

North Shore Medical Center HFY13 Community Benefits Report

Organization Information

Organization Address and Contact Information	
Organization Name:	North Shore Medical Center
Address (1):	81 Highland Avenue
Address (2):	
City, State, Zip:	Salem , Massachusetts 01970
Web Site:	www.nsmc.partners.org
Contact Name:	Lori Long
Contact Title:	Director Community Relations
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Organization Type and Additional Attributes	
Organization Type:	Hospital
For-Profit Status:	Not-For-Profit
DHCFP ID:	Not Specified
Health System:	Partners HealthCare
Community Health Network Area (CHNA):	North Shore Community Health Network(CHNA 14)
Regional Center for Healthy Communities (RHC):	3
Regions Served:	Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Swampscott

Community Benefits Mission Statement

North Shore Medical Center, through its Community Benefit Program, works with residents and organizations within its service region in order 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

Publication of Target Populations

Marketing Collateral, Annual Report, Website, Other- Needs assessment

Hospital/HMO Web Page Publicizing Target Pop.

http://nsmc.partners.org/about_nsmc/commitment_to_community

Key Accomplishments of Reporting Year

While NSMC made progress on all components of its 2013 community benefit plan, highlighted here are significant advances made, with community partners, in the development of new models of care for some of the most vulnerable patients residing in NSMC’s service area. Five components of NSMC’s New Model of Care work are particularly noteworthy.

- 1. Launching of Room To Breathe Project.** With funding of \$750,000 in Factor 9 dollars from NSMC (\$150,000 per year for five years), the Massachusetts Coalition for the Homeless launched its Room to Breathe project which will help families and individuals in Lynn, Peabody and Salem who suffer from respiratory ailments to alleviate environmental triggers in their homes.
- 2. Launching of HealthCare for the Homeless Project.** With a grant from NSMC/Partners (\$150,000 per year for three years), the Lynn Health Task Force has initiated a project in collaboration with the Massachusetts Coalition for the Homeless and the Lynn Community Health Center, based on the National Health Care for the Homeless Model of Care (a 20 plus year evidence-based model of care), to reach out to this population and connect them with services in a way that addresses their particular barriers. The project was fully staffed by a Nurse Practitioner experienced working with this population and a dedicated outreach worker in September; early connections are very promising.
- 3. Participation in Community-based aspects of New Model of Care Programming** The development of a new model of care has been a central strategic imperative for NSMC for the past few years and it is well-recognized that our strong and long-standing partnerships with Lynn Community Health Center (“LCHC”) and North Shore Community Health (“NSCHI”) are central to our ability to succeed in building and sustaining a model that addresses the particular strengths and needs of our communities. The importance of this work became even more clear in October 2013 as NSMC and PHS announced the plan for a realignment and strengthening of services among Salem and Union Hospital campuses, NSPG

offices and other community settings, including the health centers.

This past year saw continued substantive progress on all fronts.

- Specialty Care - Providing specialty care to all who need it is critical to our overall effort to keep patients healthy and out of the hospital. The specialty care delivery model that was built with the Lynn Community Health Center 10 years ago will now serve as the platform for a broader program that will have three components: 1) a program for Health Safety Net patients that provides support systems to help physician offices provide care to this population and pays them for providing it; 2) a program for Medicaid/MassHealth and Commonwealth Care patients that provides a similar set of supports to help the physician offices in caring for this population; and 3) a program for uninsured and unenrolled patients to connect with the appropriate state supported insurance plan.

During 2013, NSMC completed a 6 month pilot project with North Shore Cardiovascular Associates to assure that all aspects of the program were working properly. By late summer, the program was rolled out to the urology practice as well.

- Substance Abuse - The need for additional substance abuse services was one of the top priorities identified in the recently completed Health Needs Assessment. NSMC physician leadership has also highlighted this need. Since spring of 2012 a consortium of substance abuse providers that includes LCHC, NSCHI, Project Cope and NSMC has been meeting to develop a focused assessment of existing service resources and gaps in this area, to leverage the existing resources and to plan collaboratively in prioritizing capacity needs for our shared community. One of the top priorities that emerged from the initial meetings was the need to build more suboxone capacity; that priority has now been realized as LCHC doubled its capacity in 2013 and NSCH launched its program.

As further demonstration of its commitment in this area, NSMC has been successful in hiring a prominent addictions specialist, Michael Levy, PhD., in a newly created position of Outpatient Director of Substance Abuse.

Additionally, Learn To Cope has continued to grow. There are now 40-60 attendees each week in Salem. The model has attracted national attention (with, among other things, an appearance on the Katie Couric show in the fall) and was awarded a substantial state contract which will help in funding weekly meetings in over 12 communities with approximately 4000 attendees.

- Primary Care Connection. For many years, the health centers have worked with NSMC Community Relations and Case Management in a model Emergency Department/Primary Connection Project which was focused on assuring that patients without primary care physicians who show up in the Emergency Department are provided with a prompt follow-up appointment, as well as needed transportation and other assistance to get there, at the appropriate health center. This year saw significant improvements in this program: we added capacity in Lynn with 1500 new appointments becoming available as a result of our joint work in expanding primary care and urgent care access; we added the Peabody Health Center as a site offering appointments; and we added pediatrics in Lynn and Salem.

This year the parties have expanded the program to inpatients without primary care providers and have begun the process of coordinating it with programs for both inpatients and ED patients who already have health center connections.

- **Complex Care Management.** The Complex Care Management Initiative (“CCMI”) Project, which was funded with a significant grant from PHS in 2012, is intended to identify appropriate high risk patients at the two health centers and to provide them with a specially designed team model of care which uses the services of specially trained community health workers. After a design and planning phase that took place during 2012, the two health centers implemented the project in January. The 3 year pilot project was funded with the explicit goal that it be developed, implemented and evaluated so as to qualify for alternative funding resulting in long-term sustainability. The project managers at both sites are working with an outside evaluator to analyze initial results.
- **Obesity.** With Partners HealthCare grants of \$60,000 per year for 5 years, both Salem and Lynn have been able to join other Massachusetts cities and towns participating in the Mass in Motion program. There is a great deal of excitement in both communities as planning committees establish priorities for the use of the funds. NSMC also embarked on a promising collaboration with the Lynn and Salem YMCAs for school children.

Plans for Next Reporting Year

NSMC’s major goals for the upcoming year are to make significant progress on each of the FY2014 Community Benefit Priorities as articulated by the NSMC Community Affairs and Health Access Committee in June 2013 as listed below:

1. **Health Center Collaborations –** As NSMC and our Community Health Center partners continue to focus on care redesign our collaborations become even more important. Work will intensify on the following:
 - Both the ED and inpatient components of the Primary Care Connection Project
 - Specialty Care Access
 - Coordination on patient insurance access in light of ACA changes
 - IT connectivity and transitions in care
 - Support of efforts to expand primary and urgent care capacity
 - Support of efforts for care management of high risk patients
 - Partnering on behavioral health and substance abuse service
 - Negotiation of renewed affiliation agreement, development of new performance objectives and incorporation of new metrics into required reporting.
2. **Teen Pregnancy**
 - Continued work with Girl’s Inc. on Lynn programming and expansion into Salem and Peabody.
 - Engagement in new Lynn effort to engage women in development of a broader set of options and aspirations for their future.
3. **Obesity -** Continued work on Mass in Motion programming in Salem and Lynn as well as complementary programs at YMCAs.
4. **Substance Abuse and Behavioral Health**
 - Strengthening of Behavioral Health collaborative and implementation of Factor 9

- initiatives with members.
 - Participation in renewed Overdose Prevention efforts in Lynn.
 - Continued support of Learn to Cope.
5. CHNA – Continue to promote interests and needs of NSMC’s service area and the community organizations with which it partners as CHNA embarks on new strategic planning process.
 6. Primary Care Access and Engagement - Support LHTF Health Care for the Homeless Project.

Community Benefits Process

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

Lori Long is the Director of Community Relations for North Shore Medical Center and works with individuals and teams throughout the Medical Center who vary depending on the scope and focus of the community benefit project.

Community Benefits Team Meetings

The Committee’s annual schedule calls for quarterly meetings in February, June, September, and December. The 2013 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

Center for Addictive Behavior
CHNA
Danvers Cares
Girls, Inc.
Greater Lynn Senior Service
Help for Abused Women and Children (HAWC)
Learn to Cope
Lynn Community Health Center
Lynn Communities That Care Coalition
Lynn Health Task Force

My Brother's Table
North Shore Community Health, Inc.
North Shore Elder Service
North Shore Recovery High School
Project COPE

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

Last comprehensive assessment was finalized in June 2012. Its findings have served as the basis for NSMC's FY 2013 community benefit priorities.

Consultants/Other Organizations

Lynn Health Task Force
CHNA

Data Sources

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

Community Benefits Programs

Primary Care Connection	
Program Type	Direct Services, Health Coverage Subsidies or Enrollment, Outreach to Underserved
Brief Description or Objective	Primary Care Connection. For many years, the health centers have worked with NSMC Community Relations and Case Management in a model Emergency Department/Primary Connection Project which was focused on assuring that patients without primary care physicians who show up in the Emergency Department are provided with a prompt follow-up appointment, as well as needed transportation and other assistance to get there, at the appropriate health center. FY13 saw significant improvements in this program: we added capacity in Lynn with 1500 new appointments becoming available as a result of our joint work in expanding primary care and urgent care access; we added the Peabody Health Center as a site offering appointments; and we added pediatrics in Lynn and Salem.
Target Population	Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Saugus, Swampscott Health Indicator: Access to Health Care, All Sex: All Age Group: All, All - Children Ethnic Group: All Language: All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform

Goal Description	Goal Status
Expand primary care and urgent care access – especially in Lynn.	Added 1,500 new primary and urgent care appointments in Lynn.
Expand primary care and urgent care access – especially in Lynn.	Added the Peabody Health Center as a site offering appointments.
Expand primary care and urgent care access – especially in Lynn.	Added pediatrics in Lynn and Salem.
Support program success through collaboration and relationship building.	NSMC Emergency Department hired the Director of LCHC’s Urgent Care Services to oversee how this connection program works from the vantage point of both sites.
Support program success through collaboration and relationship building.	The perspective that this oversight brings has brought about enormous improvements to relationships and program flow.
Expand program beyond ED patients.	Program expanded to include inpatients in FY13.
Improve program coordination.	Begin process of coordinating with programs for both inpatients and ED patients who already have

	health center connections.
Partners	
Partner Name, Description	Partner Web Address
Lynn Community Health Center	lchcnet.org
North Shore Community Health	nschi.org
Contact Information	Lori Long, Llong1@partners.org

Complex Care Management Program

Program Type	Direct Services, Outreach to Underserved
Brief Description or Objective	Complex Care Management. The Complex Care Management Initiative("CCMI") Project, which was funded with a significant grant from PHS in 2012, is intended to identify appropriate high risk patients at the two health centers and to provide them with a specially designed team model of care which uses the services of specially trained community health workers. In FY13, the two health centers implemented the program and project managers at both sites are working with an outside evaluator to analyze initial results.
Target Population	Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Saugus, Swampscott Health Indicator: Access to Health Care, Other: Cultural Competency Sex: All Age Group: All Adults Ethnic Group: All Language: All

Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform

Goal Description	Goal Status
Implement program.	Program implementation began Jan 1, 2013. In FY13, 200patients were served.
Evaluate program to enable funding to support long-term sustainability.	Project managers working with outside evaluator to analyze initial results.

Partners

Partner Name, Description	Partner Web Address
Lynn Community Health Center	lchcnet.org
North Shore Community Health	nschi.org
Contact Information	Lori Long , Llong1@partners.org

Specialty Access Program

Program Type	Direct Services, Outreach to Underserved
Brief Description or Objective	Providing specialty care to all who need it is critical the goal of keeping patients healthy and out of the hospital. The specialty care delivery model that NSMC developed with the Lynn Community Health Center 10 years ago

	will now serve as the platform for a broader program that has 3 components: 1) a program for Health Safety Net patients that provides support systems to provide care to this population and pays them for providing it; 2) a program for Medicaid and Commonwealth Care patients that provides a similar set of supports to help the physician offices in caring for this population; and 3) a program for uninsured and unenrolled patients to connect them with the appropriate state supported insurance program with adequate participation by local specialists.
Target Population	Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Saugus, Swampscott Health Indicator: Access to Health Care, All Sex: All Age Group: All Ethnic Group: All Language: All
Goals	
Statewide Priority: Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform	
Goal Description	Goal Status
Pilot delivery model to assure proper functioning.	Completed a 6 month pilot project with North Shore Cardiovascular Associates.
Expand to additional sites.	Rollout to Urology Practice in summer 2013.
Partners	
Partner Name, Description	Partner Web Address
Lynn Community Health Center	Lchcnet.org
Contact Information	Lori Long, Llong1@partners.org

Substance Abuse Program	
Program Type	Community Health Needs Assessment, Community Participation/Capacity Building Initiative, Direct Services
Brief Description or Objective	The need for additional substance abuse services was one of the top priorities identified in the recently completed Health Needs Assessment. NSMC physician leadership has also highlighted this need as very important to the success of New Model of Care initiatives. Since spring of 2012, a consortium of substance abuse providers that includes LCHC, NSCHI, Project Cope and NSMC has been meeting to develop a focused assessment of existing service resources and gaps in this area, to leverage the existing resources and to plan collaboratively in prioritizing capacity needs for our shared community. The results of this assessment include: 1) An expansion of suboxone capacity, 2) The creation of a new Outpatient Director of Substance Abuse position at NSMC, and 3) An expansion of the Learn to Cope program.
Target Population	Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem,

Saugus, Swampscott
Health Indicator: Access to Health Care, Other: Alcohol and Substance Abuse, Substance Abuse
Sex: All
Age Group: All Adults
Ethnic Group: All
Language: All

Goals

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

Goal Description	Goal Status
Respond to the identified need for more suboxone capacity.	In FY13, Lynn CHC doubled its capacity and NSCH launched its program.
Demonstrate a commitment to working in this area.	Hired a prominent addictions specialist, Michael Levy, PhD., in a newly created position of Outpatient Director of Substance Abuse.
Expand existing services.	Learn to Cope: 40-60 attendees/week in Salem
Leverage national attention – appearance on the Katie Couric show in Fall 2013.	Secure a substantial state contract that will fund weekly meetings in over 12 communities with approximately 4000 attendees.

Partners

Partner Name, Description	Partner Web Address
Contact Information Lori Long, Llong1@partners.org	

Obesity – Mass in Motion

Program Type	Community Education, Community Participation/Capacity Building Initiative, Grant/Donation/Foundation/Scholarship, Healthy Communities, Prevention
Brief Description or Objective	With Partners HealthCare grants of \$60,000 per year for 5 years, both Salem and Lynn have been able to join other Massachusetts cities and towns participating in the Mass in Motion program. NSMC also embarked on a promising collaboration with the Lynn and Salem YMCAs for school children.
Target Population	Regions Served: Lynn, Salem Health Indicator: Overweight and Obesity, Physical Activity, Nutrition Sex: All Age Group: All, All Children Ethnic Group: All Language: All

Goals

Statewide Priority: Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description	Goal Status
Lynn: Healthy Dining	Successfully recruited 2 restaurants to participate in the healthy dining initiative.

Lynn: Healthy Dining	Conducted baseline assessment of the menus of the 2 restaurants.
Lynn: Healthy Dining	Have volunteer dietitian to work with the restaurants to modify or add healthy menu options
Lynn: Community Gardens	Developed a community garden policy with the help of members of the community who have volunteered to be garden council members. The policy outlines a process of using city owned property for community gardens so that there will be a list of community-garden eligible City-owned land lots with access to water.
Lynn: Corner Store/Healthy Markets	Received an AmeriCorps award to have an AmeriCorps volunteer to work with youth on the corner store/ healthy market initiative.
Lynn: Corner Store/Healthy Markets	15 youth have been recruited to participate in the initiative.
Lynn: Corner Store/Healthy Markets	2 stores have agreed to participate and 1 store hse made healthier foods available. The other store is in process.
Lynn: School Nutrition	Created 2 lesson plans for gym class of K-5 Lynn Public Schools that can be used during rainy days of schools that lack gyms for indoor gym classes.
Lynn: Parks and Playgrounds	Successfully completed assessments for 7 parks and will work with DPW for the schedule of maintenance.
Lynn: Safe Routes to Schools	17 elementary and middle schools have agreed to participate in SRTS initiative.
Lynn: Safe Routes to Schools	3 schools elementary schools participated in the Massachusetts Walk to School Day on May 1, 2013.
Lynn: Safe Routes to Schools	2 elementary schools agreed to do a survey to assess school walk patterns.
Salem: Farmers Markets	Engaged youth through a service learning project to promote and market the farmers markets to more residents.
Salem: Farmers Markets	The winter farmers market returned for another season (November 7 – December 19, 2013) and was highlighted in the Boston Globe on November 17, 2013. The market is run by Salem Main Streets and operates out of Old Town Hall in Derby Square.
Salem: Safe Routes to Schools	Created Safe Routes to School Partnership at 7 schools, with 5 coordinators identified at 5 schools.
Salem: Safe Routes to Schools	Identified school walking and biking levels using School Commute Survey developed by Walk Boston and MAPC for 2 schools.
Salem: Safe Routes to Schools	Implemented trial walking events at 4 schools for Massachusetts Walk to School Day on May 1, 2013.

Salem: Safe Routes to Schools	Submitted application to MassDot for the Bates School to receive free infrastructure sidewalk and intersection improvements.
Salem Spins Bike Share Program	Received Green Communities Grant to expand to a third location.
Salem Spins Bike Share Program	Contracted with Salem Cycle bike shop for automated repair and service of bikes.
Salem Spins Bike Share Program	Conducted Salem State student survey on bike share usage and recommendations.
Salem Spins Bike Share Program	Completed a trial and evaluation for summer locations of the bikes.
Salem Spins Bike Share Program	Designed new online waiver and sign-out system for bikes.
Salem School Gardens	Re-established a school garden at the Bates School.
Salem School Gardens	Identified new garden site, constructed raised beds through a community work day.
Salem School Gardens	Received Whole Kids grant from Whole Foods and Salem Garden Club for supplies and seeds.
Salem Sidewalks and Trails	In the process of using GIS mapping to collect data to locate potential areas in need of improved access so that the DPW and Engineering focus can be coordinated to decrease barriers to being active as part of a daily routine including but not limited to sidewalk quality; material; renovation date, curb cuts; sidewalk width; ADA access, pedestrian crossing lights and crosswalks, street lights, street trees etc. focusing on neighborhoods surrounding schools, parks, and the downtown core.
Salem Sidewalks and Trails	Worked with the Neighborhood Advisory Group – Pedestrian Committee to ensure that bike/pedestrian access is addressed with the new train station design.
Salem Parks	Partnered with the City of Salem Parks, Recreation, and Community Service Department to produce a new parks map that highlights a variety of recreational opportunities available to the public. Residents can use the map to locate parks in Salem and view information about amenities available at each park such as basketball courts, swimming areas, or hiking trails. The map also includes information about facilities within the parks such as restrooms, picnic areas, or parking.

Partners

Partner Name, Description	Partner Web Address
Lynn Food and Fitness Alliance	https://www.facebook.com/LynnFoodandFitness
Contact Information	Lori Long, Llong1@partners.org

Room to Breathe

Program Type	Direct Services, Health Screening
Brief Description or Objective	Funded by NSMC, the MA Coalition for the Homeless launched Room to Breathe. This project aims to help families and individuals in Lynn, Peabody, and Salem who suffer from respiratory ailments to alleviate environmental triggers in homes.
Target Population	Regions Served: Lynn, Peabody, Salem, Health Indicator: Asthma/Allergies, Environmental Quality, Sex: All Age Group: All Ethnic Group: All Language: All

Goals

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

Goal Description	Goal Status
Alleviate environmental triggers in homes.	As of November, 105 households had been alleviated of environmental toxins and 20 additional households were awaiting work on their home.

Partners

Partner Name, Description	Partner Web Address
Massachusetts Coalition for the Homeless	http://www.mahomeless.org/
Contact Information	Lori Long, Llong1@partners.org

HealthCare for the Homeless

Program Type	Direct Services, Outreach to Underserved, Grant/Donation/Foundation/Scholarship
Brief Description or Objective	Homeless people face a variety of challenges in addressing their health needs and it is a considerable danger for these needs to be left unmet. In addition to several hundred currently homeless people in Lynn, there are 4,845 households at risk of losing their housing. With a grant from NSMC/Partners (\$150,000 per year for three years), the Lynn Health Task Force has initiated a project in collaboration with the Massachusetts Coalition for the Homeless and the Lynn Community Health Center, based on the National Health Care for the Homeless Model of Care (a 20 plus year evidence-based model of care), to reach out to this population and connect them with services in a way that addresses their particular barriers.
Target Population	Regions Served: Lynn Health Indicator: Access to Health Care, All, Homelessness Sex: All Age Group: All Ethnic Group: All Language: All

Goals

Statewide Priority: Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Goal Description	Goal Status
Staff program and begin implementation.	A nurse practitioner experienced with working with the homeless population and a dedicated outreach worker have been working with individuals on a variety of services.

Partners

Partner Name, Description	Partner Web Address
My Brother's Table	http://www.mybrotherstable.org/
Lynn Health Task Force	
Lynn Community Health Center	http://www.lchcnet.org/
Massachusetts Coalition for the Homeless	http://www.mahomeless.org/

Contact Information	Lori Long, Llong1@partners.org
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Patient Navigation Services in Behavioral Health and Cancer	
Program Type	Direct Services
Brief Description or Objective	NSMC/Partners continues to support patient navigation programs that address disparities in the diagnosis and treatment of behavioral health issues and certain cancers. The behavioral health program targets a group of ~250 patients who use the local emergency department four or more times a year & provides them with individually tailored access to critically needed community-based support to help them reach a place where they can become engaged in the necessary behavioral health and/or substance abuse treatment that they require. The cancer program targets homeless, substance dependent and other patients without adequate support systems in place and offers them assistance in obtaining needed supports so that they can focus on obtaining the cancer treatment they need.
Target Population	<p>Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Swampscott</p> <p>Health Indicator: Access to Health Care, Cancer; Cancer – Lung; Cancer-Other; Mental Health</p> <p>Sex: All</p> <p>Age Group: Adult</p> <p>Ethnic Group: All</p> <p>Language: All</p>

Goals

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

Goal Description	Goal Status
Provide high-touch, time-consuming, culturally competent help to navigate through a complex system, stay on medications, and access community-based resources to enable to improve health.	~250 patients served in FY13

Partners

Partner Name, Description	Partner Web Address

Contact Information	Lori Long, Llong1@partners.org
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HAWC Crossroads Program

Program Type	Direct Services, Health Professional/Staff Training, Prevention
Brief Description or Objective	The NSMC – HAWC Crossroads Program is a unique collaboration between a hospital organization and a domestic violence prevention agency to provide crisis intervention to patients and staff of NSMC who are experiencing domestic abuse and to train, educate and raise awareness regarding appropriate responses to domestic violence. In addition the Crossroads Program has been at the forefront of a research study known as PACTT, Psychotherapy/Advocacy Combined Trauma Treatment, which in addition to serving the direct adult victims of domestic violence, works with their children to reduce PTSD.
Target Population	Regions Served: Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, Swampscott Health Indicator: Rape; Safety ; Safety-Home Sex: All Age Group: All Ethnic Group: All Language: All

Goals
Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
To create programs and materials that will increase awareness about domestic violence and appropriate responses to it.	9 separate community programs on various aspects of domestic violence for patients and staff of health care organizations.
To continue serving victims of domestic violence through support groups.	51 weekly groups conducted by Crossroads advocates.

Partners

Partner Name, Description	Partner Web Address
HAWC (Healing Abuse, Working for Change) 27 Congress Street Salem, MA 01970	www.helpabusedwomen.org
Contact Information	Lori Long, Llong1@partners.org

Girls Inc of Lynn : Will Power/Won't Power

Program Type	Prevention
Brief Description or Objective	Lynn has one of the highest teen pregnancy rates in the Commonwealth. Support from NSMC has enabled Girls Incorporated to develop a multi-level, multi-year approach to address the teen pregnancy rate. It consists of in-school sexual health classes, after school programming and linkages to other community agencies.
Target Population	Regions Served: Lynn Health Indicator: Pregnancy; Responsible Sexual Behavior; Family Planning Sex: Female Age Group: Child-Preteen, Child-Teen Ethnic Group: All Language: All

Goals
Statewide Priority: Promoting Wellness of Vulnerable Populations

Goal Description	Goal Status
Increase knowledge of the female reproductive system, including female health and hygiene.	Comparison of pre-program and post-program surveys showed significant progress in meeting this goal.
Identify and develop positive values and the positive communication skills to avoid risky situations.	Comparison of pre-program and post-program surveys showed significant progress in meeting this goal.
Provide in-school sexual health classes.	229 students participated during the 2012-2013 school year.
Provide training in evidence-based teen pregnancy prevention curricula to staff at other community agencies.	Girl's Incorporated provided training to staff from the Lynn YMCA and Gregg House.
Partners	
Partner Name, Description	Partner Web Address
Girls Inc of Lynn, 50 High Street, Lynn, MA 01902	www.girlsinc.org
Contact Information	Lori Long, Llong1@partners.org

Expenditures

Community Benefits Programs	
Expenditures	Amount
Direct Expenses	\$2,807,875
Associated Expenses	Not Specified
Determination of Need Expenditures	\$421,536
Employee Volunteerism	Not Specified
Other Leveraged Resources	\$2,141,903

Net Charity Care	
Expenditures	Amount
HSN Assessment	\$4,608,029
HSN Denied Claims	\$625,351
Free/Discount Care	\$1,435,780
Total Net Charity Care	\$6,669,160

Corporate Sponsorships	\$117,211
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Total Expenditures	\$12,157,685
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Total Revenue for 2013	\$399,194,000
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Total Patient Care-related expenses for 2013	\$407,172,338
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Approved Program Budget for 2014 (*Excluding expenditures that cannot be projected at the time of the report.)	\$12,157,685
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