THE SPAULDING REHABILITATION HOSPITAL NETWORK

Introduction

The Spaulding Rehabilitation Hospital Network is a comprehensive, growing network of inpatient and outpatient rehabilitation facilities with collaborative relationships throughout eastern New England. For more than 30 years, Spaulding has helped patients achieve their maximum function after illness or injury. It is the number one provider of rehabilitation services in New England, with more than 20 percent of the market share, and the region’s largest rehabilitation facility. Spaulding is the only rehabilitation hospital in the region named annually, since 1995, to US News & World Report’s list of America’s “Best Hospitals.”

Spaulding’s research and teaching programs set it apart from any other rehabilitation facility in New England. It is home to the Harvard Medical School Department of Physical Medicine & Rehabilitation and its PM&R residency program. A range of government organizations and private foundations fund the Network’s research protocols, which include clinical studies, the evaluation of new rehabilitation medications, and basic research into the nature of disease and disability.

Mission Statement

The Spaulding Network enables persons to achieve their highest level of function, independence, and performance through the following mission:

- To provide a full continuum of rehabilitation, long-term acute care, and community based rehabilitation services
- To contribute new knowledge and treatment approaches to rehabilitation and disease and injury management through research and outcome studies
- To educate future rehabilitation specialists, including physicians, nurses, therapists, and other allied health professionals
- To advocate for persons with disabilities and long term illness
- To support the mission of Partners HealthCare System and collaborate with other healthcare providers
Key Accomplishments

Rehabilitation Care for Public Populations

A specialty care facility, Spaulding is not part of the Commonwealth of Massachusetts’ free care pool for the uninsured. Nevertheless, Spaulding provides free care on a limited basis to individuals in need of rehabilitation services who are unable to pay. Spaulding also serves a large number of federally and state-supported patients. Medicare or Medicaid patients make up the preponderance of Spaulding’s caseload.

Improving Access to Care

Spaulding’s main campus is near Massachusetts General Hospital (MGH) and other Boston hospitals, but its community of patients knows no hard and fast borders. The hospital maintains a network of six outpatient rehabilitation centers, on-site in the hospital, as well as locations in Brighton, Downtown Crossing, Framingham, Medford, and Wellesley. The locations of these centers make it more convenient for patients to access care. The centers offer physical therapy, occupational therapy, speech-language therapy, and physiatry services. Specialized rehabilitation services, such as vocational rehabilitation programs, are available at selected sites. Together, ambulatory services at Spaulding’s outpatient centers handled almost 100,000 patient visits in FY2001.

Improving Access Through Clinical Affiliations

To meet the growing need for rehabilitation and non-acute care at a time of dwindling options for patients, Spaulding recently formed a clinical affiliation with Youville Lifecare. The affiliation has enhanced and expanded inpatient geriatric and oncology services at Youville Hospital and Rehabilitation Center in Cambridge. Spaulding also maintains collaborative arrangements for delivering care with facilities in Rhode Island, southern New Hampshire, and western Massachusetts.

In addition, Spaulding maintains a management consulting relationship with the Rehabilitation Hospital of the Cape and Islands, which it founded in 1995. The 60-bed, East Sandwich-based facility provides comprehensive inpatient and outpatient rehabilitation services to residents of the Cape and Islands.

Spaulding also maintains collaborative arrangements for delivering care with facilities in Rhode Island, southern New Hampshire, and western Massachusetts.
**Improving Access Through Interpreter Services**

Spaulding provides interpreting services for its patients. The hospital has a full-time, foreign-language interpreter on staff who arranges for the interpretation and translation of more than 15 foreign languages and American Sign Language, through an arrangement with MGH. During FY2001, Spaulding and MGH translators conducted more than 6,000 interpretations.

**Serving the Special Needs Community**

**Adaptive Sports and Recreation at Spaulding**

Individuals with disabilities need to believe that they can move beyond their physical limitations and participate in the world around them. Spaulding’s Adaptive Sports and Recreation activities help them to do that, and more. By joining in the activities offered, persons with disabilities learn new life skills, build self-confidence, and gain and maintain a stronger overall health status.

Spaulding provides therapeutic recreational activities to meet the needs of the individual. Staff identifies activities appropriate for the individual with a disability according to his/her level of physical and cognitive function. For individuals up to the challenge of water sports, kayaking, canoeing, and rowing are offered. A new 70-foot by 60-foot adaptive sports and recreation pier, located adjacent to the hospital on the banks of the Charles River, allows patients to gain access to watercraft on the Charles.

In addition to serving inpatients and outpatients, Spaulding’s adaptive sports and recreation program also strives to serve the community at large.

**Spaulding and Easter Seals**

To serve the rehabilitation and assistive technology needs of an even larger number of individuals with disabilities, Spaulding has entered into a preferred provider agreement with Easter Seals.

Easter Seals is now the Spaulding network’s preferred provider of job training and employment services for Spaulding and Easter Seal patients in need of these services. Spaulding is working with Easter Seals to facilitate collaboration with Partners HealthCare regarding employment opportunities for job training graduates.

In addition, Spaulding and Easter Seals serve as back up to each other for assistive technology services. The organizations share assistive technology capabilities and resources when possible, and have joined forces to promote access to and reimbursement for assistive technology and job training and employment services.
Spaulding and Easter Seals have also agreed to collaborate in grant applications and research, and Spaulding has designated Easter Seals as its preferred provider for after-school programs, camps, and other recreational offerings.

**Working Hand in Hand With the ALS Society**

The clinicians in Spaulding’s Assistive Technology Center (ATEC) help patients with a variety of disabilities select the appropriate technological devices to enhance their level of function and to increase independence. Many ATEC patients have amyotrophic lateral sclerosis (ALS), more widely known as Lou Gehrig’s disease. The ATEC team works with clients of the ALS Society, which has its own lending library of assistive communications devices. Our ATEC team evaluates the client’s needs and provides appropriate equipment recommendations.

**The Assistive Technology Loan Program**

The Assistive Technology Loan Program, a joint effort of Spaulding’s development department and FleetBank, helps individuals with disabilities obtain low-interest loans for purchasing assistive technology. Since the program’s inception, loans have been issued to qualified applicants who required assistive devices, services, or home/auto modifications to maximize their physical or cognitive function.

**Advocating for and Educating Individuals With Disabilities**

Spaulding hosts a lecture series called *Bridges to Community*. Dedicated to raising awareness of the day-to-day challenges faced by individuals with disability and their families, the lectures provide information to a broad constituency of patients, families, and the professionals who serve them. Topics focus on practical issues, such as gaining access to extended rehabilitation and community-based services, the impact of psychosocial changes, financial planning and special needs trusts, and more. The lectures are free and open to the public.

**Serving the Neighborhood**

**Meeting Space for Community Groups**

In support of individuals and groups who work hard to help themselves, Spaulding opens its doors as a place to hold their gatherings. Local AA groups, the Aphasia Community Group, the Boston chapter of the National Spinal Cord Association, the National Stuttering Foundation Support Group, and the Chronic Pain Support Group, all have found a home for their regular meetings at Spaulding.

**Educating the Community About Good Health Habits**
Spaulding clinicians make health care and safety presentations to groups at community centers, hospitals, councils on aging, bookstores, and other rehabilitation facilities. Physicians speak to senior citizens about new developments in managing lower back pain, rehabilitating lower extremity disabilities that result from diabetic complications, aphasia, and more.

The Spaulding-Medford Outpatient Center participates in community fairs and open houses. The Medford clinicians also hold health screenings that are free and open to the public. The physical therapists at Spaulding-Brighton do pre-run screenings for a local girls’ running program, and the Brighton physical therapists continue with their free, "Ask a Therapist" sessions every Tuesday evening at the Allston/Brighton YMCA.

Several Spaulding outpatient centers mail quarterly newsletters that provide information about health-related issues to patients and other members of the community.

**Dedication to Improving Business in Our Neighborhood**

Spaulding is located in the heart of the Big Dig, which poses both challenges and opportunities. Spaulding participates in numerous Central Artery-related activities, including the Artery Business Committee (part of the Boston Chamber of Commerce), the North Area Working Group and Steering Committees, and others. These organizations, to which Spaulding dedicates several staff and many staff hours, are committed to improving the environment for business, and thereby help to create and maintain jobs for residents.

Spaulding is also a key member of the Downtown North Association, a community-based public advocacy organization.

**Educational Affiliations**

Spaulding provides training and internship opportunities to 300 students annually in nursing, speech-language pathology, physical therapy, occupational therapy, and other clinical disciplines. Among the hospital’s three dozen clinical affiliates, are those with the MGH Institute of Health Professions, Boston College, Northeastern University, Boston University, the University of Massachusetts at Lowell, and Simmons College. Spaulding also serves as the chief training site for residents in Harvard Medical School's Program of Physical Medicine and Rehabilitation (PM&R). Currently, 24 PM&R residents are enrolled in the program.

Spaulding's Department of Nursing annually offers a comprehensive, 13-week course called *Rehabilitation Nursing: Process and Principles*. The course prepares staff for
certification in rehabilitation nursing and helps staff develop a stronger foundation in rehabilitation. On average, 60 nursing professionals participate each year.

Spaulding’s vocational rehabilitation specialists conduct in-services for employers, insurers, and other vocational rehabilitation agencies regarding patients who return to work after rehabilitation from a job-related injury. The vocational rehabilitation specialists hold in-service sessions for the patient’s colleagues to help them understand the disability at hand and the reasonable accommodations that the returning worker may need.

Spaulding clinicians also visit homes, schools, and health care facilities to teach fellow clinicians about treatment innovations developed at the hospital. They exhibit posters for the educational benefit of their colleagues at professional conferences and meetings all over the country and even abroad.

**Plans for Next Year**

During FY2002 Spaulding will introduce CINID (Community Information Network for Individuals with Disabilities), a unique initiation designed to improve access to computers, the Internet, and community resources for individuals with disabilities. Funded with grants from the National Library of Medicine, Massachusetts Board of Library Commissioners, and the Boston Foundation, CINID will enable individuals with disabilities to access healthcare, job opportunities, and other information via the Internet. The project will feature:

- A comprehensive web site with links to specialized information
- Access to assistive technology equipped workstations, provided through CINID’s Network Partners: Spaulding, The Boston Public Library, The Greater Boston YMCAs, and The City of Boston
- The Spaulding Patient and Family Center, which will provide information on health, travel, community services, and other topics via the CINID web site, as well as through books, videos, periodicals, and education by Spaulding staff

The CINID partners intend to develop a nationwide model to provide information, resources, and services to individuals with disabilities.

**Measuring the Commitment**

In FY2001, approximately $1.8 million worth of care was provided by the hospital and its affiliated doctors to people who could not afford to pay and had no or insufficient insurance. In addition to that amount, the hospital lost $2.3 million on care for Medicaid patients and costs for graduate medical education. The following table details these components of Spaulding's societal commitment. Measured against total patient...
care-related expenses in FY2001, Spaulding’s societal contribution was nearly five percent.

**Components of FY2001 Community Commitment**
*(in $ Millions)*

*Compiled According to a Broader Definition*

<table>
<thead>
<tr>
<th>Component</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad Debt (at Cost)</td>
<td>1.8</td>
</tr>
<tr>
<td>Medicaid Loss (at Cost)</td>
<td>1.3</td>
</tr>
<tr>
<td>Unreimbursed Expenses for Graduate Medical Education</td>
<td>1.0</td>
</tr>
<tr>
<td>Linkage/In Lieu/Tax Payments</td>
<td>.1</td>
</tr>
<tr>
<td>Total Broader Definition</td>
<td>4.2</td>
</tr>
</tbody>
</table>

**Contact Information**

For questions about this report, or for more information about Spaulding’s community benefit activities, please contact:

Judith Tortolano  
Director of Public Relations  
Spaulding Rehabilitation Hospital Network  
125 Nashua Street  
Boston, MA 02114  
617-573-2904  
Fax: 617-573-2891  
Email: jtorlotano@partners.org
Community Benefits Mission

- Provide a full continuum of rehabilitation, long-term acute care, and community-based rehabilitation services
- Contribute new knowledge and treatment approaches to rehabilitation and disease and injury management through research and outcome studies
- Educate future rehabilitation specialists and other allied health professionals
- Advocate for persons with disabilities and long-term illness

Program Organization and Management

As part of their daily work, virtually every Spaulding physician, therapist, health care specialist and staff conducts community work in some capacity. The Office of Public Relations monitors and quantifies many of these efforts on a regular basis.

Key Collaborations and Partnerships

Alcoholics Anonymous
Amyotrophic Lateral Sclerosis Society
Aphasia Community Group
Artery Business Council of the Boston Chamber of Commerce
Boston Foundation
Boston Public Library
Chronic Pain Support Group
City of Boston
Downtown North Association
FleetBank
Greater Boston YMCA’s
Massachusetts Board of Library Commissioners
Community Health Needs Assessment

The Spaulding Network does not target its community services to a specific geographically defined area, but instead, extends collaborative support to many affiliated healthcare centers, organizations that focus on promoting knowledge and awareness of specific disabilities and diseases, community groups, and individuals in need of its services.

Community Benefits Plan

Spaulding strives to make a difference in as many lives as possible through its commitment toward facilitating access to care, advocacy efforts on behalf of the many societies dedicated to supporting individuals with disabilities and diseases, support of local rehabilitative and community groups, and its educational affiliations. This commitment is guided by a mission that recognizes the importance of community involvement and education in the rehabilitation process.

Key Accomplishments of Reporting Year

In fulfilling its healthcare and community benefit mandates, Spaulding’s quantifiable accomplishments during FY2001 include:

• Handling almost 100,000 patient visits at its six outpatient rehabilitation centers
• Conducting more than 6,000 foreign and American Sign Language interpretations
• Providing training and internship opportunities to 300 students, 24 residents, and 60 nursing professionals, as well as numerous vocational rehabilitation in-services
Hosting the *Bridges to Community* lecture series, providing meeting sites for support and community groups, and delivering health and safety presentations throughout the community.

**Plans for Next Reporting Year**

During FY2002, Spaulding will introduce the Community Information Network for Individuals with Disabilities (CINID) to improve access to computers, the Internet, and community resources for individuals with disabilities. CINID will enable this population to electronically access healthcare resources, job opportunities, and other pertinent information. The project, initiated to develop a nationwide model, will feature a comprehensively linked web site, workstations equipped with assistive technology, and the resources of the Spaulding Patient and Family Center.

**Contact**

Judith Tortolano  
Director of Public Relations  
Spaulding Rehabilitation Hospital Network  
125 Nashua Street  
Boston, MA  02114  
617-573-2904  
Fax:  617-573-2891  
Email:  jtortolano@partners.org

**Selected Community Benefits Programs**
<table>
<thead>
<tr>
<th><strong>Program or Initiative</strong></th>
<th><strong>Target Population/Objective</strong></th>
<th><strong>Partner(s)</strong></th>
<th><strong>Hospital Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridges to Community lecture series</td>
<td>Those impacted by challenges faced by individuals with disabilities</td>
<td>Disability related support groups</td>
<td>Judith Tortolano <a href="mailto:jtortolano@partners.org">jtortolano@partners.org</a></td>
</tr>
<tr>
<td>Assistive Technology Loan Program</td>
<td>Qualified low-interest loan applicants</td>
<td>FleetBank</td>
<td>Judith Tortolano <a href="mailto:jtortolano@partners.org">jtortolano@partners.org</a></td>
</tr>
<tr>
<td>Community Information Network for Individuals with Disabilities (CINID)</td>
<td>Individuals and groups with disabilities seeking enhanced Internet access</td>
<td>National Library of Medicine, Mass. Board of Library Commissioners, Boston Foundation</td>
<td>Judith Tortolano <a href="mailto:jtortolano@partners.org">jtortolano@partners.org</a></td>
</tr>
</tbody>
</table>

**Total Patient Care-Related Expenses for FY2001:** $89.9 million