Schools, Littleton Public Schools, Maynard Public Schools, and Westford Public Schools.

**Activity during Reporting Year:** The Youth Risk Behavior Survey (YRBS) is conducted every two years. The most recent survey was implemented in March 2006 with students in grades 6, 8, 9, 10, 11, and 12 from seven school districts in the hospital's service area. These surveys were primarily based on those developed specifically for middle school and high school students at the Centers for Disease Control and Prevention. Students responded to questions under general categories of risk behaviors including: safety, internet use, violence, suicide, tobacco use, alcohol use, drug use, HIV/AIDS education, sexual behavior, dietary behavior, and physical activity. Emerson Hospital and the school districts contracted with Northeast Health Resources (NHR) to assist in the design of the survey instrument and to carry out the tabulation and analysis of the data gathered from the YRBS.

In January 2007, the research data was provided directly to health coordinators and school administrators in the nine towns covered by the survey. The hospital also makes the aggregate results available to the news media and a synopsis is also available on our web site.

### **Challenges, Accomplishments and Outcomes**

The survey indicated that alcohol, tobacco and illegal drug use among high school students in the seven area school districts continues to decline. From year 2000 to year 2006, those reported having used alcohol recently decreased from 48% to 40% and those reporting having used illegal drugs went from 27% to 17%. Teen smoking is at an all time record low, with only 29% of students reporting that they ever tried a cigarette and only 14% reporting recent use of cigarettes.

More sobering were the results to a question new to the survey where 15 percent of high school students say that they met someone in person who they initially had contact with over the internet.

On a community level, the data has elicited responses from school districts, community agencies and parents. Public dialogues about the survey were held in January – March 2007 in Concord (Concord-Carlisle), Groton (Groton-Dunstable), Littleton, Boxborough, Acton (Acton-Boxborough), Maynard, and Westford.

In addition, the hospital continued to distribute the publication, *Red Flags and Resources*, a 45-page resources guide for parents and teens. The helps adults and teens better understand risky behaviors, what they can do to counter them, and how to get help when they need it. Red Flags and Resources is based on the risk behaviors covered in the Youth Risk Behavior Survey, including substance abuse, emotional health, relationships, and personal safety.

## 6.2 Cancer Awareness Day, Education and Screening

**Target population:** Adults in Emerson's service area.

**Goal:** To inform and educate the community about cancer and to provide preventative health screenings designed to promote early detection.

**Project Partners:** Cancer Awareness Day is sponsored and staffed by Emerson Hospital. However its success is largely determined by collaboration between the hospital, community agencies and other non-profit organizations. These include the local Councils on Aging, the American Cancer Society, local health and fitness clubs, and others.

**Activity during Reporting Year:** Cancer Awareness Day - a community event that includes free screenings, health lectures and information about cancer detection, prevention, and treatment - was held on Saturday, May 19, 2007 from 9 am to 1:30 pm at the hospital in Concord. More than 250 people participated in the free health screenings including: a full body skin cancer screening, an occult blood test for colon-rectal cancer, a respiratory screening, prostate specific antigen (PSA) blood test, blood pressure screening, and lipid profile cholesterol test.

Approximately 30 employees (many who volunteer their time) and 10 physicians (all volunteers) staff the event.

### **Challenges, Accomplishments and Outcomes**

Blood Pressure: 179 people screened.

Diabetes: 208 screened

Cholesterol: 230 screened

PSA: 230 screened

Thyroid: 230 screened

Colon-rectal hemoccult test distribution: 125

Pulmonary Function Tests: 132 screened

Skin Cancer: 144 screened

Body fat analysis: 100 conducted

Attendees received information on topics ranging from nutrition to testicular cancer and breast self-exams. Representatives from 16 different departments within the hospital including Social Services, Hospice, Home Care and the Pediatric

Intervention Team staffed these information tables.

“Look Good Feel Better,” an American Cancer Society program that teaches cancer patients hands-on cosmetic techniques to help them cope with appearance-related side effects from chemotherapy and radiation treatments, also provided information.

Information was offered on the Lund Community Health Library, a hospital resource created to help individuals better understand and cope with the diagnosis of a medical condition and to provide information about the latest treatment methods.

Cancer Awareness Day was developed in response to our community’s need for improved access to cancer screenings and to provide information on prevention, detection, and treatment of cancer, as well as for general information on health and wellness. As the event continues to grow in popularity and attracts more attendees, Emerson will continue to build on previous successes, making improvements that will increase its relevance and usefulness to our community.

### **6.3 Health Screenings and Education about Health (Free)**

**Bedford Day** - -Health screenings co-sponsored with the Bedford Board of Health. Emerson Hospital provided cholesterol, thyroid, PSA and diabetes screenings

**Bedford VA Hospital** - - diabetes screening

**Carlisle Board of Health** – PSA, blood sugar, thyroid screenings

**Wayland Health Fair** – Pediatric Intervention Team

**Harvard Public Schools Health Day**

**Acton-Boxborough High School** – blood pressure, sleep info and pediatric intervention team

**Lexington Senior Health Fair** – diabetes screening

**Sudbury Day** – Emerson’s Pediatric Intervention Team offered information on “emotional first aid.”

**Westford Health Fair** – Screenings for respiratory, blood pressure, cholesterol, thyroid, PSA

**Businesses:** Blood pressure screenings with health benefits fair: Ciena Corporation, Concord; Sybase Concord; Army Corps of Engineers, Dress Barn open house – Breast health information (Acton), Juniper Networks (Westford)

**Monthly blood pressure and diabetes screenings** — Sponsored by Emerson and held at Roche Brothers Supermarket in Acton.

**Health Fair and diabetes testing** –at Hanscom Air Force Base (Bedford)

**Town of Bedford** Employee Benefits Fair

**Blood pressure screenings for seniors** - Emerson Hospital Home Care offered health fairs in the hospital's service area. The Home Care Department also provides informational and educational presentations, and monthly wellness programs at assisted living facilities.

**Education and screening about cardiac health** - During Cardiac Rehabilitation Week, Emerson employees held a health fair at the hospital to help increase awareness of heart health and healthy eating. Screenings for risk factors, including high blood pressure were offered.

## **6.4 Support Groups and Counseling Services**

- Alcohol and Substance Abuse.
- Better Breathers Club
- Breast Cancer Support
- Breastfeeding Support
- Cardiac Rehabilitation
- Chronic Lung Disease Program
- Diabetes Support
- Gambling Problems
- Cardiac Rehabilitation Support
- Heart Failure Program
- Melanoma Support
- Mothers Offering Mothers Support (M.O.M.S.)
- New Mothers Group
- Nutritional Counseling
- Pediatric Bereavement Workshop
- REACH (hotline for domestic violence)
- SHINE Program
- Sleep Disorders Support
- Warm line Program
- Widowed Outreach
- Consulting and Counseling services to local schools on an as-needed basis

## **6.5 Health Lectures, Seminars, Presentations and Fairs (Free)**

- Aging Prostate – Weston Council on Aging and Concord
- Medical and Surgical Solutions for Permanent Weight Loss (Concord)

- Knee Replacements (Concord)
- Cancer's latest weapon: more precise radiation therapy (Concord)
- Understanding Autoimmune Diseases: Lupus and Rheumatoid Arthritis Care (Concord)
- Women and heart disease; healthy eating; the sandwich generation; perimenopause and menopause (Chelmsford)
- Shingles (Weston Council on Aging)
- Sleep Health (Sudbury Senior Center)
- Surviving Perimenopause and Menopause (Sudbury Community Center)
- Preventing Heart Attacks (Harvard Council on Aging)
- Skin Cancer - awareness and prevention (Concord)
- Genetic diseases (Sudbury Council on Aging)
- Acupuncture (Concord)
- From Adolescence to Menopause (Concord)
- Diabetes (Chelmsford Council on Aging)
- Spine Surgery. Diabetes, Arthritis, Cataract Surgery, Changing Sleep Patterns (Acton Senior Event)
- AARP Safe Driving Program (\$10 fee – Concord)
- How to Quit Smoking (Concord)
- Preventing Colorectal Cancer (Concord)
- Understanding Stroke (Inn at Robbins Brook, Acton)

## **6.6 Emergency Management Planning**

**Emergency planning** consulting including co-chairing Concord's Local Emergency Planning Committee; development and implementation of a functional drill for the deployment of the Concord Fire Department's Mass Decontamination Unit (MDU).

## **6.7 Other Community Services Programs to Benefit the Community**

### **Emergency Services**

- Paramedics (Advanced Life Support) treat more than 1,700 people annually. The service covers 13 towns with two non-patient transport vehicles. Emerson assumes the cost of operating the service and receives no funding from participating communities.
- The Emergency Medical Services (EMS) Department conducts in-service training and education, assists in accident simulations, attends health fairs, participates in educational events of the local community groups and provides Advanced Life Support (ALS) coverage for various community events. EMS averages one event per month (12 per year).

- ED nurses serve as free instructors/facilitators in the local area Critical Incident Stress Debriefing Program for first responders. Two nurses donate 30 hours each annually.

### **Programs for Children and Adolescents**

- The Pediatric Intervention Team provide pediatric bereavement workshops for children 4-14 years of age who have lost a parent.
- The Pediatric Intervention Team helped children cope with the psychological trauma of hospitalizations.
- Emerson partnered with the local chapter of the Hadassah organization to sponsor the “*Check it Out*” program, an outreach project designed to educate high school students about breast and testicular cancer. The hospital also provided physician speakers to address groups of students.
- Emerson offered job shadowing for high school students from Acton, Boxborough, Concord, Carlisle, and Chelmsford in departments throughout the hospital. In this fiscal year, Emerson was recognized by the Middlesex West Chamber of Commerce with its School Business Partnership Award for our long standing commitment to this program.
- Emerson’s Summer Volunteer Program offered adolescents the opportunity to work in a hospital environment and explore possible career choices in the field of health care.
- Critical Incident Consultations were made available to local school systems. This program offered intervention and consultations with school staff, students and parents in response to an event such as a student death or suicide.

### **Programs for Seniors**

- Emerson worked with the local Serving Health Information Needs of Elders (SHINE) Program providing administrative support.
- In conjunction with Maynard, Stow, Carlisle and Concord Boards of Health and COA, Emerson offered influenza immunization clinics for people over 60. Emerson also offered several public flu clinics for adults 18 and over.
- Emerson worked with 13 area Councils on Aging to produce pamphlets with listings of resources for seniors.
- Emerson physicians and caregivers respond to requests for speakers from area councils on aging

- Emerson Speech-Language pathologists provided free counseling to the Parkinson's support group. Clinicians provided education on communication and swallowing difficulties associated with the disease.
- Emerson Hospital Home Care staff provided blood pressure screenings, informational and educational presentations, and monthly wellness programs to area assisted living facilities.
- Emerson formed a Geriatric Planning Committee in 2006 with representation from Emerson, Acton and Concord Councils on Aging, Minuteman Senior Services and local community members. The committee focused on better connecting caregivers with the many resources offered in the community by establishing a centralized information and referral number at Minuteman Senior Services. The Emerson Hospital medical staff underwrote the funding for a series of tabletop displays and bookmarks to publicize this new toll free referral service. This service connects area seniors and their family members with information about home care, senior centers, adult day health centers, councils on aging, assisted living and other housing options, Meals on Wheels, care management and other services. Thousands of these displays and bookmarks have been distributed throughout the community and to Emerson physician offices. The Bookmarks and displays contain the headline: "When did my parents get old?" and encourage people to call the information and referral toll-free number. The Committee is continuing to meet and is now focused on additional initiatives which can better address the needs of the geriatric population in our area relative to access to care.

### **Donations and In-Kind Contributions**

- 55 Alive - Mature Driving Program (co-sponsored with AARP): Emerson provided the facility, meals and publicity for the two-day driver education/refresher course.
- Pharmaceutical: Emerson pharmacists offered comprehensive counseling services to diabetic and cardiac patients regarding medications and potential side effects.
- Flu shots and TB tests were given to all hospital volunteers.

### **Consumer Information**

The Emerson Medical Library provides health information to the medical community on an on-going basis. Local public libraries rely upon Emerson to assist people seeking medical information not available in their respective institutions.

In addition, Emerson Hospital produced publications and electronic communications to inform and educate the community about health issues and free educational offerings. The primary methods of communication are *HealthWorks Magazine*, the hospital website, [www.emersonhospital.org](http://www.emersonhospital.org) and a toll-free physician referral service, 1-877-9-Emerson, which is available 24/7.

*HealthWorks Magazine* is published three times each year and is mailed to 80,000 area residents. Readers can become more informed about new facilities, physicians, programs and services offered by the hospital. It also includes a list of health and wellness classes, free health lectures, and health columns that address questions frequently asked by patients.

The hospital distributes press releases to the local and regional papers announcing all free events. In addition, public service announcements are sent to the electronic media in an effort to educate the public about health issues and to announce free screenings. The hospital also places paid advertisements in the local papers announcing upcoming screenings, free events and information on clinical services; and promotes these events through its new, toll free physician referral call center.

## 6.8 Community Benefit Expenditures

Youth Risk Behavior Survey	35,000
Cancer Awareness Day	13,500
Health Screenings, Support Groups and Counseling, Lectures, Fairs	21,300
Laboratory Charges	69,200
Promotion - Free Events, Screenings, Lectures	21,000
Staff Hours	65,000
Publications	77,000
ALS support	100,000
Website	25,000
Call center	18,500
<b>TOTAL:</b>	<b>\$445,500</b>
Annual payment to the Pool	\$2,571,472
Unreimbursed UC Costs	224,942
Charity Care	\$3,848,979
<b>TOTAL</b>	<b>\$6,645,393</b>

**COMBINED TOTAL                      \$7.090893**

## **7.0 Next Reporting Year Activity**

During fiscal year 2008, Emerson Hospital will maintain its Community Benefits Program as a continuation of the commitment described in this report. In addition, as stated previously, the hospital plans to conduct a new community health needs assessment.

## **8.0 Contacts**

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Concord, MA 01742

978-287-3458/ bgoldsmith@emersonhosp.org

### **Community Benefits Programs Contacts**

<b>Program/Initiative</b>	<b>Hospital Contact</b>
Youth Health Risk Survey	Bonnie Goldsmith bgoldsmith@emersonhosp.org
Cancer Awareness Day	Jan Quinty Jquinty@emersonhosp.org
Health Screenings	Jan Quinty Jquinty@emersonhosp.org
Emergency Management Planning – Functional Drill for Mass decontamination and Mass influx of patients to the hospital	Joe Piechocki jpiechocki@emersonhosp.org
Support Groups and Counseling Services	Mary Lou Cunningham, RN Mcunningham@ emersonhosp.org