

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 13,000 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 team of physicians, management, staff, and volunteers, NCH provides services in an expert, compassionate, respectful, and responsive manner; is fiscally responsible; and is prepared to respond to essential health care needs, directly from within the community, or meet expanded needs 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 community hospital that pursues its mission within the framework of a formal Community Benefit 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 Department, and the Board of Trustees, the administration develops and implements the plan. 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 key partners in the programs of NCH's Community Benefit Plan:

- Nantucket Public Schools
- Saltmarsh Senior Center
- Palliative and Supportive Care of Nantucket Foundation
- Elder Services of the Cape and Islands
- Nantucket Behavioral Health Services
- Nantucket Fire and Police Departments
- US Coast Guard
- Alliance for Substance Abuse Prevention
- Town of Nantucket
- Community Network for Children
- Physicians, both on and off island
- Massachusetts General Hospital
- Partners HealthCare, Inc.
- Multiple Cape Cod and Martha's Vineyard social service agencies dealing with health care issues

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 variety 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 flat reimbursement and patient volumes, Nantucket Cottage Hospital is continually challenged to operate 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.

Key Community Benefit Programs

The following five programs highlight NCH's continued commitment to our community's health and well being:

Well Baby Visits: Through the Visiting Nurses Department, NCH offers all new moms, regardless of where their baby was born, a free follow-up home visit for assessing/teaching/supporting during this important transition. This program was active for the first seven months of the year.

Medicare Part D Program Enrollment: The Social Services Department advises and counsels qualified Medicare recipients in the annual drug coverage enrollment process.

Scholarships: Through an endowed fund named for Walter Beinecke, NCH grants \$21,000 in scholarships to graduates of Nantucket High School and to Hospital staff pursuing medically-related degrees.

Meals on Wheels: In partnership with the Saltmarsh Senior Center, NCH provides discounted meals for seniors delivered to their homes.

Health and Wellness Screening: In addition to the community wide annual Health Fair, NCH offers free Mammography Clinics twice a year for the early detection of breast cancer for the uninsured and under-insured island populations. Additionally NCH offers free annual Prostate screening.

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, and 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 a discount of 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, New England Baptist Hospital, and Urology Associates of Cape Cod. Local organizations, including A Safe Place, the Alliance for Substance Abuse Prevention, 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.

Flu Clinic

Our 2009 Flu Clinic expanded from a free inoculation service to involve Nantucket's Public Safety Personnel and Nantucket Elementary School in an Emergency Dispensing Drill, in the event of an emergency requiring inoculation.

Staff Volunteerism

NCH staff members serve on school and emergency preparedness committees and volunteer with Nantucket Community Network for Children, veterans' services, organizations for the elderly, mental health organizations, and minority outreach groups.

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 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 Rotary Club of Nantucket
- Nantucket Island Chamber of Commerce
- One Book One Island, Community Reads Program
- English as a Second Language Classes
- Nantucket Community Network for Children
- Nantucket Emergency Food Pantry
- Habitat for Humanity
- Veterans' services
- Support groups and organizations for the elderly
- Mental health organizations
- Minority outreach groups

Strategic Planning

As detailed in previous Community Benefit Reports, in 2005 Nantucket Cottage Hospital analyzed initiatives from a strategic planning effort. Implementation of strategic planning initiatives identified at that time remains ongoing in all areas. The following are examples of that continuing effort:

- Optimize physician access for primary, specialist, and tertiary care:
In 2009, Nantucket Cottage Hospital added one new full-time primary care physician and one full-time OB/GYN to the staff.

- Evaluate expanded rehab and wellness programs for improved access and quality of life:
NCH began the licensure process for an additional satellite location to provide physical therapy services, anticipated to open in early 2010.
- Use technology to improve service and service offerings:
Digital mammography and a 64 slice CT scanner have been installed within the past 18 months. Expansion of MRI access is in the planning stages and anticipated to be available in 2010.

Next Reporting Year

Nantucket Cottage Hospital anticipates continuing or repeating the majority of its 2009 community benefits in 2010 and continuing to implement the 2005/2006 Strategic Planning Initiatives to:

- Conduct a Population/Market/Services Analysis to Optimize Service Offerings
- Optimize Physician Access for Primary, Specialist, and Tertiary Care
- Recruit/Retain High Caliber Staff to Support Future Program Needs
- Evaluate Expanded Rehab and Wellness Programs for Improved Access and Quality of Life
- Use Technology to Improve Service
- Implement Major Capital Improvement in the Context of a Long Range Facilities Master Plan
- Engage in or Lead Collaborative Community Relationships to Improve On-Island Health care and Wellness

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 FY2009 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 HSN 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	0.1
	Doctors Free Care	N/A
Hospital Health Safety Net (HSN) Care		0.3
Corporate Sponsorships		N/A
Total per AG Guidelines		0.7

**Components of FY2009 Community Commitment
(in \$ Millions)**

Compiled According to a Broader Definition

Community Benefit Programs		
Direct Expenses		
	Program Expenses	0.3
	Health Center Subsidies (net of HSN and Public Payer Losses)	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	0.1
	Doctors Free Care	N/A
Hospital Health Safety Net (HSN) Care		0.6
Bad Debt (at Cost)		
	Hospitals	1.8
	Doctors	N/A
Medicaid Loss (at Cost)		
	Hospitals	1.1
	Doctors	N/A
Medicare Loss (at Cost)		
	Hospitals	6.7
	Doctors	N/A
Unreimbursed Expenses for Graduate Medical Education		N/A
Linkage/In Lieu/Tax Payments		N/A
Total Broader Definition		10.6

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, NCH contributed between more than 2 percent and nearly 37 percent of patient care-related expenses to the community in FY2009.

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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