Hallmark Health System Annual Report Fiscal Year 2008

2008

Hallmark Health

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Introduction

These are troubling economic times for the nation and for health care. As FY2008 drew to a close, the world watched stock values plummet and venerated financial institutions teeter and fail. The evidence permeated the front pages of daily newspapers, financial journals, web sites and broadcast programs. Hospitals were not immune to these downturns. A report from the Massachusetts Hospital Association underscored the dilemma for health care in this state; --- 67% of the state's acute hospitals experienced declines in patient volume and operating expenses.

Hallmark Health System also faced these challenges. But thanks to strategic steps it took in FY2008, the system is poised to weather these challenging times. Hallmark Health continued to recruit and bring highly-skilled physicians to its medical staff. It modernized facilities at both hospitals. Expansions to outpatient satellite facilities better positioned Hallmark Health to the changing demographics of modern health care. The addition of new diagnostic technology in FY2008 assures that local residents have access to the most modern health care available, close to home with no unnecessary travel to Boston. Hallmark Health made these advances while maintaining a strong financial balance sheet, essential to the future of any organization, and by implementing a comprehensive revenue enhancement strategy for FY2009 that will allow Hallmark Health to remain strong and advance its reputation as an outstanding community-based, non-profit health care system.

Hallmark Health is the premiere, charitable provider of vital health services to Boston's northern communities comprised of Lawrence Memorial Hospital of Medford, Melrose-Wakefield Hospital, Hallmark Health Medical Center in Reading, the Hallmark Health Cancer Center in Stoneham, the Malden Family Health Center, Hallmark Health VNA and Hospice in Malden, the Ell Pond Physicians, plus diagnostic centers and numerous community health programs provided in collaboration with various groups and organizations in our service communities.

More than 450 physicians provide expert care at Hallmark Health offering high quality, state-of-the-art health care to the region's residents. The nursing staff and allied health professionals consistently provide highly-skilled compassionate care that patients expect and demand from their healthcare providers. The evidence of this high quality of care is proven by the continuous stream of national awards, accreditations and accolades Hallmark Health constantly receives, and the growing number of patients who choose Hallmark Health for their care.

Medical Staff

During this past year, significant and dramatic steps were taken to energize physician relationships. At the beginning of the year, Hallmark Health's management team adjusted the organization's focus from an integrated delivery system to a two-hospital, divergent community system allowing and challenging each hospital to be the best it can be. Inherent in this change was a requirement for stronger, engaged leadership, especially from each physician community. After one and a half years of investment in physician leadership education and development with almost 30 physicians participating, the Medical Staff governing structure was challenged and engaged. Chiefs of key departments on each campus, the president of the medical staff and medical council positions were rewritten. Two positions were funded for part-time professional review responsibilities conducted on behalf of the medical staff as delegated by the Board of Trustees. Targets for improvement identified were set. Monthly meetings were arranged between the medical staff presidents and the hospital CEO to maintain communication, ensure progress toward goals, and provide timely corrective action.

These meetings are having many positive outcomes. There has been broader, enthusiastic participation from various medical staff members. Eleanor Moresco, MD, President, Medical Staff, Lawrence Memorial Hospital of Medford, invited members of her medical staff to participate in a strategic planning evening session. More than 40 members offered constructive, thoughtful suggestions on relationship improvement on capturing out-of-system referrals and understanding institutional needs. The group's energy was palpable. The follow-up will test the degree of success. Certainly, one key achievement is the engagement and active participation by many more physicians.

Another significant effort this year was the re-structuring of employed physician practices into a more cohesive, attractive practice model. A President of Physician Services was recruited to expand the vision, build the structure, and create the model while also working with and encouraging private

practitioners in their office practices. The Board adopted a philosophy and operating statement that outlines support and expectations between private attending physicians and the hospital when recruitment and/or business relationships are proposed. The intention is to create a medical practice model that attracts new practitioners. This should foster collegial practice structures where physicians, together, establish standardized care sets that improve quality and achieve greater operating efficiency.

The Board of Trustees continued their active involvement in the governance of Hallmark Health setting the standard for pursuing the highest levels of accountability for quality health care and offering their expertise and insight on a wide range of issues vital to the future of Hallmark Health.

Highlights and Accomplishments

Achieving Excellence at Hallmark Health

This year, Hallmark Health began a dedicated mission to ensure that service excellence was embedded in the makeup of every employee and department. This initiative, Achieving Excellence at Hallmark Health, follows an approach that utilizes best practices that have been proven at the finest healthcare facilities around the nation to create a culture of service, clinical and operational excellence.

Throughout the year, Hallmark Health managers learned the key principles on how to enhance their management skills. They also set up departmental goals and aligned them so they expand on the five Hallmark Health cornerstones of excellence; people, quality, service, growth and finance. The managers also established the Hallmark Health Leadership Academy, a personal improvement educational and training focus, to reflect the deep commitment management and staff share throughout the system for this ongoing journey to excellence.

Improvements to Patient Care

The journey towards achieving excellence brought significant additions and improvements to Hallmark Health System in FY2008. Some of the major highlights include:

Bone & Joint Program

The year saw the expansion and growth of our highly successful Bone & Joint Program. Staffed with high-quality, board certified orthopedic surgeons and specially trained nurses and therapists, the program significantly increased volume by following a concentrated marketing and community outreach program at both hospitals. The program also opened a new floor at Melrose-Wakefield Hospital specifically dedicated to orthopedic patients. In addition to housing patient rooms and the latest advances and technology in orthopedic care, the unit has an exercise room and other medical amenities that allow for early mobilization that contribute to shorter lengths of stay and better surgical outcomes. The unit's Press Ganey scores that measure patient satisfaction with their nursing care are consistently tallying in the 99th percentile.

Less invasive surgeries

Hallmark Health has also introduced a number of new minimally invasive surgical procedures that greatly reduce pain, discomfort and recovery times for patients. These new surgical techniques use minute incisions and microscopic cameras for certain cancer, back, and endoscopic procedures so that in many cases patients walk out of the hospital on the same day that they had the procedure.

Electronic physician orders

The addition of Computerized Physician Order Entry (CPOE), a technology that allows direct entry of medical orders by physicians on both campuses, has increased patient safety. Research has shown that CPOE along with clinical decision support can greatly reduce medication errors related to drug allergies, overdoses or interactions with other medications. CPOE also keeps a detailed record that contributes to better patient safety and improved health care quality and efficiency. Physicians at both hospitals are now using the new technology.

The latest MRI technology

Hallmark Health added an MRI Scanner to the Imaging Department at Melrose-Wakefield Hospital. The high-definition MRI system is one of the most advanced diagnostic systems available. This technology means shorter exams and greater comfort for patients plus clearer images that provide higher diagnostic detail. The department also added a 64 Slice CT scanner that delivers high quality images of the brain and heart with improved resolution and lower doses of radiation.

Medical Center completes first year of outstanding care

In its first year of operation, the Hallmark Health Medical Center in Reading has exceeded all expectations bringing convenient, accessible outpatient health care to North Suburban Boston. Since its

opening, more than 26,000 patients have walked through its doors for care and more than 3,500 diagnostic procedures were performed.

Conveniently located at 30 New Crossing Road in Reading, with easy access from Interstates 128 and 93, the facility is the largest of its kind in the region and offers the most advanced technology to diagnose and treat medical conditions.

Quality and Safety Further Enhanced

Peer Review process

Hallmark Health strengthened its quality and safety programs throughout the system by redesigning its peer review process to bring a fresh approach to quality of care priorities. This professional review process engages the medical staff in quality initiatives, standardizes the review process, maintains greater accountability and coordinates care delivery and review throughout the system.

Pharmacies renovated and computerized for better patient care

The pharmacy at Lawrence Memorial Hospital was completely renovated this year. A new automated, bar-coded system was added to store and track inventory. This system reorders medications when supplies run low and enhances patient safety as the technology can check and reinforce the accuracy of each medication and dosage being ordered. Similar plans are slated for Melrose-Wakefield Hospital in FY2009.

At-The-Ready for any community emergency

This year, Hallmark Health took steps with local communities and state agencies to ensure it is ready for any sudden surge of injured patients. All disaster management plans were rewritten and reinforced. Effective strategies and clear procedures were put in place to maintain the safety of patients, visitors and staff. Hallmark Health also proactively engaged with surrounding communities to ensure that systems are fine-tuned to assist area residents should a disaster strike.

Tobacco free for better health

Hallmark Health also undertook a mission to "clear the air" and have all facilities and grounds throughout the system completely tobacco-free on Nov. 20, 2008. The move is consistent with steps other health care organizations have taken across the country to underline the serious health risks associated with smoking.

Awards & Recognitions

Recognized for quality by Harvard Pilgrim Health Care

Hallmark Health System was one of only 14 hospitals and health systems in Massachusetts named to Harvard Pilgrim Health Care's first annual "Honor Roll." The Honor Roll is based on a review of national quality measures highlighting adult, acute care hospitals whose performance scored among the top 25 percent on a set of national quality measures. Lawrence Memorial Hospital of Medford and Melrose-Wakefield Hospital were the only hospitals selected in the Boston North Suburban region.

Dana-Farber Team gives high marks for Cancer Center

A medical team from the Dana-Farber Cancer Institute had strong praise for the outstanding care and work they observed at the Hallmark Health Cancer Center. The team studied areas such as senior leadership, programs goals, volume projections, space planning, computer systems, oncology program structure and procedures, nurse staffing, pharmacy, and oncology patient and family centered care.

Hallmark Health VNA and Hospice successfully completes Joint Commission survey

In February, the Hallmark Health Visiting Nurse Association and Hospice successfully completed a five-day Joint Commission survey for its triennial accreditation. The surveyors found the agency in excellent compliance with their standards, National Patient Safety Goals, and the Medicare Conditions of Participation. Members of the survey team consistently commented on the excellent patient care Hallmark Health provides throughout this program.

Lawrence Memorial/Regis College Nursing Program, a center for excellence

In September, the Lawrence Memorial/Regis College's associate degree nursing program on the LMH campus, along with the nursing programs at Regis College were designated as a Center of Excellence in Nursing Education by the National League for Nursing (NLN). Only 15 schools in the country have received this recognition (about 1%) and the LM/Regis College programs are the first to be so designated in New England.

Masspro cites quality improvement work

Hallmark Health has received three honors from Masspro for its dedicated and innovative work in quality

improvement. Masspro is one of the leading performance improvement organizations in the United States, dedicated to advancing healthcare quality. Hallmark Health was one of only two hospitals in Massachusetts that was honored for its significant mentorship of other hospitals in the areas of acute myocardial infarction, heart failure and surgical care.

Blue Cross Blue Shield grant for cultural competence

Hallmark Health was one of only ten organizations in the state to receive a grant from the Blue Cross Blue Shield of Massachusetts Foundation's Pathways to Cultural Competence program. The $65,000 grant will be used to implement hospital-wide anti-bias training programs. The two-year grants are awarded to expand access to health care in culturally appropriate and competent ways for immigrant and non-English speaking consumers.

AHA honors Hallmark Health

In May, Michael Sack, President and Chief Executive Officer of Hallmark Health System, received the Partnership for Action Grassroots Champion Award at the American Hospital Association's Annual Meeting in Washington, D.C. The award honors his exceptional leadership in generating community activity in support of Hallmark Health's mission and commends him for his vision through which "Hallmark Health has succeeded in becoming part of the very fabric of the community they serve."

Once again, "Best Place to Work"

For the fifth consecutive year, Hallmark Health System has been named to the Boston Business Journal's "Best Places to Work" list. The award recognizes an organization's achievements in creating a positive work environment that attracts and retains employees through a combination of employee satisfaction, working conditions and company culture.

Labs gain CAP accreditation

The laboratories at both hospitals as well as the Hallmark Health Oncology Center all received accreditation from the College of American Pathologists (CAP) in May.

Special Events

Stride for Health

Hallmark Health System held its first "Stride for Health Walk" on June 1st at Spot Pond in Stoneham. This first-time event exceeded its goal of $100,000 to benefit the cardiac and endovascular programs throughout the system.

Hallmark Health Celebrates 10th Anniversary

Hallmark Health System's year-long recognition of its 10th Anniversary came to a successful conclusion with a celebratory gala at the Royal Sonesta Hotel in Cambridge on Saturday evening, Sept. 13. More than 250 guests enjoyed the music, food, an auction, lively conversation and the opportunity to recognize Hallmark Health's accomplishments over the last decade. The event raised more than $40,000 for the Continuing Medical Education Program.

In closing, the solid reputation of Hallmark Health System for high quality would not exist without the compassionate care, dedication and hard work of our trustees, medical staff, corporators, administrators, nursing, health care professionals and staff who strive for excellence everyday. The fine work of these dedicated individuals and our close ties with local communities will guarantee that Hallmark Health will have a successful journey as it strives for even higher levels of excellence and ensure that all patients and visitors feel welcome, safe and confident that they have selected Hallmark Health for their care.

Sincerely,

Michael V. Sack, FACHE
President and Chief Executive Officer

Robert S. Cummings
Chairman of the Board of Trustees

2008

Hallmark Health System Results for Fiscal Year 2008

Facts and Figures LMH & MWH	2008	2007
Beds (operating)	340	328
Total Discharges	16,825	17,438
ED Visits	66,306	66,369
Births	1,205	1,257
OR Cases	20,997	21,674
Total Employees	2,780	2,889

Financial Performance	2008	2007
Total Operating Revenues	$267,272,833	$274,601,877
Total Operating Expenses	265,451,870	266,988,982
Income from Operations	1,820,963	7,612,895
Non-Operating Gains – Net	628,647	697,385
Excess of Revenue And Gains Over Expenses	**$2,449,610**	**$8,310,280**

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(October 1, 2007 to September 30, 2008)

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Hallmark Health is a charitable, non-profit and tax exempt community-based healthcare system serving Boston's northern suburbs. The system includes Lawrence Memorial Hospital of Medford, Melrose-Wakefield Hospital, Lawrence Memorial/Regis College Nursing and Radiography Programs, Hallmark Health Cancer Center in Stoneham, The CHEM Center for MRI, Stoneham, Hallmark Health Medical Center in Reading, Ell Pond Medical Associates and the Hallmark Health VNA and Hospice. Hallmark Health is affiliated with Massachusetts General Hospital for cardiology and Tufts Medical Center for neonatology and is committed to advancing the quality of healthcare.

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