

**MILFORD REGIONAL MEDICAL CENTER**  
**Milford, Massachusetts**

**COMMUNITY BENEFITS REPORT**  
**Fiscal Year 2005**

**October 1, 2004 through September 30, 2005**

**I. Mission Statement**

A. Summary

Milford Regional Medical Center (Milford Regional) is committed to providing exceptional healthcare services to our community with dignity, compassion and respect.

B. Approval of governing body

Milford Regional is a component of Milford Regional Healthcare System, Inc., which also includes Tri-County Medical Associates (TCMA), a physician group practice. The President and CEO of Milford Regional Healthcare System, Inc. is Francis M. Saba. A Board of Trustees, whose current chairman is John A. Rauth, governs Milford Regional.

**II. Internal Oversight and Management of Community Benefits Program**

A. Management structure

The Community Benefits Advisory Group meets twice each year to determine programs and events for the next *Wishing You Well* (bi-annual publication of community programs, classes and events). Members of the group report to senior management who report to the President/CEO. Any questions or concerns by senior management would be forwarded to the Community Benefits Coordinator either directly or through the Community Benefits Advisory Group.

B. Method for sharing information about community benefits mission/programs with staff at all levels of the institution

The Community Benefits Coordinator reports directly to the Director of PR/Marketing who shares information about community benefits programs with other managers at a monthly department manager's meeting. This meeting is facilitated by the President/CEO and is also attended by senior management. In addition, the *Wishing You Well* publication is distributed to hospital departments, both on and off-site, as well as to offices of physicians affiliated with Milford Regional. Flyers for individual events and programs are also distributed in this manner.

### III. Community Health Needs Assessment

#### A. Process, including participants

Milford Regional is a member of and host site for Region 6 of the *Community Health Network Area (CHNA-6)*. This group meets bi-monthly throughout the year to discuss healthcare issues relevant to our service area. Membership is made up of representatives from a variety of social service agencies, schools, councils on aging, area and individual town health agents and departments as well as disease prevention advocates.

In order to choose a Community Benefits Focus for fiscal year 2005, we reviewed the needs as identified by CHNA, statistical information available for our service area and evaluations and suggestions received from the community. Once identifying the issue and concerns brought forth, the Community Benefits Coordinator met with hospital staff to plan programs. This resulted in a further narrowing of focus and choosing of specific areas to address. Needs identified were the medical, social and financial concerns of seniors and the availability of information for them and their families and caregivers about local services and programs. There continues to be a need to offer wellness and nutrition classes as these are among our most popular community programs.

#### B. Information Sources

After identifying our Community Benefits focus for fiscal year 2005, research was done to find the statistical relevance of the topic for our service area. Through sources such as the Massachusetts Department of Elder Affairs, the Massachusetts Department of Public Health, the U.S. Census Bureau, newspapers, journals and appropriate websites, ample information was available to support this topic as our 2005 focus. Clearly, there was enough evidence that in choosing this focus, we could have the opportunity to offer relevant programs designed to suit the needs of our service area.

#### C. Summary of Findings

According to the U.S. Census Bureau's 2004 American Community Survey, 11.7% of the population of Worcester County are ages 65 years and over. This is slightly less than the U.S. total of 12.0% for the same age group. Statistics provided by the Massachusetts Office of Elder Affairs, indicated that the state's total 65 years and over population is projected to increase 5.0% from the years 2000 to 2010. For the nine towns in Milford Regional's primary service area, the aggregate increase for the same period is projected as a 14.1% increase. This increase is a result of both the aging of the population as well as the increase of life expectancies. With this increased elder population, there is also a higher demand for services and information pertinent to issues of concern to elders, their families and caregivers. This includes wellness and nutrition programs and

programs that address specific issues. For over 10 years, Milford Regional has offered a program for adults 55 and older. In addition to membership benefits, The Society for Healthy Living at MRMC offers evening programs nine times per year, with a different topic at each meeting. The evaluations and suggestions from this group were reviewed and used to plan programs relevant to our focus.

#### **IV. Community Participation**

##### **A. Process and mechanism**

Through our Community Education programs, we are always looking to find new ways to encourage participation from members of our community. Each program is evaluated by the participants and suggestions reviewed. As a result, some programs are adjusted, some are eliminated, and new programs developed. In addition, the Community Benefits Coordinator welcomes direct contact from members of the community who would like to offer their services to suggest or help develop new programs.

##### **B. Identification of community participants**

In addition to our CHNA-6 affiliation, Milford Regional also partnered with community agencies (such as the American Cancer Society, Tri-Valley Elder Services and Wayside Youth and Family Support Network) local physicians and community vendors (such as Whole Foods Market). Also, as stated above, close attention is paid to program evaluations and suggestions. As a result, every person who attends a community program at Milford Regional can be identified as a community participant.

##### **C. Community role in development, implementation and review of community benefits plan and annual reports**

The community's role in development, implementation and review of our community benefits plan is primarily, but not limited to our solicitation of their evaluation of our programs and classes. This, combined with our partnerships with CHNA-6 and other community groups, provides us with a direction in which to focus our efforts. We welcome comments from the community and are always willing to listen to suggestions to help improve our programming and benefits to the community.

## V. Community Benefits Plan

### A. Process of development of the Plan

A review of the needs of our service area, as received through various methods of feedback is an on-going process and is key to the development of the Community Benefits Plan. We also look to specific health statistics for towns in our service area when determining the Plan. We will continue to partner with community groups, such as CHNA, as well as respond to the needs of our community through written and verbal feedback.

### B. Choice of target population(s)/identification of priorities, including an explanation of how these relate to the results of the community needs assessment

Based on our community needs assessment, our target population for the FY 2005 continued to be adults of our service area, with an emphasis on seniors ages 65 and above. Our programs were designed to appeal to the elders of our service area and also to their families and caregivers. With the increase in life expectancies, there is not only more interest in issues affecting elders, but also in issues affecting the families and caregivers of the aging population. As outlined in the community needs assessment, results of state and federal surveys indicate that the senior population in towns served by Milford Regional Medical Center has increased and will continue to do so. As the senior citizen population increases, so does the need for services to help them address health issues, live independently and know how to get and use the services available for them and their caregivers. According to results obtained year 2000 census data collected by the U.S. Census Bureau, the percentage of household in Worcester County with someone age 65 or older falls between 23.0 and 26.4. According to the Massachusetts Department of Public Health's Elder Health Report for Community Partners for Health (Milford, CHNA-6) based on year 2000 U.S. Census data, 27.8% of adults ages 65 and over were living alone, but 64.5% were living in family households. This information helped us determine that our focus should address not only the seniors, but also those who may have a role in their care. As a result, our Fall, 2004 Lecture Series included three programs that were planned to provide valuable medical, social and financial information.

Our programs are offered during evening hours to accommodate the needs of working adults. Our FY2005 Community Benefits focus was *Facing the Golden Years*. In order to offer a variety of programs that address this focus, we looked to multiple areas identified in our Community Health Assessments, including not only those identified above, but also nutrition and wellness programming. Within the framework of our topic, we are able to offer different programs, lectures and workshops.

C. Short-term and long-term strategies and goals

For fiscal year 2005, our immediate goal was to provide a variety of programs aimed at giving participants the opportunity to learn more about a variety of issues related not only to our focus, but also to helping participants make healthy diet and exercise choices and live with chronic medical conditions (such as diabetes, celiac disease and cancer.) For the long term, we will continue to offer nutrition and diabetes workshops and programs, free lectures and exercise and other wellness programs. As always, we will respond to suggestions from the community to provide programs with topics relevant to their requests while also addressing current trends.

D. Process for measuring outcomes and evaluating effectiveness of programs

As stated previously, each program includes a participant evaluation whereby attendees can rate the program, make suggestions to improve the program and suggest other types of programs we should offer at Milford Regional.

The evaluations are reviewed with both the instructors and the Community Benefits Advisory Committee at meetings to discuss future community programs.

E. Process and considerations for determining a budget

Milford Regional is a non-profit institution. As such, its community programs are self-supporting and rely mainly on minimal program fees to provide for payments to instructors, refreshments, books, tapes and other ancillary needs. Many programs (including all lectures) are provided free of charge and our fees for many community “wellness” programs are well below the cost for similar programs in our service area. Our goal is not to make a profit, but to offer our programs to members of our community at an affordable cost. Consequently, many programs attract participants from beyond our 19-town service area.

F. Process for reviewing, evaluating and updating the Plan

Although the Community Benefits Plan is formulated yearly, it is evaluated approximately halfway through the fiscal year, then at the conclusion of it. This coincides with the planning and distribution of the hospital’s *Wishing You Well* publication (the primary promotional tool for community programs, including lectures, classes, and free screenings). The Community Benefits Coordinator reports to the Advisory Committee concerning the programs offered during the first half. If necessary, changes are made to the Plan as warranted by program evaluations, attendance, etc. These include planning lectures and programs for the second half of the fiscal year.

Programs offered in the first half of the fiscal year are featured in the fall edition of *Wishing You Well*. Programs offered in the second half of the year are featured in the Winter-Spring edition. 50,000 copies of *Wishing You Well* are distributed, primarily through local newspapers.

## **I. Progress Report: Activity During Reporting Year**

### **A. Expenditures**

The approved Health Awareness/Community Benefits budget for fiscal year 2005 was \$36,227. Of this amount, \$21,135, or 58.34% of the total budget was earmarked for programs related to our Community Benefits Plan. The remaining 41.66%, or \$15,092, was budgeted for Community Service Programs. These amounts do not include the salary of the Community Benefits Coordinator, but do include salaries for program instructors. It also does not include \$3,204 that is the estimated value of hospital employee time devoted to presenting free workshops and programs. These salaries are paid to those employees through their hospital departments. (This amount is included the 2005 Direct Expense for Community Benefits Programs.)

At this point, we do not track monetary amounts for Associated Expenses, Employee Volunteerism, Other Leveraged Resources or Corporate Sponsorship. Our net charity amount for fiscal year 2005 was \$2,992,769. Total patient care-related expenses were \$114,290,649.

TYPE	ESTIMATED TOTAL EXPENDITURES FOR FISCAL YEAR 2005	APPROVED PROGRAM BUDGET FOR YEAR 2006
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses: \$24,339 (2) Associated Expenses: Not Available (3) Determination of Need Expenditures: \$49,126 (4) Employee Volunteerism: Not Available (5) Other Leveraged Resources: Not Available	\$37,239     *Excluding expenditures that cannot be projected at the time of the report.
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses: \$15,092 (2) Associated Expenses: Not Available (3) Determination of Need Expenditures: \$0 (4) Employee Volunteerism: Not Available (5) Other Leveraged Resources: Not Available	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION	\$2,992,769	
CORPORATE SPONSORSHIPS	Not Available	
	TOTAL \$3,081,326	

**TOTAL PATIENT CARE-RELATED EXPENSES FOR FISCAL YEAR 2005: \$114,290,649**

A. Major programs and initiatives

For fiscal year 2005, our major programs offered residents of our service area the opportunity to learn more about health issues that effect adults age 65 and over, as well as their families and caregivers. In addition to programs offered at Milford Regional, our Speaker's Bureau provides speakers to community groups. Nutrition topics are frequently requested from this service and the hospital's registered dietitians accommodate the requests as needed.

Two other major Community initiatives that are supported by Milford Regional are the School-Based Health Clinic, which provides medical care to students at one local high school and employee volunteer participation in a free-care clinic located within the Blackstone Valley region. We continue to partner with the American Cancer Society to offer programs (*Look Good... Feel Better and I Can Cope*) as well as informational displays for various cancer awareness months.

B. Notable challenges, accomplishments and outcomes

A highlight of our Community Benefits Plan for fiscal year 2005 was our Lecture Series. In our Fall 2004 series, we offered *Is it Alzheimer's? Is it Aging?; Caregiver Crisis? How to Get the Help you Need;* and *Facing the Unexpected: Are You Ready?* These free programs gave participants the opportunity to learn more about these specific issues. Presenters included a Milford Regional neurologist, a local elder care attorney and a social worker from a local elder services agency. Our Winter-Spring 2005 Lecture Series included *Preventing Heart Disease; As the World Stresses...Tips to Good Health;* and *Eat Well – Be Fit!* These programs were well-attended and led to the development of additional programs in FY2006. Our *Society for Healthy Living* continued to offer monthly programs to seniors. Fiscal year 2005 programs included *Substance Abuse in Elders* (presented through Wayside Youth and Family Services initiative), *Managing Stress in the Golden Years;* *Your Keys to Preventing Colorectal Cancer;* and *Breathing Right – Helping Yourself to Healthy Lungs.* The *Society for Healthy Living* at Milford Regional was started over 10 years ago and continues to be a very active and well-attended program.

Our exercise and wellness programs continued to be extremely popular in FY2005 with year-round *Kundalini Yoga, Pilates and T'ai Chi* programs and an 8-week senior exercise program (offered three times each year). A new meditation program (*Meditate – It's That Simple!*) was added in fall, 2005 and offered again in Spring, 2006. This is offered in addition to our *Meditation for Stress Reduction* class. These are offered at different locations at either end of our service area, allowing convenient access to both programs.

We are continually reviewing our community programs. Popular programs are repeated while others may be revised or expanded to expand topics and concerns. A review of these programs at the close of FY2005 resulted in removing the recently added afternoon Diabetes support group (the evening group still meets monthly and is well-attended.)

The Center for Adolescent Health at Milford Regional (a Tri-County Medical Associates practice) continues to offer several programs for adolescents. These include *Project Change; Fit for Life; Girl Power; Yoga and Mindfulness;* and *Mindful Eating for Eating Disorders.* These are offered to adolescents in our service area and are not restricted to those who use the services of the medical staff at the practice. Funding for *Project Change* continues to be provided by a grant from CHNA-6.

Milford Regional Medical Center continues as an active member of Community Partners for Health, CHNA-6 and serves as the host site for its bi-monthly general meetings. Since 2004, Milford Regional's representative to CHNA-6 (Community Benefits Coordinator, Debra Hyder) has also served as its chairperson. As a key member of CHNA-6, Milford Regional has a key role in the planning and implementing CHNA-sponsored programs and initiatives.

## **VII. Next Reporting Year**

A. Approved budget/projected expenditures

The approved Health Awareness/Community Benefits budget for fiscal year 2006 is \$37,239. This does not include the salary of the Community Benefits Coordinator or newspaper advertising provided for selected events. These are included in the PR/Marketing budget.

B. Anticipated goals and program initiatives

For fiscal year 2006, Milford Regional has chosen ***Helping Yourself to Heart, Mind and Body Health*** as the focus of its Community Benefits Plan. We have been offering the community a comprehensive package of programs and events related to this focus. This includes wellness programs, our free lectures (*Diagnosing and Treating Prostate Cancer; Hormones and Breast Cancer Risk; Separating Fact and Fiction; Recognizing and Understanding Eating Disorders;* and lectures addressing issues such as bladder disorders, acid reflux disease and irritable bowel syndrome.) as well as continued collaboration with outside agencies. Our goal with these programs is to offer pertinent and timely information to adults on a variety of health and support-centered topics.

We will continue to offer programs of interest to seniors, including a senior exercise class and our Society for Healthy Living program. New for spring, 2006 is *Quit Smoking with Hypnosis*, a 2-part program facilitated by a certified hypnotherapist that included smoking cessation and stress reduction.

Due to the positive response in spring, 2005, we are also repeating our nutrition series on Celiac Disease and Diet, including *Introduction to the Gluten-Free Diet; Bread Making;* and *Celiac Disease and the College Bound Student*. In addition, we will continue to offer a diverse selection of other nutrition programs, as well as certification programs such as CPR, first aid and a babysitter's training class.

In 2005, Milford Regional Medical Center was designated as a Primary Stroke Center by the Massachusetts Department of Public. As part of Milford Regional's commitment to this designation, we offered two community education programs, *Addressing and Managing Risk Factor for Stroke* (fall, 2005) and *From ER to Rehab – What to Expect Following a Stroke* (spring, 2006). These were facilitated by Dawn Pearson, MD. Dr. Pearson is a neurologist on the medical staff of Milford Regional Medical Center.

C. Projected outcomes

To date, our lectures and programs have been very successful with good attendance. Our participant evaluations have been very positive. A highlight of our initiative for this year is our upcoming free lectures, *What's New in the Evaluation and Treatment of Bladder Disorders; Living with Irritable Bowel Syndrome; and Acid Reflux Disease*. The facilitators include Milford Regional physicians and a nurse practitioner from Milford Gastroenterology Associates, also affiliated with Milford Regional Medical Center. We also anticipate that our free nutrition programs (*How to Read a Food Label; The DASH Diet; and Using the Internet to Find Nutrition Information*) will be successful. These are presented by Milford Regional registered dietitians and are typically very well-attended. Our complete listing of community programs, including lectures, nutrition programs, support groups, wellness programs and certification classes are advertised in Milford Regional's *Wishing You Well* community education newsletter (published twice each year), on the medical center's website (milfordregional.org) and through press releases and paid advertising in local newspapers.

## **VII. Contact Information**

Debra J. Hyder  
Community Benefits Coordinator - PR/Marketing  
Milford Regional Medical Center  
14 Prospect Street  
Milford, MA 01757  
(508) 422-2206 email: dhyder@milreg.org



