



*HALLMARK HEALTH
COMMUNITY BENEFITS
REPORT
2001*



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HALLMARK HEALTH COMMUNITY SERVICES MISSION STATEMENT

The Hallmark Health Community Benefits mission is:

- ☉ *To promote healthy lifestyles by providing access to health information and education.*
- ☉ *To serve as a leader within the community by encouraging collaborative planning between local organizations to provide affordable, accessible and high quality health care.*
- ☉ *To address the special health needs of the under-served in our community.*
- ☉ *To develop a community benefit plan to identify and address the health care needs of those we serve.*
- ☉ *To improve the health of community members by continuing our tradition of working with healthcare institutions, physicians, and community organizations.*

As part of our responsibility to the communities we serve, Hallmark Health is dedicated to the development and implementation of public health promotion, education, management and treatment programs targeting the health concerns of our constituents. In addition to a wide variety of programs focusing on basic health concerns, we have developed targeted programs addressing the specific health concerns of our most vulnerable populations such as older adults and women and children. Program foci are developed in response to public health data for our catchment areas and include: healthy child bearing, rearing and effective parenting skills; chronic and infectious disease prevention, screening, management and behavioral health educational interventions.

We fulfill our community benefits mission, in part, by supporting our local community coalitions. Through that process we work to develop programs and services to address individual needs. Hallmark Health serves communities encompassing a broad range of cultural and economic backgrounds. In the face of such diversity, creating a community benefits program that is comprehensive enough for the varied needs and changing dynamics of these cities and towns, yet cost effective for the system, represents a genuine challenge.

In this process, Hallmark Health conducts continual assessments of available social services and public health data, utilizing this information to design and structure our community programs and services. Community Services utilizes the Center for Disease Control's (CDC) Healthy People 2000 and 2010 goals as markers for public health program planning and assessment and reviews progress data compiled by the Bureau of Health Statistics, Research and Evaluation within the Massachusetts Department of Public Health. These findings will be cited throughout this report. Hallmark houses two Massachusetts Tobacco Control Program (MTCP) initiatives aimed at addressing Healthy People Goals. In fact, The MTCP was cited as a "National Model of Best Practice" by the CDC. Hallmark Health is proud to participate in these, and other nationally recognized public health efforts.



BACKGROUND & OVERVIEW



Four years ago, Lawrence Memorial Hospital of Medford, The Malden Hospital, Melrose-Wakefield Hospital, and Whidden Memorial Hospital joined to create Hallmark Health. Bringing together centuries of combined experience and excellence, Hallmark Health made a commitment to its communities by providing convenient, high-quality health care. The depth of this commitment shows clearly in our significant efforts to improve health and wellness outside the walls of our hospitals. In 2001, Hallmark Health delivered \$12,212,424 in total community benefit expenditures— by providing specific health and wellness programs, offering free care and covering the uncompensated costs of care and offering financial and in-kind contributions to support the residents, cities and towns of our service area.

Since 1997, Hallmark Health evolved into a single, integrated hospital on four campuses. This unification brought new perspectives and fresh ideas to many areas. For example, maternity and pediatric inpatient departments were concentrated on the Melrose campus and a Special Care Nursery Unit was added to complement these services. Centralization helped Hallmark strengthen services and produced many growth and enhancement opportunities.

2001 was a year of major transitions for the Hallmark Health system and its communities. The Hallmark Health Board of Trustees began the year with action designed to eliminate the massive operational deficits generated in 1999 and 2000. Deficits totaled \$31 million and \$26 million respectively on a revenue base of approximately \$200 million. This was a situation much more serious than that faced by any other major health system in the state. After an extensive analysis, the deficits were found to be generated primarily by operations at the Whidden campus in Everett and by the inpatient psychiatry program and outpatient services at the Malden Medical Center. These two operations alone generated over \$17 million in bad debt and free care by providing services that did not qualify for the standard free care for which community hospitals are reimbursed.

The Inpatient Psychiatric Service transitioned to Cambridge Health Alliance's (CHA) operation on April 2001. This service continued in operation in the Malden Hospital building until May 2002. During this year, CHA renovated space at the Whidden Memorial Hospital for the 42-bed program and ultimately, The Whidden Memorial Hospital operation transitioned to CHA on July 1, 2001. Both of these transitions involved a carefully planned transfer of facilities, staff and supplies from Hallmark Health to CHA. This was a cooperative and collaborative process that protected the safety and care of each patient.

The transition of Whidden Memorial Hospital to CHA also included transfer of a number of community health services to CHA so it could carry on the services offered by Hallmark Health. This included The Aging Well Program, The Anna May Powers School Health Center and the Joint Committee for Children's Health Care in Everett.

The Board voted in December 2000 to discontinue operating those programs. This set in motion a series of notifications to the state and the city of Everett that Hallmark Health had no choice but to close the services. The 90-day process that ensued with the state was a very productive discussion of the community's need for service and the options for meeting those needs. In the course of discussions a plan was devised in which Hallmark Health would transfer the operation of the Whidden campus and its supporting community services in

Everett to the Cambridge Health Alliance (CHA). Unlike Hallmark Health, CHA, as a municipal entity, has access to funding streams for underinsured populations and can be reimbursed for their care. By outlining a plan that could maintain these services for the community and by cooperating with the state and CHA to implement the plan, Hallmark Health facilitated the changes that preserved services to these needy populations.

As a health care system, we feel a strong obligation and an even stronger desire to ‘do the right thing’ for our patients and communities. Unfortunately, the realities of today’s health care environment have created a conundrum—Hallmark’s hospitals have never been busier, yet it is difficult to recover the cost of care we deliver in the hospital, let alone the costs of community benefit initiatives. In the past, other facilities, and even our four constituent hospitals, directed community benefit initiatives to improve the health status of our communities.

Times have changed, community members have always guided our benefit plan; now they must play a lead role in these initiatives. With them, we are designing programs that are proactive and targeted to real needs, measurable and linked closely with the medical services Hallmark provides every day.

For all hospitals, including Hallmark Health, these changes mean we must plan and execute our mission with even greater creativity and energy. We have had to re-design our basic institutional structure from four full-service community hospitals, creating a different model that maintains our operations and provides care for our patients. Going forward, our community benefit plan must complement the hospital’s strategic plan. Its success demands proactive, not reactive planning and a clear partnership with the community it serves.

Hallmark Health Mission Statement

Hallmark Health is a regional health system dedicated to promoting and restoring good health and well being to the people of the north suburbs of Boston, consistent with its values and the community-based, charitable purpose of its founders.

Vision

Hallmark Health strives to be recognized as the quality, consumer-friendly health care provider of choice, offering services and knowledge to our regional community in concert with our quality physicians and other clinicians, employees and affiliated organizations.

Vision Components

It is through the execution of specific components that this vision becomes a reality:

- Achieve financial stability by maximizing the efficiency of services and by securing revenue to support them.
- Consistently deliver quality services that exceed expectations for patients, families and their physicians.

- Attract, develop and retain a competent, stable and satisfied workforce.
- Create a unified culture of service and excellence.
- Deliver excellent community-based healthcare in core services and bring expanded services to the local setting through partnerships with key physicians, and at least one academic health center.
- Be a recognized community health and health knowledge resource for the region through our promotion of community-based physicians, our e-based services and other health education services and communications.

This final vision component is further defined: Hallmark Health's services and its affiliated physicians form the foundation of our region's healthcare system. Hallmark understands and focuses on the needs of this community. Hallmark works creatively with community organizations to improve health status and to assure access to services when the needs exceed the resources or means of Hallmark Health to provide them directly. Hallmark Health has a strong brand including our associated physicians providing community health resource for the region. We provide an attractive Internet destination with reliable on-line access to our services and our physicians. Our Internet site provides the highest quality and breadth of health information to which our physicians confidently refer their patients. All of these functions reinforce Hallmark Health as the first choice when a health concern arises.

Hallmark's goals are to advocate, facilitate and educate in our communities. To achieve these goals, Hallmark Health has adopted a Service Line philosophy of care. These service lines include women's and children's health, behavioral health, rehabilitation services, cardiac health, older adult programs, and oncology services. There is a formal connection throughout the Hallmark Health system from our community programs to both our outpatient and inpatient services.

In several service lines we are developing strong linkages between the community benefit programs and the inpatient/outpatient services, this assures a comprehensive continuum of care. For example, a pregnant mother can visit a Hallmark Health provider for prenatal care, enroll in our yoga-based exercise program, be referred for an outpatient nutrition visit at one of our WIC sites, deliver her baby in the hospital's maternity unit, and then attend parenting programs at our Family Network. All these programs take place near where the mother lives, in 15 communities just North of Boston.

We have organized community health services under a director who reports to the Senior Vice President of Strategic Planning and Public Affairs. This places the function at a peer level with service directors throughout the system and provides a direct communication link into the strategic planning process, the senior management communications process and to the C.E.O. and Board of Trustees. A Community Services Advisory Board meets every other month to provide input to the priority setting process and to support the director in her efforts to develop new services. This group includes leaders from patient services, marketing and public affairs, home care and hospice and strategic planning.

Internal communication pieces regularly describe the community benefits activities and highlight the goals and accomplishments of these services. These include reports to the Board of Trustees, the physicians, employees and volunteers. Press releases regularly showcase the events and services to the community.

Our plans for the future focus on addressing Hallmark's role as a facilitator in the community. This means maintaining our direct efforts to educate and care for our patients, while working as a partner with coalitions and community groups to develop solutions that best utilize the professional and financial resources of the hospital. In order to accomplish this, we have incorporated into our Community Benefits plan the following institutional objectives:

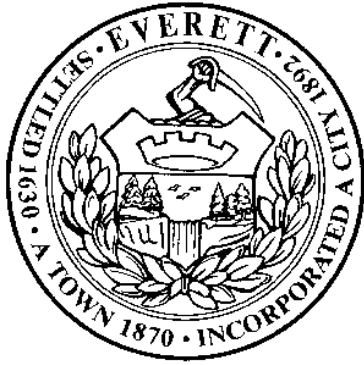
- *Community Services Assessment*
- *Community Building*
- *Cross-integration of Community Services*
- *Improving Access for the Under-served*
- *Stewardship and,*
- ***Institutional Emergency and Bio-terrorism Preparedness***

While our approach and methods may change, our resolve to continue our Community Benefits mission in the 21st century is stronger than ever.



OUR COMMUNITY PARTNERS





EVERETT

With almost 38,000 residents, Everett is a diverse community, embracing a number of different languages and ethnic backgrounds. According to Massachusetts Department of Education Data, more than 35 different languages are spoken in homes throughout the community. State CHIP data for 2001 indicate that the community has a significantly higher than average elderly population and slightly lower than average birth rate. While economically, Everett has average unemployment rates for 2001, the community suffered from very high poverty rates. Beyond economic and social issues, health indicators for Revere indicate that residents have significantly higher than average rates of asthma admission as well as cancer and heart disease related death rates.

The Joint Committee for Children's Health Care in Everett (JCCHCE)

The JCCHCE is a prime example of Hallmark Health's commitment to finding local solutions to community problems. Formed in 1995 by an Everett Public School Counselor and Everett's Board of Health Director, the mission of JCCHCE is to ensure that every child has access to high-quality health care whenever they need it. Although the JCCHCE is an independent coalition of 63+ volunteers, Hallmark Health provides support through staff participation, meeting space, and various in-kind clinical resources.

Ongoing programs of the JCCHCE include family outreach through the Parent Liaison, who works to connect uninsured families with appropriate health care services, such as Mass Health, the Children's Medical Security Plan, and Free Care. In line with the JCCHCE's focus on school-age children, Hallmark Health collaborates with the JCCHCE on an advisory committee for our school-based health center, located in the Hamilton School in Everett. Hallmark and the JCCHCE also collaborate on Everett's Growing Up program, a sexuality education curriculum for the Everett Public Schools.

In addition to our involvement with the JCCHCE, Hallmark Health developed both the Anna May Powers School Health Program and the Aging Well Program to meet the needs of this dynamic and diverse community (*described more fully on pages 22 and 29 respectively*).

The Parent University

Building on the strength of the diversity in Everett and surrounding communities, the Joint Committee for Children's Health Care in Everett held a Parent University in March 2001 at the Lafayette School in Everett. The Parent University is an educational program for adults, which offers education on a range of children's emotional, health and development topics identified as a priority by the community. The program was designed to highlight important topics, as well as celebrate and support parenting.

A series of multi-lingual workshops on key developmental and emotional health issues were offered free of charge for adults. Workshops presented addressed childhood nutrition, injury prevention and emotional and behavioral development, among others.



MALDEN

With over 56,000 residents, Malden shares the diversity found in most of Hallmark's service area. Students in its public schools speak over 45 different languages. The population is within state averages for proportion of elderly residents (13.9%), and birth rates. State CHIP data for 2001 indicate that the community has significantly higher than average rates of asthma admission, but average rates of heart disease and cancer by state standards. Previous research by Healthy Malden showed that the primary health concerns of the community are breast cancer, low birth rate, teen pregnancy, HIV/AIDS, domestic violence and smoking addiction.

Healthy Malden, Inc.

Healthy Malden, Inc. is a unique public/private community-based coalition founded in 1993 by Hallmark Health (then the Malden Hospital) and the Mayor's Office of the City of Malden. The Mission of Healthy Malden, Inc. is to improve the health of Malden residents by fostering citizen and agency collaboration aimed at the community's priority health issues. Healthy Malden has grown to become a coalition of over 200 volunteers from all sectors of the community committed to working together to identify priority health issues of concern to Malden residents, and to promote programs that will lead to improving the quality of life for all Malden residents.

The work of Healthy Malden, Inc. is accomplished through eight topic specific task forces that develop ongoing programs, services and networks to meet the needs of Malden and other North Suburban community residents. These task forces include:

- Leadership Council/Violence Prevention Task Force
- The North Suburban Tobacco-Free Network
- Substance Abuse Task Force
- Prevention Task Force
- School-Linked Services Partnership
- Multicultural Access Task Force
- Homelessness and Housing Task Force
- HIV/AIDS Task Force

Healthy Malden, Inc. is fortunate to have the support of a wide representation of community leaders from a diverse cross-section of the population, including Hallmark Health at the board and task force levels. Representatives from the school system, law enforcement, the District Attorney's Office, the Mayor's Office, the Department of Social Services, the faith community, parent and family services and multicultural organizations, local media, youth service programs, and mental health care providers all support and are fully committed to the success of the Healthy Malden, Inc. mission.

The Malden Medical Center

Malden Medical Center served as an ambulatory care center specializing in same-day medical treatments, including laboratory services, dialysis, outpatient therapy, mammography and imaging. The 12-hour Urgent Care center provided 85% of treatments handled by traditional emergency rooms.

The Malden Medical Center Campus houses The Hallmark Health Family Health Center which is the clinical site of the Tufts Family Residency Program. In addition, The Community Services, Marketing and Public Affairs and Home Health and Hospice Divisions, the regional WIC program offices and the Hallmark Health Visiting Nurse Association are all based on the Malden campus and continue to serve the community.



MEDFORD

With almost 56,000 residents, Medford has also seen a strong and growing presence of foreign language speakers, with particular expansion in the Russian and Haitian populations. State CHIP data for 2001 indicate that the community has a significantly higher than average elderly population and lower than average birth rate. Economically, Medford had low poverty and unemployment rates for 2001. The Medford Health Matters coalition and the community have identified cancer, heart disease, smoking, and senior health as their primary concerns.

Medford Health Matters

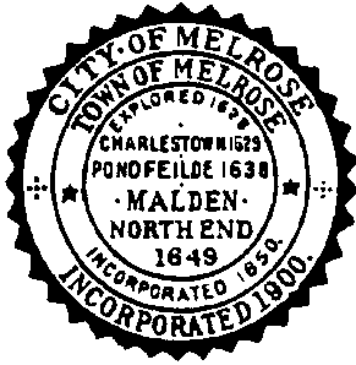
Medford Health Matters was formed in 1995 to identify and explore health issues of concern to Medford residents, and to promote programs that will lead to positive changes in the quality of life for all community members. All Medford Health Matters meetings are held at Lawrence Memorial Hospital, helping to bring a cross-section of groups together to address health concerns. The hospital provides assistance via administrative support, clinical assistance and guidance, development and printing of educational materials.

Hallmark Health also partners with the Medford Family Network and Medford Public Schools' Community Partnership Program. For over five years, we have collaborated on programs for families with children from birth through their 6th birthday. These services are funded through the Massachusetts Department of Education and Children's Trust Fund. Community Partnership Programs allow communities like Medford to create a network of childcare centers, collaborating in funding and staff development. This assures that families can access the available childcare resource dollars.

The Medford Family Network provides support groups, family literacy and reading readiness programs, lending libraries, drop-in play groups, music appreciation, ESL classes for adults, home visiting, special city-wide events and a variety of other services for parents and caregivers. It has been a mentor for the Malden/Everett Family Network and the new Hallmark Health North Suburban Family Network, and is known statewide for its creative fathering programs. Each year, Hallmark Health provides CPR and First Aid classes for its staff, and assists with the program's Early Childhood Fair.

The Lawrence Memorial Hospital Campus

The youngest of Hallmark Health's campuses, Lawrence Memorial Hospital opened its doors in 1924. It is a 150-bed facility providing a full range of medical services, including general surgery and medicine, oncology, geriatrics, psychiatric care, and 24-hour emergency care. Prompt Care, located next to the Emergency Department, provides walk-in outpatient services and non-emergency care. Outpatient programs and locations provide outpatient diagnostic, medical, and orthopedic services, including amniocentesis, pre-operative testing, mammography, and nutrition counseling. The Lawrence Memorial School of Nursing offers an ASN degree program in collaboration with Regis College; approximately 200 registered nursing students enrolled in 2001.



MELROSE

With over 24,000 residents, Melrose represents a far more homogenous population, with over 97% Caucasian, with a small but growing Asian community emerging. State CHIP data for 2001 indicate that the community has a significantly higher than average elderly population and higher than average birth rate. Economically, Melrose has low poverty and unemployment rates compared to the state average. Among the communities of CHNA 16, Melrose has the fourth highest rate of teenage pregnancy.

The Community Coalition of Melrose

Hallmark Health is committed to modeling the successes of its local coalitions for other communities in our service area. Hallmark Health also has assisted the Melrose community directly through financial contributions. These funds covered a variety of purposes including a portion of the Melrose school nurses' salaries. In its 2001 fiscal year, Hallmark Health donated \$160,413 to the City of Melrose to help pay for these programs.

In Melrose, the Melrose Community Coalition is working to plan for the future health needs. Established in 1993, this coalition arose out of the community's desire to model the successful Winthrop School Learning Center concept. This center in Melrose developed a popular parent resource library, a newsletter, and hosted a variety of forums and seminars implemented by parents in partnership with the school faculty and administration, collaborating with the school district and various local organizations, including Hallmark Health

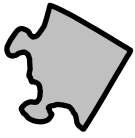
Over the subsequent years, the coalition has grown to include representatives from the schools, City Government, clergy, the Council on Aging, the Chamber of Commerce and local businesses. The coalitions efforts are broad-based and directed at many segments of the population, including older adults, teens, and parents of school children.

Special task forces of the Melrose Community Coalition address issues such as affordable housing, public safety, assisted living, business development, educational improvement, risky youth behavior, and teen recreation.

In the past year, Hallmark Health also collaborated in planning, advertising, and implementing a Youth Risk Behavior Survey. Key Hallmark Health representatives from the community services and outpatient psychiatric departments were part of this critical process. High school and middle school students, as well as parents, completed surveys. The results were tabulated and correlated, and focus groups were held. This information will be instrumental in assisting the city in formulating a plan for the future of its teen population and offers concrete findings to drive the work-plan of the coalition's task forces.

Melrose-Wakefield Hospital Campus

Tracing its origins to 1893, when a group of 40 prominent women in Melrose organized the Melrose Hospital Association to meet the healthcare needs of their rapidly growing community, Melrose-Wakefield Hospital is a 264-bed facility offering a range of inpatient and outpatient services. These include acute medical, surgical, obstetrics and gynecology, pediatrics, cancer care/oncology, psychiatric care, and 24-hour emergency care. Melrose-Wakefield is the sole maternity service provider for Hallmark Health, delivering approximately 2,000 babies each year. A Special Care Nursery opened in the summer of 2000 which is affiliated with the Floating Hospital for Children in New England Medical Center.



COMMUNITY NETWORKS

Winthrop is a close-knit, family-oriented community. Located between Revere and East Boston, the town is somewhat isolated geographically. Winthrop has a substantial elderly population and considers smoking one of its foremost concerns.

Saugus is a relatively homogenous community, with a significantly larger proportion of elderly residents than the state average (17.6% vs. 13.5%). In addition, Saugus has significantly higher than average cancer and heart disease related death rates according to Mass CHIP indicators for 2001.

Wakefield has a population of 27,144 residents, which consists of a moderately high proportion of elderly. In addition, the community had a birth rate that was somewhat higher than the state average (65.8/1000 population of women of childbearing age vs. 57.2 for 2001).

Stoneham, with a population of 22,259 Stoneham also has a high proportion of elderly residents compared to the state average (18.5% vs. 13.5%).

As part of its efforts to improve the health of its core communities, Hallmark Health participates in a variety of community coalitions and initiatives that work towards addressing specific and general health needs in these cities and towns. These include: Medford Health Matters, Malden High School Teen Parent Task Force, The Everett Community Partnership and Lead Prevention Committee, The Chelsea Community Collaborative, Mystic Valley Elder Services Provider Task Force, The North Suburban Family Network, The Malden/Everett and The Medford Family Networks, the Medford Resource Coalition and the Healthy Families Community Coalition, among many others. Examples of specific community coalition participation include the following:

CHNA Meetings

The Hallmark Health Community Services Department and Visiting Nurse Association are active participants in the local CHNA's (Community Health Network Areas) within the communities that we serve including the North Suburban Health Alliance (CHNA 16). CHNA 16 includes the communities of Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield. At this time there are at least five Hallmark Health representatives attending the coalition's monthly meetings. Two Hallmark Health members are involved in the activities of the group's Adolescent Sub-committee, which is directing the coalition's year-long project.

This year the North Suburban Health Alliance is focusing on a project aimed at improving the lives and health status of middle and high school youth in our communities. Last year's needs assessment identified that resources for traditional health issues facing youth such as substance abuse, sexuality, mental health and violence already exist. The Alliance realized that our communities were lacking a resource guide of non-traditional services and activities. Recreational events, employment and volunteer opportunities, enrichment activities and other services function as protective factors that will keep kids busy and out of trouble.

Chelsea is a diverse community that has flourished for nearly 400 years. Over 65% of Chelsea students speak a primary language other than English, with Spanish and Vietnamese the most common. Over 24% of residents live at or below the Federal Poverty Level. Infant mortality rates are over twice the state average. Rates for lung cancer, diabetes, drug/alcohol abuse, cardiovascular disease, pneumonia, HIV/AIDS, asthma, and births to teen mothers all exceed state averages.

Revere is another ethnically diverse community, with sizable Hispanic and Southeast Asian constituents. Substance abuse indicators are above state averages here, and nearly 12% of Revere residents live at or below the Federal Poverty Level. HIV/AIDS, asthma, lung cancer, heart disease, teen pregnancy, and low birth weight babies are other major concerns.

CHNA 16 is surveying the providers of these non-traditional services and creating a resource guide that will serve to supplement, not replace, traditional ones. This guide will be distributed to the youths themselves, through schools and other organizations, and will be in the form of a CD case/ insert. Ideally, this guide is a first step toward the larger goal of having a teen-friendly web page with both the traditional and non-traditional information.

Two Hallmark Health Community Services members have served as leaders in this project, identifying the providers and conducting the telephone interviews. Hallmark Health is committed to the North Suburban Health Alliance and the vital role it plays in increasing communication and collaboration among health care providers in our communities. We welcome all opportunities to work with this CHNA to improve the health and well being of our communities.

In addition to CHNA 16, Hallmark Health shares many common goals with the Harbor Community Health Alliance, (CHNA 19), as we strive to improve the health status in the communities of Chelsea, Revere and Winthrop. Coordinating our efforts with this CHNA allows us to increase our provider network, improve outreach to those communities and ultimately result in increased services to that area.

The North Suburban Tobacco Free Network

The North Suburban Tobacco Free Network is a community-based coalition focusing on fostering understanding and community support around tobacco control and treatment issues. Community partners in the network include Hallmark Health's Tobacco Treatment Service Programs, the Malden YWCA and the local Board of Health Tobacco Control Programs. Network objectives involve gathering support for tobacco control regulations, promoting treatment services and facilitating the collaboration of tobacco treatment programs within the network by working in conjunction with other coalitions within the communities of Malden, Melrose, Medford, Lynnfield, Wakefield, Stoneham, Reading, North Reading and Everett.



2001 PROGRAMS & SERVICES





GENERAL COMMUNITY SERVICES

Athletic Training Programs

In Malden and Revere, Hallmark Health has a unique opportunity to focus on the preventative health of children. Lack of exercise is at crisis proportions and impacts directly on the health of these children today and in the future. For the past few years, we have provided athletic training services to the community to help students prevent sports injuries. By hosting pre-sport clinics aimed at evaluating risk of injury, the program helps students by developing an individual exercise program aimed at strengthening their areas of vulnerability. Trainers are available at team practices and games to support and educate these youth athletes. Their presence in the schools gives a clear message to the students, our future customers, about Hallmark Health's commitment to health maintenance and improvement programs.

Cultural Linkages Initiative

A growing number of newcomer ethnic groups live in the communities we serve. Many of these people have limited English language skills. To ensure that all members of our community have access to quality medical services, Hallmark Health's Interpreter Services offers a 24-hour-a-day interpreter service and on-going staff education and training.

Interpreter Services received over 1,200 requests for interpreters this past year. There were 248 requests for Chinese, 208 for Russian, 183 for Spanish, 174 for Vietnamese and 149 for Portuguese, reflecting the diverse nature of our community. Other languages requested included American Sign Language, Arabic and Haitian. The Hallmark Interpreter pool has 47 interpreters available to interpret in 35 languages. Written translation services are also provided.

Interpreter Services also makes available Telecommunications Device for the Deaf (TDD) and Teletypewriter (TTY) Services for our hearing-impaired patients. Each campus has at least one TDD/TTY phone, with portable machines that are available for installation in patients' rooms.

Family Health Center

The Hallmark Health Family Health Center is a practice of family physicians and the Tufts University Family Practice Residency Program. The center is dedicated to serving the health care needs of adults and children of all ages. Services available at the Family Health Center include routine physicals, prenatal care, well childcare, acute and chronic illness care, and minor surgical procedures. Additionally, the faculty and residents at the Family Health Center are dedicated

Free Screenings

Screenings for skin cancer, high blood pressure, osteoporosis, diabetes, cholesterol, colorectal disease, depression, anxiety, prostate cancer, podiatry and vision loss are offered in the community or at Hallmark Health facilities. Last year, thousands of people took advantage of these free health events in the community. For Hallmark Health, these screenings offer an opportunity to build awareness of the need for regular health check-ups. They offer community members an opportunity to meet our staff in a non-threatening, familiar location, providing a trust-building tool and important health information. For our staff and providers, community screenings offer important opportunities to learn more about the community and gather information on individual health concerns and enable us to strategize on innovative methods of future care.

to the community and have provided “Tar Wars” lectures on the dangers of tobacco to all 5th graders in the Malden Public Schools.

Lawrence Memorial School of Nursing

The Lawrence Memorial/Regis College Collaborative ASN Program has a long history of educating nurses. The original school, Lawrence Memorial Hospital School of Nursing began in 1924 when the hospital was established. As hospital based diploma program, the school prepared over 1,800 graduates who served the community and later, served the nation as part of the Nurses’ Corps during World War II. Since its start, the school maintained its excellent reputation as a program that prepares its graduates with the necessary knowledge, skills and abilities to enter the ever changing health care industry and the nursing profession. In 1998, the school signed a collaborative agreement with Regis College so that the College confers Associate of Science in Nursing degrees to graduates of the program. This agreement formalized a longstanding affiliation between the School of Nursing and the College whereby students had taken all of their non-nursing courses at the College since 1983.

Today, the ASN nursing program enjoys support from Hallmark Health as an integral part of the health system. Hallmark Health provides financial assistance through grants to qualified students and employs many students as nursing assistants and in other positions within the health care system. Nursing students benefit from this support both financially and experientially.

Students in the nursing program, in turn, support the local community by helping to teach reading skills in local elementary schools through the “America Reads” program and by planning, organizing and implementing food and toy drives for Thanksgiving and Christmas holiday seasons. Collected items are donated to a local social service agency and food pantry. Most importantly, throughout the curriculum as part of their learning experiences, students provide nursing care to patients in the hospitals and visiting nurse association of the Hallmark Health system. The nursing care provided by students enhances the expert care provided by the nursing staff of the facilities. Both faculty and students in the nursing program recognize the need for community support, value these opportunities and are actively engaged in community activities.

Visiting Nurse Association

Hallmark Health Visiting Nurse Association provides nursing, rehabilitation, home health aides, and social services to residents in twenty-three cities and towns north of Boston. The VNA, a JCAHO accredited agency, works toward improving the home health needs of the community by proving a full range of services that promote and restore optimum health and well-being.

Financial Counseling and Support

Hallmark Health provides financial counselors on-site at each of its health care facilities; Lawrence Memorial Hospital, Melrose Wakefield Hospital, the Family Health Center and the Whidden Hospital (through July 2001) offering counseling and support to individuals to access health insurance coverage for those who are under- or un-insured. In fiscal year 2001 over 1,200 individual applications for free care were facilitated, in addition to 775 applications for Mass Health. This service supports our constituents in accessing basic or supplemental health insurance coverage to programs such as the Children’s Medical Security Plan, Healthy Start, Mass-Health, Medicare and the Pharmacy Plus Program.

The agency works toward improving the quality of life for patients and their families by responding to their physical, emotional, and spiritual needs. Specialty programs have been developed in the areas of congestive heart failure, coronary artery disease, diabetes, vestibular rehabilitation for dizziness and balance, palliative care, asthma management for children and adult, peri-natal and photo-therapy, total joint replacement, wound care and mental health. Ongoing support groups in care-giving, cancer support, and bereavement support is offered in the community.

As part of its community outreach efforts, the VNA maintains a community health education, screening and health care counseling program for older adults, a program for teen parents in collaboration with the Malden Public Schools, and a Parish Nurse Program in collaboration with the Immaculate Conception Parish and St. Joseph Parish in Malden.

With a 101-year history in the community, the VNA has developed longtime relationships and strong linkages with government and health care agencies. Working in partnership with these agencies has provided the residents of the VNA service area with a higher level of health care and enabled the VNA to advocate for their health care needs.

Transportation Support

Funded by Hallmark and operated by SCM, our community transportation service makes several scheduled stops at various Medford locations, including Walking Court, West Medford Community Center, Medford Square, Riverside Towers, Mystic Place, Tempone Manor, and the South Medford and Haines Square T stops. The service connects these locations with Lawrence Memorial Hospital and Lawrence Memorial Medical Services at 101 Main Street.

In addition, in January 2001, Hallmark Health began a scheduled shuttle service from several Medford locations to Lawrence Memorial Hospital. The free service is offered in conjunction with the Women's Health Network Program, among others.

Developed in conjunction with CHNA 16, the 'Mileage for Moms Program' was developed in 2000 to assist high risk, low income and/or limited resource patients with access to transportation to the hospital for pre-term, labor or delivery, as well as post-partum visits on an as-needed basis.

Community Outreach

Extensive community outreach is conducted in many forms through the various programs and departments within the institution. Many projects focus on providing innovative methods for conducting community outreach in order to address barriers to accessing information on programs and services for the hard-to-reach and the broader community as well. Educational materials, screenings and other interventions are offered in the community setting providing information on basic health care services, family education, tobacco control, elder health, women's health and WIC, among others. Hallmark staff participate in events such as health fairs, neighborhood gatherings and special events, school and community celebrations in order to 'get the word out' about methods to access available services.

Finally, a number of programs provide home-based health promotion and education initiatives in order to meet the needs of those patients and clients who are home bound. Examples include the “Fresh Air Matters” our home-based Tobacco Treatment Program and the “Wisewoman Project”, a cardiovascular disease education and lifestyle intervention.

Occupational Health Program

Hallmark Health’s Occupational Health Program brings our hospitals into our communities in a different way. This program provides services such as pre-employment physicals, drug screening, and injury management to more than 80 local employers yearly. Flu clinics and Tuberculosis testing is also available to the community. A small or large company can utilize the hospitals occupational health program to provide education and health improvement strategies to their staff without incurring the cost of a full service clinic at their site. For Hallmark Health, this is a way to meet and gain information about our patients outside the walls of the hospital and to help them “stay well” rather than “get well”.

Speakers Bureau

The Speakers Bureau of Hallmark Health provides an opportunity for our affiliated physicians and managers to give back to the communities. Topics range from financial planning and accessing health insurance, to preparing for a future pregnancy. Managers and physicians complete a brief biography, identify their topic or topics of expertise, and indicate both availability and the type of presentation they are most comfortable providing. Requests are handled by the Public Affairs Department, who maintain the database of available speakers and match the community request to the best available or suited speaker.

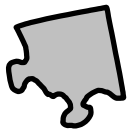
Lectures done in fiscal year 2001 included topics such as: “Depression and Anxiety in Older Adults” and “Diabetes Management”. Many of these lectures were offered in conjunction with the Melrose, Medford and Malden Associations for the Advancement of Retired Person’s. In total, approximately 120 seniors took part in these lectures.

Tuberculosis Clinic

In partnership with the Boards of Health of the communities of Malden, Medford and Everett, and The Massachusetts Department of Public Health, Hallmark Health manages a tuberculosis clinic for individuals diagnosed with Tuberculosis. Upon referral from the Boards of Health, staff provide clinical and educational interventions aimed at effective treatment and management including: diagnostic and laboratory services; provider visits and regularly scheduled educational and clinical assessments for up to a year.

Free Vision Screenings

Free Eye Screenings were offered monthly by a board-certified ophthalmologist and a member of the medical staff of Hallmark Health, at the Whidden Memorial Hospital Laser Clinic for the first half of the fiscal year. The community screenings provided opportunities to test for glaucoma, cataracts and other possible eye conditions associated with the aging process. Adults experiencing any changes in vision, such as blurring, loss, or flashes or streaks of light, seeing rainbows or halos around light, or inflammation of the eye or eye lid, were urged to attend the free event and were provided appropriate referrals.



CARDIAC HEALTH PROGRAMS

Cardiac Survival Project

Cardiovascular disease is the leading cause of death among adults in the United States. Each year, about ninety-five percent of Massachusetts's residents who suffer out-of-hospital cardiac arrests do not survive. This amounts to 11,000 deaths each year. The Cardiac Survival Project's goal is to change these frightening statistics by increasing awareness and empowering people to help victims, in their home or the community, before professional rescuers arrive.

Working in conjunction with local cities and towns, the Cardiac Survival Project has worked to help ensure the safety of Massachusetts' citizens by supporting the placement of defibrillators on fire trucks and offering CPR classes to members of the community. The initiative also included advocating with public service agencies such as the American Red Cross, National Safety Council and the American Heart Association to expand the 911 systems locally. Since its inception, 20 defibrillators have been placed within local fire departments, and 911 services have been enhanced in all of our communities. Thanks to the generosity of local companies, the goal of having automated external defibrillators (AED's) on every fire apparatus in Chelsea was met in July 2001. "For the citizens of this community, these defibrillators could be life saving, I speak for the fire department as well as all members of the community when I say we are deeply appreciative of the donation," said Chief Louis Addonizio of the Chelsea Fire Department.

CPR Training

Integral to the mission of the Cardiac Survival Project is community and professional CPR training. Since the inception of the Cardiac Survival Project more than 15,000 citizens have been trained in CPR by Hallmark Health's licensed educators. Organization and scheduling of CPR classes is coordinated through the Family Education Program and is also offered through the LMH School of Nursing. Trainings occur in the hospital and at various community sites (including the Dutton Center and other locations) throughout the year, with scheduled classes occurring approximately 3-4 times a month.

Cardiac & Respiratory Rehabilitation Programs

These programs focus on exercise and education. Patients meet regularly to exercise and receive counseling on the physical, psychological, and emotional impact of their condition, and learn from the staff and each other about heart disease, smoking cessation and nutrition. In October 2001, a series of free lung health (spirometry) screenings were offered in the main lobby of Melrose-Wakefield Hospital, promoting early detection screenings of chronic obstructive pulmonary disease (COPD) in conjunction with National Respiratory Care Week.

The Cardiac Wellness Program

A collaboration with the Huggins Center for Alternative Therapies in Melrose, the program encourages participants to take control of their heart health by combining traditional medical techniques with stretching and breathing exercises, guided imagery, meditation, a low fat diet, a moderate yoga exercise program and support group activities.



CHILD & FAMILY SERVICES

Anna May Powers Health Center

Located at the Albert N. Parlin School in Everett, the Anna May Powers Health Center originally began as a resource for elementary school students. But demand for the Center's services prompted it to expand to include all Everett children, from birth to age 21. This center was developed by Hallmark Health in mid-2001, the program came under the umbrella of the Whidden Hospital where it is currently housed and was transferred to CHA. Services provided by the Center in 2001 included physical exams (both for school and for sports), sick and injury visits, including asthma nebulizer treatments, follow-up care, immunizations, laboratory tests and screening (including tuberculosis), health education, smoking prevention, mental health counseling, and referrals for other community services. These services were provided free of charge to all Everett residents. The Center worked not only to provide quality health care, education and referrals, but also to enable families to gain health insurance through the most appropriate eligible means, helping assure a long-term solution to the health needs of the entire family and establish positive health practices. The Anna May Powers Health Center also served as a resource within the community for school personnel, particularly school nurses, who frequently refer students to the Health Center.

Car Seat Safety

For the past 15 years, car seat safety education has been provided to parents. Hallmark Health's Maternity Social Worker, who is a nurse educator, is a certified car seat educator through the Massachusetts Highway Safety Commission, and is available by appointment to check seats for parents. This program is a wonderful way to express our commitment to family safety and preventative health in our communities.

Healthy Families

Healthy Families is a special program for first-time young parents (20 and under) and their families. Being a parent is a tough job at any age, and can be especially challenging for young parents and their families. Healthy Families Massachusetts is a statewide home visiting program funded by the Children's Trust Fund. Hallmark Health's Healthy Families program began in 1997 and serves families in Everett, Malden, Medford, Melrose, Wakefield, Stoneham, Reading, and North Reading. Services are free for participants and their families.

Healthy Families provides home visits by specially trained Home Visitors who provide mentoring, role modeling, education, and support groups to help young parents become the best parents they can be. Services can begin during pregnancy and continue until the child turns three. In addition to home visits, services include groups, special family activities, and educational classes such as prenatal classes, CPR and First Aid.

The goals of Healthy Families are:

- Prevention of child abuse and neglect by supporting positive, effective parenting skills
- Achievement of optimal health, growth, and development in infancy and early childhood
- Educational attainment and economic self-sufficiency among parents
- Prevention of repeat pregnancies during the teen years

Hallmark's Healthy Families program, now in its fifth year, serves about fifty-five to sixty-five families at any given time, and has received 290 referrals. Our program has had significant successes. A high number of our participants are in school, have returned to school, and/or are in a job-training program. Within the past two years, 24-26 participants have received their GED or graduated from High School, College, or a Certificate program - many with Honors or High Honors. This past year, four families graduated from our Healthy Families program after participating for three or more years and as their child turned three years old.

Approximately seventy percent of Healthy Families' fathers are involved in some way in the life of their child. Approximately forty-five percent of our fathers participate in Healthy Families and thirty-five percent are actively involved in home visits and program services. In the past year, only one family had a substantiated 51-A with the Department of Social Services and an open case with D.S.S. There have been no cases of abuse. Within the past four years, only two participants have had second babies, both of whom were planned. This is in sharp contrast to the general population report of 35 - 40% of pregnant teens becoming pregnant again within two years of the first birth.

Hallmark's Healthy Families program is actively involved in the communities we serve. Staff and Managers are actively involved in a wide range of community coalitions and committees, working collaboratively to benefit the children, families, and communities we serve.

Family Education Programs

Family Education classes are offered for new and expecting mothers and their families, including yoga-based prenatal exercise groups, baby sitting classes, support groups and classes on childbirth education, pain management for labor and birth, parenting, breast-feeding, partner massage and sibling adjustment. These programs have been part of the core services available to families for the past 17 years at Melrose-Wakefield Hospital. Our New Parents Group, an example of Hallmark Health's commitment to community education and wellness, just celebrated its 12th anniversary. In fiscal year 2001 approximately 84 new parents participated in this group.

Throughout the year, we continually evaluate our programs to ensure client satisfaction and to continue to meet the needs of the public. Family Education staff meet on a regular basis with the Director of Women's and Children's Services and the Maternity Services staff to ensure consistency in information relative to our services and to implement the changes as needed in our programs. Clients are given an evaluation form to complete after finishing their course to assist in evaluating the quality and consistency of our programs. In 1999, as recommended, we added a one-day prenatal education class as well as a partner massage component to all of our prenatal classes. In the following years, we have added a multiples

course for parents expecting multiples. In the past year we have educated 750 couples to help prepare them for the birth of their children.

Courses such as “Baby Sitting Basics” has been well received by many adolescents in our surrounding communities and consists of a basic six-hour class which covers choke saving skills, how to calm a fussy baby, safety issues, when to call 911 as well as many other important issues needed to be a good babysitter. Each year, hundreds of students take part in these programs. Many become family helpers, and others obtain successful part-time jobs as baby sitters. This program improves the skills and self-esteem of our adolescents and provides a needed resource in our community for supporting parents. Approximately 120 adolescents participated in the program in fiscal year 2001.

The Family Education Department is the hub of the Women’s and Children’s Service Line in the Community Services Division of Hallmark Health. Through its programs, Hallmark Health has developed a launching pad for innovative programs like the Healthy Families Program and the North Suburban Family Network. These non-traditional endeavors are examples of the leading role hospitals can assume in improving community health.

Malden Lead Poisoning Prevention Program

The Malden Lead Poisoning Prevention Program offered free lead screening information and education through our Family Education classes. These classes are held on a monthly basis for expecting parents and participants receive the education through our early infant care courses offered. These courses are offered at a variety of sites throughout the community.

Newborn Hearing Screening

Since 1998, every newborn at Hallmark Health has received a hearing screening before discharge. The screening itself is quick, painless and astonishingly accurate. If we can catch a hearing problem at birth, the hearing impaired child has a much greater opportunity to develop within the normal range of language comprehension, verbal expression and psychosocial development than does a child diagnosed later in life. More than 1,200 infants have received hearing tests at Hallmark Health since the inception of the program earlier this year.

North Suburban Family Network

Funded by the Massachusetts Department of Education through the Melrose Public Schools, the North Suburban Family Network is a community-based family support, referral, resource and education program that brings together families and their community. The Family Network’s goal is to meet the education and support needs of parents and caregivers with children under the age of four.

Governed by a parent-led community coalition, this Hallmark Health program serves families living or working in the communities of Melrose, Stoneham and Wakefield. We offer playgroups, adult education programs, support groups and family activities for over 2,300 families. Programs run from our home base in Stoneham and off-site facilities in Melrose and Wakefield. We offer drop in activities for families outside of our services area and assist them with resources and referrals.

Hallmark Health representatives sit on our Coalition and are facilitators for some of our programs. We are a satellite site for WIC and collaborate with Healthy Families. All WIC and Healthy Families are offered the same privileges as our catchment area parents. First funded in 1999, we have expanded our services to include museum passes and a video and book lending library.

Pediatric Orientation Program

For 27 years, members of the Friends of the Lawrence Memorial Hospital have visited every first grade classroom in Medford (both public and parochial schools), teaching approximately 500 children each year what it's like to visit a hospital. Volunteers from the Friends explain item by item what they will smell, hear, taste, and feel during their stay. At the end of the session, each student gets the chance to dress up like a surgeon, complete with surgical glove, cap, mask, and gown, and receives a coloring book highlighting the topics discussed in the presentation.

Women, Infants and Children (WIC)

Housed at Hallmark Health's Malden Medical Center, the WIC program is a unique program which provides links to health and social services, as well as food and nutrition services to low to moderate-income families in critical stages of growth and development. Over 2,400 low-and moderate-income families received services from our WIC program last year. In addition to the primary site, there are four satellite sites throughout Hallmark's catchment area to facilitate participant access to the support this MDPH program offers. Participants receive:

- ❖ **Food checks** to redeem at participating grocery stores or pharmacies for the WIC approved foods specified on the check, including: milk, cheese, eggs, 100% fruit juice, iron-fortified cereal, peanut butter or dried beans and infant formula. Women who are fully breastfeeding also receive tuna and carrots. The checks can be redeemed at more than 700 participating retail food stores and pharmacies. WIC participants also receive Farmers' Market coupons redeemable for fresh produce.
- ❖ **Nutrition education** which includes such topics as the importance of breastfeeding, appropriate feeding for infants, good diet during pregnancy, how to make good food choices, meal planning and purchasing food on a limited budget.
- ❖ **Referrals** to other health care and social service agencies. WIC services are intended to supplement participants' primary care. WIC uses test results obtained at participants' regular medical visits and returns nutrition assessment information to participants' health care providers to update them on the nutrition concerns discussed at WIC appointments and to ensure integrated health care.

WIC services have been proven effective in reducing infant mortality and morbidity and in improving participant health outcomes. Research studies have shown that:

- ◆ Women participating in WIC have improved diets, receive prenatal care earlier and have improved pregnancy outcomes,
- ◆ Infants born to WIC mothers have higher birth weights, larger head size and are less likely to be premature,
- ◆ WIC infants and children consume more iron, vitamin C and other nutrients, resulting in improved growth and nutritional status,
- ◆ Children enrolled in WIC are more likely to have regular medical care and immunizations and demonstrate better cognitive performance, and
- ◆ WIC families buy more nutritious foods than non-WIC families.

Studies have shown that WIC is cost-effective. Each dollar spent on WIC saves three dollars in future health care expenses.

Bright Star Child Care Center

The Bright Star Child Care Center was started by Hallmark Health's Malden Hospital and the Malden YMCA to fill a vital community need when the Fells Acre Day Care Center was closed in the late 1980's. By offering low cost childcare for 101 children in an enriched learning environment, the center provides families with infants, toddlers and preschool children professional, safe and high quality childcare services. Bright Star responds to changing community needs through monthly board meetings and active input from the professional staff of the center. As part of a community-wide child care cooperative of community leaders, the Mayor's liaison on human services sits on the board and provides information about evolving community childhood health and wellness needs.

The Saugus School Nurse Program

Provided until July 2001, nurses worked with both elementary and high school students to provide health services, psychological counseling, and information on subjects such as smoking cessation, drug and pregnancy prevention. The Saugus School Nurse Program offered a unique opportunity to reach out to children and their families outside the walls of the hospitals.



BEHAVIORAL HEALTH PROGRAMS

Diabetes Self-Management

In February 2001, Hallmark Health's Diabetes Self-Management Program was recognized for meeting the National Standards for Diabetes Self-Management Education Programs. This honor, which is shared with six other programs in Massachusetts, culminated after a five-year study by the American Diabetes Association. Programs applying for ADA recognition voluntarily submit to a rigorous review process by experts in the field of diabetes, who evaluate each program on its ability to provide patients with a comprehensive individualized education program. "The standards for accreditation are based on how the patients are taught to self-manage with this disease," said program coordinator Alice DiCenzo, RN, BSN, CDE, in a recent edition of Hallmark Health's *Monday File* publication. "They look at how you are educating the patients—what you are offering, how qualified the program is, and how the program has benefited the community".

The Hallmark Health Diabetes Self Management Program involves a combination of group classes with one-on-one sessions for the patient to learn to control their disease with the help of a primary care physician, diabetes educator, and dietician. The overall aim of the program is to educate people with diabetes to better help them manage their disease. Goals include nutrition counseling, exercise benefits, family involvement, identifying and treating high and low blood sugars, and the psychological adjustments that are necessary.

In its six-year history, the Diabetes Self-Management Program has seen over 2,000 patients, and each month the program acquires 30-40 new patients. The program's goal is to increase diabetes awareness within the Hallmark communities, prevent the debilitating complications of diabetes by early detection, offer frequent health care screenings and maximize human potential by promoting healthy lifestyles.

Cardiovascular Disease Risk Reduction

In partnership with the Hallmark Women's Health Network, the 'Wisewoman Project' (Well Integrated Screening and Evaluation for Women Across the Nation) offers a chronic disease screening and lifestyle intervention aimed at reducing cardiovascular risk among women. Funded by the Center for Disease Control, the project is one of a few in the state funded by MDPH to work in tandem with the Women's Health Network to target low income and uninsured women to measure the effects of lifestyle changes on risk for cardiovascular disease. The project addresses factors such as elevated cholesterol, high blood pressure, sedentary lifestyle, diabetes and smoking status as indicators of cardiovascular health.

Stress & Anger Management

Offered through our outpatient psychiatric department, these programs teach participants methods to relax and redirect negative energy. Services include both multi-session and single-evening programs, and are offered to participants for a nominal fee as part of our *Healthy Choices Community Education Series*. Clients may self-enroll, or may be referred by their physician. Individual counseling is also available.

Depression Screenings

Depression screening and awareness activities are offered throughout the year at a variety of Hallmark sites. For example, Hallmark offered a depression seminar for seniors in conjunction with the Saugus Senior Center last year during the Holiday season and Hallmark Health's Lawrence Memorial Hospital sponsors free annual Depression Screenings for the community during National Mental Health week. These nation-wide events are held in collaboration with the National Institute of Mental Health, and feature employees of Hallmark Health's Behavioral Health Services. The confidential personal screenings include a self-test, a screening interview, and educational resources and referrals, as needed.

Domestic Violence Prevention & Education

Our Domestic Violence Initiative has integrated into our plan of care for all inpatient, outpatient and community programs. Education materials are distributed at health fairs and events, and staff are updated on policies during yearly performance reviews. Staff such as Healthy Families Home Visitors and other Community Services staff have attended additional training programs on domestic violence issues in order to assist them in their work.

In addition, Hallmark Health supports local initiatives, such as the Melrose Alliance Against Violence and the Portal to Hope Program in Everett. In early 2001, we collaborated with the alliance and community members to offer a workshop entitled "Breaking the Silence of Domestic Violence: A Daughter's Voice". The event was held at Melrose-Wakefield Hospital and more than 100 community members attended and actively participated in post-presentation discussions on prevention and intervention strategies when domestic violence is suspected.

Support Groups

Hallmark offers a wide array of support groups covering a variety of issues. These programs are offered monthly for cancer patients, arthritics, those recovering from alcohol and narcotic abuse, caregivers, respiratory and cardiac clients and their families, etc. Other programs address the needs of quitting smokers, milestones in the aging process, the bereaved, first-time parents and mothers planning for a vaginal birth after cesarean, among others. Led by trained staff members, with support from the outpatient Behavioral Health department, Community Services and other divisions within the institution, these support groups provide useful information, emotional support and a caring environment for those facing major life changes.



OLDER ADULT PROGRAMS

Aging Well Program

A collaborative effort of Hallmark Health and the Chelsea/Revere/Winthrop Area Agency on Aging, Inc., The Aging Well Program serves approximately 1,000 people each year, and is funded in part by the federal government, through the Older Americans Act. “From a basic concept of a one on one blood pressure screening back in 1980, the program has evolved into a comprehensive wellness program for older adults,” says James P. Cunningham, CEO of Chelsea, Revere, and Winthrop Area on Aging. It focuses in three areas: blood pressure screening and individual health conferences, nurse-led health education groups; and special community presentations. Blood pressure checks and conferences are held on a drop-in basis at 11 sites in the region. Clients can meet with a registered nurse to discuss concerns related to blood pressure, and other areas such as medication, grief, and nutrition. Nurse-led health education groups include programs such as Arthritis Self-Help, Memory Aid, Health-Wise for Life, and On the Move, an exercise program. The Aging Well Program program provides opportunities for individuals to learn new information and skills for better social, emotional, and physical health and empowers the people we serve to maintain and improve their own health.

Health Care Counseling Clinics

A collaborative effort of Hallmark Health and the Everett Foundation for the Aged, this nurse-run program offers blood pressure screenings, exercise programs, education, and home visits, without cost to clients, at the Everett Armory and local housing sites. In the past year, the program has become part of the Older Adult Service Line of Hallmark Health, allowing it to integrate with a developing network across the system for our most seasoned clients.

The Parish Nurse Program

The Parish Nurse provides non-invasive health care and supportive services and is primarily funded by Hallmark Health’s Visiting Nurse Association with two small grants from Malden parishes. The parish nurse assumes the role of health educator, counselor, referral source and liaison, facilitator and teacher of volunteers. After a thorough assessment and evaluation of the needs of the community and parishioners of the Parishes being served, the Parish Nurse develops programs and services to meet the identified health needs. Screenings are conducted to focus on prevention, treatment, and follow-up course of action. In addition to providing services at Parish sites, the nurse offers health care counseling clinics and programs in elderly residential housing in Malden. This community outreach responsibility extends to elders living at sites managed by the Parish or located in the Parish service area. Families and children are also served by this program through programs offered at the Immaculate Conception Elementary School in Malden.

The Immaculate Conception Parish Nurse Program was developed in 1998 to provide community health outreach primarily to residents of Malden and parishioners of the Immaculate Conception Parish in Malden and St. Joseph's Parish in Malden. These Parishes provide in-kind donations to assist in supporting the services and programs offered at their respective site.

Life Line Program

Hallmark Health maintains a Lifeline Emergency Response Program to more than 1,200 area residents. The program gives subscribers the confidence to continue to live independently in their own homes. This is accomplished through a Lifeline Unit, consisting of a small in-home communicator hooked up to the client's telephone and activated by the push of a help button. When a client is in need of emergent medical assistance, pushing the help button will automatically dial the Lifeline Call Center. The Center is staffed by highly trained personnel and includes the availability of interpreter services.

The Dutton Center Adult Day Health and Supportive Day Program

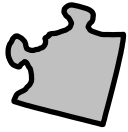
This program, located in Wakefield, offers Social Day Care for all seniors and Adult Day Health Care for those with special physical, cognitive or emotional needs. In addition to counseling, support groups and supervision, the program offers activities such as music programs, arts and crafts sessions, games and exercise groups. These programs allow families to work and know that their aging family member is safe and cared for. The program serves 40 clients per day.

Medford Senior Citizens Health Services

Hallmark Health provides by a registered nurse at two separate senior housing sites: the Medford Senior Drop-in Center and the Meadow Glen Mall. This program provides nursing services such as nursing assessments and referrals, B-12 injections, blood pressure screenings and individual health conferences. The program also provides education and support services such as osteoporosis awareness, prevention and treatment for hypertension, and senior safety programs among others. The program serves approximately 2,500 residents of Medford and surrounding communities.

Malden Social Day Care Program

This program provides an enriched social opportunity for seniors in a facility in downtown Malden. It offers transportation, activities, counseling and social support. It operates through a collaboration of Hallmark Health and the Malden Council on Aging and serves approximately 15-20 seniors on a daily basis. The Malden Social Day Care program provides seniors with regular social contact and provides families with respite.



CANCER PREVENTION AND INTERVENTION

Tobacco Treatment Service Programs

Hallmark Health's Tobacco Treatment Services consist of cessation and counseling, clinic or home based treatment and youth focused prevention through a triumvirate of innovative programs that work together to educate individuals on the 'stages of change' and provide them with the tools necessary to quit.

Tobacco Treatment Services (TTS)

In 2001, Hallmark Health sustained its longstanding commitment to treating tobacco addiction through Tobacco Treatment Services (TTS), a grant funded program of the Massachusetts Tobacco Control Program. TTS offers clinic-based counseling, cessation classes and ongoing support groups on all three hospital campuses at no or low cost to smokers. The program, staffed by a Certified Tobacco Treatment Specialist, also supplies nicotine patches and gum, critical aids in the smokers' treatment plan, at low or no cost.

In 2001, TTS provided 784 counseling sessions and held classes in a variety of community settings including senior housing units, a day program of Tri-City Mental Health and a detox center in Malden. TTS also collaborated with Dana Farber Cancer Institute and its healthy work place initiative to offer quit classes directly at the worksite, such as the highly successful program at Tympanium, Inc., a small business located in Malden. These programs were all provided at no charge to the community.

The ongoing success of Hallmark Health's Tobacco Treatment Services has resulted in the reward of a second grant from the Department of Public Health to allow for free tobacco treatment counseling directly in the home. In its first year, the "Fresh Air Matters" program funds a full time counselor to provide assessment, referral, counseling and nicotine replacement therapy to homebound smokers who otherwise have no opportunity to seek treatment. This innovative program especially seeks to assist smokers whose health has been severely impacted by a lifetime of tobacco use.

Fresh Air Matters (ISI)

"Fresh Air Matters", a home-based Tobacco Treatment Program is in its second year of intervention and treatment, currently the program serves close to 40 individuals in their homes. Identified by the Massachusetts Department of Public Health's Tobacco Control Program as an "Innovative Service Initiative", the program was created in September 2000 to promote the need for free services to the homebound community. These services cover 24 communities in conjunction with the Hallmark Health VNA catchment area.

Eligible homebound clients consist of any adult individual who is unable or unwilling to attend smoking cessation classes and support groups offered at the various Hallmark Health sites. These individuals include those who are medically or physically compromised (i.e. COPD, cardiac, and cancer-smoking-related diseases). Others include those who have

chronic illnesses (diabetes, HIV-AIDS), the elderly who are have difficulty ambulating or have no transportation, culturally isolated individuals who have a language barrier and are isolated in their community, those who have debilitating substance dependency or behavioral health issues (i.e. dual diagnosis, agoraphobia, bipolar, paranoid/schizophrenics, major depression), young parents who smoke who have small children who have respiratory distress (i.e. asthma, bronchitis) and young pregnant mothers before and after delivery. Also caretakers for these individuals who live with the identified client smoker and wish to quit smoking are eligible for this program.

This program offers educational materials, motivational counseling (behavioral/cognitive treatment, stress management, time management, etc) and triaging of issues that are barriers to quitting smoking including proper referrals and free nicotine replacement therapy (NRT) including nicotine patches and gum, as part of a comprehensive quitting program. When an individual moves from the contemplation to the preparation and action stage, treatment and follow-up can take up to 3 months to promote a stable and successful quit period.

This program also includes staff training and in-services provided for the home visit line staff and other healthcare providers in order to enhance knowledge of tobacco treatment strategies and facilitate utilization of counseling and therapeutic interventions.

The Tar Wars Program

The Tufts Family Practice Residency Program at Hallmark's Family Health Center participates in the "Tar Wars" tobacco use prevention program which is focused on educating junior high students within the Malden Public School System about the dangers of smoking. Family Practice residents conduct outreach and education to each class of 5th grade students enrolled within the Malden Public Schools with the message of prevention.

Women's Health Programs

Hallmark Health's Women's Health Programs were designed to complement one-other in addressing the need for prevention, health care access, screening and diagnostic care towards cancer prevention among adult women. With a diverse array of partners including the Department of Public Health, the YWCA, Avon and Tufts Health Plan Women's Access Project, these programs conduct outreach, education, referrals, cover diagnostic and screening costs and facilitate access for under- and un-insured women 40+.

The Breast and Cervical Cancer Initiative

The Breast and Cervical Cancer Initiative (BCCI) provides free mammograms, pap smears, risk assessment and counseling, and screening for uninsured and underinsured women ages 40 to 64, and eligible men. In this past year the program has grown significantly, both in client and provider base, as well as in the scope of care. In fiscal year 2001, more than 200 individual clients received services.

This program is also able to offer outreach, transportation, and childcare services through its relationship with the Malden YWCA EncorePlus Program and, translation services are

available through the Hallmark Health Cultural Linkages Initiative to ensure access to a wide variety of culturally diverse populations.

The Women's Access Project

In collaboration with the BCCI program is The Tufts Health Plan Women's Access Project. This initiative is a safety-net program designed to provide outreach and education to uninsured, underinsured and medically underserved women over the age of forty, especially women of color and women over the age of sixty-five. This grant bridges gaps in health services identified by staff and clients enrolled through our Women's Health Network Program (funded by the Massachusetts Department of Public Health), and the Avon Breast Care Fund. The grant also supported the development of a web-based women's resource guide that can be accessed through Hallmark Health's web site (www.hallmarkhealth.org). The program also funds support services such as transportation. Since its inception in January 2001, we have educated more than 1,500, provided outreach to over 4,000 and provided direct care to more than 200 women, including mammograms, Pap smears and cardiovascular screening.

The Avon Breast Health Access Project

The Women's Health Network also partners on the Avon Breast Health Access Project. Focused on outreach, Hallmark Health partners with the YWCA of Malden to provide outreach, education, and referral services for breast health to women over forty who are uninsured, underinsured, and at high risk. The YWCA of Malden's target group is women ages forty to sixty-four, particularly women of color, and that of Hallmark Health is women over sixty-five. In the past year, Hallmark Health exceeded its goal of outreaching and referring more than 140 women to receive initial or re-screening mammograms and clinical breast exams.

Cancer Screenings

In 2001, skin cancer screenings were offered in Everett, Medford and Melrose and surrounding communities through the Cancer Care Center and Department of Oncology, among others. These screenings also offered education about skin cancer prevention and treatment with hundreds of community members taking advantage of these offerings. In addition, the Women's Health Network provided advocacy and referral services to more than 200 women promoting and facilitating breast and cervical exams and screenings.

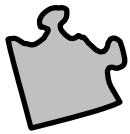
Cancer Support Groups

The Oncology Service staff, throughout the Hallmark Health System, understands the value of positive attitude in the healing process for their patients and families. Each campus provides a support group to aid families in coping with the physical, social and emotional aspects of this disease. These groups are held at different times and locations and are offered by nurses and social workers in conjunction with the Outpatient Psychiatric Services Department and other members of the Hallmark Health team. Huggins Center for Alternative Therapies is also utilized to offer patients and family members the opportunity to explore other avenues to supplement their traditional care.



PLANS FOR THE FUTURE





LOOKING FORWARD

Individuals, communities and the institutions that serve them are not static. An integral element to the implementation of our Community Benefits plan is an on-going commitment to assessing our own capacities and abilities, in order to be knowledgeable about the dynamic cultural, economic and social aspects of the communities that we serve. This allows us to better address the health concerns of the community and, to be responsive to the events that influence and shape our nation as a whole.

Over the next year Hallmark Health will undertake a redesign of our Community Service and Marketing and Public Affairs functions by creating two distinct departments. The identification of two new leadership positions, focused on building the capacities of each respective department will more fully address institutional and community communication, and identification of programmatic needs and linkages. In addition, the goals of improving access for the underserved, enhancing stewardship and strengthening the cross-integration of services is aimed at improving communication, access and subsequently, refining the delivery of care for our constituents.

Community Services Assessment

Community Services will conduct a comprehensive service delivery assessment including staff, programmatic, funder, and inter- and intra-agency collegial analyses. This information will be used to inform the re-design and development of the department and it's partnerships to more fully respond to the needs of our dynamic communities.

Community Building

Through our current community relationships and programmatic partnerships, we are committed to addressing many issues of concern to the community that we serve. But, in these challenging times, it is even more critical that we expand our leadership role to focus on innovative community building efforts aimed at enhancing public health and wellness. Exploring new and creative partnerships in conjunction with other organizations allows us to better advocate for private, state and federal resources to leverage scarce resources and more adequately address barriers to access and service gaps.

Cross-integration of Community Services

Cross-integration of programs and services serve to enhance the provision of those services and spread information about important public health initiatives offered throughout the institution to a wider audience. Plans to address this task include the development of an interdisciplinary Community Services Advisory Board, the development of an organization-wide outreach network aimed at increasing intra- departmental and institutional knowledge of public health initiatives and developing more effective and consistent cross-referrals. In addition, the communication tools and publications managed by Marketing and Public Affairs will play an integral role in educating and informing the community, staff and providers of new program offerings and opportunities.

Improving Access for the Under-served

Hallmark Health continues its commitment to developing and refining collaborative, integrated delivery systems that will preserve regional access to a full continuum of affordable care. Hallmark serves under-served communities throughout its catchment area by providing a wide range of free or low cost health education and promotion activities and supportive services. In many instances, programs are brought to the community and to the home-based level (with VNA services, the Healthy Family Programs, Tobacco Treatment among others).

Hallmark operates a number of family practice and outpatient clinics for primary care and some specialties in order to facilitate patient access throughout the North Suburban region. In many cases, we are one of the few (if not only) providers of such services to accept Medicaid or patients unable to pay. In 2001, reimbursement rates for Medicaid covered 77% of the cost of care.

During the fiscal year 2001, the percentage of total net charity care was over 9.5 million dollars and bad debt in 2001 totaled 7.8 million dollars. Finally, Hallmark Health's total contribution for fiscal year 2001 to the uncompensated care pool totaled over 17 million dollars. This amount includes charity care, bad debts and uncompensated care.

Stewardship

While the hospital's mission is to provide excellence in community healthcare, Hallmark Health's leadership, physicians, staff and volunteers are also committed to donating services back to the community as part of the Community Stewardship. In fact, many of Hallmark Health's employees, close to 5,000 individuals, are residents of the communities that we serve. Staff paid and volunteer commitments provide representation and pro-active participation on many community committees, task forces, boards and networks. This participation is encouraged and serves to demonstrate not only the institutional commitment to the communities we serve, but also the individual concern and dedication of our staff members, their departments and divisions within the institution.

In addition to individual commitments of time and effort, we interpret the spirit of Community Stewardship to include the support of public and private efforts focused on the mission of improving the health of our constituents, the communities we serve and the broader health of the commonwealth and the nation.

Institutional Emergency and Bio-terrorism Preparedness

The horrific events of September 11, 2001 have had a devastating emotional, and spiritual impact on the citizens of our community and the nation as a whole. Out of this event have arisen new or additional concerns for health care entities and professionals regarding readiness to respond to any potential bio-terrorist incident within their community.

Hallmark Health's extensive "Comprehensive Emergency Preparedness Disaster Plan" was developed and is implemented in conjunction with municipal and community associations including; the Emergency Preparedness Committee of Melrose, the Boards of Health, City MEMA, Directors of Emergency Management, local Fire Departments and various hospital committees (including Infectious Disease, Emergency Preparedness, Safety and the Board of Trustees, among others). Hallmark Health's plan is continually scrutinized and tested for effectiveness.

In fact, the plan was activated on 9/11 as the entire Commonwealth of Massachusetts was called to "Alert Status" in regards to the terrorist attacks on New York City. Hallmark staff were evaluated as a result of this activation, and were found to have activated and followed the Emergency Plan accurately and in a timely manner.

Subsequent to 9/11, and with recommendations to all health care institutions by the Centers for Disease Control (CDC), Hallmark Health's Emergency Preparedness Committee (EPC) solicited and reviewed potential models to inform the adoption of a "Bio-terrorism Readiness" element to the existing Plan. These national models, developed by the CDC with checklists provided by the American Hospital Association, offer templates for bio-terrorism readiness for local institutions and communities.

Elements of the plan include updated bio-terrorism policies, review and adoption of enhanced procedures for bio-terrorism/exposure to chemical agents, review of existing EPC Crisis Intervention Protocols and an updated Emergency Hazard Risk Analysis to include bio-terrorism as a higher risk to the hospital and surrounding communities.

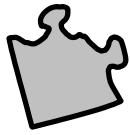
Hallmark Health's commitment to our community benefits mission and goals are exemplified in our efforts regarding Emergency Preparedness and Bio-readiness. As an institution, we demonstrate leadership by continually seeking to improve and expand on the changing dynamics facing the communities we serve. We aggressively pursue expanded partnerships, both federal, state, municipal and community with the over-all goal of improving and ensuring the health and safety of the communities we serve

Our efforts in Melrose resulted in very carefully coordinated and comprehensive plan. The collaborative nature of this effort served as a model that hallmark leaders shared with the Medford task force seeking to achieve a similar level of preparedness.



*APPENDIX 2
ANNUAL REPORT STANDARDIZED
SUMMARY*





ANNUAL REPORT STANDARDIZED SUMMARY

HALLMARK HEALTH, INC.

www.hallmarkhealth.org

Report for Fiscal Year 2001

Community Benefits Mission

- ☉ *To develop a community benefit plan to identify and address the health care needs of those we serve.*
- ☉ *To address the special health needs of the under-served in our community.*
- ☉ *To promote healthy lifestyles by providing access to health information and education.*
- ☉ *To serve as a leader within the community by encouraging collaborative planning between local organizations to provide affordable, accessible, and high quality health care.*
- ☉ *To improve the health of community members by continuing our tradition of working with healthcare institutions, physicians, and community organizations.*

Program Organization and Management

In 2000, Hallmark Health's Community Services was under the auspices of its Marketing and Public Affairs Department, and was coordinated by a manager who reported to the Vice President of Public Affairs. In the fall of 2001, it was determined that Community Services be developed into a discrete department with a dedicated Director, whose focus would include facilitating community based public health opportunities, targeting un-met community health needs and serving as an advocate and linkage between the various institutional program offerings and the community.

The organization's commitment to the mission of Community Services is seen in the strategic placement of the Department within the leadership structure of the organization. The Director is a direct report to the Senior Vice President of Strategic Planning and Marketing, who in turn reports directly to the Chief Executive Officer of the organization.

In addition, the Director will work on a collegial basis with a team from disciplines such as Family Health, Marketing and Public Affairs, Women's Health and Development, among a wide array of Managers and Directors of both clinical and non-clinical service areas within the institution and its subsidiaries.

Community Health Needs Assessment

Hallmark Health

2001 Community Benefits Report

Hallmark Health's Community Services Department has utilized a variety of sources to inform the development of its Community Benefits Plan. Institutional and community sponsored patient, provider and staff and membership committees have met on an on-going basis to define, shape and work together toward a shared vision of a healthy community. Individual and institutional interviews with key community representatives and comprehensive data analysis of local, state and federal health data indicators have all been tools utilized to collect information in order to assess community health. Examples include:

Community and Institutional Assessments:

Malden Public School Annual Needs Assessment

The North Suburban Tobacco Free Network: Community Needs Assessment.

Community Health Network (14 and 16) Community/ Provider Needs Assessments

Healthy Malden Task Forces

The Joint Committee for Children's Healthcare in Everett Assessment and Recommendations

The North Suburban Family Network Program Survey Evaluations

Hallmark Health Patient Satisfaction Surveys

Hallmark Health Provider Surveys.

City, State and Federal Public Health Data Assessments:

MDPH Bureau of Health Statistics, Research and Evaluation Data

Massachusetts Health Council; Trends in the Determinates of Health

The Department of Public Health's Behavioral Risk Factor Surveillance Survey and Minority Health Status Indicators

Massachusetts Community Health Information Partnerships (CHIP) data-base.

2000 Census Reports

Healthy People 2000 and 2010 goals and status reports, among others.

Key Collaborations and Partnerships

Key institutional partners who have played significant roles in the determination and development of community health program offerings include: Medford Health Matters, Healthy Malden, and Malden High School Teen Parent Task Force, The Everett Community Partnership and Lead Prevention Committee, The Joint Committee for Children's Health in Everett, The Chelsea Community Collaborative, Mystic Valley Elder Services Provider Task Force, The North Suburban Family Networks (including the Malden/Everett and Medford networks), the Medford Resource Coalition and the Healthy Families Community Coalition, among others.

Community Benefits Plan for Next Reporting Year

An integral element to the implementation of our Community Benefits plan is an on-going commitment to assessing our own capacities and abilities in order to be knowledgeable about the dynamic health, cultural, economic and social aspects of the communities that we serve. This includes the ability to be responsive to the events that influence and shape our nation as a whole. Specific community service goals focus on aspects of community building,

improving access for the under-served, enhancing stewardship and strengthening the cross-integration of services aimed at improving communication, access and subsequently, refining the delivery of care for our constituents. Finally, institutionally reviewing and adopting a bio-preparedness plan in conjunction with institutional, federal, state and local municipal teams.

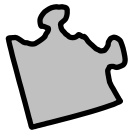
Key Accomplishments for Reporting Year

More than \$2.4 million in community benefits and service programs were offered in fiscal year 2001 to support our most vulnerable populations: the under- and un-insured, the elderly, children and families, those needing behavioral health services, those suffering from cancer and other chronic diseases, personal losses or in need of compassionate high quality care in a supportive environment that is close to home. A variety of free or low-cost programs were developed in partnership with community networks and coalitions to address the health concerns of the community and meet basic health care, access, education, screening, prevention and on-going support needs.

Hallmark Health Community Benefits Contact

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Malden Medical Center, 100 Hospital Road, Malden, Massachusetts, 02148

Telephone: 781-338-7552 Fax: 781-322-0514 E-mail: jmonroe@lmh.edu

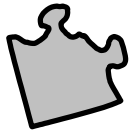


SELECTED COMMUNITY BENEFITS PROGRAMS

Hallmark Health’s commitment to meeting the needs of our diverse communities have involved creative and innovative partnerships aimed at supporting our constituents and facilitating access to healthcare education, support and services aimed at improving the health status of our communities. Following are examples of program which exemplify this commitment:

PROGRAM OR INITIATIVE	OBJECTIVE	PARTNER(S)	HOSPITAL/HMO CONTACT
<i>The Wisewoman Project</i>	A National Center for Disease Control prevention research project that works in tandem with statewide Women’s Health Networks to provide chronic disease screening and lifestyle interventions for women over 45. More information on this national project can be found on the CDC web site at: www.cdc.gov/	The Women’s Health Network and The National Breast and Cervical Cancer Early Detection Program.	Joan Farren, RN, Program Coordinator 781-338-7562
<i>Fresh Air Matters</i>	Fresh Air Matters is a home-based tobacco treatment recovery program which provides support, education and tobacco treatment to home bound adults. Support consists of motivational counseling, nicotine replacement therapies and other complementary therapies leading to cessation. Homebound adults include those who are medically or physically compromised or disabled parents with small children, pregnant mothers or those with substance dependence or behavioral issues in treatment, among others.	Funded by the Massachusetts Department of Public Health’s Massachusetts Tobacco Control Program, partnerships include the North Suburban Tobacco Free Network, The local Boards of Health and the Hallmark Visiting Nurse Association, among others.	Cheryl Nahas, MA, LMHC, Program Coordinator 781-338-7572
<i>The Dutton Center</i>	This program, located in Wakefield, offers Social Day Care for all seniors and Adult Day Health Care for those with special physical, cognitive or emotional needs. In addition to counseling, support groups and supervision, the program offers activities such as music programs, arts and crafts sessions, games and exercise groups. These programs allow families to work and know that their aging family member is safe and cared for. The program serves 40 clients per day.	Hallmark Health Visiting Nurse Association, the Mystic Valley Elder Services, among others.	Nina Takayama Program Director 781-246-2820
<i>Bright Star Child Care Center</i>	The Bright Star Child Care Center was started by the hospital in conjunction with the YMCA to fill a vital community need when the Fells Acre Day Care Center was	Operated by Hallmark Health with board representation from the City of Malden, the local	Amyanne Checca, BA Executive Director 781-322-1114

	<p>closed in the late 1980's. The Center's objective is to provide low cost child care to up to 101 children in an enriched, well organized center, serving families with infants, toddlers and preschool child care needs. In addition, the Center responds to changing community needs by participating in a community-wide cooperative of childcare leaders. The Board of Directors includes representation from the City of Malden via the Mayor's liaison on human services, who provides information about evolving community needs.</p>	<p>WIC program and parents who utilize the center</p>	
<p><i>Healthy Families Newborn Home Visiting Program</i></p>	<p>To promote healthy, optimally developing children and families; to strengthen parenting skills, to prevent abuse and neglect, and to encourage educational attainment and self-sufficiency among young families. Served: 55-65 families at any given time and 110-120 families over the year. First-time young parents (20 and under) and their families living in Everett, Malden, Medford, Melrose, Wakefield, Stoneham, Reading, and North Reading</p>	<p>Hallmark Health Home Care, Tri-City WIC, Tri-City Early Intervention, Boston Regional Early Intervention, Malden/Everett Family Network, Medford Family Network, Everett Community Partnership, Joint Committee for Children's Health Care in Everett, Malden High School Teen Parent Program, Tri-Cap Headstart, MSPCC Goodstart, Everett High School, Malden Family Practice, Healthy Malden.</p>	<p>Lizabeth Chockley, RN, CS, MS Director 781-306-6561</p>



COMMUNITY BENEFIT EXPENDITURES

**Data collection template utilized during FY 2001 to collect expenditures, did not allow for clear determination of the categories listed (1-5), therefore totals are roughly approximated in each.*

TYPE	ESTIMATED* TOTAL EXPENDITURES FOR 2001	APPROVED PROGRAM BUDGET FOR 2002
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses \$ 507,099 (2) Associated Expenses \$ 441,586 (3) Determination of Need Expenditures N/A (4) Employee Volunteerism \$ 37,538 (5) Other Leveraged Resources \$ 1,266,677	\$ 2,000,000 *Excluding expenditures that cannot be projected at the time of the report.
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses \$ 113,459 (2) Associated Expenses \$ 56,696 (3) Determination of Need Expenditures N/A (4) Employee Volunteerism \$ 12,513 (5) Other Leveraged Resources \$ 4,538	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION	\$9,542,260 (not including bad debt which totaled approximately \$7,870,000)	
CORPORATE SPONSORSHIPS	\$230,058	
	TOTAL \$ 12,212,424 (excluding bad debt)	

TOTAL PATIENT CARE-RELATED
EXPENSES FOR FISCAL YEAR 2001:
\$ 194,353,981