

Heywood Hospital - FY2017

Community Benefits Mission Statement

Heywood Hospital is dedicated to the community benefit goals of improving the health status of our community, addressing the special health needs of the underserved and collaboration with others to enhance quality and contain the growth of community healthcare costs.

Target Populations

Name of Target Population

Committed to addressing health disparities that exist in our region and improving access to care for populations adversely affected by social determinants of health especially populations living in poverty, ethnic and linguistic minorities, disadvantaged youth, veterans, and elders and their caregivers. Priority Health Issues identified are Mental Health and Substance Abuse; Suicide Prevention; Chronic Disease and related risk factors; Nutrition Issues including Obesity and food insecurity.

Basis for Selection

2015 Community Health Needs Assessment quantitative and qualitative data

Publication of Target Populations

Marketing Collateral, Website

Hospital/HMO Web Page Publicizing Target Pop.

www.heywood.org

Key Accomplishments of Reporting Year

- Provided nutrition education to 142 individuals through cooking classes and interactive presentations promoting wellness and managing chronic disease with good nutrition.
- Robust partnership with the Gardner and Ashburnham-Westminster schools offering nutrition education and physical activities to over 151 elementary students and provided food assistance to 220 low-income and at-risk youth through a weekend backpack food program.
- Provided health information about heart disease and diabetes to over 125 individuals by participating in community health fairs and events reaching vulnerable populations.
- Offered wellness instruction and self-care techniques to 705 individuals to manage symptoms associated with having cancer, chronic conditions, and mental health and/or substance use.
- Lead several multi-sector coalitions and actively participated on community boards and committees to collaboratively address community health needs and gaps in services.
- Provided health and financial insurance information and enrollment

assistance to 5,026 individuals reducing financial barriers to accessing healthcare.

- Offered free psychosocial support to 58 community members looking for information and referrals on issues related to housing, food, transportation, behavioral and substance abuse.
- Assisted and paid for legal services for 25 patients who did not have the means to pay.
- Assisted 122 patients with transportation and as a result were able to follow up with their healthcare and prevented missed appointments.
- Provided 1171 hours of mentorship to 315 students pursuing careers in healthcare.
- Distributed \$127,000 grants to 25 local organizations that provide programs in line with the hospital's community benefit areas of focus and reach the targeted population.

Plans for Next Reporting Year

In 2018, Heywood is in the process of conducting a comprehensive community health needs assessment (CHNA) to be completed by September 2018. Heywood Hospital remains committed to addressing health disparities and the health needs of our region. A focus of the health assessment is to understand the needs of vulnerable populations (low-income individuals and families, school children, elderly, minority, veterans, and the disabled) and to identify and prioritize health issues and related socio-economic determinants of health. Our community benefits programming will focus on these needs identified and improving access to care and health outcomes.

Community Benefits Process

Select Community Benefits Process

Community Benefits Leadership/Team

Heywood Hospital's community benefit leadership team is a 13 member Community Investment Committee (CIC), comprised of internal hospital leaders, community members, CHNA 9, and external stakeholders representing the minority community, schools, and local businesses. Meetings are staffed by the VP of External Affairs.

The Community Health Needs Assessment and related Community Benefit Plan goals and activities are shared with the Board of Trustees for approval.

Community Benefits Team Meetings

Formal Meetings of the CIC are held quarterly. Periodic meetings are held between the Community Benefits Manager and the program leads. Updates are provided at the Hospital's senior leadership meetings with feedback incorporated for program expansion and improvement. Members of the management team actively participate in various community agency boards, coalitions, and committees, which assists in identifying community needs and facilitates new ideas and community collaborations to address the issues.

Community Partners

Heywood's approach to Community Benefits is to actively participate in and collaborate with cross-sector coalitions, healthcare and behavioral health providers, community, and faith-based organizations and businesses to develop and implement our plan, goals, and strategies. Partners include: CHNA9; Gardner Area Interagency Team (GAIT); Suicide Prevention Task Force; Regional Behavioral Health Collaborative; North Central MA Minority Coalition; Health Disparities Collaborative; Community Health Connections FQHC; GVNA Healthcare; Community Health Link; LUK, Inc; AED Foundation; SHINE Initiative; Gardner Community Action Team (GCAT); Montachusett Opioid Prevention Coalition (MOPC); Greater Gardner Religious Council; Unitarian Church; Gardner CAC; HOPE House; Peoples Place Tobacco Cessation Group; Greater Gardner School to Career Partnership, Inc; Gardner, Ashburnham, Narragansett, Winchendon and Westminster Public School Districts; Montachusett Vocational Technical High School; The Winchendon School; Mount Wachusett Community College; Fitchburg State University; Framingham State University; University of New Hampshire; Bates College; Gardner Rotary Club; Greater Gardner and North Central MA Chamber of Commerce; Fitchburg and Gardner Housing Authority; Employment Links, Inc; United Way of North Central MA; Hannaford and TOPS Supermarkets; Gardner News.

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

During 2015 an updated Community Health Assessment of North Central MA (CHA) was conducted, including the greater Gardner area served by Heywood Hospital. The assessment report was released in 2015 and Hospital staff and community partners presented the findings at various venues to community members, stakeholders, and partners. Hospital staff, community partners, and the community benefit's leadership team analyzed the data and identified priority areas and developed a board approved implementation strategy to address the needs. The Assessment and Implementation Plan are posted on the hospital's website at www.heywoodhospital.org. The CHNA 9, Athol Hospital, Heywood Hospital, and Health Alliance Hospital have developed a Community Health Improvement Plan (CHIP) in response to the CHA. Four areas were prioritized based on CHA data. The priority areas include: 1) Healthy Eating and Active Living based on high rates of diabetes, heart disease, and obesity; 2) Individuals and Families in Healthy and Safe Relationships based on high rates of domestic violence and child abuse/neglect; 3) Behavioral Health and Substance Abuse based on high rates of smoking, alcohol, and opioid abuse and on ongoing shortage of beds/services for behavioral health; 4) Transportation and Access based on qualitative data showing transportation as a major barrier to accessing health care, jobs, social services, and healthy food. The CHIP aligns with the hospital efforts and with other work being done in the region, leverages cross-sector resources and expertise in the community, and maximizes the impact on improving population health. The targeted population and priority areas of Heywood Hospital's 2016-2018 Community Benefit plan fits within this larger community context.

Consultants/Other Organizations

Health Assessment partners include Heywood Healthcare (Athol and Heywood Hospitals), Health Alliance Hospital, Community Health Connections FQHC, The Joint Coalition on Health, and the Montachusett Public Health Network. The Center for Health IMPACT (formerly known as the Central Mass. AHEC) was subcontracted with for the

quantitative and qualitative data analysis and to prepare the report.

Data Sources

Community Focus Groups, Hospital, Consumer Group, Interviews, MassCHIP, Public Health Personnel, CHNA

Select Community Benefits Programs

Nutrition Services

Brief Description or Objective Nutrition education focuses on helping individuals understand the role of good nutrition in the prevention and management of chronic conditions. Community educational events include cooking classes, presentations and information designed to give participants the tools to make healthy nutrition choices.

Program Type Community Education

Target Population

- **Regions Served:** Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon
- **Health Indicator:** Other: Cardiac Disease, Other: Diabetes, Other: Hypertension, Other: Nutrition
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description	Goal Status
Not Specified	

Partners

Partner Name, Description	Partner Web Address
Hannaford Supermarket, Gardner, MA	http://www.hannaford.com/
Gardner Senior Center	http://www.gardner-ma.gov/307/Senior-Center

Contact Information Denise Foresman Nutrition Services Manager 242 Green St. Gardner, MA 01440, denise.foresman@heywoodhospital.org

Detailed Description Not Specified

Nutrition Services- School Partnership

Brief Description or Objective : In conjunction with area schools, programs are designed to help enrich student's wellness curriculum and foster good health in and out of school time. Programs incorporate physical activity and nutrition education as well as supplementing low-income, at-risk students with food on the weekend.

Program Type School/Health Center Partnership

Target Population

- **Regions Served:** Ashburnham, Gardner
- **Health Indicator:** Other: Nutrition, Overweight and Obesity, Physical Activity
- **Sex:** All
- **Age Group:** Child-Preschool, Child-Primary School
- **Ethnic Group:** All
- **Language:** All

Goals**Statewide Priority:** Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description	Goal Status
Not Specified	

Partners

Partner Name, Description	Partner Web Address
Gardner Public Schools	http://www.gardnerk12.org/
Ashburnham Westminster School District	https://www.awrsd.org/

Contact Information	Denise Foresman Nutrition Services Manager Dawn Casavant VP External Affairs 242 Green St. Gardner, MA 01440, denise.foresman@heywoodhospital.org dawn.casavant@heywoodhospital.org
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Detailed Description	Not Specified
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Chronic Disease- Community Education

Brief Description or Objective	Participation at community events and health fairs hosted by partner organizations such as schools, senior centers where targeted populations are served. Different hospital departments offer education on a variety of health and wellness topics.
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Program Type	Community Education, Outreach to Underserved
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Target Population	<ul style="list-style-type: none"> • Regions Served: Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon • Health Indicator: Other: Cardiac Disease, Other: Diabetes, Other: Hypertension, Other: Nutrition, Overweight and Obesity • Sex: All • Age Group: Adult, Adult-Elder, Adult-Young • Ethnic Group: All • Language: All
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Goals**Statewide Priority:** Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
Not Specified	

Partners

Partner Name, Description	Partner Web Address
Mount Wachusett Community College	http://mwcc.edu/
Gardner Senior Center	http://www.gardner-ma.gov/307/Senior-Center

Contact Information	Denise Foresman Nutrition Services Manager 242 Green St. Gardner, MA 01440, denise.foresman@heywoodhospital.org
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Detailed Description	Not Specified
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Behavioral Health and Social Determinants of Health

Brief Description or Objective	Heywood Hospital leads several coalitions that include bringing together multi-sector partners in the planning and implementation of strategies to reduce identified health needs and gaps in services. Additionally hospital staff actively participates in an
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Program Type	Community Participation/Capacity Building Initiative
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Target Population	<ul style="list-style-type: none"> • Regions Served: Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon
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- **Health Indicator:** Access to Health Care, All
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations, Supporting Healthcare Reform

Goal Description	Goal Status
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Not Specified

Partners

Partner Name, Description	Partner Web Address
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North Central MA
 Minority Coalition to
 build community
 knowledge,
 understanding and
 awareness of health
 disparities, as well as
 addressing prevention-
 based social
 determinants of health.

<http://www.theminoritycoalition.org/>

Health Disparities
 Collaborative This
 group includes Athol,
 Clinton, Health
 Alliance, Heywood
 Hospital, Nashoba
 Hospitals' Community
 Health Connections-
 Gardner, Fitchburg and
 Leominster, and other
 Health and Human
 Service agencies
 attempting to work on
 the social determinants
 of health to reduce
 disparities to our most
 vulnerable populations.

Greater Gardner
 Religious Council The
 Greater Gardner
 Religious Council
 brings together area
 clergy from the
 surrounding towns
 together to network
 monthly and work on
 those issues identified as
 community needs and/or
 opportunities for growth.

House of Peace and
 Education (HOPE) works
 directly in the
 community to provide
 underserved populations
 of women and children

<http://www.hopegardner.org/>

OF WOMEN AND CHILDREN

with a safe place to explore their talents, learn new skills, and succeed.

Gardner Rotary Club <http://gardnerrotary.org/>

Community Health <http://chcfhc.org/>

Connections federally qualified health centers with locations in Gardner, Fitchburg and Leominster providing medical, behavioral and dental services.

SHINE initiative leading community efforts to recognize mental illness in children and young adults as a mainstream health issue. <http://www.shineinitiative.org/>

Contact Information Barbara Nealon Director of Social Services Dawn Casavant VP External Affairs 242 Green St Gardner, MA 01440, Barbara.nealon@heywood.org dawn.casavant@heywood.org

Detailed Description Not Specified

Social Determinants of Health- Access to Health Care and Community Services

Brief Description or Objective Provide psychosocial supports for individuals and families to address needs and overcome barriers. Direct support includes health coverage enrollments; transportation; legal services; and information and referral.

Program Type Direct Services

Target Population

- **Regions Served:** Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon
- **Health Indicator:** Other: Uninsured/Underinsured
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Supporting Healthcare Reform

Goal Description **Goal Status**

Not Specified

Partners

Partner Name, Description **Partner Web Address**

Not Specified

Contact Information Terry Hibbert Director Patient Financial Services Barbara Nealon Director of Social Services 242 Green St Gardner, MA 01440, Barbara.nealon@heywood.org terry.hibbert@heywood.org

Detailed Description Not Specified

Social Determinants- Career Development

Brief Description or Objective Heywood Hospital provides opportunities for high school and college students to gain experiences in various departments across the hospital. Students are exposed to different aspects of healthcare which serves two different purposes: to help educate young adults on current health issues and to allow participants to explore different career options, which further

supports Heywood Hospitals efforts to improve local socio-economic factors and to increase the availability of trained health care workforce.

Program Type Mentorship/Career Training/Internship

Target Population

- **Regions Served:** Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:** All
- **Age Group:** Adult-Young, Child-Teen
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Supporting Healthcare Reform

Goal Description	Goal Status
Not Specified	

Partners

Partner Name, Description	Partner Web Address
Narragansett Regional School District	http://www.nrsd.org/
Ashburnham Westminster School District	https://www.awrsd.org/
Quinnsigamond Community College	http://www.qcc.edu/
Monty Tech Vocational High School	http://www.montytech.net/
Mount Wachusett Community College	http://mwcc.edu/
Fitchburg State University	http://www.fitchburgstate.edu/
Framingham State University	https://www.framingham.edu/
University of New Hampshire	http://www.unh.edu/
Bates College	http://www.bates.edu/

Contact Information Dayna Gioraud Director Professional Practice and Patient Experience 242 Green St Gardner, MA 01440, dayna.gioraud@heywood.org

Detailed Description Not Specified

Grants- Community Investment

Brief Description or Objective Grants provided to local organizations to fund programs that are in line with the hospital's community benefit areas of focus and targeted population. 25 grants totaling \$127,000 supported projects that addressed mental health and substance abuse, diabetes prevention, nutrition, access to care, youth development, and social determinants.

Program Type Grant/Donation/Foundation/Scholarship

Target Population

- **Regions Served:** Ashburnham, Athol, Erving, Gardner, Hubbardston, New Salem, Orange, Petersham, Phillipston, Royalston, Templeton, Warwick, Wendell, Westminster, Winchendon
- **Health Indicator:** Access to Health Care, Mental Health, Other: Alcohol and Substance Abuse, Other: Nutrition, Other: Stress Management, Substance Abuse
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description **Goal Status**

Not Specified

Partners

Partner

Name, Partner Web Address

Description

AED <http://aedfoundationinc.org>
Foundation

Athol <http://ymcaathol.org/>
YMCA

GAAMHA <http://www.gaamha.com/>

Gardner <http://www.gardnerk12.org/>
Public
Schools

House of <http://www.hopegardner.org/>
Peace and
Education
(HOPE)

National <http://www.nami.org/>
Alliance for
Mental
Illness

North <http://www.nqcc.org/>
Quabbin
Community
Coalition

North <https://www.nqccitizenadvocacy.org/>
Quabbin
Citizen's
Advocacy

North <https://quabbinmediation.org/>
Quabbin
Mediation
Services

The <http://www.theminoritycoalition.org/>
Minority
Coalition

The <http://www.thepeoplesplaceofgardner.org/index.html>
Peoples
Place

CHNA 9 <http://www.chna9.com/index.html>

Contact Information

fioqf49gjkf0dDawn Casavant VP Esternal Affairs 242 Green St Gardner, MA 01440,
dawn.casavant@heywood.org

Detailed Description

Not Specified

Wellness- Mental Health and Substance Use

Brief Description or Objective

: Education provided to the community on recognizing signs and symptom of suicide crisis and substance use and how to respond. Self-care techniques provided for individuals suffering mental health and substance abuse disorders.

Program Type

Community Education,Direct Services

Target Population

- **Regions Served:** Not Specified
- **Health Indicator:** Not Specified
- **Sex:** Not Specified

- **Sex:** Not Specified
- **Age Group:** Not Specified
- **Ethnic Group:** Not Specified
- **Language:** Not Specified

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description **Goal Status**
 Not Specified

Partners

Partner Name, Description **Partner Web Address**
 Not Specified

Contact Information Not Specified

Detailed Description Not Specified

Expenditures

Program Type	Estimated Total Expenditures for FY2017	Approved Program Budget for 2017
Community Benefits Programs	Direct Expenses \$1,847,457 Associated Expenses \$3,297 Determination of Need Expenditures \$156,414 Employee Volunteerism Not Specified Other Leveraged Resources \$165,922	\$250,000 *Excluding expenditures that cannot be projected at the time of the report.
Net Charity Care	HSN Assessment \$1,652,108 HSN Denied Claims Not Specified Free/Discount Care \$497,374 Total Net Charity Care \$2,149,482	
Corporate Sponsorships	\$56,379	
	Total Expenditures \$4,378,951	
Total Patient Care-Related Expenses for FY2017		\$109,334,305
Comments: None		

Optional Information

Expenditures	Amount
Community Service Programs	Direct Expenses Not Specified Associated Expenses Not Specified Determination of Need Not Specified

Expenditures	
Employee	Not Specified
Volunteerism	
Other Leveraged	Not Specified
Resources	

Total Community Service Programs

Not Specified

Bad Debt:

Not Specified	Not Specified
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IRS 990:

Not Specified
