

Community Benefits Report



OFFICE OF THE ATTORNEY GENERAL OF MASSACHUSETTS

FISCAL YEAR 2014: OCTOBER 1, 2013 THROUGH SEPTEMBER 30, 2014

Community Benefits Report

Emerson Hospital

Fiscal Year 2014 (10/1/2013 - 9/30/2014)

1.0 Mission Statement

Emerson Hospital is a non-profit, acute care, community hospital that serves approximately 300,000 residents in 25 towns. Emerson was incorporated as a tax-exempt institution in 1911 and, since that time, has been committed to providing both emergency and non-emergency care to all in need, regardless of their ability to pay.

The hospital's mission is to deliver high quality, safe and cost-effective care to our patients and to maintain a professional and respectful environment for all members of the Emerson Hospital community. We define high quality as meeting or exceeding the requirements of our customers: patients, physicians, the community, and payers.

- For patients, this means competent and personal clinical care
- For physicians, this means an environment that facilitates effective and efficient delivery of patient care and encourages professional growth and development
- For employees, this means a positive work environment that encourages and supports the achievement of professional and personal goals
- For the community, this means providing access to a continuum of health care services delivered in a high quality, cost-effective manner. It also means working with diverse community organizations to protect and improve the health status of our community residents.
- For payers this means providing a collaborative environment that promotes cost-effective, high-quality care.

Through strong connections to the community, Emerson is able to respond to the needs of those it serves. The hospital attends to those needs through a coordinated Community Benefits Program, which is mandated by its mission and includes:

- An extensive scope and variety of outreach programs and services to meet the needs of area residents,
- Numerous activities designed to stimulate other organizations in carrying out a broad health agenda in the community, and
- An internal environment that encourages hospital-wide involvement in community benefits programs.

2.0 Community Benefits Program Organization and Management

2.1 Program Organization

The Emerson Hospital Community Benefits Program, formalized in 1995, builds on the hospital's history of commitment to the community and the core values of providing care to all regardless of ability to pay. The implementation of the program is the responsibility of the Senior Director for Marketing, Communications and Public Affairs, under the supervision of the Senior Vice President for Planning and Chief Strategy Officer. Individual departments and clinical areas within the hospital provide detailed information on programs and activities that comply with the guidelines for the Community Benefit Program.

2.2 Approval of Governing Body

The Emerson Hospital Community Benefits Advisory Group is an advisory committee to the Board of Directors. They assist the Board in overseeing the organization's responsibilities to the communities it serves. The Advisory Group is comprised of at least two Board members, appointed by the Board Chair. Each member of the group is free of any relationship that, in the opinion of the Board Chair, would interfere with his or her individual exercise of independent judgment. The group is comprised of a cross-section of the diverse communities that Emerson serves including, but not limited to, the elderly, youth, and vulnerable/underserved populations. The Group is chaired by a member of the Board with staff support from the Senior Vice President of Planning and includes Emerson Hospital leaders from relevant departments such as Home Care and the Transitional Care Unit (short-term rehabilitation).

Community Benefits Programs are the responsibility of the senior management team and activities are reported regularly to the hospital's Board of Directors with a full plan review annually by the Board.

2.3 Method for Sharing Community Benefit Information

The Annual Report is distributed to the hospital Board of Directors and to the communities served by the hospital. The Report is also available within the hospital and on our website. In addition, information regarding Community Benefits Plan activities is disseminated through the hospital's informational materials, including *HealthWorks* magazine, which is mailed to area residents.

Emerson Hospital's Community Benefits Plan is communicated to hospital staff at all levels of the organization, through the hospital's strategic plan, as well as at hospital management meetings at both the departmental and supervisory level.

3.0 Community Health Needs Assessment

3.1 Process

To better understand the health needs of Emerson's surrounding communities, a Health Needs Assessment was conducted in 2011-2012 among leaders and representatives of

community organizations. This assessment also included an extensive search of health status information available in the public domain. Specifically, the objectives of this Community Needs Assessment were to:

- Evaluate the community's perceptions of its unmet health needs. (Note this study defined the community as 18 towns including primary services area towns of Concord, Carlisle, Lincoln, Maynard, Acton, Boxborough, Harvard, Bedford, Westford, Littleton, Stow, Bolton, Sudbury; and secondary service area towns of Ayer, Groton, Townsend, Shirley, Pepperell, Lexington and Wayland.)
- Assist the community to better understand its health needs and health status
- Explore opportunities for the provision of new health services and programs to meet unmet health needs.
- Monitor progress toward improving the health of the community.
- Determine how to effectively allocate Community Benefit resources to best respond to community health needs.

In FY15, we are conducting a new Community Health needs Assessment which will provide a fresh take on the health status of our communities and help us identify areas to be addressed going forward.

3.2 Summary of Findings

The 2012 Community Health Needs Assessment survey revealed that the Emerson Hospital community is an educated, affluent community with good healthcare access. The result is a population with health behaviors and disease rates that are favorable to the general population. Key findings include:

- Our secondary service area west is proportionally younger than our primary service area. However, our senior population is projected to increase by 23% in the next five years.
- Although our population is educated and affluent, there are families living below the poverty level in our primary and secondary service area west.
- Residents have very good access to health care. At the time that the assessment was conducted, a high percentage of residents have health insurance, physician to population ratios are favorable, residents report having access to physicians that they need, there is a higher than average rate of women who receive prenatal care, and preventable hospitalization rates are lower than state average.
- A high percentage of community survey respondents report taking regular preventative health steps such as pap smears, cholesterol screenings, influenza vaccine, PSA tests, pneumonia vaccine, mammograms, and colonoscopies.

- Smoking rates are favorable to state average as self-reported by high school students, pregnant women, and community survey respondents with the exception of adults in the secondary west service area.
- Self-reported teen health behaviors such as substance abuse, seat-belt use, and sexual behaviors are generally favorable to state averages. Binge drinking rates are comparable to state average.
- Maternal and Child Health indicators compare favorably to state averages.
- Cancer is the number one cause of death in Emerson’s primary and secondary service area west.
- Emergency Department visits per year resulting from falls are higher than the state average in older age groups.
- Adolescents in the community participate in highly competitive athletics. There is a need for concussion awareness/management and pediatric sports medicine.
- There is a need for a healthy proxy campaign targeted across many age groups.
- Physical Activity and Obesity rates are favorable to state averages.
- Community crude death rates from cancer, heart disease, and injuries are lower than state average with the exception of female breast cancer and prostate cancer in the secondary service area.

The top three unmet health needs as identified by the qualitative research with community members were:

- a need for a healthy proxy campaign targeted across many age groups.
- Falls prevention in the senior community
- Concussion prevention/management in area youth

4.0 Community Participation

Emerson fulfills its mission through a coordinated effort with members of local civic organizations, community agencies and government authorities. With input from these constituencies, Emerson develops programs to address the health needs of our community. These partnerships aim to strengthen the network for community-based care by addressing the health issues of greatest concern to the community, such as substance abuse among youth and services for seniors. A list of organizations partnering with Emerson on community benefits projects is provided below:

Acton-Boxborough Public Schools
Acton Board of Health

Acton Council on Aging
Acton Recreation Department
Alzheimer's Association
American Association of Retired Persons (AARP)
American Cancer Society
American Heart Association
American Stroke Association
Assabet Valley Chamber of Commerce
Bedford Board of Health
Bedford Council on Aging
Bedford VA Hospital
Boys and Girls Clubs of Assabet Valley
Boxborough Local Emergency Planning Committee
Care Dimensions
Carlisle Board of Health
Carlisle Senior Center
Chabad Center in Sudbury
Chelmsford Board of Health
Chelmsford Senior Center
Community Health Network Area (CHNA15)
Concord Board of Health
Concord Council on Aging
Concord-Carlisle Public Schools
Concord Festival of Authors
Concord Health Care Center
Concord Lions Club
Concord Local Emergency Planning Committee
Concord Rotary Club
Deaconess Rivercrest Nursing Home
Groton-Dunstable Public Schools
Hadassah
Hanscom Air Force Base (Bedford)
Harvard Conservation Trust
Harvard Public Schools
Haynes Elementary School (Sudbury)
HOPE Sudbury
Inn at Robbins Brook (Acton)
Kenneth B. Schwartz Center for Compassionate Care
Liberty Alzheimer's Partnership
Lincoln Council on Aging
Lincoln-Sudbury Regional School District
Littleton Public Schools
Massachusetts Department of Public Health Hospital Group Region 4
Massachusetts Hospital Association
Massachusetts Melanoma Foundation
Maynard Public Schools

Middlesex West Chamber of Commerce
Minute Man Arc
Minuteman Senior Services
Nashoba Regional School District
Northeast Health Resources
NuPath Inc.
SafeHomes (Westford)
Sudbury Board of Health
Sudbury Council on Aging
Sudbury Girls Softball league
Sudbury Senior Center
Townsend Fire-EMS Relief Association
The Virginia Thurston Healing Garden
Wayland Council on Aging
Westford Board of Health
Westford Council on Aging
Westford Farmers Market
Westford Friends of East Boston Camps
Westford Parent Connection
Westford Public Schools

5.0 Community Benefits Plan

Emerson Hospital is committed to a Community Benefit Program designed to improve the overall health status of the populations it serves. This program encompasses a broad range of preventive medicine and wellness initiatives, health education, advocacy and assistance. The Community Benefit Program also includes a free care component to ensure that individuals in the hospital's service area have access to medical care regardless of their ability to pay.

The results of the Community Health Needs Assessment indicated that the hospital service area is, for the most part, highly educated with good access to health care. Emerson is considered an integral part of this community and an organization that contributes greatly to the health and well being of the community.

Emerson's past focus on promoting healthy behaviors for youth and educating the community about cancer prevention strategies continue to be important health needs. According to the qualitative research, the community feels that Emerson Hospital has made a positive impact with its past efforts in cancer and pediatrics, including teen developmental issues.

Based on the health needs assessment, the following Community Benefit Programs were identified:

1. **Teen Health** continues to need specific attention. Since 1997, Emerson Hospital

has worked in collaboration with local school districts to sponsor the Emerson Hospital Youth Risk Behavior Survey. Our health needs assessment recommended leveraging the survey results to increase awareness of existing mental health and substance abuse resources, to educate pediatricians, and to develop collateral materials and programs on mental health and depression that could be used to educate parents.

2. **Cancer Education and Screenings** to address the growing need for information about cancer and requests for health screenings. Emerson began sponsoring an annual community Cancer Awareness Day in 1994 and has continued this commitment to public screenings and education about cancer. The needs assessment indicated that this outreach is working and recommended continuation.
3. **Preventative Health Screenings** for cholesterol, thyroid, diabetes, pulmonary, blood pressure, and skin cancer for specific populations, including the elderly.
4. **Health Lectures and Information for the Public—including preventative information about stroke** were provided at the hospital and in the communities served by the hospital.
5. **Support Groups and Counseling Services** for substance abuse, cancer, weight loss, diabetes, cardiac care, adjustment for new mothers, and others.
6. **Emergency Management Planning** –The emergency management program included all significant processes and areas. The scope of activities included mitigation, preparation, response, and recovery planning, with a goal of integrating hospital with community-wide emergency efforts. Emerson partnered with Concord Emergency Management and public health to develop and conduct a discussion-based disaster exercise in May 2014, using a local utility failure scenario to explore hospital and municipal roles and responsibilities.

In addition to Emerson Hospital’s key Community Benefit Programs listed above, the hospital’s clinical and administrative departments are encouraged to provide staffing, support and appropriate diagnostic services for events that benefit underserved and at-risk populations. Emerson funds all staff hours and materials related to these activities.

6.0 Progress Report: Community Benefit Activity

6.1 Emerson Hospital Youth Risk Behavior Survey

Target population: The 2014 Emerson Hospital Youth Risk Behavior Survey was administered to 10,578 area students in grades 6, 8, and 9-12 in Emerson’s primary and secondary service areas.

Goal: Emerson Hospital and nine 9 participating school systems collaborate to jointly design, implement, analyze and present the Youth Risk Behavior Survey.

Project Partners: Emerson Hospital partners with the following school systems: Acton and Acton-Boxborough Regional Schools, Boxborough Public Schools (grade 6 only), Concord and Concord-Carlisle Regional Schools, Groton-Dunstable Regional Schools, Harvard Public Schools, Littleton Public Schools, Maynard Public Schools, Nashoba Regional School District and Westford Public Schools.

Recent Activity: The Youth Risk Behavior Survey (YRBS) has been conducted bi-annually for more than 10 years. The most recent survey was implemented in March 2014 with students in grades 6, 8, 9, 10, 11, and 12 from nine school districts in the hospital's service area. These surveys were primarily based on those developed specifically for middle school and high school students at the Centers for Disease Control and Prevention. Students responded to questions under general categories of risk behaviors including: safety, internet use, violence, suicide, tobacco use, alcohol use, drug use, HIV/AIDS education, sexual behavior, dietary behavior, and physical activity. Emerson Hospital and the school districts contracted with Northeast Health Resources (NHR) to assist in the design of the survey instrument and to carry out the tabulation and analysis of the data gathered from the YRBS.

Community-specific research data from the most recent survey is provided directly to health coordinators/educators and school administrators in the towns covered by the survey. The hospital also makes the aggregate results available to the news media and a synopsis is also available on our website. The survey is modified each time, with input from all school districts to ensure that material is relevant to the changing risky behaviors in our youth. Recently, questions have been added to address topical issues such as internet safety, sexting, bullying, stress management, chewing tobacco, helmet use, and gambling.

The Emerson Hospital Youth Risk Behavior Survey also monitors sexual behavior among area teens. Comparative data reflect relatively little change over time in the number of students reporting that they ever had sexual intercourse. On a community level, the data has elicited responses from school districts, community agencies and parents. Public dialogues about the survey are held in each of the communities represented by the survey.

6.2 Emerson's Family Health and Wellness Expo (Formerly Cancer Awareness Day), Education and Screening

Target population: Adults in Emerson's primary and secondary service areas.

Goal: To inform and educate the community about cancer and other serious health concerns and to provide preventative health screenings designed to promote early

detection.

Project Partners: The Family Health and Wellness Expo is sponsored and staffed by Emerson Hospital. However its success is largely determined by collaboration between the hospital, community agencies and other non-profit organizations. These include the local Councils on Aging, the American Cancer Society, Massachusetts Melanoma Foundation, local health and fitness clubs, and others.

Activity during Reporting Year: This is a community event that includes free screenings and information about cancer detection, prevention, and treatment. The most recent event was held in May, 2014 at the hospital's main campus in Concord. Over 200 people participated in the free health screenings including: a full body skin cancer screening, an occult blood test for colon-rectal cancer, a respiratory screening, diabetes screening, prostate specific antigen (PSA) blood test, blood pressure screening, oral cancer screening and lipid profile cholesterol test.

Approximately 40 employees (many who volunteer their time), 18 physicians (all volunteers) as well as members of Emerson's Volunteer Services network staffed the event.

Results are discussed immediately for all patients having body fat analysis, blood pressure, diabetes, pulmonary function and skin cancer screens. Results for cholesterol, PSA, and thyroid are mailed within two weeks.

Emerson again offered acupuncture treatments, massage therapy and reiki mini-sessions were also provided.

Information was offered on the Lund Community Health Library, a hospital resource created to help individuals better understand and cope with the diagnosis of a medical condition and to provide information about the latest treatment methods.

This Health Expo was developed in response to our community's need for improved access to cancer screenings and to provide information on prevention, detection, and treatment of cancer, as well as for general information on health and wellness. As the event continues to grow in popularity and attracts more attendees, Emerson continues to build on previous successes, making improvements that will increase its relevance and usefulness to our community.

6.3 Health Screenings and Education about Health (Free)

Bedford Day - -Health screenings co-sponsored with the Bedford Board of Health. Emerson Hospital provided blood pressure, cholesterol, thyroid, PSA and diabetes screenings.

Westford Family Health and Wellness Expo – A full day of health screenings and health education for the community that included a full body skin cancer screening, an occult blood test for colon-rectal cancer, a respiratory screening, diabetes screening, prostate specific antigen (PSA) blood test, blood pressure screening, oral cancer screening and lipid profile cholesterol test.

Concord-Carlisle High School Health Week – Blood pressure and information on sleep deprivation, infection control and diabetes education

Blood pressure screenings for seniors - Emerson Hospital Home Care offered health fairs in the hospital's service area. The Home Care Department also provides informational and educational presentations, and monthly wellness programs at assisted living facilities.

Education and screening about cardiac health - During Cardiac Rehabilitation Week, Emerson employees held a health fair at the hospital to help increase awareness of heart health and healthy eating. Screenings for risk factors, including high blood pressure were offered.

6.4 Support Groups and Counseling Services

- Alcohol and Substance Abuse
- Better Breathers Club
- Breastfeeding Support
- Cardiac Rehabilitation
- Chronic Lung Disease Program
- Diabetes Support
- Gambling Problems
- Cardiac Rehabilitation Support
- Heart Failure Program
- Melanoma Support
- New Mothers Group
- Nutritional Counseling
- Pastoral Care
- Surgical Weight Loss Support
- Consulting and Counseling services to local schools on an as-needed basis

6.5 Health Lectures, Seminars, Presentations and Fairs (Free)

In collaboration with **Hadassah's "Check it Out" program**, health education/prevention packets are distributed to area middle and high school students on breast and testicular cancer.

6.6 Emergency Management Planning

Emergency planning consulting including co-chairing Concord's Local Emergency Planning Committee; development and implementation of a functional drill for the deployment of the Concord Fire Department's Mass Decontamination Unit (MDU).

6.7 Other Community Services Programs to Benefit the Community

Programs for Children and Adolescents

- The Pediatric Intervention Team provides pediatric bereavement workshops for children 4-14 years of age who have lost a parent.
- The Pediatric Intervention Team helps children cope with the psychological trauma of hospitalizations.
- Emerson's Summer Volunteer Program offered adolescents the opportunity to work in a hospital environment and explore possible career choices in the field of health care.
- Critical Incident Consultations were made available to local school systems. This program offered intervention and consultations with school staff, students and parents in response to an event such as a student death or suicide.

Programs for Seniors

- In conjunction with Maynard, Stow, Carlisle and Concord Boards of Health and COA, Emerson offered influenza immunization clinics for people over 60.
- Emerson worked with area Councils on Aging to produce pamphlets with listings of resources for seniors.
- Emerson physicians and caregivers respond to requests for speakers from area councils on aging.
- Emerson Speech-Language pathologists provided free counseling to the Parkinson's support group. Clinicians provided education on communication and swallowing difficulties associated with the disease.
- Emerson Hospital Home Care staff provided blood pressure screenings, informational and educational presentations, and monthly wellness programs to area assisted living facilities.

Donations and In-Kind Contributions

- Pharmaceutical: Emerson pharmacists offered comprehensive counseling services to diabetic and cardiac patients regarding medications and potential side effects.
- Flu shots and TB tests were given to all hospital volunteers.

Consumer Information

The Emerson Medical Library provides health information to the medical community on an ongoing basis. Local public libraries rely upon Emerson to assist people seeking medical information not available in their respective institutions.

In addition, Emerson Hospital produced publications and electronic communications to inform and educate the community about health issues and free educational offerings. The primary methods of communication are *HealthWorks* magazine, the hospital website, www.emersonhospital.org and a toll-free physician referral service, 1-877-9-Emerson, which is available 24/7.

HealthWorks magazine is published three times each year and is mailed to 130,000 area residents. Readers can become more informed about new facilities, physicians, programs and services offered by the hospital. It also includes a list of health and wellness classes, free health lectures, and health columns that address questions frequently asked by patients.

The hospital distributes press releases to the local and regional papers announcing all free events. In addition, public service announcements are sent to the electronic media in an effort to educate the public about health issues and to announce free screenings. The hospital also places paid advertisements in the local papers announcing upcoming screenings, free events and information on clinical services; and promotes these events through its toll free physician referral call center.

We also have robust social media channels to share health and wellness content with the community through our Facebook, Twitter, You Tube and Pinterest accounts.

6.8 Community Benefit Expenditures

Community Benefits Programs

Direct Expenses	\$453,846
Associated Expenses	\$192,752
Employee Volunteerism	\$42,950

Net Charity Care

YTD Gross Liability to HSN	\$2,008,534
Shortfall Allocation	544,705
CHIA Operational Assessment	100,989
Cost of HSN Denied Claims	0
Free or discounted care provided to patients that meet the hospitals financial assistance policy	630,336

Total revenue \$188,582,588

Total patient care related expenses \$181,405,322

Bad Debt \$3,638,036

7.0 Next Reporting Year Activity

During fiscal year 2014, Emerson Hospital will maintain its Community Benefits Program as a continuation of the commitment described in this report. We will be focusing on key priorities identified in our FY 2015 community health needs assessment. We will be reviewing that information with our Community Benefits Advisory Group for further input, discussion and guidance.

8.0 Contacts

Bonnie Kaplan Goldsmith
Emerson Hospital
310 Baker Avenue Extension
Concord, MA 01742

978-287-3458/ bgoldsmith@emersonhosp.org

