

Community Benefit Report
Emerson Hospital
FY 2001



Community Benefits Report

Emerson Hospital

Fiscal Year 2001 (10/1/2000 – 9/30/2001)

Emerson Hospital is a non-profit, acute care, community hospital that serves approximately 220,000 residents in 20 towns. Emerson was incorporated as a tax-exempt institution in 1911 and, since that time, has been committed to providing both emergency and non-emergency care to all in need, regardless of their ability to pay.

The hospital's mission is to deliver high quality, safe and cost-effective care to our patients and to maintain a professional and respectful environment for all members of the Emerson Hospital community. We define high quality as meeting or exceeding the requirements of our customers: patients, physicians, the community, and payors.

- For patients this means competent and personal clinical care.
- For physicians this means an environment that facilitates effective and efficient delivery of patient care and encourages professional growth and development.
- For employees this means a positive work environment that encourages and supports the achievement of professional and personal goals.
- For the community this means providing access to a continuum of health care services delivered in a high quality, cost-effective manner; it also means working with diverse community organizations to protect and improve the health status of our community residents.
- For payors this means providing a collaborative environment that promotes cost-effective, high-quality care.

Community Benefits Mission

The hospital's relationship with the community is demonstrated in many ways including:

- Extensive scope and variety of outreach programs and services to meet the needs of area residents,
- Numerous activities designed to stimulate other organizations in carrying out a broad health agenda in the community, and
- Internal environment that encourages hospital-wide involvement in community benefit programs.

Through these strong connections to the community, Emerson is able to respond to the needs of those it serves. The hospital attends to those needs through a coordinated community benefit program, which is mandated by its mission.

To ensure that the hospital's Community Benefit Program is focused and effective, Emerson continues to adhere to the Kellogg Foundation's Hospital Community Benefit Standards. The seven objectives of the standards are:

1. Improve the community health status
2. Promote health education and wellness programs
3. Provide support for individuals and families
4. Meet the need of the medically underserved
5. Provide health resource information
6. Support organizations in implementing community health programs
7. Contain community health care costs

Summary

Emerson Hospital is committed to a Community Benefit Program designed to improve the overall health status of the populations it serves.

This program encompasses a broad range of preventive medicine and wellness initiatives, health education, advocacy and assistance and advanced on-scene life-saving care. The Community Benefit Program also includes a free care component to ensure all people in the hospital's service area have access to medical care regardless of their ability to pay.

Approval of Governing Body

Emerson fulfills its mission through a coordinated effort with members of local civic organizations, community agencies and government authorities. With input from these constituencies, Emerson develops programs to address the health needs of our community. These partnerships aim to strengthen the network for community-based care by addressing the health issues of greatest concern to the community, such as substance abuse among youth and services for senior citizens.

Internal Oversight and Management of Community Benefits Program

A community benefits advisory group, consisting of members of the hospital board of directors, community leaders and hospital staff was established in 1994. The advisory group reported to the board of directors for the Emerson Hospital Health System.

Although the advisory group was initially responsible for launching a formal community benefits program, over the years, the group has been less active. Currently the public relations department is responsible for administering the program which was approved by the advisory board under the supervision of the vice-president for planning and market development. Individual departments and clinical areas within the hospital provide detailed information on programs that comply with the guidelines for the community benefit program. This information is compiled, distributed and made public by the staff in the public relations department.

Distribution of the Report

Each year the Report is distributed to the board of directors and to the communities served by the hospital. Copies of the Report are available at designated locations within the hospital and at the local libraries. In addition, the Report is posted on the hospital website.

COMMUNITY HEALTH NEEDS ASSESSMENT

In 1995, the Emerson Board of Directors and the Community Benefit Committee authorized a comprehensive needs assessment for the hospital's primary service area.

Process and Participants

As part of Emerson Hospital's strategic planning process, a survey was undertaken of 136 community representatives. Survey participants included residents in the hospital's primary service area, physicians, and hospital employees.

Summary of Findings

This needs survey revealed several areas where Emerson's assistance could prove most valuable, including: health education for adults and children; health screenings; support groups and services; and special programs for seniors, adolescents and children. Teen health issues were identified as an area that deserved specific attention.

COMMUNITY BENEFITS PLAN

Target Populations and Identification of Priorities

Based on the needs assessment, teen health issues were identified as an area that deserved specific attention.

In 1997 and again in 2000 - 2001, Emerson Hospital worked in collaboration with local school districts to develop and implement a comprehensive Youth Risk Behavior Survey. In 2000, three additional school districts took part in the survey increasing the number of survey participants from 2,336 in 1997 to 6,751.

To address the growing need for information about health and requests for health screenings, Emerson began sponsoring an annual community Cancer Awareness Day in 1994 and has continued this commitment.

PROGRESS REPORT: ACTIVITY DURING REPORTING YEAR
Major Programs and Initiatives

EMERSON HOSPITAL YOUTH RISK BEHAVIOR SURVEY

Expenditures: \$16,250

Target population: Children and adolescents (grades 6, 8, 9, 10, 11 and 12) in Emerson's primary and secondary service areas.

Goal: A collaborative project, jointly led by Emerson and the participating school systems, was designed to assess and respond to risk behaviors practiced by children and adolescents.

Project Participants: Emerson Hospital partnered with the health curriculum coordinators for the following seven school systems: Acton and Acton-Boxborough Regional Schools, Boxborough Public Schools (grade 6 only), Concord and Concord-Carlisle Regional Schools, Groton-Dunstable Regional Schools, Littleton Public Schools, Maynard Public Schools, and Westford Public Schools.

The Youth Risk Behavior Survey was implemented with students in grades 6, 8, 9, 10, 11, and 12 from seven school districts in the hospital's service area during March of 2000. These surveys were primarily based on those developed specifically for middle school and high school students at the Centers for Disease Control and Prevention in Atlanta, Georgia. Students responded to questions under general categories of risk behaviors including: safety, violence, suicide, tobacco use, alcohol use, drug use, HIV/AIDS education, sexual behavior, dietary behavior, and physical activity. Emerson Hospital and the seven school districts contracted with Northeast Health Resources (NHR) to assist in the design of the survey instrument and to carry out the tabulation and analysis of the data gathered from the Youth Risk Behavior Survey.

The data gathered from the surveys in each of the school districts was tabulated individually and then combined to form an aggregate database.

Challenges, Accomplishments and Outcomes

Using the results from a survey conducted in 1998 as a baseline for comparison, the 2000 report shows a lower incidence of risk in behaviors (often significant) in most areas including vehicle-related safety, and tobacco, alcohol and illegal drug use.

In the 6th and 8th grades, exceptions to this trend toward reduction in risk were in the areas of lifetime inhalant use, "trying to lose weight," and regular exercise where the data showed little difference in risk between 1998 and 2000. Further, the data showed a significant decrease in the number of students whom reported having received HIV/AIDS education, particularly in grade 6.

In grade 11, the 2000 survey indicated “little difference” in the areas of “feeling safe at school,” recent smokeless tobacco use, lifetime cocaine use, lifetime sexual intercourse, “trying to lose weight,” and regular exercise as compared to 1998. There was an increase in data regarding alcohol use where 81.8 percent of 11th grade students reported using alcohol at least once in their lifetime as compared to 75.4 percent in 1998.

In response to these findings, the school systems and Emerson are currently working with community agencies to develop programs that may address the areas of risk behavior. In addition, the school districts and the hospital continue to support existing services that address these issues. Emerson Hospital is an active participant in various community activities that have been developed as a result of the Teen Risk Survey. These include the SafeHomes Program sponsored by the Westford Against Substance Abuse (WASA), and the Action Committee for Teens (ACTs) of Concord.

CANCER AWARENESS DAY

Expenditures: \$11,500

Target population: Adults in Emerson’s service area.

Goal: To inform and educate the community about cancer and to provide preventative health screenings designed to promote early detection.

Description: Cancer Awareness Day is a community event that includes free screenings, health lectures and information about cancer detection, prevention, and treatment. Emerson provided six free health screenings including: a full body skin cancer screening, an occult blood test for colon-rectal cancer, a respiratory screening, prostate specific antigen (PSA) blood test, blood pressure screening and a lipid profile cholesterol test.

Approximately approximately 30 employees, many of who volunteer their time and 10 physicians (all volunteers) staff the event.

While the event is sponsored and staffed by Emerson Hospital, the success is largely determined by the collaboration between the hospital and community agencies and other non-profit organizations. These include the local Councils on Aging, the American Cancer Society, local health and fitness clubs and others.

Challenges, Accomplishments and Outcomes

- 180 people skin cancer screenings. 32 precancerous lesions, 6 basal cell carcinoma, 1 squamous cell carcinoma, 9 dysplastic nevi, 1 suggestive of melanoma.
- 20 colon-rectal screenings with no positives found.
- 116 PSA blood tests with 20 in the abnormal range.
- 201 cholesterol/lipid profiles with 146 abnormal readings.

- 118 pulmonary function tests with 38 abnormal.
- 108 blood pressures with 26 abnormal readings.
- Approximately 250 people attended

Attendees receive information on topics ranging from nutrition to testicular cancer and breast self exams. Representatives from 15 different departments within the hospital including Social Services, Hospice, Home Care and the Pediatric Intervention Team staffed these information tables.

Information was also provided by Look Good...Feel Better, an American Cancer Society program that teaches cancer patients hands-on cosmetic techniques to help them cope with appearance-related side effects from chemotherapy and radiation treatments.

Information was offered on the Lund Community Health Library, a hospital resource created to help individuals better understand and cope with the diagnosis of a medical condition and to provide information about the latest treatment methods.

Cancer Awareness Day was developed in response to our community's need for improved access to cancer screenings and to provide information on prevention, detection, and treatment of cancer, as well as for general information on health and wellness. As the event continues to grow in popularity and attracts more attendees, Emerson will continue to build on previous successes, making improvements that will increase its relevance and usefulness to our community.

Other Activities and Programs to Benefit the Community

The following section lists the many educational programs, screenings and support services offered by Emerson Hospital. In addition, clinical and administrative departments are encouraged to provide staffing, support and appropriate diagnostic services for events that benefit underserved and at-risk populations. Emerson pays for all staff-hours and materials.

Free Health Screenings

- **Cholesterol, thyroid and diabetes screenings** - Co-sponsored with Chelmsford and Westford Boards of Health, Emerson Hospital provided 120 cholesterol tests (99 abnormal) and 110 thyroid screenings (9 abnormal). 102 residents were screened for diabetes. (4/01)
- **Bedford Health Day** - Cholesterol and lipid profiles (134 total with 95 abnormal), 67 PSAs (prostate specific antigen) for men, with six abnormal) and 76 glucoscans for diabetes screenings. (9/01)
- **Monthly blood pressure and diabetes screenings** - Held at Roche Brothers Supermarket in Acton.

- **Cholesterol screenings** - Boxborough Open House (10/00)
- **Blood pressure screenings for seniors** - Sponsored by Emerson Hospital Home Care and offered at various health fairs in the hospital's service area. The Home Care Department also provides informational and educational presentations, and monthly wellness programs at area assisted living facilities.
- **Westford Fire Department Open House** – Cholesterol screening was offered in addition to information on programs and services. (10/00)
- **Education and screening about cardiac health** - During Cardiac Rehabilitation Week, Emerson employees held a health fair at the hospital to help increase awareness of heart health and healthy eating. Screenings for risk factors including high blood pressure were also offered.
- **Screening for Depression** – In recognition of National Mental Health Awareness Week, two Emerson Hospital psychiatrists offered a lecture on depression followed by a free screening for depression in Westford, in conjunction with the Westford Board of Health. (10/00)
- **Screenings for Peripheral Vascular Disease (PVD) and Abdominal Aortic Aneurysm (AAA)** - Offered as part of the National Screening Week for PVD Leg Pain. Eighty-eight men and women were screened, with nine considered to be at high risk for PVD and 12 at moderate risk, a positive rate of 25%. Nineteen patients were screened for AAA with 0 individuals considered at risk. Several Emerson nurses and physicians participated in this event. (9/19/01)

Health Fairs, Lectures, Seminars and Presentations

- Health Fair at Acton-Boxborough High School with Emerson paramedic giving demonstrations and health discussions. (4/01)
- Health Fairs in Lexington (5/01); Bedford (11/01); Concord (9/01); Groton (9/01); Concord (9/01).

Health lectures held at the hospital and in local communities:

Co-sponsors include the Westford and Bedford Boards of Health. Topics included the following:

Incontinence in Women & Men (10/00); Alzheimer's Disease: Understanding the Basics (11/00); Cancer Updates for Women (11/00); Nutrition and Diabetes (11/00) ; From Head to Toe (11/00); Current Trends in Fibromyalgia, Osteoarthritis & Rheumatoid Arthritis (1/01); Nonsurgical Approaches to Youthful Skin, Including Laser Hair Removal (2/01);

Advances in the Treatment of Chronic Hepatitis C (3/01); Elective Magnetic Resonance Imaging and Body Scans (4/01); Organ Donation (9/01) Prostate Cancer Panel discussion (9/01).

Family Verses Pop Culture (with the Westford Board of Health - 5/01); Approaches to a More Youthful Appearance (co-sponsored by Westford Board of Health - 6/01); The Emotional Aspects of Cancer for Survivors and Their Families (10/00); How to Care for Your Aging Eyes (5/01); Chronic Lung Disease (9/01); My Aching Body (5/01).

Seminars and Presentations

- The Emerson Hospital Hospice program provides education and training to community organizations, offers lectures at the hospital and in the community, collaborates with community agencies, nursing homes and families to help people cope with the death of a loved one, and leads bereavement support groups for local communities. Programs also include group and individual consultations in nursing homes to educate staff about caregiver issues related to dying patients. Hospice has acted as community consultant resources for several facilities in pain management.
- Nursing students from Emerson's Psychiatric Department provided mentoring for nursing students from Fitchburg State College and the University of Lowell as well as students from surrounding towns.
- Alcoholics Anonymous meetings are offered regularly by the Psychiatric Department and are open to the community.
- Drug hotline

Emergency Services

- Emerson operates a fully equipped, full-service Emergency Department (ED) that operates 24-hours/day, seven days/week. The ED is staffed by board-certified physicians and specially trained nurses.
- Paramedics (advanced life support) who treat more than 1,200 people annually. The service covers 14 towns with two non-patient transport vehicles. Emerson assumes the cost of operating the service and receives no funding from the participating communities.
- The Emergency Medical Services (EMS) Department sponsors open houses for local fire departments conducting in-service training and education, assists in pre-prom accident simulations, attends health fairs, participates in educational events for the Girl Scouts and provides Advanced Life Support (ALS) coverage for various community events. EMS averages one event per month (12 per year).

- Nurses from Emerson’s ED provided precepting of RN, LPN and EMT students at Fitchburg State College, Shawsheen Technical High School, and Middlesex Community College and in Emerson’s EMT training program. ED nurses also provided free coverage at the medical tent for Nashawtuc Charities Golf Tournament and the Avon 3-Day Walk for Breast Cancer.
- ED nurses serve as free instructors/facilitators in the local area Critical Incident Stress Debriefing Program for first responders. Two nurses donate 30 hours each annually.
- ED nurses assist in the ENCARE Program by educating teenagers on alcohol-related injuries, in drug use, and in seat belt safety. Education is also given to the elderly in the use of prescription drugs.
- A staff member of Emerson’s Safety Department serves as the co-chair for Concord’s Local Emergency Planning Committee, of Concord’s Emergency Management Committee, and Acton’s Local Emergency Planning Committee. These committees offer emergency and disaster planning and preparation as mandated by federal and state regulations, collaborating with the Concord Neighborhood Network and the Councils on Aging and nursing homes in these two towns. The Safety Officer is also involved in the planning and coordination of emergency response for hazardous materials incidents and all hazards in Concord.
- Emerson Hospital was the Medical Sponsor of the Avon 3-Day Walk for Breast Cancer in May 2001. The medical team for the 3-Day was led by members of Emerson Hospital's emergency department who were responsible for all medical aspects of the event including the direction of the medical crew.

Children

School Outreach Program

- Offered to kindergarten classes and designed to familiarize well children with a hospital environment. Approximately 1,000 attend.

Pediatric Bereavement Workshop

- The Pediatric Intervention Team and Hospice provide a workshop for children 4-14 years of age who have lost a parent.

Pediatric Intervention Team

- Helps children cope with the psychological trauma of hospitalizations.

Adolescents and Teens

- Emerson partnered with the local chapter of the Hadassah organization to sponsor the “*Check it Out*” program, an outreach project designed to educate high school students

about breast and testicular cancer. The hospital also provided physician speakers to address groups of students. Approximately 520 students from the Broomfield School, Maynard High School, and Lawrence Academy participated in the program.

- Helping area students explore careers in health, Emerson participated in several career days including the Westford Academy School-to-Career program.
- The Summer Volunteer Program offered adolescents the opportunity to work in a hospital environment and explore possible career choices in the field of health care.
- Critical Incident Consultations were made available to local school systems. This program, a collaborative effort of the Pediatric Intervention Team and the Hospice Program, offered intervention and consultations with school staff, students and parents in response to an event such as a student death, suicide or other critical incidents in the school community.

Seniors

- Emerson supported the local Serving Health Information Needs of Elders (SHINE) Program by providing space, materials and administrative support.
- In conjunction with Maynard, Stow, Carlisle and Concord Boards of Health and COA, Emerson offers influenza immunization clinics for people over 60. Emerson also offers several public flu clinics for adults 18 and over.
- Emerson works with 13 area Councils on Aging to produce pamphlets with listings of resources for seniors.
- Emerson Speech-Language pathologists provided a free counseling to the Parkinson's support group. Clinicians provided education on communication and swallowing difficulties associated with the disease.
- Social Work/Care Coordination presented a program on "Practical Lessons for Caregivers," an educational program for caregivers of people with Alzheimer's disease.
- As noted earlier, the Emerson Hospital Home Care staff provide blood pressure screenings, informational and educational presentations, and monthly wellness programs to area assisted living facilities.

Support Groups and Counseling Services

- Alcohol and Substance Abuse
- Alzheimer Information
- Better Breathers Club
- Breast Cancer Support Group
- Breastfeeding Support Service
- Childbirth/Parenting Education Classes
- Diabetes Support Group
- Diet and Nutritional Counseling
- Gambling Problems Support Group and Counseling
- Cardiac Rehabilitation Support Group
- HIV/AIDS Counseling
- Hospice Services
- Mothers Offering Mothers Support (M.O.M.S.)
- New Mothers Group
- Parkinson's Support Group
- Pediatric Bereavement Workshop
- Pelvic Health/Bladder Control Program
- SHINE Program
- Sibling Preparation Classes
- Speech and Language for Preschoolers
- Smoking Cessation Program
- Warmline Program
- Widowed Outreach

Donations and In-kind Contributions

- Open Table - Emerson donates food to the local food pantry on a monthly basis.
- 55 Alive – Mature Driving Program (co-sponsored with AARP): Emerson provides the facility, meals and publicity for the two-day driver education/refresher course.
- Pharmaceuticals: Emerson pharmacists offered comprehensive counseling services to diabetic and cardiac patients regarding medications and potential side effects. In addition, medical supplies are donated to various organizations and distributed to needy countries.
- Medical supplies and equipment were donated to the Avon 3-Day Walk for Breast Cancer.
- Flu shots and TB tests are given to all hospital volunteers to protect volunteers, patients and visitors from infection.

Emerson's Health Libraries

The Emerson Medical Library provides health information to the medical community on an on-going basis. Local public libraries rely upon Emerson to assist people seeking medical information not available in their respective institutions. Emerson librarians spend numerous hours assisting individuals referred by local libraries. Additionally, the library provides free Internet access to patrons.

The Lund Community Health Library provided information to almost 400 individuals with inquires about a variety of topics from the relationship of calcium intake and prostate cancer, to sarcoidosis, to books on eating disorders.

In addition, Emerson Hospital produces publications and electronic communications to inform and educate the community about health issues and free educational offerings. The primary method of communication is *HealthWorks Magazine*, and the hospital web site, www.emersonhospital.org.

HealthWorks is a 16-page magazine that informs the community about new facilities, physicians, programs and services offered by the hospital. It also includes a list of health and wellness classes, free health lectures, and health columns that address questions frequently asked by patients. *HealthWorks* is published three times per year and is mailed to residents in 80,000 homes.

At the hospital Web site, visitors can find information on free lectures, classes, support groups and can access information on clinical services. The Emerson Hospital web site also includes a "Find a Doctor" database where physicians can be searched by name, specialty, gender, and/or office location.

The hospital distributes press releases to the local and regional papers announcing all free events. In addition, public service announcements are sent to the electronic media in an effort to educate the public about health issues and to announce free screenings. The hospital also places paid advertisements in the local papers announcing upcoming screenings and free events and information on clinical services.

Community Benefits Expenditures
FY 2001

1. Materials/Laboratory Utilization:	\$ 15,000 (direct expense)
Laboratory Charges	\$ 65,000
Total	\$ 80,000
2. Expenditure for Staff Hours*:	
Approximately 1,425 hours paid	\$ 32,062
3. Publications and Web site: (direct expense)	
HealthWorks Magazine	\$110,027
Web site	\$ 40,000
Total	\$150,027
4. Promotion of Free Events, Screenings and Lectures:	
Advertising:	\$ 17,000 (direct expense)
5. Youth Risk Behavior Survey	
Total	\$ 16,250 (DON expenditure)
6. Lines 1 – 5:	
Total	\$295,339
7. Free Care/Contribution to Uncompensated Care Pool:	
Additionally, Emerson provided in \$ 2,272,915 free care to our uninsured patients and booked a liability of \$3,553,850 to the uncompensated care pool.	
Total	\$5,826,765
Total - Line 6	\$ 295,339
Total - Line 7	\$5,826,765
8. Total - Line 6 and 7	\$6,122,104

*Does not include ALS or Hospice programs, events sponsored by individual departments or volunteer staff time associated with YRBS, the Avon 3-Day, lectures, support groups or counseling services.

Service Area for Community Benefit Activities

Primary Service Area	Population
Acton	20,331
Bedford	12,595
Bolton	4,148
Boxborough	4,868
Carlisle	4,717
Concord	16,993
Harvard	5,981
Lincoln	8,056
Littleton	8,184
Maynard	10,433
Stow	5,902
Sudbury	16,841
Westford	20,754

Secondary Service Area	Population
Ayer	7,287
Groton	9,547
Lexington	30,355
Pepperell	11,142
Shirley	6,373
Townsend	9,198
Wayland	13,100

Emerging Towns	Population
Berlin	2,380
Chelmsford	33,858
Hudson	18,113
Lancaster	7,380
Lunenburg	9,401

Organizations Partnering with Emerson Hospital on Community Benefits Projects

Action Committee for Teens (ACTs)
Acton-Boxborough Schools
American Cancer Society (Walden Unit)
Avon Breast Cancer 3-Day
Bedford Board of Health
Billerica Board of Health
Chelmsford Board of Health
Chelmsford Senior Center
Community Health Network
Concord Board of Health
Concord Business Partnership
Concord-Carlisle Schools
Concord Family Services
Concord Fire Department
Concord Police Department
Concord Rotary
Cooperative Elder Service
Councils on Aging (All in Emerson's primary service area)
Council on Health Concord-Carlisle High School
Deaconess Rivercrest Nursing Home
First Connections Advisory Council
Groton Dunstable High School
Hadassah
Knights of Columbus
Lincoln-Sudbury Task Force on Domestic Abuse
Maynard Public Schools
Minuteman Home Care
Minuteman Suburban Schools-to-Careers Partnership
Network for Women's Lives
Parent Alliance of Acton
Patriot Alliance
Reliance House
Society for Cardiovascular and Interventional Radiology
SafeHomes (Westford)
Westford Board of Health
Westford Public Schools

Next Reporting Year

During fiscal year 2002, Emerson Hospital has continued to be involved in a Community Benefits program as a continuation of the commitment described in this report.

Contact Information

Jennifer Hart

Director, Public Relations and Marketing

Emerson Hospital

133 ORNAC

Concord, MA 01742

978-287-3002

jhart@emersonhosp.org