MetroWest Medical Center
Community Benefits Annual Report
Fiscal Year 2010 (July 1, 2009 to June 30, 2010)

INTRODUCTION

The Community Benefits action plan, aside from MetroWest Medical Center's extensive community outreach initiatives, is a detailed effort to affect positive change in the community. The action plan goes beyond providing medical center-based programs by partnering with local organizations, leaders, and the public-at-large to draw attention to health needs, educate the community, and supply a means to help resolve inadequate services. The plan is first approved by an Advisory Board, and then approved by the MetroWest Medical Center (MWMC) Board of Trustees.

I. COMMUNITY BENEFIT MISSION STATEMENT

Mission

MWMC's Community Benefits mission statement reinforces a commitment to address the healthcare needs of the community and allocate resources specifically for that purpose. The mission is to improve the health status of the people we serve through a commitment to excellence, a focus on prevention and wellness, and community and professional education. We acknowledge and affirm our historic commitment to the communities we serve for the fulfillment of our charitable mission. It is our responsibility to seek out, assess, and respond to critical healthcare needs within the community by identifying populations at risk and providing relevant accessible healthcare services. We will therefore plan and implement, within applicable constraints, an ongoing Community Benefits initiative in collaboration with people at all levels within our organization and the people of the communities we serve. The mission is approved by the MWMC Board of Trustees.

II. INTERNAL OVERSIGHT AND MANAGEMENT OF COMMUNITY BENEFITS PROGRAM

A. Management Structure

Beth Donnelly, Director of Community Relations, who reports directly to the CEO, serves as the Community Benefits Manager. Donnelly works with staff at all levels in both clinical and non-clinical service areas, taking a leadership role in establishing and strengthening relationships with the community.

The Community Benefits Task Force is comprised of members of the MetroWest community — residents, business leaders and healthcare workers — and the medical center who wish to actively participate in identifying and addressing the health needs of at-risk populations.

B. Internal Communication of Community Benefits Mission and Programs
Information about Community Benefits planning and initiatives is shared with employees system-wide in a variety of ways, including the employee newsletter, e-mail, Intranet, and monthly department manager meetings. Local residents are advised of programs through a community newsletter mailed out to households in the service area, as well as through media notices and MWMC's web site.

III. COMMUNITY HEALTH NEEDS ASSESSMENT

A. Process
MWMC Community Benefits programs and services are based on community needs determined by assessments of the demand for services and the effectiveness of current services and resources in meeting those demands, as well as collaboration with area residents, community leaders, and local organizations.

B. Information Sources
Multiple sources of information are utilized to collect social, health and demographic data about the communities in MWMC's service area to provide an in-depth understanding of the status of the health and well-being of each community. The Director of Community Relations draws upon various resources – including community-based initiatives and data from the Massachusetts Department of Public Health – that contain updated data on the health status of and changes in our target populations.

Through a grant from the MetroWest Community Health Care Foundation, Boston-based nonprofit organization The Medical Foundation compiled data for the *MetroWest Health Data Book & Atlas: Health Indicators for 25 MetroWest Communities* in September 2005, with an updated report produced in 2008. In 2010, the foundation transitioned to online data updates on its website: http://www.mchcf.org.

C. Summary of Findings
Findings for MWMC's primary service areas (Ashland, Framingham, Holliston, Hopkinton, Natick and Southborough) have identified populations with specific health needs, namely the indigent, adolescent, and elderly populations, as well as various minority groups.

Issues include:

- Environmental health issues
- Language and cultural barriers for special primary language groups, including Spanish, Russian and Portuguese
- Indigent care (Medicaid, uninsured)
- Preventative services and screenings
- Risk behavior: diabetes, cardiovascular, cancer and respiratory

IV. COMMUNITY PARTICIPATION

A. Process

The Community Benefits Plan is developed by a Community Benefits Task Force comprised of MWMC representatives and members of the MetroWest community — including residents, business leaders and healthcare workers — who wish to actively participate in identifying and addressing the health needs of at-risk populations. Members represent a variety of organizations, including: Advocates, Inc.; Framingham Coalition; Natick Council on Aging; MetroWest Healthcare Coalition; MetroWest Medical Center Advisory Board; Natick Community Coalition; South Middlesex Legal Services; and South Middlesex Opportunity Council.

B. Identification of Community Participants

In order to implement programs, the medical center collaborates with a variety of local agencies, depending on the particular program and target population. Details of community participants in particular programs are outlined in Section VI.

C. Community Role in Community Benefits Plan

The Community Benefits Task Force, chaired by members of the MWMC Board of Trustees and the Framingham Union Hospital and Leonard Morse Hospital Advisory Boards, meets on a regular basis to confer, plan, review, and assist in the execution of the Community Benefits initiatives.

V. COMMUNITY BENEFITS PLAN

A. Process of Development of Plan

On an annual basis, current and new members of the Community Benefits Task Force identify new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data – including a Community Health Needs Survey and the *MetroWest Health Data Book & Atlas: Health Indicators for 25 MetroWest Communities* – to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

B. Choice of Target Population(s)/Identification of Priorities

Based upon findings, Community Benefits initiatives focused on the following areas:

- Cultural competence
- Primary care: including prevention, screenings, and early intervention
- Access to care: including language barriers, health insurance coverage, and financial barriers
- Environmental health issues

While the above issues may pertain to a wide range of age groups and ethnic groups, the following audiences were targeted:

- Youth
- Elderly
- Women
- Low-income families without health insurance
- Non-English speaking populations -- particularly Spanish, Russian and Portuguese

C. Short-term and Long-term Strategies and Goals

The medical center's short-term goal is to increase awareness of services offered at the medical center via attendance at various Community Benefits programs and events. The long-term goal is to provide access to healthcare services to the community, particularly to the target populations identified above.

D. Process for Measuring Outcomes

Program outcomes are measured by targeting attendance to programs and events, feedback from participants and facilitators, and communication with participating community organizations.

E. Process and Considerations for Determining Budget

The process to determine the budget begins with identification of need, determination of project, and an allocation of funds voted by the medical center Advisory Board. The budget is approved by the MWMC Board of Trustees.

F. Process for Reviewing, Evaluating and Updating the Plan

As mentioned above, current and new members of the Community Benefits Task Force annually reviews community benefits initiatives, identifying new areas of need discerned by members over the past year. Prior to selecting specific at-risk populations, the task force reviews various sources of data (listed above) to determine what areas are most in need, and to vote on its focus for the year. In addition to written data, Community Benefits initiatives are based on input from community leaders.

VI. PROGRESS REPORT: ACTIVITY DURING REPORTING YEAR

A. Community Benefit's Program Expenditures:

Direct Expenses	$ 97,805
Associated Expenses (Mass. tax and real estate tax)	$ 2,992,693
Net Charity Care	$ 3,511,547
Corporate Sponsorships, including donations	$ 79,570
Grand Total	**$** 6,681,615
Patient-Care Related Expenses	$ 253,829,281
Approved Program Budget for FY 2011	$ 101,000

B. Major Programs and Initiatives

The following includes details of Community Benefits initiatives, as well as an outline of in-kind and financial support with various agencies:

▶ *Sustainability Initiatives*

MWMC is committed to the health of patients, employees, the community and the global environment. We recognize the link between environmental choices and health and the importance of establishing sustainable, environmentally friendly practices at MWMC. Environmental Excellence Awards include:

- 2009 Partner Recognition Award (MWMC)
- 2010 Partner for Change Award (LMH and FUH)
- 2010 Making Medicine Mercury Free Award (LMH and FUH)

The CEO signed a commitment form to participate in Practice Greenhealth's Greening the Operating Room initiative, geared at seeking ways to define a set of best practices in the OR that reduce environmental impact, reduce cost, increase efficiency, and improve worker or patient safety. The CEO also signed a pledge for participation in the Healthier Hospitals Initiative, a coalition of major health systems and organizations committed to improving sustainability and safety across the healthcare sector. Marketing efforts to highlight programs include a video highlighting sustainable initiatives, and customized Practice Greenhealth posters for hospital use.

Sustainability efforts cover a wide range of areas, including:

Waste Management/Reduction

Since July 2009, MetroWest Medical Center uses Greenhealth Tracker, an environmental data tracking tool from Practice Greenhealth. Initiatives include:

- Recycling of paper, cardboard, plastics, glass, metal, electronics, batteries, fluorescent light bulbs, printer cartridges, and cooking oil
- Composting of food waste in kitchens at both Framingham Union Hospital and Leonard Morse Hospital, and yard waste at both locations
- Reusable sharps containers
- Red bag waste minimization program
- Single use device reprocessing
- Pharmaceutical waste program (currently includes the collection of all regulated hazardous pharmaceutical waste with plans to expand program)
- Reusable surgical containers – use began in July 2010
- Blue Wrap: blue wrap is collected from both ORs and saved for future use. MWMC recently partnered with a company in Colorado to manufacture patient tote bags made out of the blue wrap.

Food Services
The medical center signed Health Care Without Harm's Healthy Food in Healthcare Pledge to demonstrate an interest in local, nutritious, sustainable food and modeling healthy food practices. MWMC also participates in Health Care Without Harm's Balanced Menu Challenge, a climate change mitigation strategy that helps hospitals serve the healthiest food, benefit ecological health, and reduce costs. Also implemented were the Trim Trax Program, designed to track, measure and reduce food waste; and the Flexitarian Program to encourage people to incorporate meatless meals into their diet. The Flexitarian Challenge asks employees to incorporate one meatless meal a week.

MetroWest Medical Center is one of the first acute care hospitals in Massachusetts to compost food waste. Pre-production and catering food waste is collected by Planet Police and brought to local farms for composting. Additional initiatives include:

- Seasonal farmer's markets in the cafeteria
- The purchase of organic, free trade coffee
- Reusable food and beverage container program
- The purchase of locally produced food whenever possible
- A reduction in the use of bottled water and styrofoam
- The development of a plan to grow herbs and vegetables on the Leonard Morse Hospital campus for use in the cafeteria

Policies
Among the policies implemented by MWMC are:

- Environmental Policy
- Environmental Preferential Purchasing Policy
- Mercury Elimination Policy
- Universal Waste Policy

Possible future policies include a Pharmaceutical Waste Management Policy and Healthy Food Policy.

Environmental Services

- Green Cleaning: use microfiber mop system and Green Seal certified cleaning products
- Integrated Pest Management Program

Energy
The medical center plans to get an Energy Star rating and utilize Energy Star's Portfolio Manager Program to benchmark building energy performance, assess energy and water management goals over time, and identify opportunities for savings. Currently, there is a hospital-wide "Turn Lights Off When Not in Use" program, and LED lighting upgrades.

Mercury
MWMC has virtually eliminated all mercury containing clinical and facility devices, pharmaceuticals and lab reagents.

Education

- Physician Grand Rounds held on environmental topics (Gary Cohen and Dr. Jill Stein)
- Employee attendance at Clean Med 2010 in Baltimore
- Employee attendance at Greening the OR Symposium in Phoenix
- Employee attendance at Fletcher Allen Healthy Food in Healthcare Leadership Workshop in Burlington, VT
- Webinar proposal on 5S Process submitted and approved
- Three Clean Med poster presentation proposals submitted (on pharmaceutical take back event and 5S Process)

Community Events
MWMC held community events to help raise awareness of environmental initiatives. In recognition of Earth Day 2010, the medical center hosted various community programs, including: blue wrap reuse contest; mercury thermometer exchange; farmer's market in cafeterias; demonstration on health benefit of herbs.

▶ ***Senior Outreach***

Senior Health Fairs
The medical center collaborated with local assisted living facilities and nursing homes to sponsor senior health fairs that provided health education to the elderly population.

Health Fair for Portuguese Speaking Seniors
For the past two years, the medical center has sponsored a health fair for Portuguese speaking seniors. The program included health screenings and a financial donation to provide transportation and food.

Senior Health Fair
The medical center sponsored a community health fair at the local council on aging for over 300 seniors. The event included health screenings, a speaker and lunch.

▶ ***Family and Child Health and Safety***

Children's Health and Safety Fair
MWMC sponsored a Children's Health and Safety Fair in Framingham that featured health education for the youth and underserved populations. Through collaboration with the Framingham Chapter of the Freemasons, the Child Identification Program (CHIP) provided fingerprints, videos, and tooth print (DNA) of 300 children. The medical center collaborated with a number of local agencies, including the Framingham Police Department, Framingham Fire Departments, Boys and Girls Club, Framingham YMCA, and the Masons. More than

1,000 residents attended, and a total of 750 free bike helmets were distributed at the fair in Framingham and one held in Natick (see Family Health and Safety Fair).

Family Health and Safety Fair
MWMC sponsored a Family Health and Safety Fair at Leonard Morse Hospital in Natick, in collaboration with community groups such as the Natick Police and Fire Departments, Massachusetts Medical Society, and Morse Institute Library. The program featured free screenings for blood pressure, body fat, osteoporosis, diabetes and cholesterol. Free bike helmets were also made available to children. More than 1,000 residents attended, and a total of 750 free bike helmets were distributed at the fair in Natick and one held in Framingham (see Children's Health and Safety Fair).

Women's Health
Women's educational programs were held throughout the year, including breast cancer outreach programs and "Maybe Baby" – a half-day event covering pregnancy and childbirth, prenatal care, high-risk pregnancy, and infertility. The hospital also offers breastfeeding, childcare and childbirth classes.

Sibling Preparation Classes
Classes were held on a regular basis to help prepare children for the arrival of a new baby brother or sister. The program included interactive feeding and diapering demonstrations, and a tour of the nursery.

Athletic Training Programs
Athletic Training services were provided to the community to help students prevent sports injuries. In collaboration with the Massachusetts Interscholastic Athletic Association, MWMC placed athletic trainers at local high schools in Bellingham, Framingham, Holliston, Millis, Medway and Natick, and at Marian High School in Framingham.

Explorer Post
The medical center has established an Explorer Post with 50 students from local high schools. The post meets twice monthly and introduces high school student to careers in healthcare.

▶ ***Cultural Diversity***

Health Screenings
In collaboration with the Greater Framingham Community Church, the medical center provided staff for various health screenings. In addition to screenings, staff members provided educational information.

Racial and Ethnic Health Disparities
Staff participates on the MetroWest Health Care Foundation Racial and Ethnic Health Disparities Committee. In the past year the medical center has hosted and participated in two community programs on racial and ethnic health disparities. Topics included teen pregnancy and health disparities and aging.

Interpreter Services
To better accommodate non-English speaking patients, MWMC has a comprehensive interpreter services program. The interpreter hotline (508/383-8725) facilitates interpreting needs such as making appointments and answering questions. On-site interpreters are readily available for Spanish- and Portuguese-speaking patients. The medical center staffs seven full-time employees who handle interpreting services Monday through Friday, from 7:30 a.m. to 9:00 p.m. These professional interpreters speak Spanish and Portuguese, and are members of the Massachusetts Interpreters Association. The on-site interpreters are responsible for providing both inpatient and outpatient interpreter services in all languages to all departments. During off-hours, each department has access to trained interpreters via a beeper call-in system and the hospital has added video conferencing capabilities to its array of interpreter services. The hospital purchased 17 video interpreting units to supplement and enhance patient access to various languages and sign language interpreting services.

The medical center also employs well-trained per diem interpreters, provides interpreter training, and employs bilingual clinical staff in various department. Combined, the medical center has access to numerous interpreters who are fluent in a variety of languages.

Financial Counseling
To ensure that patients continue to have access to free care, MWMC inpatient areas, outpatient clinics, and Emergency Departments in Natick and Framingham have full-time bilingual counselors to explain free care benefits and assist with filling out application forms.

▶ ***Ambassadorship Program***

Through MWMC's Ambassadorship program, management-level employees served on community boards such as the Chamber of Commerce, Rotary, Framingham Coalition, Natick Community Coalition, Natick Business Association, and Advocates, Inc. The program was originally implemented in FY 2002.

▶ ***Underserved Population***

Federally-funded clinic
MWMC worked with local community organizations to apply for a grant to establish a federally-funded community health center. The grant was awarded in December 2003. MWMC provides backup services for the center on an ongoing basis, including laboratory, radiology, and OB/Gyn services.

Outpatient Clinics
MetroWest Medical Center operates a variety of outpatient clinics at Framingham Union Hospital. The clinics provide services to an underserved population. Clinic staff is bilingual in both Spanish and Portuguese.

Services include:

- OB/Gyn
- Internal Medicine
- Pediatrics
- Podiatry
- Multiple Sclerosis
- Nutrition
- Hepatitis C
- Endocrinology
- Rheumatology
- Wound
- Travel
- Sexually Transmitted Diseases
- Infectious Disease
- Urology
- Diabetes
- Interpreters

▶ ***Vaccinations, Screenings, Education***

In response to a number of identified risk factors for the population, a variety of free lectures and screenings are offered to inform the public about current trends and practices in healthcare, emphasizing wellness and preventative medicine to help people participate more actively in their own healthcare. A speaker's bureau is also available to community groups and organizations.

Lectures and Screenings
MWMC partnered with local community agencies and Councils on Aging to provide monthly screenings and speakers at their facilities. Last year, the medical center did more than 5,000 screenings and held more than 70 community health education programs both at the hospitals and in the community.

Breast Cancer Awareness Programs
MWMC sponsored breast health awareness programs for the community. The events featured lectures with doctors and other health care professionals.

Joint Success Seminars
MWMC invited the public to attend regularly scheduled informational sessions covering prevention and treatment of joint pain, including information about medications, nutrition, exercise, and joint replacement surgery.

Screenings include:

- Blood Sugar/Diabetes
- Cholesterol
- Blood Pressure

- Osteoporosis
- Skin Cancer
- Colorectal Cancer
- Prostate Cancer
- Body Fat Assessment

Lecture/class topics include:

- Heart Health
- Stroke
- Pregnancy and Childbirth
- Osteoporosis
- Breast Health
- Cancers
- Diabetes
- Orthopedic Care
- Sports Injury Prevention
- Arthritis

▶ ***Disease Management***

MWMC provides a number of ongoing specialized programs focused on disease management, including:

- Heart disease/stroke education and treatment via a Lipid Clinic developed and overseen by William Castelli, MD
- Defibrillator information sessions/support group
- CPAP information sessions/support group
- On-staff diabetes educator and support group
- Hepatitis C support group
- Cancer screenings, lectures and support groups, as well as Tamoxifin trial for breast cancer patients
- Asthma
- Bariatric
- Multiple Sclerosis Clinic and Support Group
- Celiac Disease education

Cardio Pulmonary Resuscitation Training (CPR)

Community CPR classes are offered on a regular basis in either certification or re-certification modules for community residents and healthcare providers. MetroWest Medical Center is also working with the American Heart Association on a grant to provide “CPR Anytime” trainings and free mannequins to populations who are unable to afford CPR classes.

Support Groups

MWMC support groups include:

- Bereavement
- Breast Cancer
- Breastfeeding
- Celiac Disease
- CPAP
- Diabetes
- Living with a Defibrillator
- Mild Brain Injury
- Multiple Sclerosis
- Osteoporosis
- Ostomy

▶ ***In-Kind Services***

MWMC in-kind services include free space for support groups and community agencies, educational programs and health screenings, and administrative staff participation on the boards of local organizations such as Framingham Coalition; Framingham Violence Prevention Task Force; Mary Ann Morse Health Care; Jewish Family Services; Framingham Rotary Club; Mass Bay Community College; MetroWest Chamber of Commerce; and MetroWest Community HealthCare Foundation/Health Disparities Committee.

MWMC assists community-based agencies that are also working proactively to provide health-oriented programming and community outreach. In addition to major programs and initiatives detailed above, the medical center provided financial or in-kind support to:

- Advocates, Inc.
- Alliance for Multicultural Integration
- American Cancer Society – South Middlesex Unit
- American Heart Association
- Arthritis Foundation
- Community Connections
- Explorer Post 115
- Framingham Board of Health
- Framingham Callahan Senior Center
- Framingham Coalition
- Framingham Community Health Center
- Framingham Education Foundation
- Framingham ESL (English as a Second Language)
- Framingham Fire Department
- Framingham Police Department
- Framingham Public Schools
- Framingham United Soccer
- Framingham Violence Prevention Roundtable
- Friends of Framingham Recreation
- Greater Framingham Community Church
- Jewish Family Services of MetroWest

- Massachusetts Department of Public Health – CHNA 7
- MetroWest AIDS Consortium
- MetroWest Alliance for Workforce Diversity
- MetroWest Chamber of Commerce
- MetroWest Chapter NAACP
- MetroWest Free Clinic
- MetroWest Leadership Academy
- MetroWest YMCA
- MS Society
- Muscular Dystrophy Association of Massachusetts
- NAMI (National Alliance for the Mentally Ill)
- Natick Board of Health
- Natick Council on Aging
- Natick Education Foundation
- Natick Fire Department
- Natick Fit Girls
- Natick Police Department
- Natick Public Schools
- Natick Rotary Club
- MetroWest Legal Services Inc.
- South Middlesex Opportunity Council
- Teen Pregnancy Coalition
- United Way of Tri County
- Wayside Youth & Family Support
- William Rizzo Community Foundation
- 495/MetroWest Corridor Partnership

VII. NEXT REPORTING YEAR

Project expenditures for the next reporting year will be determined at the annual meeting of the Community Benefits Task Force. Goals and initiatives will be based on assessment data, as well as feedback from participating community agencies. Based on the success on previous years' program, we expect a growing number of attendees at future events.

VIII. CONTACT INFORMATION

Beth Donnelly
Director of Community Relations/Community Benefits Manager
MetroWest Medical Center
115 Lincoln Street
Framingham, MA 01702
(508) 383-1096
E-mail: beth.donnelly@mwmc.com