

# MARTHA'S VINEYARD HOSPITAL

*FY2008 (April 1, 2007 – March 31, 2008)*

## **Mission**

The Martha's Vineyard Hospital (MVH) Board of Trustees approved the following community benefit mission statement on March 14, 1996:

*Martha's Vineyard Hospital's Community Benefit mission is to strengthen hospital-community partnerships. The hospital continues to develop, in concert with other providers and social service agencies, comprehensive community-based primary and preventive health care programs that come from a needs assessment of major health issues for the people who live on and visit Martha's Vineyard.*

*Martha's Vineyard Hospital (MVH) serves the year-round island community, as well as, visitors to the island. The hospital has long recognized and provided special programs that serve children, women, the elderly, and the underprivileged and will work to expand such programs. MVH will continue to respond to the needs of different cultures as they emerge in our community.*

*Martha's Vineyard Hospital has a tradition of providing services to the uninsured and underinsured. MVH will continue to expend resources for charity care; no one is turned away because of an inability to pay.*

*Recognizing that health care does not simply mean responding to illness, Martha's Vineyard Hospital pledges its resources to help the members of the island community protect themselves from disease and accidents through prevention and wellness programs that include education and screening.*

*Martha's Vineyard Hospital will pursue these goals within the framework of the formal Community Benefits Plan adopted by the Board of Trustees, administration, and staff. This will include a review of the community's health status through an ongoing needs assessment. At all times, the process will include the opportunity for public input and comment. MVH is committed to the continued promotion of cooperative and collaborative relationships with other providers, agencies, schools, and with officials in the various towns that make up the island of Martha's Vineyard.*

## **Internal Oversight and Management of Community Benefit Program**

The entire Senior Management Team all serve as liaisons within the community. Along with the Chief Executive Officer, the Senior Management Team works in collaboration with all hospital departments and community agencies to determine and meet the stated community benefit goals.

The Senior Management Team works with all hospital departments in planning, implementing, and publicizing community benefit programs and assists in evaluating their effectiveness.

Information about the Community Benefit mission and programs are shared, as necessary and appropriate, at the regular monthly meetings of the department directors and in internal memoranda and the employee newsletter.

### ***Community Health Needs Assessment***

Martha's Vineyard Hospital is continually evaluating and responding to the health needs of the community on the Vineyard. Needs and priorities are identified through the collection and analysis of data from various sources that include the following:

- The Massachusetts Department of Public Health (DPH) including the DPH Rural Health Advisory Council
- Martha's Vineyard Hospital's Emergency Department
- Dukes County Health Council (DCHC) – formed in 1995, the Council's membership is made up of a variety of consumers and provider agencies and has included no less than two hospital representatives. The DCHC is a state-recognized subdivision of Community Health Network Area (CHNA) 27. MVH participates in the DCHC and its various working groups, including the Rural Scholars Advisory Committee, Elder Affairs Committee, Oral Health Working Group, Youth Task Force, and the Mental Health and Substance Abuse Working Group.
- Dukes County Public Health Committee, with input from approximately 100 providers, consumers, institutional representatives, and local opinion leaders, evaluates the efficiency and effectiveness of the local public health system, as well as, gaps in services and still-needed linkages between providers.

Press Ganey surveys are given to hospital patients who use the Emergency Department, Ambulatory Surgery Department, and Acute Care Services.

### ***Community Participation***

Martha's Vineyard Hospital develops and ensures the vitality of its Community Benefit Program in collaboration with the following community organizations:

- Martha's Vineyard Community Services
- Dukes County Health Council
- Dukes County Public Health Committee
- Vineyard Health Care Access Program
- Martha's Vineyard Association of EMTs
- Towns of Oak Bluffs, Tisbury, and Edgartown Ambulance Services
- Tri-town Ambulance Service
- Martha's Vineyard Chamber of Commerce
- Municipal Health Officers (six island towns)
- Continuum of Care Committee (island-wide)
- Wampanoag Tribe of Gay Head (Aquinnah)

- Island Health Plan
- Elder Services of Cape Cod and The Islands
- Windemere Nursing and Rehabilitation Center
- American Red Cross
- Family Planning of Martha's Vineyard
- Hospice of Martha's Vineyard
- Martha's Vineyard Whole Health Alliance
- Dukes County Veteran's Agency
- Martha's Vineyard Regional High School
- Oak Bluffs Police Officer's Association
- Island Pharmacists
- Visiting Nurse Service
- Plum TV
- Martha's Vineyard Vision Fellowship

In addition to analyzing the data that is outlined above, Martha's Vineyard Hospital continues to review feedback from the community to help direct the Community Benefit Program. This feedback is collected from various sources, including the following:

- Editorials and letters in the local newspapers
- Correspondence with the hospital from members of the community
- The hospital's Annual Appeals, which include a section for community comments
- Press Ganey survey material generated by patients who visit various departments in the hospital, including the Emergency Department, Ambulatory Surgery Unit, Rehabilitation and Wellness Department, and Patient Care Unit
- Dukes County Health Council
- Continuum of Care and Communication Working group – consists of representatives from MVH, MV Community Services, Island Health Care, the Wampanoag Tribe, Vineyard Medical Group, and the MV Whole Health Alliance

### ***Community Benefit Plan***

Martha's Vineyard Hospital's Community Benefit Program was developed and continues to evolve through a careful analysis, conducted by hospital staff, of the community needs assessment data outlined and community feedback.

Martha's Vineyard Hospital's target population is defined as the visitors, seasonal, and year-round residents of Martha's Vineyard.

The goal of Martha's Vineyard Hospital's Community Benefit Program is to help safeguard the health of the Martha's Vineyard community. In FY2008, the hospital's short-term goal is to continue to respond to the needs of the community by providing programs focused on prevalent health risks on the island, such as tick-borne illnesses and dental care. In the long-term, the hospital will strive to continue adapting its programs to the changing needs of the community.

Outcomes and effectiveness are evaluated by community participation in the various programs, the change in statistical data resulting from the programs, and community feedback. The budget is determined by analyzing the cost and the need for various community programs, as well as, the financial feasibility of the hospital supporting these programs.

The plan is continually being reviewed and evaluated by hospital staff, through a careful analysis of Island health statistics and community feedback, as described above.

The Public Health Council of DPH approved a Determination of Need (DoN) application on December 20, 2005, to build a new hospital. This called for a DPH-mandated \$2 million Community Benefit Plan which will spend \$925,000 on Primary Care services, \$575,000 on Preventive Care, \$400,000 on Behavioral Health/Substance Abuse services, and \$100,000 on Emerging Needs/New Initiatives over the next five years.

## ***Key Accomplishments and Activities for FY2008***

### **Major Programs and Initiatives**

#### ***Facility Planning***

In FY2008, Martha's Vineyard Hospital completed a capital campaign to build a new hospital facility. The initial site work for the 90,000 square foot building began in June 2007 following the completion of the local permitting process, including extensive review by the Martha's Vineyard Commission, and the town of Oak Bluffs Planning and Zoning boards. The expected completion date is January 2010.

#### ***Immunization Awareness Education***

This program uses a multidisciplinary approach to develop an educational program on childhood vaccinations. Educational materials were developed based on research of current guidelines and recommendations and disseminated in formal presentations to parents, informational flyers and posters, newspaper advertisements, birthing class presentations, and through television appearances. The program is ongoing and both hospital physicians and pharmacy personnel continue to be involved in promoting childhood vaccinations island-wide.

#### ***Wellness Program***

Martha's Vineyard Hospital offered a course entitled "Meditation and the Art of Living" by Dr. Eliot Dacher. The ten weekly, two hour sessions were opened to both employees and community members. Along with teaching the art of meditation, each student received a written manual, a CD of guided meditations, and one private consultation with Dr. Dacher. The benefits of meditation include relaxation and stress reduction and studies have shown that meditation has a beneficial effect on overall health and immunity.

### ***Nurse Training Program***

Nine students began a training program to become licensed practical nurses (LPNs) at the Hospital's affiliate, Windemere Nursing and Rehabilitation Center. Funded in part by a \$105,000 workforce training fund grant received through the Massachusetts Department of Workforce Development, and with funds from Martha's Vineyard Hospital, the program's aim was to reduce the nursing home's reliance on expensive agency LPNs and to create a reliable and consistent workforce by offering educational advancement for employees and community members unable to travel to the mainland. The students are expected to graduate in June of 2008.

### ***Hospital Medication Reconciliation Project***

The program's focus is to improve patient safety related to medication errors. As part of this system-wide effort to improve patient safety and care, Martha's Vineyard Hospital sponsored a "Medication Safety Fair". Members of the community were encouraged to bring in their current medications, including over the counter drugs, herbal remedies, and vitamins. Attendees received a medication wallet card to maintain an accurate and complete list of their medications. This public-awareness event, in collaboration with local pharmacists, encouraged the public to keep an accurate and updated list of all medications to share with all members of a patient's health care team. The Hospital also collected expired medications for disposal during the event.

### ***Work Study Plan***

In collaboration with Martha's Vineyard Regional High School's work study program, Martha's Vineyard Hospital was paired with a student considering a career in health care. The student was mentored by staff in both the Emergency and Maternity departments.

### ***Sharps Disposal Program***

This program is for community members who seek a safe method to dispose of their used needles and syringes. MVH offers collection at the Hospital on the first Tuesday of each month. MVH has also begun to more actively encourage the community to participate in this program by creating a quarterly newspaper ad campaign and regularly posting information on the Hospital's website about when, where, and how to dispose of sharps.

### ***Breast Cancer Awareness Ad Campaign***

MVH organized and sponsored an advertising campaign during Breast Cancer Awareness month to raise awareness and encourage women to get mammograms.

### ***Tick-Borne Diseases***

In 2008, tick-borne illnesses continue to be a major concern for both the Vineyard community, as well as, the members of the hospital's medical staff. Martha's Vineyard Hospital also co-sponsored an educational event in collaboration with the Massachusetts Department of Public

Health to educate the public about how people can protect themselves from a variety of tick-borne diseases. Susan Soliva, a researcher at DPH, was the featured speaker.

### ***Children's Lead Screening***

In collaboration with the Visiting Nurse Service of Martha's Vineyard Community Services, MVH offered free lead screenings for children ages one to four during the fall. As in past years, the advertisements for the screening were translated into Portuguese as the Hospital continues to reach out to the growing Brazilian population in the community.

### ***Scholarship Program & High School Internship Program***

Every year, MVH provides scholarships to two seniors at MV Regional High School and provides internship opportunities for junior and senior students. In FY2008, two students participated in the internship program – one in the dietary department and one in the nursing department.

### ***Hospital Tours***

Martha's Vineyard Hospital hosted tours for kindergarten and preschool age children during the spring and fall to introduce young children to their community hospital at a time when the children are healthy rather than in need of services.

### ***Health Fair***

Martha's Vineyard Hospital's annual health fair brought together a wide range of Island health and human service providers. Representatives from these organizations were on hand to talk about their programs and offer information on a variety of subjects. Because of the interest in alternative therapies by many island residents, alternative medicine providers have also been invited to participate for the last five years. Providers must be certified or licensed by a recognized organization. Some of the services offered at the fair included:

- Cholesterol screenings – \$5
- Glaucoma screenings – Free
- Pilates Class instruction – Free
- Massage Therapy & Acupuncture – Free
- Balance Screenings – Free
- Blood Pressure Screenings – Free
- Adult Flu Vaccines – Free
- Bone Marrow Donor Registry
- Foster Parent Recruitment

### ***Emergency Medical Technician Training***

Emergency Department staff serve as preceptors for individuals who are training to be EMTs and Paramedics, and to those who are refreshing their skills. Physicians and nurses from the Emergency Department serve as Examiners in regularly scheduled skill refreshers for Island

EMTs. Martha's Vineyard Hospital serves as the clinical campus for EMT training in emergency procedures, newborn deliveries, and airway management.

### ***Quality Assurance and Education***

The Emergency Department provides quality assurance and education for Island EMS Services. Every month the hospital's Director of Emergency Services, who also serves as EMS Medical Director, conducts an evening call review with a lecture on cases of particular interest. The director of Emergency Services also chairs the EMS Quality Assurance Committee which oversees all medical care provided by the Island's ambulance services.

### ***Medical Control***

The Emergency Department provides online medical control for all paramedic level 911 calls on the Island and for all paramedic level transports by the Town of Oak Bluffs Ambulance Service to off-island facilities. The director of Emergency Services reviews all such transports for quality assurance and educational purposes.

### ***Use of MVH Facilities***

- Martha's Vineyard Hospital provides free space in the Emergency Department for the ICC Counselors to conduct DMH-funded Emergency Services for those in the midst of a mental health crisis prior to, or in lieu of, transport off-island for institutionalization.
- Martha's Vineyard Hospital rents space at lower than market rates to Elder Services of Cape Cod and the Islands, and Hospice of Martha's Vineyard.

### ***Next Reporting Year***

The hospital has the following community benefit initiatives underway for the next reporting year:

- Improving access to primary care and reopening a dental health center for the Vineyard community will continue to be a priority for Martha's Vineyard Hospital.
- To continue construction and prepare for the opening of the new hospital facility in FY2010.
- Martha's Vineyard Hospital investment in IT infrastructure combined with growing island-wide interest in integrated telecommunications and Internet services will enhance Martha's Vineyard Hospital's community benefit outreach efforts.
  - Partnering in the design of the information system component for the new Martha's Vineyard Hospital
- The hospital will continue to develop its website to make it more relevant for both current and prospective patients.
- Martha's Vineyard Hospital plans to expand public involvement in and awareness of public health issues through Plum TV (channel 76).
- Martha's Vineyard Hospital will continue to become more active in regional community benefit initiatives by routinely sending a representative to and becoming actively involved in

community benefit efforts of the Department of Public Health’s Community Health Network Area (CHNA) 27, for the Cape and Islands.

- Martha’s Vineyard Hospital plans to continue programs listed in this report; new programs will be implemented as needed and as feasible.

## Measuring the Commitment

One way to measure MVH’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 FY2008 Community Commitment**  
**(in \$ Millions)**  
*Compiled According to the Attorney General Guidelines*

|                                       |                                           |     |
|---------------------------------------|-------------------------------------------|-----|
| Community Benefit Programs            |                                           |     |
| Direct Expenses                       |                                           |     |
|                                       | Program Expenses                          | 0.6 |
|                                       | Health Center Subsidies (Net of HSN Care) | N/A |
|                                       | Grants for Community Health Centers       | N/A |
|                                       |                                           | N/A |
| Associated Expenses                   |                                           |     |
| DoN Expenses                          |                                           |     |
|                                       |                                           | N/A |
| Employee Volunteerism                 |                                           |     |
|                                       |                                           | N/A |
| Other Leveraged Resources             |                                           |     |
|                                       | Grants Obtained                           | N/A |
|                                       | Doctors Free Care                         | N/A |
| Hospital Health Safety Net (HSN) Care |                                           |     |
|                                       |                                           | 0.4 |
| Corporate Sponsorships                |                                           |     |
|                                       |                                           | N/A |
| Total per AG Guidelines               |                                           |     |
|                                       |                                           | 1.0 |

**Components of FY2008 Community Commitment  
(in \$ Millions)**

*Compiled According to a Broader Definition*

|                                                      |                                                      |     |
|------------------------------------------------------|------------------------------------------------------|-----|
| Community Benefit Programs                           |                                                      |     |
| Direct Expenses                                      |                                                      |     |
|                                                      | Program Expenses                                     | 0.6 |
|                                                      | Health Center Subsidies(net of HSN and Payer Losses) | N/A |
|                                                      | Grants for Community Health Centers                  | N/A |
|                                                      | Associated Expenses                                  | N/A |
|                                                      | DoN Expenses                                         |     |
|                                                      | Employee Volunteerism                                | N/A |
|                                                      | Other Leveraged Resources                            |     |
|                                                      | Grants Obtained                                      | N/A |
|                                                      | Doctors Free Care                                    | N/A |
| Hospital Health Safety Net (HSN) Care                |                                                      | 0.9 |
| Bad Debt (at Cost)                                   |                                                      |     |
|                                                      | Hospitals                                            | 0.8 |
|                                                      | Doctors                                              | N/A |
| Medicaid Loss (at Cost)                              |                                                      |     |
|                                                      | Hospitals                                            | 1.2 |
|                                                      | Doctors                                              | N/A |
| Medicare Loss (at Cost)                              |                                                      |     |
|                                                      | Hospitals                                            | 0.6 |
|                                                      | Doctors                                              | N/A |
| Unreimbursed Expenses for Graduate Medical Education |                                                      |     |
| Linkage/In Lieu/Tax Payments                         |                                                      |     |
| Total Broader Definition                             |                                                      |     |
|                                                      |                                                      | 4.1 |

*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.*

Depending upon the definition used, MVH contributed between nearly three and more than ten percent of patient care-related expenses to the community in FY2008.

## ***Contact Information***

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

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