

## Organization Information

### Organization Address and Contact Information

<b>Organization Name:</b>	North Shore Medical Center
<b>Address (1):</b>	81 Highland Avenue
<b>City, State, Zip:</b>	Salem, Massachusetts 01970
<b>Web Site:</b>	www.nsmc.partners.org
<b>Contact Name:</b>	Tina McLoughlin
<b>Contact Title:</b>	Manager, Community Benefits
<b>Contact Department:</b>	Not Specified
<b>Telephone Num:</b>	(978) 354-3020
<b>Fax Num:</b>	(978) 740-4835
<b>E-Mail Address:</b>	komcloughlin@partners.org
<b>Contact Address (1):</b> (If different from above)	81 Highland Avenue
<b>City, State, Zip:</b>	Salem, Massachusetts 01970

### Organization Type and Additional Attributes

<b>Organization Type:</b>	Hospital
<b>For-Profit Status:</b>	Not-For-Profit
<b>Health System:</b>	Partners HealthCare
<b>Community Health Network Area (CHNA):</b>	North Shore Community Health Network(CHNA 14),
<b>Regions Served:</b>	Danvers, Lynn, Lynnfield, Marblehead, Nahant, Peabody, Salem, Swampscott,

## CB Mission

### Community Benefits Mission Statement

North Shore Medical Center, through its Community Benefit Program, works with residents and organizations within its service region to achieve and sustain measurable improvements in the population's health status, and particularly that of the underserved.

It seeks to improve the health status of the communities through collaboration with community stakeholders to enhance existing programs and develop new programs to respond to the health care needs of priority populations.

### Target Populations

Name of Target Population	Basis for Selection
Residents of service area with access barriers	Needs assessment
Individuals and families struggling with substance abuse and/or behavioral health issues	Needs assessment
Victims of domestic violence, youth at risk for teen pregnancy, and individuals at risk for or struggling with obesity	Needs assessment

**Hospital/HMO Web Page Publicizing Target Pop.**

[http://nsmc.partners.org/about\\_nsmc/commitment\\_to\\_community](http://nsmc.partners.org/about_nsmc/commitment_to_community)

**Key Accomplishments of Reporting Year**

NSMC's FY18 Community Benefit programming and initiatives centered around the following focus areas:

1. DoN Factor 9 Implementation and Evaluation. NSMC continued engagement with the community to implement the agreements related to the Determination of Need (DoN) for a major building project to significantly increase medical-surgical, emergency and behavioral health capacity on its Salem Hospital campus. As of September 30, 2018, NSMC had disbursed \$6,640,053 to support 15 Factor 9 programs.

2. DoN Ten Taxpayer Commitments Implementation. NSMC representatives continued to meet with Lynn Health Task Force ("LHTF") leadership on a regular basis to implement the commitments per the Ten Taxpayer letter of 6/24/16 that was part of the original DoN proceedings.

\* Board Appointments. NSMC committed to add six new Board members with the skills, training, experience and perspective to enhance overall healthcare planning and decision-making on behalf of all patients in the PSA and particularly the more vulnerable populations of our community. As of September 30, 2018, three new Board members were seated and an additional one was identified and agreed to serve. The LHTF has been instrumental in helping us identify these representatives.

\* Youth Employment. In August 2018, the first group of Lynn high school students completed their 34-week Student Success Employment Program at NSMC. Recruiting is underway to select students to participate in the second year of the program starting in January 2019.

\* Disparities Reduction. NSMC leadership participated in the 2017/2018 session of the Disparities Leadership Program at the Disparities Solution Center at MGH and took on a project to improve the specialty referral program that we share with the Lynn Community Health Center.

\* Post-Consolidation Access Issues. Additionally, NSMC continued to work with the LHTF and other members of the community to ensure that post-consolidation services are designed and delivered in a way that provides access for vulnerable patients. We have made explicit commitments to implement measures to reduce barriers in the areas of Health Safety Net, transportation and interpretation.

3. Community Health Needs Assessment. NSMC completed the 2018 Community Health Needs Assessment in August. The report was formally adopted by the Community Affairs and Health Access Committee on September 27, 2018 and is available to the public on NSMC's website. The final report identifies the following three priority community health needs: Behavioral Health, Health Care Access and Health Care Environment and Trust.

NSMC has established three subcommittees to develop an implementation plan to address the priority community health needs listed above. The subcommittees are comprised of Community Affairs and Health Access Committee members as well as additional members from the community and NSMC. In accordance with the Attorney General's Community Benefits Guidelines, NSMC's Community Benefits Strategic Implementation Plan will include a description of the programs that will be developed to address the prioritized community health needs; measurable short (one-year) and long term (three-year) goals; resource commitments; and planned collaborations.

4. Enhancement of Substance Use Disorder Services. NSMC's 2015 Health Needs Assessment (as well as the prior assessment conducted in 2012) identified substance use disorders as one of the most pressing concerns in NSMC communities. Key accomplishments in FY18 include:

- a. Expansion of suboxone capacity
- b. Expansion of recovery coach program
- c. Continued support of Learn to Cope

5. Improved Access to Care for Community Health Center Patients. In FY18, NSMC continued its long history of support for local community health centers. Improved access to care for community health center patients was achieved by:

- \* Continued integration of medical records information with Lynn Community Health Center
- \* Executing the terms and conditions of year two of the 3-year Affiliation Agreements with both local health centers (Lynn Community Health Center and North Shore Community Health)
- \* Expanding school-based health programming at both local health centers
- \* Implementing a pilot program at Lynn Community Health Center to improve access to GI specialty services

6. Lynn Recuperative Care Center. The new 14 bed recuperative care facility in downtown Lynn opened in March 2018, funded by NSMC Factor 9 dollars. The facility provides short-term residential care for homeless people to rest and recuperate while receiving appropriate medical care and support services.

7. Primary Care and Behavioral Health Patient Connection Projects. NSMC and the local community health centers have continued to collaborate on initiatives connecting NSMC patients to follow-up services at the health center.

\* ED Primary Care Connection. This program provides approximately 1000 of our ED patients per year who do not have PCPs with follow-up appointments at the health centers. By having a full-time patient navigator in place at NSMC who is dedicated to this program and allowing patients to choose their follow-up appointment, we have successfully reduced the no-show rate. In

addition to higher patient show rates, feedback from patients and NSMC staff has been very positive.

a. Psych Triage. NSMC and Lynn Community Health Center have engaged in continuous process improvements since the inception of the initiative to connect NSMC psychiatric patients to follow up appointments at the health center. NSMC ED patients are connected to follow-up behavioral health services within 24-48 hours after the ED visit.

### **Plans for Next Reporting Year**

NSMC's major goals for the upcoming year are to make significant progress on each of the FY2019 Community Benefit Priorities as articulated by the NSMC Community Affairs and Health Access Committee and listed below:

1. Community Health Needs Assessment Implementation.

- \* Develop an Implementation Plan for NSMC Board approval

- \* Establish CAHAC subcommittees for each of the three priorities for guidance on both short-term and long-term implementation strategies

2. Compliance with Massachusetts Attorney General Revised Guidelines. Assure that systems and processes are in place for the new requirements which, for NSMC, include the following:

- \* Four meetings with internal community benefits leadership team

- \* Renewed engagement of CAHAC

- \* Inclusion of community health improvement priorities in hospital strategy

- \* Developing a process for soliciting community feedback

- \* Providing opportunities for internal and external assessment and reporting

3. DoN Ten Taxpayer Commitments Implementation. Continue work with Lynn Health Task Force and others to complete implementation of the 10 commitments made in DoN Ten Taxpayer letter:

- \* Continue to identify and vet individuals with experience in community health issues and the needs of vulnerable populations for nomination to the NSMC Board of Trustees

- \* Continue improvements to specialty care access program.

- \* Finalize work on transportation policy

- \* Support inclusion of Lynn residents in PHS Career and Workforce Development Program

- \* Support 2nd year of Student Success Jobs Program at NSMC

- \* Develop and execute a campaign aimed at reducing stigma associated with mental illness and substance use disorders.

- \* Lay groundwork for implementation of SANE program in local community

- \* Develop a multilingual education campaign to inform the residents of Lynn about the upcoming changes in services on the Union campus, with an emphasis on assuring that they have information on how to access emergency services

- \* Continue work to develop systems to assure that all patients, including those with HSN, have access to services at the Medical Village and that those who need interpreter services, financial counselling, transportation assistance, and/or access to

- affordable pharmacy services are provided with such assistance

4. DoN Factor 9 Implementation and Evaluation. Continue work with community partners in implementation of twelve Factor 9 projects and oversee collection and submission of second year annual reports.

5. Addiction Services and Behavioral Health.

Continue work with Addictions Services Collaborative on suboxone initiatives and coordination of other services

- ? Provide support for ED suboxone grant initiative

- ? Continue support for Recovery Coach program, including expansion to SH ED

- ? Continue support of ED/Psych Connection Program

6. Health Center Collaborations.

Develop and execute new Affiliation Agreements

Continue to assess and make necessary changes in collaborations considering demands of ACO incentives and imperatives

Intensify work on Specialty Access

7. Other Programming.

Continue support of teen pregnancy work through Girls Inc.

Continue support of domestic violence programming through HAWC

Improve discharge protocols for people who are homeless or lack stable housing

## **Community Benefits Process**

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### **Community Benefits Leadership/Team**

Community Benefits Leadership/Team

As part of the Union and Salem Hospital merger in 2004, the NSMC Board reaffirmed its commitment to community affairs and community benefits activities through the creation of the Community Affairs and Health Access Committee (CAHAC). The Committee was established to strengthen community participation in and provide oversight for the community activities of NSMC throughout the cities and towns it serves. The Committee's members are selected to ensure a depth and breadth of community health experience and included trustees, individuals recommended by the Lynn Health Task Force, physicians, and

other community leaders,

\* On September 18, 2018, the NSMC Board of Directors voted to amend the Charter of the NSMC Community Affairs and Health Access Committee to serve as NSMC's Community Benefits Advisory Committee and approved the NSMC Senior Leadership team to serve as NSMC's Community Benefits Leadership Team both with the responsibilities, functions, and procedures outlined in the Massachusetts Attorney General's Community Benefit Guidelines.

\* Additionally, the Board voted to approve NSMC's revised Community Affairs and Health Access Committee membership. The Community Affairs and Health Access Committee met on September 27, 2018 and approved the FY19 NSMC Community Benefits budget and priorities.

including former elected officials and directors of agencies with whom NSMC has partnerships.

On September 18, 2018, the NSMC Board of Directors voted to amend the Charter of the NSMC Community Affairs and Health Access Committee to serve as NSMC's Community Benefits Advisory Committee and approved the NSMC Senior Leadership team to serve as NSMC's Community Benefits Leadership Team both with the responsibilities, functions, and procedures outlined in the Massachusetts Attorney General's Community Benefit Guidelines.

Additionally, the Board voted to approve NSMC's revised Community Affairs and Health Access Committee membership. The Community Affairs and Health Access Committee met on September 27, 2018 and approved the FY19 NSMC Community Benefits budget and priorities.

Tina McLoughlin served as Manager of Community Benefits for North Shore Medical Center and worked closely with the Community Health Team from PHS.

### **Community Benefits Team Meetings**

The Committee's annual schedule calls for quarterly meetings in February, June, September, and December.

The 2018 meetings were well attended and included lively member participation in addition to the formal agenda items. The Committee adheres to an annual calendar of responsibilities which includes, among other things: review of annual health status indicators and establishment of annual community benefit priorities, review of the annual community benefit budget, preparation and presentation of annual reports; and assessment of progress in meeting established priorities.

### **Community Partners**

Bridgewell/Project COPE

Children's Friend and Family

CHNA 13/14

Danvers Cares Girls, Inc.

Greater Lynn Senior Service

Healthy Streets

Healing Abuse Working for Change (HAWC)

LEAP for Education

Learn to Cope

Lynn Community Health Center

Lynn Communities That Care Coalition Lynn Health Task Force

Lynn YMCA (YMCA of Metro North)

My Brother's Table

North Shore Community Health, Inc. North Shore Elder Service

North Shore Recovery HS

Root, Inc.

Salem YMCA (YMCA of the North Shore)

SEIU

### **Community Health Needs Assessment**

#### **Date Last Assessment Completed and Current Status**

Last comprehensive assessment was finalized in August 2018. Development of a Strategic Implementation Plan that addresses the health needs identified in the 2018 Community Health Needs Assessment is underway.

#### **Consultants/Other Organizations**

Lynn Health Task Force CHNA

#### **Data Sources**

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

**Implementation Strategy (optional)****File Upload (optional)**

Not Specified

**Community Benefits Programs****Lynn Recuperative Care Center**

<b>Program Type</b>	Direct Services, Grant/Donation/Foundation/Scholarship, Outreach to Underserved,
<b>Statewide Priority</b>	Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Lynn,</li> <li>• <b>Health Indicator:</b> Access to Health Care, Other: Homelessness,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

**Goal Description**

Complete construction on 10-14 bed medical respite facility in downtown Lynn

Collaborate with key stakeholders to discuss operations and explore long term financial sustainability

**Goal Status**

Construction complete and Lynn Recuperative Care Center started accepting clients in the spring of 2018

Lynn Recuperative Care Center Steering Committee established and meets on a bi-monthly basis

**Partners**

<b>Partner Name, Description</b>	<b>Partner Web Address</b>
Bridgewell	<a href="http://www.bridgewell.org/">http://www.bridgewell.org/</a>
My Brother's Table	<a href="http://www.mybrotherstable.org/">http://www.mybrotherstable.org/</a>
Lynn Community Health Center	<a href="http://www.lchcnet.org/">http://www.lchcnet.org/</a>
Massachusetts Coalition for the Homeless	<a href="http://www.mahomeless.org/">http://www.mahomeless.org/</a>

**Contact Information**

Tina McLoughlin, Manager Community Benefits,

**Detailed Description**

In the spring of 2018 a new 14 bed recuperative care facility opened in downtown Lynn. The facility provides short-term residential care to allow homeless people to rest and recuperate while receiving appropriate medical care and supportive services. The Lynn Recuperative Care Center is a collaboration between the Lynn Health Task Force, the Medical Outreach Program of Greater Lynn, the Massachusetts Coalition for the Homeless, My Brother's Table, the Lynn Community Health Center and Bridgewell.

**North Shore Medical Certified Application Counselors**

<b>Program Type</b>	Direct Services,
<b>Statewide Priority</b>	Address Unmet Health Needs of the Uninsured, Supporting Healthcare Reform,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Danvers, Lynn, Lynnfield, Marblehead, Nahant, Peabody, Salem, Swampscott,</li> <li>• <b>Health Indicator:</b> Access to Health Care,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

**Goal Description**

Provide information about the full range of insurance programs offered by EOHHS and the Health Connector.

**Goal Status**

In FY18, NSMC CACs contributed to the estimated 70 patient financial counselors that served patients who needed assistance with their coverage.

**Partners****Partner Name, Description**

Health Care For All

Mass Health

Massachusetts Health Connector

Massachusetts Hospital Association

Massachusetts League of Community Health Centers

**Partner Web Address**

<https://www.hcfama.org/>

<http://www.mass.gov/eohhs/gov/departments/masshealth/>

<https://betterhealthconnector.com/>

<https://www.mhalink.org/>

<http://www.massleague.org/>

**Contact Information**

Kim Simonian, Director for Public Payer Patient Access, Community Health, Partners Healthcare

**Detailed Description**

North Shore Medical Center Certified Application Counselors (CACs) provide information about the full range of insurance programs offered by EOHHS and the Health Connector. Our CACs help individuals complete an application or renewal; work with the individual to provide required documentation; submit applications and renewals for the Insurance Programs; interact with EOHHS and the Health Connector on the status of such applications and renewals; and help facilitate enrollment of applicants or beneficiaries in Insurance Programs. In FY18, NSMC CACs contributed to the estimated 70 patient financial counselors that served patients who needed assistance with their coverage.

**North Shore Medical Center Recovery Coach Program****Program Type**

Direct Services, Grant/Donation/Foundation/Scholarship, Health Professional/Staff Training,

**Statewide Priority**

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

**EOHHS Focus Issue(s) (optional)**

Not Specified

**DoN Health Priorities (optional)**

Not Specified

**Target Population**

- **Regions Served:** Danvers, Lynn, Lynnfield, Marblehead, Nahant, Peabody, Salem, Swampscott,
- **Health Indicator:** Access to Health Care, Mental Health, Other: Alcohol and Substance Abuse, Substance Abuse,
- **Sex:** All,
- **Age Group:** All,
- **Ethnic Group:** All,
- **Language:** All,

**Goal Description**

Continue Union ED addictions recovery coach program whereby certified recovery coaches directly engage with overdose victims with the intent of connecting them to resource and treatment supports

Expand program to Salem ED

**Goal Status**

In FY18 there were 309 Union ED patients seen by a recovery coach

\* 72% of requested follow-up services

\* 31% were connected to services

Completed plans to expand the addictions recovery coach program to the Salem ED in November 2018.

**Partners****Partner Name, Description**

Bridgewell

**Partner Web Address**

[www.bridgewell.org](http://www.bridgewell.org)

**Contact Information**

Tina McLoughlin, Manager Community Benefits Manager

**Detailed Description**

On March 20, 2017 Bridgewell began providing certified recovery coaches 24/7 for all patients presenting in the Union Hospital Emergency Department with an opioid overdose. The goal of the program is to help overdose patients presenting at the Union Hospital Emergency Department connect with treatment and recovery services in the

community. Given the success of the program at Union Hospital, NSMC developed plans to expand the program to the Salem Campus in November 2018.

The recovery coaches are called in by ED staff when individuals are transported to the hospital ED having survived an opiate overdose. Once the patient is medically stabilized, the recovery coach engages him/her in the emergency department and offers supportive services using a peer-based model. In addition, and with the patient consent, the recovery coach engages with family members of individuals. The role of the recovery coach is to:

- \* Link individuals to treatment and recovery resources
- \* Provide education on overdose prevention, and the use of Naloxone
- \* Provide additional supportive resources to patients and their family members
- \* Maintain contact after discharge for additional recovery support

## Improving Access to Specialty Care for Lynn Community Health Center Patients

<b>Program Type</b>	Direct Services, Grant/Donation/Foundation/Scholarship, Health Screening, Outreach to Underserved, Prevention,
<b>Statewide Priority</b>	Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Lynn,</li> <li>• <b>Health Indicator:</b> Access to Health Care, Other: Cancer - Colo-rectal, Other: Colitis/Crohn Disease, Other: Education/Learning Issues, Other: Uninsured/Underinsured,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

Goal Description	Goal Status
Identify barriers to access to care	LCHC and NSPG completed a week-long Rapid Improvement Process Workshop in June 2018.
Implement enhanced referral program	In September 2018 an NSPG GI referral navigator was staffed on-site at LCHC to meet with patients immediately following their primary care appointment and schedule follow-up GI specialist appointments. Preliminary results show a significant improvement in the timeliness of follow-up appointments.

## Partners

Partner Name, Description	Partner Web Address
Lynn Community Health Center	<a href="http://www.lchcnet.org">www.lchcnet.org</a>

**Contact Information** Tina McLoughlin, Manager Community Benefits

**Detailed Description** One of the commitments NSMC made to the Ten Taxpayer Group as part of NSMC's Campus Consolidation was to participate in the 2017 session of the Disparities Leadership Program at the Disparities Solution Center at MGH. NSMC leadership participated in the program and took on a project to improve the specialty referral program that we share with the Lynn Community Health Center ("LCHC"). NSMC and LCHC agreed to focus on improving access to local gastroenterology services provided by North Shore Physicians Group ("NSPG"). LCHC and NSPG completed a week-long Rapid Process Improvement Workshop to explore the barriers preventing LCHC patients from receiving needed GI specialty care locally and to find ways to address these barriers. The workshop was extremely productive and identified numerous access improvement opportunities that will be implemented throughout NSPG specialty practices upon successful completion of the GI pilot.

## Youth Training - Student Success Jobs Program (SSJP)

<b>Program Type</b>	Grant/Donation/Foundation/Scholarship, Mentorship/Career Training/Internship, Outreach to Underserved, School/Health Center Partnership,
<b>Statewide Priority</b>	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified

<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Lynn,</li> <li>• <b>Health Indicator:</b> Other: Education/Learning Issues,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> Child-Teen,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

<b>Goal Description</b>	<b>Goal Status</b>
Implement Student Success Job Program at NSMC	Four Lynn high school students completed the 34 - week program in August 2018
Expand program to include 6-8 Lynn high school students annually	Recruiting underway to hire Lynn high school students in February 2019 to work in a variety of departments at NSMC

### Partners

Partner Name, Description	Partner Web Address
Lynn Public Schools	<a href="http://www.lynnschools.org/">http://www.lynnschools.org/</a>

<b>Contact Information</b>	Tina McLoughlin, Manager Community Benefits,
<b>Detailed Description</b>	In FY18 NSMC kicked off its own version of the Student Success Jobs Program - an intensive year-round employment and mentoring program for students with the goal of addressing the underrepresentation of young people of color in health and science careers. In February 2018 four Lynn high school students enrolled in the 34-week program. The students were placed in housekeeping (2), dietary (1) and nursing (1). They completed the program in August and recruiting is underway to select students for the program starting in February 2019.

### Access to Care: Community Health Centers

<b>Program Type</b>	Direct Services, School/Health Center Partnership,
<b>Statewide Priority</b>	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Danvers, Lynn, Lynnfield, Marblehead, Nahant, Peabody, Salem, Swampscott,</li> <li>• <b>Health Indicator:</b> Access to Health Care, Mental Health, Other: Alcohol and Substance Abuse, Other: Uninsured/Underinsured, Substance Abuse,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

<b>Goal Description</b>	<b>Goal Status</b>
Collaborate with both local health centers to address the priorities and goals outlined in the Affiliation Agreements with LCHC and NSCH.	Executed year two terms and conditions of the 3-year Affiliation Agreements with both health centers. The agreements provide the legal framework for our financial contributions to the health centers (over \$1.5 million annually).
Expand school-based health programming at both local health centers.	Through Factor 9 funding, Lynn Community Health Center opened a new School-Based Behavioral Health program another elementary school in Lynn. North Shore Community Health continued to provide on-site behavioral health services in Bates Elementary School, Bentley Academy, Collins Middle School, Nathaniel Bowditch School and Peabody Veterans Memorial High School.
Seamlessly transmit electronic medical information with LCHC for our shared patients.	The NSMC/LCHC Collaboration Steering Committee continued to meet regularly to pursue additional information-sharing opportunities.

### Partners

Partner Name, Description	Partner Web Address
Lynn Community Health Center	<a href="http://www.lchcnet.org/">http://www.lchcnet.org/</a>
North Shore Community Health	<a href="https://www.nschi.org/">https://www.nschi.org/</a>

<b>Contact Information</b>	Tina McLoughlin, Manager Community Benefits Manager,
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<b>Detailed Description</b>	In FY18, NSMC continued its long history of support for local community health centers. This work included: <ul style="list-style-type: none"> <li>* Improved Integration of Medical Record Information</li> <li>* Continued financial support to local CHCs</li> <li>* Expansion of School-Based Health Programming</li> </ul>
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## Enhancement of Substance Use Disorder Services

<b>Program Type</b>	Direct Services,
<b>Statewide Priority</b>	Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Danvers, Lynn, Lynnfield, Marblehead, Nahant, Peabody, Salem, Swampscott,</li> <li>• <b>Health Indicator:</b> Access to Health Care, Mental Health, Other: Alcohol and Substance Abuse, Other: Uninsured/Underinsured, Substance Abuse,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

Goal Description	Goal Status
Continue to support Learn to Cope	In FY18 NSMC weekly sessions were held at NSMC's Salem Hospital to provide needed support, including Narcan training, to approximately 80 families each week.
Expand Suboxone Capacity	By FY18 year end, capacity among LCHC, NSCH, NSMC and NSPG had increased to over 1,000 patients.
Collaborate with community organizations on grant opportunities	NSMC was awarded a \$750K grant from the Health Policy Commission to implement suboxone in the NSMC ED

## Partners

Partner Name, Description	Partner Web Address
Lynn Community Health Center	<a href="http://www.lchcnet.org/">http://www.lchcnet.org/</a>
North Shore Community Health	<a href="https://www.nsch.org/">https://www.nsch.org/</a>
Bridgewell	<a href="http://www.bridgewell.org/">http://www.bridgewell.org/</a>

<b>Contact Information</b>	Tina McLoughlin, Manager Community Benefits Manager,
<b>Detailed Description</b>	NSMC's 2015 Health Needs Assessment (as well as the prior assessment conducted in 2012) identified substance use disorders as one of the most pressing concerns in NSMC communities. In addition to the Recovery Coach Program, additional programmatic improvements that took place in 2018 are: HPC Grant to Initiate Suboxone in the NSMC ED Expansion of Suboxone Capacity Continued Support of Learn to Cope

## NSMC/LCHC Primary Care and Behavioral Health Connection Program

<b>Program Type</b>	Direct Services, Outreach to Underserved,
<b>Statewide Priority</b>	Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity,
<b>EOHHS Focus Issue(s) (optional)</b>	Not Specified
<b>DoN Health Priorities (optional)</b>	Not Specified
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Lynn,</li> <li>• <b>Health Indicator:</b> Access to Health Care, Mental Health, Other: Alcohol and Substance Abuse, Other: Homelessness, Other: Uninsured/Underinsured, Substance Abuse,</li> <li>• <b>Sex:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Ethnic Group:</b> All,</li> <li>• <b>Language:</b> All,</li> </ul>

**Goal Description**

Establish and continually improve effective communication and operational systems between LCHC and NSMC to facilitate prompt and appropriate referrals.

Continue open access scheduling for primary care referrals from the ED to Lynn Community Health Center

Provide appropriate follow-up to behavioral health patients and take steps to assure patients show for appointments

**Goal Status**

Clinical and administrative collaboration continues to be excellent.

No-show rate ~30% (decreased from historical averages of 50%)

70% show rate.

**Partners****Partner Name, Description**

Lynn Community Health Center

**Partner Web Address**

[www.lchcnet.org](http://www.lchcnet.org)

**Contact Information**

Tina McLoughlin, Manager Community Benefits

**Detailed Description**

In 2015, building on the successes of a long-time program in which we connected patients who presented in NSMC's emergency departments without a primary care physician to care at the Lynn Community Health Center, we began a Psych Connection Project through which we connected patients in need of ongoing outpatient behavioral health care to care at the health center.

Due to the commitment and thoroughness of the clinical teams involved in this project at both health facilities, we have been generally able to obtain follow-up appointments for these patients within one or two days. For many of these patients who need medication, this quick turnaround is critical. Communication between the two teams of is excellent. Patient rates of show have been maintained at over 70%, which is remarkable.

**Expenditures****Community Benefits Programs**

Expenditures	Amount
Direct Expenses	\$2,361,580.00
Associated Expenses	Not Specified
Determination of Need Expenditures	\$3,043,440.00
Employee Volunteerism	Not Specified
Other Leveraged Resources	\$413,645.00

**Net Charity Care**

Expenditures	Amount
HSN Assessment	\$3,001,075.00
HSN Denied Claims	\$377,488.00
Free/Discount Care	\$1,660,082.00
Total Net Charity Care	\$5,038,645.00

Corporate Sponsorships \$67,326.00

**Total Expenditures** \$10,924,636.00

**Total Revenue for 2018** \$412,898,188.00

**Total Patient Care-related expenses for 2018** \$423,773,643.00

**Approved Program Budget for 2019** \$10,924,636.00

(\*Excluding expenditures that cannot be projected at the time of the report.)

**Comments:** Not Specified

## Optional Information

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### Community Service Programs

Expenditures	Amount
Direct Expenses	Not Specified
Associated Expenses	Not Specified
Determination of Need Expenditures	Not Specified
Employee Volunteerism	Not Specified
Other Leveraged Resources	Not Specified
<b>Total Community Service Programs</b>	Not Specified

**Link to Hospital Formatted PDF Community Benefits Report:** Not Specified

**Bad Debt:** Not Specified Not Specified

**Optional Supplement:** Not Specified

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**Current Status:** Published

**Data as of:** 6/3/2019 3:12:43 PM

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