



**HALLMARK HEALTH
COMMUNITY BENEFITS REPORT
2008**



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I am very pleased to present Hallmark Health's Community Benefits Report for 2008. It was a significant year in which our Community Benefit expenditures totaled \$4,282,870.00 with \$2,129,958.00 going directly to Community Benefit and Service programs. This contribution underscores Hallmark Health's commitment to meeting the needs of the communities we serve and the tremendous dedication of our staff and leadership to this mission.

As Hallmark Health System celebrates more than 10 years of service, we are proud of our accomplishments, being a good neighbor to the communities we serve in north suburban Boston and providing state-of-the art medical care and services locally. Our employees, many of who live in these same communities, identify and address the health needs of individuals and families as professionals but also as neighbors. Hallmark Health staff serve on boards of community service organizations, participate in civic events, and provide support to the community whenever the need arises.

So it is with great pride we continue to strive to achieve excellence not just in the quality of healthcare we provide to patients that have the means and resources to seek our help, but also in how we provide care to the underserved. We take seriously our obligation to identify and provide quality healthcare and services to community members that are unaware of their health status, unable to navigate the health system, or are more reticent about seeking health services. We welcome this opportunity to broaden our role in promoting the health and well being of all of our community members.

A handwritten signature in black ink that reads 'Michael V. Sack'.

Michael V. Sack, FACHE
President and Chief Executive Officer
Hallmark Health System, Inc.

Hallmark Health System Fiscal Year 2008

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Organization Type: Health System

Member Hospitals:

- Hallmark Health System
 - Lawrence Memorial Hospital of Medford
 - Melrose-Wakefield Hospital

Community Health Network Areas:

CHNA 13 and 14: Greater Beverly/Gloucester CHNA and North Shore CHNA
CHNA 15: North West Community Health Network Area
CHNA 16: North Suburban Health Alliance

Regional Center for Healthy Communities:

Northeast Center for Healthy Communities primarily

Attachment 1

I. Background and Overview

Hallmark Health

Hallmark Health 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 of Medford and Melrose-Wakefield Hospital in Melrose, the Cancer Center in Stoneham, Hallmark Health Medical Center in Reading, Malden Family Health Center, and two extended care facilities. Hallmark Health is also proud to own one of the state's busiest visiting nurse associations, including a palliative care and hospice program, community services including federal, state and foundation grant-funded programs, primary care physician practices throughout the region, one of only two hospital-based nursing schools in the state and extensive outpatient services scattered throughout the service area.

The 2,780 employees at Hallmark Health, including 841 nurses, 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 we serve. Together, we treated more than 16,825 inpatients, provided 66,306 emergency visits, welcomed 1,205 newborns, cared for 20,997 surgical patients, and visited more than 4,000 home care patients in 2008. In 2008, Hallmark Health also provided more than 39,000 procedures such as echocardiograms, Holter monitoring, EKGs, nuclear cardiology stress tests, cardiac catheterizations, angioplasties, pacemaker implantation, and other special procedures at the newly opened Cardiac & Endovascular Center at Melrose-Wakefield Hospital. This critical service offers patients a multidisciplinary approach to the diagnosis and treatment of cardiac and vascular disease and boasts some of the best “door to balloon” times in the area. The Hallmark Health Cancer Center in Stoneham, also newly opened in 2007, and offering the latest treatments for cancer care in a local setting, cared for 250 patients weekly, registering more than 60 new patients monthly in 2008.

The New Hallmark Health Medical Center in Reading also began operations in the last fiscal year. The largest in the region, the new Medical Center has 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. The site had 31,046 patient visits during its first full operating year.

In 2008, Hallmark Health reached out into our communities daily, in the evening and on weekends, to ensure that families had the education, support and services they needed at the times and locations best suited for them. At five community sites, nutrition education and resources for obtaining supplemental food were provided for more than 6,154 underserved families through the North Suburban Women, Infants and Children (WIC) Nutrition Program. The Healthy Families program, which received 98 referrals and served 129 young families, provided home visits, education and support, resource and

referral information, and topic-focused groups. The North Suburban Family Network opened its doors in Melrose to provide support and education for more than 1,000 families of young children; and the Hallmark Health Baby Café, located in a community church, provided 1,200 visits directed toward assisting new Moms with breastfeeding and parenting support. The Dutton Center for Adult Day Health program cared for an average daily census of 42 frail elderly clients; providing a respite for their families by allowing them to continue with their jobs and activities knowing their elder family member was in a safe and caring healthcare environment. The Malden Parish Nurse program and Senior Citizen's Health Center regularly provided a variety of health services such as blood pressure monitoring and health care counseling to the elderly at a variety of community locations, and other community members were screened and provided health information at local events.

Hallmark Health's Mission Statement

As the leading healthcare system serving the residents of Boston's North Suburban region, Hallmark Health strives to combine the latest medical technology and treatments with a personalized approach to care. We believe that the delivery of quality healthcare is only possible in an environment where patients come first; an environment that encourages patients and clinicians to work together to achieve the best possible outcomes. This is achieved through implementing on a daily basis the following mission, vision and values:

Hallmark Health System, Inc.

Our Mission

Our mission is to provide, in a community-based setting, the highest quality health care to the people of Boston's northern suburbs.

Our Vision

Hallmark Health will be the system of choice in our region with demonstrated service to and support from area residents and physicians.

Our Values

Collaboration-Working together as a team and actively communicating with each other, our patients, and our communities.

Attentiveness-Always remembering that we are here to serve the needs of the patients.

Respect-Treating others (including patients, families, co-workers, and physicians) with dignity and courtesy while striving to understand their needs.

Excellence-Holding ourselves to the highest standards of quality, service, integrity, and performance.

Stewardship-Managing resources prudently to ensure our future ability to serve our mission.

Hallmark Health's Community Benefits Mission Statement

- To promote healthy lifestyles by providing access to health information and education.
- To serve as a leader within the community by encouraging collaborative planning between local organizations for affordable, accessible, and high quality health care.
- To address the special health needs of the underserved in our community.
- To identify and address the health care needs of those we serve.
- To improve the health of community members by continuing our tradition of working with healthcare organizations, physicians, and community organizations

Community Benefits and Community Services have been key components of the Hallmark Health Mission since its inception in 1997. Hallmark Health has always sought ways to support these activities through identifying and securing grant funding, through fundraising efforts, and through direct financial support. Although challenging due to the size of its geographic scope of 16 cities and towns, Hallmark Health makes a concerted effort to be both a good citizen and a good neighbor, especially through its Community Benefits programs. During 2008, with State and local social program cutbacks, Hallmark Health has continued its commitment to the community by providing a wide array of programs and will continue to do so.

Civic involvement is part of the organizational culture at Hallmark Health at all levels of the organization. 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 1,481 hours in 2008 as active members in over 40 civic groups, community organizations, boards and projects throughout the North Suburban Region. Employee volunteers donated 2,188 hours and the Lawrence Memorial Hospital Regis College faculty donated an additional 139 hours to support health promotion and prevention efforts in the community. Examples of staff efforts included new books donated to the Hallmark Health Healthy Families *Holiday Book Drive*, care packages to U.S. troops, toys to children in need during the holidays, a successful coat drive, where more than 600 coats were donated for needy citizens, a back-to-school drive to supply backpacks and school supplies for children in Medford, and participation in various fundraising walks to assist many health-related causes.

In addition, a wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2008, 356 volunteers provided more than 42,000 hours of service through Melrose-Wakefield and the Lawrence Memorial Volunteer Departments.

Hallmark Health's Leadership and the Board of Trustees are actively involved in overseeing the purpose and activities of the hospital system including exercising authority over Community Services and Benefits activities. Although a formal Community Benefit process began later in the year than was originally planned, Hallmark Health through its regular board meetings, internal hospital meetings and leadership activities is actively involved in shaping the Community Benefits planned and provided by the system. For 2008 the Senior Vice President for Home Care and Community Services, under the direction of the President and Chief Executive Officer, ensured the continuation of the Community Services and Benefits planned for fiscal year 2008 despite staffing vacancies. She personally managed the daily activities of the Community Services Department, interviewed and hired a new Director of Community Services, and began the Community Benefit planning process for the 2009 fiscal year. Recently a new group, the Community Benefits Advisory Council was convened and began meeting. This group will ensure that the 2009 Community Benefit plan will be formally drafted and approved over the next months. Additionally, the Community Benefits Mission Statement will be revised and approved by the Board of Directors.

II. Internal Oversight and Management of Community Benefits Program

The Director of the Department of Community Services reports to the Senior Vice President of Home Care and Community Services, who in turn reports directly to the President and Chief Executive Officer of Hallmark Health System. The Department of Community Services works closely with staff, managers and directors of both clinical and non-clinical service areas within the system and its subsidiaries. The Director of Community Services takes a lead role in establishing and strengthening relationships with community organizations. In addition, Community Services staff members are represented on Hallmark Health Community Outreach teams as well as external boards and coalitions including Healthy Malden Inc.; Medford Health Matters; the Joint Committee for Children's Health Care in Everett; the Melrose Alliance Against Violence (MAAV); the Stoneham Alliance Against Violence (SAAV); the Wakefield Alliance Against Violence (WAAV); CHNA 13/14; CHNA 15; CHNA 16; and others.

The Director of Community Services oversees the reporting of Community Benefits information; compiling Community Benefits data and writing the annual report. In addition she oversees three major community benefit programs administered by Hallmark Health and housed within the Department: the North Suburban Women, Infants and Children (WIC) Nutrition Program, the North Suburban Family Network, and the Community Health Education Department. In her role as supervisor, she is responsible for budget oversight and quality assurance for those programs.

Within the 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 collection 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 monthly 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 Meditech system (internal email) which reaches all employees and on Outlook mail, which is available to many employees and all of the leadership team.

To ensure internal coordination of the community services provided by Hallmark Health, the Director of Community Services meets weekly with the senior managers of other community-focused Hallmark Health programs, such as the Hallmark Health Visiting Nurse Association and Hospice. During those meetings, information is shared and areas for collaboration are explored. The Director and Community Services Outreach Coordinator are also members of many of the Hallmark Health internal committees such as the Diversity Steering Committee, the Grant Peer Review Committee, the Women's Health Coalition, the "Baby Friendly Hospital" Task Force, the North Suburban Family Network Coalition, and the Healthy Families Coalition, to name a few.

III. Community Health Needs Assessment

Hallmark Health has used a variety of ways in which to identify the health care needs especially the needs of un-served and underserved populations within its geographic communities. The following groups have provided input into determining the disadvantaged populations within our communities:

- o The Community Benefits Advisory Council
- o Community Outreach Teams. Currently there are six Community Outreach Teams covering Malden, Medford, Melrose, Reading, Stoneham and Wakefield.
- o The Patient/Family Advisory Councils of Lawrence Memorial Hospital and Melrose-Wakefield hospitals.
- o Local community coalitions such as Medford Health Matters, Healthy Malden, Inc., the Joint Committee for Children's Health Care in Everett, the Melrose Alliance Against Violence, the Wakefield Alliance Against Violence, the Stoneham Alliance Against Violence, the Hunger Network and others.
- o The Community Health Network Areas (CHNAs) covering the expansive Hallmark Health service area including CHNA 13/14, CHNA 15 and CHNA 16.

In addition public health data has been reviewed to identify health disparities within the core Hallmark Health communities.

Community Benefits Advisory Council

In the current year, Hallmark Health convened the Community Benefits Advisory Council comprised of the Senior Vice President of Home Care and Community Services; the system's Controller; the General Counsel and Chief Compliance Officer; the Senior Vice President for Fund Development; and the Director of Community Services. The group plans to expand its membership over the next few months to include a member of

the health system's Board of Trustees and community members representing the systems Community Benefit target populations. This body will act as the planning 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. This process will include defining measurable outputs and outcomes for the Community Benefit programs and formalizing the plan through approval by the hospitals' Board of Trustees.

The group plans to solicit input regarding community health needs from current state data, the Hallmark Health Community Teams, Community Coalitions, the LMH and MWH Patient Care Councils, and the CHNAs. The information collected will funnel through the Senior Vice President of Home Care and Community Services and the Director of Community Services who are members of these groups or have staff members assigned to represent the hospitals as members. The Senior Vice President for Home Care and Community Services will act as the liaison to the Hallmark Health full Board of Trustees and the Controller, General Counsel and Chief Compliance Officer, and the Senior Vice President for Fund Development will provide additional support at the highest levels of the organization.

Public Health Data

To better examine the health status of our populations and to determine unmet needs in Hallmark Health's core communities, the Director of Community Service compiled data from MassCHIP, Healthy People 2010, the American Heart Association and the American Cancer Society.

Socioeconomic Data

In the core communities of Hallmark Health, which includes Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, and Wakefield, three of the communities—Everett, Malden and Medford, have per capita income levels below the state average. In Everett the poverty rate is at 11.8% and the unemployment rate is also higher than the state average. Malden's per capita income is 15% below the state average, yet the poverty level and unemployment level are similar to the state average indicating a higher percent of the population are the "working poor". Medford's per capita income is slightly below the state average and unemployment is slightly better than the rest of the state. Nineteen percent (19%) of the community is at 200% of poverty level or below.

The Diversity of the eight communities is also very different. Both Everett and Malden have populations comprised of a higher rate of Black persons (7.9% in Everett and 10.1% in Malden) than the rest of the state and in Malden, the percentage of Asian residents is 19%, also higher than the state average. In Everett the Hispanic population is higher than the state average at 11%. In Medford the percent of Black residents is two percent higher than other communities while the Asian population is slightly higher than the rest of the state. The communities of Melrose, North Reading, Reading, Stoneham and Wakefield have primarily White populations with smaller Asian, Hispanic, and Black populations. In addition to their racial mix, the communities of Everett, Malden and Medford are home to families with origins as diverse as Italy, Turkey, Cameroon, Brazil, China, Haiti

and too many others to mention. A variety of different languages are spoken and many different religions and cultures are practiced. In all of the communities except North Reading, the percent of residents' age 65 and older is greater than the state average.

Maternal Child Health Data

In both Malden and Everett health status indicators for maternal and child health showed some areas of concern. The infant mortality rate and low birth weight rate are higher than the state average in both Everett and Malden. In North Reading and Stoneham, the infant low birth weight rate was also higher than the state average. In Malden, the infant mortality rate is nearly double the state average. The percentage of women receiving adequate prenatal care is slightly better than the state average in both Malden and Everett, however, the number of women not receiving prenatal care during the 1st trimester was much higher (25.0%) than the state average (17.9%) in Everett. In Medford too, the number of women not receiving prenatal care during the 1st trimester is slightly higher than the state average. Almost double the women in Everett (64.7%) receive prenatal care financed by public funds than the state average (34.2%). Similar to Everett, a greater percentage of women in Malden (9.5%) also receive prenatal care financed by public funds. According to statistics from Healthy People 2010, Malden is one of only five Massachusetts communities that reported gestational diabetes rates above the state average of 3.8%. Malden's rate of gestational diabetes is 5.5%, the second highest in the State. The percentage of adolescent pregnancies is half of the state average in Malden and less than the state average in Everett and the other six communities; however both Hispanic and Black teen birth rates are higher than the state average in the Northeast region.

Infectious Disease Data

In Everett the rates for Hepatitis B and Syphilis are more than twice the state average- (but the numbers are very small which could be a factor). Chlamydia rates are also higher than the state average. In Malden the rate for newly diagnosed AIDs cases is higher than the state average and the rate for tuberculosis is five times higher than the average rate for other communities in the state. Rates for Hepatitis B and Syphilis are more than twice the state average. In Medford the rate for Hepatitis B is twice the state average. Melrose, Stoneham and Wakefield all have higher rates of pertussis than the state average and Reading demonstrates positive indicators in the area of infectious disease except for pertussis and hospital discharges for bacterial pneumonia.

Cancer Data

In Everett breast and lung cancer mortality rates are higher than the state average. In Malden breast cancer mortality rates are lower than the state average while hospitalization and incidence rates are about equal to the state average except for women ages 75-84 (much higher). For lung cancer, Malden White men had 35 % higher mortality rate compared to the state average while Asian men and women had three times the lung cancer mortality rate. In Medford the total deaths from cancer are slightly lower than the rest of the state but deaths from lung cancer and breast cancer are both slightly higher than the rest of MA. While Medford has similar rates of breast cancer mortality as the rest of the state, the rate doubles other communities for women ages 45-64. The

overall rate of breast cancer incidence for Medford is 24% higher than other communities in the state. The rate of total deaths due to colon cancer is also lower in Medford than the rest of the state, yet the incidence in adults ages 45-64 was higher than the state. In addition, the rate for Black men was 14% higher and the rate for Asian men and women was five times higher. Melrose has a 10% higher incidence of breast cancer for women particularly in women ages 45-64 and 65-74. In North Reading, overall cancer deaths are higher than the State average especially for lung cancer. In Stoneham, overall cancer deaths are higher than the State average especially for lung cancer. Finally Wakefield has a breast cancer mortality rate two times as high as other communities yet the total incidence rate of breast cancer is slightly below the state average. The rate of mortality for lung cancer remains far below the state average except for Asian men where it is double.

Cardiovascular Disease Data

In Everett mortality rates for cardiovascular disease are on par with state averages. In Malden, White and Asian men and Black women have a much higher mortality rate from coronary heart disease and heart attack than the state average. Black women have a rate three times the state average for mortality due to heart attack while for Hispanic men it was two times and Asian men it was six times the state average. Both men and women in Malden have lower rates of stroke as compared to the rest of the state except for men ages 55-74 for whom it was double the state average. Diabetes mortality for Malden is ½ the rate for other communities but rates of hospitalization for diabetes is consistently higher except for Blacks. For Blacks, the hospitalization rate is particularly higher in the ages of 25-44 and 65-74. Medford reports rates of death due to cardiovascular disease lower than the state average except for men, who had a higher rate of death due to heart attack, especially Black men (almost double). Asian men have a mortality rate from coronary heart disease three times the state average and a heart attack mortality rate ten times the state average. Diabetes mortality for Medford is overall 5 % lower than the rest of the state except for females (slightly higher) and people ages 45-64 (twice the state average). The diabetes related hospitalizations for Medford are higher than the state especially for males, people 25-44 and 75 years and older. Obesity rates for all ethnic groups are either at or above the state average.

For Melrose, the community's rate of hospital discharges for primary care manageable conditions is below the state average with the exception of the rate for angina, which was more than twice the state average. The indicators for cardiovascular health show that while the rates for mortality due to coronary heart disease and heart attack are only slightly higher than the state average, the mortality rate for stroke for women is higher than the state average. Also Melrose has a higher rate of hospitalization for both men and women for stroke and coronary heart disease. In North Reading deaths from cardiovascular disease rate higher than the State average. In Reading deaths from cardiovascular disease are on par with the State average. Wakefield's rate for deaths due to coronary heart disease and stroke for men and women was lower than the state average. However, the rate of death due to heart attack for men was much higher than the state average and slightly higher for women.

Discharge Data

In Malden discharge data shows that asthma, angina and bacterial pneumonia discharges are all much higher than state averages. In Medford hospital discharges for asthma, bacterial pneumonia and angina are slightly higher compared to the rest of the state. In Stoneham and North Reading the hospital discharge from asthma is higher than the State average.

Additional Pertinent Health Data

In addition to what has been previously reported the following statistics were noted:

- In Everett, Malden and Medford the rate of injection drug user admissions to DPH funded programs is higher than the rest of the state, as is the rate of alcohol and other drug-related hospital discharges. For Wakefield, substance abuse admissions to DPH-funded treatment programs and admissions for IV drug use are on par with the rest of the state, and alcohol and other drug- related hospital discharges rated almost much higher than the state average.
- In Reading both motor vehicle-related injury deaths (13% which is 5.6% higher) and suicide (8.6% which is 1.8% higher) are higher than the state average.
- Wakefield's motor vehicle death rate is (1.2%) higher than the state average. In Wakefield the homicide rate was also troubling and higher than the State average (though the actual number was low at 2 deaths due to homicide).
- MA State health statistics also show a recent rise in domestic violence, elder abuse and osteoporosis rates.
- Behavioral health visits for severely ill patients to the Melrose-Wakefield Hospital Emergency Department, serving all of these communities, has doubled during the past four years.

IV. Community Participation

As stated in the prior section of this report defining the process of the Community Needs Assessment, Hallmark Health is participating with the community in an ongoing way through our Community Outreach Teams, as members of community coalitions and the areas CHNAs. These methods have proved to be an effective way to reach out into the community to gather information about emerging health care needs and provide support to local broad-based health initiatives such as flu clinics and blood drives. In a more formal way, the hospital's Patient Care Advisory Councils bring community members into the hospital setting to address issues such as access to care and improving services to our patients, especially those that feel less comfortable in the traditional health care setting.

Through Hallmark Health's extensive community partnerships, a few key community members representing Community Benefits target populations will be identified and invited to sit on the Community Benefits Advisory Council for the year. This will be achieved through active and open dialogue in which concerns and feedback are shared and where our community members feel welcome to actively participate in the many aspects of Community Benefit program development. Each year, the role of the community representatives will be reviewed to ensure that they continue to characterize

the target populations identified in the Community Benefit Plan. Some ways that community members currently provide input include:

Community Outreach Teams: One of the primary reasons that Hallmark Health initiated Community Outreach Teams more than seven years ago was to ensure that Hallmark Health obtains information directly from community members on how to better serve their needs. The Teams had sponsored events ranging from informal (recreation, sporting events) to formal, (community health fairs) thereby promoting multiple opportunities to interact with a wide range of community members in ways that build a trusting relationship, key to truly listening to the voice of individual community members. As Hallmark Health moves forward in its Community Benefits planning process, it will continue to utilize the collective knowledge of the Teams. To this aim, the Teams' Organizing Charter has been rewritten to help guide the membership toward more formal Community Services/Community Benefits activities. In the first quarter of 2009, the Director of Community Services met with the Team captains to discuss the changes in the way Community Benefits will be measured going forward. The Teams are committed to their communities and their teammates and are excited about the opportunity to support the Community Benefit program of Hallmark Health in new and different ways.

Currently, there are six community outreach teams named for Malden, Medford, Melrose, Wakefield, Reading and Stoneham. Two new Teams were brought together in 2008 in Reading and in Saugus, but due to low membership only Reading has continued through to the end of the year. By tailoring outreach and programs based on what individual communities value most, Hallmark Health is the organization that local communities look to when they face a health-related challenge or need. 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. Many of the employees at Hallmark Health, who serve on the Teams, also participate in a number of other community groups and civic organizations. As a result, these employees are actively engaged in a number of ongoing discussions providing them with information regarding emerging community needs. The team efforts have also acknowledged Hallmark Health in recognition from four area Chambers of Commerce, other civic organizations, the House of Representatives, the American Hospital Association, and the Massachusetts Hospital Association.

Employee volunteers staff the Community Teams. More than 100 employees, volunteers, and physicians were involved in a team or a team-sponsored event in 2008. In 2008 the team members logged more than 1,700 hours toward team events and as active members in over 20 civic groups in the region. Following are a few of the Team highlights for 2008:

Team Malden:

- Helped to sponsor the Malden Rotary Road Race in March.
- Staffed a table for Malden Healthy Kids Day focused on Bicycle Helmet Safety.

Team Medford:

- Participated in the Medford Senior Health Fair.
- Provided support to the Medford Public Schools through offering health education programs on topics such as nutrition.

Team Melrose:

- Supported Anton Cleaner's annual "Coats for Kids" drive.
- Staffed Flu clinics for more than 2,000 residents of Melrose and Wakefield, assisting the local Boards of Health.

Team Reading:

- Hosted two Red Cross Blood Drives
- Offered a "Healthy Heart" lecture at the Reading Senior Center

Team Stoneham

- Held blood pressure clinics on alternate Tuesday evenings at the First Congregational Church in Stoneham.
- Screened citizens for elevated blood sugar and blood pressure at Stoneham Town Day.

Team Wakefield

- Supported the Wakefield Alliance Against Violence through membership and active participation in events and activities.
- Provide a variety of health screenings at Wakefield Festival By the Lake.

Community Advisory Councils:

The Patient/Family Community Advisory Council of Lawrence Memorial Hospital (LMH): In 2008 Hallmark Health strived to strengthen its relationships in the community by continuing to sponsor and facilitate the Community Advisory Council for Lawrence Memorial Hospital. The group is comprised of six community members, a retired hospital trustee who is also a Medford resident, the Director of Medford Health Matters Community Coalition, a Lawrence Memorial Hospital physician, and representatives from Hallmark Health's Marketing Department, Nursing Department, and the Chief Operating Officer for the hospital. Citizen members of the Council are from the neighborhoods of Medford: West Medford where many of the citizens are African-American or of Haitian decent, South Medford where many of the residents are of Italian and Brazilian heritage, and in the Tufts University neighborhood where college students from around the world live and attend school. The Council was formed to obtain feedback and ideas from community members on how the hospital 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 by fostering a strong partnership through outreach activities with Medford community residents.

The Community Advisory Council of Melrose Wakefield Hospital (MWH): Following in the footsteps of the LMH Community Advisory Council, in 2008 Hallmark Health convened the Community Advisory Council of the Melrose-Wakefield Hospital. This

Council is comprised of five community members of diverse ages and backgrounds, a representative from physician services, and leadership from the hospital. Some of the community members are former patients such as a young woman who delivered her babies at the hospital and a retired schoolteacher who wanted to help her local hospital where she receives her health care. While newly established, the group is working to develop by-laws and discussing how to expand their membership. In the coming year, the Council will assist Hallmark Health to strengthen collaborations around meeting the divergent health needs for MWH and to provide input into the planning of future Community activities and initiatives.

Community Coalitions:

As part of its efforts to improve the health status of its core communities, Hallmark Health 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: Malden High School Teen Parent Task Force, the Everett Community Partnership and Lead Prevention Committee, Mystic Valley Elder Services Provider Task Force, Malden Council on Aging, Medford Council on Aging, Melrose Council on Aging, Saugus Council on Aging, Lynnfield Council on Aging, Healthy Families Community Coalitions, Medford Family Resource Coalition, the Melrose Substance Abuse Prevention Coalition, and the Malden, Everett, and Medford Family Networks. A few key coalitions are highlighted.

The Joint Committee for Children's Healthcare in Everett

The mission of the Joint Committee for Children's Health Care in Everett (JCCHCE) is to ensure that all children and families in Everett and surrounding communities have access to quality, affordable health care. The JCCHCE is a not-for-profit organization comprised of educators, health care professionals, hospital and school administrators, parents, grandparents, civic and government leaders, and members of civic and community organizations, who volunteer their time, talents, and resources. Hallmark Health provides support through extensive staff participation in the JCCHCE. The JCCHCE provides family outreach through the Parent Liaison and volunteers who work to connect families with appropriate health insurance, health care, and community resources. Additionally, the JCCHCE works collaboratively to provide health education, community service programs, and other public health initiatives to community members. In 2009 the committee has discussed changing its name to the Joint Committee for Community Health and Education to better reflect its changing mission to serve the whole family and to provide services to the neighboring cities and towns of Everett.

Healthy Malden, Inc.

Healthy Malden, Inc. is a unique public/private community-based coalition founded in 1993 by Hallmark Health and the Mayor's Office of the City of Malden. The mission of Healthy Malden, Inc. is to improve the health of Malden residents by fostering citizen and agency collaboration aimed at the community's priority health and social issues. The Healthy Malden coalition consists of more than 250 volunteers from all sectors of the community committed to working together to promote programs that will lead to improving the quality of life for all Malden residents. The work of Healthy Malden, Inc.

is accomplished through eight topic-specific task forces that develop ongoing programs with wide representation from community leaders from a diverse cross-section of the population. These leaders include Hallmark Health employees at the board and task force levels, representatives from the school system, law enforcement, the District Attorney's Office, the Mayor's Office, the Department of Social Services, the faith community, parent and family services, and multicultural organizations.

Medford Health Matters

Medford Health Matters (MHM) was formed in 1995 to identify and explore health issues of concern to Medford residents, and to promote programs that lead to positive changes in the quality of life for all community members. A multi-disciplinary group of community members, MHM consists of a diverse array of leaders from a number of human and social service organizations including the Medford VNA, the Public Health Commission, Mystic Valley Elder Services, Medford Public Schools and Hallmark Health's Department of Community Services, among others.

Portal to Hope

Located at the Lawrence Memorial Hospital campus in Medford, Portal To Hope, a nationally recognized nonprofit organization, provides comprehensive services to people whose lives have been impacted by domestic violence, sexual assault and stalking crimes. Portal to Hope through its partnership with Hallmark Health provides victims of domestic violence with the opportunity to access support counseling and other direct care onsite at the hospital during regular business hours.

Melrose Alliance Against Violence (MAAV) Formed in 1995, the Melrose Alliance Against Violence (MAAV) is a non-profit, community-based organization that focuses on outreach, education and community collaboration in order to raise awareness of the problems of violence in Melrose. Working closely with the Melrose Police Department the Board of Directors includes representatives from the police, schools, clergy, hospital, business community, Health Department, students, and community members at large.

Stoneham Alliance Against Violence (SAAV) Formed in 2007, the Stoneham Alliance Against Violence is a non-profit, community-based organization modeled after the Melrose Alliance Against Violence that also focuses on outreach, education and community collaboration to raise community awareness about issues of domestic violence. Member of Hallmark Health staff provide support for this active coalition.

Wakefield Alliance Against Violence (WAAV) A staff member of Hallmark Health, the manager of Hallmark Health laboratory services, was instrumental in bringing community members together to form a coalition that then recruited a board of directors and later assisted WAAV in becoming a 501c3 non-profit community organization. Hallmark Health also led efforts to obtain funding for WAAV including a \$10,000 state grant and funding from the Wakefield Rotary.

The Hunger Network: For the past year, the Community Services Department has represented Hallmark Health at the Hunger Network meetings. The Network members

are comprised of Project Bread, the Bread of Life, Boston Food Bank, Tri City Community Action Program, the Massachusetts Department of Children and Families (DCF), and faith-based organizations in the local area that provide a community soup kitchen or offer a food pantry. This group provides Hallmark Health with the opportunity to network with many of the areas front-line community service providers that specialize in serving the underserved members of the community especially the local Haitian community.

Service Organization Representation

As part of its efforts to address the needs of its core communities, Hallmark Health partners with local businesses through service organizations in Everett, Malden, Medford, Melrose, Wakefield, and Stoneham. In 2007 Hallmark Health staff were members of 40 service organizations such as local Rotary Clubs, Chambers of Commerce, Kiwanis and Lions clubs. These organizations provide charitable support to local communities through financial and volunteer efforts.

Community Health Network Areas

Representatives from Hallmark Health System and Hallmark Health Visiting Nurse Association and Hospice are active participants in the local Community Health Network Areas (CHNA), which coordinate public health delivery within their territories. Due to the size of the Hallmark Health geographic area of 16 cities and towns, our employees sit on three CHNAs: the North Suburban Health Alliance (CHNA 16) which includes the communities of Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield and where we are most active; the North West Suburban Health Alliance (CHNA 15) which includes the towns of Acton, Bedford, Boxborough, Carlisle, Concord, Lexington, Lincoln, Littleton, Wilmington, Winchester and Woburn which is the primary service area for four of our WIC communities; and (CHNA 13/14) the Greater Beverly/Gloucester Community Health Network and North Shore Community Health Network. In CHNA 13/14 we serve citizens from Saugus and Lynnfield.

The Community Role

After the process of developing, implementing and reviewing the impact of the Community Benefit plan is completed for the next fiscal year, Hallmark Health will provide an annual report to its employees and the general public that is available for review on the hospital's website and in the hospital's libraries. In addition, in an effort to be transparent and collaborative at every level, Hallmark Health will provide the opportunity for the Community to weigh in on the Community Benefit planning process through a Community Forum. The timing and structure of the Community forum will be discussed and planned by the Community Benefits Advisory Council, which will make recommendations to the Hallmark Health Board of Trustees for adoption.

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's role in their community and to strengthen collaboration around how to best meet divergent health needs. In 2008, Hallmark Health has joined the

Malden Hunger Network in an effort to partially fulfill this goal. We will continue to look for ways to better integrate and connect with other faith-based and grassroots organizations over the next year.

V. Community Benefit Plan

In accordance with the Community Benefits Guidelines for Non-Profit Acute Care Hospitals, in 2008 Hallmark Health began the process of reviewing and implementing several of the key recommendations outlined in the Guidelines. Although Hallmark Health was unable to fully restructure its Community Benefit planning process due to staffing vacancies, the Community Benefits and Services activities continued uninterrupted for the remainder of the fiscal year. In the first quarter of 2009, a key position was filled and the more formal Community Benefit planning process has begun.

Hallmark Health's plan for 2008 was based on needs determined through the processes defined in the earlier sections of this report. This plan included several primary focus areas. For all of the focus areas, prevention and health improvement strategies are key components of the Community Benefits programs. The primary target populations of focus for 2008 are detailed below:

- The community at large to be prepared for emergencies such as natural disasters, pandemic flu, or terrorist activities.
- Community capacity building by strengthening connections with local groups to avoid duplication of services.
- Access to care issues especially focused on un-served or underserved residents of our core communities.
- The un-served and underserved elderly in our communities especially those living in the communities of Everett, Malden, Medford, Melrose, Reading, Stoneham and Wakefield where the percentage of elderly residents is higher than the State averages.
- Families with children/adolescents at risk due to poverty, isolation, language or cultural barriers, domestic violence, lack of skills to navigate the health care system, or those in need of developing parenting skills. Based on public health data these efforts focused especially on families in Everett, Malden, Medford, North Reading, Melrose, Wakefield and Stoneham.
- Families and patients coping with a variety of behavioral 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 diabetes, Congestive Heart Failure (CHF) and for suffering a stroke*.
- Community members at risk for developing cancer with a special focus on breast/uterine and cervical cancer, skin cancer, lung cancer and colorectal cancers*.
- Men and women needing bone and joint health awareness with a focus on injury prevention, arthritis, osteoporosis prevention and detection, and falls prevention*.

(*Due to the pervasive scope of these last three target populations, the focus area is primarily on the eight CHNA 16 communities including Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield.)

Over the second fiscal quarter of 2009, the Community Benefits Advisory Council is working to revise the Community Benefit's Mission Statement and to recommend it to the Hallmark Health Board of Trustees for approval. In addition, this group will be expanding to include a member of the Board of Trustees. Into the third quarter of 2009 the group will be formalizing and receiving Board approval for the Community Benefits Plan including outcome measures, identifying key community members from some of the target populations to be invited to join the group, and planning for a Community Forum.

As a long-term goal, Hallmark Health will develop an ongoing and sustainable Community Benefits process, plan and budget that will be transparent and inclusive of our community members and our employees. The plan will allow for amendments if a formerly unknown health care need should arise; the amendment process will include Board approval.

Over the next few months, the Community Benefits Task Force will begin discussions to identify the full scope and activities of the Community Benefits programs and the processes it will use for reviewing, evaluating and updating the plan. The evaluation measures used will be both operational and outcome-based depending on the program. The budget for the 2009 Community Benefit's programs has been set at a rate similar to the prior year but may be need to adjusted based on Hallmark Health's ability to continue to access the current level of leveraged resources and funding in this downward trending economic climate. In the current year for example, despite their proven excellence in delivering care to families, two of Hallmark Health's key Community Benefits programs, the Healthy Families program and the North Suburban Family Network have experienced reduced funding levels due to 9C budget cuts. In addition, reimbursement rates for Medicaid patients and Medicare home care patients have also been negatively impacted.

VI. Progress Report: Activity During the Reporting Year

Hallmark Health is proud to have provided more than \$4,282,870.00 in benefits and services to its communities with \$2,129,958.00 going directly to Community Benefits and Community Service programs in 2008. As a result of the unprecedented economic downturn in the state, national, and international economy beginning in early 2008 and continuing into 2009, healthcare organizations are experiencing new challenges. In recent months, both locally and nationally, fewer patients are seeking elective health care. Personal stress and other health impacts are recognized. The impact on the stock market has affected investment income and access to capital for all businesses, including hospitals. This fiscal uncertainty limits healthcare organizations' ability to commit resources to necessary capital improvement projects and diminishes the available resources of foundations and donors to fund key Community Benefit programs. Hallmark Health's commitment to providing Community Benefits will require us to be more creative and collaborative than ever before to be successful in meeting the needs of our communities in this current fiscal environment.

Major Programs and Initiatives in 2008

Emergency Preparedness

Hallmark Health clinical staff and administrators participate in multiple local, regional and state activities aimed at preparing for a range of natural and other disasters including pandemic flu and other health emergencies. These activities included meeting with major local businesses, collaborating with five local boards of health, participating in a DPH Hospital Emergency Preparedness Survey, and drafting a Flu Pandemic family preparation handbook. In preparation to meet the new Massachusetts law disallowing emergency room diversion for any reason after January 1, 2009; a new 11-bed Observation Unit opened at MWH last spring to accommodate patients who may require further treatment or monitoring. This unit provides additional capacity when the hospital census warrants additional beds and coupled with a strict adherence to discharge procedures, the hospital has been able to practice a “no diversion policy” months before the new law went into effect.

Key hospital staff members also participate in monthly local emergency planning committees such as the MA Department of Public Health Region 3 Committee as well as began the Massachusetts System for Advance Registration (MSAR) initiatives for recruiting, credentialing and registering MSAR volunteers. Many Hallmark Health staff and leadership have also undertaken the Federal Emergency Management Agency (FEMA) training and possess certificates of completion of the National Incident Management System (NIMS) and Incident Command System (ICS 100).

Behavioral health visits for severely ill patients to the Melrose-Wakefield Hospital Emergency Department has doubled during the past four years. Behavioral health diagnoses such as alcohol or opiate abuse, depressive disorders, bipolar disorder and many others bring over 250 patients to Hallmark Health Emergency Departments monthly. These patients are adults, adolescents, and children and often require extensive treatment and referrals. This is a key population requiring consideration in the Emergency planning process.

Access to Care

Lawrence Memorial Hospital

Lawrence Memorial Hospital (LMH) first opened its doors in 1924. Today, it is a 134-bed facility providing a full range of medical services, including general surgery and medicine, cardiology, oncology, geriatrics, psychiatric care, and 24-hour emergency care. Prompt Care provides walk-in outpatient services and non-emergency care. Outpatient programs provide diagnostic, medical and orthopedic services, including pre-operative testing, mammography, diabetes education and nutrition counseling. Since 2005, LMH offers Positron Emission Tomography (PET) scanning, allowing physicians to better diagnose cancer, heart, and neurological diseases.

In 2007, Lawrence Memorial was designated a Center of Excellence by the American Society for Bariatric Surgery (ASBS). In addition, in April 2007, Hallmark Health and Lawrence Memorial Hospital were presented with the first Medford Chamber of

Commerce Executive Director's Award during the Chamber's 81st annual banquet recognizing the hospital's contributions to the community.

Melrose-Wakefield Hospital

Tracing its origins to 1893 when a group of 40 prominent women in Melrose organized the Melrose Hospital Association, Melrose-Wakefield Hospital (MWH) today is a 231-bed facility offering a range of inpatient and outpatient services. These services include: acute medical, surgical, obstetrics and gynecology care, pediatrics, cancer/oncology, psychiatric, advanced interventional cardiac care, and 24-hour emergency services. MWH's maternity services delivered over 1,200 babies last year offering 24-hour neonatal intensive care through an affiliation with New England Medical Center, and a Level II Special Care Nursery.

Melrose-Wakefield Hospital radiology services use advanced diagnostic technology with a 64-slice CT. This equipment delivers improved medical imaging capabilities for the diagnosis of conditions ranging from varying forms of cancer to heart disease to bone and joint problems and other musculoskeletal conditions. Emergency angioplasty is offered at Melrose-Wakefield Hospital and "door to balloon" times are lower than national averages. Melrose-Wakefield remains the only hospital approved to do the procedure in Hallmark Health's service area of 16 cities and towns. MWH also continues to participate in the MASS COMM Trial, which enables designated community hospitals to offer Elective Angioplasty.

Hallmark Health Visiting Nurse Association and Hospice, Inc

Hallmark Health's Visiting Nurse Association and Hospice, Inc. (HHVNA) provides nursing, rehabilitation, home health aides, and social services to residents in 22 cities and towns in the Greater Boston/northern suburbs. The HHVNA is a Joint Commission accredited (TJC) agency that works toward improving the health of the community by providing a full range of services that promote and restore optimum health and well being. The agency works toward improving the quality of life for patients and their families by responding to their physical, emotional, medical and spiritual needs. Specialty programs have been developed in the areas of congestive heart failure, pulmonary disease, palliative care, hospice care, asthma management, diabetes, skin and wound care, and total joint replacement.

Community programs range from services for teen parents and their newborns to health assessment clinics for older adults. HHVNA's community outreach spans all generations and economic groups. The agency's responsibility reaches beyond the front doors of its patients and into the communities it serves. With a 110-year history, the HHVNA has developed connections and strong linkages with government, school, and health care agencies. Working in partnership with these agencies has provided the residents of the HHVNA service area with a higher level of health care in their homes and community.

In 2008, HHVNA served more than 2,500 elderly residents in Medford, Malden, Melrose, Lynnfield, Somerville, Stoneham, Wakefield and Winchester through health care counseling clinics, screenings, and educational programs directed by registered

nurses with extensive experience in geriatric and community health. Special programs and screenings with interpreters specific to the health needs of Malden's older Chinese population were offered in conjunction with the Malden Council on Aging.

Hospice provides comprehensive health care and support for people at the end of life and for their families. The care provided focuses on maintaining dignity, increasing quality of life, and providing comfort, including pain and symptom control. For the patient with a life-limiting illness, choosing hospice care may be an important step toward accepting death. The Hallmark Health VNA and Hospice staff works together to help the patient in facing this emotional hurdle. The staff also works with the patient's family to manage the painful circumstances of this difficult time by providing needed support and understanding. The Hospice program is accredited by The Joint Commission (TJC) and is licensed and certified by the Massachusetts Department of Public Health. In addition, Hallmark Health VNA and Hospice provides ongoing Bereavement Support Groups for children and adults.

The Malden Family Health Center

The Malden Family Health Center is dedicated to serving its patients and the community. The Center provides a range of outpatient care including routine physical exams, prenatal care, well-child care, acute and chronic illness care, minor surgical procedures, and preventive medicine counseling.

In 2008, the Malden Family Health Center moved away from its affiliation with the Tuft's Family Practice Residency program and hired new staff. Today it is a robust health center and continues to participate in many community health fairs and events. Despite staffing changes, it also continues to develop and maintain partnerships within the community. Malden Family Health Center today is fully able to address the special needs of the underserved by being able to provide accessible, affordable, high quality healthcare in the Malden community.

Lawrence Memorial Medical Associates

Located at 101 Main Street in Medford, Lawrence Memorial Medical Associates is an outpatient facility providing diagnostics, medical, and orthopedic services within the community. Services including laboratory, nutrition, mammography, and bone densitometry, ultrasound and orthopedics. In addition, there are four internal medicine practices staffed by four primary care physicians and two nurse practitioners. The Lawrence Memorial Medical Associates functions as one cohesive unit delivering quality health care to the community. These practices also provided more than 800 hours to mentor and train physicians in 2008.

Reading Health Center

The Reading Health Center is a three-story outpatient facility which houses state-of-the-art medical diagnostic and treatment options such as X-ray, C.A.T. scan, ultrasound, bone densitometry, and digital mammography. Full service physical therapy services, a blood draw station and medical office are also available onsite.

Cancer and CHEM Centers

The CHEM Center for Radiation Oncology and the Hematology Oncology Center in Stoneham together form the Hallmark Health Cancer Center. Conveniently located across the street from each other, the facilities combine a multidisciplinary approach with a focus on diagnosis, treatment and support. The CHEM Center MRI program is also housed in Stoneham at the CHEM Center location. During the past year a staff member was assigned to provide extensive outreach, education and screening in the community. In addition transportation was provided for underserved patients without financial means or family support.

The Lawrence Memorial/ Regis College Nursing Program

The Lawrence Memorial/ Regis College Radiography Program

The Lawrence Memorial/Regis College Nursing Program was established in 1924 as a hospital-based diploma program. In 1988, the school signed a collaborative agreement with Regis College to confer an Associate of Science nursing degree formalizing a long-standing affiliation. Today, the associate degree-nursing program is an integral part of the Hallmark Health System, which provides financial assistance through grants to qualified nursing students and employs many students within the healthcare system. Throughout the curriculum, and as part of their learning experiences, students provide nursing care to patients in the HHVNA and the hospitals of the Hallmark Health System. In 2005, the program set a new record for nursing enrollments, helping to meet high industry demand for these vital caregivers. Both faculty and students in the nursing program are actively engaged in community activities. The Lawrence Memorial Hospital/Regis College Medical Radiography program opened in August 2004 as an effort to meet the shortage of technologists and continues to operate in Medford.

Increasing Cultural Competency and Diversity

Prior to receiving the Blue Cross Blue Shield Pathways to Culturally Competent Care grant from the Blue Cross Blue Shield Foundation of Massachusetts, Hallmark Health lacked the resources to conduct an in-depth analysis of policies and procedures overseeing patient-centered care and staff recruitment, retention, and training and to obtain direct consumer input from the primary racial, ethnic, and cultural groups in communities Hallmark Health serves. Since receiving the grant, Hallmark Health hired a diversity consultant team. This team conducted a comprehensive organizational assessment in 2008 providing objective data to guide future system changes including cultural competency training and other mechanisms to equip Hallmark Health staff with the ability to provide culturally competent care and to attract and retain diverse staff. Hallmark Health has received approval for a second year grant to develop and implement education and training system-wide.

Financial Counseling

In 2008, Hallmark Health Care Navigators assisted recipients with both new and re-determination applications to help ensure that there are no coverage lapses. They worked collaboratively with community partners to enroll clients; helping them to navigate the health care system and signing them up for insurance. The financial counselors also

worked with clients to help them access prescription drug coverage, dental services, and mental health benefits, and other specialty care.

In 2008, Hallmark Health Care Navigators completed 1,897 applications for low-income individuals in the community. From the 1,897 applications completed, 1,660 individuals were enrolled and educated in the distinctive state health programs such as MassHealth, Commonwealth Care, Children's Medical Security Plan, Healthy Start and the Health Safety Net. In addition, the financial counselors assisted another 793 people in choosing a managed care plan and a Primary Care Physician, which is an essential component to improving the quality of healthcare in our community.

The Navigators also provided outreach in several areas of the community where they assisted individuals by answering their insurance questions. In addition, in order to provide financial assistance to individuals who cannot physically come to the office or with urgent situations, the Navigators began a pilot outreach program helping individuals to complete financial assistance applications over the telephone. Through this pilot, 28 individuals have been approved and enrolled in health insurance this year.

One of the major accomplishments of the Navigators is the provision of culturally sensitive services. Many of the patients served have been from an array of cultural and ethnic backgrounds. The Health Care Navigators are multi-lingual in Spanish, Portuguese and French and have also assisted individuals whose primary languages are Chinese, Vietnamese, Arabic and Russian through the use of interpreters. Probably one of the greatest accomplishments is the project's informational brochure, which explains the process for navigating the health care system and is translated into Portuguese and Vietnamese. This brochure is a critical tool for the communities Hallmark Health serves.

Transportation Support

In 2008, Hallmark Health provided transportation to help underserved senior residents in Medford, Malden, and Melrose access healthcare. Partnering with the Malden Council on Aging, a shuttle bus operates between various community stops and the Melrose-Wakefield and Lawrence Memorial Hospitals and Malden Family Health Center. In Medford, a transportation service provides several scheduled stops daily between Lawrence Memorial Hospital, Lawrence Memorial Medical Services at 101 Main Street and various locations between the senior center, nutrition programs, clinics, and health-related appointments. Since December of 2008, the service is now offered on an on-call basis with door-to-door service. Hallmark Health System also provided more than \$32,000 in cab vouchers for patients experiencing financial hardships. In addition, transportation is provided for the behavioral health patients enrolled in the Partial Hospitalization program. The Partial Hospitalization program provides intensive short-term psychiatric services for patients that do not require 24-hour inpatient care but need more than is offered through traditional outpatient services in the community.

Lifeline Program

Hallmark Health maintains a Lifeline Emergency Response Program, which gives subscribers the confidence to continue to live independently in their own homes through

a lifeline unit. This unit, consisting of a small in-home communicator hooked up to the client's telephone, is activated for assistance by the push of a button that automatically dials a central monitoring station. This service was provided to 2,524 area residents in 2008. Lifeline staff also presented educational programs on independent living and safety throughout the region during 2008.

Interpreter Services

Hallmark Health offers free interpreter services in full compliance with MA General Law as well as the regulations of the Office of Civil Rights. The service is available 7 days per week, 24 hours per day, to our non-English speaking health care system patients. In 2008 the interpreter pool responded to more than 1,600 requests. The diverse nature of the Hallmark Health patient population is reflected in over 35 different language requests including, but not limited to: Spanish, Chinese, Portuguese, Vietnamese, Russian, Arabic, and Haitian. Interpreter Services also provides written translation services and Telecommunications Device for the Deaf (TDD) and Teletypewriter (TTY) Services for hearing-impaired patients. Each hospital campus has at least one TDD/TTY phone with portable machines that are available for installation in patients' rooms. Hallmark Health is a member of the Massachusetts Coalition of Coordinators of Interpreter Services.

Addressing Needs of At-Risk Families

Hallmark Health provided substantial support, intervention and education to pregnant and parenting women, their partners and their families, especially those living in Malden, Medford, and Everett. A great benefit was making programs assessable at one location- 239 Commercial Street in Malden. WIC, Healthy Families and three grant funded programs, Feeling Fit & Fabulous nutrition and exercise for WIC pregnant clients, Creative Coping parent support groups, and the Mothers Helping Mothers donated clothing and equipment closet are all located at this one site. Offering this array of services in a "one stop shopping" approach decreases stress, strengthens coping and parenting skills, and improves the overall well being of the children and families served.

Women, Infants and Children (WIC) Nutrition Program

Funded by the United States Department of Agriculture (USDA) and the Massachusetts Department of Public Health, the North Suburban Women, Infants and Children (WIC) Nutrition Program provides food and nutrition services to prenatal and postpartum women and to infants and children under the age of five at five local sites. In 2008, it served more than 6,150 low and moderate-income families from Malden, Everett, Medford, Melrose, Reading, North Reading, Stoneham, Wakefield, Wilmington and Woburn. Participants receive nutrition education on topics such as diet during pregnancy, feeding infants and children, and benefits of breastfeeding as well as referrals to other health and social services. In addition, participants receive checks for nutritious foods to redeem at local grocery stores or pharmacies. This year North Suburban WIC nutritionists presented free nutrition workshops to parents, clinical professionals, and childcare providers throughout the region.

Baby Café

In affiliation with the UK-based Baby Café Charitable Trust, the Melrose-Wakefield Hospital Baby Café is the first Baby Café to open in the United States. It provides pregnant and breastfeeding mothers a friendly and comfortable environment to learn more about breastfeeding. In the Baby Café, mothers can relax, share tips and techniques, and socialize with other moms. One-on-one help from specially trained health professionals is available, including professional lactation support and WIC peer counselors. Babies can be also weighed and breastfeeding assessed at the Baby Café, providing additional support for parents. In 2008 there were 1,200 visits to the Baby Café.

North Suburban Family Network

Located at the Franklin School, a few blocks from the Melrose-Wakefield Hospital, the North Suburban Family Network (NSFN) is 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. The Network, funded by a grant through the Massachusetts Department of Early Education and Care through a partnership with the Melrose Public Schools, offers parent/child playgroups, parenting education programs, support groups, family fun activities, as well as information on resources and referrals. Specific programs are offered for grandparents, single parents and fathers. The Network is governed by a parent-led community coalition, which over-see numerous programs. Parents and community representatives assist with fundraising, community outreach and program development.

Last year, over 1,000 unduplicated families participated in the North Suburban Family Networks programs or services. Playgroups, drop in play, workshops and support groups bring in families and children who visit the Family Network on a weekly basis. Monthly workshops on various parenting topics educate an average of 50 caregivers, parents and family service providers. The NSFN drop-in-playroom is visited by an average of 20 families a day. The NSFN Family Assistance program provides needy families with food, clothing, household equipment, and toys.

Hallmark Health Healthy Families

Hallmark Health provides a 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 also supported by Hallmark Health, services are free 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. In addition, services include educational classes such as prenatal classes, infant care, CPR, and First Aid. The Hallmark Health Healthy Families program received 98 referrals and served 129 families in 2008. Staff and managers are actively engaged in collaborative partnerships to benefit the children, families, and communities.

Community partners include the Joint Committee for Children's Health Care in Everett, Malden High School Teen Parent Program, Malden/Everett Family Network, Medford

Family Network, North Suburban Family Network, Melrose/Stoneham/Wakefield Community Partnership for Children, Everett Community Partnership, Medford Health Matters, Healthy Malden, City of Malden Office of the Mayor, North Suburban WIC, Hallmark Health VNA, Tri-City Mental Health, Malden Department of Social Services, Malden Department of Transitional Assistance, Tri-City Early Intervention, Criterion-Medford Early Intervention, Criterion-Stoneham Early Intervention, Tri-CAP Headstart, Child Care Circuit, Everett Public Schools, Medford Community Partnership, Medford Parent-Child Home Program, Malden Family Health Center, Malden Community Partnership for Children, North Reading/Reading Community Partnership, Massachusetts Alliance on Teen Pregnancy, and the Healthy Families Community Coalition.

The Transitional Housing Program

In 2008 Hallmark Health Visiting Nurses Association (HHVNA) offered support to 50 families who were temporarily homeless due to multiple circumstances including natural disasters, the financial challenges of single parent families, or those fleeing from abusive or neglectful situations. Maternal/child health nurses of the HHVNA taught parenting and child-care classes as part of this mandatory program for residents. Mothers and fathers gained knowledge of self-care, nutrition for all family members, and learned to develop coping strategies regarding stress management, anger management, anxiety, and depression

Domestic Violence Prevention & Education

Hallmark Health staff members were very instrumental in the establishment of domestic violence coalitions in two of the communities it serves: Wakefield and Stoneham. Community members approached Hallmark Health Community Teams about the need to do more to address the issues of domestic and family violence in both communities. The response has helped mobilize these two communities to be able to develop ways to understand the root causes of violence and to start to institute prevention programming in the schools and increase awareness among community members. During 2008, Hallmark Health helped to strengthen both the Wakefield Alliance Against Violence (WAAV) and the Stoneham Alliance Against Violence (SAAV) through supporting fundraising and education efforts in both the schools and the community.

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, Melrose Alliance Against Violence (MAAV) and the Portal to Hope program housed at the LMH. Domestic violence prevention education is 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 are addressed through the Emergency Departments, Maternity Services, Hallmark Health Healthy Families, the North Suburban Family Network and other key hospital departments.

Portal to Hope

Hallmark Health has donated office space annually since 2003 to Portal to Hope at its Lawrence Memorial Hospital campus in Medford. Portal To Hope, a nationally recognized nonprofit organization, provides comprehensive services to people whose

lives have been impacted by domestic violence, sexual assault and stalking crimes. This celebrated partnership provides victims with the opportunity to access support counseling and other direct care onsite at the hospital.

Programs for Older Adults

Senior Citizens Health Services Program

This program provides community outreach for the elders of Medford, Stoneham, Winchester and surrounding communities through the utilization of a registered nurse at several housing sites, senior centers, and assisted living facilities. The program served about 2,500 seniors in 2008. The Medford Senior Drop-In Center offers nursing services such as nursing assessments and referrals, B-12 injections, blood pressure screenings, and individual health conferences. The program also provides education programs on topics ranging from healthy aging to diabetes management.

The Dutton Center Adult Day Health and Supportive Day Program

The Dutton Center Adult Day Health and Supportive Day Program offers Social Day Care for all seniors and Adult Day Healthcare for those with special 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. In 2008, the program had an average daily census of 42 clients.

Malden Social Day Care Program

This program, located at the Malden Commercial Street site, provided an enriched social opportunity for seniors. The program offered transportation, activities, counseling and social support, as well as nutritional snacks and lunch. Although a City of Malden program Hallmark Health provided administrative oversight and support as well as in-kind space for the program. It served approximately 15-20 seniors on a daily basis and provided seniors with regular social contact, offering families respite, education, and nutrition counseling. The program was closed at the end of the 2008 fiscal year due to declining participation.

The Parish Nurse-Community Outreach Program

The Parish Nurse Program of Hallmark Health Visiting Nurse Association (HHVNA) provides non-invasive health care and supportive services. The program is supported in part through a \$5,000 donation from St. Joseph's Parish in Malden. In 2008, blood pressure screenings were held after Masses on Saturdays and Sundays (267 community residents were screened), an ongoing health fair for seniors and events for families were held providing valuable health information to over 100 parishioners, and health education programs and nurse counseling clinics (serving more than 1,200) were offered at a nearby elder housing site.

Community Outreach Programs for Older Adults

Hallmark Health Visiting Nurse Association sponsors health care counseling clinics and education programs for older adults at senior housing sites and Councils on Aging through its Community Outreach Program for Older Adults. Registered nurses with

extensive experience and training in geriatric health provide health counseling and referral, educational programs, and exercise and nutrition classes on an ongoing basis. In addition, in 2008, more than a dozen health screenings and resource fairs were held. Screenings included blood pressure, blood sugar, cholesterol, osteoporosis, eye and hearing. Flu immunizations clinics were also sponsored in the fall. More than 4,200 older adults (and families) were served through these outreach programs and services.

Community Support for Prevention and Screening Community Services

Hallmark Health Community Services Department instituted a series of health education forums and screenings in 2008 in partnership with other Hallmark Health departments and services and many community partners. Listed below are some of the events offered free of charge to residents in the communities Hallmark Health serves:

- Red Dress Day for Women, February 2, 2008 including education for heart disease.
- “Living Longer, Living Well” including education and screening for heart disease and diabetes held on April 5, 2008, April 16, 2008, and April 30, 2008.
- Skin Cancer Screening, offered on May 7, 2008 and May 20, 2008
- Peripheral Vascular Disease Screenings, held on September 18th & September 20, 2008.

In 2008, Hallmark Health provided individualized support and education to patient and employee smokers and in November of 2008 all of Hallmark Health’s campuses became “smoke-free”. Education and information was shared system-wide and throughout our communities to promote public awareness, and classes and support groups were offered for employees to assist them with this transition. In 2009, Hallmark Health will continue to focus on this important public health topic by developing additional resources for both employees and patients, focused on helping them with the skills and support they need to successfully quit smoking.

Community Health Education

Hallmark Health is committed to giving community members the necessary information to live healthier, more productive lives by offering a variety of educational opportunities. We honor our commitment to providing health education to our communities in a variety of ways, including tuition waivers, free community trainings, providing information at town festivals and fairs, and through referrals to agencies and departments which provide free and low-cost health services. Classes include childbirth education, pain management for labor and deliver, breastfeeding, infant care, sibling adjustment, classes for new dads and monthly tours of Maternal-Newborn Services at Melrose-Wakefield Hospital. Our safety education classes are taught by American Heart Association certified instructors and include CPR and First Aid Training. These courses are designed to give community residents, both lay and healthcare workers, the skill necessary to help save lives. Other courses, such as babysitting, promote wellness and safety awareness for young adults.

Occupational Health Community Outreach

The Occupational Health Department includes employee health, infection control and workers compensation. In addition, Occupational Health participates in a variety of community-based outreach programs. Programs in 2008 included TB testing and support for local flu clinics.

Support Groups

Cancer Center Groups

The new Cancer Center in Stoneham offers a variety of cancer support groups to aid families in coping with the physical, social, and emotional aspects of cancer. Facilitated by nurses, social workers and other clinical members, groups are held at the Cancer Center. One of the groups offered in 2008 was a four-part series entitled, “*I Can Cope*” which includes sessions on learning about cancer and cancer treatments, understanding feelings and family relationships, discovering resources, and celebrating life.

Diabetes Support Groups

The Diabetes Support Groups are funded by a grant from Partners Community Health Initiative (PCHI) and meet monthly at both the MWH and LMH campuses. This program receives clinical support from the hospital’s Diabetes Self Management Team.

Alzheimer’s Support Group

The Alzheimer’s Support Group provides education and support for families and caregivers of Alzheimer’s patients. The group meets monthly at Lawrence Memorial Hospital.

Hallmark Health VNA and Hospice Support Groups

In 2008, HHVNAH offered a series of ongoing support groups to help those who have experienced loss including nine on-going support groups such as *Loss of a Spouse or Partner*; *Adult Child Loss of a Parent*; *Loss after Sixty*; and a Holiday Support Group. A program for children, who have experienced loss “Kids in Grief”, which utilizes expressional therapies, was also offered in multiple sessions last year.

Bariatric Surgery Support Group

The Bariatric Surgery Department at Lawrence Memorial Hospital provides a support group for those who are either waiting to have surgery or those who have experienced it. The group meets on a monthly basis. Those who are post-surgery provide social and emotional support to those who are waiting for surgery in order to help ease anxiety and share their own experiences. A surgeon, clinical and department staff lead the group in addressing issues such as post-surgery management skills and nutrition.

Cardiac & Pulmonary Rehabilitation Programs

These programs focus on exercise and education. Patients meet regularly to receive counseling on the physical, psychological, and emotional impact of their condition, and learn from the staff and each other about heart disease, smoking cessation, and nutrition. The Rehabilitation Department provides community education through speaking engagements such as fall prevention, monthly back school, and pre-surgical education

programs for people having elective hip and knee replacements. These programs are offered at various sites throughout the service area.

Cardiac Education Services

In 2008, through the Cardiac & Endovascular Center at Melrose-Wakefield Hospital, cardiac risk-prevention education and screening were provided throughout the Core Hallmark Health communities. Nationally it is estimated that cardiovascular disease will strike one in every three individuals in their lifetime.

Bone and Joint Preventative Health Services

Also in 2008, Hallmark Health identified the need for support and education around bone and joint protection for the aging population served in our core communities. From arthritis, to osteoporosis, to “Falls Prevention” and “Back Clinics”, this has been an important year for this service. Through the work of our dedicated nurses and physicians, in addition to raising awareness and educating the public, the treatment methodologies for surgical patient care are changing. All patients are pre-screened for methicillin resistant staphylococcus aureus (MRSA) infections helping to reduce inpatient infection rates. Patients also receive counseling and support prior to surgery to prepare them for their hospital stay. And finally post surgical care has been modified to move patients through physical therapy routines safely, but more quickly, allowing them to discharge earlier. In most case patients are able to return home with support from home care staff rather than spending costly time in rehabilitation facilities.

Notable Challenges, Accomplishments and Outcomes

In 2008 the most notable challenge to Hallmark Health’s Community Benefits Program was the staffing changes that left the Community Services Department without a Manager or Director for an extended period while recruitment was underway. During this period the Sr. Vice President of Home Care and Community Services provided support, supervision and oversight to the program, which allowed the staff to continue working on aspects of the Community Benefit plan. The staffing vacancies had an impact by delaying future planning activities.

Another key challenge was the unprecedented downturn in the economy and the correlating increases in unemployment which has led to some decreases in utilization of non-emergency health services, restrictions on Medicare and Medicaid reimbursements, and the eventual 9C cuts affecting some of our Community Benefits program that occurred at the beginning of the 2009 fiscal year.

Despite the challenges faced, Hallmark Health is proud of its accomplishments in 2008. A few key programs follow:

- *Patient Care Advisory Councils:* Patient Advisory Councils are meeting regularly at both hospitals helping Hallmark Health provide transparency to its communities regarding its Community Benefits Program and to improve access to care for all citizens.
- *Improving the Pathways to Culturally Competent Care:* In 2008, Hallmark Health conducted an organization assessment to determine how to improve the

organization's ability to provide high quality care to ethnic patient and families residing in the region. In 2009, Hallmark will use the knowledge gained from this assessment to educate and train employees and leaders at all levels of the organization and to draft a plan to ensure that this work continues into the future.

- *Comprehensive Award Winning Breastfeeding Services-system-wide:* Hallmark Health has had tremendous success with our comprehensive breastfeeding programs. We are increasing both the numbers of mothers initiating breastfeeding at birth and also those continuing to breastfeeding into the first year. Our services are seamless from Childbirth Education to WIC, to Maternity and Home Care services and on into the first year of a child's life through programs such as the North Suburban Family Network and the *Baby Café*.
- *Mobilizing Against Domestic Violence, Child Abuse and Neglect and Elder Abuse:* Hallmark Health staff members were very instrumental in supporting four local coalitions focused on building community awareness and prevention of domestic violence. In addition, the system provides support and education for families with children or caring for elders to prevent and reduce child abuse and neglect and elder abuse. In 2009, Hallmark Health is convening a task force to address the issues around elder abuse in response to the concerning new public health data showing the substantial increase of elder abuse and neglect in our State.

VII. Next Reporting Year

The approved budget for Community Services and Benefits is very similar to last year. We will continue to seek grant funding to expand our resources allowing for additional programs and services to meet the existing and newly identified needs of our target populations.

In 2009, the Community Benefits Mission Statement will be revised and approved by the Board of Trustees. The Community Benefits Advisory Council will expand its membership to include a member of the health system's Board of Trustees and community members representing the systems Community Benefits target populations. This body will act as the planning committee for Hallmark Health's Community Benefit Plan by defining the process for recognizing the current and emerging health needs in the community and developing the Community Benefit Plan to respond to these identified needs. This process will include defining measurable outputs and outcomes for the Community Benefit programs, making budget recommendations and formalizing the plan through approval by the hospitals' Board of Trustees.

Projected Outcomes

- The community at large will be better prepared for emergencies such as natural disasters, pandemic flu, or terrorist activities through the efforts of Hallmark Health. This will be measured through the numbers of encounters with community service agencies at meetings addressing this topic, through counted educational and awareness materials distributed in the community, by counted hits to our web page for updated information and links to other public service agencies.

- Hallmark Health will focus on increasing its grass roots and faith-based community connections. The number of affiliations and the depth of these connections will measure the success of this goal.
- The number of residents receiving medical services, community benefit services, financial counseling, and/or transportation will increase. This outcome will be measured with a focus on ensuring access to the un-served or underserved residents of our core communities.
- More un-served and underserved elderly in our communities will receive needed preventative, medical and health services especially those living in the communities of Everett, Malden, Medford, Melrose, Reading, Stoneham and Wakefield where the percentage of elderly residents is higher than the State averages. The numbers of elders attending programs and receiving services will be measured.
- More families at risk due to poverty, isolation, language or cultural barriers, domestic violence, lack of skills to navigate the health care system, or those in need of developing parenting skills will be served in the community benefits programs. Based on public health data these efforts will focus especially on families in Everett, Malden, Medford, North Reading, Melrose, Wakefield and Stoneham. The number and type of services accessed will be measured. In addition correlating outcomes such as breastfeeding initiation and sustainability will be measured.
- The numbers of families and patients coping with a variety of behavioral health issues and using services such as transportation and support groups will be monitored.
- Citizens 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 diabetes, Congestive Heart Failure (CHF) and for suffering a stroke will receive education and information and in some cases community benefits programs with measurable outcomes. Attendance will be tracked*.
- Community members at risk for developing cancer with a special focus on breast and cervical cancer, skin cancer, lung cancer and colorectal cancers will receive education and screening. Attendance numbers at classes and screenings will be monitored*.
- Men and women needing bone and joint health awareness with a focus on injury prevention, arthritis, osteoporosis prevention and detection, and falls prevention will receive education and information and in some cases community benefits programs with measurable outcomes. Attendance will be tracked*.

For all of the focus areas, prevention and health improvement strategies will be key components of the Community Benefits programs.

(*Due to the pervasive scope of these last three target populations, the focus area will be primarily on the eight CHNA 16 communities including Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield.)

VII. Contact Information

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Attachment 2

Annual Report Standardized Summary

HALLMARK HEALTH SYSTEM, INC.

Report for Fiscal Year 2008

Community Benefits Mission

- Promote healthy lifestyles through health information and education.
- Encourage collaborative planning for affordable, accessible, quality healthcare.
- Address health needs of underserved populations.
- Identify and address the health needs of community members.
- Improve community health by working with healthcare institutions, physicians, and community organizations.

Program Organization and Management

Hallmark Health's Department of Community Service administers community-based public health programs, identifies unmet health needs and provides a link to various organizational health services within the community. The department also acts as a resource to leverage funds used to implement and measure the impact of Community Benefits programs. The director is supervised by the Senior Vice President for Home Care and Community Services, who reports to the President and Chief Executive Officer. Recently a Community Benefits Advisory Council was convened and is responsible for developing the Community Benefits Plan to be approved by the Hallmark Health Board of Trustees.

Key Collaborations and Partnerships

As part of its efforts to improve the health status of its core communities, Hallmark Health 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: Malden High School Teen Parent Task Force, the Everett Community Partnership and Lead Prevention Committee, Mystic Valley Elder Services Provider Task Force, Malden Council on Aging, Medford Council on Aging, Melrose Council on Aging, Saugus Council on Aging, Lynnfield Council on Aging, Healthy Families Community Coalitions, the Hunger Network, the Melrose Alliance Against Violence, the Stoneham Alliance Against Violence and the Wakefield Alliance Against Violence, Portal to Hope, the Joint Committee for Children's Health Care in Everett, Healthy Malden, Medford Health Matters, the Medford Family Resource Coalition, the local CHNAs, and the Malden, Everett, and Medford Family Networks.

In addition, in 2008, Hallmark Health was represented in more than 40 service organizations, such as the Malden, Medford, Wakefield, Melrose and Everett Rotary

clubs; the Malden, Medford, and Melrose Kiwanis clubs; and the Malden, Melrose, Wakefield, Medford and Everett Chambers of Commerce, among others.

Community Health Needs Assessment

Hallmark Health has used a variety of ways in which to identify the health care needs of un-served and underserved populations. The following groups have provided input into determining the disadvantaged populations within our communities:

- The Community Benefits Advisory Council
- Community Outreach Teams of Malden, Medford, Melrose, Reading, Stoneham and Wakefield.
- The Patient/Family Advisory Councils of Lawrence Memorial Hospital and Melrose-Wakefield hospitals.
- Community Coalitions
- The Community Health Network Areas (CHNAs) especially CHNA 16.

In addition, public health data has been reviewed to identify health disparities within the core Hallmark Health communities.

Community Benefits Plan

Hallmark Health updated the prior year plan. The priorities and measures follow:

- To develop new community relationships and monitor new contacts.
- To prepare for emergencies measured by attendance at key meetings.
- To provide access to care for underserved residents measured through usage of services.
- To serve un-served and underserved elderly monitored through attendance at events and screenings.
- To provide programs for families at risk monitoring caseloads and outcomes.
- To educate citizens at risk for developing cardiovascular disease, diabetes, bone and joint disease/injury, or cancer measured through attendance at education and screenings.

Key Accomplishments of Reporting Year

Hallmark Health offered more than \$4,282,870.00 in Community Benefit expenditures with \$2,129,958.00 going directly to Community Benefits and Services programs.

- Patient Advisory Councils are meeting regularly at both hospitals.
- An organization assessment was completed suggesting ways to improve care for ethnic patients and families.
- Hallmark Health's successful breastfeeding programs have increased both the numbers of mothers initiating breastfeeding at birth and those continuing to breastfeed at three and six months.

- Hallmark Health staff members support four local domestic violence coalitions and provide support and education for families with children, or caring for elders to prevent child abuse and neglect, and elder abuse.

Plans for Next Reporting Year

The Community Benefits Mission Statement will be revised. The Community Benefits Advisory Council will expand its membership to include a member of the Board of Trustees and members representing the Community Benefit target populations. This body will be the planning committee for Hallmark Health's Community Benefit Plan defining the process for recognizing the current and emerging health needs and developing the Community Benefit Plan to respond to these identified needs. This process will include defining measurable outputs and outcomes for the Community Benefit programs, making budget recommendations and formalizing the plan through to approval by the Board of Trustees.

Contact

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Selected Community Benefits Programs

Hallmark Health's commitment to meeting the needs of its diverse communities has involved creative and innovative partnerships aimed at supporting our constituents and facilitating access to healthcare education by providing support and services.

The following are examples of some Hallmark Health programs and services that exemplify this commitment.

Providing Support for Underserved Populations:

Preventing Abuse and Neglect Across the Continuum, Supporting Local Domestic Violence Initiatives

Hallmark Health System is fully committed to working with our community partners to identify and provide prevention programs to address the pressing health issues of Child Abuse and Neglect, Elder Abuse and Domestic Violence. In June of 2008, the Massachusetts Department of Public Health issued a public health advisory on domestic violence because the number of domestic violence deaths in Massachusetts was three times higher in 2007 than in 2005. According to statistics maintained by Jane Doe, Inc. in 2005 there were 25 murders and four domestic-violence related suicides in MA. In 2007 there were 42 murders and 13 domestic-violence related suicide deaths; a total of 31 children were directly impacted; 13 children were orphaned, 11 lost their mothers, and two lost their father. To heighten the impact of these sobering statistics, over 100,000 cases of Child Abuse and Neglect are reported annually in MA and in 2005, 11,503 elder abuse reports were received with 3,713 newly confirmed cases of elder abuse.

For young families, Hallmark Health receives funding from the Massachusetts Children's Trust Fund (CTF) for **Healthy Families** a home visiting program for first-time parents age 20 and under. Services are free, confidential, voluntary, and offered during pregnancy and until the child turns three. Teen parents and their children are especially vulnerable. Healthy Families provides crucial supports during pregnancy and the early years - helping to give young parents the knowledge, skills, tools, and confidence to have the healthiest start in life, to be the best parents they can be, and to build a strong foundation for their family's future. Healthy Families served 129 families in Fiscal year 2008, and received 98 referrals.

CTF also funds Hallmark Health's Parenting Education and Support Grant - "**Creative Coping for New Mothers**" providing free, weekly, two-hour education sessions. The goal of these sessions is to reduce stress, offer simple interventions and provide support to mothers with newborns and babies under one year old. Our model is derived from practical experience that providing peer support and professional guidance at critical moments for inexperienced, isolated new mothers can possibly prevent potential problems related to decreased coping, depression, and difficulties in mother-infant bonding.

Funded by a grant from the state's Department of Early Education and Care the **North Suburban Family Network** provides free family education and support for caregivers of

young children from the ages of pre-natal to 47 months. In 2008, over 1,000 families with children under the age of four received services through the NSFN thus reducing the isolation parents may feel when raising their children- a risk factor for child abuse and neglect.

Each year statistically there are 50,000 reported cases of “**Shaken Baby Syndrome**” in the United States according to the American Association of Neurological Surgeons 2000 study and one in four results in death. Through the Middlesex District Attorney’s Office Shaken Baby prevention program and the CTF program “Babies Cry: Have a Plan” Hallmark Health has trained its Maternity and Family Support staff in teaching parents and caregivers about the issue and providing them with concrete tips and tools for coping with the frustrations of a crying baby. In 2009 MWH Maternity will begin providing information luggage tags for all discharged maternity patients to remind them of the tools they have learned to use when their baby cries.

For families of elders there is the **Robert Dutton, MD Adult Day Health and Supportive Day Center**, which houses an adult day health care program for those elders with special physical, cognitive or emotional needs and provides education and support to clients and their families. In 2008, the center had a 6% increase in volume providing 10,209 visits, averaging 850 clients per month. The center was open to provide care for 253 days in 2008. In 2009, the first quarter data is showing an 8% increase over last year.

An **Alzheimer’s Caregivers Support** group meets monthly at LMH to provide an opportunity for caregivers to receive professional resource and referral information and support from a mental health professional and other families. Services are provided without charge.

Standing Strong Against Domestic Violence in Melrose, Stoneham and Wakefield: Hallmark Health staff members were very instrumental in helping to support four violence prevention coalitions, *the Melrose Alliance Against Violence* (MAAV) in Melrose, the *Wakefield Alliance Against Violence* (WAAV) in Wakefield and the *Stoneham Alliance Against Violence* (SAAV) in Stoneham. These coalitions are dedicated to creating a lifestyle free from violence by raising community awareness, providing education, resources, and support to families and individuals, with an emphasis on prevention. Hallmark Health employees sit on the Boards of Directors for each of the organizations and provide extensive support to the committees. Hallmark Health also donates office space and support services valued at more than \$4,000 annually to the organization, a nationally recognized nonprofit organization at the Lawrence Memorial Hospital campus in Medford. This celebrated partnership provides victims with the opportunity to access support counseling and other direct care onsite at the hospital.

Hospital Contact:

Eileen Dern
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Promoting Wellness of Vulnerable Populations:

Award Winning Breastfeeding Services

Exclusive breastfeeding is recommended for the first six months of life and partial breastfeeding to at least twelve months of age. Today in the United States 70 % of women initiate breastfeeding at birth and 33% percent continue to breastfeed for six months. Currently based on Hallmark Health hospital data, 69% of mothers initiate breastfeeding at birth, an increase from 45% when Hallmark Health first began tracking breastfeeding data in 2001. The breastfeeding initiation rate at the Hallmark Health North Suburban Women Infants and Children (WIC) program is higher at 77%, with 46% of these mothers continuing breastfeeding for at least three months and 33% for at least six months. The Healthy People 2010 goal is to increase those percentages to 75% of mothers initiating breastfeeding at birth and 50% breastfeeding until six months. The Economic Research Service of the United States Department of Agriculture estimates that achievement of this goal nationwide would result in an annual savings of over 3.6 billion dollars due to reductions in infant morbidity.

To achieve the recommended gains in mothers initiating and sustaining breastfeeding, Hallmark Health provides support and services in an integrated model throughout the system. Prenatally free and low-cost classes are offered through Hallmark Health's Community Health Education Department and WIC, where classes and support groups are offered in multiple languages. Individual counseling is available through Hallmark Health's Breastfeeding Support Center.

After birth, lactation services are available including support and education at the Hallmark Health *Baby Café*, a free drop-in center. Lactation professionals, WIC Breastfeeding Peer Counselors, and moms visit in a relaxed environment. Morning and evening groups are offered. Last year there were 1,200 visits to the *Baby Café*. In addition, support is available at the North Suburban Family Network and teen breastfeeding mothers, when enrolled; receive additional help through our Healthy Families program. Moms in need of individual assistance can schedule private consultation visits. For Moms and babies that are unable to leave home in the first weeks of life due to prematurity or illness, lactation services and supports are made available by specially trained maternal child health nurses through Hallmark Health Visiting Nurse Association. One of these nurses is also a lactation consultant.

In October of 2008 Hallmark Health was awarded one of the first Breastfeeding Achievement Awards by the Bureau of Family Health and Nutrition of the Massachusetts Department of Public Health for outstanding breastfeeding achievement. In fiscal year 2009, Hallmark Health has begun the application process for the *Baby Friendly Initiative*, a global program sponsored by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) to encourage and recognize hospitals and birthing centers that offer an optimal level of care for lactation.

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Fostering Community Input:

The Patient/Family Community Advisory Council of Lawrence Memorial Hospital (LMH): In 2008 Hallmark Health strived to strengthen its relationships in the community by continuing to sponsor and facilitate the Community Advisory Council for Lawrence Memorial Hospital. This group was created to assist LMH in becoming more knowledgeable about the diverse needs of the patients it serves, particularly as it relates to culture and race. The group is comprised of a retired hospital trustee, a Lawrence Memorial Hospital physician, and representatives from Hallmark Health's Marketing Department, Nursing Department, and the Chief Operating Officer for the hospital. The Director of Medford Health Matters Community Coalition, and other community members are also represented. The group meets monthly at the hospital.

Last year, this group provided input into the hospital's patient visitation brochure and the business card used by nurses when introducing themselves to patients. In the fall of 2008 the Council sponsored a health fair for the community of West Medford and plans to hold a similar event in South Medford this spring. In addition, the Council designed welcome signs for both hospitals in a variety of languages. When completed, the signs will be posted in the main lobbies of each facility.

Finally, the Council has planted a *Peace Pole* at the hospital. A Peace Pole is a monument that displays the message and prayer "*May Peace Prevail on Earth*" on each of its sides, usually in different languages. The Lawrence Memorial *Peace Pole* is eight-sided carrying the message of peace in sixteen languages. It will be dedicated by the Council at a future date and currently holds a place of honor at the front entrance of the hospital. The Lawrence Memorial *Peace Pole* joins the more than 200,000 Peace Poles in 180 countries around the world, located both in simple places, such as churches and gardens, and extraordinary ones, such as at the Pyramids of El Giza, Egypt or the Magnetic North Pole in Canada.

The Community Advisory Council of Melrose Wakefield Hospital (MWH): Following in the footsteps of the LMH Community Advisory Council, in 2008, Hallmark Health convened the Community Advisory Council of the Melrose-Wakefield Hospital. This Council is comprised of a representative from physician services, a group of five community members of diverse ages and backgrounds, and leadership from the hospital. While newly established, the group is working to develop by-laws and discussing how to expand their membership. Recently, they assisted the Fund Development department with providing hospital tours for the Melrose Chamber of Commerce helping to spread the word to the community about the type and sophistication of medical services available at the hospital and within the greater Hallmark Health System. In the coming year, the Council will assist Hallmark Health to strengthen collaborations around meeting the divergent health needs for MWH and to provide input into the planning of future Community activities and initiatives.

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Providing Access to Care for Underserved Populations:

Following the Pathway to Culturally Competent Care- funded by a grant from the Blue Cross Blue Shield Foundation of Massachusetts

Hallmark Health is actively involved on a journey to facilitate long-lasting organizational change that will in turn ensure provision of culturally competent patient care to all who reside in the communities that Hallmark Health serves. During the first year, the Diversity Steering Committee convened with members of senior management selected to represent their disciplines. Harvard Pilgrim Health Care Foundation's Institute for Cultural Insight was hired to conduct a comprehensive organizational self-assessment of policies, procedures, and practices involved in patient care, staff development, recruitment, and retention. In the second half of the year, the Harvard Pilgrim consultants conducted surveys of targeted staff members, and senior leadership. They implemented targeted patient satisfaction surveys and focus groups of patients and members of the Community Advisory Council. The consultants also worked with Hallmark Health staff in completing the Office of Minority Health Institutional Audit (Scales 1-6). In July 2008 the consultants delivered an analysis of the findings and a summary report of the assessment.

The assessment found that staff members from both hospitals were proud of their institutions. Both employees and stakeholders felt that the assessment process was a positive step in helping the hospitals better serve diverse communities. Hallmark Health's effort to increase patient satisfaction was also seen as an opportunity to improve their ability to specifically serve diverse populations. The stakeholders shared that from their viewpoint the hospitals are not accessed by minority populations except for emergency care. Patients bypass both hospitals for routine care to use hospitals that better meet their needs. This includes hospitals that offer interpreter services, have a more diverse workforce, and provide a more welcoming environment. Comments from Hallmark Health employees bear this out, expressing that cultural competency is not a "front burner issue" and that they have concerns about whether they have the skills to meet the needs of diverse patients

In 2009, the Diversity Steering Committee has been expanded. The group is working with the Harvard Pilgrim Healthcare Foundation's Institute for Cultural Insight, and "The Cultural Imperative", a community group dedicated to improving cultural competence in the marketplace, to plan for education and training of Hallmark Health staff. This education and training will include cultural competency training and other mechanisms to equip Hallmark Health staff with the ability to provide culturally competent care and to attract and retain diverse staff.

Hospital Contact:

Eileen Dern

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Community Benefit Expenditures

Type

Community Benefits Programs

Estimated* Total Expenditures for 2008

1. Direct Expenses: \$ 563,986
2. Associated Expenses: Not specified
3. Determination of Need Expenditures: N/A
4. Employee Volunteerism \$ 25,301
5. Other Leveraged Resources \$ 1,017,567

Estimated Program Budget for 2008

\$2,100,000
*Excluding Net Charity Care contributions.

Community Service Programs

1. Direct Expenses \$ 429,958
2. Associated Expenses: Not specified
3. Determination of Need Expenditures: N/A
4. Employee Volunteerism \$ 85,646
5. Other Leveraged Resources \$ 7,500

Net Charity Care or Uncompensated Care Pool Contribution

\$ 2,149,044 **(Excluding Hallmark Health VNA charity care)**

(Not including bad debt which totaled approximately \$1,429,000)

Corporate Sponsorships

\$ 3,868

TOTAL \$ 4,282,870

(Excluding bad debt)

Total Patient Care Related Expenses for Fiscal Year 2008: \$242,688,637

*Data collection template utilized during FY 2008 to collect expenditures did not allow for clear differentiation of categories listed (1-5), therefore totals are approximated in each.

Addendum:

Hallmark Health incurred the following costs during FY 2008:

- a. \$15,952,000 for Medicare shortfall and un-reimbursed services
- b. \$5,730,000 for MassHealth un-reimbursed services
- c. \$1,429,000 in total bad debt