

Jordan Hospital - FY2013

Community Benefits Mission Statement

Jordan Hospital seeks to improve the health and well-being of our patients and community by providing a full continuum of healthcare services with excellence and compassion.

Serving the Greater Plymouth region, the hospital collaborates with community leaders, public and private agencies and businesses, to provide health promotion, health protection and preventive services to meet the broad range of our community's health and wellness needs as identified through community feedback and formal community needs assessments. As part of its mission to support community health, Jordan Hospital is committed to assessing root causes of health disparities and to assisting in improving health care for the disadvantaged and underserved.

This community benefit is fulfilled by:

- * Implementing programs and services in Greater Plymouth and the South Shore region to improve the current and future status of disadvantaged and medically underserved populations that are challenged by barriers to accessing healthcare and are impacted by other social determinants of health;

- * Providing patients with equitable, respectful, culturally-appropriate care; and

- * Building strong partnerships with community agencies and businesses, along with our allies in State and local government, to shift societal patterns toward healthy behavior. At the policy level right down to tactical improvements to services and facilities, we are helping establish and support the systems that underpin healthy lifestyles throughout the Plymouth region.

Name of Target Populations

In the Plymouth/South Shore region we target vulnerable and disadvantaged populations with a focus on reducing the prevalence of obesity, diabetes, heart disease, lung disease, cancer and other health concerns.

Note: On January 1, 2014 Jordan Hospital joined Beth Israel Deaconess Medical Center (BIDMC), becoming Beth Israel Deaconess Hospital-Plymouth. The affiliation brings additional resources to help the hospital meet the evolving needs of the Plymouth community. With this partnership, the hospital is poised to continue its tradition of expanding community health, now with the backing of BIDMC.

Throughout this report, we will refer to the hospital as "Jordan Hospital," since the report covers FY2013, before the name change was in effect.

Target Populations

Name of Target		
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Population	Basis for Selection
People with low socioeconomic status	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
Families with medically fragile children	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
School children and their parents	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
Underserved seniors	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
HIV/AIDS patients	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
Smokers	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth
Anyone making poor health choices	Data collected through community assessments, ongoing outreach, and work with Healthy Plymouth

Publication of Target Populations

Not Specified

Hospital/HMO Web Page Publicizing Target Pop.

www.bidplymouth.org

Key Accomplishments of Reporting Year

The hospital provides a comprehensive range of wellness/health promotion, disease risk reduction and safety education classes, and support groups. Surveys are provided to program participants, and the ongoing value of community programs is assessed on a regular basis. The programs the hospital presented during 2013 were developed, in part, based on our prior community needs assessments and our ongoing interaction with community leaders and community service agencies, including our local Community Health Education Network Area 23 (CHNA23).

Healthy Plymouth Initiatives Address Unmet Needs

Our community-wide program Healthy Plymouth (www.healthyplymouth.org), continues to bring together leaders throughout the region, with the goal of transforming our community so that it encourages healthy lifestyles. The hospital, the Town of Plymouth and Plymouth Public Schools are the founding members of this coalition. Teams composed of hospital staff, community business leaders, public school representatives, municipal and elected leaders, and others continue to develop work plans with measurable goals for defined audiences. Further, our data collected through this community initiative supports program evaluation efforts to determine whether they contribute to achieving our goal of improving the overall health of the community.

Our latest assessment and our outreach efforts will strengthen Jordan Hospital's work with local health and human service agencies including CHNA23. This ongoing work will help Jordan Hospital continue to develop programs with measurable goals to ensure we address key findings from our community assessments.

Expanding Partnerships to Design a Healthier Community

In January 2011, Jordan Health System brought together key community members and posed this question: Instead of trying only to fix disease, what if we transformed our community so it encouraged a healthy lifestyle? As a result of this collaborative work initiated by Jordan Hospital, the Town of Plymouth, Plymouth Public Schools and other community partners, a growing group of organizations and individuals continue to find new ways to work together to foster better health in our community, long-term, and at a lower cost, through our Healthy Plymouth initiative. Jordan Hospital has dedicated VP-level staff to supporting and furthering this community outreach.

Realizing the Design: Building Healthy Plymouth with our Community Transformation Award

In FY2013, Jordan Hospital continued to play an instrumental role in furthering Healthy Plymouth initiatives supported by the community transformation award granted to the Town of Plymouth by the Centers for Disease Control (CDC) and Massachusetts Department of Public Health (MDPH). Plymouth is one of a select group of towns to be accepted into the Mass in Motion Municipal Wellness Program.

Healthy Plymouth specifically addresses four of the most significant barriers to healthy lifestyles identified in our 2013 community health needs assessment:

- * Lack of safe places for outdoor activity, lack of motivation to exercise
- * High cost of healthy food
- * Limited transportation options
- * Poor coordination & communication among providers and community agencies

The hospital has been working in partnership with the Town of Plymouth and Plymouth Public Schools to implement programs in four key areas to reduce obesity, improve nutrition and promote active living community-wide. Our three-year plan has measurable objectives based on the highest priorities identified through community input.

Healthy Plymouth Key Accomplishments:

In its leadership role for Healthy Plymouth, Jordan Hospital has focused on empowering diverse members of the Plymouth community to affect lasting change throughout our region. Recent program achievements in FY2013 include:

- * The Healthy Plymouth-Nutrition group, facilitated by a Jordan Hospital registered dietician, meets regularly to develop effective ways of implementing the new MDPH guidelines and new federal school nutrition guidelines to facilitate healthier eating among Plymouth students.

Improving the nutritional status of children in Plymouth is necessary to reducing development of chronic illness later in life. Taking active steps to improve student nutrition, Jordan Hospital's dietician meets regularly with the Healthy Plymouth-Nutrition group members including the Plymouth

Public Schools Director of Food Service, parents, the Director of Student Health Services, Mass DPH, South Shore Community Action Council who focus on food security in the community, local farmers and others to identify obstacles to adoption of new regulations. This team is developing plans to help students try the new food and transition into the healthy school lunch program. Creative solutions proposed include recruiting students to offer tastings of nutritious options to friends, a "share" table where children can leave items that they don't want instead of wasting, and healthy dishes created by the students themselves.

* Jordan Hospital, the Massachusetts Department of Public Health and Healthy Plymouth named The Market at The Pinehills Plymouth's first "Healthy Market." To qualify as a "Healthy Market" the store encourages fresh produce offerings, promote healthy choices through display and marketing materials, complies with local health codes and with tobacco and alcohol regulations, and makes healthy foods more readily accessible by accepting, or applying to accept, SNAP/EBT and WIC coupons. Healthy Plymouth's Healthy Market Initiative (HMI) has identified other stores in Plymouth that meet the Department of Public Health's Healthy Market Initiative criteria, with the goal of increasing access to affordable, healthy foods by all Plymouth residents, especially those with a low socioeconomic status. Supporting materials produced as part of the HMI encourage consumers to make healthy purchases in participating local businesses. Teams also are working toward objectives for recruiting additional businesses to participate in the program and offering training on how to become "health champions" in the community.

* The Safe Routes to School initiative has been holding regular committee meetings and awareness-raising forums for parents, teachers, public safety and municipal officials. This year a full-time Safe Routes to School Coordinator was hired to work with each school and help create parent-led committees to champion the effort within each school community. The team has been conducting assessments of current student modes of travel to and from school, and developing materials and outreach plans to promote walking, bicycling and active transportation as healthy alternatives to automobiles for daily travel to and from school. In the plans, particular emphasis is placed on solutions for schools disproportionately impacted by unsafe routes and also on ensuring representation of all segments of the population. Six of ten schools have already enrolled in the program and are developing active safe routes programs.

* The hospital, along with the Town of Plymouth and Old Colony Planning Council, has developed a three-year Complete Streets work plan that includes input from residents, interested groups, and municipal leadership. Because of this initiative, the Town of Plymouth Board of Selectman became the first elected body in the state to adopt a complete streets policy. Under this policy, the Town of Plymouth will ensure roadway improvements and renovations that enable residents to walk, bike and drive safely to their destinations, expanding health-enhancing transportation

options for all residents, including the disabled and underserved and addressing obesity and resulting chronic illness. Initiatives include creating promotional materials, maps showing bicycle networks with potential destinations and pedestrian routes, and sidewalk and crosswalk management programs. In FY2013, implementation has begun with a series of streets targeted for specific improvements:

- o Obery Street—Obery Street Phase II plans include installing two sidewalks, two dedicated bicycle lanes, road widening, pedestrian crossings, drainage upgrades, new pavement and signage, and two single-lane roundabouts

- o Commerce Way—Plans for Commerce Way include two wide, paved bicycle lanes; two wide sidewalks, bicycle loop detectors and pedestrian signals.

- o Samoset Street—Planned improvements include street widening to accommodate four-foot paved bicycle shoulders, reconstructing sidewalks, installing granite edging where sidewalks do not exist, upgrading traffic signals at two intersections, installing bicycle loop detectors and pedestrian signals at one intersection

- o Taylor Avenue— Consists of roadway reconstruction, sidewalk installation, and reconstruction, installation of a closed drainage system and bridge replacement. The work will improve roadway functionality, pedestrian/ bicycle mobility and existing drainage issues. As with other Healthy Community Initiatives (HCI) Complete Streets projects, these improvements will help to improve air quality by affording an enhanced pedestrian and bicycle mobility environment.

* In October 2013 Jordan Hospital unveiled the bright and colorful Healthy Plymouth Mural, which was illustrated by a local artist and painted by the YMCA leaders, counselors, and summer campers. This collaborative, multigenerational effort engaged Plymouth business, community members and hospital representatives to create an inspiring depiction of people actively enjoying the Town of Plymouth, with its beautiful landmarks, waterfront and natural assets. Hung in a main hospital corridor, it inspires pride of place and reinforces the hospital's focus on health, wellness and active community involvement for hospital employees and guests.

* Members of the Jordan Hospital senior leadership team sit on the board of the Plymouth Youth Development Collaborative (PYDC) guiding efforts to reduce risk factors that contribute to underage drinking and drug abuse, increase the protective factors that support a healthy community; and enhance community collaboration. In 2013, the hospital supported and hosted a PYDC project in which a student involved in a drunk driving fatality worked with a local film professional to produce a music video introducing teens to the dangers of driving under the influence. The video used a compelling song, two teen actors, and powerful visual scenes shot at Jordan Hospital and other Plymouth locations. The project was a clear and impactful representation of the risks and possible tragic outcomes of getting behind the wheel while under the influence, in a format with lasting impact on young viewers. The resulting video was broadly distributed at local high schools, airing on several local TV

stations prior to prom season, covered in a magazine article, and available on YouTube and through iTunes. Well-received, the video won "Best Video of the Year" in the eTalent Music Video Contest

(<http://www.etalentshowcase.com/contest/music-video-contest-2013.php>). This work addresses our findings of a high incidence of substance abuse in our community and provides proactive prevention measures for at-risk youth.

* Jordan Hospital also sponsored numerous educational lectures for the greater community, including a monthly speakers series at the Council on Aging in Plymouth and Duxbury. The hospital collaborates with the Council on Aging in Duxbury on a special, structured program designed to inform, encourage and support older adults to protect their health. One of five centers in the country chosen to pilot this "Aging Mastery" program, the council partners with the hospital to deliver the curriculum modules cover physical activity, healthy eating, medication management, fall prevention, communicating with your doctor, preventive benefits, planning for your future, and evidence-based programs. Participants learn about health topics, track data about healthy behaviors, and earn points that can be redeemed for incentivizing rewards. Other hospital staff were involved in many other speaking initiatives throughout the community—for example, a hospital nutritionist provided nutrition education sessions and cooking demonstrations with local chefs at the Plymouth Farmers Market.

* As one of the largest employers in the Plymouth region and as champions of healthy lifestyles, the hospital has continued to develop internal wellness initiatives for employees. In a renewed commitment to being tobacco-free, the hospital implemented a policy of no longer hiring smokers and supporting current employees who smoke with free access to the Quitters tobacco cessation program (see "Smoking Cessation Programs" for more details.) An Internal Wellness Committee sponsored a "Couch to 5K" program, "Biggest Loser" Campaign, and "Lose Don't Gain During the Holidays" to inspire employees to best manage their health. Participants in the holiday program received holiday recipe guides and incentives, such as gift cards, for successful participation. The hospital cafeteria also revised their offerings and provided integrated "Mindful eating" materials to encourage healthy eating and help make healthy choices second nature. Food service provides nutrition labels in the hot food area, using a green-red-yellow format to indicate healthier options. A representative plate of healthy daily specials is displayed to indicate healthy portion size. Snacks at the register area, beverage options, and refrigerated items have been replaced with healthier options that meet daily nutrition requirements. The hospital nutritionist works closely with the director of food service to plan and implement the program.

Addressing Key Health Indicators and Insurance Coverage
Our 2010 and 2013 community health needs assessments identified barriers to healthy lifestyles that go beyond the Healthy Plymouth initiative's scope. The Hospital must address these barriers as well:

* Limited primary care services

- * Lack of providers who take MassHealth
- * Limited mental health & substance abuse services
- * Limited care addressing specific health conditions:
 - o Higher than state average mortality rate from lung cancer;
 - o Higher than state average percentage of women reporting smoking during pregnancy;
 - o Higher than state average hospitalization for coronary heart disease;
 - o Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;

To address these barriers, Jordan Hospital has undertaken a number of targeted actions:

* Physician Recruiting: Including a strong push to recruit new primary care and specialty care physicians to the region. Recent recruiting successes have built the Hospital's clinical program addressing lung and breast cancer treatment. In 2013, the Hospital recruited three new primary care physicians who start in early 2014, expanding community access to internal medicine and family medicine practitioners. The Hospital seeks to recruit a total of ten to twelve new primary care physicians over the next three years.

* Behavioral Health Opportunities: In response to unmet needs for behavioral health in recent assessments, Jordan Hospital solidified plans to integrate behavioral health services into its primary care practice as the Family Behavioral Health Initiative (FBHI). In 2013, the hospital applied for an Increased Capacity and Building Infrastructure (ICB) Grant to conduct an analysis of the hospital's behavioral health and substance abuse populations and to assess outcomes from successful integrated care models, such as Robert Wood Johnson's "Improving Chronic Care Initiative." Hospital administrators and area mental health/substance abuse resources evaluated the clinical and operational options available and sought regional partners to join the effort and break down barriers to accessing mental health services. Plans to roll out the program in 2014 include hiring additional behavioral health staff, including social workers, a behavioral health nurse practitioner, and an oversight psychiatrist. With the new integrated system, patients may address medical and behavioral health needs in one location and medical staff have behavioral health support to provide comprehensive healthcare in a convenient, efficient and cost-effective manner.

* Smoking Cessation Programs: From offering education on the dangers of tobacco use to its smoke-free campus, Jordan Hospital has long been a leader in tobacco prevention. In 2013, the Hospital took prevention to a new level, developing a formalized, system-wide approach to connecting with tobacco users who want to quit and making it easier for them to reach their goals. The new process establishes consistent methods to screen for smoking status or chronic obstructive pulmonary disease (COPD), a top reason for hospitalizations in the region. It provides better resources to inform physicians about the hospital's Quitters tobacco treatment program, making the enrollment process easier for patients.

It improves the hospital's ability to offer consistent help community-wide, advances the quality of care, and controls costs.

The successful Quitters program is facilitated by a certified tobacco treatment specialist. The 6-week course introduces interactive techniques, relaxation, visualization and education to help participants learn why they smoke, what happens when they quit, how to handle cravings and withdrawal, and how to avoid relapse. Sessions are available in one-to-one or group settings. Research shows this multifaceted approach to be highly effective in helping users kick the habit. The program represents the hospital's commitment to better healthcare for everyone—standardizing an approach to address key health concerns and ensuring patients across Plymouth County receive reliable, effective treatment. This program provides one example of Jordan Hospital's commitment to finding new ways to manage resources and improve care community-wide, while controlling healthcare costs.

Jordan Hospital continues to address the high prevalence of heart and lung disease and smoking during pregnancy in Plymouth County through our outreach program to local schools and other efforts to educate parents and students about tobacco avoidance, nutrition and exercise. This programming supports state initiatives to reduce obesity and serves to address the local incidence of chronic diseases, such as diabetes and heart disease, which often result from obesity and were shown as significant community health issues in our region.

* Jordan Community Accountable Care Organization: Jordan Hospital played a primary leadership role in bringing together the Plymouth area medical community to care for the vulnerable population of Medicare beneficiaries, leading to the 2012 founding of the Jordan Community ACO, a not-for-profit organization. The Jordan Community ACO consists of more than 100 physicians from Plymouth Bay Medical Associates, Jordan Physician Associates, and a number of specialty physicians from Jordan Hospital. Together, the Jordan Community ACO physicians coordinate the healthcare of more than 6,000 Medicare beneficiaries in Plymouth and Barnstable Counties. This approach ensures that patients receive the best, most appropriate care from the right provider at the right time by identifying and addressing problems early, before hospital care becomes necessary. Working with Medicare, the Jordan Community ACO provides its beneficiaries with higher quality care while reducing growth in Medicare expenditures through enhanced care coordination. Instead of patients having to navigate the complex health system on their own, the ACO team works hand-in-hand with patients to ensure they do not slip through the cracks. This multidisciplinary team meets weekly to evaluate, plan, and implement care that protects at-risk populations and controls costs. Key program accomplishments for 2013 include:

o Improving Access with Complex Case Management: In 2013 the hospital applied for a Community Hospital Acceleration, Revitalization & Transformation (CHART) grant to extend the reach of its ACO efforts and expand its Complex Patient Program (CPP) for underserved individuals eligible for Medicare and MassHealth. The Complex Case Management Program expanded with the hire of 1.2 case managers, a resource specialist, and a Nurse Practitioner who focus on complex medical cases in this underserved population, ensuring they get the right care, at the right time, in the right place. In an effort to better manage care transitions, the hospital opened a continuing care office staffed by a Nurse Practitioner to serve ACO patients who required follow up care but were unable to get an appointment with their primary care physician. This team works closely with an ACO inpatient case manager and two designated ACO hospitalists at Jordan Hospital; they also collaborate with area skilled nursing facilities and Home Health Agencies to manage patient care across the continuum, particularly in care transitions. The Nurse Practitioner does home visits for ACO patients who are homebound or have difficulty accessing care, greatly reducing inpatient admissions and Emergency Department visits for this population. The program also conducted blood pressure clinics at three low-income housing communities in 2013. A licensed nurse practitioner case manager conducted the clinics, helping to identify patients who were underserved by the healthcare system. The Hospital continues to collaborate with the Plymouth Housing Authority to identify other at-risk residents, particularly those not taking the initiative to attend free events, such as the screenings, to reach out and ensure they receive healthcare guidance. Particular focus is given to the especially vulnerable "dual eligible" population in this program. The program receives monthly utilization data and uses this to monitor patient activity and identify complex cases that need further intervention and support.

o Clinical Pathways to Ensure Quality Care for All: In 2013 the hospital has extended successful clinical pathways beyond hospital walls, from primary care physician's office to post-discharge from the hospital. These efforts standardize care system community wide to ensure that all patients receive high quality and cost-effective care at the right time, in the right place. An example is Jordan Hospital's work in proactively managing chronic obstructive pulmonary disease (COPD). Primary care offices now provide spirometry to assess COPD and other conditions. All patients ages 35 and older who are identified as smokers are screened for COPD, so interventions can be made before they get sick and require inpatient care. Improving access to smoking cessation programs is part of this integrated program as well (see "Smoking Cessation Programs" for more information). Effective use of electronic medical records and embedded processes allow the technology to act as a back-up support to clinical staff as they carry out care plans, reinforcing quality and consistency of care delivery.

* Health Insurance Education and Enrollment Support: Jordan Hospital worked with the state to communicate new health

coverage plans for the uninsured and enroll those who qualify. Financial counselors screened and enrolled patients for MassHealth, Health Safety Net, Medical Hardship and Commonwealth Care. The hospital assisted more than 1,500 people with enrollment applications in State Insurance Partnership programs.

Resource Development for Community Health Initiatives
Jordan Hospital successfully applied for \$605,297 in grants to support community health initiatives addressing AIDS/HIV, bioterrorism and pediatric palliative care, among other health concerns. Other successful grants supported hospital-based clinical and patient care improvements.

Plans for Next Reporting Year

Going forward, we anticipate that our programs will evolve based on the results of our 2010 and 2013 community needs assessments and our growing leadership role in an innovative and new community-wide effort to create a more health-sustaining environment for all residents. Our collected data will help us target our programs to meet specific unmet community health needs and reduce health disparities for disadvantaged populations in our area.

Jordan Hospital will continue to review and compare current regional health data to the results of our data collected through our 2010 and 2013 community needs assessments. We will focus our ongoing work in light of identified Executive Office of Health and Human Services (EOHHS) statewide priorities to support health care reform, manage chronic disease in disadvantaged populations, reduce health disparities, and promote wellness of vulnerable populations. The hospital will also continue to gather data and feedback through its work with the wide-reaching Healthy Plymouth initiative and our 90+ community partners and other organizations.

Jordan Hospital will continue to play a leadership role in developing regional policies to promote healthy lifestyles. We will continue to build community-wide coalitions to develop infrastructure and programs that facilitate healthy lifestyle choices for all, including disadvantaged populations. Our outreach will continue to support student education and awareness of health and wellness issues.

Jordan Hospital will continue to offer its current roster of community education programs at little or no charge to the public through the use of grants and other funding sources. The Healthy Plymouth programs as well as the hospital's family education, diabetes education and ACCESS Program (AIDS Comprehensive Care, Education & Support Services Program) are initiatives that the hospital plans to foster and further develop.

The hospital will continue to strive, with our community partners, to meet the community health needs in our region

and to go beyond, by extending options for healthy lifestyles to all community members, making better health options accessible, sustainable and cost effective.

As a Mass in Motion community, we have the capacity to share success stories beyond the immediate geographic area. As Jordan Hospital and its community partners identify policy changes that underpin successful, sustainable changes in the Plymouth area, these successful models and programs will be shared throughout the larger region and across the state.

Community Benefits Process

Select Community Benefits Process

Community Benefits Leadership/Team

Jordan Hospital is a non-profit, 501 (c) (3), organization. The president and chief executive officer of Jordan Hospital, and as such, the parent board of Jordan Health Systems, Inc., the hospital's senior management team and the board of directors, have ultimate oversight of all community benefit initiatives. The board is comprised of community residents representing health and human service agencies and other community organizations, business leaders, and individual residents.

Senior Staff

Peter J. Holden, President and Chief Executive Officer
Andrea Holleran, Vice President of External Affairs
Donna Doherty, Vice President of Nursing & CNO
Joseph Iannoni, Vice President of Finance & CFO
Cynthia Outhouse, Vice President of Philanthropy
James E. Fanale, M.D., Senior Vice President of System Development
Ronald Rutherford, Vice President & CIO

Board of Directors—Jordan Health Systems, Inc.

Board Member, Initial Term, Expires, Principal Affiliation
Clark Hinkley, Chair, 2004, 2016, Retired
Michael Babini, 1998, 2016, Real Estate Services Consultant
Lyle Bazzinotti, 1990, 2016, Mass. HEFA
John Carnuccio, 2003, 2015, Mgmt Consultant
Lyon Carter II, 1993, 2014, Partner, Carter Cranberry
Frederic M. Clifford, 1988, 2015, Principal, Clifford Associates
Shawn Dahlen, 1989, 2015, Contractor, Shawn Dahlen & Co.
Kenneth Fosdick, 1997, 2016, Marine Engineering
William Gagnon, 2013, 2015, Tax Consultant
Peter Muncey, Esq., 2005, 2014, Lawyer
Kimberly Scheub, M.D., 2010, 2016, Emergency Medicine
Wilfred Sheehan, 1998, 2014, Retired
Keelas Small, 2005, 2014, Owner, Comfort Inn
Stephen Trehu, M.D., 2007, 2015, Radiologist
Ex-Officio Directors
Peter Holden, President and CEO, Jordan Hospital, Inc.

Walter Stanwood, M.D., President of Medical-Dental Staff

Board of Directors – Jordan Health Foundation, Inc.

Board Member, Initial, Term Expires, Principal Affiliation

Frederic Clifford, Chair, 2002, 2014, Principal, Clifford

Associates

Edward Bickford, 2010, 2016, Retired Banker

John Corbett, 2004, 2014, Senior VP, Morgan Stanley Smith
Barney

Judith DeBaggis, 2003, 2015, Jordan Hospital Club

Peter Heffernan, 2009, 2015, Deputy Director, MA Dept. of
Correction, Health Services Division, Massachusetts Health
Department

Mary Ellen Lawrence, 2010, 2016, Retired Banker

Jean Loewenberg, 2010, 2015, Vice President, Loomis Sayles
Corporation

Marvin Lopez, 2011, 2014, Oncology Surgeon, Exec. Director,
Jordan Hospital Cancer Services

Peter Muncey, Esq., 2011, 2016, Attorney, Delaney & Muncey

Edward Santos, 2002, 2014, Retired banker, Director, PIDC &
Plymouth Chamber Foundation

Mary Shields, 2004, 2015, Owner, Shields Design, Inc.

Ex-Officio Directors

Peter Holden, President and CEO, Jordan Hospital, Inc.

Cynthia Outhouse, President Jordan Health Foundation, Inc.

Joseph Iannoni, Vice President of Finance/Treasurer

Community Benefits Team Meetings

The Hospital's Senior Leadership Team (SLT) meets weekly to address Hospital business with the agenda regularly including topics on community outreach and health issues directly related to the Hospital's community benefits plan. Further, the Vice President for External Affairs and her Hospital colleagues work with a Patient Family Advisory Council, meeting quarterly to review Hospital plans.

The SLT is dedicated to prioritizing, planning and tracking the Hospital's work to address the findings of its 2010 and 2013 community health needs assessments. Future meetings of this team will include a representative from the Public Health Department and a representative community member speaking to the issues of underserved populations.

Community Partners

Jordan Hospital partners with a wide range of community leaders and local groups to improve the health status of the people living in our communities and to provide care for them at the right place, at the right time. Hospital leaders, clinical and administrative staff, and volunteers meet regularly with leaders from our community including elected officials, business owners, community service providers, emergency personnel, school administrators, media

representatives and others with insight into the community's health needs. Beyond its walls, Jordan Hospital plays an active role in coalition building, working to empower a range of community leaders to foster sustainable, healthy lifestyles that lead to better health for all members of the community.

Jordan Hospital seeks community involvement in the hospital's development and evaluation of its health and education programs. By soliciting feedback at community events and workshops, and conducting larger community health assessments, Jordan Hospital is able to focus its resources on clinical services and other initiatives that directly support our community's health needs. In addition, community members serve on committees throughout Jordan Hospital, providing feedback and working with staff to improve community health care initiatives.

The Hospital's partners throughout the region participate in Jordan Hospital programs, committees and other community-focused activities and help inform the hospital's community benefits planning based on their data collection regarding the community's health disparities.

In support of the identified health priorities and program initiatives within Greater Plymouth, Jordan Hospital collaborates with more than 90 community organizations. Active collaborators are marked with a +; those marked with * participated in Healthy Plymouth (www.healthyplymouth.org) activities:

- * AD Makepeace + *
- * American Heart Association
- * Bay State College
- * Bayside Runners + *
- * Beat Cancer Boot Camp
- * Boston College
- * Boston Public Health Commission—Ryan White Part A
- * Boston University School of Medicine
- * Boys & Girls Club of Brockton*
- * Boys & Girls Club of Plymouth*
- * Bridgewater State College*
- * Bristol Community College
- * Cape Cod Canal Region Chamber of Commerce + *
- * Cape Cod Community College
- * Colchester Neighborhood Farms*
- * Communities Mobilizing for Change on Alcohol (CMCA) + *
- * Community Health Education Network Area 23 (CHNA 23) + *
- * Curry College
- * Duxbury Council on Aging + *
- * Eight-Town Tobacco Control Program
- * Essential Community Provider Trust Fund
- * Explore Historic Plymouth*
- * Fitness Management Systems
- * Greater Attleboro-Taunton Regional Transit Authority (GATRA)*
- * Greater Plymouth AIDS Consortium +
- * Greater Plymouth Food Warehouse + *

- * Greater Plymouth Council of Human Services Agencies
- * Health Resource & Service Administration (HRSA)—Ryan
- White Part C +
- * Healthy Plymouth + *
- * Jordan Hospital Community Business Partners
(approximately 69 businesses)*
- * Kiwanis Club of Plymouth
- * Laboure College
- * League of Women Voters*
- * Lesley College
- * Maribett Farms + *
- * Mass Bay Community College
- * Massachusetts College of Pharmacy & Allied Health Sciences
- * Massachusetts Dept of Public Health + *
- * Massachusetts Department of Public Health Pediatric
Palliative Care Network + *
- * Massasoit Community College
- * Massachusetts General Hospital Institute of Health
Professions
- * Metropolitan Area Planning Council (MAPC) + *
- * MGH Institute of Health Professions
- * New England Institute of Technology
- * New England Villages*
- * North River Farmers*
- * Northeastern University
- * Office of Youth and Adolescent Development - Executive
Office of Health and Human Services*
- * Old Colony Elder Services + *
- * Old Colony Planning Council + *
- * Pinehills LLC + *
- * Plimoth Plantation + *
- * Plymouth Area Community Access Television (PACTV) + *
- * Plymouth Board of Selectmen + *
- * Plymouth Chamber of Commerce + *
- * Plymouth Conservation Commission + *
- * Plymouth Council on Aging + *
- * Plymouth County District Attorney's Ofc +
- * Plymouth Department of Public Works (DPW) + *
- * Plymouth Family Network + *
- * Plymouth Garden Club*
- * Plymouth Housing Authority*
- * Plymouth Lions Club
- * Plymouth Public Library + *
- * Plymouth Public Schools + *
- * Plymouth Public Schools Health Advisory Committee + *
- * Plymouth Rotary + *
- * Plymouth Town Hall + *
- * Plymouth Youth Development Coalition + *
- * Quincy College
- * Quinnipiac University
- * Red Cross Blood Drive +
- * Region V Massachusetts DPH Bio-Terrorism Committee +
- * Regis College
- * Schwartz Center Rounds +
- * Salem State University
- * South Shore Chamber of Commerce*
- * Signature Healthcare Brockton

- * Simmons College
- * Sodexo +
- * Soule Homestead Education Center*
- * South Shore Community Action Council + *
- * South Shore Women's Resource Center (SSWRC) + *
- * South Shore Boards of Health Tobacco Collaborative Program
- * Southeastern Massachusetts Agricultural Partnership, Inc. (SEMAP)*
- * Southeastern Massachusetts Area Health Education Center (SMAHEC)
- * Southeastern Regional Office of the Massachusetts Department of Mental Retardation
- * The Magnificent Leaven + *
- * The Parent Connection of Duxbury + *
- * Thorbahn + *
- * Town of Plymouth + *
- * Town of Plymouth Open Space Comm. + *
- * Tufts University School of Medicine
- * United Way + *
- * University of New England College of Health Professions
- * Upper Cape Cod Regional Technical School
- * Village at Duxbury + *
- * Wildlands Trust + *

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

Jordan Hospital engaged Southeast Center for Healthy Communities to conduct a community health needs assessment in 2010. In 2013, Jordan Hospital engaged The Institute for Community Health to conduct another community health needs assessment to further understand the community's unmet health needs. The studies were conducted by professionals with advanced degrees (MD, PhD, MPH, MSW and ScD) in public health, epidemiology, and research and evaluation.

Both of these studies support Jordan Hospital's efforts to improve the health of the regional population we serve. Both studies used archival and qualitative data gathered from Jordan Hospital's catchment areas, which include 12 local towns. The assessments evaluated health needs of disadvantaged populations, among other community health needs.

Research into community health needs for Jordan Hospital's service area comprises four distinct sources of information gathering:

1. Department of Public Health data from MassCHIP, which allows Jordan Hospital to compare national- and state-level information on health status indicators for a range of health issues, such as diabetes, elder health, and adolescent health;
2. Focus groups held with diverse local community members, age 18 and older, to determine their perceived health needs, access to health care and any obstacles in accessing health services, and what they consider to be major problems in

health care;

3. Key informant interviews with professionals who work with the local Brazilian, Portuguese-speaking population to determine how health care access has changed for this population since the Massachusetts health care reform initiative and how their health status has changed with new insurance requirements; and

4. A review of existing programs and services in the Jordan Hospital catchment area.

In collecting this data, Jordan Hospital sought to determine where community programs are already meeting health and wellness needs and determine which community health needs remain unmet.

Summary of Findings

Our 2013 evaluation of the regional community identified the following key community health indicators:

Top 5 Causes of Hospitalization

1. COPD, All Related
2. Diabetes Mellitus Related
3. Circulatory System Diseases
4. Digestive System Diseases
5. Pneumonia and Influenza Related

Top 5 Causes of Death

1. Circulatory System Diseases
2. Lung Cancer
3. Chronic Lower Respiratory Disease
4. Mental Disorders
5. Alzheimer's Disease

Our 2010 evaluation identified these important indicators:

- * Higher than state average mortality rate from lung cancer;
- * Higher than state average percentage of women reporting smoking during pregnancy;
- * Higher than state average hospitalization for coronary heart disease;
- * Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;
- * Higher than average exposure to risk of bioterrorism in region, from proximity to nuclear power plant;
- * Difficult access to services and resources for families with medically fragile children;
- * Difficult access to health care for residents, regardless of background: difficulty finding primary care physician, few taking new patients, cost.

Other forms of assessment conducted by the Hospital include:

* Data collected through its ongoing speaker's bureau program, HouseCalls. Since 2005, HouseCalls staff has gathered survey data by asking those who attend the health education programs to provide feedback on the program and identify health-related topics they would like to hear presented by Jordan Hospital clinicians.

* During 2013, more than 100 area residents participated in Jordan Hospital's HouseCalls educational programs.

Presentations covered topics included diabetes, managing cholesterol, and skin care and cancer prevention.

* The Hospital works with a Patient Family Advisory Council (PFAC). This Committee meets quarterly and provides us feedback to help make improvements throughout the Hospital. Examples of improvement initiatives include feedback from the community on the Beth Israel Deaconess

Medical Center/Jordan Hospital merger, strategies to capture and communicate health care proxy information and reviewing the Emergency Department Strategic Plan and providing feedback to that process.

* Finally, the Hospital puts this community benefits report online via its website where community members and others interested in our work and our progress are able to provide comments and feedback to help guide our efforts.

Barriers to Healthy Lifestyles

Looking at all of these health indicators and the community programs Jordan Hospital supports, the 2013 assessment indicated a number of infrastructure barriers to healthy lifestyles. Addressing these barriers will have the greatest impact on large-scale efforts to improve behavior change within our community:

- * Lack of safe places for outdoor activity, lack of motivation to exercise
- * High cost of healthy food
- * Limited transportation options
- * Limited primary care services
- * Lack of providers who take MassHealth
- * Limited mental health & substance abuse services
- * Poor coordination & communication among providers and community agencies

Consultants/Other Organizations

Southeast Center for Healthy Communities (2010), The Institute for Community Health (2013)

Data Sources

Community Focus Groups, Hospital, Consumer Group, Interviews, MassCHIP, Public Health Personnel, Surveys, CHNA

Select Community Benefits Programs

ACCESS Program

Brief Description or Objective

ACCESS (AIDS Comprehensive Care, Education & Support Services Program) provides medical care, education, support, and Medical Case Management to people with HIV/AIDS and their families. In addition to patient care, the program offers HIV education to the community. Free and anonymous HIV testing is also available.

Program Type

Direct Services

Target Population

- **Regions Served:** County-Plymouth
- **Health Indicator:** Other: HIV/AIDS
- **Sex:** All
- **Age Group:** Adult
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description

To enroll at least 10 clients

Goal Status

We enrolled 10 new clients

into care during the grant year

To provide comprehensive medical care to our clients

We met or exceeded clinical indicators established during the year through our Continuous Quality Management Program

Partners

Partner Name, Description Partner Web Address

AIDS Bureau of the U. S. Health Resources and Services Administration (HRSA)

<http://hab.hrsa.gov>

Contact Information

Ruth Cooper, RN, Program Director, at (508) 732-8981 or email at rcooper@jordanhospital.org. For free anonymous counseling and testing information, please contact Ashley Frazier, (508) 732-8982 or email at afrazier@jordanhospital.org, rcooper@jordanhospital.org

Detailed Description

[Download/View Attachment](#) (138.72 KB)
File Name: ACCESS program.pdf

Pediatric Palliative Care

Brief Description or Objective

The Fragile Footprints Pediatric Palliative Care Program is part of the Massachusetts Pediatric Care Network administered by the Massachusetts Dept. of Public Health, Division for Perinatal, Early Childhood and Special Health Needs. The program provides medical case management and support to medically fragile children and their families.

Program Type

Direct Services

Target Population

- **Regions Served:** County-Barnstable, County-Dukes, County-Plymouth
- **Health Indicator:** Other: Bereavement, Other: Child Care, Other: Hospice
- **Sex:** All
- **Age Group:** All Children
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description

Increase outreach to eligible families.

Goal Status

Anticipate a 20% increase in the number of families enrolled in the program by June 2014.

Expand scope of services to include music therapy for very young and significantly impaired population.

Contract with South Shore Conservatory for both group programs and in-home music therapy.

Expand community collaborations to make family and group programs more accessible throughout our service area.

Agreement with Old Colony YMCA in Middleboro and, expanded relationship with Hope Floats Healing and Wellness Center, Kingston, to use their locations for group and family programs.

Partners

Partner Name, Description Partner Web Address

Massachusetts Department of Public Health, Pediatric

Contact Information

Deborah Dolaway, LICSW. Administrator, Cranberry Hospice & Palliative Care, 36 Cordage Park Circle, Plymouth. 508-746-0215 , ddolaway@bidplymouth.org

Detailed Description

[Download/View Attachment](#) (126.73 KB)
File Name: Ped Palliative Program.pdf

Healthy Community Initiative**Brief Description or Objective**

Jordan Hospital, with the Town of Plymouth and Plymouth Public Schools, has brought together more than 60 community partners—from city officials to local farmers—to envision and build a more health-sustaining community, where the healthy choice is the easy choice.

Program Type

Healthy Communities Partnership

Target Population

- **Regions Served:** County-Plymouth
- **Health Indicator:** Access to Health Care, Other: Cancer, Other: Cancer - Lung, Other: Diabetes, Other: Hypertension, Other: Nutrition, Other: Public Safety, Other: Safety, Other: Smoking/Tobacco, Other: Stress Management, Overweight and Obesity, Physical Activity, Substance Abuse, Tobacco Use
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description

Safe routes to school: Improving walkability and bikeability to area schools. Objective: By September 30, 2014, Plymouth will promote the MassDOT Safe Routes to School Program so that the Town has a minimum of 50% of elementary and middle school students enrolled in an active safe route to school program.

School nutrition: Improving nutritional quality of foods and beverages in local schools. Objective: By September 30, 2014, 100% of the Plymouth School System will have implemented the basic nutritional guidelines in the Massachusetts Department of Public Health regulations.

Complete Streets Initiative: Making streets safe for all users (pedestrians, bicyclists and users of public transportation) by establishing community design standards; encouraging travel by bicycle and walking by creating safer pedestrian and bicycle options. Objective: By September 30, 2014, a Complete Streets policy will be promulgated and implemented in Plymouth.

Healthy Market Initiative: Improve nutrient consumption by increasing access to healthy, affordable foods by all

Goal Status

In 2013 a Safe Routes to School Coordinator was hired to build relationships and parent-led committees in each participating school to champion the cause. To date, 6 of 10 schools have enrolled in the program and are developing active safe routes programs

Jordan Hospital's dietician meets regularly with the Healthy Plymouth-Nutrition group members to raise awareness in parent and student groups. This team is developing plans to help students try food and transition to the healthy school lunch program.

Four Plymouth streets have been identified for complete streets transformation and specific plans have been developed to enhance their usability for all modes of transportation.

The Market at the Pinehills was designated Plymouth's first Health Market; other area markets have been identified

Plymouth residents, especially those with low socioeconomic status. Objective: By September 30, 2014, three convenience/small stores within the town of Plymouth will offer and promote healthier food and beverages (including fresh fruits and vegetables, whole grain products, lower sodium options, and low-fat dairy) through an established Health Market Initiative.

Partners

Partner

Partner Name, Description	Partner Web Address
Town of Plymouth	http://www.plymouth-ma.gov/
Plymouth Public Schools	http://www.plymouth.k12.ma.us/
Massachusetts Department of Public Health	http://www.mass.gov/eohhs/gov/departments/dph/

Contact Information

Andrea Holleran, VP of External Affairs Jordan Hospital, 275 Sandwich St, Plymouth, MA 02360 (508) 830-2029 , aholleran@bidplymouth.org

Detailed Description

[Download/View Attachment](#) (134.42 KB)
File Name: HCI Program.pdf

Jordan Hospital Physician Speaking Program

Brief Description or Objective

Jordan Hospital healthcare professionals, from physicians to dieticians, offer a range of programs to community residents. The Hospital's recent community needs assessment instructs program educational content. During 2013, Jordan Hospital offered seminars focused on managing cholesterol, diabetes, and skin cancer prevention.

Program Type

Community Education

Target Population

- **Regions Served:** Plymouth
- **Health Indicator:** Other: Arthritis, Other: Asthma/Allergies, Other: Cancer, Other: Cancer - Breast, Other: Cancer - Prostate, Other: Cardiac Disease, Other: Diabetes, Other: Elder Care, Other: Hypertension, Other: Nutrition, Other: Osteoporosis/Menopause, Other: Safety - Sports, Overweight and Obesity, Physical Activity
- **Sex:** All
- **Age Group:** Adult
- **Ethnic Group:** All
- **Language:** English

Goals

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

Goal Description

To educate the communities we serve about relevant healthcare issues and topics to help them better make important healthcare decisions for themselves and their family.

Goal Status

The educational speaker series continues to meet its goals of educating the people in the communities we serve on a variety of relevant healthcare topics.

Partners

Partner Name, Description Partner Web Address

Not Specified

Contact Information

All HouseCalls events are FREE and open to the public. Pre-registration is required. Register at 855-4-BIDPLY (855-424-3759).

Detailed Description

[Download/View Attachment](#)(133.00 KB)
File Name: Physician Speaking Program.pdf

Cancer Patient Support Program

Brief Description or Objective

The Cancer Patient Support program identifies cancer patients with extreme emotional and financial hardship and matches them with counseling and financial support when possible. This program is free to cancer patients whenever sources of support are available.

Program Type

Direct Services

Target Population

- **Regions Served:** Plymouth
- **Health Indicator:** All
- **Sex:** All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description

Continue to reach out and evaluate patients and families in need and when appropriate to conduct screenings and community education.

Goal Status

The center works with Philanthropy to distribute donated funds. In FY2013 we held a colorectal education program, a clinic skin screening and an offsite skin and sun awareness program. We hosted 400 participants at a Cancer Survivor's celebration in June.

Partners

Partner Name, Description Partner Web Address

Foundations and individual donors as well as support groups.

Contact Information

Lesley Cunningham RN, OCN, Director, Cancer Services, lcunningham@bidplymouth.org

Detailed Description

[Download/View Attachment](#)(124.10 KB)
File Name: Cancer program.pdf

Accountable Care Organization Physician Speaking Program

Brief Description or Objective

Jordan Hospital healthcare professionals, from physicians to dieticians, offer a range of educational talks for the community. In addition to the talks, which are broadcast locally for wider distribution, monthly articles covering the topics appear in the local newspaper. The program focuses on prevention and considers topics of particular interest to underserved ACO beneficiaries.

Program Type

Community Education

Target Population

- **Regions Served:** County-Plymouth
- **Health Indicator:** Other: Alzheimer Disease, Other: Arthritis, Other: Cancer, Other: Cardiac Disease, Other: Chronic Pain , Other: Diabetes, Other: Hypertension, Other: Nutrition, Other: Osteoporosis/Menopause, Physical Activity

- **Sex:** All
- **Age Group:** Adult
- **Ethnic Group:** All
- **Language:** All

Goals

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

Goal Description

Educate underserved Medicare beneficiaries and general public about relevant health concerns, with a focus on wellness and preventive care.

Goal Status

Monthly health lectures are attended by an average of 25 individuals each session. Broader distribution of educational content occurs through media outlets, reaching homebound and general populations.

Partners**Partner Name, Description Partner Web Address**

Not Specified

Contact Information

Events are FREE and open to the public. Pre-registration is required. Register at 855-4-BIDPLY (855-424-3759).

Detailed Description

[Download/View Attachment](#) (126.76 KB)
File Name: ACO Speakers Program.pdf

Expenditures

Program Type	Estimated Total Expenditures for FY2013	Approved Program Budget for 2013
Community Benefits Programs	Direct Expenses \$163,244 Associated Expenses \$81,886 Determination of Need Expenditures \$27,385 Employee Volunteerism \$0 Other Leveraged Resources \$0	\$616,417 *Excluding expenditures that cannot be projected at the time of the report.
Net Charity Care	HSN Assessment \$1,520,726 HSN Denied Claims \$0 Free/Discount Care \$2,348,217 Total Net Charity Care \$3,868,943	
Corporate Sponsorships	\$2,500	
	Total Expenditures \$4,143,958	
Total Patient Care-Related Expenses for FY2013		\$188,480,174
Comments: None		

Optional Information

Expenditures	Amount	
Community Service Programs	Direct Expenses	\$202,689
	Associated Expenses	\$4,054
	Determination of Need Expenditures	\$0
	Employee Volunteerism	\$1,561,781
	Other Leveraged Resources	\$0
Total Community Service Programs	\$1,768,524	
Bad Debt:	Not Specified Not Specified	
IRS 990:	\$10,576,584 2012	