

Baystate Mary Lane Hospital - FY2012

Community Benefits Mission Statement

The charitable mission of Baystate Mary Lane Hospital (BMLH), a member hospital of Baystate Health (BH), is to improve the health of the people in our communities every day, with quality and compassion. Baystate Health's Community Benefit Mission is to reduce health disparities, promote community wellness and improve access to care for vulnerable populations. Baystate Mary Lane Hospital is committed to meeting the identified health and wellness needs of constituencies and communities served through the combined efforts of Baystate Mary Lane Hospital, affiliated providers and community partners.

Target Populations

Name of Target Population	Basis for Selection
Broader community	Community needs assessment
Uninsured or underinsured residents	Community needs assessment

Publication of Target Populations

Website, Other- MA Attorney General Website

Hospital/HMO Web Page Publicizing Target Pop.

www.baystatehealth.org

Key Accomplishments of Reporting Year

Baystate Mary Lane Hospital offered more than \$1 million in community benefit expenditures with over \$300,000 going directly to community benefit programs.

Key FY 2012 program accomplishments included our continued partnership with Quality EMT Educators of Worcester to offer Basic EMT Training to community members. To date over 90 community members (22 community members in FY 2012) have taken the EMT Basic Course. In December 2010 Baystate Mary Lane Hospital sponsored the first Paramedic Training program. A total of 25 EMT Basic candidates enrolled in this new class held at the hospital two nights a week through 2012. BMLH physicians shared their expertise beyond the walls of the hospital by offering high quality training and continuing education programs at no cost to EMS providers in our communities. The close working relationship between Emergency Physicians and EMS providers is essential to ensuring that patients receive the highest quality care in the field. BMLH provided critical support and resources to the community at large through our Support Groups including; Caregivers Support Group, Quilting Support Group for those touched by Cancer, Diabetes Support Group, Grieving Support Group, and the Hepatitis C Support Group. In addition, BMLH and its staff offered a great number of outreach programs providing a variety of education and wellness seminars to the community at large at no cost. These programs were presented by physicians, nurses and staff that work at the hospital and addressed ways to live healthier by offering a variety of educational opportunities and health screening. Lectures and screenings were offered at the hospital and in community settings including area schools and senior centers, and promoted disease prevention, behavior change, and healthier lifestyles for community members of all ages as they addressed health topics including heart health, hypertension, flu prevention, Lyme's disease, nutrition, osteoporosis, diabetes, stroke prevention, exercise, women's health issues including HPV and cervical cancer, men's health and much more.

The Emergency Department at Baystate Mary Lane Hospital began welcoming the community to their department daily between the hours of 6:00 and 9:00 am, seven days a week for blood pressure checks at no cost, no appointment is necessary. Knowing that over 40% of strokes could be prevented if high blood pressure was controlled the BMLH Emergency Department staff is committed to helping community members to know their blood pressure is in an effort to tackle this statistic. In addition to conducting blood pressure assessments, the team is prepared to share education on blood pressure screening, follow up, free blood pressure monitoring cards and information for patients as requested.

The MA Department of Public Health approved Baystate Medical Center's community benefit initiatives totaling \$2,000,362 over five years that will be funded through Determination of Need funding related to the upgrade of BMC's Emergency Department. Baystate Mary Lane Hospital will be awarded \$150,000 over three years to be used for community health initiatives specific to

BMLH's service area.

Baystate Mary Lane Hospital joined the Coalition of Western MA Hospitals, a partnership between seven (7) non-profit hospitals in western Massachusetts; Baystate Medical Center, Baystate Franklin Medical Center, Baystate Mary Lane Hospital, Holyoke Medical Center, Cooley Dickinson Hospital, Mercy Medical Center (a member of Sisters of Providence Health System) and Wing Memorial Hospital and Medical Centers (a member of UMass Memorial Health Care). The Coalition formed in early 2012, put competition aside and developed a successful partnership to identify and address the health needs of their communities while sharing limited resources and enhancing the quality of data collection to benefit the community as a whole. The Coalition engaged Verité Healthcare Consulting to begin community health needs assessments that consider multiple data sources, including secondary data (regarding demographics, health status indicators, and measures of health care access), assessments prepared by other organizations in recent years, and primary data derived from a community survey and from interviews with persons who represent the broad interests of the community, including those with expertise in public health. The needs assessment process will continue into FY 2013, culminating in a final CHNA report and implementation strategy being brought before our hospital Board of Trustees for approval in July 2013.

Plans for Next Reporting Year

In FY 2012, Baystate Mary Lane Hospital will continue to work with the Community Benefit Advisory Council, the Patient and Family Advisory Council and the Quaboag Hills Community Coalition to address community health needs. Together they will develop community health planning strategies and stimulate collaborative opportunities among public health and community leaders to build a healthier, safer community. Baystate Mary Lane Hospital will continue to provide quality services through our Community Outreach Program, Support Groups and EMT Training throughout the Baystate Health Eastern Region, serving Hampden, Hampshire and Worcester counties. In addition, BMLH will continue its expansion of its EMT Training program to include Paramedic Training to ensure that patients receive the highest level of pre-hospital care needed in the field.

BMLH and its CBAC will be using the DoN funding related to BMC's new Emergency Department to be a funding partner for a community obesity prevention program for the Town of Ware. Community partners that are participating in the development of this program include the Ware Public Schools, Baystate Medical Practices and the Tri-Community YMCA. Additionally, following the completion of our hospitals community health needs assessment (scheduled for completion in April 2013 followed by board approval in July 2013), BMLH will engage its Community Benefit Advisory Council to develop an Implementation Strategy describing how the hospital plans to address or not address priority needs.

Community Benefits Process

Select Community Benefits Process

Community Benefits Leadership/Team

Baystate Mary Lane Hospital's Community Benefit Advisory Council and the Baystate Health's Board of Trustees are actively involved in overseeing community benefit programs and expenditures. In July 2010, the Baystate Health Board of Trustees assigned oversight of community benefits to the Board's Governance Committee. Through its regular board meetings, internal hospital meetings and leadership activities, Baystate Health is actively involved in shaping community benefits provided by the system. For FY 2012 the system's Vice President for Government and Community Relations and Public Affairs, under the direction of the Sr. Vice President for Strategy & External Relations, supervised the Director of Community Health Planning and Community benefit Manager. Additionally, the Director and Manager work collaboratively with the Public Relations & Community Relations Specialist at Baystate Mary Lane Hospital to oversee the community benefit plan; community health needs assessment and annual data collection and state and federal reporting of community benefit.

Community Benefits Team Meetings

The Baystate Health Board Governance Committee meets minimally two times per year and has a community benefit charge of advocating for community benefit at the Board level and throughout the health system; integrating the three (3) hospital-specific community benefit plans into the health system's strategic plan; periodic review of community health needs assessment data; approval of a community benefit mission statement and health priorities; review impact of community benefit programs in promoting health of the community; and ensure MA Attorney General and IRS community benefit compliance. Annually, the System Vice President for Government and Community Relations and Public Affairs and Director of Community Health Planning

present a system-wide community benefit update to the full Board of Trustees.

In 2012 the BMLH CBAC expanded its membership and increased its meeting frequency to bi-monthly in preparation for an upcoming community health needs assessment. The Community Benefit Advisory Council (CBAC) brings a community lens and filter for interpreting the findings of the community health needs assessment process and setting priorities. The CBAC provides a community perspective on how to increase wellness and resilience opportunities for optimal health for an entire population; guidance in matching Baystate Mary Lane Hospital resources to community resources, thus making the most of what is possible with the goal to improve health status and quality of life; and policy advocacy to assure and restore health equity by targeting resources for residents: (a) with a high prevalence or severity for a particular health concern, or (b) who face with multiple health problems and limited access to health care, or (c) who lack access to health care because of financial, language/culture, legal or transportation barriers, and/or who possess physical or mental disabilities. Participants on the CBAC for Baystate Mary Lane Hospital represent greater Ware and Quaboag Hills constituencies and communities that the hospital serves. CBAC members are responsible for reviewing community needs assessment data and use this analysis as a foundation for providing the hospital with input on its community benefit planning process.

Community Partners

Baystate Mary Lane Hospitals' community partners include; Best Oral Health Program, Boards of Health, Mass Department of Public Health, Chamber of Commerce, Public Schools and School Nurses, Fire & Police Departments, Quaboag Hills Community Coalition, Quality EMS Educators of Worcester, Senior Centers, The Carson Center at Valley Human Services, TRIAD Ware Council, Trinity Episcopal Church, All Saints Church, Ware Adult Learning Center, Ware Domestic Violence Task, Ware Public School Advisory Committee, WIC/SNAP Nutritional Program.

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

In FY 2010, BMLH completed a thorough planning and community needs assessment process based on "A Planned Approach to Community Health," which matches the six-step model outlined by the Association for Community Health Improvement. There was particular emphasis on community engagement in this process according to the most recent upgrade to the AG's Community Benefit guidelines.

1. Establishing the assessment infrastructure
2. Defining the purpose and scope
3. Collecting and analyzing data
4. Selecting priorities (engage the community)
5. Documenting and communicating results
6. Planning for action and monitoring progress

The FY 2010 community needs assessment process gathered information and reviewed data from a number of sources, including:

1. Healthy People 2010 indicators collected by the Massachusetts Department of Public Health and the Centers for Disease Control and Prevention were major sources of data for community health needs assessment and planning information.
2. The Massachusetts Department of Public Health, several of its websites, Mass CHIP, and key MDPH staff provided county-level and locality-based data for municipal and neighborhood geographic areas.
3. Morbidity and mortality data was drawn from internal Baystate Health hospital discharge data and statewide data sources. These data, which generally include reason for hospitalization and length of stay, can contribute to measuring the burden and cost of illness and disability in the community.
4. Internal and external respondents in the health care, human service and public health field and unaffiliated stakeholders (community residents) participated in focus groups.
5. The Community Benefit Advisory Council, hospital advisory board members, and local community coalitions and task forces played a key role in helping the hospital identify community health needs.
6. Existing community needs assessment data (United Way, Pioneer Valley Planning Commission, and Community Action Programs) was included in this assessment.
7. Surveys of community stakeholders - expert testimony and resident (lay) opinions – were used to identify and prioritize community health needs.

Strategic Focus Areas

The current CHNA process and findings used a comprehensive review of existing community needs assessments, archival or secondary data (state and local public safety, public health, school, economic, health care, etc.), and key informant interviews. The CHNA findings were summarized and evaluated to produce four strategic focus areas. Key informants selected as the top three priorities; wellness, reducing racial and ethnic health disparities, and chronic disease management. They were basically tied, with each earning almost equal percentages of priority votes: 59.6%, 55.8% and 52.8%, respectively. Health care reform/health access followed these three, earning 36.5% of the priority votes.

Target Population

Survey respondents ranked the priority target population from 1 {highest} to 4 {lowest}. Children as a group received the highest number of priority votes with preschool age children receiving more votes than any other category. Young adults (18 – 40 yrs) and seniors (65+ yrs) were ranked next, with adults (40 – 65 yrs) last in the order.

Priority Health Concerns and Issues

Key informants selected health priorities from among a collection of Ambulatory Sensitive Conditions (ASCs) - conditions for which good outpatient care can potentially prevent the need for hospitalization, or for which early intervention can prevent complications. Top priorities included conditions where care needed to prevent hospitalizations most likely takes place outside of the traditional medical visit in the home and community settings including:

- Asthma
- Obesity
- Diabetes
- Cardiovascular disease/stroke
- Chronic kidney disease
- Chronic obstructive pulmonary disease
- Pre-term birth outcomes (low birth weight)

Social Determinants of Health

Social determinants of health (SDOH) were not included as a separate focus area, rather as a lens for understanding cross-cutting issues that are the root causes of health problems. SDOH will very likely guide locality-based community benefit programs addressing the geographic considerations of each hospital's service area. Consequently, priorities other than ASCs will surface such as:

- Education strategies – Development of out-of-school time programs as a drop out prevention strategy.
- Workforce development strategies – Creating a community health worker network to increase access and remove barriers to care; or developing EMT capacity in rural settings.
- Violence and injury prevention strategies – Primary and secondary prevention interventions to address child abuse or youth violence and bullying, or child bike and pedestrian safety.

Consultants/Other Organizations

The following organizations/community stakeholders were surveyed:

1. Best Oral Health Program
2. Boards of Health Mass DPH
3. Chamber of Commerce
4. DPH/School/RN's
5. Fire & Police Departments
6. Pro Casino Group
7. Quaboag Hills Community Coalition
8. Senior Centers
9. The Carson Center at Valley Human Services
10. TRIAD Ware Council
11. Trinity Episcopal Church, Ware
12. Ware Adult Learning Center
13. Ware Domestic Violence Task
14. WIC/SNAP Nutritional Program

Data Sources

Hospital, Interviews, MassCHIP, Surveys

Select Community Benefits Programs

Emergency Medical Technician Training

Brief Description or Objective Baystate Mary Lane Hospital partners with Quality EMS Educators of Worcester to offer Basic EMT Training to community members. Strained town budgets make EMS training and education a challenge for many rural fire/ambulance squads. To date over 90 community members have taken the EMT Basic Course. EMS providers are a vital part of the safety infrastructure of our community, and the first link in the chain of care for our residents. Many of the candidates that have completed this EMT course are now providing essential emergency care in the communities they live in.

Program Type Community Education,Community Participation/Capacity Building Initiative,Health Professional/Staff Training,Mentorship/Career Training/Internship

Target Population

- **Regions Served:** Belchertown, Brimfield, Brookfield, Hardwick, Monson, New Braintree, North Brookfield, Palmer, Ware, Warren, West Brookfield
- **Health Indicator:** Access to Health Care, Other: Elder Care, Other: First Aid/ACLS/CPR, Other: Homebound, Other: Public Safety
- **Sex:** All
- **Age Group:** All Adults
- **Ethnic Group:** All
- **Language:** All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations, Supporting Healthcare Reform

Goal Description	Goal Status
Ensure that local communities have access to no cost and/or affordable EMS Training.	In progress
EMS personnel have access to up-to-date training on critical topics and meet their continuing education requirements necessary for maintaining EMS certification.	In progress
Ensure there are an adequate number of qualified EMS providers in local communities so patients receive the highest quality care in the field.	In progress

Partners

Partner Name, Description	Partner Web Address
Quality EMS Educators of Worcester	www.qualityemsed.org

Contact Information Michelle Holmgren, Public Affairs & Community Relations Specialist, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, (413) 967-2296, michelle.holmgren@baystatehealth.org

Detailed Description Not Specified

Community Health Outreach and Education

Brief Description or Objective Baystate Mary Lane Hospital offers a variety of education, wellness and prevention programs to the community at large at no cost. These various programs are presented by BMLH physicians, nurses and staff. The Community Health Education programs help participants live healthier, more productive lives by offering a variety of educational opportunities and health screenings that promote disease prevention, behavior change, and healthier lifestyles.

Program Type Community Education,Health Screening,Outreach to Underserved,Prevention,School/Health Center Partnership

Target Population

- **Regions Served:** Belchertown, Brimfield, Brookfield, Hardwick, Monson, New Braintree, North Brookfield, Palmer, Ware, Warren, West Brookfield

- **Health Indicator:** Access to Health Care, Immunization, Injury and Violence, Other: Alzheimer Disease, Other: Asthma/Allergies, Other: Bereavement, Other: Cancer, Other: Cancer - Breast, Other: Cancer - Cervical, Other: Cancer - Colo-rectal, Other: Cancer - Ovarian, Other: Cancer - Prostate, Other: Cancer - Skin, Other: Cardiac Disease, Other: Colitis/Crohn Disease, Other: Dental Health, Other: Diabetes, Other: Elder Care, Other: First Aid/ACLS/CPR, Other: Hearing, Other: HIV/AIDS, Other: Homebound, Other: Hypertension, Other: Nutrition, Other: Osteoporosis/Menopause, Other: Pregnancy, Other: Public Safety, Other: Safety, Other: Safety - Auto/Passenger, Other: Safety - Home, Other: Safety - Sports, Other: Sexually Transmitted Diseases, Overweight and Obesity, Physical Activity, Substance Abuse, Tobacco Use
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations

Goal Description

Promote appropriate health behaviors and implement intervention programs which result in health-positive behaviours among individuals, families, and groups in our community.

Goal Status

In progress

Partners

Partner Name, Description

Partner Web Address

Quaboag Hills Community Coalition	http://qhcc.weebly.com
Ware Senior Center	www.townofware.com
Ware TRIAD	www.townofware.com
Ware Public Schools Advisory Committee	www.warepublicschools.com

Contact Information

Michelle Holmgren, Public Affairs & Community Relations Specialist, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, 413-967-2296, michelle.holmgren@baystatehealth.org

Detailed Description

Not Specified

BMLH Support Groups

Brief Description or Objective

Baystate Mary Lane Hospital offers a variety of support groups for individuals and families facing specific health issues—giving them opportunities to gain the insight and knowledge needed to best address their condition.

Program Type

Community Education, Prevention, Support Group

Target Population

- **Regions Served:** Belchertown, Brimfield, Brookfield, Hardwick, Monson, New Braintree, North Brookfield, Palmer, Ware, Warren, West Brookfield
- **Health Indicator:** Other: Alcohol and Substance Abuse, Other: Alzheimer Disease, Other: Cancer, Other: Cancer - Breast, Other: Cancer - Cervical, Other: Cancer - Colo-rectal, Other: Cancer - Lung, Other: Cancer - Ovarian, Other: Cancer - Prostate, Other: Cardiac Disease, Other: Diabetes, Other: Elder Care, Other: Hepatitis, Other: Homebound, Other: Hypertension, Other: Nutrition, Other: Parenting Skills, Other: Pregnancy, Other: Safety - Home, Other: Stroke, Overweight and Obesity, Substance Abuse, Tobacco Use
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals

Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
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To support and educate patients/community members on how to improve their life and/or live with their health issues and link patients with hospital resources, outside resources and services as appropriate.

In progress

Partners

Partner Name, Description	Partner Web Address
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Alcohol Anonymous

www.aa.org

Contact Information	Michelle Holmgren, Public Affairs & Community Relations Specialist, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, (413) 967-2296, michelle.holmgren@baystatehealth.org
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Detailed Description	Not Specified
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Financial Assistance Counseling

Brief Description or Objective	For over ten years, Baystate Health has provided financial counseling services to inpatient and outpatient individuals who have concerns about how to pay for care. Financial Counselors are dedicated to identifying and assisting patients who are unable to pay their estimated care prior to treatments or who have large existing balances. This assistance includes linking patients to available funding sources such as Medicaid and Medicare and determining whether they are eligible for charity care or for Baystate's Financial Assistance Program.
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Program Type	Health Coverage Subsidies or Enrollment
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Target Population	<ul style="list-style-type: none">• Regions Served: County-Franklin, County-Hampden, County-Hampshire• Health Indicator: Access to Health Care• Sex: All• Age Group: All• Ethnic Group: All• Language: All , English , Spanish
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Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Supporting Healthcare Reform

Goal Description	Goal Status
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Provide financial counseling services and secure insurance sponsorship for uninsured or underinsured individuals requesting our support.

In progress

Screen all individuals and provide assistance in completing and submitting applicable applications; achieve a 95% approval rate.

In progress

Partners

Partner Name, Description	Partner Web Address
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Community Outreach Worker Networking Organization

Massachusetts Association of Community Health Workers

www.machw.org

Supplemental Nutrition www.fns.usda.gov/snap

Application Program
(SNAP)

Live Well Springfield www.partnersforahealthiercommunity.org.

Contact Information Mary Ann Swistak, Financial Counselor, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, (413) 967-2250, maryann.swistak@baystatehealth.org

Detailed Description Not Specified

BMLH Healthbeat

Brief Description or Objective "Healthbeat" is a community interview show featuring physicians, nurses, community leaders, and volunteers, who discuss a wide variety of health care and BMLH-related topics. Produced by Michelle Holmgren, Public Affairs & Community Relations Specialist. Hosted by The Ware Community Television Program. "Healthbeat" airs on Ware Community Television, local cable access channel 15, Mondays at 6:00 pm and Thursdays at 11:00 am.

Program Type Community Education,Prevention

Target Population

- **Regions Served:** Hardwick, New Braintree, Ware, Warren
- **Health Indicator:** Other: Lyme Disease, Other: Public Safety, Other: Safety, Other: Safety - Home, Other: Stroke, Physical Activity
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals
Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations

Goal Description **Goal Status**

To provide health and wellness information to the viewing public, which they can use to improve their individual and family health status. In progress

Partners

Partner Name, Description	Partner Web Address
Various staff at BMLH	www.baystatehealth.org/bmlh
Baystate Medical Practices	www.baystatehealth.org/bmp
Ware Community Television	www.warecommunitytelevision.com

Contact Information Michelle Holmgren, Public Affairs & Community Relations Specialist, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, (413) 967-2296, michelle.holmgren@baystatehealth.org

Detailed Description Not Specified

Emergency Department Blood Pressure Screenings

Brief Description or Objective BMLH Emergency Department RN's offer daily blood pressure screening and education (as appropriate) to the community. Screenings are offered daily between the hours of 6:00 am and 9:00 am, seven days a week. There is no cost and no appointment necessary.

Program Type Community Education,Prevention

Target Population

- **Regions Served:** Belchertown, Brimfield, Brookfield, Monson, New Braintree, North Brookfield, Palmer, Ware, Warren, West Brookfield
- **Health Indicator:** Other: Diabetes, Other: Hypertension, Other: Nutrition, Other: Stroke, Overweight and Obesity
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** English

Goals
Statewide Priority: Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations

Goal Description
 To provide accurate blood pressure screenings to the public and education as appropriate, which they can use to improve their individual and family health status.

Goal Status
 In progress

Partners

Partner Name, Description **Partner Web Address**
 Not Specified

Contact Information Michelle Holmgren, Public Affairs & Community Relations Specialist, Baystate Mary Lane Hospital, 85 South Street, Ware, MA 01082, (413) 967-2296, michelle.holmgren@baystatehealth.org

Detailed Description Not Specified

Expenditures

Program Type	Estimated Total Expenditures for FY2012	Approved Program Budget for 2012
Community Benefits Programs	Direct Expenses \$291,088	\$291,088 *Excluding expenditures that cannot be projected at the time of the report.
	Associated Expenses \$0	
	Determination of Need Expenditures \$0	
	Employee Volunteerism \$0	
	Other Leveraged Resources \$0	
Net Charity Care	HSN Assessment \$509,097	
	HSN Denied Claims \$0	
	Free/Discount Care \$258,798	
	Total Net Charity Care \$767,895	
Corporate Sponsorships	\$0	
	Total Expenditures \$1,058,983	
Total Patient Care-Related Expenses for FY2012		\$29,162,250
Comments: None		

Optional Information

Expenditures	Amount
Community Service Programs	Direct Expenses Not Specified
	Associated Expenses Not Specified
	Determination of Not Specified

Need Expenditures	Not Specified
Employee Volunteerism	Not Specified
Other Leveraged Resources	Not Specified

Total Community Service Programs	Not Specified
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Bad Debt:	\$1,262,029 Certified
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IRS 990:	\$1,496,766 2010
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