

**MetroWest Medical Center
Community Benefits Annual Report
Fiscal Year 2013 (July 1, 2012 to June 30, 2013)**

The Community Benefits action plan, aside from MetroWest Medical Center's extensive community outreach initiatives, is a detailed effort to affect positive change in the community. The action plan goes beyond providing medical center-based programs by partnering with local organizations, leaders and the public-at-large to draw attention to health needs, educate the community, and supply a means to help resolve inadequate services. The plan is first approved by an Advisory Board, and then approved by the MetroWest Medical Center (MWMC) Board of Trustees.

I. Community Benefits Mission Statement

MWMC's Community Benefits mission statement reinforces a commitment to address the healthcare needs of the community and allocate resources specifically for that purpose. The mission is to improve the health status of the people we serve through a commitment to excellence, a focus on prevention and wellness, and community and professional education. We acknowledge and affirm our historic commitment to the communities we serve for the fulfillment of our charitable mission. It is our responsibility to seek out, assess, and respond to critical healthcare needs within the community by identifying populations at risk and providing relevant accessible healthcare services. We will therefore plan and implement, within applicable constraints, an ongoing Community Benefits initiative in collaboration with people at all levels within our organization and the people of the communities we serve. The mission is approved by the MWMC Board of Trustees.

II. Leadership

Beth Donnelly, director of community and public relations for Tenet Healthcare, who reports directly to the CEO, serves as the Community Benefits Manager. She works with staff at all levels in both clinical and non-clinical service areas, taking a leadership role in establishing and strengthening relationships with the community.

The Community Benefits Task Force is comprised of members of the MetroWest community — residents, business leaders and healthcare workers — and the medical center who wish to actively participate in identifying and addressing the health needs of at-risk populations.

Information about Community Benefits planning and initiatives is shared with employees system-wide in a variety of ways, including the employee newsletter, e-mail, Intranet and monthly department manager meetings.

III. Community Health Needs Assessment

MetroWest Community Benefits programs and services are based on community needs determined by the 2013 Community Health Assessment (CHA) for the MetroWest area of Massachusetts. The assessment is founded on extensive primary and secondary research that includes input from citizens, organizations and stakeholders across 22 MetroWest communities. Managed by the MetroWest Health Foundation, CHA combines local health data and community input to provide a detailed and complete profile of the region's health needs, with a long-term goal to achieve greater regional collaboration that will leverage the resources, talent and expertise of stakeholders to help make MetroWest communities a healthy place to live and work.

A collaborative group of organizational partners in the MetroWest region — MetroWest Medical Center, Marlborough Hospital, Southboro medical Group/Atrius Health, MetroWest Health Foundation and Edward M. Kennedy Community Health Center — paid for and managed a community health assessment process in 2013.

In addition to community input, data includes online surveys and focus groups with residents. Based on the combined data, MetroWest Medical Center will focus on the following health priorities:

- Mental Health
- Substance Abuse
- Access to Care
- Healthy Aging
- Obesity Prevention

IV. Community Participation

The Community Benefits Plan is developed by a Community Benefits Task Force comprised of MWMC representatives and members of the MetroWest community — including residents, business leaders and healthcare workers — who wish to actively participate in identifying and addressing the health needs of at-risk populations. Members represent a variety of organizations, including: Advocates, Inc.; Framingham Coalition; MetroWest Healthcare Coalition; MetroWest Medical Center Advisory Board; Natick Community Coalition; Natick Council on Aging; South Middlesex Legal Services; and South Middlesex Opportunity Council.

In order to implement programs, the medical center collaborates with a variety of local agencies, depending on the particular program and target population.

The Community Benefits Task Force, chaired by members of the MWMC Board of Trustees and the Framingham Union Hospital and Leonard Morse Hospital Advisory Boards, meets on a regular basis to confer, plan, review and assist in the execution of the Community Benefits initiatives.

V. Community Benefits Plan

Process of Development of Plan

On an annual basis, current and new members of the Community Benefits Task Force identify new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data — including the 2013 Community Health Assessment (CHA) for the MetroWest area of Massachusetts — to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

Choice of Target Population(s)/Identification of Priorities

Based upon findings, Community Benefits initiatives focused on the following areas:

- **Mental Health and Substance Abuse:** increase coordination and collaboration between primary care and behavioral health providers; improve timely access to culturally-appropriate behavioral health services; increase adherence with mental health treatment and services through stigma-reduction strategies that educate patients, families and communities about the importance of seeking care; and reduce youth mental health symptoms by offering educational programs on stress management, wellness and healthy decisions.
- **Access to care:** increase the rate of insurance coverage, with a particular focus on young adults and minorities; increase the number of primary care physicians in the region; and increase the use of health navigators to enhance the coordination of care.
- **Healthy Aging:** reduce fall-related injuries in older adults; improve older adults' access to timely and appropriate mental health services; and improve access to primary and specialty care for older adults with limited mobility and/or access to supportive transportation.
- **Obesity Prevention:** increase availability and affordability of fresh fruits and vegetables for low-income children and adults; increase the nutritional value of school lunch and other food and beverage offerings on school grounds; and increase walking and bicycling rates for all ages but especially for children to and from school.

Short-term and Long-term Strategies and Goals

The medical center's short-term goal is to increase awareness of services offered at the medical center via attendance at various Community Benefits programs and events. The long-term goal is to provide access to healthcare services to the community, particularly to the target populations identified above.

Process for Measuring Outcomes

Program outcomes are measured by targeting attendance to programs and events, feedback from participants and facilitators, and communication with participating community organizations.

Process and Considerations for Determining Budget

The process to determine the budget begins with identification of need, determination of project, and an allocation of funds voted by the medical center Advisory Board. The budget is approved by the MWMC Board of Trustees.

Process for Reviewing, Evaluating and Updating the Plan

As mentioned above, current and new members of the Community Benefits Task Force annually review community benefits initiatives, identifying new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data (listed above) to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

Major Programs and Initiatives

The following includes details of Community Benefits initiatives, as well as an outline of in-kind and financial support with various agencies:

► *Community Events*

MetroWest Medical Center participated in the following community health fairs: Town of Natick School Department Employees; Cardiovascular Lecture Series at MWMC; Town of Hopkinton Community Health Fair; Natick Labs Employee Health Fair; Callahan Senior Center Health Fair; Marlboro Senior Health Fair; Town of Holliston Retirees Employee Health Fair; Town of Natick Employees Health Fair; Saint Patrick's Manor Employee Health Fair; Senator Spilka's Senior Health Fair; Town of Framingham Employee Health Fair; Natick Senior Center Health Fair; and the Town of Natick School Dept. Employees.

MWMC held community events to help raise awareness of environmental initiatives. In recognition of Earth Day 2013, the medical center hosted various community programs, including: blue wrap reuse contest, mercury thermometer exchange, farmer's market in cafeterias and demonstration on health benefit of herbs.

► *Senior Outreach*

Senior Health Fairs

The medical center collaborated with local assisted living facilities and nursing homes to sponsor three senior health fairs that provided health education to the elderly population. Fairs were held in Framingham and Marlborough.

Lectures and Screenings

MWMC partnered with local community agencies and Councils on Aging to provide monthly screenings and speakers at their facilities. Last year, the medical center did more than 3,500 screenings and held more than 50 community health education programs both at the hospitals and in the community.

► *Women and Youth Health and Safety*

Women's Health

Women's educational programs were held throughout the year including programs on heart disease and breast cancer outreach, and a baby fair — a half-day event covering pregnancy and childbirth, prenatal care, high-risk pregnancy, and infertility. The hospital also offers breastfeeding, childcare and childbirth classes.

Child Birth Education

Classes were held on a regular basis to help prepare families for the arrival of a new baby brother or sister. The program included interactive feeding and diapering demonstrations, and a tour of the nursery.

Athletic Training Programs

Athletic training services were provided to the community to help students prevent sports injuries. In collaboration with the Massachusetts Interscholastic Athletic Association, MWMC placed athletic trainers at local high schools in Bellingham, Framingham, Holliston, Millis, Medway and Natick, and at Marian High School in Framingham.

Explorer Post

The medical center has established an Explorer Post with 30 students from local high schools. The post meets twice monthly and introduces high school student to careers in healthcare.

► *Cultural Diversity*

Health Screenings

In collaboration with the Greater Framingham Community Church, the medical center provided staff for various health screenings. In addition to screenings, staff members provided educational information.

Racial and Ethnic Health Disparities

Staff participates on the MetroWest Health Care Foundation Racial and Ethnic Health Disparities Committee.

Interpreter Services

To better accommodate non-English speaking patients, MWMC has a comprehensive interpreter services program. The interpreter hotline (508/383-8725) facilitates interpreting needs such as making appointments and answering questions. On-site interpreters are readily available for Spanish- and Portuguese-speaking patients. The medical center staffs seven full-time employees who handle interpreting services Monday through Friday, from 7:30 a.m. to 9:00 p.m. These professional interpreters speak Spanish and Portuguese, and are members of the Massachusetts Interpreters Association. The on-site interpreters are responsible for providing both inpatient and

outpatient interpreter services in all languages to all departments. During off-hours, each department has access to trained interpreters via a beeper call-in system and the hospital has added video conferencing capabilities to its array of interpreter services. The hospital purchased 17 video interpreting units to supplement and enhance patient access to various languages and sign language interpreting services.

The medical center also employs well-trained per diem interpreters, provides interpreter training, and employs bilingual clinical staff in various department. Combined, the medical center has access to numerous interpreters who are fluent in a variety of languages.

Financial Counseling

To ensure that patients continue to have access to free care, MWMC inpatient areas, outpatient clinics, and Emergency Departments in Natick and Framingham have full-time bilingual counselors to explain free care benefits and assist with filling out application forms.

► *Ambassadorship Program*

Through MWMC's Ambassadorship program, management-level employees served on community boards such as the Chamber of Commerce, Framingham Rotary, Framingham Coalition, Natick Business Association, MetroWest Legal Services, Framingham Council on Aging, Mass Bay Community College, Framingham Teen Pregnancy Prevention Task Force, and the Boys & Girls Club of MetroWest. The program was originally implemented in FY 2002.

► *Underserved Population*

Federally-Funded Clinic

MWMC worked with local community organizations to apply for a grant to establish a federally-funded community health center. The grant was awarded in December 2003. MWMC provides back-up services for the center on an ongoing basis, including laboratory, radiology and OB/Gyn services.

MetroWest Free Medical Clinic

MWMC provides back-up services for two local free medical clinics. The hospital provides back up which includes laboratory, radiology and other hospital services for patients of the MetroWest Free Medical Clinic, which is held weekly at a church in Framingham and a temple in Sudbury.

Outpatient Clinics

MetroWest Medical Center operates a variety of outpatient clinics at Framingham Union Hospital. The clinics provide services to an underserved population. Clinic staff is bilingual in both Spanish and Portuguese.

Outpatient Clinics (continued)

Services include:

- OB/Gyn
- Internal Medicine
- Pediatrics
- Podiatry
- Multiple Sclerosis
- Nutrition
- Hepatitis C
- Endocrinology
- Rheumatology
- Wound
- Travel
- Sexually Transmitted Diseases
- Infectious Disease
- Urology
- Diabetes
- Interpreters

► *Obesity Prevention/Healthy Eating*

Community Supported Agriculture

The medical center participated in Community Supported Agriculture (CSA) to provide employees and patients the opportunity to buy local, seasonal food directly from a farmer. The medical center sponsored 20 families of clinic pediatric patients to provide shares that could be used for fruits and vegetables. Employees also had the option to participate in the program.

Farmer's Market

The medical center hosted a farmer's market on site weekly during the summer months. The market offered fresh fruits and vegetables for sale.

► *Screenings, Education*

Screenings, Lectures and Speakers Bureau

In response to a number of identified risk factors for the population, a variety of free lectures and screenings are offered to inform the public about current trends and practices in healthcare, emphasizing wellness and preventative medicine to help people participate more actively in their own healthcare. A speaker's bureau is also available to groups and organizations.

Screenings include:

- Blood Sugar/Diabetes
- Cholesterol
- Blood Pressure
- Osteoporosis
- Skin Cancer
- Colorectal Cancer
- Prostate Cancer
- Body Fat Assessment

Lecture/class topics include:

- Heart Health
- Stroke
- Pregnancy and Childbirth
- Osteoporosis
- Breast Health
- Cancers
- Diabetes
- Orthopedic Care
- Sports Injury Prevention
- Arthritis

► *Disease Management*

MWMC provides a number of ongoing specialized programs focused on disease management, including:

- Heart disease/stroke education and treatment via a Lipid Clinic developed and overseen by William Castelli, MD
- Defibrillator information sessions/support group
- CPAP information sessions/support group
- On-staff diabetes educator and support group
- Hepatitis C support group
- Cancer screenings, lectures and support groups
- Asthma
- Bariatric
- Multiple Sclerosis Clinic and Support Group
- Celiac Disease education

Cardio Pulmonary Resuscitation Training (CPR)

Community CPR classes are offered on a regular basis in either certification or re-certification modules for community residents and healthcare providers. MetroWest Medical Center is also working with the American Heart Association on a grant to provide “CPR Anytime” trainings and free mannequins to populations who are unable to afford CPR classes.

Support Groups

MWMC support groups include:

- Bereavement
- Breast Cancer
- Breastfeeding
- Celiac Disease
- CPAP
- Diabetes
- Living with a Defibrillator
- Mild Brain Injury
- Multiple Sclerosis
- Osteoporosis
- Ostomy
- Prostate Cancer

► In-Kind Services

MWMC in-kind services include free space for support groups and community agencies, educational programs and health screenings, and administrative staff participation on the boards of local organizations such as Framingham Coalition; Framingham Violence Prevention Task Force; Mary Ann Morse Health Care; Jewish Family Services; Framingham Rotary Club; Mass Bay Community College; MetroWest Chamber of Commerce; MetroWest Community HealthCare Foundation/Health Disparities Committee; and MetroWest YMCA.

MWMC assists community-based agencies that are also working proactively to provide health-oriented programming and community outreach. In addition to major programs and initiatives detailed above, the medical center provided financial or in-kind support to:

- Advocates, Inc.
- Alliance for Multicultural Integration
- American Cancer Society – South Middlesex Unit
- American Heart Association
- Arthritis Foundation
- Boys & Girls Club of MetroWest
- Community Connections
- Explorer Post 115
- Framingham Board of Health
- Framingham Callahan Senior Center
- Framingham Coalition
- Edward M. Kennedy Community Health Center
- Framingham Education Foundation
- Framingham ESL (English as a Second Language)
- Framingham Fire Department
- Framingham Police Department

- Framingham Public Schools
- Framingham Violence Prevention Roundtable
- Friends of Framingham Recreation
- Greater Framingham Community Church
- Jewish Family Services of MetroWest
- Massachusetts Department of Public Health – CHNA 7
- MetroWest AIDS Consortium
- MetroWest Alliance for Workforce Diversity
- MetroWest Chamber of Commerce
- MetroWest Chapter NAACP
- MetroWest Community Health Care Coalition
- MetroWest Leadership Academy
- MetroWest Legal Services
- MetroWest YMCA
- MS Society
- Muscular Dystrophy Association of Massachusetts
- NAMI (National Alliance for the Mentally Ill)
- Natick Board of Health
- Natick Council on Aging
- Natick Education Foundation
- Natick Fire Department
- Natick Fit Girls
- Natick Police Department
- Natick Public Schools
- Natick Rotary Club
- MetroWest Legal Services Inc.
- South Middlesex Opportunity Council
- Teen Pregnancy Coalition
- United Way of Tri County
- Wayside Youth & Family Support
- William Rizzo Community Foundation
- 495/MetroWest Corridor Partnership

► *Sustainability Initiatives*

MetroWest Medical Center is committed to the health of patients, employees, the community and the global environment. We recognize the link between environmental choices and health and the importance of establishing sustainable environmentally friendly practices at our hospitals.

Waste Reduction

- Recycling (paper, plastics, glass, batteries, fluorescent bulbs, cooking oil, metal, printer cartridges)
- Single Use Device Reprocessing
- Food Waste Composting

- Regulated Medical Waste Reduction (benchmark 6-10%)
- Paper Reduction
- Blue Wrap Reduction: Reduced waste stream by transitioning surgical kits to reusable hard surgical containers

Energy

- Tri-College Sustainability Synthesis Course: students from the Tri-College Sustainability Synthesis Course (Olin, Babson and Wellesley Colleges) are doing their Capstone Project at MetroWest creating a strategic energy master plan for MetroWest.
 - Have held meetings with students/advisors, provided students with multiple resources, provided weekly email advice and facilitated meetings with external experts

Greening the OR: (Background: looking at interventions in the OR that reduce environmental impact, reduce cost, increase efficiency and improve worker and patient safety. Meet regularly with Sara Lourie)

- Single use device reprocessing
- OR kit reformulation and review
- Regulated medical waste reduction
- Fluid management system (currently on-hold due to recall)
- OR recycling (clinical plastics)

Food

- Natick Winter Farmer's Market: held at Leonard Morse Hospital on Saturdays during winter of 2012, 2013
- Silverwood Organic Farm Partnership and CSA Program: MWMC partnered with Silverwood Organic Farm to provide both employee and patient CSA programs. We have a 20-week summer CSA program and a 6-week winter CSA program. The farm offers discounted, customized CSA shares. Produce is delivered to hospitals weekly. We have received two grants and have been able to provide CSA produce for 10 pediatric clinic families during the winter CSA and 19 pediatric clinic families during the summer CSA.
 - Serve as liaison between MWMC and farm
 - Working with marketing on marketing and education plan

Policies

- Environmental Policy
- Environmentally Preferential Purchasing Policy
- Mercury Elimination Policy
- Single Use Device Reprocessing Policy

Toxicity Reduction

- Green Certified cleaning products
- DEHP reduction
- Mercury elimination

Programs

- Green Champion

Presentations

- Practice Greenhealth Greening the OR Webinar Series: “Lean and Green in the OR,” August 2012; Timothy P. Jones and Sara Lourie
- Keynote Address, Healthy Hospitals Seminar; September 12, 2012; “Food, Health and the Environment: A Look Through Green Glasses,” Amy Collins M.D.
- Keynote Address, Solutions 3 Wellnology: “Driving Wellness Through Technology; January 2013; “Food, Health and the Environment: We are the Solution,” Amy Collins M.D.
- MetroWest Medical Center Grand Rounds given to Departments of Anesthesia, Surgery and Ob-Gyn with focus on single-use device reprocessing
- CleanMed 2013
- Framingham Aid Association: keynote speaker at annual meeting May 14, 2013

Awards

- Environmental Leadership Circle Award: Leonard Morse 2012, 2013; Framingham Union 2012, 2013
- Previous Awards
 - Stephanie Davis Waste Reduction Scholarship and Award, Addie Gibson, 2008
 - 2009 Partner Recognition Award MWMC
 - 2010 Partner for Change Award LMH and FUH
 - 2010 Making Medicine Mercury Free Award LMH and FUH
 - 2011 Partner for Change With Distinction Award LMH and FUH
 - Health Care Without Harm 3rd Place Clinical Engagement Award presented to Amy Collins
 - Stephanie Davis Waste Reduction Scholarship and Award, Mark Racicot, 2012

Publications

- Practice Greenhealth Greening the OR Case Study; “MetroWest Medical Center: Rigid Sterilization Containers for Surgical Instrumentation”
- “The Case for Closed Containers Over Blue Wrap,” Cook D.; *Outpatient Surgery Magazine*; 2012; 13(1)
- “A Partnership Between a Community Hospital and a Local Farm to Provide Organic Produce for Employees and Underserved Patients,” Amy Collins MD, Scott Disch MPH; Jonathan Hodson Walker MBA; presented at CleanMed 2012
- “Reduction of Sugar Sweetened Beverages at MetroWest Medical Center,” Emily Lotterhand MBA, LDN; Addie Gibson, Diane Barnaby RN, James McLarney; presented at Clean Med 2012

MetroWest Medical Center Initiatives

- Sponsor of Healthier Hospitals Initiative (HHI) <http://www.healthierhospitals.org/>
- Amy Collins MD and Bradley Perkins MD sit on HHI Steering Committee
- System-wide initiative to improve Single Use Device (SUD) reprocessing
- Healthy food and beverage initiative including elimination of sale of sugar sweetened beverages (SSB)

VI. Expenditures

Community Benefit’s Program Expenditures:

Direct Expenses	\$ 35,219.00
Associated Expenses (Mass. tax and real estate tax)	\$ 2,940,347.00
Total Net Charity Care (HSN Assessment)	\$ 3,108,736.00
Corporate Sponsorships	\$ 78,083.00
Total Expenditures	\$ 6,162,385.00
Total Revenues for 2013	\$559,394,271.00
Total Patient-Care Related Expenses for 2013	\$251,387,690.00

VII. Next Reporting Year

Project expenditures for the next reporting year will be determined at the annual meeting of the Community Benefits Task Force. Goals and initiatives will be based on assessment data, as well as feedback from participating community agencies. Based on the success on previous years’ program, we expect a growing number of attendees at future events.

VIII. Contact Information

Beth Donnelly
 Director of Community and Public Relations/Community Benefits Manager
 Tenet Healthcare
 115 Lincoln Street
 Framingham, MA 01702
 (508) 383-1096
 E-mail: beth.donnelly@vhsnewengland.com