



# The Community Benefit Report of Heywood Hospital

## Fiscal Year 2009

October 1, 2008 – September 30, 2009

### **I. The Mission Statement**

#### *COMMUNITY BENEFIT MISSION STATEMENT*

*Heywood Hospital has a long tradition of providing healthcare and other services that improve not only the health but also the quality of life in our community. Heywood Hospital dedicates our organization to the community benefit goals of:*

- Improving the health status of our community
- Addressing the special health problems of minorities, the poor, uninsured and other underserved populations
- Containing the growth of community healthcare costs

*Such goals will be undertaken within the framework of a Community Benefit Plan which shall include such elements as:*

- Commitment on the part of the Board of Trustees and the President/CEO
- Specific goals & objectives
- Annual evaluation process
- Commitment of hospital resources through normal budgeting process
- Consideration of community served in all operational and policy decisions
- Defined community
- Health status and needs assessment
- Opportunity for public input and comment
- The promotion of cooperative and collaborative relationships with other providers and agencies in order to carry out a broad health agenda in our community.

*Such community benefit goals and elements are hereby adopted and endorsed by the Board of Trustees of Heywood Hospital .*

*Chairman of the Board, Daniel Asquino, PhD.*

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## **II. Internal Oversight and Management of Community Benefits Program**

**Management Structure:** The responsible manager of the Community Benefit Program for Heywood Hospital is the Vice President of Community Relations and Development, Lorie C. Martiska. Other Vice-Presidents and the President/CEO of the Hospital provide input and decision-making support concerning community benefits activities.

**Information Sharing** – Information concerning Community Benefit activities is shared with all hospital staff through the Annual Report, the Community Benefit Report, through special state-of the hospital newsletters and through internal email. The Board receives monthly reports on some parts of the plan and receives annual updates of the entire community benefit program. Community Benefit activities are shared with the public through the Annual Report and in marketing materials and ads for community service and community benefit programs. Community Benefit information is developed and shared with the Joint Coalition on Health as well.

## **III. Community Health Needs Assessments**

Process: Heywood Hospital engaged in a collaborative process to work with the Joint Coalition on Health and CHNA #9 to conduct a comprehensive needs assessment for a region much broader than past assessments. The health assessment encompasses information and data from 27 towns and cities in northern Worcester County and includes the service areas of 4 hospitals—Heywood, HealthAlliance, Clinton and Nashoba.

### *Information Sources:*

DPH health status indicators (MassCHIP)  
Department of Education data  
Census Data  
Behavioral Risk Surveys (YRBS and others)  
Adult Risk Behavior Surveys  
Telephone surveys  
Community Leader interviews  
Grassroots surveys, interviews and focus groups  
Community forums  
Multi-lingual focus groups, interviews and other strategies

### *Timetable*

The comprehensive health assessment is expected to be complete by the summer of 2010.

The Joint Coalition on Health also released a Mental Health and Substance Abuse Health assessment encompassing the Joint Coalition Service area of Fitchburg,

Gardner and Leominster and area towns in March 2009. This study was funded by members of the Coalition, including Heywood Hospital.

Key points of emphasis for these health assessments are to ensure that community engagement is robust, and that results are utilized in meaningful ways. To accomplish this, Heywood Hospital and its partners involve community members and community/legislative leaders in the release of the information, test assumptions with these groups, develop a systematic way to analyze and determine priorities, and work to enhance the capacity of community members to develop programs in response to the priority needs.

#### **IV. Community Involvement**

Heywood Hospital is working with the members and Steering groups of the Joint Coalition on Health, the Minority Coalition of North Central Mass. and the CHNA #9 on a Collaborative Funding Committee to increase diversity and encourage community member participation in health assessments, funding decisions and programs. The Hospital has provided funding through the DON process to cover stipends, child care expenses and transportation costs as needed to encourage community member participation in collaborative funding committee meetings.

#### **V. Community Benefits Plan**

- A. *Collaborate with the Community*—Heywood Hospital has a history of working with coalitions, agencies and individuals to improve the health and well-being of our community. We have expanded these efforts to include more diverse populations, more active work with regional groups, and a broader service area than our own.
- B. *Assess Community Needs and Assets*—Heywood Hospital's priority is to provide leadership, support and resources to conduct comprehensive assessments of the service area's health needs and assets.
- C. *Improve Access to Care*—The Hospital has a long standing history of working collaboratively to enhance access to care, to remove barriers and to assist uninsured residents in accessing coverage and/or care. The Gateway Health Access Program (GHAP) is a nationally-recognized model for achieving these goals. In 2009, the program screened more than 15,000 people, and enrolled 4,576 in health insurance programs. GHAP also works to educate community members, providers and agencies concerning current regulations and insurance programs, conducts workshops for recently unemployed individuals and provides case management to assist patients in overcoming barriers to accessing care.

*D. Improve the health and well-being of youth in middle/high school.*  
Heywood works with the Department of Public Health and the Murdock Middle High School to run a school-based health center. The Murdock Health Center is staffed by a Nurse Practitioner, and provides medical services on site during school hours.

The program also played a role in the selection of the Murdock Middle High School for “The Winchendon Project”, a comprehensive, grant-funded, multi-year program to provide direct mental health and substance abuse services at the school, to implement prevention programs and social norming campaigns, to measure program results and to involve the community in improving the environment for students and their families. The project is funded by the Health Foundation of Central Massachusetts.

*E. Focus on Mental Health and Substance Abuse Needs of the Community.*  
Heywood Hospital supports the grant-funded SBIRT/Project Assert model in the Emergency Department and is working to ensure the program is self-sustaining in the future. We also continue to collaborate with mental health providers in improving the care experience of those who present to our ED for mental health concerns. Heywood Hospital will also, through the Joint Coalition on Health, participate in programmatic responses to the Mental Health and Substance Abuse needs assessment which was released in March, 2009.

*F. Work to reduce health disparities.*  
Heywood Hospital will engage in collaborative activities with the Minority Coalition of North Central Mass and its own MultiCultural Task Force to raise awareness, conduct educational events, ensure compliance with CLAS standards and measure results through surveys, needs assessments and other tools.

*G. Implement the Determination of Need (DON) Factor 9 Process*

- a. **GOAL:** To distribute \$1.7 million over nine years in a manner that addresses community priorities, maximizes community involvement, enhances capacity for community members to develop and implement programs, that strives to reduce health disparities and that achieves measurable outcomes.
- b. **Process:** Heywood Hospital collaborated with the Joint Coalition on Health and the CHNA # 9 and the Department of Public Health Office of Healthy Communities to forge a formal agreement.

*The Health Assessment:*

The Steering Committees of the JCOH and the CHNA, with support from the Minority Coalition of North Central Mass, have

formed a Collaborative Funding Committee to oversee the community health assessment. Quantitative data has been gathered and analyzed by an employee of Blue Cross Blue Shield of Massachusetts, who was loaned to Heywood Hospital through the William Van Faasen Sabbatical program.

More than 20 focus groups and interviews have been conducted by vendors who are responsible for the qualitative portion of the assessment. The Area Health Education Center (AHEC) will be integrating the results of the qualitative work with the quantitative data to produce a final report.

#### *The Determination of Priorities*

The CFC will undertake a rigorous and systematic process to develop tools to analyze results and determine priorities, with a high level of community engagement to test hypotheses.

#### *Funding Allocations*

The CFC in consultation with community members and Coalition and CHNA members will develop funding allocation plans to direct resources towards priority issues.

#### *Community Task Forces*

Community members will be recruited and supported to join autonomous teams focusing on priority issues identified. These teams will work to develop programs and spending plans for each priority area. They will be trained and supported, and stipends and childcare /transportation subsidies will be provided.

#### *CHNA and Joint Coalition*

The DON Agreement provides for three separate types of funding—Collaborative, CHNA and JCOH. The CHNA and JCOH allocations will be spent in accordance with each respective coalition's priorities and goals. The funding may be used for infrastructure such as to employ coordinators and/or establish websites, and/or to fund programs in response to identified coalition priorities.

### *H. Measurement of effectiveness*

Evaluation and sustainability are key themes for the community benefit work of the Hospital and the Coalitions. Major funders such as the Health Foundation and the federal and state governments require rigorous evaluation and sustainability plans. The process of evaluation begins at the start and is ongoing throughout the projects' implementation, yielding opportunities for change and improvement on a continuous basis.

## *I. Updates and Review*

Significant community benefit activities are sometimes also undertaken by Heywood outside of the Joint Coalition. The Hospital applied for and received funding for a statewide SBIRT grant, under the auspices of the Gardner Area InterAgency Team (GAIT). This grant funds a Health Promotion Advocate, and provides training for providers and staff in the ED on the process of intervening and providing referrals for patients who may present with evidence of substance abuse. In 2009, the Heywood SBIRT program screened 1200 Emergency Department patients. Of these, 25% screened positive for being at risk for dependent drinking and/or drug use. All of those who were identified as at risk received a brief intervention and referral to resources. In post-intervention follow-up, 25% reported they had stopped using alcohol or drugs, and another 15% said they had substantially reduced their use of alcohol or drugs.

## **VI. Progress Report**

See the summary document for expenditures.

### **Major Programs and Initiatives—Detailed Information**

GHAP – the Gateway Health Access Program. From 2004-2008, this program received funding from the Blue Cross/Blue Shield Foundation of Massachusetts to create a unified regional program serving all of Northern Worcester County.

GHAP provides assistance to uninsured by helping them apply for MassHealth or Commonwealth Care or by providing reduced-fee care and services through a network of participating providers. The program grew with the help of grants and with the start of the Virtual Gateway in 2005.

GHAP now has 196 participating doctors, 30 dentists and 17 private mental health clinicians and a home health agency who see patients at greatly reduced cost. In 2009 GHAP enrolled 4,576 people into some form of insurance. Over 15,000 contacts were recorded last year at the program's two sites – Heywood and HealthAlliance.

SBHC –. The Murdock Health Center opened in October of 2002, and now has 80% of the student body enrolled. The school based health center includes medical care and mental health services for students on site. The Murdock Health Center worked collaboratively with the CHC Family Health Center and the CAVU Foundation to augment state funds to provide mental health services for uninsured students during the 2005 and 2006 school year. In 2007, the Murdock Health Center received \$36,000 from the Robinson-Broadhurst Foundation to provide direct services and preventive activities for students in the areas of mental health and substance abuse. In 2009 the Winchendon Project provided significant funding for mental health and substance abuse services and preventive activities through a Synergy Initiative grant. This grant is part of a multi-year commitment to the Joint Coalition from the Health Foundation of Central Massachusetts.

## **Community Service Activities**

Heywood Hospital also provides many free screening, educational and support activities throughout the year. The Hospital facilitates 16 support groups and provides health professionals for speaking engagements, displays and other educational related events on a continuous basis. The Hospital also provides a training site for nurses, clinical lab techs, radiology technologists and other health professionals.

In 2009, the Hospital offered 9 community health and educational events, providing screening, education and support for over 800 area residents.

**The Birth Loss Support Group** held the fifth annual “Service of Remembrance” for families who have suffered birth loss or loss of an infant.

The **Oncology Department** offered its first annual Service of Remembrance for families

**The Patient Financial Services Department** made donations to the Gardner Community Action Council and the Gardner Animal Shelter during the Holidays.

The Hospital’s **nurses and other staff** contributed \$200 to Forward In Health, a Haiti relief project, and \$375 in cash as well as \$2500 in food to the Gardner Community Action Council, to commemorate National Nurse’s Week in May of 2009.

**The Social Service Department** undertook an ambitious agenda of community service including sponsorship of the “Empty Place at the Table” program during Domestic Violence Month, and a Community Service Fair in the fall with over 200 attendees. They also initiated transportation, interpreter and spiritual programs supported by grant funding.

Heywood’s **Multicultural program** provides interpreter services and cultural competency training for staff. In 2009, the Hospital developed new Standards of Behavior that include a standard around Diversity and Cultural Competence, which was developed with support from the Minority Coalition. In addition, the Multi-Cultural Department promoted compliance with CLAS Standards by publicizing the standards and holding numerous educational sessions.

A multi-disciplinary **MultiCultural Task Force** with 12 members of Hospital staff meets monthly to review data and information on trends and initiatives of such areas as Interpreter services, Spiritual services, and diversity efforts. They also conduct chart reviews to assess documentation of patient understanding and participation in care planning, and opportunity to access interpreter services if needed.

Social Service also facilitates the **Gardner Area InterAgency Team (GAIT)** which provides networking and collaboration opportunities with area health, human service, law enforcement and legislative representatives. The director of social service is also the President of the Spanish American Center in Leominster and a member of the Minority Coalition and a member of the Steering Committee of the CHNA #9.

Numerous departments serve as training sites for students in clinical and non-clinical fields. The **Laboratory** Department continues to collaborate with MWCC on a Clinical Lab training program.

**Infection Control** published newspaper columns on reducing hospital-acquired and community acquired infections, and led hospital-wide efforts to educate patients and members of the community on topics of patient safety, handwashing and cough etiquette.

**The Geriatric Psychiatry Department** participated in a local Alzheimer's Walk, and participated, along with the **Mental Health Department** in a fall education event on Alzheimer's, Depression and other issues. The event was sponsored by The Shine Initiative of Fidelity Bank in Leominster.

**The Nutrition Department** offered two weight management programs for the public – one for adults and one for children and their parents, and offered a monthly Diabetic Support program as well as attending health fairs at MWCC and at the Hospital. They also conducted three weight management lectures for the Clark YMCA in Winchendon. In addition, Nutrition launched the new Spot Check program to help diabetics explore healthy cooking and food preparation, and worked collaboratively with Fitness Concepts on an innovative prevention program for people at risk of diabetes.

**Cardiopulmonary Services** provided a Better Breathers Support Group for patients with respiratory problems, and provided displays and information at several health fairs.

**The Transitional Care Center** provided educational information and blood pressure screening at events in Gardner, Templeton and at Mount Wachusett Community College.

**Volunteers** provided 1866 hours of patient support in the Emergency Department.

**Volunteer doulas** provided 11,092 hours of labor support, attending 185 births at the **LaChance Maternity Center**. These services were provided at no cost to insurers or patients. In addition, the Center offered a Breastfeeding Support Group and conducted events in recognition of World Breastfeeding Week. They also conducted two patient focus groups to explore satisfaction with services, and supported the implementation of a DPH-funded program to help pregnant women stop smoking. This program, "First Steps" worked with physician practices to conduct brief interventions and to refer patients to cessation programs. Funding for this program was eliminated in June, 2009. The Maternity Center also began a new childbirth preparation program for teenagers and started new classes in Winchendon.

**Cardiac Rehab** led an effort to recruit Heywood team members to walk in the American Heart Association Walk, and participated in several health fairs and community education events. The department also collaborated with Community Relations to offer a Cardiology community health event with close to 100 attendees.

Heywood also actively participates in **community fundraising efforts** such as the American Cancer Society Relay for Life, held in Gardner in June each year. A total of 124 Heywood team members participated in 2009, raising over \$24,000 for the American Cancer Society. The Hospital's participation was organized and led by the **Oncology program director and staff**. The local event is one of the largest and most successful of the cancer relays across the country.

In addition, Heywood raised \$10,000 for the **United Way** and \$2500 for the **American Cancer Society Daffodil Days**.

**Volunteers** at Heywood Hospital contributed 37,704 hours of service to the Hospital and community, equivalent to a dollar value of more than \$735,000.

## **VI. Next Reporting Year**

The major accomplishments which we expect to report on next year include the completion of recommendations from the mental health and substance abuse assessment, determination of priorities from that assessment, completion of the comprehensive health assessment for the region, and continued efforts to connect the underserved with needed care through the GHAP program and the School- Based Health Center at Murdock. We also will report on efforts to raise awareness and undertake efforts to reduce health disparities, in collaboration with the Minority Coalition.

In addition, we expect to report on the utilization of Determination of Need Community Health Initiatives funds which Heywood will expend in conjunction with our new building and expansion project.

We will also continue to play an active role in advocating for legislative changes that increase or at least maintain critical state support for healthcare and help ensure that the implementation of healthcare reform and other significant changes remain priorities.

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