

Jordan Hospital - FY2016

Community Benefits Mission Statement

Beth Israel Deaconess Hospital-Plymouth (BID-Plymouth) seeks to improve the health and wellbeing of our patients and community by providing a full continuum of healthcare services with excellence and compassion. Serving the Greater Plymouth region, the hospital collaborates with community leaders, public and private agencies and businesses, to provide health promotion, health protection and preventive services to meet the broad range of our community's health and wellness needs as identified through community feedback and formal community needs assessments. As part of its mission to support community health, BID-Plymouth is committed to assessing root causes of health disparities and to assisting in improving health care for the disadvantaged and underserved.

This community benefit is fulfilled by:

- Implementing programs and services in Greater Plymouth and the South Shore region to improve the current and future status of disadvantaged and medically underserved populations that are challenged by barriers to accessing healthcare and are impacted by other social determinants of health;
- Providing patients with equitable, respectful, culturally-appropriate care; and
- Building strong partnerships with community agencies and businesses, along with our allies in State and local government, to shift societal patterns toward healthy behavior. At the policy level right down to tactical improvements to services and facilities, we are helping establish and support the systems that underpin healthy lifestyles throughout the Plymouth region.

Target Populations

Name of Target Population	Basis for Selection
People with low socioeconomic status	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
Families with medically fragile children	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
School children and their parents	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
Underserved seniors	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
HIV/AIDS patients	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.

Smokers	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
Those at risk for or suffering from substance abuse	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.
Anyone making poor health choices (poor nutrition, lack of exercise, etc.)	BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.

Publication of Target Populations

Website

Hospital/HMO Web Page Publicizing Target Pop.

www.bidplymouth.org

Key Accomplishments of Reporting Year

Prioritizing Program Decisions Based on Target Population, Resources and Impact

BID-Plymouth evaluates program initiatives and selects activities carefully. As a not-for-profit hospital, our decisions reflect our mission to serve our community, a mission we have embraced for the past 114 years. Throughout our history, we have moved forward with the reality that our ability to meet our community's health needs is balanced by our limited resources. The Hospital's senior leadership team and other community-focused committees consistently evaluate the community's health needs with a long-term perspective. See Section III: Community Health Needs Assessment for more background on the hospital's research into its community's healthcare needs.

Some of the large-scale initiatives discussed in this report, such as coordinating community education and communications efforts, require relatively little financial support beyond the role of our dedicated staff and a modest communications budget. Other initiatives require significant investment.

For example, with our broad focus to help make the healthy choice the easy choice, community transportation becomes a significant factor. Efforts to improve transportation systems are not part of the Hospital's mission, nor is taking on a project like this best suited to Hospital administrators. What the Hospital can do is proactively support the evaluation of current transportation options and advocate for revisions that will help area residents easily access healthy food, exercise areas, healthcare services, etc.

Where financial resources are limited for any of the initiatives discussed in this report, the Hospital explores public financing options, private foundation and donor support and a range of other funding opportunities to meet community needs. As resources are identified and business plans are justified, the Hospital implements those high priority projects with the highest potential impact for a healthier community.

Key Accomplishments of Reporting Year

The hospital provides a comprehensive range of

wellness/health promotion, disease risk reduction and safety education classes, and support groups. Surveys are provided to program participants, and the ongoing value of community programs is assessed on a regular basis. The programs the hospital presented during 2016 were developed, in part, based on our prior community needs assessments, an additional assessment focused solely on behavioral health issues in our community, ongoing interaction with community leaders and community service agencies.

Healthy Plymouth Initiatives Address Unmet Needs

Our community-wide program Healthy Plymouth (www.healthyplymouth.org) continues to bring together leaders throughout the region, with the goal of transforming our community so that it encourages healthy lifestyles. The Hospital, the Town of Plymouth and Plymouth Public Schools are the founding members of this coalition. Teams composed of Hospital staff, community business leaders, public school representatives, municipal and elected leaders, and others continue to develop work plans with measurable goals for defined audiences. Further, our data collected through this community initiative supports program evaluation efforts to determine whether they contribute to achieving our goal of improving the overall health of the community.

Our latest assessment and our outreach efforts will strengthen BID-Plymouth's work with local health and human service agencies. This ongoing work will help BID-Plymouth continue to develop programs with measurable goals to ensure we find effective programs that address key findings from our community assessments.

Expanding Partnerships to Design a Healthier Community

In January 2011, the BID-Plymouth parent board, then Jordan Health System, brought together key community members and posed this question: Instead of trying only to fix disease, what if we transformed our community so it encouraged a healthy lifestyle? As a result of this collaborative work initiated by BID-Plymouth, the Town of Plymouth, Plymouth Public Schools and other community partners, a growing group of organizations and individuals continue to find new ways to work together to foster better health in our community, long-term, and at a lower cost, through our Healthy Plymouth initiative. BID-Plymouth has dedicated VP-level staff to supporting and furthering this community outreach.

Building Healthy Plymouth with Community-wide Collaboration and Prevention

Healthy Plymouth continues to address the most significant barriers to healthy lifestyles identified in our 2013 Community Health Needs Assessment. The Hospital has made progress since 2013, though these challenging issues require continued work:

- Limited access to behavioral health
- Lack of safe places for outdoor activity, lack of motivation to exercise

- High cost of healthy food
- Limited transportation options
- Poor coordination & communication among providers and community agencies
- High incidence of substance abuse in region

The hospital has been working in partnership with the Town of Plymouth and Plymouth Public Schools to implement programs in these key areas to reduce obesity, improve nutrition, promote active living and address behavioral health and substance abuse needs community-wide.

Behavioral Health Research to Inform Healthy Plymouth Community Initiatives

As part of the 2013 Community Health Needs Assessment, the Hospital conducted a specific behavioral health assessment through Health Resources in Action (HRIA) to identify behavioral health needs in the community— assessing current services, detecting gaps and potential service opportunities.

The research provides a foundation for developing and implementing a new integrated primary care and behavioral health model within the hospital, as well as a framework for addressing behavioral health issues at the community level.

The study examined existing data on social, economic, and health indicators in the hospital's service area, primary care practice and emergency department data. HRIA conducted 2 focus groups and 21 interviews with individuals involved in different aspects of behavioral health (e.g., parents, advocates, community services providers and Hospital providers). Ultimately, the assessment engaged over 41 individuals from across the greater Plymouth area. This study serves as the foundation for the Hospital's behavioral health initiatives, supported by \$3.7 million in grants from the Department of Public Health under CHART 2.

Key recommendations from the research study that have driven Healthy Plymouth community initiatives include:

- **Youth Opportunities:** A frequent theme in interviews and focus groups was the perception that there are limited affordable entertainment or community activities for young people outside of the school system in the Plymouth area. Students themselves felt this idle time led to boredom and increased involvement in risk-taking behaviors such as using alcohol and drugs. Finding healthy activities and opportunities to engage young people is a way to strengthen the protective factors in the community.
- **Behavioral Health Community Coalition:** Throughout the assessment process interviewees were engaged and expressed interest in taking active roles in addressing behavioral health issues and improving behavioral health services in the hospital's service area in the future. Using the momentum developed through this assessment process and previous work focused on ameliorating area behavioral health issues, BID-Plymouth can act as a convening organization.

Healthy Plymouth Key Accomplishments:

In its leadership role for Healthy Plymouth, BID-Plymouth has focused on empowering diverse members of the Plymouth community to affect lasting change throughout our region. Recent program achievements in FY2016 include:

- **Multifaceted Community-wide Response to Opioid Crisis and Substance Abuse:** BID-Plymouth has initiated a multi-faceted response to substance abuse, building community coalitions and providing leadership for state-wide efforts to reverse the opioid epidemic and other substance abuse issues.

- o **Treatment Standards to Manage Opioid Use:** The BID-Plymouth CEO has initiated groundbreaking efforts to address the root causes of opioid abuse both locally and beyond the hospital's service area. The Hospital CEO and other Hospital leaders have volunteered many hours to lead the charge on state-wide prevention strategies and standards of care for opioid abuse. BID-Plymouth's CEO participated in many speaking engagements on the topic in 2016 and served as chair of the Substance Abuse Task Force at the Massachusetts Hospital Association. BID-Plymouth Director of Clinical Integration Jim Berghelli, RPh, MS, is on the task force and working group and BID-Plymouth Vice President of Medical Management John Connolly, MD, serves as co-chair of the state committee. Their work includes putting together a phased plan and developing a pain management toolkit to help physicians across the state prescribe fewer opioids and develop treatment strategies using more non-opioid analgesics. State hospital associations nationwide look to replicate this team's care standards and preventive approach that reaches community members, patients, and medical professionals.

The Hospital's own efforts in 2016 included:

- Setting up a collection box for unused pain medications at the hospital, which collected over 38 gallons of unused medications per month. In total, 456 gallons of drug waste was safely disposed of in FY2016.

- Increasing access to behavioral health, particularly in an Emergency Department setting.

- Hosting programs for those seeking substance abuse treatment, such as Clean Slate and Project Outreach, a collaboration of Public Safety Agencies and Healthcare. Project Outreach has received widespread recognition in the greater Plymouth area and beyond. In the first year alone, 26 communities have joined the program. Future growth is expected to include the entire Plymouth County, up to and including the City of Brockton. This initiative has shown positive results, enrolling 50 patients in the first year. Providers created this program to respond to the ever-growing number of opiate overdoses by conducting follow-up visits within 12-24 hours after an overdose. BID-Plymouth's Director of Social Work does triage for this program, routing the appropriate responder to each call.

o Project Outreach Drop-In Centers: A drop-in center session is offered twice a month, where friends and family may talk with a licensed clinician for help with addiction. These centers host a growing number of health care providers who help with treatment options and train and distribute free Narcan.

o Innovative Engagement for Youth as Substance Abuse Prevention: As the 2013 HRIA study uncovered the importance of physical exercise and school-related programs for minimizing risk-taking behaviors in the Plymouth community, it was found that “students themselves felt [that] idle time led to boredom and increased involvement in risk-taking behaviors such as using alcohol and drugs.” When the research was presented at the Healthy Plymouth Summit (see below), the hospital and other community members were inspired to act. The Hospital and community partners are now providing leadership for numerous youth-focused engagement initiatives, including:

- The second annual “Healthy Plymouth Opportunities Program” (HPOP) Fair, a job fair for middle and high-school aged students and local employers, was held Tuesday March 8th, 2016 and Thursday March 10th, 2016.

The event provided a strong base for building community engagement and employment, with 34 organizations across the Plymouth region offering learning opportunities to 500 students. In alignment with state priorities to address the growing opioid crisis, BID-Plymouth includes HPOP among its new initiatives to keep young people engaged in activities that promote positive community involvement.

- In FY2016, the Healthy Plymouth initiative partnered with an advocacy group to create the Terra Cura Community Gardens. Permaculture Garden Clubs have been installed at five schools in Plymouth, where they are created and sustained by students. The club focuses on providing learning opportunities that allow students to make connections between growing and eating healthy food. In 2017, garden clubs will be integrated into all Plymouth schools, as well as extended into the community. Future plans include growing enough organic, non-GMO tomatoes to make tomato sauce that will be served in school kitchens.

- Healthy Plymouth’s April Vacation Program was launched in 2016 with the goal of productively engaging youth during time off from school. Throughout the week, a variety of free, engaging programs were made available for middle and high school students. In FY2016, 125 students attended a coffee house the day classes ended, with 48 students participating in the programs throughout vacation week.

o Creative Approach to Substance Abuse Awareness in Youth: Members of the BID-Plymouth senior leadership team along with social work staff members, sit on the board of the Plymouth Youth Development Collaborative (PYDC). This group works to reduce risk factors that contribute to underage drinking and drug abuse, increase the protective factors that support a healthy community; and enhance community collaboration. In FY2016, this group has continued to be a highly visible, active and growing resource in the community. Some outreach programs include:

- “Hidden In Plain Sight,” a parent education seminar that teaches signs of substance abuse in youth and how to intervene
- “If Only,” a viewing of the film from the Mark Wahlberg Youth Foundation. The film raises awareness about the dangers of teen prescription drug misuse and abuse. A group of 500 people attended to view the film and hear Jim Wahlberg and other substance abuse experts speak.
- “Learn2Cope,” a support group for families of addicts, hosted twice a month at the Hospital.

This group will continue to grow as a community resource and its momentum, creativity and impact are the result of true community collaboration.

- Convening Leaders for Community Collaboration and Inspiration: In ongoing efforts to promote collaboration and community-wide partnership to support healthy lifestyles, BID-Plymouth hosts the annual Healthy Plymouth Summit. This annual gathering of the Hospital, town government, public schools and community kicked off BID-Plymouth’s engagement with the Build Our Kids Success (BOKS) program.

This program took place in the spring of 2016 in partnership with Harvard Medical School. This before-school program engages youth in physical activity to nurture physical, cognitive, social, psychological, and behavioral health. Research suggests that physical exercise contributes to optimal brain health and performance, in addition to physical fitness and overall health and wellbeing. With one in every five people worldwide affected by brain disorders such as ADHD, autism, learning disabilities, the potential influence of early intervention and its ripple effects throughout the community is enormous. The innovative BOKS program is designed to have immediate impact on student health and academic success in Plymouth, improving self-efficacy, positive emotions, peer relationships and school engagement. Through collaboration with BOKS and the International Brain Health Education Institute at Harvard Medical School, the program will gather data that will help researchers understand the implications of physical activity on brain health. It will make such programs replicable throughout the state. The Hospital has allocated funds to continue its future support of the program.

- Making Healthy Eating Accessible to All: Healthy Plymouth nutrition initiatives continue to reach members of all ages and socioeconomic profiles by making healthy food options more accessible via farmer’s markets, schools and other community locations.

o School Nutrition Program: To inspire healthy eating and lifestyles from an early age, BID-Plymouth dietitians regularly meet with students, parents, public school directors of food and health services, local food security representatives, local farmers and the Massachusetts Department of Health (MDPH). A nutrition curriculum and hands-on activities provide students with knowledge about healthy options and tools to use at home. One example from FY2016 was providing

nutrition education within the Permaculture Garden Club and Terra Cura school garden program. BID-Plymouth dietitians continue to provide numerous educational resources to students, including nutrition bingo games.

o Healthy Nutrition Education Initiative: BID-Plymouth registered dietitians continue to provide nutrition education, cooking demonstrations and other support to local farmer's markets. They developed a cookbook "Simple and Delicious Vegetable Recipes" and provided recipe cards that were distributed at farmer's markets and throughout the region to educate shoppers about health benefits of fresh ingredients and ways to use them. These ongoing educational efforts educate and empower a broad spectrum of consumers.

o Healthy Market Initiative: Healthy Markets are convenience/small stores within the town of Plymouth that can earn the designation as "Healthy Market" by implementing a series of structured changes to encourage healthy choices. To become a "Healthy Market," a store must provide healthier food and beverages (including fresh fruits and vegetables, whole grain products, lower sodium options, and low-fat dairy) and provide nutritional information for prepared foods. A BID-Plymouth dietitian helped create a toolkit that local stores use to become a "Healthy Market." Market owners sign a contract with the hospital, enabling them to receive this designation and recognition.

This initiative educates consumers and promotes healthy products, increasing access to nutritious, affordable food by all Plymouth residents. By FY2016, three local markets had earned the distinction of being a "Healthy Market." One food pantry, Plymouth Area Coalition's Pilgrim's Hope has also been added to the list. Hospital dietitians worked throughout FY2016 to tag healthy food choices throughout the stores, as well as participating in food demonstrations and public events at the markets. The Hospital and Healthy Plymouth continually supported the initiative by providing recipe cards each month, pulled from BID-Plymouth's FY2015 cookbook, Leftover Love, which supplied creative, healthy uses for leftover food to support cooking on a budget.

BID-Plymouth Hospital Health and Wellness Initiatives:

In addition to fulfilling Healthy Plymouth initiatives, BID-Plymouth also serves as an independent leader and innovator in community-based wellness activities. Every year, the Hospital hosts a number of outreach programs and events to address the health risk factors identified in the 2013 Community Health Needs Assessment. In FY2016, this included:

- Initiating End of Life Planning: To encourage open communication and conversation about aging and end of life care in the community, BID-Plymouth held its first End of Life event at a local country club in association with the Patient Family Advisory Committee on October 15, 2015. Keynote speaker Lachlan Farrow, MD, a renowned expert from Beth Israel Deaconess Medical Center, runs The Conversation Project initiative, which works in collaboration with the Institute for Healthcare Improvement to facilitate end of life

discussions. Using the Conversation Project toolkit, Dr. Farrow's informative lecture and discussion format engaged members of the Plymouth community in open conversation concerning their desires for end of life care and those of aging family members.

- **Hosting Wellness Events and Community Outreach:** As part of fulfilling its mission to serve the overall health of the community, particularly for the underserved, BID-Plymouth provided numerous educational events during FY2016 designed to have a broad reach across the community. These events included:

- o A Cancer Survivors Day in June with more than 400 attendees

- o A night of skin cancer screening with over 100 attendees

- o Participation in Plymouth area health fairs, where BID-Plymouth nutritionists provide educational support to Plymouth parents and build awareness of healthy food options for children and other hospital medical staff share tips on prevention, such as breast self exams. At these fairs, given the primary care physician access challenges identified in Plymouth, a key initiative has been connecting visitors without a primary care physician to physicians in the area who are receiving new patients.

- **Delivering Educational Lectures for All Ages:** Our educational lecture topics and locations are designed to meet specific needs of underserved populations, such as Medicare beneficiaries, and also address key health concerns for the general public. One of our free lecture programs, the HouseCalls lecture series, reached more than 175 area residents across our 12-town service area. In FY2016, physicians and medical support staff provided the community with lectures on treatment of thyroid disease, foot complications in diabetes, information on bariatric surgery, managing lower back pain, and treatment options for varicose veins. In 2017, the HouseCalls programs plan to address: orthopedic care for hands and shoulders, cosmetic and varicose vein treatments, education of women and cardiovascular disease and treatment options for pain management. Many lectures are broadcast locally on public access television, are covered in monthly local newspaper articles and promoted through social media to reach a broader audience.

- **Modeling Healthy Behaviors and Community Support as a Community Leader:** As the largest employer in Plymouth and its primary health advocate, BID-Plymouth runs a range of programs to make healthy eating accessible to its employees, patients and visitors. In short, the Hospital has taken the critical step to internally reflect the change it wants to see throughout the Plymouth community. Some examples of initiatives in FY2016 include:

- o Many internal wellness initiatives continue to encourage healthy eating and active living. Physical activity challenges include a Couch to 5K a highly successful Biggest Loser program, and "Holiday One Pound Challenge," a holiday weight

management challenge.

o The Hospital cafeteria works to raise awareness of healthy eating options including nutrition labels to promote healthy choices, nutritious menus and portion control including “The Super Hero Sandwich Contest” where BID-Plymouth nutritionists provided a list of ingredients to employees and challenged them to create healthy sandwich recipes. Ten sandwiches were selected as ‘winners’ and employees tasted each of them to determine five winners. Each winning sandwich is now being served during the first week of each month. This has encouraged enthusiasm around seeking healthy options.

o The Hospital held a Food Drive in March to celebrate nutrition month and support the Greater Plymouth Food Warehouse, delivering the donated items to local food pantries. The Live Well employee program developed a list that encouraged employees and staff to donate healthy foods that they would consume themselves. The program helped to raise awareness of healthy eating on a budget and fostered community engagement.

o Food demonstrations and samplings are held 3-4 times per year in the dining area during lunch hour to encourage employees, visitors, patients and families to learn about healthy foods that they may not have tried. During FY2016, employees had an opportunity to learn how to use a vegetable spiralizer and prepare a Quinoa Salad.

o The Hospital continued its healthy vending machine initiative during FY2016. Currently, 60% of the vending machine options are healthier items including trail mix, Greek yogurt, and 100% fruit juices.

o The one-mile walking trail on-campus continues to encourage physical activity for hospital employees and visitors. This resource encourages many employees and hospital visitors to be active and enjoy the outdoors. Employees use the trail during lunch breaks and after their shift ends.

Addressing Key Health Indicators and Insurance Coverage

Our 2010 and 2013 community health needs assessments identified barriers to healthy lifestyles that go beyond the Healthy Plymouth initiative’s scope. The Hospital must address these barriers as well:

- Limited primary care services
- Lack of providers who take MassHealth
- Limited behavioral health & substance use services
- Limited care addressing specific health conditions:
 - o Higher than state average mortality rate from lung cancer;
 - o Higher than state average percentage of women reporting smoking during pregnancy;
 - o Higher than state average hospitalization for coronary heart disease;
 - o Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;

To address these barriers, BID-Plymouth has undertaken a number of targeted actions:

- **Physician Recruiting:** The hospital continues to attract new primary and specialty care physicians, actively recruiting 2-3 primary care physicians for 2017. The hospital is also partnering with community specialists such as orthopedics, gastroenterology and ear, nose and throat specialists to grow their practices. To better provide primary care to the uninsured population, the hospital has initiated a partnership with Harbor Health Community Health Center. This partnership also supports primary care for the underserved speakers of Spanish and Portuguese in the region.
- **Smoking Cessation Programs:** From offering education on the dangers of tobacco use to its smoke-free campus, BID-Plymouth has long been a leader in tobacco prevention. Since 2013, the Hospital has taken prevention to a new level, developing a formalized, system-wide approach to connecting with tobacco users who want to quit and making it easier for them to reach their goals. The process establishes consistent methods to screen for smoking status or chronic obstructive pulmonary disease (COPD), a leading cause of hospitalizations in the region.

Throughout FY2016, BID-Plymouth and community partners continued to work with patients in the community to reduce smoking. Providers discussed cessation options with patients and prescribed an increasing number of cessation aids. In 2016, providers associated with BID-Plymouth wrote 194 prescriptions, which was a 17.3% increase from 2015. This reflects a trend in the greater Plymouth area, where 612 prescriptions were written in 2016—a 27% increase from 2015.

The hospital has also expanded its efforts to inform physicians about the Quitters tobacco treatment program, making the enrollment process easier for patients. The successful Quitters program is facilitated by a certified tobacco treatment specialist. The 6-week course introduces interactive techniques, relaxation, visualization and education to help participants learn why they smoke, what happens when they quit, how to handle cravings and withdrawal, and how to avoid relapse. Sessions are available in one-to-one or group settings. Research shows this multifaceted approach to be highly effective in helping users kick the habit. The program represents the hospital's commitment to better healthcare for everyone—standardizing an approach to address key health concerns and ensuring patients across Plymouth County receive reliable, effective treatment. This program provides one example of BID-Plymouth's commitment to finding new ways to manage resources and improve care community-wide, while controlling healthcare costs.

In 2016, 24 completed the course. In 2016, the Quitters program distributed 3000 brochures at all primary care offices affiliated with BID-Plymouth. Providers provide patients with the program information along with encouragement to stop smoking.

BID-Plymouth continues to address the high prevalence of

heart and lung disease in Plymouth County through our outreach program to local schools and other efforts to educate parents and students about the importance of nutrition and exercise. This programming supports state initiatives to reduce obesity and addresses the local incidence of chronic diseases that often result from obesity and were shown as significant community health issues in our region.

- **Managing Complex Cases and Improving Access to Behavioral Health:** Through funding provided by the 2013 Increased Capacity Building and Infrastructure (ICB) grant and monies from CHART 2, BID-Plymouth staff successfully expanded the Jordan Community Accountable Care Organization's (JCACO) care management and clinical initiatives. The complex patient program (CPP) was expanded to include all dual eligible patients in the community.

The Integrated Care Initiative (ICI) for behavioral health patients grew as well. This program co-locates behavioral health practitioners into primary care practices in an integrated care model. Expansion of these projects and the implementation of a new software system for creating individualized care plans have allowed BID-Plymouth to develop a unique, high value, and cost effective approach to managing complex patients. The CPP is part of the BID-Plymouth CARES program where staff Connect, Assess, Respond, Educate and Support patients with complex needs across the care continuum. Our focus on complex Medicare patients, the dual eligible and behavioral health populations, has proven to be successful – increasing access to services and decreasing readmissions. Additionally, these efforts have led to the establishment of the first integrated behavioral health and primary care practice pilot in the community.

- o **Complex Patient Program:** Under CHART 2, the Community Case Management Complex Patient Program continues to provide targeted outreach and engagement to Beth Israel Deaconess Care Organization (BIDCO) dual eligible (Medicare and MassHealth) aged and/or disabled patients with complex medical and/or behavioral health needs who are at high risk for hospital readmission, repeat ED visits, and who may incur high health care costs with poor health outcomes.

The goal of the program is to prevent a return of the patient to the inpatient setting, specifically during the initial 30 days post discharge. Program staff perform an in-depth case management assessment, completed by the team nurse case manager and social worker to ensure a successful transition of the patient to the community setting.

The team has increased their home/outpatient visits by over 100%, from the initial implementation of the program. The team has continued to identify and connect with community providers, in an attempt to close the gap in services required by patients.

There has been continued work to connect with internal teams, e.g., inpatient case management and social work and providers, such as the Integrated Care Initiative (ICI) behavioral health clinicians, to better collaborate and create complex patient care plans. Multidisciplinary team members are

involved to further promote a concerted effort to help the patient engage in their health care and remain in the community.

The program continues to have a rolling admission and ongoing assessment of when the patient has met program requirements. If this benchmark is met, the patient is transitioned to other community providers, through a warm handoff. This process helps to support the Hospital and community and serve as many patients from this complex population as possible.

o Behavioral Health Integrated Care Initiative: In response to unmet needs for behavioral health in our recent community assessments, BID-Plymouth began integrating behavioral health services into its primary care practice as the Family Behavioral Health Initiative (FBHI). In 2013, the hospital applied for an Increased Capacity and Building Infrastructure (ICB) Grant to analyze the hospital's behavioral health and substance abuse populations and to assess outcomes from successful integrated care models, such as Robert Wood Johnson's "Improving Chronic Care Initiative." Hospital administrators and local mental health/substance abuse contacts evaluated the available options and sought regional partners to help break down barriers to accessing mental health services. Under CHART 2, BID-Plymouth has six social workers, two nurse practitioners to work under a psychiatrist, and is embedding clinicians in more primary care practices. The hospital has a full-time youth clinician for BID-Healthcare-Bourne and this year added one to Plymouth Pediatric Group-Plymouth. As part of increasing community involvement in 2016 the Hospital collaborated with McLean Hospital and CleanSlate, an addiction treatment and rehabilitation center.

In response to the opioid crisis, BID-Plymouth has also added substance abuse clinicians and a full-time nurse practitioner to the emergency department. These clinicians collaborate with High Point Treatment Center to address the high number of substance abuse related cases and provide the right level of care in the emergency setting.

With behavioral health services available in the emergency department, patients may begin treatment in this setting, rather than delaying treatment until psychiatric beds are available. This immediate care often decreases the level of intervention required.

Other efforts to address the opioid crisis are self-selecting weekly support groups for young people affected by the opioid epidemic at Plymouth North High School and Middle School through the Herren Project. BID and the Herren Project co-facilitate weekly groups for students affected by Substance Use, at the Plymouth Community Intermediate School (PCIS) as well as Plymouth Public School's Alternative Program.

With the Hospital's fully integrated system, patients can address medical and behavioral health needs in one location. Medical staffs have on-site behavioral health support to provide comprehensive healthcare in a convenient, efficient and cost-effective manner. In addition, collaboration of behavioral health clinicians with school, law enforcement, and

local organizations expands a network of support throughout the community to effectively address substance abuse issues.

o Project Outreach: Launched in December 2015 and reaching 26 communities, Project Outreach is a collaboration of Public Safety Agencies and Healthcare Providers. The program was created to respond to the ever-growing number of opiate overdoses by conducting follow-up visits within 12-24 hours after an overdose. It is not limited to those addicted to opiates, but rather everyone impacted by addiction. Project Outreach holds drop-in centers twice a month for anyone needing help and/or information about drug and alcohol addiction. Representatives from local treatment centers as well as counselors and recovering addicts are on site at the drop-in centers. In the first year of the program, officers and social workers helped place more than 50 people in treatment programs. The two main aspects of the program are:

Overdose Follow-up: After an overdose occurs in a participating community the Project Outreach team of safety officials and healthcare providers determines the best course of action to help that person. If it is determined that an in-person follow-up may be valuable, a healthcare worker and safety official will travel to the overdose victim's home. The healthcare worker will discuss treatment options with the individual and help them get into treatment as soon as possible, if desired.

Community Outreach: Twice a month the project outreach team hosts a drop-in center. These centers host a growing number of health care providers who help with treatment options and train and distribute Narcan for free—Narcan, also known as Naloxone, can reverse opiate overdose. Drop in centers are open to anyone looking for information about treatment. The program encourages family and friends to stop in and talk to healthcare providers. This setting provides a unique opportunity to have the undivided attention of a healthcare worker who specializes in the treatment of substance use disorders. The specialist will answer questions, explain the science of addiction, discuss treatment options, help address issues with paying for treatment, and assist with admission to a treatment program.

- Clinical Pathways to Ensure Quality Care for All: Since 2013 the Hospital has extended successful clinical pathways beyond hospital walls, from primary care physician offices to post-discharge from the hospital. These efforts standardize care community-wide to ensure that all patients receive high quality and cost-effective care at the right time, in the right place.

An example is BID-Plymouth's work in proactively managing chronic obstructive pulmonary disease (COPD). The intent of this pathway is to promote the highest quality of care and efficiency in screening, diagnosis, and management of COPD and smokers. Primary care offices now provide spirometry to assess COPD and other conditions. All patients age 35 and older who are identified as smokers are screened for COPD, so interventions can be made before they get sick and require inpatient care. As of FY2016 all 14 of BID-Plymouth affiliated primary care offices offer spirometry testing.

A comprehensive program was also developed at BID-Plymouth to identify all inpatient smokers and have them assessed by a respiratory therapist to determine their need for nicotine replacement, encourage them to stop smoking, and obtain permission for them to be referred to a tobacco treatment specialist. Improving access to these smoking cessation programs is part of this integrated program (see “Smoking Cessation Programs” for more information). Of the 1365 patients assessed by the respiratory therapists in FY2016 – a slight increase from 1355 in 2015 – 29% (396) agreed to be contacted by the Tobacco Treatment Specialist. Program staff collect data on the number of newly diagnosed COPD patients in the Greater-Plymouth community and will progress to evaluating the severity of their condition and capacity for medication management. Electronic medical records and embedded processes allow technology to act as back-up support to clinical staff as they carry out care plans, reinforcing quality and consistency of care delivery.

- Health Insurance Education and Enrollment Support: BID-Plymouth worked with the State to communicate new health coverage plans for the uninsured and enroll those who qualify. Financial counselors screened and enrolled patients for MassHealth, Health Safety Net, Medical Hardship and Commonwealth Care. The Hospital assisted more than 2,012 people with enrollment applications in State Insurance Partnership programs.

Resource Development for Community Health Initiatives

BID-Plymouth successfully applied for \$3,123,627 in grants to support community health initiatives addressing AIDS/HIV and pediatric palliative care, among other health concerns. Other successful grants supported hospital-based clinical and patient care improvements.

Plans for Next Reporting Year

Plans for Next Reporting Year

The hospital completed a new Community Health Needs Assessment in 2016. Since obtaining that information, we have taken into consideration the results of the assessment while continuing to work on the pulse of evolving needs in our community. Going forward we will maintain our growing leadership role in an innovative and new community-wide effort to create a more health-sustaining environment for all residents. Our collected data will help us target our programs to meet specific unmet community health needs and reduce health disparities for disadvantaged populations in our area.

BID-Plymouth continues to review and compare current regional health data to the results of our data collected through our 2010 and 2013 community needs assessments. We will focus our ongoing work in light of identified Executive Office of Health and Human Services (EOHHS) statewide priorities to support health care reform, manage chronic disease in disadvantaged populations, reduce health disparities, and promote wellness of vulnerable populations. The hospital also will continue to gather data and feedback

through its work with the wide-reaching Healthy Plymouth initiative and the nearly 100 community partners and other organizations participating in this program.

BID-Plymouth will continue to play a leadership role in developing regional policies to promote healthy lifestyles. We will continue to build community-wide coalitions to develop infrastructure and programs that facilitate healthy lifestyle choices for all, including disadvantaged populations. Our outreach will continue to support student education and awareness of health and wellness issues.

BID-Plymouth will continue to offer its current roster of community education programs at little or no charge to the public through the use of grants and other funding sources. The Healthy Plymouth programs as well as the hospital's family education, diabetes education and ACCESS Program (AIDS Comprehensive Care, Education & Support Services Program) are initiatives that the hospital plans to foster and further develop.

The hospital will continue to strive, with our community partners, to meet the community health needs in our region and to go beyond, by extending options for healthy lifestyles to all community members, making better health options accessible, sustainable and cost effective.

As BID-Plymouth and its community partners identify policy changes that underpin successful, sustainable changes in the Plymouth area, these successful models and programs will be shared throughout the larger region and across the state.

Community Benefits Process

Select Community Benefits Process

Community Benefits Leadership/Team

BID-Plymouth is a non-profit, 501 (c) (3), organization. The president and chief executive officer of BID-Plymouth, and as such, the parent board of Beth Israel Deaconess Hospital-Plymouth, Inc., the hospital's senior management team and the board of directors, have ultimate oversight of all community benefit initiatives. The board is comprised of community residents representing health and human service agencies and other community organizations, business leaders, and individual residents.

FY2016 Senior Staff

Peter J. Holden, President and Chief Executive Officer
Lisa Berry Barbosa, Vice President of Human Resources
John Connolly, MD, Vice President of Medical Management
Kevin Coughlin, Senior Vice President of System Development
Donna Doherty, Vice President of Nursing & CNO
Andrea Holleran, Vice President of Strategic Planning & External Affairs
Cynthia Outhouse, Vice President of Philanthropy
Jason Radzevich, Vice President of Finance & CFO
Ronald Rutherford, Vice President & CIO

FY2016 Board of Directors—Beth Israel Deaconess Hospital-Plymouth, Inc.

Clark Hinkley, Chair, 2004, 2019; Retired

Michael Babini, 1998, 2019; Real Estate Services Consultant
Lyle Bazzinotti, 1990, 2019; Retired
John Carnuccio, 2003, 2018; Mgmt Consultant
Shawn Dahlen, 1989, 2018; Contractor, Shawn Dahlen & Co.
Kenneth Fosdick, 1997, 2019; Marine Engineering
William Gagnon, 2013, 2018; Tax Consultant
Mary Ellen Lawrence, 2015, 2018; Retired
Rosemary Minehan, 2015, 2018; Retired
Peter Muncey, Esq., 2005, 2019; Lawyer
Kimberly Scheub, M.D., 2010, 2017; Emergency Medicine
Keelas Small, 2005, 2017; Owner, Comfort Inn
Cynthia Stiglitz, 2015, 2017; Banking
Stephen Trehu, M.D., 2007, 2018; Radiologist
Stephen Fischer
Nancy Formella
Stanley Lewis, M.D.

Ex-Officio Directors

Peter Holden; President and CEO, BID-Plymouth, Inc.
Anit Patel, M.D., President of Medical-Dental Staff

Community Benefits Team Meetings

The Hospital's Senior Leadership Team (SLT) meets weekly to address Hospital business with the agenda regularly including topics on community outreach and health issues directly related to the Hospital's community benefits plan. Further, the Vice President for External Affairs and her Hospital colleagues work with a Patient Family Advisory Council, meeting monthly to discuss key initiatives.

The SLT is dedicated to prioritizing, planning and tracking the Hospital's work to address the findings of its 2010 and 2013 and most recent, 2016 community health needs assessments. Future discussions will include representation from the Patient Family Advisory Council Committee – this brings forward the voice of our community where they can advise and comment on the identified needs and initiatives.

Community Partners

BID-Plymouth partners with a wide range of community leaders and local groups to improve the health status of the people living in our communities and to provide care for them at the right place, at the right time. Hospital leaders, clinical and administrative staff, and volunteers meet regularly with leaders from our community including elected officials, business owners, community service providers, emergency personnel, school administrators, media representatives and others with insight into the community's health needs. Beyond its walls, BID-Plymouth plays an active role in coalition building, working to empower a range of community leaders to foster sustainable, healthy lifestyles that lead to better health for all members of the community.

BID-Plymouth seeks community involvement in the hospital's development and evaluation of its health and education programs. By soliciting feedback at community events and workshops, and conducting larger community health assessments, BID-Plymouth is able to focus its resources on clinical services and other initiatives that directly support our community's health needs. In addition, community members serve on committees throughout BID-Plymouth, providing feedback and working with staff to improve community health care initiatives.

The Hospital's partners throughout the region participate in BID-Plymouth programs, committees and other community-focused activities and help inform the hospital's community benefits planning based on their data collection regarding the community's health disparities.

In support of the identified health priorities and program initiatives within Greater Plymouth, BID-Plymouth collaborates with nearly 100 community organizations. BID-Plymouth's Partners are community organizations that actively engage in health initiatives throughout the year, working side-by-side with the hospital to build community health and wellness. Associates attended the Healthy Plymouth Summit (www.healthyplymouth.org) and work with the hospital on select community health initiatives. With our Education Affiliates we are able to enhance opportunities for learning and to broaden our preventive reach throughout the Plymouth community and beyond.

Partners

- AD Makepeace
- American Heart Association
- Anchor House, Inc.
- Bayside Runners
- Bay State Community Services, Inc.
- Beth Israel Deaconess Medical Center
- BID-Plymouth Community Business Partners (approximately 69 businesses)
- Boston Public Health Commission—Ryan White Part A
- Cape Cod Canal Region Chamber of Commerce
- CleanSlate Centers
- Community Health Education Network Area 23 (CHNA 23)
- Duxbury Council on Aging
- Greater Attleboro-Taunton Regional Transit Authority (GATRA)
- Greater Plymouth AIDS Consortium
- Greater Plymouth Food Warehouse
- Harbor Community Health Center
- Health Imperatives, Inc.
- Health Resource & Service Administration (HRSA)—Ryan White Part C
- Healthy Plymouth
- High Point Treatment Center
- Greater Plymouth Council of Human Services Agencies
- Massachusetts Department of Public Health
- Massachusetts Department of Public Health Pediatric Palliative Care Network
- McLean Hospital
- National Alliance on Mental Illness of Massachusetts (NAMI Mass)
- Old Colony Elder Services
- Old Colony Planning Council
- Old Colony YMCA
- Pinehills LLC
- Plimoth Plantation
- Plymouth Area Chamber of Commerce
- Plymouth Area Community Access Television (PACTV)
- Plymouth Board of Selectmen
- Plymouth Conservation Commission
- Plymouth Council on Aging
- Plymouth County District Attorney's Office
- Plymouth Department of Public Works (DPW)
- Plymouth Family Network
- Plymouth Lions Club
- Plymouth Public Library
- Plymouth Public Schools
- Plymouth Rotary
- Plymouth Town Hall
- Plymouth Youth Development Collaborative (PYDC)
- Red Cross Blood Drive
- Region V Massachusetts DPH Bio-Terrorism Committee
- Schwartz Center Rounds
- Sodexo
- South Shore Community Action Council
- South Shore Women's Resource Center (SSWRC)
- The Herren Project
- The Parent Connection of Duxbury
- The Tinley Center
- Thorbahn
- Town of Plymouth
- Town of Plymouth Open Space Comm.
- United Way of Greater Plymouth County
- Village at Duxbury

- Wildlands Trust

Associates

- Boys & Girls Club of Brockton
- Boys & Girls Club of Plymouth
- Colchester Neighborhood Farms
- Fitness Management Systems
- Kiwanis Club of Plymouth
- League of Women Voters
- The Magnificent Leaven
- Metropolitan Area Planning Council (MAPC)
- Office of Youth and Adolescent Development - Executive Office of Health and Human Services
- New England Villages
- North River Farmers
- Plymouth Garden Club
- Plymouth Housing Authority
- Signature Healthcare / Brockton Hospital
- Seven Hills Tobacco-free Community Partnership
- South Shore Chamber of Commerce
- Soule Homestead Education Center
- Southeastern Massachusetts Agricultural Partnership, Inc. (SEMAP)
- Southeastern Regional Office of the Massachusetts Department of Mental Retardation

Educational Affiliates

- Boston College
- Boston University School of Medicine
- Bridgewater State University
- Bristol Community College
- Bunker Hill Community College
- Cape Cod Community College
- Curry College
- EMS Academy
- First Response Emergency Medical Education Program
- Frontier Nursing University
- George Washington University
- Healthcare Training Services
- Johnson and Wales University
- Laboure College
- Lesley University
- Massachusetts College of Pharmacy & Allied Health Sciences
- Massasoit Community College
- Medical Professional Institute
- Medical University of South Carolina
- MGH Institute of Health Professions, Inc.
- New England Institute of Technology
- Northeastern University
- Nova Southeastern University
- Philadelphia University
- Priority Nutrition Care, LLC
- Quincy College
- Regis College
- Salem State University
- Simmons College
- Tufts University School of Medicine
- University of Buffalo
- University of Massachusetts
- University of New England
- University of New Hampshire
- University of Rhode Island

- University of South Alabama
- Utah State University

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

BID-Plymouth engaged Southeast Center for Healthy Communities to conduct a community health needs assessment in 2010. In 2013, BID-Plymouth engaged The Institute for Community Health to conduct another community health needs assessment to further understand the community's unmet health needs. The studies were conducted by professionals with advanced degrees (MD, PhD, MPH, MSW and ScD) in public health, epidemiology, and research and evaluation. In 2016, BID-Plymouth will be conducting a similar assessment to stay on top of emerging needs in the community.

Both previous studies support BID-Plymouth's efforts to improve the health of the regional population we serve. Both studies used archival and qualitative data gathered from BID-Plymouth's catchment areas, which include 12 local towns. The assessments evaluated health needs of disadvantaged populations, among other community health needs.

Research into community health needs for BID-Plymouth's service area comprises four distinct sources of information gathering:

1. Department of Public Health data from MassCHIP, which allows BID-Plymouth to compare national- and state-level information on health status indicators for a range of health issues, such as diabetes, elder health, and adolescent health;
 2. Focus groups held with diverse local community members, age 18 and older, to determine their perceived health needs, access to health care and any obstacles in accessing health services, and what they consider to be major problems in health care;
 3. Key informant interviews with professionals who work with the local Brazilian, Portuguese-speaking population to determine how health care access has changed for this population since the Massachusetts health care reform initiative and how their health status has changed with new insurance requirements; and
 4. A review of existing programs and services in the BID-Plymouth catchment area.
- In collecting this data, BID-Plymouth sought to determine where community programs are already meeting health and wellness needs and determine which community health needs remain unmet.

Summary of Findings

Our 2013 evaluation of the regional community identified the following key community health indicators:

Top 5 Causes of Hospitalization

1. COPD, All Related
2. Diabetes Mellitus Related
3. Circulatory System Diseases
4. Digestive System Diseases
5. Pneumonia and Influenza Related

Top 5 Causes of Death

1. Circulatory System Diseases
2. Lung Cancer
3. Chronic Lower Respiratory Disease
4. Mental Disorders
5. Alzheimer's Disease

Our 2010 evaluation identified these important indicators:

- Higher than state average mortality rate from lung cancer;
- Higher than state average percentage of women reporting smoking during pregnancy;
- Higher than state average hospitalization for coronary heart disease;
- Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the

South area;

- Higher than average exposure to risk of bioterrorism in region, from proximity to nuclear power plant;
- Difficult access to services and resources for families with medically fragile children;
- Difficult access to health care for residents, regardless of background: difficulty finding primary care physician, few taking new patients, cost.

Other forms of assessment conducted by the Hospital include:

- Data collected through its ongoing speaker's bureau program, HouseCalls. Since 2005, HouseCalls staff has gathered survey data by asking those who attend the health education programs to provide feedback on the program and identify health-related topics they would like to hear presented by BID-Plymouth clinicians. During 2016, more than 175 area residents participated in BID-Plymouth's HouseCalls educational programs. Topics included treatment options for thyroid disease, foot complications in diabetics, information on bariatric surgery, managing lower back pain, and treatment options for varicose veins.
- The Hospital works with a Patient Family Advisory Council (PFAC). This Committee meets at least quarterly and provides us feedback to help make improvements throughout the Hospital. Examples of improvement initiatives include feedback to improve signage and parking for patients of visitors with varied needs, review and comment on our facility upgrade plans, and bringing forward the voice of the community on needs for patient advocacy. The council also dedicated a significant amount of time to planning and hosting the "Have the Conversation" end of life event, which was so popular that it was oversubscribed and will require scheduling a second session to meet demand.
- Finally, the Hospital puts this community benefits report online via its website where community members and others interested in our work and our progress are able to provide comments and feedback to help guide our efforts.

Barriers to Healthy Lifestyles

Looking at all of these health indicators and the community programs BID-Plymouth supports, the 2013 assessment indicated a number of infrastructure barriers to healthy lifestyles. Addressing these barriers will have the greatest impact on large-scale efforts to improve behavior change within our community:

- Lack of safe places for outdoor activity, lack of motivation to exercise
- High cost of healthy food
- Limited transportation options
- Limited primary care services
- Lack of providers who take MassHealth
- Limited mental health & substance abuse services
- Poor coordination & communication among providers and community agencies

Consultants/Other Organizations

Not Specified

Data Sources

Community Focus Groups, Hospital, Consumer Group, Interviews, MassCHIP, CHNA

Select Community Benefits Programs

Healthy Plymouth Initiative

Brief Description or Objective	BID-Plymouth, with the Town of Plymouth and Plymouth Public Schools, has brought together more than 60 community partners—from city officials to local farmers—to envision and build a more health-sustaining community, where the healthy choice is the easy choice.
Program Type	Community Education,Community Health Needs Assessment,Community Participation/Capacity Building Initiative,Outreach to Underserved,Prevention,School/Health Center Partnership
Target Population	<ul style="list-style-type: none">• Regions Served: County-Plymouth

- **Health Indicator:** Other: Cancer, Other: Cardiac Disease, Other: Diabetes, Other: Nutrition, Other: Pulmonary Disease/Tuberculosis, Overweight and Obesity
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description	Goal Status
Opioid and Substance Abuse Initiatives: Reducing the number of opioid drugs in circulation in the Plymouth Community.	The MHA’s 9 best practices for managing opioid prescriptions were implemented. Opioid prescriptions continue to drop in the ED. A hospital drop box collected 456 gal. of unused medications in FY2016.
Opioid and Substance Abuse Initiatives: Providing increased community support and education.	The hospital held substance abuse support groups and collaborated with Plymouth Youth Development Collaborative to help addicts and families cope. 500 students met with 34 local organizations for internships and employment in a prevention program.
School nutrition: Improving nutritional quality of foods and beverages in local schools.	Provided nutrition education to 1300 children in grades 1- 4, 500 preschoolers in underserved areas, and 600+ parents with Massachusetts Head Start. Educated 21 school lunch servers to act as nutrition coaches for students.
Healthy Eating: Supporting the accessibility of healthy food choices in the community Objective: Increasing nutrition awareness and making healthy food choices easily accessible	To support healthy eating on a budget we supplied cookbooks, 1400 recipe cards and several food demonstrations throughout the Plymouth community. Other educational opportunities included label reading, nutrition across the lifespan, heart healthy eating and healthy snacking.
Internal Wellness: Supporting the health and wellbeing of the hospital community Objective: Support staff wellness and model healthy living as an organization and as individuals for the community	Programs include a healthy vending project, healthy cafeteria options, a healthy sandwich contest, Biggest Loser, Holiday One Pound Challenge and Couch to 5K. The hospital coordinated food demonstrations for hospital employees as well as a food drive for local food pantries that provided healthy options to the underserved.
Healthy Market Initiative: Improve nutrient consumption	Four Plymouth area markets participate in the healthy

by increasing access to healthy, affordable foods by all residents, especially those with low socioeconomic status.

market program, actively promoting healthy choices to their shoppers including one in an underserved area - Plymouth Area Food Coalition's food pantry.

Active Living: Objective: Facilitate increases in physical activity and collaborate to establish evidence-based, replicable program linking physical activity and neurological wellness

Collaboration with Reebok Foundation Building Our Kids' Success (BOKS) Program brought a before-school physical activity program that builds on our community-wide wellness programs into Plymouth schools in FY2016.

Partners

Partner

Partner Name, Description	Partner Web Address
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Town of Plymouth	http://www.plymouth-ma.gov/
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Plymouth Public Schools	http://www.plymouth.k12.ma.us/
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Massachusetts Department of Public Health	http://www.mass.gov/eohhs/gov/departments/dph/
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Contact Information

Andrea Holleran, VP of Strategic Planning & External Affairs BID-Plymouth, 275 Sandwich St, Plymouth, MA 02360 (508) 830-2029, aholleran@bidplymouth.org

Detailed Description

[Download/View Attachment](#) (85.67 KB)
File Name: Healthy Plymouth Initiative.pdf

ACCESS Program

Brief Description or Objective

ACCESS (AIDS Comprehensive Care, Education & Support Services Program) provides medical care, education, support, and Medical Case Management to people with HIV/AIDS and their families. In addition to patient care, the program offers HIV education to the community. Free and anonymous HIV testing is also available.

Program Type

Direct Services

Target Population

- **Regions Served:** County-Plymouth
- **Health Indicator:** Other: HIV/AIDS
- **Sex:** All
- **Age Group:** Adult
- **Ethnic Group:** All
- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations

Goal Description

To enroll at least 5 clients into care during the grant year.

To provide comprehensive medical care to our clients.

Goal Status

We enrolled 14 new clients.

We met or exceeded clinical indicators established during the year through our Continuous Quality Management Program.

Partners

Partner Name, Description	Partner Web Address
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AIDS Bureau of the U. S. Health Resources and Services Administration (HRSA)	http://hab.hrsa.gov
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Contact Information	Ruth Cooper, RN, Program Director, (508) 732-8981. For free anonymous counseling and testing, please contact Ashley Frazier at (508) 732-8982 or afrazier@jordanhospital.org , rcooper@jordanhospital.org
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Detailed Description	Download/View Attachment (70.47 KB) File Name: Access Program.pdf
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BID-Plymouth Physician Speaking Program

Brief Description or Objective	Beth Israel Deaconess Hospital-Plymouth professionals, from physicians to dieticians, offer a range of programs to community residents. The Hospital's recent community needs assessment instructs program educational content. During 2016, BID-Plymouth offered seminars focused on managing lower back pain, treatment of varicose veins and back pain—when to worry and when to work through it.
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Program Type	Community Education
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Target Population	<ul style="list-style-type: none">• Regions Served: County-Plymouth• Health Indicator: Other: Arthritis, Other: Cancer, Other: Cancer - Prostate, Other: Cardiac Disease, Other: Diabetes, Other: Elder Care, Other: Nutrition, Other: Osteoporosis/Menopause, Other: Safety - Sports, Physical Activity• Sex: All• Age Group: Adult• Ethnic Group: All• Language: English
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Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
To educate the communities we serve about relevant healthcare issues and topics to help them better make important healthcare decisions for themselves and their family.	The educational speaker series continues to meet its goals of educating the people in the communities we serve on a variety of relevant healthcare topics.

Partners

Partner Name, Description	Partner Web Address
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Not Specified	
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Contact Information	All HouseCalls events are FREE and open to the public. Pre-registration is required. Register at 508-210-5911.,
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Detailed Description	Download/View Attachment (78.29 KB) File Name: BID-Plymouth Physician Speaking Program.pdf
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Cancer Patient Support Program

Brief Description or Objective	The Cancer Patient Support program identifies cancer patients with extreme emotional and financial hardship and matches them with counseling and financial support when possible. This program is free to cancer patients whenever sources of support are available.
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Program Type	Direct Services
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Target Population	<ul style="list-style-type: none">• Regions Served: County-Plymouth• Health Indicator: Other: Cancer• Sex: All
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- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations

Goal Description

Goal Status

Continue to reach out and evaluate patients and families in need.

The center continues to work with Philanthropy to distribute donated funds. We also access other groups for financial support, i.e. The Ellie fund, Joe Andruzzi Foundation, The CABBIES Foundation, and Cancer Care.org We offer free women’s health screenings every other month that include pap smear and mammogram.

To conduct screenings and community education.

Our night of free skin and sun awareness screening saw 100 patients in one evening. Our annual Cancer Survivors Day celebration had 400+ attendees. We also offer weekly survivor support groups and mentor programs.

To evaluate the factors of distress in our patient population and review services available to meet the needs of this group.

Partnering with ACS, we hold monthly Look Good, Feel Better, as well as mentoring, educational tools, Road to Recovery and participation in Relay for Life. The Cancer Center sponsors Beat Cancer Boot Camp, a weekly yoga class and writing groups.

Partners

Partner Name, Description

Partner Web Address

Foundations and individual donors as well as support groups.

Contact Information

Lesley Cunningham RN, OCN, Director, Cancer Services, lcunningham@bidplymouth.org

Detailed Description

[Download/View Attachment](#)(71.99 KB)
File Name: Cancer Patient Support Program.pdf

Pediatric Palliative Care

Brief Description or Objective

The Fragile Footprints Pediatric Palliative Care Program is part of the Massachusetts Pediatric Care Network administered by the Massachusetts Dept. of Public Health, Division for Perinatal, Early Childhood and Special Health Needs. The program provides medical case management and support to medically fragile children and their families.

Program Type

Direct Services

Target Population

- **Regions Served:** County-Barnstable, County-Dukes, County-Plymouth
- **Health Indicator:** Other: Bereavement, Other: Child Care, Other: Hospice
- **Sex:** All
- **Age Group:** Adult-Young, All Children
- **Ethnic Group:** All

- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations

Goal Description	Goal Status
Increase outreach to eligible families.	The number of families served by the program remained capped in 2016 and the program maintained a waiting list of 33 families due to financial limitations. The goal is to seek additional funds from the legislature and make it an entitlement in FY'18.
Expand scope of services to increase music therapy and aroma touch for very young and significantly impaired population and their caregivers.	In addition to our contracts with South Shore Conservatory, and Sound Journey, a certified music therapist is available for group and individual in-home music therapy. We added a certified aroma therapist RN to provide relaxation to adults and children.
Expand community collaborations to make family and group programs more accessible throughout our service area.	Exploration is ongoing to partner with a local non-profit to create a handicapped accessible "respite" home for use by our families who are unable to take family vacations due to the needs of their seriously ill child.

Partners

Partner Name, Description **Partner Web Address**

Massachusetts Department of Public Health
<http://www.mass.gov/eohhs/gov/departments/dph/>
 Pediatric Palliative Care Network www.mass.gov/ppcn

Contact Information Deborah Dolaway, LICSW. Administrator, Cranberry Hospice & Palliative Care, 36 Cordage Park Circle, Plymouth. 508-746-0215 , ddolaway@bidplymouth.org

Detailed Description [Download/View Attachment](#)(71.24 KB)
 File Name: Pediatric Palliative Care.pdf

Expenditures

Program Type	Estimated Total Expenditures for FY2016	Approved Program Budget for 2016
Community Benefits Programs	Direct Expenses \$960,395 Associated Expenses \$142,301	\$2,381,532 *Excluding expenditures

	Determination of Need Expenditures	\$27,385	that cannot be projected at the time of the report.
	Employee Volunteerism	\$11,335	
	Other Leveraged Resources	\$3,157,710	
Net Charity Care	HSN Assessment	\$1,497,157	
	HSN Denied Claims	\$0	
	Free/Discount Care	\$1,388,611	
	Total Net Charity Care	\$2,885,768	
Corporate Sponsorships		\$61,997	
	Total Expenditures	\$7,246,891	
Total Patient Care-Related Expenses for FY2016			\$225,309,929
Comments: None			

Optional Information

Expenditures	Amount	
Community Service Programs	Direct Expenses	Not Specified
	Associated Expenses	Not Specified
	Determination of Need Expenditures	Not Specified
	Employee Volunteerism	Not Specified
	Other Leveraged Resources	Not Specified
Total Community Service Programs		Not Specified

Bad Debt:	\$4,703,876	Certified
IRS 990:	\$13,394,834	2015