

Changing the face of healthcare from the front door to the frontline



Community Benefits Report 2012

Hallmark Health System

Community Benefits Report 2012

Changing the Face of Healthcare

From the front door to the frontline

Hallmark Health System, Inc. was founded in 1997 when a group of four community hospitals in Boston's northern suburbs came together to form a local, nonprofit health system. Today, Hallmark Health consists of Lawrence Memorial Hospital in Medford and Melrose-Wakefield Hospital in Melrose; The Hallmark Health Outpatient Center in Stoneham; the Hallmark Health Medical Center for Outpatient Care in Reading; CHEM Center for Radiation Oncology in Stoneham; CHEM Center for MRI in Stoneham; Hallmark Health VNA and Hospice; Hallmark Health Medical Associates; community services including federal, state and foundation grant-funded programs; Lawrence Memorial/Regis College Nursing and Radiography Programs; and extensive outpatient services at locations throughout the service area.

Hallmark Health System is a Joslin Center Affiliate with one location in Medford and a second location opening in the spring of 2013. Hallmark Health System recently opened new outpatient services such as an Anticoagulant Management Clinic and a Comprehensive Breast Center in Stoneham, an Intensive Outpatient Psychiatric Service and an Urgent Care Center in Medford. In 2012, Hallmark Health System also became one of only ten Massachusetts hospitals to offer an e-ICU in affiliation with UMass Memorial Medical Center at the Melrose-Wakefield campus. Also at the Melrose-Wakefield campus, Emergency Department renovations and the adoption of a more therapeutic approach to care, provides residents with behavioral health or substance use issues a safer environment, and reduces the need for additional security and police presence in the hospital.

In 2012 Hallmark Health System continued to provide a full range of procedures such as echocardiograms, Holter monitoring, EKGs, nuclear cardiology stress tests, cardiac catheterizations, angioplasties, pacemaker implantation, and other special procedures at the Cardiac & Endovascular Center at Melrose-Wakefield Hospital. These critical services offer patients a multidisciplinary approach to the diagnosis and treatment of cardiac and vascular disease. Hallmark Health System is affiliated with Massachusetts General Hospital for cardiac care. The Massachusetts Department of Public Health has also designated Lawrence Memorial Hospital and Melrose-Wakefield Hospital as Primary Stroke Service hospitals. The designation signifies that the hospitals meet requirements to provide emergency diagnostic and therapeutic services by a multidisciplinary team 24 hours a day, seven days a week, to patients with symptoms of acute stroke.

In 2012, one of Hallmark Health System's proudest accomplishments is its designation as a "Baby Friendly" health system. The Baby-Friendly Hospital Initiative is a program of the World Health Organization (WHO) and United Nations Children's Fund (UNICEF). Baby-Friendly birthing facilities worldwide take special steps to create an environment for parents and infants that ensure the best start for breastfeeding. Breastfeeding has been identified as an important factor in reducing childhood obesity. As a component of this initiative, breastfeeding leaders

from HHS are lending their expertise to help other Massachusetts hospitals to also become “Baby Friendly”.

The Hallmark Health Medical Center for Outpatient Care in Reading offers a full complement of imaging, laboratory, and rehabilitation services. The Center also houses practitioners who offer specialized care, including internal medicine, cardiology, obstetrics/gynecology, pediatrics, and gastroenterology. In 2012, behavioral health counseling services were added to this Reading location to better serve local families and an education classroom became available for residents to receive community education programs.

In 2012, Hallmark Health System, the Hallmark Health VNA & Hospice, Somerville Cambridge Elder Services, Mystic Valley Elder Services, and Cambridge Health Alliance received funding to begin a Community-based Care Transitions Program (CCTP). Awarded through the federal Centers for Medicare and Medicaid Innovation Program, the initiative provides a broad spectrum of interventions and services to patients at high risk of hospital readmission. The program seeks to expand and enhance existing discharge practices and patient care with the goal of decreasing readmissions by improving how information is shared, care coordination and patient’s transition to community settings.

This program provides for transition facilitators at the hospitals who will work closely with case managers and staff to implement additional interventions for patients identified to be medically complex at discharge. Additionally, nurse practitioners will monitor medically-complex patients in the community and in skilled nursing facilities. Primary care physicians will be closely involved with their patients and will see patients shortly after they are discharged from the hospital. The patient interventions for the program began in January of 2013.

Civic involvement is part of the culture at Hallmark Health System at all levels of the organization. The 2,937 employees at Hallmark Health are backed by a core medical staff of 400 experienced doctors and other practitioners. Staff are engaged in numerous charitable and community volunteer efforts both individually and through the Hallmark Health Community Teams. The leadership staff of Hallmark Health contributed hundreds of hours in 2012 as active members in over 40 civic groups, community organizations, and boards throughout the North Suburban region. The Lawrence Memorial Hospital Regis College faculty also donated their time to support health promotion and prevention efforts in the community and in efforts overseas to train nurses in countries such as Haiti.

Other examples of staff volunteer efforts included new books donated to the Hallmark Health Healthy Families *Holiday Book Drive*; supporting literacy, a social determinant of health; providing care packages to U.S. troops to keep them connected with their communities while they are overseas; toys to children during the holidays through a partnership with the Massachusetts Department of Children and Families; a successful back-to-school drive to supply backpacks and school supplies for children in Medford; and participation in various activities to assist many health and social service causes such as monthly visits to the motel shelters on Rte. 99, in partnership with Bread of Life to serve food and promote literacy and health prevention for underserved children.

This year, Hallmark Health System has also focused on strengthening and enriching key community partnerships to best serve the needs of area residents. Beginning in August 2012, the North Suburban Women, Infants and Children (WIC) Nutrition program began partnering with the Greater Boston Food Bank to offer a monthly Mobile Food Market to address the lack of access to healthy food for low-income families in several area communities.

Providing access to healthy foods allows older adults and elders to better manage chronic diseases like diabetes, while younger adults and children are able to maintain a healthy weight and focus their limited resources on other needs such as housing costs. When families have their basic economic needs such as food, shelter, clothing and healthcare met, studies show that this leads to improved health for adults and optimal growth and development for children.

HHS also partners on this initiative with the Malden Zonta Club, a local service organization whose mission is to advance the status of women world-wide and to locally serve the community. Malden Zontians support the Mobile Market food distribution effort each month. One of the Malden Zontians also serves on the Community Benefits Advisory Council for the health system.

In addition, a wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2012, over 300 volunteers provided more than 44,000 hours of service through the Hallmark Health Volunteer Department.

The Process, the Plan and the Target Populations:

At the start of Hallmark Health's 2012 fiscal year, the governing board of the hospital approved the 2012 Community Benefits Plan. Hallmark Health System's Community Benefits Mission Statement is also approved by the hospital's governing board and states: *Hallmark Health System, Inc. is committed to building and sustaining a strong, vibrant, and healthy community. Hallmark Health dedicates appropriate resources to collaborations with community partners and the utilization of community member's input toward improving health services. Hallmark Health pledges to act as a resource and to work with the community during emergencies; improve access to care; identify, monitor, and address the unique health care needs within its core communities; and promotes healthier lifestyles for residents through health education and prevention activities.*

In the last quarter of 2012 and into 2013, Hallmark Health System began working with the Institute for Community Health (ICH) to develop a formal Community Health Needs Assessment. This process includes a review of reputable public health, socio-economic, and foundation data; input from the Hallmark Health Community Benefits Advisory Council, Community Outreach Teams, Patient/Family Advisory Councils; and from local community coalitions, and the Community Health Network Areas membership. Stakeholder interviews and community surveys will be completed in the spring of 2013. To ensure community input and transparency, the completed results will be posted on the Hallmark Health System website.

The Hallmark Health System Community Benefits Advisory Council, comprised of a member of the hospital's Board of Trustees, the Executive Vice President for Strategy & External Affairs; the System Vice President of Home Care and Community Programs; the System's Controller;

the Executive Vice President and Chief Legal Officer; the Associate Chief Nursing Officer and Site Administrator for Lawrence Memorial Hospital; the System Director of Public Affairs and Marketing, two community representatives, and the Director of Community Services continues to act as the steering committee for Hallmark Health's Community Benefits Plan by defining the process for recognizing the current and emerging health needs in the community and developing the Community Benefits Plan to respond to these identified needs. The Council meets quarterly to ensure compliance with the Community Benefit Plan; provide input to the implementation of the plan, discuss important community health issues, and offer input to the governing board regarding emerging community health needs.

Hallmark Health System also actively participates with the community in an ongoing way through Community Outreach Teams, as members of community coalitions, and the Community Health Network Area public health groups (CHNAs). These methods have proven to be an effective way to gain local perspective around the health needs of area residents. By tailoring outreach and programs based on what individual communities value most, Hallmark Health has developed a trusting relationship with local residents. The Teams continuously solicit input from key community leaders as well, including superintendents of schools, state representatives, business leaders, fire and police personnel, and local health departments to name a few.

Another group that Hallmark Health System receives input from in determining the community health needs of the community is the Patient/Family Advisory Council (PFAC). This Council was formed to obtain feedback and ideas from community members on how the hospitals can be more receptive to the unique needs of community residents and to promote the highest quality of patient-centered services. The Councils often assist Hallmark Health staff by providing input into the planning of future community activities and initiatives. In 2012, PFAC members' input was solicited on the formatting of home medication lists to use for medication reconciliation, to provide feedback on a discharge instruction packet, and on the multiple renovation projects at both hospitals.

As part of its efforts to improve the health status of its core communities, Hallmark Health System participates in a variety of broad-based community coalitions and initiatives that work towards addressing the specific and general health needs in these cities and towns. A sample of current memberships include: the Malden High School Teen Parent Task Force, Mystic Valley Elder Services Provider Task Force, local Councils on Aging, the Healthy Families Community Coalition, The Joint Committee for Children's Health Care in Everett (JCCHCE), Medford Health Matters, the Tri-CAP Hunger Network, the Chinese Culture Connection, the North Suburban Health Alliance, the Melrose Substance Abuse Prevention Coalition, the Malden's Promise Coalition, the Mass in Motion Melrose-Wakefield Coalition, and the Stoneham Alliance Against Violence.

One central focus of Hallmark Health's community benefits work is to continue to foster relationships with a wider array of community groups and local leaders including faith-based and grassroots organizations. Such relationships provide insight into how these groups view Hallmark Health System's role in their community, how our system can improve the ways we serve diverse residents, and how the system should strengthen collaboration to best meet divergent health needs.

After careful review of data and community input, the following target populations were prioritized to receive services in 2012:

- The community at-large to be prepared for disasters and emergencies, both natural and man-made, such as seasonal and pandemic flu or accidents involving large numbers of victims.
- Local community groups and health care systems, collaborating to avoid duplication of efforts and provide services to those most in need.
- Residents needing access to health care especially focused on uninsured or underserved residents of our core communities. This includes the recruitment, education, and training of nurses, physicians, other practitioners, and community members needed to care for these populations. It also includes research, as appropriate to enhance access to health care and improve health services.
- Low to moderate income, underserved elderly in our communities, especially those living in the communities of Everett, Malden, Medford, Melrose, Reading, Saugus, Stoneham, and Wakefield.
- Families with children/adolescents at risk due to poverty, isolation, language or cultural barriers, domestic violence, access to care issues, or lack of skills to navigate the health care system, lack of early prenatal care or those in need of developing parenting skills. These efforts will focus especially on families in Malden, Medford, Melrose, Saugus, Everett, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, Burlington, and Woburn.
- Residents of all ages and their families coping with a variety of behavioural health issues.
- Residents at risk for developing cardiovascular disease or those experiencing health issues due to undiagnosed or poorly understood cardiovascular risks, including those at risk for developing Congestive Heart Failure (CHF) and for suffering a stroke. *
- Community members at risk for developing diabetes or with diabetes management issues. This includes identification and treatment of gestational diabetes.*
- Community members at risk for developing cancer or being treated for cancer, with a focus on lung cancer, colorectal cancer, oral, head and neck cancer, breast cancer, and skin cancer.
- Men and women at risk for developing bone and joint injuries or disease with a focus on injury prevention for all ages, specifically falls prevention, arthritis and osteoporosis prevention and detection, and prevention of sports injuries- including head injury in youth*.
- Men, women, and children with weight management issues, with a specific focus on obesity prevention for adults and children.
- Haitian and Haitian/American families; based on public health data these efforts will focus especially on families living in Everett, Malden, and Medford and relief efforts for residents of the country of Haiti
- Residents impacted by Tuberculosis, especially those residing in Everett, Malden, and Medford.

*Due to the pervasive scope of these target populations, the focus area is primarily on the eight CHNA 16 communities including Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield; Saugus is also included. For many of the programs, emphasis will be placed on serving those residents that are underserved due to socio-economic factors, age (elderly and children) or other health disparities such as cultural or language barriers.

The Community Benefits Programs for 2012:

Supporting Health Care Reform:

The Identified Need- Despite the success of health reform in Massachusetts, there are still residents that do not have health insurance for a variety of reasons. Virtually all elders are covered by the Medicare Program, but there are still adults and children that are uninsured, and many residents forego health care services due to high co-payments and deductibles. Based on a March 2013 study published by the Urban Institute and The Blue Cross Blue Shield Foundation of Massachusetts, many of the uninsured are living in families with income below 400% of the Federal Poverty Level. Most will be eligible for Medicaid or subsidized coverage under changes associated with the Patient Protection and Affordable Care Act (ACA) of 2010. These uninsured individuals are younger adults, males, Hispanics, and those with language and perhaps literacy issues. Another important group is low-income uninsured workers that are not currently eligible for Commonwealth Care because of the offer of coverage through their employer; but also not able to realistically afford the coverage offered through their workplace. In our service area it is estimated that there over 12,000 adults and 900 children without coverage.

In 2012, Hallmark Health Financial Counselors completed 2,251 applications for individuals in the state health programs; such as Mass Health programs, Commonwealth Care, Children's Medical Security Plan, Healthy Start and the Health Safety Net. This does not include interactions that did not result in an application. Hallmark Health System Financial Navigators also helped patients to enroll in SNAP (formerly Food Stamps) and other social service programs. In addition, these Navigators attended more than twenty (20) community outreach events to assist participants and provide enrollment information. Other services provided to residents include advocating for residents, making appointments, and procuring other services such as providing information about the Mobile Food Market. Billing and collections practices are also posted on the system web site.

The North Suburban Women, Infants and Children (WIC) Nutrition Program was also able to refer families with health insurance enrollment issues through the Family Support Program. The Family Support Coordinator helps participants coordinate services in the following areas: the Supplemental Nutrition Assistance Program (SNAP), domestic violence support, child care services, fuel assistance, identifying food resources such as food pantries, health insurance enrollment, English as a Second Language (ESL) classes, immigration assistance, smoking cessation programs, parenting education, and other issues that families may be facing. In 2012, 470 unduplicated participants were served.

One of the unique components of the new Urgent Care Center at Lawrence Memorial Hospital is the ability of patients to work with an experienced Patient Access Navigator to coordinate the visit and arrange any testing or follow-up appointments needed, including scheduling an appointment with a Financial Counselor for health insurance needs and help to find a primary care or specialty physician. According to a recent report released by the state, 49 percent of all emergency department visits in Massachusetts are for low acuity, non-emergent conditions that could be easily treated in an urgent care setting. For residents without insurance, the Urgent Care model is available at the cost of a physician office visit instead of a higher Emergency Department co-pay and with the help of the Navigator, it may connect or reconnect a resident with a practitioner they can call their own.

Interpreter service availability, in accordance with Hallmark Health policy, continues to be promoted publicly in conjunction with financial counseling services. Information is available in the Hallmark Health System Patient Handbook, on an informational post card, through registration and scheduling staff, through Hallmark Health System community programs and education materials, and listed on the agency website. For the system, the Interpreter Services Department noted a 31% increase in interpreter requests from 2489 requests in 2011 to 3271 requests in 2012; 1585 from Melrose-Wakefield Hospital and 1686 from Lawrence Memorial Hospital. While much remains consistent with last year, new language requests were seen for the following languages: Sinhalese, Taiwanese, German, Iranian, Sudanese, Armenian, Nepali, Tamil, and Kannada. In 2012, additional interpreters supported community outreach activities such as the Mobile Food Market and Meet.Mingle.Mammogram screening events, including the translation of materials.

Hallmark Health System also provided meeting space in-kind and subsidized or provided rent and utilities in-kind for key community partners, such as Portal to Hope, which provides domestic violence prevention and support services. Meeting space was also offered to other agencies whose mission is aligned with the Hallmark Health System Community Benefits Plan, such as Alcoholics Anonymous Groups, the Melrose Substance Abuse Prevention Coalition, the Everett Coordinated Family and Community Engagement Grant, Overeaters Anonymous Groups, and the Northeast Regional Community Health Network Area (CHNA 16) as examples.

Another important component of supporting health reform was the need to educate and train high quality professionals to deliver health care. In 2012, Hallmark Health continued to administer the Lawrence Memorial/Regis College School of Nursing and Radiography Programs. Continuing medical education was offered to physicians, nurses, other health professionals, and community members; many of these sessions focused on topics related to the identified health needs of the target populations. Mentoring opportunities were made available for high school students, nursing students and other health professionals from a variety of colleges and high schools, offering the chance for youth and adults of all ages to explore health care as a career option, or to train as nurses, dieticians, pharmacists, physical therapists, and in other health professions.

To address other aspects of access to care, limited transportation services were made available to underserved residents with no other means of accessing care; especially low and moderate-income elders, to clients in the Partial Hospitalization program, and to oncology patients and others without access to transportation from family or friends. Whenever transportation is needed, department staff members work closely with individuals to assist them in completing applications for various transportation services such as THE RIDE, Mass Health transportation services, or the TRIP program through Mystic Valley Elder Services. In addition, grant funded stipends for transportation costs are also available for some of the community programs.

Reducing Health Disparities

The Identified Need- Massachusetts residents of color face disproportionately higher rates of morbidity and mortality than residents of the state as a whole. Health disparities exist in racial and ethnic groups, in the gay, lesbian and transgender populations, for the chronically mentally

ill, for the developmentally and physically handicapped, and through the impact of poverty; especially for children and the elderly.

Over that past few years, Hallmark Health System has made a concerted effort to reach out to organizations that have had success in reaching residents impacted by health disparities. Hallmark Health System has strengthened its role at the Community Health Network Areas (CHNAs), acting both in leader and member roles. In CHNA 16, serving most of the region surrounding our hospitals, Hallmark Health System continues to share the lead role with Cambridge Health Alliance. Hallmark Health System has also increased their connections to agencies that work with underserved populations such as the Chinese Culture Connection, the YWCA of Malden, and the Tri-city Community Action Program (Tri-Cap).

Hallmark Health System is also fully committed to expanding the cultural congruency of our health system. Since our initial work with the Harvard Pilgrim Health Care Foundation Culture InSight Team, through a Blue Cross/Blue Shield Foundation grant in 2007, HHS has instituted a Diversity Committee which continues to meet quarterly and is led by the System Vice President of Human Resources. In 2012, the Diversity Committee began sponsoring a quarterly newsletter and adopted the tag line "Our differences make the difference at Hallmark Health".

New hire orientation continues to include an introduction to the HHS Diversity Program and the Interpreter Services Program. Annual competency is maintained through a mandatory online training session. While we did not receive funding from the Harvard Pilgrim Health Care Foundation, Cultural InSight Team this year, the agency has agreed to consult with our Diversity Committee to expand its diversity education program in 2013.

Hallmark Health programs that support the needs of the diverse communities in our service area include programs such as "*For the Best Health, Remember Breast Health*", a multi-part educational, support, and screening program designed to serve diverse women in Burlington, Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester and Woburn. This program funded by the Massachusetts affiliate of Susan G. Komen for the Cure, allows the staff of Hallmark Health to educate young women, aged 20 to 39 years about the importance of breast health and breast cancer prevention strategies, offers navigation services to any woman in the community needing support in scheduling her annual mammogram, and provides special screening events for diverse women. The program is offered in partnership with other local agencies such as the Malden YWCA Encore Plus program and the Asian Breast Cancer (ABC) Project.

In Malden, HHS received funding from the Marshall Foundation for *The Malden Elder Asian Diabetes Health Project*. For the Hallmark Health System catchment area, not including childbirth, the top three causes of hospitalization are related to diabetes, chronic obstructive pulmonary disease, and circulatory system disorders. The data also shows that Asian-Americans have a higher risk of having diabetes when compared to Asians who remained in their country of origin. Of the 1.35 million Asian-Americans with diabetes, 90-95% of them (approx. 1.28 million) contract type 2 after immigrating to America. And because Western lifestyle contrasts greatly with Eastern lifestyle, the combination of a diet higher in fat and calories along with a decrease in physical activity adds additional risk for the Asian-American population. The Asian population in Malden is 19% of the total Malden population.

Hallmark Health System recognizes that in order to communicate to the Asian community regarding the dangers of diabetes, it must collaborate with Asian organizations. To achieve this goal, Hallmark Health System has worked closely with The Chinese Culture Connection to more efficiently communicate with the Asian and Asian-American community. The hospital also partnered with the Asian American Civic Association, a workforce development partner, to promote the events, classes, and screenings of the project through their Sampan newspaper. In addition, the hospital also worked closely with local physicians and other local agencies, such as the Malden Senior Center providing services in the Malden and local Asian community. During the grant period, a total of nine blood glucose screening events were held. Fortunately we uncovered a number of people with very critical high and low glucose screenings. Overall, screening was offered to more than 200 elders at local community events.

To build community awareness about the impact of diabetes, our Program Coordinator wrote diabetes articles for a multi-part series “Managing Your Diabetes” which the Sampan newspaper published. The paper also advertised our events to an even wider audience. The Chinese Culture Connection helped with the translation of a phone message in Chinese, and provided information about the programs during community outreach activities.

The final component of our program was a series of educational sessions. These classes were presented in Mandarin, Cantonese, and Vietnamese and were very successful with attendance of six to eighteen participants per session. Overall, the grant provided bi-lingual, bicultural education to 97 residents in total. The classes featured the bilingual book “Staying Healthy with Diabetes, A Guide for the Chinese American Community”. After the classes, copies of this book were donated to the Malden Senior Center Library and the Malden Public Library. This year if refunded, we plan to identify a Vietnamese book and also share that resource widely.

Improving Chronic Disease Management

The Identified Need- Many factors contribute to the rapidly rising rates of chronic disease, both locally and across the country. These include such diverse factors as poor nutrition, lack of physical activity, inherited conditions, and exposure to tobacco. In addition, the nationwide obesity epidemic has also led to a marked increase in many chronic diseases. The impact of these illnesses is on the individual, their family and friends, and on the community. As well as affecting an individual’s quality of life, these diseases also have a long term financial impact on the community.

In the Hallmark Health service area cardiovascular disease, diabetes, long-term cancers, bone and joint diseases, such as osteoporosis and arthritis, and substance abuse and mental illnesses, such as depression bring health challenges for area residents to cope with every day. To assist residents in identifying and coping with these diseases, Hallmark Health offers a variety of services and programs such as support groups for elder caregivers, residents with diabetes and those faced with respiratory illnesses such as asthma and chronic bronchitis.

A Diabetes Support Group is offered monthly through The Joslin Diabetes Center Affiliate at Hallmark Health. This program provides people living with diabetes a support group to help them and their loved ones to better cope with the daily challenges of managing their disease.

Area residents with diabetes and their families are encouraged to attend a meeting to discuss and share their concerns with a Joslin affiliate healthcare provider and each other.

In addition the hospital provides education and screening, including self-management programs for diabetics through the American Diabetes Association (ADA) and other self-management programs for chronic diseases through the tested *My Life, My Health* program, developed by Stanford University. In the Hallmark Health service area, Cambridge Health Alliance and Mystic Valley Elder Services align their calendars with Hallmark Health System to offer the *My Life, My Health* programs in a strategic way to residents.

One of Hallmark Health's signature programs, the Senior Citizen's Outreach Program offers nursing services such as nursing assessments and referrals, blood pressure screenings, and individual health conferences to area residents. Education programs are provided on topics ranging from healthy aging to diabetes management. The program is staffed daily by a registered nurse specializing in the chronic diseases facing older adults. In 2012, "Sunny Side Up" a new 4 week program focused on developing resiliency as a life skill was launched providing 12 unduplicated seniors with this important competence.

Promoting Wellness in Vulnerable Populations

The Identified Need: For Hallmark Health, three (3) populations have been identified as especially vulnerable. These include low to moderate income elders; families with children/adolescents at risk due to poverty, isolation, language or cultural barriers, domestic violence, lack of knowledge or skills to navigate the health care system, or those in need of developing parenting skills; and the un-served and underserved community members suffering from behavior health issues. These populations are at risk for abuse and neglect, lack of preventative care leading to poor health outcomes, and are often the segment of society living at or below the poverty level.

For the past thirteen years, Hallmark Health System has provided the Healthy Families home-visiting program for first-time parents age 20 and under living in Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, and Wakefield. Funded by the Children's Trust Fund and supported by Hallmark Health, Healthy Families offers free services for participants and their families during pregnancy and until the child turns three. Services include home visiting, mentoring, role modeling, prenatal and parenting education, parenting activities and groups for young parents, and connecting families with community services and resources. In addition, educational classes such as prenatal classes, infant care, CPR, and First Aid are also provided. Healthy Families served 87 unduplicated families and had 66 referrals in this intensive, long-term home visiting program.

Measures for the program impact include, but are not limited to, tracking referrals and enrollment; reducing second pregnancies of enrolled teens; attendance at education and group programs; continued enrollment in high school, college or other education programs; decrease in child abuse and neglect in this population (measured against state data); up-to-date child immunization rates; child development consistent with age for enrolled children; and parents and children having a primary care provider.

In 2012, Hallmark Health System received additional funding from the Massachusetts Department of Public Health to expand these important services in Everett, considered one of the seventeen most high risk cities in Massachusetts. In Everett, the model serves first time young parents age 22 and under. In the first five months of operations, the program has hired four new staff members, fully served 10 families, and had 12 referrals.

Another successful Hallmark Health long-term prevention program is the North Suburban Child and Family Resource Network (NSCFRN), a community-based parenting education and support program that serves families living or working in Melrose, Stoneham, and Wakefield as well as other local communities. In 2012, the Network, funded by a grant through the Massachusetts Department of Early Education and Care, offered parent/child play and learn groups focused on improving literacy, parenting education programs, support groups, family fun activities, as well as information on resources and referrals. Specific programs were also offered for grandparents and fathers. The Network is administered through a partnership between Melrose, Stoneham, and Wakefield Public Schools and Hallmark Health. The program also provides support for childcare providers. Parents and community representatives assist with fundraising, community outreach, and program development. In 2012, the program served over 750 unduplicated families.

In 2012, Hallmark Health System was chosen by the Everett Public Schools to mentor them in their Coordinated Family and Community Engagement (CFCE) program funded by the Massachusetts Department of Early Education and Care. Hallmark Health System donates space for programs, has a lead role on the Everett Early Child Committee, and provides “play and learn” groups and support programs for families with young children.

The largest of Hallmark Health’s community programs is the North Suburban Women, Infants and Children (WIC) Nutrition Program funded by the United States Department of Agriculture (USDA) through the Massachusetts Department of Public Health. It provides food and nutrition services to prenatal and postpartum women and infants and children, under the age of five at four local sites. In 2012, the program maintained an enrollment caseload average of 3425 participants from Burlington, Everett, Malden, Medford, Melrose, Reading, North Reading, Stoneham, Wakefield, Wilmington, Winchester, and Woburn. Participants received nutrition education on topics such as diet during pregnancy, feeding infants and children, and the benefits of breastfeeding, as well as referrals to other health and social services. In addition, participants received checks for nutritious foods and formula to redeem at local grocery stores, pharmacies, and farmers’ markets. In 2012, the North Suburban WIC nutritionists presented free nutrition workshops to more than 150 parents, clinical professionals, and childcare providers throughout the region. The WIC program also offered a prenatal fitness program, extensive breastfeeding services, and parenting education and support programs.

In 2011, the North Suburban WIC Program opened the first Baby Café funded by WIC in the United States. In January, Surgeon General Regina Benjamin issued a Call to Action supporting breastfeeding. Breastfeeding protects babies from infections and illnesses and reduces the risk of developing asthma and obesity. Mothers who breastfeed have a lowered risk of breast and ovarian cancers. A 2010 Journal of Pediatrics study estimated that the US would save \$13 Billion annually if 90 percent of babies were exclusively breastfed for six months. In these uncertain economic times, supporting mothers to breastfeed makes sense.

At Hallmark Health, mothers are provided every opportunity to breastfeed. Free breastfeeding classes and individual counseling are offered. The Melrose Wakefield Hospital Baby Cafés in Melrose and Malden (funded by the Massachusetts WIC Program) provide free drop-in support and assistance from professionals and other moms in a relaxed environment. In September of 2012, the breastfeeding initiation rate at the North Suburban WIC program reached 90%.

In 2013, the WIC program received funding to open a second Baby Café in Everett and also has been chosen as a partner in the new Breastfeeding Catalyst grant funded through the Massachusetts Department of Public Health. Hallmark Health System is one of six Massachusetts hospitals/health systems to receive these funds to increase breastfeeding duration rates. In addition, the WIC Baby Café model, which began in Malden, has been replicated across the country and funded at nine other sites in MA in 2013.

Since 2010, the Behavioral Health Department has instituted and monitored a single-number line for the community to access behavioral health services system-wide. This has been an important step in ensuring that residents affected by behavioral health issues receive timely services for themselves and their families. Prior to this service, resident's calls were often transferred multiple times before reaching their final destination.

Domestic Violence Prevention & Education is another key initiative for Hallmark Health System. Hallmark Health staff members were very instrumental in the establishment of domestic violence coalitions in two of the communities it serves: Wakefield and Stoneham.

In addition to the support it provides for the prior mentioned programs, Hallmark Health also continues to support two other very successful local domestic violence initiatives, the Melrose Alliance Against Violence (MAAV) and the Portal to Hope program. Two Hallmark Health System staff members are board members on the Melrose Alliance Against Violence, another is a member of the Wakefield Alliance Against Violence, and a fourth sits on the board of the Stoneham Alliance Against Violence. Domestic violence prevention education continues to be integrated into the plan of care for all inpatient and outpatient programs. Education materials are distributed at health fairs and other events and domestic violence issues continue to be addressed through the Emergency Departments, Social Services, Maternity Services, the Hallmark Health VNA and Hospice, Hallmark Health Healthy Families, the Family Network, and other key hospital departments. Hallmark Health social service staff represent the hospital on the Domestic Violence Round Table discussions in our region.

After a highly publicized child sexual abuse incident at the local YMCA, the mayor of Melrose called on local employers, including Hallmark Health to support his plan to bring the "Darkness to Light Program" to the city. The "Darkness to Light Program" is a child sexual abuse prevention program designed to train local citizens to be aware of the methods predators use to lure children and to help them institute policies and procedures to protect the children in their care. Hallmark Health System continues to provide four staff member trainers, including the director of the hospital's Community Counseling department to support community prevention programs. In partnership, the group has trained over 550 residents to date. In addition to supporting the training efforts, one of Hallmark Health's leaders continues to serve on the board of the local YMCA to assist them in ongoing quality improvement regarding child safety practices.

In 2012, the Robert Dutton, MD, Adult Day Health and Supportive Day Center served over one hundred (100) unduplicated frail elders and clients with special physical, cognitive or emotional needs. The Center is committed to enriching the lives of clients by providing quality clinical and social services in a safe, supportive, and stimulating environment. The Dutton Center offers specialized health care services for those with physical, cognitive or emotional needs. In addition to counseling, support groups, supervision, and socialization, the program offers activities such as music programs, arts and crafts sessions, games, and exercise groups. The comprehensive programs and services offered at the Center help reduce client's stresses and fears and help improve the client's physical stamina. Clients renew interests, have more vitality, and develop a sense of purpose. Programs also help clients improve mental functioning, continue independence in the community, improve nutrition, allow for re-socialization, and help in developing new friendships.

The dementia component of the program is designed to meet the needs of clients suffering from some degree of memory loss, confusion, and disorientation or defective judgment. These clients require a supervised, structured, and caring environment that compensates for cognitive, physical, and social deficits. The goal of this component is to promote maximum cognitive physical and psychological functioning in an effort to maintain dignity, self-respect, and independence.

The psychiatric component is designed to meet the needs of older adults with major mental illness who need a transition program or a period of consolidation and support as they return to the community. The program offers multidisciplinary evaluation and collaboration with community care providers. Our experience has shown that older adults can make significant gains in this structured program in the maintenance of emotional stability and prevention of further hospitalizations.

The program also provides respite for families of elders. Services at the Center can delay or prevent the need for placement in a long-term care facility, results in reduction of hospital/emergency department visits by their loved one, and cost effective health care.

Another important Hallmark Health Program served elder residents in our service area. The Partial Hospitalization Program (also known as PHP) bridged the gap between inpatient and outpatient therapies. It offered intensive, time-limited, outpatient psychiatric services to patients living in the community. The PHP met the needs of individuals who require less than 24-hour care, but who needed more comprehensive psychiatric evaluation and treatment than can reasonably be provided in a traditional outpatient setting. The PHP was an alternative to inpatient hospitalization and acted as a step-down program for hospitalized inpatients. Transportation was available from local communities on an as needed basis.

In 2012, the Partial Hospitalization program was closed and two intensive day treatment programs, one for seniors and one for adults, were added at the Medford campus. These new programs should better meet the needs of a growing population of residents with behavioral health issues.

Transparency in the Community Benefits Programing:

Within Hallmark Health System, there are numerous ways that information is shared with employees about community benefits and community service programs. Specific news of community service activities and events hosted throughout the year, including fundraising and volunteer collections of items and food, are visibly highlighted in two system-wide publications, one for physicians and one for employees, as well as posted on the Hallmark Health website at www.hallmarkhealth.org. The Community Outreach Teams also meet regularly to provide updates on community activities sponsored by Hallmark Health. Announcements and events of these teams and other staff involved in community benefits work is routinely posted on Hallmark Health System's internal email, which reaches most employees and all of the leadership team. Support for the Hallmark Health community benefits programs comes from the highest levels of the organization. Cable TV is also used to promote health and prevention initiatives.

A Community Benefits web page is maintained to ensure transparency of the hospital's community benefits programs and processes to the community. An on-line Community Health Assessment survey is also available to allow community residents to submit their feedback. The survey is translated into the eight (8) most common languages (including English) spoken in this area and is being promoted at events and through community groups across the region. Also in 2012, the health system's community publication, *The Hallmark Health System Magazine* has highlighted important programs in the community and articles are regularly published about community-based programming by local news agencies.

Residents can visit Hallmark Health's Community Benefits web page at <http://www.hallmarkhealth.org/community-benefits.html> to read the annual Community Benefit report and learn about community focused events and programs and the community benefit process. By the summer of 2013, easy-to-read community needs assessment materials will be added to the webpage. Press releases, flyers, brochures and other collateral materials have been developed for many of the community services and benefits programs and are translated as appropriate. These materials are shared widely in the community. Recently the HHS website added Google Translation to improve access for community residents with Limited English Proficiency (LEP). While Goggle Translation has limitations, its use does provide improved access for LEP residents.

In Conclusion:

Hallmark Health System, Inc. is proud to submit our annual 2012 Community Benefits Report. This year, Hallmark Health provided \$8,991,489.00 in Community Benefits expenditures, with \$4,517,802.00 going directly to Community Benefits programs. This contribution emphasizes Hallmark Health's commitment to our community benefits mission and to the people living in our communities.

As we move forward in 2013, Health Care Reform is continuing to change the national, state, and local landscape with payment reform, changes in provider affiliations, and an increased focus on prevention and wellness. While many of these changes are positive, such as the increasing access to health insurance for all residents, reimbursement is not expected to increase creating a pressing need to "do even more with less". Reducing costs, maintaining and enhancing the quality of services, and institutional partnerships will be important components in

serving the future health needs of the community. Through partnerships and affiliations we hope to leverage important financial and innovative intelligence to positively address the future challenges of the health delivery system.

As health care practitioners, we are proud of our responsiveness to the communities we serve in the northern suburbs of Boston, by providing a variety of programs addressing the statewide health priorities of *supporting health care reform, reducing health disparities, improving chronic disease management, and promoting wellness in vulnerable populations*. These programs are offered in addition to the excellent medical care available in our hospitals and at our ambulatory care centers.

Hallmark Health System has received many awards this year including an 'A' grade for patient safety from the Leapfrog Group and chosen as the Clinicians' Choice winner in the 2011 Hospital Acquired Infections (HAI) Watchdog Awards. In addition, Hallmark Health System received The Joint Commission's Gold Seal of Approval™ and a silver tier Certificate of Achievement in recognition for achieving a 75 percent seasonal flu vaccination rate among all employees.

As we approach the health care challenges of the coming year, Hallmark Health will continue to devote appropriate resources to community benefits programs and activities. The system remains committed to improving the quality of healthcare we provide to residents, in our hospitals, medical centers, and in community settings. We welcome the opportunity to promote the health and well being of our communities and to continue to identify and assist those residents that are most in need; especially vulnerable residents with complex health needs and social, economic, and environmental disadvantages. From the front door of our hospitals and health centers to the frontline in the community, we remain confident and steadfast in our commitment to changing the face of healthcare to best serve the residents of our service area.