

Brockton Hospital Community Benefits Report:

Fiscal Year 2003

Oct. 1, 2002 – Sept. 30 2003

Full-Text Annual Report

I. Mission Statement

Summary

Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving more than 460,000 residents in more than 22 southeastern Massachusetts communities. Our mission is to be recognized as the “hospital of choice” by staff, patients and the community we serve. We are guided by these principles:

- Take a leadership role in assessing the health care needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for underserved and disadvantaged populations.
- Develop new services and programs, and participate in alternative delivery and regional health care systems, to respond to community need and enhance access to care.
- Participate in the education of health care professionals to enhance the Hospital’s access to medical expertise and to assure the most up-to-date approaches for providing care.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost effective and fiscally sound.

Part of Brockton Hospital’s community focus, and indeed the very core of our mission, is to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life, regardless of their ability to pay. During Fiscal Year 2003, the Hospital provided \$20.6 million in uncompensated care to uninsured or under-insured patients.

Approval of Governing Body

Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service, and the growth and expansion needed to support that. The Board of Trustees sets and approves the overall direction and goals of the Hospital, meeting quarterly to review plans and progress on all projects that further the Hospital’s mission of service and care. Thanks to our governing board’s vision and leadership — and the dedication and expertise of staff and volunteers — Brockton Hospital is recognized as an unrivaled health care leader, committed to delivering the best possible care in the region. Tireless advocates for patients and families, the Board of Trustees has guided Brockton Hospital through a year of change and challenge, making impressive and wide-ranging progress in meeting our mission of health, healing and service.

II. Internal Oversight and Management of Community Benefits Program

Management Structure

Each year the Brockton Hospital Board of Trustees appoints a community benefits advisory committee to help determine health needs, set priorities and oversee the planning process. The committee includes some of the area’s most influential and energetic residents: community representatives, hospital trustees and administrators, and physician and clinical leaders. They work together to address our community’s most pressing and complex health challenges.

Developing an annual community benefits plan is a grassroots process. First the community benefits advisory committee closely examines the many health care needs facing those who live in southeastern Massachusetts, gathering input from the Department of Public Health Status Indicators, the Rate Setting Commission on Preventable Hospitalizations, Chamber of Commerce reports, public school administration, church groups and the Community Health Network Area coalition (CHNA).

Using this available community data, the community benefits advisory committee next determines priority problems, weighs risk factors that contribute to these problems, identifies causes, monitors solutions, and evaluates interventions. From this work comes a community benefits plan with a comprehensive picture of service and needs in the Brockton area. As always, the plan, blessed by the Board of Trustees, is developed in collaboration with local health and social service agencies, city departments, schools, neighborhood shelters and other community groups in order to pinpoint service gaps, guard against program duplication, make the best use of Brockton Hospital's community benefit resources, and build a healthier community for all.

The benefits advisory committee appoints subcommittees made up of members with special expertise who work together with other community agencies to develop and implement solutions. The subcommittees report quarterly to the benefits advisory group, which in turn shares progress with the Board of Trustees and hospital administrators. It is an ongoing, dynamic process with strategy adjusted as needed to be sure the community's key health issues are continually heard and addressed.

Members of the Fiscal Year 2003 community benefits advisory committee included:

Brockton Hospital Members

Carl Gaudiano- Coordinator
Sandy LaFratta – Marketing/Public Relations
Moises Rodrigues – Interpreter Services Coordinator
Dr. James Thorp – Chief of Pediatrics and Newborn Services
Donald MacIver – Member, Board of Trustees

Community Members

Mablene Bennett – Community Representative
Susan Bickels -- Community Coordinator, WIC
Marta Aleman -- Community Representative

Method of Sharing Information about Status and Success of Community Benefits Mission/Programs with Staff at all Levels of the Institution

The Brockton Hospital Marketing/Public Affairs Department publicizes internally and externally community benefit success stories and accomplishments. The Hospital's bi-weekly newsletter alerts associates about key health and mission-related achievements. The monthly "On Call" newsletter for members of the Medical Staff keeps physicians up to date. At the same time, the Marketing/Public Affairs Department also informs the media of newsworthy community benefit accomplishments. The department mails the Hospital's quarterly newsletter, Healthy Decisions, to more than 41,000 households in Brockton and target communities, and also sends a community health and wellness calendar to more than 6,000 members of the community, hospital departments, affiliated physician offices and Bridgewater Goddard Park Medical Associates offices. In addition, press releases, annual meeting forum, and other communications vehicles include community benefit information as appropriate.

The Human Resources Department also uses recruitment materials and job fairs to reinforce Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the overall health and well being of the community.

III. Community Health Needs Assessment

Process, Including Participants, and Information Sources

Collaboration and partnerships are crucial to the community benefits advisory committee's success in assessing and addressing community needs. In order to build a healthier community, Brockton Hospital continues to collaborate with and support countless organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups. This summer, the hospital partnered with several city and public safety officials to help successfully orchestrate the first-ever citywide disaster drill using a newly acquired Mass Decontamination Unit. In addition, the hospital continues to provide medical services to the Brockton Public School system, such as immunizations and physicals, at no cost to the City. Brockton Hospital's Chief of Emergency Services, Richard Herman, M.D., serves as the Medical Director of the Brockton Public Schools defibrillator program. The hospital donated a defibrillator to the program earlier this year.

Once again, the hospital worked closely with the schools to offer high school students a "Summer of Work and Learning." This program provides internships to students interested in pursuing careers in the medical field. Brockton Hospital also partnered with the Old Colony YMCA to offer at-risk youth hands-on experience in a hospital setting through the Summer Youth Employment Initiative.

A committee of hospital associates also meets regularly to plan health and wellness programs and screenings that target community needs. We take every opportunity to reach beyond hospital walls to deliver care and service to the people who need it most.

The Hospital continued to focus on three key community benefit priorities for Fiscal Year 2003: heart disease, breast cancer and children's fitness.

- Throughout Fiscal Year 2003, hospital programs focused increasingly on expanding cardiac care and outreach.
- Brockton Hospital also expanded cancer care and outreach with particular emphasis on increasing the number of screenings for breast cancer, especially among those women who were uninsured or underinsured.
- The Hospital continues to address a major youth health issue — exercise and obesity — by partnering with the Brockton School Department on a health and fitness curriculum, and by providing the very best overall care for children in our service area.

Summary of Findings

The summary of findings for our community health needs assessment concerning heart disease, breast cancer and children's fitness point to a continual need for medical emphasis.

Heart Disease:

Department of Public Health statistics show that residents of Brockton have a 25 percent greater chance of dying from cardiovascular disease than people living in other areas of the state. These alarming statistics call for sustained, proactive community outreach for heart disease prevention and treatment.

Breast Cancer:

Cancer affects Americans of all racial and ethnic groups and kills more people annually than AIDS, accidents, and homicide combined. Many of these deaths could be prevented through increased cancer prevention and screening and improved access to medical care. Brockton exceeds the state rate for breast cancer disease incidence. Although the statistics are alarming, breast cancer is very treatable in its early stages, which makes the hospital's continued emphasis on early detection so important.

Children's Fitness:

The health of children continues to be a major concern in the Brockton community. For years, Federal, state and local budgets have all but eliminated funds to support physical fitness and health education programs. Consequently our children are the most unfit and unhealthy generation in our nation's history.

There are frightening and discouraging statistics on the health and fitness patterns of our nation's youth. Researchers believe that healthcare costs and diseases connected with obesity will continue to rise as heavy children grow into heavy adults. Government and health leaders are asking schools and communities to

adopt school-based physical education programs to encourage youngsters to embrace more active and healthy lifestyles, and Brockton Hospital is committed to help.

IV. Community Participation

Process and Mechanism and Identification of Community Participants

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Brockton Hospital's community benefits advisory group analyzes needs, sets priorities and works toward successfully completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure that community and hospital leaders are gaining on issues and not duplicating efforts.

In assessing needs, determining priorities and implementing solutions, Brockton Hospital has collaborated with a number of community groups and organizations over the years. They include: City of Brockton Health Department, Massachusetts Department of Public Health Immunization Division and Bureau of Health Statistics, the Prevention Center, Latino Health Institute, HelpLine, Catholic Charities, Plymouth County District Attorney's Office, Self Help, Womenspace, Cape Verdean Association, Massachusetts Rehabilitation Commission, Massachusetts Commission for the Deaf and Hard of Hearing, Boys and Girls Club, Mainspring House (the city's primary homeless shelter), YMCA, Catholic Charities, Salvation Army, Brockton Visiting Nurses Association, Brockton Family and Community Resources, City of Brockton Mayor's Office, American Cancer Society, Brockton Public Schools, Family Planning, WIC, American Red Cross, My Brothers Keeper, Brockton Coalition for the Homeless, Brockton Area Multi Service, Inc., and the Massachusetts Society for the Prevention of Child Cruelty.

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

Provided in Section III.

V. Community Benefits Plan

Process of Development of Plan, including how Community was Involved (if not previously described)

Provided in Section III.

Target Population/Priorities/Relationship to Health Needs Assessment

A. Heart Disease

Because the health needs assessment identified such a high rate of cardiovascular disease in our community, the community benefits advisory group once again set heart disease prevention and treatment as a key focus for FY03. Our target population was community-wide and our priorities included education, health screenings, follow-up, and helping patients manage high-risk factors through a proactive and coordinated approach to cardiac health. Brockton Hospital's Metro South Heart Institute and its preventive cardiology program continue to be instrumental in meeting these educational, treatment and outreach goals.

The Metro South Heart Institute, in collaboration with Boston Medical Center, brings high-level coordination to the comprehensive cardiac services already in place at Brockton Hospital for more than two decades. The Metro South Heart Institute was the first in the area to take a proactive, coordinated approach to cardiac health, by screening, identifying and helping patients manage high-risk factors. Staff bring medical expertise, technical and teaching resources into the community through educational programs, health promotions and preventive health screenings. The Institute also offers everything from state-of-the-art cardiac diagnostic testing, treatment and rehabilitation, to education about heart health and prevention.

The goal of the Institute is to provide sophisticated comprehensive, cardiovascular care in an environment that maintains the close personal ties of patients to their families, and to their primary care physicians. The

Institute ensures expeditious access to state-of-the-art cardiac services, close to home, for all, regardless of a person's ability to pay for care.

The Hospital introduced new tests, equipment and medicine during FY03 to strengthen cardiac care capabilities. Staff education and training ensure that physicians and nurses are at the forefront of cardiac care.

Short-term strategy:

Screenings: Short-term strategy includes cholesterol, blood pressure and glucose screenings. During FY03, Hospital staff coordinated and conducted eight cholesterol, six blood pressure and three glucose screenings in the community:

- 50 cholesterol screenings and 60 glucose screenings for faculty and students at Massasoit Community college, Brockton campus, where the Marketing Department also staffed an informational table
- 50 cholesterol, glucose and blood pressure screenings for the Town of Easton's Wellness Day
- 30 cholesterol, glucose and blood pressure screenings for the Women'sHealth Affiliates Open House in Raynham
- 50 cholesterol screenings for faculty and students at Massasoit Community College, Canton campus, where the Marketing Department also staffed an informational table
- 70 cholesterol screenings at Stonehill College
- 50 cholesterol and 50 blood pressure screenings during the Brockton Rox game at Campanelli Stadium
- 110 cholesterol screenings for Senior Celebration
- 60 cholesterol screenings at Equiserve, a financial services company with 1,300 employees, at their Canton location, where the Hospital had an informational table and distributed materials on hospital services and programs
- 30 blood pressure screenings during the Metro South Chamber of Commerce breakfast
- 75 blood pressure screenings during Brazilian Health Fair at Holy Family Church in Rockland (more than 250 people attended the event)
- 30 blood pressure screenings during the Heart Palpitations Program sponsored by PrimaryCare Affiliates, affiliated with Brockton Hospital

So many of the Hospital's FY03 community health programs and screenings — such as our frequent cholesterol, glucose and blood pressure screenings — are aimed at improving the community's cardiovascular health. For a detailed list of those outreach programs, please see Section VI.

Community Outreach: Reaching beyond hospital walls, the Marketing Department coordinated a number of community heart health lectures and panel discussions to educate audiences throughout greater Brockton. Some of those presentations included:

- Richard Lords, MD, PrimaryCare Affiliates, presented a community health program on heart palpitations.

- Brockton Hospital participated in Holbrook High School's "Kick Butts" awareness day in April. Janice Lumpkin, Respiratory Therapist, addressed students there on smoking cessation and other respiratory health care issues
- As co-sponsor of this year's Senior Celebration, the Hospital participated by coordinating an informational table, guest speakers and health screenings. Laboratory staff performed 110 cholesterol screens. In addition, Lynn White, RN, CDE, diabetes management coordinator, presented a seminar on "What Is Your Risk for Heart Disease, Diabetes or Stroke"?
- Timothy Lynch, MD, PrimaryCare Affiliates, discussed heart palpitations at the Metro South Chamber of Commerce breakfast and a PCA nurse performed 30 blood pressure screenings.
- Cliff Berger, MD, Michael Goldstein, MD, and Lynn White, RN, CDE participated in a panel discussion on heart disease, prostate cancer and diabetes at Massasoit Community College

American Heart Month: Other short-term goals included activity around American Heart Month in February. Hospital representatives staffed an informational table throughout the day in the main lobby on Valentine's Day, distributing a variety of materials on Hospital services and programs. Also, in coordination with Nutrition Services, the Marketing Department held a program about heart healthy nutrition on February 26. Lecturers included Kari Stepp, RD, LDN, Clinical Nutrition Manager, Sandra Ambrose, MS, RD, CDE, and Kristina Day, RD.

Blood Drives: the Hospital's heart healthy efforts included teaming with the American Red Cross to hold blood drives. Brockton Hospital sponsored two American Red Cross blood drives, where associates donated blood.

Staff Education: Short-term clinical programs to address community cardiac needs also included staff education. During FY03, Brockton Hospital was re-credentialed as an American Heart Association (AHA) Community Training Center, offering ongoing community and health professional courses in CPR, Heart Saver classes, Basic Life Support Health Care Provider courses, ACLS (Advanced Cardiac Life Support), PALS (Pediatric Advanced Cardiac Life Support), and NRP (Neonatal Resuscitation Program). These classes are for Hospital, physician and community participants. Pediatric CPR training for Level II nursery parents prior to baby's discharge and a Pediatric CPR program for grandparents, expectant and new parents remain ongoing.

The Hospital initiated a Cardiac Education Series of workshops. This weekly series on various cardiac topics was open to all nursing staff. Topics included: Basic ECG Interpretation, Sinus and Atrial Dysrhythmias, Junctional and Ventricular Rhythms and their Treatment, ACLS Pharmacology Review, ACLS Algorithm Review, PALS Pharmacology Review, PALS Algorithm Review, Acute MI (Non Qwave/Qwave) Assessment/Intervention, Introduction to 12 Lead ECG Interpretation, Age Specific Defibrillation/Cardioversion/External Pacing, History of Cardiac Interventions, Stress Testing, Cardiac Rehabilitation and Pediatric ECG Interpretation. These programs were offered with Continuing Education Credits awarded to all participants.

The Staff Education Department continued with Cardiology Grand Rounds and a Lecture Series. Nearly 100 Nurse associates received a Heart Failure lecture and continuing education on cardiac care.

The monthly Nursing Education Forum, an ongoing dinner series offered around the theme of "Nurses Recognizing Nursing," offered cardiac-related programs: "Heart Failure/Review and Update Basics for Nursing" and "Performance Improvement: A Study on Congestive Heart Failure." This series awards continuing education credits to participants.

Long-term strategy:

State-of-the-art Technology, Programs: The Hospital is the only provider of cardiac catheterization services in its service area. The Hospital provides a full spectrum of cardiac care and related services, with the exceptions of open heart and heart transplantation surgeries. Services consist of a Chest Pain Center in the Emergency Department, Coronary Care Unit, Step-Down Telemetry Unit, Cardiac Catheterization Lab and Cardiac Rehabilitation Phases I-IV. The Hospital's adult cardiac catheterization services were one of the first in the state to meet the licensure requirements established by the Massachusetts Department of Public Health. In FY03, the Hospital performed 392 cardiac catheterization procedures.

In 1998, the Hospital started primary angioplasty for acute myocardial infarctions.

In addition to cardiac catheterization, the Hospital offers a comprehensive array of cardiology services including cardiac ultrasound, stress testing, a 16-bed critical care unit, a step down unit, and a Phase I and II cardiac rehabilitation program. The Hospital has also added such technology as a SPECT/Gamma camera in nuclear medicine, a state-of-the-art cardiac ultrasound unit, a transesophageal echocardiography probe, a magnetic resonance imaging unit and contrast echocardiography.

The Hospital initiated its cardiac rehabilitation program in 1986. The program's patient interaction begins during the acute hospitalization phase and includes a multi-factorial risk assessment and intervention program. This approach facilitates early discharge and enables patients to successfully modify their lifestyle. In FY03, approximately 146 patients successfully completed this program.

Part of the Hospital's long-term strategy to combat disease is its continuing investment in state-of-the-art facilities and equipment. Brockton Hospital recently acquired the most advanced whole-body imaging technology with Positron Emission Tomography (PET) to significantly enhance diagnostic services. PET provides sophisticated state-of-the-art clinical testing for heart disease, cancer and neurological disorders. A molecular imaging procedure, PET generates pictures of the precise location and extent of disease. PET also examines patients for myocardial infarctions and looks for reversible damage as opposed to permanent heart damage.

Referrals Improve Care: In FY03, the hospital re-instituted the Asthma Clinic, and the number of patients referred to the clinic has been increasing. Many patients, who were previously referred to the Chest Clinic, are now referred to the Asthma Clinic, freeing more appointments in the Chest Clinic for more appropriate referrals.

Expanded Coverage: The Hospital recently altered the schedule of nurses working in the Cardiac Rehab II Program and Stress Testing Lab, in order to accommodate more stress tests per day testing without an increase in FTE's. The volume of stress testing remains high. Adding the additional testing hours can reduce the length of patient stay or avoid some unnecessary admissions.

Recently, Brockton Hospital's Cardiology service has developed a relationship with Harvard Vanguard Ambulatory Clinic, providing Echocardiography and Stress Testing services for their patients.

Diabetes Care

Brockton Physician Hospital Organization (PHO) continued its quality improvement program for patients with diabetes, funded by a grant from Harvard Pilgrim Health Care. A recently hired certified diabetes educator initiated a Diabetes Self Management Education Program, which was well received by medical staff and patients. The program seeks to promote more effective care by decreasing major complications that necessitate Emergency Department visits. The hospital's certified diabetes nurse educator leads a team that includes a primary care physician or endocrinologist, a diabetes nutrition educator, an ophthalmologist, podiatrist, exercise specialist, social worker, and interpreter. The program targets: newly diagnosed adults and children over the age of 7 with diabetes; individuals previously diagnosed whose condition has changed or who would like a second opinion on treatment options; pregnant women with diabetes, or those who develop diabetes during pregnancy; patients requiring support, education or motivation to manage their diabetes; and families of those diagnosed with diabetes.

Program highlights include:

- The Laboratory purchased 15 automated Point of Care (POC) glucose meters to use in conjunction with a new automated POC finger-stick glucose collection system. The new meters use a Palm Pilot to collect patient demographics, perform the finger-stick glucose test and automatically send results to the Hospital information system. Brockton Hospital is one of the first hospitals in the country to use the hand-held meters and download the data directly into an information system.
- Pharmacy collaborated with staff education on an educational in-service handout for insulin glargine (Lantus insulin), a new form of insulin that should stabilize blood glucose levels throughout the day.
- Ambulatory Care Center has implemented point of care glucose (CBG) testing, enhancing the diagnostic capabilities of the primary care physicians and improving quality of care and convenience for patients.
- The PHO's latest diabetes initiatives involving clinical tracking guides added to patient charts was implemented during FY 03. Staff expect this initiative will help to increase awareness and compliance with National Diabetes Care clinical guidelines.

Respiratory Care: The American Association of Respiratory Care has recognized Brockton Hospital as a "Quality healthcare provider of Respiratory Care." Brockton Hospital will be listed on their official website as well as any future publications and listings.

In addition, Respiratory Care Services has worked to improve compliance to the inpatient smoking cessation program by contacting individual physicians and procuring an order for the nicotine patch.

Defibrillators: The Hospital purchased an Automatic External Defibrillator for the Outpatient Department (OPD). Brockton Hospital has also teamed up with Brockton Public Schools on a new cardiac defibrillator program. The American Heart Association donated a second defibrillator to the high school, and nine others are currently in place at Brockton secondary schools. The Hospital collaborated with public school officials to create protocols for their use. More than 25 Brockton school nurses and staff members system wide are trained and certified in defibrillator use.

Measuring outcomes and evaluating effectiveness: Frequent reviews of detailed patient records will help measure and evaluate patient outcomes. Staff will look for trends and assess treatment progress, and then make adjustments in care plans as necessary.

Quality Resources completed quarterly submissions to ADHERE (Acute Heart Failure National Registry), NRMI (National Registry of Myocardial Infarction), QIP (Maryland Quality Indicator Project), DMA (Department of Medical Assistance), and MHQP (Massachusetts Healthcare Quality Partnership). ADHERE, NRMI and QIP each provide the hospital with comparative performance data used in the Hospital's Performance Improvement Program.

The Quality Improvement Project Team improved the standard of care for patients with congestive heart failure (CHF) as demonstrated by decline of overall CHF readmission rates at the Hospital from 19.5% to 15.4%.

The Quality Resources Department has initiated data collection for a required third CORE Measure, a requirement of the Joint Commission on Accreditation of HealthCare Organizations (JCAHO). The measure selected is a hospital review of treatment of Myocardial Infarction. This study allows Brockton Hospital to measure its performance against national standards and trends.

Reviewing, evaluating and updating the plan: Each quarter, the community benefits advisory group reviews progress on Hospital efforts to treat heart disease in the community, makes any adjustments necessary, and presents findings to the Board of Trustees.

B. Breast Cancer

The Hospital is committed to taking an active role in the fight against breast cancer. Brockton Hospital offers area women free screenings and community health programs. One of the best ways to combat cancer is to catch it in the early stages, when treatment is most effective. Through the use of the latest diagnostic equipment and procedures, Hospital staff can assess each patient's needs in a caring and professional manner. Preventive screenings are useful in providing initial clues about abnormalities that may indicate cancer. Brockton Hospital offers a number of different screening procedures to meet the need of patients, including mammography, Pap smears and prostate screenings.

Breast cancer services offered at Brockton Hospital include surgery, chemotherapy, radiation therapy (state-designated regional site for radiation therapy since 1969), pain management, occupational therapy/physical therapy, reconstructive surgery and support services. Patients benefit from advances such as lymphatic mapping techniques, which eliminate the need for complete axillary node dissection and subsequent sequence of side effects. The Hospital offers stereotactic breast biopsy, and a sentinel node biopsy program, which helps minimize surgery and speed recovery.

State-of-the-art facilities include the Women's Imaging Center, opened in November 2000, which provides women with a comfortable and pleasant environment. Services located in the center include ultrasound, bone densitometry testing for osteoporosis, mammography and stereotactic breast biopsy. In FY03, the mammography program was re-accredited by the American College of Radiology.

The Women's Imaging Center also features a new state-of-the-art Bone Densitometry system, installed at the beginning of FY03. The GE LUNAR unit is highly sensitive and is capable of identifying bone loss at major fracture sites, such as the femur and spine, in just minutes. In addition to routine assessment of bone loss, this new unit provides dual femur measurements to assess the average density of both femurs and total body measures of both bone density and body fat – an excellent tool to assess weight loss therapies, endocrine/growth disorders, pediatric and patients with secondary osteoporosis. The new equipment performs exams more quickly and will serve to decrease patient scheduling backlog.

During FY03, Brockton Hospital provided exceptional care through the Women's Health Network (WHN). In the last year, nearly 500 women participated in the WHN, formerly the Breast and Cancer Initiative — a state-funded program to provide free breast cancer screening services for uninsured and underinsured women.

Short-term strategy:

Mammography Screenings: The Hospital coordinated a special mammography screening as part of National Breast Cancer Awareness Month. Staff from the Women's Imaging Center performed more than 25 mammograms as part of the special promotion. Hospital representatives staffed an informational table throughout the day, distributing a variety of materials including brochures on the Women's Imaging Center and breast self-exam shower cards.

Staff Education: The Hospital also organized a number of oncology-related medical education programs for staff. Oncology Rounds for continuing education credit offered through the Staff Education Department included Bladder Carcinoma: Review and Update; Laryngeal Carcinoma: Review and Update; Breast Carcinoma; Esophageal Carcinoma; Lung Carcinoma; and Radiation Therapy and Lung Cancer.

Community Programs: Several "Look Good ... Feel Better" programs were held in FY 03. This program helps patients undergoing treatment for cancer to regain their self-image and confidence during a time when, due to treatment, their looks may have changed somewhat.

Long-term strategy:

PET: Part of the Hospital's long-term strategy to combat cancer, and breast cancer in particular, is its continuing investment in state-of-the-art facilities and equipment. Brockton Hospital recently acquired the advanced whole-body imaging technology with Positron Emission Tomography (PET). PET provides sophisticated, state-of-the-art clinical testing for cancer, heart disease and neurological disorders. A molecular imaging procedure, PET generates pictures of the precise location and extent of disease. In oncology, it is the only modality that can produce accurate images of many organs at one time to diagnose malignancy, particularly providing information about whether or not cancer has spread to other parts of the body.

Radiation Oncology: Radiation therapy is another area of treatment strength for the Hospital. As a state-designated regional site, Brockton Hospital's radiation therapy service assures access to leading-edge cancer treatment close to home. More than 30 years ago, the Commonwealth of Massachusetts designated Brockton Hospital as a regional site for radiation therapy, and today the Hospital continues to be recognized for its advanced level of care and renowned clinical staff with its specialized training and expertise. With the Hospital's state-of-the-art radiation therapy imaging system, the Clinac 2100C linear accelerator, radiation oncologists can pinpoint and destroy tumors with greater precision and with fewer side effects for patients.

Brockton Hospital is the only provider of radiation oncology services in its service area. It operates two megavoltage linear accelerators on its campus. In FY03, the Hospital provided 12,461 radiation therapy treatments.

Radiation Oncology replaced the computer system controlling the Linear Accelerators during FY03. This much-needed upgrade improves reliability and sets the stage for additional department upgrades. Also, Radiation Oncology installed the new VARIS system hardware/software to provide better cancer care and treatment through improved system integration and communication. This upgrade prepares Radiation Oncology for future improvements in treatment planning.

Initiatives proposing new equipment and services place the Hospital on the threshold of making significant enhancements to its oncology program. The Hospital submitted a cost/ benefit analysis for expansion and enhancement of Radiation Oncology Services. The proposal includes recommendations to replace the current simulator with a dedicated CT Simulator, a transition to 3-D treatment planning, and acquisition of the most sophisticated approach to cancer care treatment — Intensity Modulated Radiation Therapy. IMRT enables maximum doses to a tumor while sparing healthy tissue. Quotations for the cost of equipment replacement were submitted as part of the FY04 capital budget.

Radiology Enhancements: During FY03, patients continued to benefit from the Hospital's expanded Radiology Department, featuring an advanced "LightSpeed" CT scanner, a Siemens E-cam nuclear medicine camera, and new ultrasound equipment — all of which provide immediate and future benefit for patients undergoing diagnostic and treatment services for breast cancer as well as prostate cancer.

The Mammography Service recently acquired a new, state-of-the art Siemens Mammomat 3000 Nova unit. The addition of this technology enables the Hospital to schedule more patients, and is designed specifically to accommodate wheelchair and/or other patients who are physically challenged. In addition, it can be upgraded to full-field, large plate Digital Mammography with CRT.

The Radiology Department also completed an upgrade to its Mammotome system for stereotactic breast biopsies for ultrasound and mammography. The upgrade shortens the time for a surgeon working in the mammography area of Radiology to obtain tissue for biopsy.

Staff completed a special focused study on documentation of informed consent, pre-and post-procedure patient education for needle breast biopsies performed in Radiology. All procedure complications were reviewed for opportunities to improve care. Findings were forwarded for discussion at the Radiology Department meeting.

Growth and Expansion: Brockton Hospital continued to bring care closer to patients in surrounding communities, opening a brand new 4,500 square-foot gynecology and obstetrics office in Raynham. The

location features 10 examination and treatment rooms, pleasant waiting areas, convenient first floor access and ample parking for patients and visitors.

Women's Health Network: Brockton Hospital's Women's Health Network (formerly the Breast and Cervical Cancer Initiative) received state endorsement of its performance. Brockton Hospital was budgeted by the state to provide free breast and cervical cancer screenings for 500 uninsured or under-insured women during the past year. The total of women served was 496. Keith Merlin, M.D., Chief of Obstetrics and Gynecology, has assumed the role of medical oversight for the Women's Health Network.

To maximize the services of this program, the Hospital initiated a process whereby women who are scheduled for certain diagnostic studies — such as mammograms and bone densitometry — and are listed as self-pay, are contacted to give them the opportunity to receive services through the WHN.

Convenient, New Service: Women's Health Affiliates, affiliated with Brockton Hospital, created a new service for peri-menopausal and menopausal women that combines four important exams – gyn exam, nutritional assessment, bone density test and mammogram -- into a single, convenient Saturday appointment.

Palliative Care: In response to limitations of the Hospice Medicare Benefit for patients with uncertain prognosis, those unwilling to forego curative treatment, or those in denial of their terminal condition, a proposal is under development to introduce a Palliative Care Consultation Service at Brockton Hospital in collaboration with Old Colony Hospice (OCH). This service would offer a continuum of care for seriously or chronically ill patients approaching end of life. Patients would receive curative treatment, pain and symptoms management, and assistance in making informed choices regarding treatment. Palliative Care is a new concept that may help differentiate Brockton Hospital and OCH from other regional providers, and strengthen the partnership between the two organizations.

Daffodil Days: The Volunteers Department once again coordinated the annual American Cancer Society's Daffodil Days. More than \$400 was raised in support of the ACS's fight against cancer.

Champions Fighting Cancer Walk: The Hospital's annual Champions Fighting Cancer Walk, which took place this fiscal year on Sunday, May 4, 2003, is another long-term strategy in the battle against breast cancer. This very successful, fourth annual walk raised more than \$215,000, thanks to nearly 5,500 walkers and 125 plus volunteers. For detailed information about this charity event, please see Section V

Prostate Cancer

Although the focus in FY03 was breast cancer, the Hospital continued to emphasize early-detection screenings and state-of-the-art treatment for prostate cancer, another key community initiative. Once again, the Hospital provided prostate screening services to local patients through the Latino Health Initiative, which has a contract from the Department of Public Health to provide such services to medically underserved men in the Brockton area. African-American men have the highest incidence rate of prostate cancer in the world, and it is a leading cancer for Hispanic men as well. In an effort to detect prostate cancer in its earliest stages — when the chances for cure are best — Brockton Hospital continued to expand its cancer care and outreach programs during FY03.

Prostate screenings were once again held at the Hospital. In a coordinated effort between Marketing, Patient Registration, Laboratory, Patient Accounts, the Volunteers Department and two urologists and nurses who volunteered their time, Brockton Hospital conducted an annual Prostate Cancer Screening. The program provided free PSA screenings to nearly 30 men from the community.

The Brockton Hospital Prostate Cancer Support Group has become an important short- and long-term resource to help men and their loved ones cope with this diagnosis. The group has grown to more than 80 members, with nearly 20 members attending each monthly meeting. Members of the support group receive a monthly newsletter and periodic announcements. The group continues to be especially interested in

reaching out to racial/ethnic minority men, and it welcomes new members with their loved ones at any time.

Meetings provide participants with the latest information on the treatment of prostate cancer, using invited speakers, comments from prostate cancer survivors, videos and printed information. At several open meetings, urologist Warren Gilbert, MD, was present to answer questions about prostate cancer and treatment options. Other featured guests included:

- Sandra Ambrose, MS, RD, CDE, “Maintaining Your Nutrition Advantage”
- Michael Goldstein, MD, “Erectile Dysfunction:
- Vernon Pais, MD, “Laposcopic Prostatectomy”
- Bill Mahoney, “Urinary Incontinence,” and “Penile Implants”
- Toni Verney, RN, “Educate Men about Link between Prostate Cancer and Bone Health”

Support group participants are willing to share their experiences, knowledge, concerns and questions and offer support to one another, especially those men who are newly diagnosed and wrestling with treatment decisions.

Also, Michael Goldstein, MD, Urologist, participated in a panel discussion on prostate cancer, heart disease and diabetes at Massasoit Community College sponsored by the MCC President’s Advisory Council.

Measuring breast treatment outcomes and evaluating effectiveness: Steadily increasing numbers of women who participate in screenings, support groups, and fund-raising events such as the annual Champions Fighting Cancer Walk are a measure of Brockton Hospital’s effectiveness in raising awareness of, and helping to deter, breast cancer.

Reviewing, evaluating and updating the plan: Each quarter, the community benefits advisory group reviews progress on our efforts to treat breast cancer in our community, makes any adjustments necessary, and presents findings to the Board of Trustees.

C. Fit Children

Children and Youth Program

Through the Children and Youth Program, Brockton Hospital has a longstanding contract and partnership with Brockton Public Schools to provide physical and sports exams, consultations and immunizations. During FY01, FY02, and now FY03, the Hospital continued to collaborate with the Brockton School Department on a health and fitness curriculum to address two major youth health issues, exercise and obesity.

Founded 25 years ago, the Children and Youth Program (“C&Y”) offers well-child services and specialized services for high-risk infants, children and adolescents. Staffed by pediatricians, C&Y offers primary care services as well as specialized services including nutrition counseling, social service support, interpreter, and financial counseling services to assist underserved patients and families with access to health care coverage. The C&Y Program also serves as the medical provider for the Brockton School Department. There were nearly 11,000 visits to the C&Y program in FY03.

Short- and long-term strategy:

ProjectFit America: As a community benefits initiative, Brockton Hospital provided the funding for Project Fit America (PFA), a curriculum-based fitness and wellness program. Through the Hospital’s sponsorship, Brookfield Elementary School in Brockton installed on its playground during FY01 permanent, state-of-the-art outdoor fitness equipment specifically designed to improve the physical fitness and health of children. In addition to the equipment and activities designed to enhance cardiovascular and physical health, the program incorporates a curriculum to teach youngsters lifelong health habits.

Since FY01, Brockton Hospital has been working to improve and measure the physical fitness and health of the Brookfield Elementary School children with pre- and post-fitness tests administered annually for tracking.

Defibrillators: In another project pertaining to fitness, health and safety, Brockton Hospital has also teamed up with Brockton Public Schools on a new cardiac defibrillator program. During FY03, the American Heart Association donated a second defibrillator to the high school, and nine others are currently in place at Brockton secondary schools. The Hospital collaborated with public school officials to create protocols for their use. More than 25 Brockton school nurses and staff members system wide are trained and certified in defibrillator use.

Ongoing Support and Outreach for Happy, Healthy and Safe Children: Brockton Hospital has an outstanding reputation for excellence in children's care and support. Such programs include Better Beginnings, Perinatology Services, the new password-protected Web Nursery with its security measures, the annual Baby Reunion, the highly successful Reach Out And Read (ROAR) program, the care children receive through the C&Y program, and the care available through any of our specialty outpatient clinics, as well as volunteer and job-shadow opportunities for students.

In keeping with the Hospital's commitment to healthy and safe children, staff is participating in a review with the Plymouth County District Attorney's office. The DA's office is in the process of investigating the development of a collaborative program for the investigation, treatment, case management and prosecution of child abuse cases.

Measuring outcomes and evaluating effectiveness: Through educational programs and equipment, the goal for the PFA program is to improve children's fitness testing levels and to teach lifelong fitness skills.

Through sponsorship by Brockton Hospital, the PFA program provides a curriculum for each teacher at the grade level they teach and training at the Brookfield school with a specialist from PFA. The program is a permanent addition to the school curriculum.

The PFA equipment addresses those areas where children are most likely to fail fitness tests: upper body, lower body, abdominal strength, cardiovascular endurance and flexibility. A freestanding structure of seven work-out stations permanently installed outdoors on the school grounds includes: pole climb, vault bar, horizontal ladder, sit-up and step-test stations, parallel bars and pull-up bars. This equipment complements the PFA curriculum that suggests games, by grade level, to interact with the equipment.

The Brookfield School participated in a two-year testing and evaluation for project measurement. The testing methods included curl ups (abdominal), push ups (upper body), and a mile run (cardiovascular). Evaluating FY02 pre- and post-test scores showed that the students made excellent improvements in all areas tested thanks to the PFA program. At this time, the process of evaluating and comparing FY 03 pre- and post-test scores are still being compiled through the Brookfield School and Project Fit America.

Reviewing, evaluating and updating the plan: Brockton Hospital will continue to work with the Brookfield Elementary School in sponsoring and maintaining the PFA program and measuring and reviewing fitness test scores. In addition, each quarter, the community benefits advisory group will review progress on our efforts to address children's health and physical fitness in our community, make any adjustments necessary, and present findings to the Board of Trustees.

VI. Progress Report: Activity During Reporting Year

Major Programs and Initiatives

Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

Smallpox Readiness

At the beginning of the year, the Hospital participated in the Massachusetts Department of Public Health coordinated Smallpox Immunization planning process. The Hospital established a multidisciplinary smallpox task force to educate hospital associates and medical staff about smallpox and the vaccination process. The task force coordinated information packets to physicians, a Grand Rounds lecture, teaching carts for nurses and other associates, and a teaching station in the Medical Library. Eventually the goal was to encourage approximately 100 volunteer doctors, nurses and other health care workers to come forward and receive the smallpox vaccine and then be responsible for the care of any patient with clinically suspected or proven smallpox.

Early in the year, following the lead of the State Department of Public Health, the task force put a hold on the Hospital's smallpox immunization program. The task force committee members felt they had learned a great deal through the planning process. The committee — with multi-department and medical staff involvement — has elevated hospital readiness to respond to other crises.

Disaster Preparedness

During the worldwide SARS crisis, Brockton Hospital received attention both on the front-page of *The Enterprise* and on Channel 7's Healthcast for efforts to educate patients in several different languages and by taking the step of making masks available at the entrance for those patients who felt they were at risk.

Brockton Hospital also participated in the first full-scale disaster drill using a newly acquired Mass Decontamination Unit.

In addition, the Pharmacy continues to review antidotes or treatments for potential bioterrorism activities, including chemical, nuclear, and radionuclide attacks. A committee headed by Rick Herman, MD, Chief of Emergency Services, continues to evaluate stock levels and the Hospital's ability to obtain medications emergently from local sources.

Staff education continues to offer ongoing video program presentations for contact hours on bioterrorism, maternal-child, pediatrics, critical care and general medical/surgical topics.

Perinatology Services

Under the coordination of Dr. Ian Grable, MD, perinatologist from Beth Israel Deaconess Medical Center (BIDMC), the Hospital offers on-site Perinatology Services for high-risk pregnancies and deliveries that would previously have been transferred to a tertiary center. During FY03, demand for services in the Perinatology clinic increased from 24 to 32 patients per clinic. In order to meet the demand, Perinatal Services added Jeff Johnson, MD, from BIDMC, and an additional half-day session. Dr. Grable and his associates at BI Deaconess also provide 24-hour-a-day perinatology consults for all Brockton Hospital obstetricians.

Web Nursery:

Brockton Hospital's Web Nursery, an online service that allows patients to share a picture of their newborn with family and friends, went "live" in February. Visitors may access the password-protected site from the Hospital home page if the parents have granted them permission to view the newborn.

Community Health and Wellness Programs

Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles. Many community residents register for classes by calling OneCall, Brockton Hospital's physician referral and health information service. The following list captures some of the many programs Hospital staff offered:

- A breathing screening to address common respiratory problems was held. William Stenson, MD, and Devi Vedula, MD, along with representatives from Respiratory Therapy, performed nearly 20 peak flow and oximetry screenings.
- Five area dermatologists, nursing and support staff volunteers conducted the Hospital's annual free skin cancer screening held at the Outpatient Center. More than 40 individuals participated.
- Allen Davis, MD, and Jerry Stern, MD, presented a program on minimally invasive heartburn surgery.
- An Anxiety Disorders Screening was coordinated with the Psychiatry Department on May 7. Doctors David Leiman and Demin Ma screened attendees while Marc Cohen, Ph.D., presented an overview on common anxiety disorders.
- The Marketing Department coordinated a foot screening to address common foot problems; Francis Swierupski, MD, and Scott Aronson, MD, performed nearly 30 foot screenings.
- Better Beginnings, in coordination with the Marketing Department, organized a health fair in Taunton. In addition to Tim Puckett, MD, and Tutasí Waters, MD, attending to promote Women's Health Affiliates, Marketing staff and Better Beginnings advocates staffed informational tables and Laboratory staff performed glucose screenings.
- As a co-sponsor of this year's Senior Celebration at the Holiday Inn Metro South, Brockton Hospital participated with an informational table, guest speakers and health screenings. Laboratory staff performed nearly 100 cholesterol screens on attendees. In addition, Lynn White, MS, RNC, FNP, CDE, diabetes management coordinator, presented a seminar entitled "What Is Your Risk for Heart Disease, Diabetes or Stroke?"
- Brockton Hospital was represented at a number of community health and outreach events, including the Hispanic Festival, Cape Verdean Festival, and the annual National Night Out Against Crime. At each event, Hospital representatives staffed an informational table and distributed materials on hospital services, programs and physicians.
- The Hospital participated in the Metro South Chamber of Commerce's "Taste of Metro South" at Massasoit Conference Center. Hundreds of guests sampled a "taste" of hospital cuisine prepared and served by Brockton Hospital's Food Services staff.
- The Hospital was an exhibitor at the Metro South Chamber of Commerce's Business-to-Business Expo and Annual Meeting in November. A tabletop display featured photos of the new Emergency Department.
- The Marketing Department coordinated a legislative breakfast held at the Hospital on April 4. Attended by six area legislators, the breakfast featured a presentation and informal discussion on the state of the Hospital and issues relative to healthcare.

Screenings

Staff continued to support community health fairs and events by providing free cholesterol, blood pressure and glucose screenings.

Cholesterol screenings

Massasoit Community College, Brockton campus
 Stonehill College
 Town of Easton Wellness Day
 Campanelli Stadium, Brockton Rox

Senior Celebration
Massasoit Community College, Canton campus
Women's Health Affiliates Open House, Raynham
Equiserve

Blood pressure screenings

Metro South Chamber of Commerce breakfast
Women's Health Affiliates Open House, Raynham
Campanelli Stadium, Brockton Rox
Town of Easton Wellness Day
Brazilian Health Fair
Heart Palpitations Program, Primary Care Affiliates

Glucose screenings

Women's Health Affiliates Open House, Raynham
Town of Easton Wellness Day
Massasoit Community College, Brockton campus

Childbirth and Parenting Workshop
Refresher Childbirth and VBAC Class
Breastfeeding Support
Infant Massage
Look Good ... Feel Better
Sibling Preparation Class
Senior Brunch
Senior Buddy Program
Preventive Cardiology Program
Weigh-to-Go weight loss program

Health Fairs, Events, Outreach, Community Support

FY 03 Brockton Hospital participated in the following Community Health Fairs & Events:

Stonehill College Lifestyle & Wellness Festival
Metro South Chamber of Commerce Business-to-Business Expo
Annual Senior Celebration
Taunton Church Fair
Metro South Chamber of Commerce Taste of Metro South
Holbrook High School "Kick Butts" Awareness Day
Festa Das Crianças – Igreja Nossa Senhora Do Rosario

Ongoing Programs During FY03:

Equiserve Health Fair
Feira Da Saude, Rockland church
S.H.U.P. Open House
Grande Feira De Saude – Igreja Nossa Senhora Do Rosario
Brockton Area Youth Conference
WIC
Latino Health Open House & Community Resources
Mayor's Youth Summit
Massachusetts Immigrant & Refugee Advocacy Coalition
Feira Da Saude Health Fair
Roosevelt Heights Community Center – Community Services Fair
Department of Social Service Community Event Health Fair
Festa Junina – Igreja Nossa Senhora do Rosario

Festa Junina – Holy Family Church, Rockland
Cape Verdean Festival
Promising Future
National Night Out Against Crime
Fest Junina – Senhora Do Rosario
2003 Quincy August Moon Festival
Festa Das Crianças – Igreja Nossa Senhora Do Rosario
Hispanic Festival
St. Patrick’s Church Health Fair

Support Groups

Alcoholics Anonymous Support Group
Al-A-Non Support Group
Better Breathers Support Group
Breastfeeding Support Group
Narcotics Anonymous
Prostate Cancer Support Group

Senior Programs

Brockton Hospital continues a number of senior citizen programs to better serve its elderly neighbors:

- Monthly Senior Brunches give older residents the chance to socialize, enjoy a nutritious meal and hear timely health lectures. Sandy Ambrose, RD, spoke on Healthy Summer Eating at the June Senior Brunch.
- The Senior Buddy Program helps senior citizens that need companionship and assistance in getting to doctor appointments.
- The Senior Pharmacy Program helps eligible seniors pay for part of the cost of prescription medications.

Baby Reunion

Brockton Hospital’s annual Baby Reunion was held in May. Keith Merlin, MD, of Women’s Health Affiliates and Chief of Obstetrics and Gynecology, served as master of ceremonies. Attended by nearly 300 families and babies, the celebration featured a clown, cartoon character appearance, face paintings, arts and crafts, refreshments and giveaways.

Specialty, Hospital-Based Clinics: The Hospital is the only provider in the southeastern Massachusetts region to operate both primary care and specialty clinics on its campus. In 2003, the Hospital operated 26 clinics, which collectively handled nearly 28,000 visits.

Clinic updates and highlights for FY03 include:

- The Gynecology Clinic implemented a new system for Pap smear follow-ups. The new process ensures the timely review of all Pap smear results, thus enabling more immediate patient follow-up if needed. In addition, a primary nurse assigned to the Gynecology Clinic has helped improve continuing of care.
- The Hospital initiated additional gastroenterology clinics to help meet the growing demand for these services.
- In conjunction with the Department of Public Health, Brockton Hospital operates public clinics for two major public health concerns in the country today — tuberculosis and sexually transmitted diseases.

- Recognizing the excellent work done by the Brockton Hospital Tuberculosis Clinic staff, the Massachusetts Department of Public Health identified funds to pay for the clinic's increased patient load. State TB clinics in Braintree and New Bedford were closed earlier this year. The closures have resulted in more people coming to the Hospital's clinic for diagnosis and treatment, either because they tested positive by skin test, or because they had contact with TB positive individuals.

Champions Fighting Cancer Walk

The Hospital's fourth annual "Champions Fighting Cancer Walk" was its most successful to date. More than 23,000 walk information/registration brochures were distributed throughout the region. The walk drew 5,500 plus walkers and raised more than \$215,000 for cancer programs and services. In excess of 125 volunteers donated their time to handle registration, man water stops and assist in a wide variety of other event responsibilities. Finish line festivities included a barbeque, entertainment, Moonwalk, clown, balloons and health information tables. The hospital remains committed to this cause and set May 2, 2004 as the date of next year's walk.

Reach Out and Read

Since 1998, Brockton Hospital's Reach Out and Read (ROR) program has continued to serve children through the Children & Youth Program. ROR is a non-profit organization founded in 1989 at Boston City Hospital (now Boston Medical Center), through a collaboration of pediatricians and early childhood educators. There are currently more than 1,400 ROR programs nationwide. Brockton Hospital was the first location on the South Shore to have implemented this successful program. In FY 03, Brockton Hospital's ROR program donated nearly 1,100 books to children.

Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care

Brockton Hospital has taken steps to bring education, treatment and services to people at the community level. We have gone to great lengths to get past language barriers that can stop people from seeking the care they need and deserve. We understand, too, that lack of insurance, unemployment, poverty and transportation can also be roadblocks to care.

We are pleased to detail some of the key steps we've taken to clear these hurdles in our community and provide convenient and affordable access to quality care for all.

OneCall

Access to exceptional care begins with Brockton Hospital's physician referral and health information service. OneCall representatives provide information on:

- physician referral,
- emergency room follow-up,
- insurance and managed care,
- community health outreach,
- registration for community education programs and screenings, *and*
- specific Brockton Hospital programs and services.

During FY03, operators fielded calls from more than 5,125 people — listening, evaluating and connecting callers with associates who could answer their questions and meet their needs.

Interpreter Services

Brockton Hospital serves non-English-speaking patients with a staff of 11 interpreters who speak Spanish, Portuguese and Cape Verdean. Round-the-clock access to the AT&T Language Line is also available, which offers translation services for more than 130 languages. The Hospital was among the first in the region to translate notices and consent forms into three languages in addition to English.

In FY03, a rigorous in-house certification process was established for Interpreter Services associates. The program now provides on-site interpreters from 7 a.m. until 11:30 p.m. and on-call interpreters from 11:30 p.m. until 7 a.m.

Better Beginnings

Brockton Hospital created the Better Beginnings program using multicultural advocates to educate women about the importance of early and adequate prenatal care. Since the program began in September 1996, Better Beginnings has enabled 3,261 pregnant women to obtain early and adequate prenatal care and health coverage. During FY03, 612 new pregnant mothers enrolled in the program, with 415 deliveries occurring in the Hospital's Maternal-Newborn Suite (some mothers left the program because they moved, miscarried, aborted, or were transferred by doctor for medical reasons). The average birth weight was 7 pounds 2 ounces. In addition, some 229 non-pregnant patients were referred to the hospital for various services.

Advocates also coordinated public transportation (on a per case basis) for pregnant mothers to attend their OB appointments, ultrasound, postpartum visit and baby's first pediatrician visit.

Additionally, advocates assisted mothers with interpretation and other services they needed, as well as provided education and information about immunization schedules, breastfeeding, lead, child safety, pregnancy prevention, substance abuse, HIV, AIDS and STDs.

Other FY03 highlights included:

- Brockton Hospital, with Brockton Credit Union as its corporate partner, held a very well received and successful annual Better Beginnings donation drive. Promotional efforts coordinated by the Marketing Department included donation bins at 11 bank branches, posters and customer statement stuffers. The drive was very successful.
- The Better Beginnings Program expanded service to Taunton and Raynham to identify women in those communities who may need services.

Indigent Medication Program

Brockton Hospital has long been interested in the plight of all residents who are unable to access or pay for their prescription medications, and we have taken steps on our own to address the problem. The indigent medication program has been in place here for more than 16 years and stands alone in this community in providing free medications to all our patients — inpatients, outpatients, and emergency patients — who simply are unable to pay for their own drugs. No other hospital on the south shore has an indigent medication program that is fully integrated with the social work and pharmacy departments and accessible on weekends by administrative coordinators.

Brockton Hospital provides the highest possible level of service by prescribing up to a 30-day supply of prescription drugs to its most needy patients, the most we can do as a hospital-based pharmacy. Department of Public Health regulations prohibit hospital-licensed pharmacies from serving others in the community beyond their own patients.

In FY03, the Hospital provided 837 patients with 1,482 free medications costing \$55,000. Brockton Hospital also monitors a program through the outpatient department with the pharmacy companies. We have 2,449 patients enrolled in that program with 5,167 prescriptions filled for FY 03. Total cost of the Outpatient Department/Pharmacy Program for FY03 is \$283,282.65. This amount is in addition to our own indigent medication program. In addition, Brockton Hospital received a stipend in the amount of \$15,000 from the Brockton Home for Aged Men to be used for medication and transportation for the elderly.

HealthNet

Brockton Hospital has an exclusive relationship with the HealthNet Plan that currently serves individuals who are covered by Mass Health or are on the Free Care System and meet certain eligibility requirements. Those enrolled have access to adult, adolescent, and pediatric primary care, obstetrics, appropriate doctor visits, necessary hospital services, 24-hour emergency care, pharmacy benefits and more.

Notable Challenges, Accomplishments and Outcomes

Commitment to Care

Brockton Hospital continued to uphold its commitment to care for the area's uninsured patients, providing \$20.6 million in free care, easily the most free care the Hospital has ever provided in a single year. The Hospital also continues to serve as the sole provider of hospital-based psychiatric care in the region.

During FY03, the Hospital handled 62,000 visits to the Emergency Department, 14,000 inpatient admissions, and delivered 1,200 babies.

As of September 2003, the hospital has 250 licensed beds, which includes a 26-bed, hospital-based skilled nursing unit, the Transitional Care Unit, which began operation in early 1997.

Gold Seal

The Joint Commission on Accreditation of Healthcare Organizations completed a three-day on-site survey July 29-31, 2003. The Hospital underwent a rigorous top-to-bottom review. The survey was a positive experience validating the quality services and care provided at Brockton Hospital. Surveyors reported a preliminary score of 91 – representing a high achievement for a healthcare organization. The Hospital was proud to earn the Commission's Gold Seal of Approval.

Ultrasound Accreditation

The Hospital's Ultrasound Imaging Service has earned a three-year term accreditation from the American College of Radiology (ACR) for obstetrical, general and vascular services through October 2005. All ultrasound systems are digital, high definition systems manufactured by Advanced Technology Laboratories (ATL), offering unprecedented image quality and sensitivity, which can translate to earlier detection and treatment for patients. The Hospital performed 13,955 ultrasound procedures in FY03.

Laboratory Accreditation

The Brockton Hospital Laboratory was awarded a national accreditation with distinction by the College of American Pathologists (CAP), based on the results of an on-site inspection. The CAP Laboratory Accreditation program is recognized as being equal to or more stringent than the Federal Government's inspection program.

Milestone Agreement

This fall, Brockton Hospital was honored to welcome the Prime Minister of Cape Verde, His Excellency Jose Maria Pereira Neves, on his first visit to Brockton as Prime Minister. During this visit, the Prime Minister and Hospital President Norman B. Goodman signed an agreement of understanding to share information and medical supplies with medical professionals and Brockton Hospital's new "sister" hospital in the Republic of Cape Verde. The visit generated front-page coverage in the local newspaper and helped to enhance the Hospital's overall image with the Cape Verdean community, a critically important audience.

Triplets

Brockton Hospital was proud to deliver the first set of triplets seen here in more than 25 years. On July 27, the Hospital, which had established a “Triplet Team” comprised of doctors, nurses and other medical professionals, delivered Luke, Kaitlyn and Allison Whitman of Abington. The event generated significant media attention. Media outlets included the *Boston Globe*, *Patriot Ledger*, *The Enterprise*, and FOX 25 News. The *Globe* coverage focused on how community hospitals are increasingly able to handle complex births.

Magnetic Resonance Imaging (MRI)

In June 2003, Brockton Hospital celebrated the opening of its new Magnetic Resonance Imaging (MRI) suite, which offers area physicians access to the latest MRI technology and provides patients with greater privacy and comfort. The \$3 million expansion project features a new Phillips 1.5 short-bore Intera, one of the most advanced systems available. The new environment is warm and comfortable, complete with private changing rooms. In addition to greater privacy, the new MRI suite offers a much less claustrophobic MRI experience than available in older, portable units. The new unit also reduces noise by over 85%.

This machine has a stronger magnet than ‘open’ MRIs, allowing better images for those patients who would have otherwise gone to an alternate, open MRI. The MRI offers many specialty-scanning options previously not available in the mobile unit.

Expanded PET Scanning

The Hospital added PET scanning services to its scope of diagnostic imaging, and expanded PET services to up to three days per week to accommodate patient demand. PET provides sophisticated, state-of-the-art clinical testing for cancer, heart disease and neurological disorders. A molecular imaging procedure, PET generates pictures of the precise location and extent of disease.

Floating Hospital for Children

Since FY01, Brockton Hospital has had a partnership with the Floating Hospital for Children, the pediatric facility of New England Medical Center, which established a pediatric specialty office within the Children & Youth Department. The office provides pediatric specialty services such as cardiology, gastroenterology, neurology, pulmonary, urology and genetic counseling.

Maternal-Newborn Suite Renovations

During FY03, the Hospital began construction on a major \$2 million expansion and renovation project in the Maternal-Newborn Suite. The expansion will result in eight new, completely private Recovery/Postpartum rooms.

Physician Recruitment and Expansion

In order to better serve the community for FY03 and beyond, action was taken on several fronts to strengthen the Hospital’s primary care physician network and expand Ob/Gyn services within the primary service area:

- Bridgewater site expansion was completed in February. WHA physicians relocated to the original building, allowing both PCA and WHA room for future expansion.
- Alphonse Wilfred, MD, PrimaryCare Affiliates, relocated his practice to Randolph office with very positive results.
- Two new female obstetric physicians joined WHA during FY 03 — Kara Pitt, MD, to expand service to Raynham/Taunton communities, and Kristin Ratliff, MD, in Abington.

- New Women'sHealth Affiliates obstetricians Tutasi Waters, MD, and Tim Puckett, MD, were positively received. Dr. Puckett and Dr. Waters attended a community-wide health fair in Taunton in May.

Community Partnership/Economic Support

In FY03, Brockton Hospital received a Metro South Chamber of Commerce Economic Impact Award at the Chamber's Annual Meeting in November. The award was given in recognition of Brockton Hospital's significant investment and contribution to the economic development of the Metro South Region with more than \$20 million dollars in renovation and expansion programs recently completed.

VI. Next Reporting Year

Anticipated Goals and Program Initiatives

Because heart disease continues to have a devastating impact on our community, Brockton Hospital will continue to focus on heart healthy initiatives. The Hospital will look for opportunities to invest in new technology, programs and procedures that will improve early detection and treatment for cardiovascular disease. Breast and prostate cancer will continue to be important focus areas for the Hospital, with increased education and community screenings. Investments in new technology will enhance early detection and in so doing, patient outcomes. Finally, as an expansion of Project Fit America, staff will look for ways to promote healthy eating, particularly among the diverse ethnic population the Hospital serves. Improving dietary habits and choices will positively impact heart health, cancer prevention and help reduce obesity, which in turn will improve the community's overall good health.

VII. Contact Information

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