

Morton Hospital and Medical Center 2001 Community Benefits Annual Report

I. Mission Statement

The mission statement for Morton Hospital and Medical Center is primarily concerned with maintaining and restoring the health of people who live and/or work in the central part of southeastern Massachusetts (principally Taunton, Berkley, Dighton, Rehoboth, Middleboro, Lakeville and Norton) and subsidizes such services as necessary within its financial capabilities.

This community benefits mission statement expands the mission of Morton Hospital to identify and address unmet needs, particularly those that affect the health of the people in the area. The Hospital has a tradition of working in partnership with the community, recognizes the value of productive collaboration, and is willing to allocate resources to address those needs. The Hospital also fosters an internal environment that encourages involvement in community benefit activities and includes in its mission and goals the development of organization-wide cultural diversity and creating of programming that addresses cultural needs.

In recognition of the need to include a community benefits mission statement into the overall mission of the Hospital, the Board of Trustees of Morton Hospital and Medical Center has charged the Public Affairs Committee of the Hospital, a standing committee, with oversight of the community benefit plan and the following:

- Identification of unmet health care needs in the community;
- Collaboration with community representatives to improve health status;
- Prioritization of unmet needs and determination of those that can be most effectively addressed by Morton Hospital while making the most effective use of limited health care resources;
- Development of a mechanism for regular evaluation of the community benefit program;
- Recommendation of a particular course of action to the Board of Trustees to address specific unmet needs in a timely fashion;
- Implementation of the community benefits plan is the responsibility of senior management of the Hospital

The mission statement is regularly reviewed and amended by the Board of Trustees as necessary.

II. Internal Oversight and Management of the Community Benefits Program

- A. As mentioned in the Mission Statement (above), oversight of the community benefits plan and program is the responsibility of the Public Affairs Committee, a standing committee of Morton Hospital and Medical Center's Board of Trustees. Implementation of the community benefits plan is the

responsibility of the Hospital's Senior Management team (Operations Executive Committee).

- B. Information about the Hospital's community benefits program and activities is shared via articles in *TeamTalk* (the hospital's newsletter) and the Community Benefits Annual Report, which is distributed to all employees and made widely available throughout the organization and community-at-large.

III. Community Health Needs Assessment

- A. The most recent Community Needs Assessment for the greater Taunton/Attleboro area was completed in March of 2000. The Needs Assessment was commissioned by the United Way of Greater Attleboro/Taunton and conducted by Technical Development Corporation, a non-profit management consulting group. The needs assessment was designed to collect a broad range of perspectives about the strengths of and concerns facing two cities and seven towns that make up the United Way's service area, which includes most of the communities served by Morton Hospital and Medical Center. The assessment relied heavily on the participation of a broad range of community stakeholders through a series of interviews, community forums and provider focus groups. Participants included representatives of church organizations, civic groups, local health and human service providers, state health and human service agencies, and area businesses. Community forums took place in each of the service area towns, and particular effort was made to include hard-to-reach groups (minorities, seniors, youth and low-income residents). A series of 10 provider focus groups gave researchers a deeper understanding of the issues and service-delivery challenges impacting the service area, individual towns and specific resident groups.
- B. In addition to the United Way Needs Assessment, Morton Hospital relies on a vast array of community-specific information that is available from the Massachusetts Department of Public Health (MassCHIP website), especially the Health Status Indicators and Healthy People 2010 Chronic Disease Objectives.
- C. The United Way Needs Assessment identified several areas of concern: 1) escalating costs of health insurance and prescription drugs; 2) insufficient number of primary care providers, particularly for uninsured and MassHealth insured residents; 3) aging of the population; 4) lack of affordable assisted living for the elderly and individuals with special needs; 5) insufficient home care options for seniors; 6) shortage of mental health facilities; 7) increasing substance abuse; 8) lack of access to oral health care for uninsured and MassHealth insured residents; and 9) inadequate sex education for teens.

Analysis of the Health Status Indicators and Healthy People 2010 Chronic Disease Objectives Report for greater Taunton reveals the following major concerns: 1) breast cancer; 2) cardiovascular disease; 3) lung cancer; and 4) alcohol and substance abuse. Cardiovascular disease is a major problem in virtually every community that Morton Hospital serves. Other health concerns that affect some but not all of the communities in the greater Taunton area

include asthma, suicide, teen pregnancy, motor vehicle accidents, pneumonia, and other cancers (primarily prostate and colorectal). There is an above average incidence of deaths due to cirrhosis in some greater Taunton area towns, probably secondary to alcohol abuse.

IV. Community Participation

- A. Community participation in Morton Hospital's community benefits program is assured primarily through the Greater Taunton Health and Human Services Coalition, a group composed of local health and human services providers, representatives from a variety of state health and human services agencies, local town and city agencies, civic organizations and community activists. Morton Hospital's Associate Vice President of External Affairs chairs the Community Health Education and Wellness Committee, a standing subcommittee of the Greater Taunton Health and Human Services Coalition that meets quarterly to review health-related community needs and health status indicators and develop strategies for meeting unmet needs.
- B. Members of the Community Health Education and Wellness Committee are recruited primarily from the Greater Taunton Health and Human Services Coalition. Additional members are recruited from Morton Hospital and Medical Center based on their expertise in focus areas selected by the Health Education and Wellness Committee for community health improvement initiatives.
- C. The Community Health Education and Wellness Committee reviews Morton's community benefits plan at least once per year and is instrumental in the selection, development and implementation of focus areas for community health improvement initiatives. The activities of the Community Health Education and Wellness Committee are reported to the entire Greater Taunton Health and Human Services Coalition membership at monthly meetings and in the *Advocate* (the Coalition's monthly newsletter). Feedback from the community-at-large is sought primarily through a postage-paid card attached to the Community Benefits Annual Report, which in the past has been direct mailed to 25,000 households throughout the greater Taunton area as well as distributed at hospital-sponsored special events (such as health fairs) and in information centers in the main hospital, satellite facilities and at the Silver City Galleria, a regional shopping mall.

V. Community Benefits Plan

- A. Morton Hospital's community benefits plan was initially developed in 1995 following the process outlined in Section IV above.
- B. In 1995, based on a Community Needs Assessment and review of DPH health status indicators, the Community Health Education and Wellness Committee proposed several key areas of focus: cardiovascular disease, breast cancer, maternal/child health, domestic violence, alcohol and substance abuse and access to health care for uninsured and MassHealth insured residents. These proposed focus areas were approved by Morton's senior management team and Board of Trustees. Targeted populations included women, Portuguese

and Hispanic residents, seniors, children, teens and young adults, and uninsured and MassHealth insured residents.

The current plan continues to focus primarily on breast cancer, cardiovascular disease and health care access issues. While the age-adjusted death rate due to breast cancer in the greater Taunton area (28.0) has declined to just slightly above the state average (27.2), it is well above the Healthy People 2010 goal of 22.3 per 100,000 people. Cardiovascular disease remains a huge problem in the greater Taunton area: the age-adjusted death rate is 186.0, versus 153.9 for the state and the Healthy People 2010 goal of 166.0 per 100,000 people. There is a critical shortage of primary care providers in the Taunton area, especially for uninsured and MassHealth insured residents, so access to health care continues to be an important focus of the community benefits plan. In addition, deaths due to lung cancer are on the rise in the greater Taunton area (age-adjusted rate of 60.5 versus 54.1 for the state and the Healthy People 2010 goal of 44.9 per 100,000 people). Morton's current community benefits plan will therefore focus greater attention on smoking cessation efforts.

C. Short-term goals are as follows:

Cardiovascular Disease:

- a) Continue screening and education efforts around risk factor reduction among the community-at-large, paying particular attention to Portuguese and Hispanic residents
- b) Implement and test the effectiveness of a pilot program at the Galligan School in Taunton to provide targeted screening, education and interventions to elementary school age children and their parents on nutrition and exercise
- c) Implement a more formalized approach to following up with residents identified through screenings to be at increased risk of cardiovascular disease to promote healthier lifestyle changes

Breast Cancer:

- a) Continue participation in the Department of Public Health's Women's Health Network program to provide free breast and cervical cancer screenings to uninsured women who meet eligibility requirements
- b) Continue education and outreach efforts to encourage area women to receive mammograms according to the American Cancer Society's recommendations
- c) Assess other barriers to mammography (eg, transportation, fear, cultural taboos, access issues) and implement strategies for their removal

Access to Primary Care

- a) Pursue designation of Taunton as a Health Professional Shortage Area to gain access to National Health Service Corps personnel, loan repayment, scholarship and other Public Health Service programs that would attract providers to the area
- b) Ensure the continued existence of the Taunton Oral Health Center and Mobile Oral Health program, primarily through grantwriting and legislative advocacy around reimbursement issues

- c) Explore the feasibility of developing a Community Health Center in Taunton or the expanded use of the three School-Based Health Centers in Taunton to provide care to uninsured and MassHealth insured adults
- d) Continue to reach out to uninsured area residents through the Taunton Student Health Corps, an AmeriCorps program that enlists college students, graduate nurses and nurse practitioner students who work under the supervision of physician and nurse practitioner preceptors to bring health care into settings where residents live and work, including area businesses, civic organizations, churches, councils on aging, housing authority sites and other community-based settings such as soup kitchens and homeless shelters
- e) Continue to improve access to health care for Taunton children through support of the School-Based Health Centers at the Taunton High School, East Taunton Elementary School and Friedman Middle School

Lung Cancer:

- a) Convene a task force of willing participants from the Greater Taunton Health and Human Services Coalition, Morton Hospital and Medical Center, local boards of health and school systems and Greater Attleboro/Taunton Health Education Response (local CHNA) to identify additional strategies for reducing smoking among area residents

Long-Term Goals and Strategies:

- a) If found to be effective, expand pilot program at Galligan School to include other elementary schools in greater Taunton area
 - b) If found to be effective, expand project to individually case manage area residents with cardiovascular risk factors to promote lasting lifestyle changes
 - c) Continue outreach, education and screening efforts around breast cancer
 - d) Expand mobile oral health program to other communities and population groups (eg, seniors)
 - e) Continue to add primary care providers to greater Taunton community, especially those willing to care for uninsured and MassHealth insured residents
 - f) Continue other access initiatives such as the Taunton Student Health Corps and School-Based Health Centers
 - g) Develop community-wide anti-smoking initiative
 - h) Pursue grant funding to support these initiatives
- D. Community benefits program outcomes are measured in a variety of ways: 1) baseline screenings (cholesterol, blood pressure and glucose) followed by periodic re-screenings; 2) pre- and post-intervention interviews/surveys with program participants; 3) pre- and post-intervention health assessment questionnaires; 4) DPH health status indicators; and 5) morbidity and mortality statistics. Program effectiveness is based on assessments of improvements in health status; reduction in death rates due to breast cancer,

lung cancer and cardiovascular disease; and documented improvements in lifestyle behaviors that improve health or reduce disease risk.

- E. The community benefits budget is determined yearly as part of the hospital's annual budget planning and review process. The Associate Vice President of External Affairs submits a proposed budget based on planned activities for the upcoming year, which is revised and/or approved by the Hospital's senior management and Board of Trustees. The amount of financial resources that can be allocated for community benefits activities depends on the margin between projected hospital expenses and revenue for the upcoming year.
- F. The Community Health Education and Wellness Committee, composed of Hospital personnel, representatives from local health and human services providers, a variety of state health and human services agencies, local town and city agencies, civic organizations and community activists, reviews Morton's community benefits plan at least once per year. The Committee uses a quality improvement process to measure the effectiveness of the plan, monitor outcomes and determine whether a key focus area or health improvement initiative should be continued, modified or eliminated. Their recommendations are reviewed by senior management and the Public Affairs Committee of the Board of Trustees and accepted or revised.

VI. Progress Report: Activity During 2001

Community Benefit Expenditures

Type	Estimated Total Expenditures for 2001	Approved Program Budget for 2002*
Community Benefit Programs	\$273,810	\$270,000
Community Service Programs	\$429,218	\$425,000
Net Charity Care	\$2,521,686	\$2,600,000
Corporate Sponsorships	\$14,450	\$10,000
Total	\$3,239,164	\$3,305,000

**Excluding expenditures that cannot be projected at the time of this report*

Selected Community Benefits Programs

Program or Initiative	Target Population/ Objective	Partner(s)	Expenses	Hospital Contact
Taunton Student Health Corps	Uses graduate nurses and nurse practitioner students under the direction of a medical director and clinical director to provide primary and preventive health care to uninsured and underinsured in community-based settings	Massachusetts Service Alliance; Greater Taunton Health and Human Services Coalition	\$191,512 (salaries, supplies, operational expenses)	Terri Sullivan, FNP-C Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 508-828-7054 tsullivan@mortonhospital.org
Taunton Oral Health Collaborative	To increase access to comprehensive, high quality oral health care for uninsured and MassHealth insured residents	Dorchester House Multi-Service Center; United Way of Greater Attleboro/Taunton; Taunton Public School System; Greater Taunton Health and Human Services Coalition; Delta Dental Foundation; Commonwealth of Massachusetts	\$12,000 (staff time to develop and implement programs)	Dori Bingham Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 508-828-7016 dbingham@mortonhospital.org
Cardiovascular Initiative	Reduce deaths due to cardiovascular disease by identifying individuals at risk and providing education on lifestyle changes to improve health and reduce risk	Massachusetts Department of Public Health; Taunton Public School System; Greater Taunton Health and Human Services Coalition	\$11,616 (staff time and materials)	Dori Bingham Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 508-828-7016 dbingham@mortonhospital.org

Program or Initiative	Target Population/ Objective	Partner(s)	Expenses	Hospital Contact
Breast and Cervical Cancer Initiative	Reduce deaths due to breast and cervical cancer by increasing the number of women receiving mammograms and PAP smears	Massachusetts Department of Public Health; American Cancer Society; Morton-affiliated physicians	\$58,682 (cost of staff time to coordinate program and conduct outreach)	Cheryl Kenney Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 ckenney@mortonhospital.org
School-Based Health Centers	To increase access to primary and preventive care for uninsured or underinsured children and teens	Department of Public Health; Taunton Public School System	\$0 (totally funded in 2001 by DPH and federal government at this time)	Christine Bonanno, PNP-C Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 cbonanno@mortonhospital.org

Community Service Programs

Program or Initiative	Target Population/ Objective	Partner(s)	Expenses	Hospital Contact
Partners in Health/Health Matters	Provide health and lifestyle information and screenings to the community-at-large	Silver City Galleria; Greater Taunton Health and Human Services Coalition; community-based health care providers	\$118,858 (direct expenses, including staff salaries, program materials and purchased services)	Dori Bingham Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 508-828-7016 dbingham@mortonhospital.org

Program or Initiative	Target Population/ Objective	Partner(s)	Expenses	Hospital Contact
Health Services Referral Line	Increase access to health-related services in the greater Taunton area	United Way of Greater Attleboro/Taunton; Greater Taunton Health and Human Services Coalition	\$55,000 (staff salary, program materials and purchased services)	Cheryl Kenney Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 508-828-7777 ckenny@mortonhospital.org
Flu Shots for Taunton seniors	Reduce the incidence of flu and pneumonia in high-risk residents	Taunton Board of Health; Taunton Council on Aging	\$1050 (staff time to administer shots)	Annette Szpila Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 (508) 828-7050
Adopt-A-Family	Hospital departments adopt needy families during the holiday season, providing toys and clothes for the children and food for a holiday meal	Boys and Girls Club	\$4310 (staff time to organize project)	Greg Ferreira Morton Hospital and Medical Center, 88 Washington Street, Taunton, MA 02780 (508) 828-7450
Rebound Sports Medicine Program	Keep student athletes healthy and active by providing free athletic training coverage for practices and games, performing pre-game inspections of fields and equipment and providing early treatment of injuries sustained during games	10 area schools and colleges; Morton-affiliated orthopedic surgeons	\$250,000 (staff salaries, supplies and equipment)	Andrea Campbell Morton Hospital and Medical Center 88 Washington Street, Taunton, MA 02780 (508) 828-7265

Total Patient-Care Related Expenses for FY2001: \$27,613,548

VII. Next Reporting Year

A. The approved budget for FY2002 for Community Benefits is \$3,305,000. Funding has been maintained for the hospital's community benefits programs and services despite a \$2.7 million loss on operations in FY2001. However, Morton cannot continue to sustain operating losses without being forced to cut back or eliminate some of its community benefits activities.

B. Morton's community benefits program will continue to focus primarily on cardiovascular disease, breast cancer and health care access issues. Initiatives will address identifying and case managing residents at risk for cardiovascular disease, screening uninsured and underinsured women for breast and cervical cancer and continuing innovative strategies to eliminate barriers to primary and preventive care. Short-term and long-term goals are spelled out in greater detail in Section V of this report.

C. Morton expects to see continued improvement in death rates due to breast cancer, with the ultimate goal of meeting the Healthy People 2010 benchmark. Following the development of a more formalized case management approach to following residents identified to be at risk for cardiovascular disease and a community-based education program targeting school-age children and their parents, the hospital hopes to see improvements in the cardiovascular death rate in the greater Taunton area. Improved access to health care will be reflected in fewer preventable hospitalizations and decreased utilization of Morton's Emergency Department for non-urgent, primary care manageable complaints.

VII. Contact Information

Please address all inquiries/comments regarding Morton Hospital's Community Benefits Program to:

Dori Bingham
Associate Vice President, External Affairs
Morton Hospital and Medical Center
88 Washington Street
Taunton, MA 02780
(508) 828-7016
e-mail: dbingham@mortonhospital.org