

NANTUCKET COTTAGE HOSPITAL

Nantucket Cottage Hospital is unique in terms of health care delivery, providing quality facilities, programs, and services to a year-round population of 10,000 residents that increases to almost 60,000 during the summer months. This report outlines the accomplishments and the support the hospital continues to deliver to the island community.

Community Benefit Mission

Reflecting a strong tradition of caring and sense of community, the mission of Nantucket Cottage Hospital (NCH) is to be the island's primary source of a full range of health and wellness services.

NCH assumes the leadership role within the community by collaborating with other local organizations, by ensuring availability of an integrated array of health care services, and by responding to the needs of the increasingly diverse and expanding Nantucket community.

Comprising a proficient and dedicated cadre of physicians, management, staff, and volunteers, the NCH team provides services in a confident, compassionate, respectful, and responsive manner; is fiscally responsible; and is prepared to respond to every health care need, either directly from within the community, or indirectly through an extensive network of off-island health care partners.

NCH promotes wellness for people of all ages through prevention, education, and readily accessible health care services in an effort to improve the general health, vitality, and quality of life for all Nantucket residents and visitors.

Nantucket Cottage Hospital is a not-for-profit, critical access, community hospital that pursues its mission within the framework of a formal Community Benefits Plan. The plan includes bringing together people from various segments of the community to provide the best possible strategic analysis of community needs.

Internal Oversight and Management of Community Benefit Program

The Community Benefit Plan is managed by the senior administration of the hospital. With input from department managers, the Community Relations Committee, and the Board of Trustees, the administration developed and implements the plan. Policy is recommended through the Community Relations Committee, a sub-committee of the Board of Trustees, to the Board of Trustees.

The plan is shared with the community and staff in a variety of ways, depending on the specific programs offered. News media, advertising, the hospital's website, and staff newsletters are commonly used to promote programs.

Community Health Needs Assessment

Nantucket Cottage Hospital has relied on various tools to assess needed services, as well as, to measure the satisfaction of those served. Phone surveys, focus groups, and patient satisfaction questionnaires are examples of assessment tools that have been used. The needs identified are those addressed by the programs of the hospital's community benefit plan; they include information distribution, education, supplies, and access.

Community Participation

The following list represents ten key partners in the programs of NCH's Community Benefit Plan.

Nantucket Public Schools	Nantucket Fire and Police Departments
Massachusetts General Hospital	Alliance for Substance Abuse Prevention
Hospice Care of Nantucket Foundation	Saltmarsh Senior Center
Elder Services of the Cape and Islands	Town of Nantucket
Nantucket Behavioral Health Services	Physicians, both on and off island

Community Benefit Plan

A broad cross-section of the community takes advantage of the various services offered within the plan. Programs serve a wide array of populations, from infants to senior citizens, in a broad range of sites including day care service settings, senior centers, schools, beaches, the ocean, the airport, and beyond.

Faced with costs unlike any other community hospital, compounded by dramatic reductions in Medicare reimbursements, Nantucket Cottage Hospital has difficulty operating within constrained resources. Despite a unique financial situation, NCH remains committed to providing a comprehensive array of community benefit services to those who live on and visit this resort island. The goal of the plan is to assist the most vulnerable in this island community.

Progress Report: Activity During Reporting Year

The Nantucket Cottage Hospital community benefit program empowers employees and their departments to work with others to meet the needs of the community.

All community benefit expenditures are pre-approved by management and the Board of Trustees, then reviewed by management and appropriate sub-committees of the Board. A summary of expenditures follows. Additional contributions are more difficult to quantify but augment direct expenditures.

Annual Health Fair

The distinctive, trademark community event that is a highlight of NCH's community benefit program is an annual, comprehensive Health Fair. The Fair is designed to educate and involve the entire community with wellness and prevention. It provides health care access to those without health insurance and those who are underinsured, as well as, to those who are interested in early detection or prevention. A variety of screenings and consultations are provided at no cost, and blood work is offered at between 50 and 80 percent of normal lab fees. This is a major, collaborative community effort involving more than 75 volunteers: community leaders, health care professionals, doctors, nurses, and hospital staff. In addition, visiting specialists from off-island participate, traveling to Nantucket from their home facilities, such as Massachusetts General Hospital, Brigham and Women's Hospital, Rhode Island Eye Institute, New England Baptist Hospital, and Urology Associates of Cape Cod. Local organizations, including A Safe Place, the Community Network for Children, the Nantucket Health Club, Nantucket Chiropractic, Ranney Chiropractic, Our Island Home, and the Nantucket Aids Network, also play a key role in answering questions and providing information.

Health Screenings

Nantucket Cottage Hospital has also been fortunate to have received a grant to support free screenings for its island community. A number of these were held during the months when the island community increased in population from 10,000 to about 60,000, and in the fall when the local residents are more available for health and wellness appointments. Skin cancer screenings, prostate screenings, and mammograms are provided

Community Participation

NCH encourages its staff to participate in other health and social service organizations. Members of the management team serve on:

- School councils and committees (i.e. Special Needs Advisory Council, Elementary School Council)
- Emergency Preparedness Committee
- The Board of the Nantucket Behavioral Health Center
- The Board of the Alliance for Substance Abuse Prevention
- The Committee for the Council on Aging
- The Elderly Safety Committee
- Nursery school advisory panels

Additionally, staff and management also volunteer with:

- The Boys and Girls Club of Nantucket
- Nantucket Community Network for Children
- Nantucket Emergency Food Pantry
- Veterans' services

- Support groups and organizations for the elderly
- Mental health organizations
- Minority outreach groups

Strategic Planning

As detailed in last year's Community Benefit Report, in 2005 Nantucket Cottage Hospital analyzed initiatives from a strategic planning effort. Implementation of strategic planning initiatives identified at that time is ongoing in all areas. The following are examples of that continuing effort:

- Optimize physician access for primary, specialist and tertiary care:
In 2007, Nantucket Cottage Hospital added one new full-time primary care physician to the staff.
- Evaluate expanded rehab and wellness programs for improved access and quality of life:
New therapies available through the NCH Rehabilitation Services Dept. beginning in FY2007 are: Aquatic Therapy, Women's Health, Balance/Vestibular Rehabilitation, and Pediatric Rehabilitation.
- Use technology to improve service and service offerings:
Initiative is ongoing. CPSI system installed during FY2007. The CPSI Healthcare Information and Patient Care System is the most comprehensive and cost effective single-source electronic medical record (EMR) available today.

Next Reporting Year

Nantucket Cottage Hospital anticipates continuing or repeating nearly all of its 2007 community benefits in 2008 and continuing to implement the Strategic Planning Initiatives.

Measuring the Commitment

One way to measure NCH's commitment to the community is by the amount spent on health care services and programs. The following table calculates this in two different ways: first, according to the guidelines promulgated by the Attorney General's Office, and second, according to a broader definition that considers additional components of spending or revenue loss.

Components of FY2007 Community Commitment (in \$ Millions)

Compiled According to the Attorney General Guidelines

Community Benefit Programs		
Direct Expenses		
	Program Expenses	0.3
	Health Center Subsidies (Net of Uncompensated Care)	N/A
	Grants for Community Health Centers	N/A
Associated Expenses		N/A
DoN Expenses		N/A
Employee Volunteerism		N/A
Other Leveraged Resources		
	Grants Obtained	N/A
	Doctors Free Care	N/A
Net Charity Care (Shortfall plus Assessment)		0.7
Corporate Sponsorships		N/A
Total per AG Guidelines		1.0

**Components of FY2007 Community Commitment
(in \$ Millions)**

Compiled According to a Broader Definition

Community Benefit Programs	
Direct Expenses	
	Program Expenses 0.3
	Health Center Subsidies(net of UC and Medicaid Loss) N/A
	Grants for Community Health Centers N/A
	Associated Expenses N/A
	DoN Expenses N/A
	Employee Volunteerism N/A
	Other Leveraged Resources
	Grants Obtained N/A
	Doctors Free Care N/A
Net Uncompensated Care - Hospitals	0.2
(Shortfall plus assessment net of Insurer Contributions)	
Bad Debt (at Cost)	
	Hospitals 0.5
	Doctors N/A
Medicaid Loss (at Cost)	
	Hospitals -0.1
	Doctors N/A
Medicare Loss (at Cost)	
	Hospitals 0.5
	Doctors N/A
Unreimbursed Expenses for Graduate Medical Education	N/A
Linkage/In Lieu/Tax Payments	N/A
Total Broader Definition	1.4

Notes: Where N/A is reported, it should be noted that although amounts are not available for reporting, Partners hospitals, health centers and physicians provide substantial contributions.

Amounts reported according to the Attorney General Guidelines are for the full fiscal year. Because NCH became part of the Partners network mid-2007, amounts reported according to the broader definition are for seven months of the fiscal year.

Depending upon the definition used, NCH contributed between more than four and more than six percent of patient care-related expenses to the community in FY2007.

Contact Information

For questions about this report, or for more information about Nantucket Cottage Hospital's community benefit activities, please contact:

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