



2011

Community Benefits Report

Hallmark Health System

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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; Hallmark Health Hematology and Oncology 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 and recently opened new outpatient services such as a Lymphedema Clinic and a Center for Wound Healing and Hyperbaric Medicine. In 2012, Hallmark Health System became one of only ten Massachusetts hospitals to offer an e-ICU in affiliation with UMass Memorial Medical Center and is opening a Comprehensive Breast Center this spring to better serve the community needs.

In 2011 Hallmark Health System also provided 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. Melrose-Wakefield Hospital has been selected by the Massachusetts Department of Public Health (DPH) to participate in an elective angioplasty trial. The hospital is one of only seven throughout the Commonwealth to participate in the MASS COMM Trial. In 2011, twenty eight (28) elective (non-emergent) angioplasties were performed as part of the MASS COMM clinical trials. Hallmark Health is affiliated with Massachusetts General Hospital for cardiac care.

The Massachusetts Department of Public Health has 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. The "Watch Over Me" program ensures residents are aware of the signs and symptoms of stroke and when to call for help.

The Hallmark Health Medical Center for Outpatient Care in Reading offers a full complement of imaging, laboratory, and rehabilitation services. The Center also houses physicians who offer specialized care, including internal medicine, cardiology, obstetrics/gynecology, and gastroenterology. In October 2011, one of the North Suburban Women, Infants and Children (WIC) Nutrition sites was moved to this Reading location to better serve local families.

Civic involvement is part of the culture at Hallmark Health at all levels of the organization. The 2,829 employees at Hallmark Health are backed by a core medical staff of 400 experienced

doctors – all working daily to meet the health needs of close to 600,000 residents in the 16 cities and towns in our area. 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 also contributed hundreds of hours in 2011 as active members in over 40 civic groups, community organizations, and boards throughout the North Suburban region. The Lawrence Memorial Hospital Regis College faculty 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 and Egypt. Through the generous donation of hospital employees, over 150 paid time-off (PTO) hours were provided for staff traveling on relief missions to Haiti. In 2011, employees and physicians also volunteered their time to raise funds for the Crudem Foundation to relocate the Sacre Coeur Hospital Nutrition Center in Milot, Haiti.

Other examples of staff 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 in need during the holidays; a successful back-to-school drive to supply backpacks and school supplies for children in Medford; and participation in various fundraising walks and events to assist many health-and social service causes. In Medford last year, Hallmark Health was an active participant in the Caribbean Festival that benefitted local residents from island countries such as Haiti. In addition, a wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2011, over 300 volunteers provided more than 44,000 hours of service at the Melrose-Wakefield and Lawrence Memorial Hospital Volunteer Departments.

The Process, the Plan and the Target Populations:

In fiscal year 2011, Hallmark Health System followed the direction provided through the Massachusetts Attorney General Community Benefits Guidelines for Non-Profit Hospitals. As recommended, at the start of Hallmark Health's 2011 fiscal year, the governing board of the hospital approved the 2011 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.*

To ensure community input and transparency, a review of reputable public health, socio-economic, and foundation data was completed and input from the Hallmark Health Community Benefits Advisory Council, Community Outreach Teams, Patient/Family Advisory Councils, local community coalitions, and the Community Health Network Areas, were considered. Information from focus groups and community health surveys were also analyzed in this process. The statewide health priorities *of supporting health care reform, reducing health disparities, improving chronic disease management, and promoting wellness in vulnerable populations* were also addressed in the planning process. As a component of this process, Hallmark Health is also

continuing to strategize ways to best address medical debt through adopting fair medical debt collection practices.

The Hallmark Health Community Benefits Advisory Council, comprised of the System Vice President of Home Care and Community Services; the system's Controller; the General Counsel and Chief Compliance Officer; the System Vice President for Fund Development; the System Director of Public Affairs and Marketing, two community representatives, a member of the hospital's Board of Trustees, and the Director of Community Services acts as the planning committee for Hallmark Health's community benefits work and meets quarterly to assure compliance with the Community Benefit Plan, to discuss important community health issues, and to provide input to the governing board regarding emerging community health needs.

Hallmark Health also actively participates with the community in an ongoing way through our Community Outreach Teams, as members of community coalitions, and in 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. Currently, there are six community outreach teams including Malden, Medford, Melrose, Wakefield, Reading and Stoneham. 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.

Another group that Hallmark Health System receives input from in determining the community health needs 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, especially those of diverse backgrounds, 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 2011, the LMH and MWH PFACs were merged into a single entity and given leadership and support through the Nursing Department. This new Hallmark Health System (HHS) PFAC developed a charter and began creating an annual report (posted on the HHS website).

As part of its efforts to improve the health status of its core communities, Hallmark Health System also 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 membership 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, Medford Health Matters, the Tri-CAP Hunger Network, the Tri-CAP Homelessness Task Force, the Chinese Culture Connection, the Melrose Substance Abuse Prevention Coalition, the Tri-City Haitian Relief Task Force, and the Wakefield 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 to improve the ways we serve diverse residents and to strengthen collaboration around how to best meet divergent health needs. In 2010, Hallmark Health joined the Malden Homelessness Task Force, reached out to Triangle, Inc., an agency serving developmentally challenged youth and adults, and developed a relationship with the Massachusetts Alliance of Portuguese Speakers (MAPS), through our Susan G. Komen MA Affiliate funded breast cancer prevention program. In 2011, Hallmark Health System began working with the Asian American Civic Association on workforce development activities; the Asian Breast Cancer (ABC) Project to prevent breast cancer; and A Better Tomorrow Services, Inc. to improve health in the elder Haitian population in our communities and support their efforts to develop a nursing assistant training program.

After careful review of data and community input, the following target populations were prioritized to receive services in 2011:

- 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 volunteers 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, unserved and 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 coping with a variety of behavioral health issues; this also includes their families.
- 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 as a primary community. 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.

In 2011, Hallmark Health System contracted with the Northeast Center for Healthy Communities, Aspects Consulting to review public health data and information gathered from community focus groups comprised of key community leaders, members of the community benefits target populations, and community residents that have not traditionally come to Hallmark Health for medical care. The Aspects Consulting group also reviewed health surveys collected through the website and in face-to-face encounters. This information is in the process of being integrated with public health data to create an easy-to-read analysis of the key health needs for nine HHS communities and will be available later this spring on the health system's webpage.

The 2011 Hallmark Health Community Benefits Plan is robust and covers a wide range of programs designed to meet the health needs of the identified target populations. Hallmark Health System's community benefits programs vary from a focus on health improvement to programs aimed at addressing the social determinants of health and the social/emotional needs of residents at risk.

The Community Benefits Programs for 2011:

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. Although it is estimated by Health Care for All that 98% of all MA residents have health insurance, many residents continue to be challenged by re-enrollment requirements, understanding their benefit options, and meeting the often high co-payments and deductions. Enrollment disparities also continue to exist for some Massachusetts residents, especially new immigrants and children. Rising health insurance costs may also put coverage out of reach for some businesses and individuals.

In 2011, Hallmark Health Financial Counselors completed 2,266 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. The system also continued its efforts to build community awareness around the opportunity for financial counseling and interpreter services through Hallmark Health, with a concentrated focus on uninsured or underinsured residents of the hospital's core communities.

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. In 2010, HHS began offering a new program, Match.doc to help residents meet primary care practitioners in a community setting by using a “speed-dating” format to introduce practitioners to residents. While the program helps the system to ensure residents have primary care providers, it is also an opportunity to educate residents about how to look for a provider that best meets their individual needs. During the event, the participants have the opportunity to review their insurance eligibility and enroll in a state health insurance program if needed.

The North Suburban Women, Infants and Children (WIC) Nutrition Program was also able to assist families with health insurance enrollment this year through a new Family Support Program, one of ten being piloted in the state. 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 2011, 389 unduplicated participants were served and 783 service referrals were made.

Interpreter service availability, in accordance with Hallmark Health policy, was promoted publicly in conjunction with financial counseling services. Information was available on posters, the Hallmark Health Patient Handbook, through registration and scheduling staff, through Hallmark Health community programs and education materials, and listed on the agency website. In 2011, more than 2489 interpreter requests were filled at the hospitals, and additional interpreters supported community outreach activities, including the translation of materials. Comprehensive Language Needs Assessments were completed for both hospital campuses. New language requests noted this year at Hallmark Health facilities include the following: Gujarati, Punjabi, Romanian, Tigrigna, Twi Akan, Swahili, Tibetan, Ganda, Shanghainese, Croatian, Filipino, and Kurdish.

Hallmark Health System reached its goal for 2011 to maintain its current community connections and to reach out to a minimum of three additional community groups. These were groups that were not currently connected to; or strongly connected with Hallmark Health System and had relationships with Hallmark Health’s target populations for Community Benefits. Through these relationships, community residents were provided opportunities to connect with local health services. Examples of these groups include the Asian American Civic Association, the “Everybody Eats Healthy in Everett Program” through Cambridge Health Alliance, and La Comunidad, Inc.

The hospital 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 and the Northeast Regional Community Health Network Area (CHNA 16). Meeting space was also offered to agencies that support the Hallmark Health System Community Benefits Plan, such as an Alcoholic’s Anonymous Group and the Tri-City Haitian Relief Task Force.

Another important component of supporting health reform was the need to educate and train high quality professionals to deliver health care. In 2011, Hallmark Health continued to operate 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, dietitians, pharmacists, physical therapists, and in other health professions. Cultural Conversation Classes through English at Large were also offered for area residents, students, and employees, allowing them to practice their language skills to assist them with health access issues and also helping them to secure future jobs. The first class was offered at Lawrence Memorial Hospital in September of 2010.

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. Activities such as support for local flu clinics, CPR training for high school students and community residents, and opening the hospital's open spaces to the public during heat emergencies were all part of the plan for 2011.

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. In the past few years, 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 region around our hospitals, Hallmark Health System is sharing the lead role with Cambridge Health Alliance. Hallmark Health System has also increased support to agencies that work with underserved populations such as the Chinese Culture Connection, the YWCA of Malden, and the Tri-city Community Action Program.

Hallmark Health System is 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 meets quarterly and is led by the System Vice President of Human Resources and the System Vice President of Home Care and Community Services. There is broad-based representation of staff and leaders from across the system and a Corporate Diversity Statement has also been adopted by the governing board. "Hallmark Health embraces diversity at all levels of our organization and strives to deliver culturally competent care to all of our patients. At Hallmark Health we are committed to exploring, understanding, and respecting the

differences that exist among our patients and our co-workers. Through these efforts we can provide the most effective and highest quality of care to our ever-changing communities and create a culturally sensitive environment for our employees.”

System-wide diversity training for all employees began in March of 2010 and new hire orientation was also enhanced to include an introduction to the HHS Diversity Program and the Interpreter Services Program. Annual competency is maintained through a mandatory online training session. Through that original grant, employees were trained as trainers, and over 66% or 1553 employees have received diversity training to date. In January 2012, the 100th training session was held for employees.

Cultural Diversity training and the Diversity Committee is overseen by the HHS Human Resources Department. This systematic approach has allowed for the program to continue and flourish. While we continue to have lessons to learn, HHS is proud of this work and has embraced and institutionalized cultural competency as a health system. HHS has recently been invited to respond to Request for Proposals to obtain additional resources from Culture InSight to expand our competency both internally and in the community.

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. The 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 Massachusetts Alliance of Portuguese Speakers (MAPS).

In Malden, HHS has received funding from the Marshall Foundation for *Malden Elder Asian Diabetes Health Project*. Based on the most recent Massachusetts Department of Public Health data available for Malden, only 3.4% of the Asian/Pacific Islander population over the age of 60 has diabetes, ranking them as having the lowest prevalence of diabetes in its specific area; however, this percentage is based solely on the number of diagnosed cases of diabetes in Asians and Asian-Americans. The Joslin Diabetes Center provides evidence that the number of people of Asian descent who will get diabetes in their lifetime is greater than that of any other ethnicity or race. Given this data, and anecdotal information from HHS physicians practicing in the Malden Asian community, it is clear that there may be a large pool of potentially, undiagnosed diabetic Asian residents living in Malden. In Malden, 19% of the population self-identifies as Asian.

The data also shows that Asian-Americans have a higher risk of having diabetes when compared to Asians who lived 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; thus diabetes in Asian-Americans is impacted by a combination of the environment and lifestyle in America. However, this epidemic is furthered because even second and third generation

Asian-Americans are found to have Type 2 diabetes as it is passed down genetically from generation to generation.

“The Malden Asian Elder Diabetes Health Project” is a five-part program including the components of building community awareness, providing community outreach, offering screening, and education. Outreach is done through the Hallmark Health Community Services department, the Chinese Culture Connection, and other local agencies such as Hallmark Health VNA and Hospice. For identified diabetics, three Joslin Diabetes Center approved classes will be offered beginning in April 2012. Interpreters will be provided and family members will be encouraged to attend. Insulin classes and a group follow-up will also be provided. The program will be offered at the Malden Senior Center, accessible by public transportation. The site is located in the heart of the Malden Asian community.

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, caregivers of Alzheimer patients, patients 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. Over the past eighteen months, Hallmark Health has trained six staff members as *My Life, My Health* Trainers.

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.

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 twelve years, Hallmark Health 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. The Healthy Families program served 96 unduplicated families and had 79 referrals in Fiscal Year 2011. 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 2011, 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. Currently the program is preparing to hire staff to provide these important services.

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 2011, 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 2011, the program served over 900 unduplicated families.

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 five local sites. In 2011, the program served more than 6,000 lower income 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 2011, the North Suburban WIC nutritionists presented free nutrition workshops to more than 200 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 December of 2011, the breastfeeding initiation rate at the North Suburban WIC program reached 88%.

Since 2010, the Behavioral Health Department 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. 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, formerly housed at the Lawrence Memorial Hospital and recently moved to the Malden Family Health Center. Two Hallmark Health staff members are board members on the Melrose Alliance Against Violence, another is on the board 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 provided four staff members as trainers, including the director of the hospital’s Community Counseling department. In partnership, the group trained over 500 residents to date. In addition to supporting the training efforts, one of Hallmark Health’s leaders serves on the board of the local YMCA to assist them in regaining their reputation in the community and improving their child safety policies and practices.

In 2011, the Robert Dutton, MD, Adult Day Health and Supportive Day Center served over fifty (50) 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 supportive day care for all seniors and 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 serves elder residents in our service area. The Partial Hospitalization Program (also known as PHP) bridges the gap between inpatient and outpatient therapies. It offers intensive, time-limited, outpatient psychiatric services to patients living in the community. The PHP meets the needs of individuals who require less than 24-hour care, but who need more comprehensive psychiatric evaluation and treatment than can reasonably be provided in a traditional outpatient setting. The PHP is an alternative to inpatient hospitalization and can also act as a step-down program for hospitalized inpatients. It is an effective mechanism for shortening inpatient length of stay. The average length of stay in the program is approximately fourteen days, but is always tailored to the patients' treatment needs. Transportation is available from local communities on an as needed basis.

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, the *Physician Focus* and *The Pulse*, as well as posted on the Hallmark Health website at www.hallmarkhealth.org. The Community Outreach Teams meet 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'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.

A Community Benefits web page was developed and 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 available to allow community residents to submit their feedback. The survey is translated into the seven (7) most common languages (including English) spoken in this area. Also in 2011, the health system's community publication, *Perspectives* has highlighted important programs in the community.

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. In the spring of this year, 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.

In Conclusion:

Hallmark Health System, Inc. is proud to submit our annual 2011 Community Benefits Report. This year, Hallmark Health provided \$7,869,810.00 in Community Benefits expenditures, with \$4,138,225.00 going directly to Community Benefits programs. This contribution emphasizes Hallmark Health's commitment to our community benefits mission.

As we move forward in 2012, Health Care Reform is changing 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 with prevention coming to the forefront, reimbursement is not expected to increase so there is a pressing need to “do more with less”. This restriction on resources will be a driving force for Hallmark Health System in the year ahead. Serving patients and community residents’ health needs with quality, but more effectively and efficiently will be an important catalyst to meet this challenge.

This newly emerging environment will also spur Hallmark Health System to continue to build and strengthen relationships with diverse residents and partners to avoid duplication of services and reduce costs. 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 state-of-art medical care available in our hospitals and at our ambulatory care centers.

As we face the health care challenges of the coming year, Hallmark Health will continue to devote appropriate resources to community benefit programs and activities. The system remains devoted to continuing to strive to improve the quality of healthcare we provide to all of our patients, in our hospitals, medical centers, and in community settings. We welcome the challenge 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 residents who are not “powerful” in the traditional sense and bring with them the complexities of health needs such as social, economic, and environmental disadvantages. We are confident in our ability to meet the health care needs of the residents in the communities we serve, and remain steadfast in our commitment to dedicate the resources of our staff and leadership to this purpose.