

**2017 Signature Healthcare Brockton Hospital
Community Benefits Report:**

October 1, 2016– September 30, 2017

I. Mission Statement

Summary

Signature Healthcare Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving more than 460,000 residents in more than 20 southeastern Massachusetts communities. Our mission is to be the leading community based healthcare delivery system in Southeastern Massachusetts, providing the full range of primary care, specialty care, hospital care and related ancillary services on a coordinated basis. Signature Healthcare physicians and Signature Healthcare Brockton Hospital strive to be recognized as the “providers of choice” by staff, patients and the community. Signature Healthcare is guided by these principles:

- Take a leadership role in assessing the health care needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for all patients and, in particular, the underserved and disadvantaged populations.
- Develop new services and programs, and participate in alternative delivery and regional health care systems to respond to community need and enhance access to care.
- Participate in the education of health care professionals to enhance the Hospital’s access to medical expertise and to assure the most up-to-date approaches for providing care.
- Commit to an electronic medical record environment aimed at (i) reducing medical errors with more accurate and timely information for providers, (ii) enhancing physician productivity and job satisfaction, (iii) responding to consumer requests for electronic communication.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost effective and fiscally sound.

Part of Signature Healthcare Brockton Hospital’s community focus, and indeed the very core of our mission, is to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life, regardless of their ability to pay.

Approval of Governing Body

Signature Healthcare Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service. The Board of Trustees sets and approves the overall direction and goals of the Hospital, meeting monthly to review plans and progress on all projects that further the Hospital’s mission of service and care.

II. Internal Oversight and Management of Community Benefits Program

Management Structure

Each year the Signature Healthcare Brockton Hospital Board of Trustees reviews and considers the health needs of the community and goals are set for impacting community health. Progress is monitored monthly and a formal presentation of progress is offered to the Board of Trustees by the CEO annually.

Developing our annual community benefits plan is a process based on analysis of the many health care needs facing those who live in southeastern Massachusetts. Input is gathered from diverse sources including the Department of Public Health Status Indicators, internal utilization reports, public schools, church groups and the Community Health Network Area (CHNA).

From this work comes a community benefits plan with a comprehensive picture of service and needs in the Brockton area. This data was collected by various organizations in the community, one being Signature Healthcare. The report was compiled by the Stoughton Youth Commission, which provides Technical Assistance and Coordination to the Greater Brockton CHNA.

Method of Sharing Information about Status and Success of Community Benefits Mission/Programs with Staff at all Levels of the Institution

The Signature Healthcare Brockton Hospital Marketing/Public Affairs Department publicizes community benefit success stories and accomplishments internally and externally. A weekly e-newsletter sent to all associates alerts the Signature Healthcare organization to community activities and opportunities, and the website adds further detail. The Department also informs the media of newsworthy community benefit accomplishments. Press releases, community presentations and other communication vehicles include community benefit information as appropriate.

The Human Resources Department uses recruitment materials and job fairs to reinforce Signature Healthcare Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the overall health and well-being of the community.

III. Community Health Needs Assessment

Process, Including Participants, and Information Sources

Collaboration and partnerships are critical to the success of the Community Benefits process of assessing and addressing community needs. In order to build a healthier community, Signature Healthcare Brockton Hospital continues to collaborate with and support numerous organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups.

After reviewing the available data, the Hospital continued to focus on three key community benefit priorities for Fiscal 2017: Nutrition, Diabetes and Substance Abuse.

Summary of Findings

The summary of findings for our community health needs assessment concerning Nutrition and Diabetes point to a continual need for education in the community. Data shows that students in all districts of CHNA 22, which includes Brockton, have obesity rates over 25% while 59% of adults are obese. This assessment reviewed the latest data, and included information from key informant interviews and focus groups. Individuals discussed barriers they face when trying to lead a healthy lifestyle, including a lack of education and understanding of how to shop in a healthy manner, how to prepare produce properly and what is the appropriate portion size. A repeat issue from our 2010 assessment arose concerning physical activity, where people have safety concerns such as lack of sidewalks and poor lighting that deters them from being active.

IV. Community Participation

Process, Mechanism and Identification of Community Participants

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Signature Healthcare Brockton Hospital's community benefits process analyzes needs, sets priorities and works toward successfully completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure that community and hospital leaders are gaining on issues and avoiding duplicative efforts.

In assessing needs, determining priorities and implementing solutions, Signature Healthcare Brockton Hospital has collaborated with a number of community groups and organizations over the years. They include:

- American Cancer Society
- Boys and Girls Club
- Brockton Area Multi Service, Inc. (BAMSI)
- Brockton Family and Community Resources
- Brockton Public Schools
- Brockton Visiting Nurses Association
- Brockton's Promise, Healthy Start Team
- Cape Verdean Association
- Catholic Charities
- City of Brockton Health Department
- City of Brockton Mayor's Office
- Greater Brockton Health Alliance (GBHA, CHNA 22)
- Prevention and Wellness Network (CHNA 24)
- HelpLine
- Mainspring House
- Massachusetts Society for the Prevention of Child Cruelty
- My Brother's Keeper
- Plymouth Country District Attorney's Office
- REACH (Racial and Ethnic Approaches to Community Health)
- Self Help
- The Prevention Center
- Woman Infants Children Programming (WIC)
- Old Colony YMCA (Brockton, East Bridgewater, Easton, Middleboro, Stoughton)

and Taunton)

V. Community Benefits Plan

Nutrition & Diabetes

Because health statistics identified Nutrition and diabetes as a major issue in our community, the hospital's community benefits focus continued with efforts to combat nutrition and diabetes by offering educational tools to individuals in need. Our target population was community-wide and our priorities included educational tools, exercise classes, and screenings. As part of the Community Health Needs assessment we found individuals considered exercising in the community to be unsafe and expensive, had trouble affording healthy food, and faced challenges with preparing meals properly.

Short-term strategy:

Based on the findings in the Community Health Needs Assessment, Signature Healthcare continued its Wellness program -with many elements. These include free exercise classes, free health screenings, healthy cooking demonstrations, and free healthy recipes. Signature Healthcare offers free Zumba classes to the community and employees every Wednesday evening from 5-6pm, to combat cost and safety concerns cited as reasons for a sedentary community. These classes, attended by 20-30 people weekly, are well received. The program is in its 6th year and continues to thrive. In FY 16, we added yoga to our exercise program, so the community can now take advantage of two free exercise classes per week. Massasoit Community College hosts the classes, providing additional space and affording the opportunity to faculty, staff and students from the college to attend.

In January 2015, Signature Healthcare began working with the local "Blessings in a Backpack" program after a meeting with School committee members and staff of the Kennedy School. Blessings in a Backpack have a high number of students on the free and reduced breakfast and lunch program at the school and wanted to ensure these same students had healthy food for the weekends as well. Signature Healthcare worked with Sodexo, our food services provider, to put together meals for the 60 students at the Kennedy School. Each weekend, these children are provided nutritious food to take home such as soups, fresh fruit and healthy grains. Signature Healthcare is now in its third year of working with this program and will continue to help expand to other children in our community.

On many occasions throughout fiscal 2017, Signature Healthcare staff members offered nutrition information and hands on activities to the community. One major event was the "Health & Wellness Expo." This event had many components including: free screenings for vascular and metabolic disease; a healthy cooking demonstration; healthy recipes; and an area where Signature and community partners highlighted Nutrition & Diabetes services. There was an exercise area with African Dance and Zumba for adults and an obstacle course for children provided by the Easton Children's Museum. Several opportunities for "Walk with a Doc" were available throughout the morning giving walkers the opportunity to ask Signature Healthcare providers a variety of questions while exercising. This event was a great success with over 250 people in attendance and over 100 of those screened.

Signature Healthcare continues to be part of a larger community wide “Brockton Knocks Down Diabetes” (BKDD) initiative, for the past five years, kicking it off with the Health & Wellness Expo, and then providing clinicians when needed, assisting with coordination and staffing for various events, and offering classes throughout the week. BKDD is a weeklong initiative to provide education and awareness around Diabetes. Numerous local partners participate in this event including the Old Colony YMCA, Harbor One, Brockton VNA and the American Diabetes Association. This group worked diligently on creating programming the community will find beneficial. Activities planned include educational presentations as well as fitness classes. One goal for the coming year is to bring the latest in diabetes care to the South Shore area through a diabetes symposium for local physicians, social workers, nurses and nutritionists.

In the summer of 2016 Signature Healthcare began working with the Summer Meals Program, specifically at Hillside Village, a low income family housing residence in Brockton. The Summer Meals program provides lunches Monday through Friday at various locations throughout the city including low income housing facilities, parks and churches. In addition to the food support, Signature Healthcare food services staff began holding workshops at Hillside Village to educate the children on proper nutrition. The staff developed an engaging curriculum for the children where they learned things such as Proper Hydration and Importance of Choosing Healthy Foods. This is an ongoing program where periodic workshops are held for the children.

Substance Use

Data found in our past few Community Health Needs Assessments, shows growth pertaining to Substance Use. From 2012 through 2015 overdose deaths have continued to increase. In 2012 there were a state total of 668 deaths and that number jumped in 2015 to 1,379. As part of our Community Health Needs Assessment, focus groups and key informant interviews were held. One key informant states “The opioid epidemic is frightening. There was always stigma around drug addicts and now it’s everywhere, it does not matter your social or economic status it hits everybody. We need to identify those issues and needs while we have students with us to hopefully prevent things happening once they leave the district.”

Short-term strategy:

Signature Healthcare pediatrics offices are reviewing educational materials provided by the Brockton Area Prevention Collaborative. The data shows education is needed prior to high school; so we’re providing educational tools to patients when they come in for their annual physicals starting at age 11.

In June 2017, Signature Healthcare worked with EB Hope, a local substance abuse coalition on hosting an event at the East Bridgewater YMCA. This event was open at no cost to the community to come hear from Dr. Dan Muse, Emergency Department Physician and look through a “Hidden in Plain Sight” demonstration. Hidden in Plain Sight provides parents with clues from a teen’s bedroom to help determine whether their child might be experimenting with or using drugs or alcohol.

Signature Healthcare continues to work with staff from High Point and the Brockton

Area Prevention Collaborative and the Plymouth County Drug Abuse Task Force. The Plymouth County Drug Abuse Task force published a paper in 2017 titled “Would You Prescribe Your Patient Heroin? -- Plymouth County’s Response to the Opioid Crisis”. Dr. Dan Muse and Lisa Harrington, RN from Signature Healthcare’s Emergency Department both authored sections of this paper. Dr. Muse provided the introduction and focused on prescribing practices and recommendations. Lisa focused her efforts on reasons for collecting data, level of data reporting and components of data to be collected.

Through community outreach with local businesses, community groups, and events, hospital staff members were able to educate the community on nutrition, diabetes and substance use in a variety of ways. Signature provided educational tools on diabetes, Healthy Recipes, free exercise classes and opportunities for questions and answers with clinical staff. During FY17, Hospital staff participated in more than twenty-five community events to promote education on the topic of Diabetes, Nutrition, Obesity and Substance Use. The events included:

- BAMSI Wraparound Services “Summer Kickoff” and resource fair
- Emmanuel House – Various presentations given to staff
- Cape Verdean Association – After School Program – Nutrition presentations
- Easton Senior Center – Health & Wellness Expo
- East Bridgewater COA – Monthly Educational Seminar on a variety of topics including Diabetes Education, Nutrition, Joint Health and Breast Cancer Awareness
- West Bridgewater COA – Senior Health & Wellness Expo
- Massasoit Community College – Brockton Campus: Monthly Educational tables for students and faculty
- Haitian Community Partners – Health & Safety Fair
- Metro South Chamber of Commerce, Taste of Metro South Event
- Haitian Pastoral Association – Faith, Fun and Fitness Fair
- Mary Cruise Kennedy Senior Center – “Healthy Eating for the Holidays” by Sandy Ambrose, RD, CDE
- Beacon Communities – The Pines and Chatham West Resident Health Fairs
- Bridgewater Senior Center – Health & Public Safety Expo
- Old Colony YMCA Youth Division Brockton Branch, “Healthy Kids Day”
- Old Colony YMCA Stoughton Branch “Healthy Kids Day”
- Old Colony YMCA– Joan Conkling, RD held multiple workshops on Nutrition for the Livestrong program at the East Bridgewater, Stoughton and Brockton branches.
- Old Colony YMCA Annual Youth Conference
- East Bridgewater COA – Health & Safety Fair
- Summerfest
- Taunton WIC “Celebration of the Young Parent”
- Annual Raynham Community Pride Day
- Randolph Community Health Fair
- South Shore Leadership Conference

VI. Progress Report: Activity during Reporting Year

Major Programs and Initiatives

Signature Healthcare Brockton Hospital is one of the busiest hospitals in the area. In FY17, admissions totaled 11,697 and 992 babies were delivered in the maternity unit. Visits to the hospital's emergency department in 2017 were 60,277. Our Outpatient Departments had 359,044 visits in FY17. Signature Healthcare Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

Medical Home

Signature Healthcare's Signature Medical Group practice sites are part of a medical home program. Our patients have a care team providing them with access to evidence based patient care and education as well as self-management support. The care team starts with the patient and includes their primary care provider, nurses, certified medical assistants and medical receptionists. Other specialists join the care team based on the patient's needs.

Primary Stroke Service

Signature Healthcare Brockton Hospital is a Primary Stroke Service. This designation assures the Hospital is able to provide prompt, high quality care for stroke patients in the region. The service tracks all clinical process measures against Quality Net, established by the Centers for Medicare & Medicaid Services, for reliable healthcare quality data exchange.

SportSmart

SportSmart is a comprehensive full care coordination program, providing services to our surrounding communities, schools and athletes. The program treats the full spectrum of athletic injury, from musculoskeletal/orthopedic to mild traumatic brain injury or concussion. Multiple Emergency and Orthopedic Department physicians have completed traumatic brain injury/concussion education and are Certified ImpACT Consultants [CIC]. Data provided from the ImpACT testing following injury assists in the determination for return to school and activity for affected youth.

Signature Healthcare provided baseline testing to 24 local schools and organizations totaling 4400 baseline tests and 175 post injury tests in 2017. Support from SportSmart staff has increased to the local sport teams as a result of heightened national awareness regarding effects concussions. The program continues to provide educational support to parents, coaches, teachers, and athletic staff.

In our continued commitment to promote the health of our student athletes, Signature Healthcare supported the SportSmart schools with donations of \$60,000 in FY 17. These funds provide funding for injury prevention, education and equipment.

Signature Healthcare's newest SportSmart related venture was initiated in late 2015 providing Signature Healthcare employed Athletic Trainers to area high schools. The program has grown to include Brockton High School, East Bridgewater High School, Randolph High School, Abington High School, Southeastern Regional Vocational Technical High School, South Shore Vocational Technical High school and Holbrook Junior Senior High School. We continue to consult with the AT program at Whitman

Hanson Regional High School and provide per diem coverage at Massasoit Community College. Athletic Training services were also provided to the Brockton Rox Collegiate Summer baseball team beginning with the 2016 season.

The hospital continuously evaluates this program's value and community needs to determine future enhancements.

First Responder Education and Training Program

Signature Healthcare Emergency Department physicians did not stop at helping schools and parents, but stretched that reach into community EMS, police, and fire. They instituted a 'train the trainer' SimLab program to help EMS professionals obtain required training they needed locally – saving towns thousands of dollars in overtime and travel expenses and allowing staff to stay local at their fire stations. With the donation of an ambulance from EasCare and a donation of special adult and pediatric mannequins from Signature Healthcare, Emergency Department physicians Ken Lawson, MD and Dan Muse, MD have trained EMS professionals in 15 towns to deal with real world medical situations – just as they would on the job in the tight space at the back of an ambulance.

Less than 24-hours after Holbrook Fire Department honed their advanced life-saving skills in the Signature Healthcare mobile training lab, those same skills saved the life of a 24-year old woman in critical respiratory distress. Dr. Muse coordinates teaching rounds with local EMS teams 10 times per year, in addition to holding twice per year forums on the latest lifesaving techniques – using real world examples from the EMS teams in attendance. EMS professionals delivering patients to the Signature ER are invited to watch life-saving stenting procedures in one of two Brockton Hospital Cardiac Catheterization labs – closing the loop on what happens after they drop off a patient in cardiac arrest. Drs. Lawson and Muse also instituted EMS “Jeopardy” with Signature Healthcare cardiologists to help community EMS professionals be at the top of their game.

In 2016, a CPR/AED program was initiated with the local fire and police departments and supported by Plymouth and Norfolk County DA's offices. The local departments taught CPR/AED's and how to use naloxone to residents of the local communities. Materials were provided by Signature Healthcare and the District Attorney's offices

In 2017 the SportSmart Athletic Training Staff provided education to First Responders in the Brockton and Easton communities regarding the effective removal of athletic equipment when C-Spine Injury is suspected.

Each year, Drs. Muse and Lawson, in conjunction with the District Attorney's offices, talk to schools and local groups about substance abuse. Recently they began to teach nurses and athletic trainers on how to recognize an opioid overdose and use naloxone.

Substance Abuse & Opioid Crisis Management Programs

Signature Healthcare Emergency Department physicians work with local police and fire departments – providing training and medical guidance. Police departments from Norfolk, Plymouth and Bristol counties were trained on proper use of Nasal Narcan. The ED physicians also worked on projects with the Norfolk, Plymouth and Middlesex

County District Attorney's offices to provide lectures to students, parents, teachers and other healthcare professionals on concussions, sports injuries and substance abuse. Dr. Dan Muse serves as the EMS Medical director for 14 local fire departments, and is very active in other activities related to substance abuse, including the Brockton Mayor's Opioid coalition, Independence Academy, and Plymouth County's Substance abuse coalition.

Within the Signature Healthcare Emergency Department, overdose patients receive nasal Narcan, a list of detox facilities, and counseling. The ED physicians are also limiting the number of narcotics they prescribe to patients. They will not fill lost prescriptions and are advancing use of the state's "Prescription Monitoring Program."

Maternity and Child Health Services

In the area of Maternal and Child Health Services, Signature Healthcare Brockton Hospital has enriched the childbirth experience for new parents, and offers a wide range of prenatal services, childbirth education classes and support groups.

The Hospital's Special Care Nursery is a Massachusetts designated Level II facility, which allows Signature Healthcare to offer maternity services to women in the "High risk" category, whose newborns require additional medical and nursing support. Perinatal consultations with neonatologists are offered for high-risk moms, keeping them involved in their baby's care.

In affiliation with Tufts Medical Center in Boston, Signature Healthcare provides 24-hour neonatology coverage to the nursery.

Signature Healthcare is a "Baby Friendly Designated Hospital" and strives to support mothers to breastfeed babies for the best start in life. Signature Healthcare has a written a breastfeeding policy that is routinely communicated to all healthcare staff and provides education and information to all expecting mothers on the benefits of breastfeeding. Maternity staff help mothers initiate breastfeeding within one hour of birth and continue to show mothers how to breastfeed and maintain lactation even if they are separated from their infants.

Signature Healthcare developed Healthy Beginnings, a community outreach Obstetrics program for the indigent population who require medical care, social support, financial counseling, and translator services. Given the diverse nature of the patient population, Signature Healthcare supplies 24/7 translator services with 18 employed translators speaking 36 languages. In 2017, the Center for Healthy Beginnings served 449 patients and 336 of those patients delivered their babies within Signature Healthcare.

Signature Healthcare offers our patients Babe-e-News, a free, opt-in electronic newsletter providing education, tools, and resources for pregnancy and early childhood. The information is tailored to a mother's due date or child's birth date, making the weekly information relevant and useful. This newsletter can also be shared with any number of family members who can select to read the newsletter in multiple languages. Communicating to patients in their native language helps to promote compliance and understanding of their personal healthcare.

Oncology Programs

Signature Healthcare hosts the “Life after Cancer Series”. This program provides current and former patients with additional support by providing practical ways of dealing with common problems and guidelines for managing physical, social and emotional health. This is a free program that is presented in a three part series that covers things like social and work relationships and physical changes.

Nonprofit organization Looking and Feeling FAB, Inc. is the first of its kind in the country, staffed with licensed Aestheticians who are Oncology-trained. They offer customized skin care treatments to combat the skin side effects resulting from chemotherapy, radiation, surgery and a mix of medications. Moderate to severe skin reactions resulting from treatment can have a devastating effect, decreasing one’s quality of life. Looking and Feeling FAB, Inc. began offering this service to our Signature Healthcare patients in June 2016 and they have treated 21 patients in FY 17 who have experienced skin side effects from cancer treatment. The program is fully funded by The Christine M. Sullivan foundation and allows the patients to take advantage of the service at no cost to them.

Charity Golf Tournament

Signature Healthcare’s Charity Golf Tournament on August 21, 2017 raised \$109,090 with 144 golfers participating. Funds supported the building of the Greene Cancer Center at Signature Healthcare.

Volunteer Services

Signature Healthcare Brockton Hospital’s Volunteers are a vital part of our outreach efforts, contributing to the positive experience patients expect at the hospital. Last year, 105 volunteers contributed nearly 21,000 hours of service to the hospital. The Signature Healthcare Junior Volunteer Program accepts students ages 13-17 from Brockton and the surrounding communities who provide various support throughout the hospital. The program exposes many students to their first work experience. For many this is great practice for a first job interview and exposes them to a career in healthcare.

Mainspring House Job Development Program

Signature Healthcare Brockton Hospital partners with Father Bills and Mainspring House job developers, along with other supporters including Bridgewater State University, Paula and Phyllis Fireman Charitable Foundation, Arbella Insurance Foundation, State Street, United Way of Greater Plymouth County and Citizens bank. We recruit graduates from the Work Express and US Work Force Homeless Veteran’s Reintegration program into paying jobs where they can work to broaden their skills and experience various healthcare employment opportunities. In many cases, participation in this program helps rebuild their lives and provide for their families. Signature Healthcare has been successful with hiring graduates from both programs into various part time, per diem and full time positions within the hospital setting.

Shadowing Programs

Over the past few years, SHBH partnered with the guidance department and advanced biology teacher at Brockton High to allow seniors to shadow clinical staff in our Emergency department. We allow 5 students to shadow in any one 12 week period. All of the students are at the top of their class and interested in going into medicine. They are heavily vetted by their honors biology teacher and guidance counselor and go through

a tough application process –transcripts, a letter of intent stating why they think they’d be a good fit, a letter of recommendation from a teacher at the school, and a signed parent permission form. The students shadow with a different physician each time, depending on who is scheduled. The intention is to keep hosting the program every year.

Associate-Supported Charities

Many of the Signature Healthcare Brockton Hospital associates contribute time, talent and money to local communities or charity groups. Beneficiaries include the United Way, American Cancer Society, South Shore Women’s Center, ARC of Greater Plymouth County, hospice groups, visiting nurse associations, food pantries, family shelters and women’s groups.

BAMSI Candy Cane Program

Through the help and generosity of the employees of Signature Healthcare, 60 families and 150 children were provided with Christmas gifts this past year. In addition, the hospital holds its own Toy “Store” for identified needy patients, who are invited in by appointment to “shop” from employee-donated gifts for their families and children. For many years, Signature Healthcare employees have coordinated major holiday giving around the BAMSI Candy Cane Program and 2017 was no exception. All of the donated gifts are given to BAMSI clients, who due to their life circumstances like chronic illness, are often unable to purchase Christmas gifts for their children.

Champions Fighting Cancer (CFC) Walk

This very successful event raised roughly \$85,000 thanks to 1900 walkers and 160 volunteers. The Hospital’s Annual Champions Fighting Cancer Walk took place on Sunday, May 7, 2017. The Walk continues to be another long-term strategy to ensure state-of-the-art cancer services are available locally. Over the years, the CFC Walk has raised more than \$2 million for cancer treatment programs. The money raised is used for programs and services at Signature Healthcare including assisting patients with meals, transportation and medications.

Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care

Signature Healthcare Brockton Hospital brings education, treatment and services to people at the community level. Signature Healthcare went to great lengths to move beyond language barriers stopping people from seeking the care they need and deserve. Signature Healthcare understands that unemployment, poverty, transportation and lack of insurance can also be roadblocks to care.

Below are key steps taken to clear these hurdles in our community and provide convenient and affordable access to quality care for all.

Interpreter Services

Signature Healthcare Brockton Hospital serves non-English-speaking patients with a staff of 18 interpreters who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, and French and communicate through ASL (American Sign Language.) Interpreter Services are available 24/7 with on-site interpreters available from 7:00 am to 6:00 pm Monday through Friday supported by telephonic interpreting - over 150 languages -with video remote interpreting for those who communicate using ASL or CDI (Certified Deaf Interpreters).

Interpreter Services supported over 30,000 interpreting encounters in FY17, aiding patients who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, Vietnamese, and several other languages and who also communicate through ASL and CDI interpreters.

In addition to clinical interpretation for Limited English Proficient patients, Interpreter Services provided interpreting assistance for patients needing help with prescription medication, arranging for transportation services, completing insurance applications, scheduling appointments, helping resolving billing issues and completing forms.

Indigent Medication Program

Signature Healthcare Brockton Hospital's indigent medication program has been in place for more than 20 years and stands alone in the community providing free medications to inpatients, outpatients, and emergency patients who are unable to pay for their required prescription drugs. The hospital provides up to a 30-day supply of prescription drugs to its most needy patients.

In FY17, the Hospital provided 251 free medications valued at approximately \$29,760.92 and collaborated with local pharmacies for follow-up care as required. In addition, 4,154 prescriptions were provided to 57 patients and valued at approximately \$20,000 through Signature Healthcare's Patient Advocacy Fund. Another 133 prescriptions were provided to 31 patients valued at approximately \$10,000 through an Elder grant.

Community Health and Wellness Programs

Signature Healthcare Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles. For example, our relationship with the Old Colony YMCA helped develop collaborative health and wellness programs throughout Southeastern Massachusetts, including health education events and screenings.

Other programs include:

- The Senior Celebration in May 2017. Five hundred area seniors heard numerous presentations on a variety of topics including Rehabilitation and the Importance of Primary Care. Signature Healthcare staff also provided Vascular and Cholesterol screenings to over 100 individuals.
- Signature Healthcare continues to support a local grassroots program, "Kids Road Races." This 30 year old program is led by Brockton resident Dave Gorman and his wife with two 8-week sessions, one in the fall and another in the spring. Children come each week and run a 2-mile road race at DW Field Park. This program promotes childhood physical health and provides them with a sense of accomplishment and pride.
- Signature Healthcare provides an educational series to the East Bridgewater Community each month. These presentations are held at the East Bridgewater Community Center and have covered topics including Eye Health, Diabetes Education, Nutrition, Joint Care, Breast Cancer Awareness and Oncology.

In addition, the hospital supports a wide range of programs, classes, support groups and community outreach appearances, such as:

Ongoing Programs

Childbirth and Parenting Workshop
Refresher Childbirth and VBAC Class
Breastfeeding Program
Infant Massage
Look Good ... Feel Better
Sibling Preparation Class

Support Groups

Alcoholics Anonymous
Bereavement Support Group
Breastfeeding Support Group
Narcotics Anonymous
Prostate Cancer Support Group

Health Fairs, Events, Outreach

Breast Cancer Awareness Month – “Ladies Night”
Brockton Council on Aging Health & Safety Fair
Brockton High School “A Healthier Generation”
Cape Verdean Festival
Community Connections Open House
Bridgewater Safety & Wellness Fair
Massasoit Community College, Canton campus
Metro South Chamber of Commerce Business-to-Business Expo
Metro South Chamber of Commerce Taste of Metro South
National Night Out Against Crime – Brockton
Old Colony YMCA Youth Conference, Bridgewater State College
Raynham Pride Day
Senior Celebration
Taunton WIC “Celebration of the Young Parent”
Massasoit Community College, Brockton campus Health Fair
YMCA Healthy Kids Day, Brockton and Stoughton branches

Community Support

Brockton Public Schools
Brockton’s Promise – Healthy Start Team
Greater Brockton Health Alliance – CHNA 22
Community Services of Greater Brockton
Community Connections Family Center
Metro South Chamber of Commerce
Kids Road Races
Easton Children’s Museum
Partnership for Safer Communities
Brockton Visiting Nurses Association
Cape Verdean Association
Haitian Community Partners

Downtown Brockton Association
Old Colony Hospice
Old Colony YMCA
American Health Resources
Brockton Family & Community Resources
Easton Chamber of Commerce
United Way of Greater Plymouth County

Notable Challenges, Accomplishments and Outcomes in FY 2017

- **Leapfrog Hospital Safety- Straight A's**
Signature Healthcare Brockton Hospital was awarded an “A” safety grade by The Leapfrog Group, making it one of 823 hospitals nationally to receive an “A” for a commitment to reducing errors, infections, and accidents that can harm patients. Signature Healthcare Brockton Hospital is one of only 63 hospitals in the nation to continually receive a straight A rating since the program began in 2012.
- **The Leapfrog Group – Top Teaching Hospital**
Signature Healthcare Brockton Hospital was named a Top Teaching Hospital by The Leapfrog Group for the first time and was one of only three hospitals in Massachusetts to be honored with this award. Performance across many areas of hospital care is considered in establishing the qualifications for the award, including infection rates, maternity care, and the hospital’s capacity to prevent medication errors.
- **American Heart Association
Heart Failure Bronze Award - Get With the Guidelines**
Get With The Guidelines-Heart Failure is a quality improvement program that helps hospital teams provide the most up-to-date, research-based guidelines with the goal of speeding recovery and reducing hospital readmissions for heart failure patients. Launched in 2005, numerous published studies have demonstrated the program’s success in achieving patient outcome improvements, including reductions in 30-day readmissions.
- **Women’s Choice Award: America’s Best Breast Centers**
Signature Healthcare Brockton Hospital has received the 2017 Women’s Choice Award® as one of America’s Best Breast Centers. This evidence-based designation is the only breast center award identifying the country’s best healthcare institutions based on robust criteria that consider female patient satisfaction and clinical excellence. The award provides women with the tools to find quality care at a time when new research demonstrates the importance of early detection.
- **National Committee for Quality Assurance- Patient Centered Medical Home**
The National Committee for Quality Assurance (NCQA) announced that all Signature Medical Group Primary Care locations received NCQA Patient-Centered Medical Home (PCMH) Recognition for using evidence-based, patient-centered processes focusing on highly coordinated care and long-term, participative relationships with patients who ultimately help to improve the

patient experience and reduce costs.

- **Stroke Gold Plus Award and Target – Get With the Guidelines – American Stroke Association**
Get With The Guidelines®-Stroke is an in-hospital program for improving stroke care by promoting consistent adherence to the latest scientific treatment guidelines. Hospitals who receive the Get with the Guidelines Gold Plus Performance Achievement Award have reached an aggressive goal of treating stroke patients with 85% or higher compliance to core standard levels of care as outlined by the AHA/ ASA for twenty four consecutive months.
- **Healthgrades – Five Star Recipient**
Signature Healthcare Brockton Hospital was awarded as a five star recipient for treatment of Chronic Obstructive Pulmonary Disease (COPD) and Pneumonia (2 years in a row) and was the only hospital in Plymouth County to achieve a 5 star rating in these categories.

Accreditations:

- Accreditation by the American College of Radiology (ACR) and the American Society for Radiation Oncology (ASTRO)
- Accredited Breast Center by the National Accreditation Program for Breast Centers
- Accreditation by the Commission on Cancer (CoC) – Comprehensive Community Cancer Program
- Accreditation Council for Graduate Medical Education (ACGME)
- ACR Breast Magnetic Resonance Imaging Accreditation
- American Association of Blood Banks (AABB)
- American College of Radiology Certification
 - CT
 - Designated Lung Cancer Screening Center
 - Mammography
 - MRI
 - PET/CT
 - Ultrasound
- American Diabetes Association – Certified Diabetes Education Program
- Baby-Friendly USA – Baby Friendly Hospital
- BCBS Blue Distinction Center + for Maternity Care and Bariatric Surgery
- Breast Imaging Center of Excellence Award: meeting ACR requirements for Mammography, Stereotactic Breast Biopsy, Breast Ultrasound and Ultrasound-Guided Breast Biopsy
- Cintas Partners in Excellence in Preservation of the Environment and in Document Security
- College of American Pathologists (CAP)
- Department of Public Health: Building Antimicrobial Stewardship
- Fisher College/New England Association of Schools and Colleges (NEASC)
- Intersocietal Accreditation Commission Echocardiography Lab (IAC)
- Intersocietal Commission for the Accreditation of Nuclear Laboratories – (ICANL) for Nuclear Cardiology at 110 Liberty St.

- Intersocietal Commission for the Accreditation of Vascular Laboratories (ICAVL) – 4 modalities
- Mammography Quality Standards Act and Program Certification
- Massachusetts Board of Registration in Nursing
- National League for Nursing Accrediting Commission (NLNAC)
- Nuchal Translucency Certification for Obstetric Imaging
- The American College of Surgeons
- The Joint Commission

VII. Next Reporting Year

Anticipated Goals and Program Initiatives

For Fiscal 2018 Signature Healthcare has decided to focus on the areas of nutrition, diabetes, and substance abuse. By working on the December 2016 Community Health Needs Assessment, we identified the need to work with our community’s young people around substance use. These health concerns are issues in the Brockton and surrounding area, and we have the resources to educate our population on these issues. An increased focus will be on bringing hospital services and educational efforts into the community through partnerships with businesses, community and social service agencies.

VIII. Total Charity Care

In addition to all of the services Signature Healthcare Brockton Hospital provides to the community as either a community benefit or a community service program, we also provide the following:

\$1,614,758	Health Safety Net Assessment
\$5,457,159	Free/Discount Care
\$7,071,917	Total Net Charity Care

VIII. Contact Information

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Quality of Care

Addendum

The following programs were developed by Signature Healthcare to help facilitate the quality, safety and continuum of care for our patients in the community. The funding associated with these programs has not been incorporated into the Community benefits calculation.

Chronic Disease Management: COPD

Building on the learning and successes of our Congestive Heart Failure Program, Signature Healthcare expanded our chronic disease management program to manage COPD patients with a goal to decrease admissions for this population. COPD and CHF are serious and widely prevalent diseases, which are progressive and treatable in their early stages with a well accepted set of outpatient and hospital based pathways. Attention to lowering risks, accurate diagnosis, aggressive therapy and oversight can yield a higher quality of life for patients as well as reduce hospitalizations, readmissions, and cost of care.

Community Links

The Community Links Program is designed to serve patients followed by primary care physicians in the Outpatient Department. We understand many patients who visit their PCPs have unmet psychosocial needs. This program provides these patients with the opportunity to work with a Community Links representative for assistance with referrals to area agencies; addressing needs including housing, food, income supports, employment/adult education, counseling, pharmacy programs, clothing, fuel/utilities assistance, adult day programs and childcare.

This program is also an internship opportunity for undergraduate students from local colleges and universities. The program is managed by a Master's Level Social Worker who supervises 2 students each semester.

A Provider Satisfaction Survey has been conducted twice since the start of the program with 100% satisfaction. This service has resulted in increasing the therapeutic relationship between the patient and provider while helping patients access needed non-clinical services.

Personalized Care Team

Signature Healthcare's Complex Care initiative identifies and creates a process to manage high risk Complex Care elderly patients. Signature Healthcare accomplishes this by creating infrastructure to identify high risk elders, and develop systems and processes to engage these patients in a team based, patient centered approach to care. The aim is to incorporate a team of providers dedicated and prepared to meet the challenging needs of the high risk elder population and to intervene in a way that fosters functional independence with the highest regard to maintaining a quality of life. The strategy and tactics to achieve this are based on the patient's functional goals and are developed in a way that identifies the unique needs of the population.

Patients in this clinic are identified when they enter the emergency room for examination; this has reduced avoidable admissions by 45%. Patients are educated to call the Team before they go to the emergency room. Results: less visits to specialists, improved

transition of care, increased medication compliance and personalized quality of care for the patient and their family.

Diabetic Management Program

Signature Medical group engaged the providers and staff in population health reviews of diabetic patients within each practice. The care team meets quarterly to review all diabetic patients and monitor how well their diabetes is in control. The care team consists of the primary care physician, nurse practitioner, clinical and clerical staff, pharmacist, and endocrinologists. Our goal is to assure each patient is up to date with annual labs, eye exam, kidney function and blood pressure control. Medications are adjusted and frequent follow up appointments are scheduled. Each patient's unique coping mechanisms are discussed and if barriers to care are identified, the team engages our Case Management and/or Social Work Departments to support patients with medications, nutritional or transportation needs. Additionally, Signature Medical Group holds group classes to help patients manage their chronic disease.

CareTracker

A major focus of Signature Medical Group is on the generalized health and wellness of our community. Within Signature we have a department of Population Health and a department of Managed Care. The department of Population Health provides onsite nurse practitioner services as well as coaching and health education teaching to employers for their employees. The department of Managed Care is focused on improving the health status of community patients with chronic illness such as diabetes and hypertension. A custom software tool was created to maintain an updated database of quality metrics to assist PCPs and patients on maintaining HEDIS standards. This tool, Caretracker, is available to all Signature PCPs at the time of an arrived appointment. By providing current and actionable data Signature has improved outcomes such as A1C or blood pressure targets year over year.

Heart Failure Disease Management Program

The focus of this program is to enroll high risk patients with a primary admission of acute decompensated Heart Failure. We've improved the care of this patient population through the use of teach back in education of our patients, the implementation of a hospital wide case management risk assessment tool, and further expansion of our multidisciplinary rounds to include representation from the pharmacy. Polypharmacy issues are common in the challenges identified for care of the CHF patient population.

Homeward Bound

Homeward Bound, initiated in 2012, engages nursing students from the Brockton Hospital School of Nursing, Curry College and Massasoit Community College to visit patients with Congestive Heart Failure or Chronic Obstructive Pulmonary Disease in their homes. Students and faculty assess the patient's understanding of the treatment plans, ensure patients know how to monitor their own health, provide support, and review the process of daily patient transmittal of health data via Telehealth iPad. Both the heart failure and COPD teams have an RN access coordinator available at Signature Healthcare who follows each patient's progress and serves as a resource to students and faculty. The program currently has a capacity of 50 COPD and 10 CHF patients.

This replicable model has shown marked reductions in Emergency room visits, hospital admissions and visits to cardiologists and primary care providers. Beginning with 22

CHF patients entered into the program in 2013 with zero readmissions, the program has grown to 33 COPD patients and 14 CHF patients for a total of 47 actively enrolled Homeward Bound patients with zero readmissions for seven months out of the fiscal year. With a 47% increase in enrollment and the expansion to include COPD patients, Signature Healthcare and Brockton Hospital School of Nursing are making a serious impact in the lives of patients in this chronically ill population.

In FY 17 the program expanded once again by offering “Lunch Expresson”, a unique program for patients enrolled in Homeward Bound where they receive a weekly meal delivery to their homes by students from Brockton Hospital School of Nursing. Meals are prepared at the Signature Healthcare Brockton Hospital cafeteria and include a fresh salad, two sandwiches, and two balanced entrée meals with a fruit/dessert option three times a week. Healthy eating is an important part of maintaining your health and the Homeward Bound program is dedicated to assisting patients with dietary needs and meeting their goals. This service is currently offered to 27 Homeward Bound participants with 5 lunches weekly. This is a free program for participants due to grant funding received.

HPI

In 2014 Signature Healthcare initiated a partnership with Healthcare Performance Improvement (HPI) to conduct a safety assessment and develop an intervention plan designed to reduce serious adverse events in the Hospital by 50-80% in two years.

Since December 2015 we have trained 140 Safety Coaches whose responsibility is to coach their peers regarding safety strategies to keep our patients safe. These coaches are front line staff and members of our Medical Staff. Our goal is to train Safety Coaches in every department and every shift. In late 2016 and early 2017, a comprehensive organizational assessment process was completed with our culture that is moving us towards becoming a highly reliable organization. We have made significant progress and continue to identify opportunities to move us towards our goals. In FY 16, we reduced our serious safety rate by 88% over baseline. In FY 2017 we were successful with maintain our serious adverse event reduction by 50-80% from our baseline.

An integrated employee marketing campaign has continued to keep patient safety on the forefront of the minds of our employees. In addition to the training, tools and promotional materials were provided. A “Great Catch” program was created to collect, publicize and reward employees for their Safety catches. Each employee who submitted their first great catch would receive a token of appreciation and at the end of each month two great catch winners are chosen and receive an Amazon gift card. Each year all great catch submissions are reviewed with one overall winner for the year.

Meds to Beds Program

This program allows the convenience of filling all discharge medications before leaving the hospital. Prior to discharge, the medications are reviewed with the patient by a member of the Pharmacy, so all questions can be answered and ensure the patient understands how to use their medications. With a simple enrollment process, patients receive all of their medications at the bedside, conveniently pay, and are on their way to a successful recovery.

Signature Healthcare/Walgreens Pharmacy Program

Signature Healthcare Pharmacy and Walgreens partnered in 2012 to provide discharge medications to patients at the bedside. A Walgreens employee visits the patient, fills the medications and returns them to the patient before discharge. Approximately 100 patients per month participate in this program. Most importantly for our patients, this program means more personal attention and help understanding how and when to take new drugs, as well as which might conflict with what they're already taking at home. Patient compliance with medication regimens is key to improving and maintaining good health and avoiding hospital readmissions.

Weight & Wellness

Signature Healthcare's Weight and Wellness Center is an MBASQIP Accredited Comprehensive Center. They successfully achieved reaccreditation this year following a rigorous review of their program. The multidisciplinary approach to surgical weight loss focuses the patient toward positive nutritional and behavioral changes. Quality outcomes are reviewed quarterly and compared to national norms. With this data, Dr Abeles (Director of the Weight & Wellness Center and Bariatric Surgeon) and her team strive to improve the program by implementing changes to improve quality outcomes and the patient experience.

The Weight and Wellness Center also has a doctor-supervised Medical Weight loss program. This is a 12 week program with Dr. Laurie Han. The multidisciplinary team approach is of critical importance to this program as well. While short-term weight loss is important, long-term weight management is our goal.

Our Weight & Wellness Center provides convenient access to a wide range of advanced surgical and nonsurgical weight loss options, utilizing an individual approach, including a surgeon, physician, dietician and behavioral therapist. Whether on a surgical or non-surgical path, our Center strives to teach patients nutritional and lifestyle changes needed for long-term success.

Wellness Together Employee Program

Signature Healthcare established the Wellness Together program in 2013 to support, improve and inspire the health and well-being of Signature employees. To assist in achieving this goal, Signature partnered with The Vitality Group, a proprietary wellness program with an online portal that delivers evidence based results. The program is designed specifically to mitigate health risks and lower healthcare costs by reducing lifestyle risk factors associated with chronic diseases. Replicating the same wellness platform, Signature Healthcare is reaching out to community employers to assist them in improving the health and wellbeing of their employed population and ultimately reducing their healthcare cost.

360 Program

Signature Healthcare's hospital-based 360 Program demonstrates significant results in reducing total medical expense of the managed Medicare and Medicaid PCC population. This program was the basis for developing a mirror program with a Complex Care clinic in the ambulatory setting. Complex elderly patients are our most vulnerable patients with multiple chronic illness, functional limitations, and unique social needs. The goal of this program is to provide the right care in the right setting (in-patient, SNF, or outpatient, VNA services) and ensure continuity of care through transitions.