

**2022 Signature Healthcare Brockton Hospital
Community Benefits Report:**

October 1, 2021– September 30, 2022

I. Signature Healthcare Brockton Hospital's Mission Statement

Summary

Signature Healthcare Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving more than 460,000 residents in more than 20 southeastern Massachusetts communities. Our mission is to be the leading community-based healthcare delivery system in Southeastern Massachusetts, providing the full range of primary care, specialty care, hospital care and related ancillary services on a coordinated basis. Signature Healthcare physicians and Signature Healthcare Brockton Hospital strive to be recognized as “providers of choice” by staff, patients and the community. These principles guide Signature Healthcare:

- Take a leadership role in assessing the healthcare needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for all patients and, in particular, the underserved and disadvantaged populations.
- Develop new services and programs and participate in alternative delivery and regional health care systems to respond to community needs and enhance care access.
- Participate in healthcare professionals' education to enhance the Hospital's access to medical expertise and ensure the most up-to-date approaches for providing care.
- Commit to an electronic medical record environment aimed at (i) reducing medical errors with more accurate and timely information for providers, (ii) enhancing physician productivity and job satisfaction, (iii) responding to consumer requests for electronic communication.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost-effective and fiscally sound.

Signature Healthcare Brockton Hospital's community focus, and indeed the core of our mission, is to care for those in greatest need. We are incredibly proud of our distinguished, century-plus tradition of reaching out to all patients in our community, regardless of their ability to pay.

Community Benefits Mission Statement

Signature Healthcare Brockton Hospital's Community Benefits mission is to provide high-quality, low-cost healthcare to all individuals in Brockton and surrounding communities. We continually evaluate and research the healthcare needs of patients in our community. To improve an individual's health, we consider the whole person. Signature Healthcare Brockton Hospital is also committed to collaborating with our community partners who can aid in our mission to identify and meet the healthcare needs of our community.

II. Approval of Governing Body

Signature Healthcare Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service. The Board of Trustees sets and approves the hospital's overall direction and goals, meeting monthly to review plans and progress on all projects that further the Hospital's mission of service and care. They provide internal oversight and management of Community Benefit Programs.

Management Structure

Each year, the Signature Healthcare Brockton Hospital Board of Trustees reviews and considers the community's health needs and goals for impacting community health. Progress is monitored monthly and a formal presentation of progress is offered to the Board of Trustees by the CEO annually.

Developing our annual community benefits plan is based on an analysis of the many healthcare needs facing those who live in southeastern Massachusetts. Input is gathered from diverse sources, including the Department of Public Health Status Indicators, internal utilization reports, public schools, church groups and the Community Health Network Area (CHNA).

From this work comes a community benefits plan with a comprehensive picture of services and needs in the Brockton area. This data was collected by various organizations in the community, one being Signature Healthcare. Signature Healthcare compiled the report.

Method of Sharing Information about Status and Success of Community Benefits Mission/Programs with Staff at all Levels of the Institution

The Signature Healthcare Brockton Hospital Marketing/Public Affairs Department publicizes community benefit success stories and accomplishments internally and externally. A weekly e-newsletter sent to all associates alerts the Signature Healthcare organization to community activities and opportunities, and the website adds further detail. The department also informs the media of newsworthy community benefit accomplishments. Press releases, community presentations and other communication vehicles include community benefit information as appropriate.

The Human Resources Department uses recruitment materials and job fairs to reinforce Signature Healthcare Brockton Hospital's role as a market leader and regional community health care resource dedicated to improving the community's overall health and well-being.

III. Community Health Needs Assessment

Process, Including Participants and Information Sources

Collaboration and partnerships are critical to the success of the Community Benefits process of assessing and addressing community needs. To build a healthier community, Signature Healthcare Brockton Hospital continues collaborating with and supporting numerous organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups.

Summary of Findings

The summary of findings for our community health needs assessment solicited the community's input, with particular focus on those facing inequities, to provide actionable context and relevance to the quantitative data that was analyzed. The prioritization of health needs was completed with the following processes:

- Community-identified health needs were ranked by frequency of mention
- When available, data concerning racial and ethnic inequities was considered
- Data points that were farthest from the state and national benchmarks were prioritized.

Utilizing these tools and having these conversations lead us to focus our efforts on Mental Health, Obesity-Related Illnesses (diabetes/hypertension) and Substance Use.

Mental Health

In the City of Brockton, 16.6% of residents experience frequent mental distress. While data is not available by race/ethnicity, the most diverse census tracts have the highest rates, reaching as high as 23% of the adult population. Key informants noted both the cultural stigma and insufficient healthcare resources as contributing factors to the increase in mental illness.

Obesity-Related Illness

Chronic disease resulting from obesity was the number one noted item in focus group participants' written surveys. Participants reported social isolation, built environment, and transportation as contributing factors to these health concerns. According to the U.S. Centers for Disease Control and Prevention, chronic diseases affect minority groups more severely due to several contributing factors, such as social determinants of health. Due to the significant inequities in these determinants from a young age, it can be assumed these contribute to the rates of chronic illnesses such as diabetes and heart disease later in life.

Substance Use

The rapidly evolving landscape of substance use makes it challenging to stay abreast of the issue. With the increased use of electronic vapor products in young people, adult substance use and associated conditions should be closely monitored. Changes in marijuana laws and increasing availability are also likely to change the landscape of substance use in Massachusetts.

IV. Community Participation

Process, Mechanism and Identification of Community Participants

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Signature Healthcare Brockton Hospital's community benefits process analyzes needs, sets priorities and works toward successfully achieving goals. Timely progress reviews and regular reports to the Board of Trustees ensure community and hospital leaders affect change and avoid duplicative efforts.

In assessing needs, determining priorities and implementing solutions, Signature Healthcare Brockton Hospital has collaborated with several community groups and organizations over the years. They include:

- American Cancer Society
- BAMSI
- Boys and Girls Club
- Brockton Area Hunger Network (BAHN)
- Brockton Area Multi Service, Inc. (BAMSI)
- Brockton Behavioral Health Task Force
- Brockton Family and Community Resources
- Brockton Housing Authority
- Brockton Neighborhood Health Center
- Brockton Public Schools
- Brockton Visiting Nurses Association
- Cape Verdean Association
- Cape Verdean Adult Day Health Center
- Cape Verdean Women United
- Catholic Charities
- City of Brockton Health Department
- City of Brockton Mayor's Office
- Community Connections
- Fr. Bills & Mainspring
- Greater Brockton Health Alliance (GBHA, CHNA 22)
- Health Imperatives
- One Family, Inc.
- Plymouth Country District Attorney's Office
- Self Help
- United Way of Greater Plymouth County
- Woman Infants Children Programming (WIC)
- Old Colony YMCA (Brockton, East Bridgewater, Easton, Middleboro, Stoughton and Taunton)

V. Community Benefits Plan

Chronic Disease: Diabetes/Hypertension

Because health statistics identified nutrition and diabetes as significant issues in our community, the Hospital's community benefits focus continued to combat these concerns by offering tools to individuals in need. Our target population was community-wide and our priorities included educational tools and exercise classes. As part of the Community Health Needs Assessment, we discovered individuals living in the community considered exercising unsafe and expensive, had trouble affording healthy food and faced challenges with preparing meals properly.

Short-term strategy:

Based on the Community Health Needs Assessment findings, Signature Healthcare continued its Wellness program. Elements included free exercise classes, free immunizations, healthy cooking demonstrations, and free healthy recipes. Signature Healthcare offers free Yoga and Zumba classes to the community and employees every Monday and Wednesday evening from 5-6 pm to combat cost and safety concerns cited as reasons for a sedentary community. These classes, attended by 20-30 people weekly,

are well received. The program in its 11th year switched to a virtual model once the pandemic hit. Our instructors were able to set up their classes using the Zoom platform so members of our community could still participate.

For the past 11 years, Signature Healthcare has worked with the local “Blessings in a Backpack” program. Blessings in a Backpack has many students on the school's free and reduced breakfast and lunch program and wanted to ensure these same students had healthy food for weekends. Signature Healthcare worked with Sodexo, our food services provider, to prepare meals for the 60 students at the Kennedy School. These children are provided nutritious food to take home each weekend, such as soups, fresh fruit and healthy grains. During the 2021/2022 School year, the students were back to school in-person, and the Blessings in a Backpack program continued handing out meals to those in need.

During the pandemic, it was recognized that food insecurity was a concern for so many. Various community initiatives were implemented during this time and continue to be available to those in need. The Brockton Area Hunger Network (BAHN) provides an opportunity for food programs and others interested in eliminating hunger and food insecurity to network, share ideas, problem-solve, educate, and collaborate. BAHN's goals include, but are not limited to:

- Identify gaps in services for the hungry
- Coordinating local hunger services;
- Developing projects and initiatives that address local hunger; and
- Educating its members and local stakeholders about the extent of hunger

Signature Healthcare and our community partner, the Old Colony YMCA, are members of this Network. By participating, we can offer assistance and support when needed. Also, by having a seat at the table, we are able to bring information back to our providers to share with our patients when appropriate.

Substance Use Disorder

Data in our past few Community Health Needs Assessments show an increase in Substance Use. According to the U.S. Centers for Disease Control and Prevention, “children in the earlier teens start using controlled substances, the greater their chances of continuing to use substances and developing substance use problems later in life.” They also note substance use in teens “contributes to the development of adult health problems such as heart disease, high blood pressure, and sleep disorders.” Several local municipalities have published data on youth risk and protective factors, which provide critical insights for preventing substance use disorders. These surveys looked at marijuana use, cigarette use, alcohol consumption, electronic vapor product use and prescription drug use.

Strategy:

Signature Healthcare continues to work with staff from High Point, the Brockton Area Prevention Collaborative and the Plymouth County Outreach. Signature Healthcare Emergency Department physicians work with local police and fire departments to provide training and medical guidance. Police departments from Norfolk, Plymouth and Bristol counties were trained on the proper use of Nasal Narcan. The Emergency Department also offers medical control to local police departments to use naloxone,

Epi-Pens and AED's. Dr. Muse, Signature Healthcare Emergency Medicine provider serves as the EMS Medical Director for 14 local fire departments, 15 local police departments and is also the school Medical Director for Abington and East Bridgewater. Dr. Muse is very active in other matters related to substance abuse, including the Brockton Area Prevention Collaborative, Independence Academy, and Plymouth County's Substance abuse coalition.

The Committee has also reached out to improve access to doctors and facilities involved in medically assisted treatment. As an advisor to the Plymouth County Policy Outreach Committee, Dr. Muse, Signature Healthcare ED physician, helped in the Narcan distribution initiative to family, friends and those suffering from Substance Abuse Disorder.

Mental Illness

Anxiety and depression were identified in all focus groups and several key informant interviews, particularly when discussing youth. Alternatively, seniors identified social isolation as a significant concern within their community. According to the Massachusetts Department of Public Health, Abington, Brockton, Holbrook, Randolph, Rockland, Stoughton and Taunton all rank in the worst quintile for mental health. This is defined by the percentage of residents indicating they had 15 or more poor mental health days in the past month. The data around poor mental health indicates mental health hospitalizations in Massachusetts with similar municipalities experiencing the highest rates of hospitalizations.

Strategy:

Our Yoga and Zumba classes that were traditionally held in person at Massasoit Community College have continued to be held virtually so that our community remains safe at home but still has the ability to focus on their mental health by meditating and stretching with their instructor and class participants.

In an effort to target the ongoing issue of lengthy boarding of youth in the ED, DMH is contracting Youth Villages to provide the intercept model as a pilot program targeting ED diversion. This program, "Diversion Intercept" is expressly targeting the issue of ED boarding for youth under the age of 18 that intensified due to COVID-19. The primary purpose of this service is to safely divert youth boarding in the ED due to lack of local connection to appropriate services and have been assessed by the evaluation team as appropriate for possible diversion. Diversion Intercept is appropriate for youth experiencing behavioral health issues who may or may not have historically been diagnosed and/or treated for a Serious Emotional Disturbance.

Signature Healthcare staff participate in the monthly Brockton Behavioral Health Task Force. Agency updates are provided and members present on their program offerings. These organizations coming together provide a much-needed opportunity to network and learn from each other about their services and initiatives.

Through community outreach with local businesses, community groups, and events, hospital staff members were able to educate the community on Chronic Disease, Substance Use Disorder and mental health in various ways. Signature provided educational tools on diabetes, healthy recipes, free exercise classes and opportunities for

questions and answers with clinical staff. During FY22, hospital staff participated in more in- person community events than in prior years due to COVID-19. Some of these include:

- BAMSI Wraparound Services
- Brockton Public Schools
- Mary Cruise Kennedy Senior Center – “Signature Series”
- Old Colony YMCA Stoughton Branch “Healthy Kids Day”
- East Bridgewater COA – Health & Safety Fair
- City of Brockton Health Department
- Massasoit Community College
- Old Colony YMCA Taunton Branch – Senior Resource Day
- South Shore Leadership Conference

VI. Progress Report: Activity during Reporting Year

Major Programs and Initiatives

Signature Healthcare Brockton Hospital is one of the busiest hospitals in the area.

	FY 20	FY 21	FY 22
In-Patient Visits	11,457	11,573	11,368
Deliveries	1,469	1,338	1,421
ED Visits	49,142	51,451	54,760
Outpatient Visits	389,769	480,690	491,636

Signature Healthcare Brockton Hospital offers several clinical and non-clinical programs to address community health care needs.

Medical Home

Signature Healthcare’s Signature Medical Group practice sites are part of a medical home program. Our patients have a care team providing them with access to evidence-based patient care, education, and self-management support. The care team starts with the patient and includes their primary care provider, nurses, certified medical assistants and medical receptionists. Other specialists join the care team based on patient needs.

Primary Stroke Service

Signature Healthcare Brockton Hospital is a Primary Stroke Service. This designation assures the Hospital is able to provide prompt, high-quality care for stroke patients in the region. The service tracks all clinical process measures against Quality Net, established by the Centers for Medicare & Medicaid Services, for reliable healthcare quality data exchange.

SportSmart

SportSmart is a comprehensive care coordination program providing services to our surrounding communities, schools and athletes. The program treats the full spectrum of athletic injuries, from musculoskeletal/orthopedic to mild traumatic brain injury or concussion. Multiple Emergency and Orthopedic Department physicians have completed

traumatic brain injury/concussion education programs and treat our sports injury concussion athletes each season.

Signature Healthcare provides support to eight (8) local schools and organizations. In FY22, Signature Healthcare supported our affiliate schools by providing Concussion Vital Signs screenings for their athletes, and testing that evaluates baseline and post-concussion evaluation scores. Our concussion testing and treatment program also offers educational support for parents, coaches, teachers, athletic staff, and school nurses.

Signature Healthcare's Sports Medicine (SportsSmart) - venture began 7 years ago, providing Signature Healthcare employed athletic trainers to area high schools. The program includes Abington, Brockton, Cardinal Spellman High School, and East Bridgewater Jr. High School, Randolph, Rockland, Southeastern Regional Vocational High School, West Bridgewater and Whitman Hanson.

Staff from Signature Healthcare's Sports Medicine (SportSmart) program offer services that provided continuing education for Athletic Trainers and School Nurses. Some of the topics covered in prior years include Concussion Management, Substance Abuse and the role of Naloxone, Upper and Lower Extremity Injury Management, Cardiovascular Injury & Diagnosis in Sports Medicine, and use of Ultrasound in Clinical Sports medicine Diagnosis

The Hospital continuously evaluates this program's value and community needs to determine future enhancements.

First Responder Education and Training Program

Signature Healthcare's Emergency Department physicians continue to support community EMS, police, and fire. Dr. Muse coordinates teaching rounds with local EMS teams more than 20 times per year and holds conferences twice per year. These conferences include education on various topics, including Human Trafficking: Legal and Social Ramifications, Domestic Abuse, Adverse Childhood Events, Pediatric Trauma Care and Newborn Care in-field delivery, to name a few. EMS professionals delivering patients to the Signature ER are invited to watch life-saving stenting procedures in one of two Brockton Hospital Cardiac Catheterization labs – closing the loop on what happens after they drop off a patient in cardiac arrest. The simulation lab is a cooperative venture between local EMS departments and Signature Healthcare. The mannequins provide the opportunity for medics to practice life-saving skills in real-life environments. This also ensures continued improvement in areas of care that may infrequently occur, such as pediatric codes.

Signature Healthcare and Dr. Dan Muse have established a very close relationship with the City of Brockton. Dr. Muse is the Medical Director for Brockton Police and Fire. He also serves as Medical Director for the Brockton Fire Department Dispatch. For the last several years, Dr. Muse has been part of the Brockton Police Department's yearly mental health training. He also works closely with local police and fire on special programs in their departments and towns. A new program, "Save A Life," was launched in 2020. This program works in conjunction with local EMS to train citizens of their communities in life-saving CPR techniques, AED use, Narcan administration and "Stop The Bleed" skills.

Through a collaboration with District Attorney's Morrisey (Norfolk County) and Cruz (Plymouth County), a zoom workshop was offered to 20 local communities within the Signature Healthcare Brockton Hospital service area. The training "Handle With Care" for children impacted by Adverse Childhood Events (ACEs) and Drug Endangered Children DEC From this work, a committee was formed with the Plymouth County DA's office to establish a "community responder" program. This program aims to recognize, prevent and improve social issues such as ACE's, DEC, Homelessness, Human Trafficking and Elder Abuse.

Each year, Dr. Muse, in conjunction with the District Attorney's offices, talks to schools and local groups about substance abuse. Dr. Muse continues to teach nurses and athletic trainers how to recognize an opioid overdose and use naloxone.

Due to the COVID-19 pandemic, many activities were curtailed or limited. The pandemic also created a need to provide guidance and expertise to the local EMS. During the first few months, Dr. Muse conducted weekly and bi-weekly Zoom meetings with the local Fire Departments from Plymouth, Bristol and Norfolk Counties, advising them on the management of COVID-19 in their departments and how to care for their towns' citizens while protecting themselves from the virus. These Zoom advisory meetings were also provided to the local Police departments. While not as frequent, the advisories continue to be offered to both Fire and Police in the previously mentioned counties.

Substance Abuse & Opioid Crisis Management Programs

Within the Signature Healthcare Emergency Department, overdose patients receive nasal Narcan, a list of detox facilities, and counseling. The ED physicians are also limiting the number of narcotics they prescribe to patients. They will not fill lost prescriptions and are advancing the use of the state's "Prescription Monitoring Program."

Signature Healthcare created a Pain and Opioid Management Committee. They developed a Charter to guide our purpose and ensure we meet the Joint Commission's regulatory requirements for pain and opioid management. We started by providing appropriate pain and opioid management policies that were developed to meet our patient populations' needs. At the same time, we have been monitoring the effectiveness of patient pain assessments and pain management throughout the organization. Part of our effort includes raising awareness of available services for consultation and referral for patients with complex pain management needs among staff and our licensed independent practitioners. The Committee works to ensure educational resources and programs are available to improve pain assessment, pain management, and the safe use of opioid medications throughout the organization on an ongoing basis.

The HEALing Communities federal grant ended on June 30, but the hospital continued to support the addiction consult service and the psychiatric nurse practitioner. The Brockton HEAL Coalition officially disbanded but was resurrected as these agencies saw the value of the collaboration. This effort continues into 2023, spearheaded by the Brockton Mayor's Office, and a grassroots Harm Reduction Coalition. They host a monthly meeting attended by key partners in the Greater Brockton Community. Resources are shared, and participants stay connected on key challenges such as homelessness and other social, medical and overall health concerns impacting the underserved population struggling with substance use.. The Old Colony YMCA and OBAT leveraged their

relationship and referrals made by OBAT for behavioral health services at OCY are called within 48 hours for connection to a clinician for individual and group counseling, relapse prevention, anger management and other programs. We were able to hire a Psychiatric Nurse Practitioner who sees patients and is able to prescribe medication as needed. Signature Healthcare Brockton Hospital was able to open an Addiction Consult Service staffed by a Nurse Practitioner with addiction treatment experience and a peer recovery coach with years of work in the emergency room setting. This program created a better process for serving our patients needing follow-up care for their substance use disorder post discharge.

A Brockton Community Coalition has met monthly for two and a half years with support from the HEAL grant. These meetings allowed previously siloed care providers to collaborate and develop strong relationships where most were unfamiliar with local services. This has led to better care for the residents of Brockton and surrounding communities.

Signature Healthcare OBAT staff continues to participate in the Plymouth County Outreach/PAARI sponsored “Brockton Hub” throughout the year. The Hub is designed to identify individuals and families in the greater Brockton area who are found to be at elevated risk of harm due to homelessness, food insecurity, mental illness, substance use, domestic violence, etc. Several Signature Healthcare OBAT patients were helped with such services as sober living scholarships and emergency housing support. The agencies that participate can make and accept warm handoff referrals on behalf of individuals and families identified as being at elevated risk of harm, whether related to substance use, domestic violence, mental health, housing, food insecurity and more.

Maternity and Child Health Services

In the area of Maternal and Child Health Services, Signature Healthcare Brockton Hospital enriched the childbirth experience for new parents to offer a wide range of prenatal services, childbirth education classes and support groups.

The Hospital’s Special Care Nursery is a Massachusetts-designated Level II facility, allowing Signature Healthcare to offer maternity services to women in the “High-Risk” category, whose newborns require additional medical and nursing support. Perinatal consultations with Neonatologists are offered for high-risk moms, keeping them involved in their baby’s care.

In affiliation with Tufts Children's Hospital in Boston, Signature Healthcare provides 24-hour neonatology coverage to the nursery.

Signature Healthcare is a “Baby-Friendly Designated Hospital” and strives to support mothers to breastfeed babies for the best start in life. Signature Healthcare developed a breastfeeding policy that is routinely communicated to all healthcare staff and provides education and information to expectant mothers on breastfeeding benefits. Maternity staff helps mothers initiate breastfeeding within one hour of birth and show mothers how to breastfeed and maintain lactation even if they are separated from their infants.

Signature Healthcare offers our patients Babe-e-News, a free, opt-in electronic newsletter providing education, tools, and resources for pregnancy and early childhood. The

information is tailored to a mother's due date or child's birth date, making the weekly information relevant and valuable. This newsletter can also be shared with any family members who can select to read the newsletter in multiple languages. Communicating to patients in their native language helps to promote compliance and understanding of their healthcare.

Signature Healthcare continues to partner with YoMingo, an online childbirth education program. By working with YoMingo, Signature Healthcare is able to help our patients eliminate the hurdle of fitting in-person childbirth classes into their schedule and practice social distancing and instead brings classes directly to them. This free program is available in 14 languages for our patients. YoMingos' evidence-based online maternity education includes education on Labor and Birth and topics such as breastfeeding, newborn care, community health resources, support groups, and other tools.

Highlighting a shared mission of responsibility to community health needs, Signature Healthcare works with the Brockton Neighborhood Health Center to support all labor and delivery of Brockton Neighborhood Health Center's patients. Signature Healthcare's mission aligns perfectly with that of BNHC, which has grown dramatically over the years with a mission to be a multicultural organization collaborating with community agencies and residents to provide high-quality, comprehensive healthcare in response to community health needs. The BNHC midwives and physicians handle all of their deliveries at Signature Healthcare Brockton Hospital and cover the labor and delivery floor along with Signature Healthcare providers.

Oncology Programs

Nonprofit organization Looking and Feeling FAB, Inc. is the first of its kind in the country, staffed with licensed Aestheticians who are Oncology-trained. They offer customized skincare treatments to combat the skin side effects resulting from chemotherapy, radiation, surgery and a mix of medications. Moderate to severe skin reactions resulting from treatment can have a devastating impact, decreasing one's quality of life. Looking and Feeling FAB, Inc. began offering this service to our Signature Healthcare patients in June 2016, for the past seven (7) years. The Christine M. Sullivan Foundation fully funds the program and allows Signature Healthcare patients to take advantage of this service at no cost.

A monthly Cancer Support group is offered to cancer patients and their loved ones. This support group is open to Signature Healthcare patients and anyone in need of support. Traditionally, this group would meet in person at the Greene Cancer Center, but due to COVID-19 has gone virtual.

Charity Golf Tournament

Signature Healthcare's Charity Golf Tournament on July 18, 2022, raised \$120,781 with 144 golfers participating. Funds supported the Mission Possible Capital Campaign for a new ambulatory surgery center, emergency department renovations with dedicated space for behavioral health patients, updated cardiac and electrophysiology lab equipment, and enhancements to the main lobby.

Mainspring House Job Development Program

Signature Healthcare Brockton Hospital partners with Father Bills and Mainspring House job developers and other supporters, including Bridgewater State University, Department of Transitional Assistance, Arbella Insurance Foundation, State Street, United Way of Greater Plymouth County and Citizens bank. SHC recruits graduates from the Work Express and work-ready family program into paying jobs where they can work to broaden their skills and experience various healthcare employment opportunities. In many cases, participation in this program helps rebuild their lives and provide for their families. Signature Healthcare has successfully hired graduates from both programs into various part-time, per diem, and full-time positions within the hospital setting. Due to social distancing efforts, the Work Ready Team will offer a virtual job fair to enhance hiring opportunities for participants.

Associate-Supported Charities

Many of the Signature Healthcare Brockton Hospital associates contribute time, talent and money to local communities or charity groups. Beneficiaries include the United Way, American Cancer Society, South Shore Women's Center, ARC of Greater Plymouth County, hospice groups, visiting nurse associations, food pantries, family shelters and women's groups.

Candy Cane with a Twist

In the spirit of the season, Signature Healthcare and Signature Medical Group worked together to create a gift exchange for those employees in need during the holidays. Many of our Signature Healthcare associates find themselves in challenging times, and the Signature Healthcare community wanted to help. Donations in the form of gift cards were accepted, so Signature Healthcare associates in need could either shop for holiday meals or gifts for family members.

Champions Fighting Cancer (CFC) Walk

The 2022 Champions Fighting Cancer Walk was held on Sunday, May 1, 2022. \$171,572 was received through fundraising by registered walkers and community sponsors. The Walk continues to be a long-term strategy to ensure state-of-the-art cancer services are available locally. Over the years, the CFC Walk has raised almost \$4 million for Signature Healthcare Oncology programs to provide high-quality cancer care to our community.

Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care

Signature Healthcare Brockton Hospital brings education, treatment and services to people at the community level. Signature Healthcare went to great lengths to move beyond language barriers stopping people from seeking the care they need and deserve. Signature Healthcare understands that unemployment, poverty, transportation and lack of insurance can also be roadblocks to care.

Below are vital steps to clear these hurdles in our community and provide convenient and affordable access to quality healthcare for all.

Interpreter Services

Signature Healthcare Brockton Hospital serves non-English-speaking patients with a staff of 26 reliable, efficient and skilled interpreters who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, French and communicate through ASL (American Sign Language.) Interpreter Services are available 24/7, 365 days with in-person qualified and trained interpreters available from 7:00 am to 6:00 pm Monday through Friday and 9:30-6:00 pm on Saturday, Sunday and Holidays. Interpreter Services is also available via telephonic interpreting with access to over 240 languages and remote video interpreting for those who communicate using ASL, CDI (Certified Deaf Interpreters), and several spoken languages.

Interpreter Services is continually and actively working on improving the timely provision of language services. Our per diem pool of interpreters has increased in response to changes in volume and, accordingly to the language demand. Signature Healthcare has different approaches to train and educating staff on organizational policies and procedures for accessing and using interpreter services. Dual handset phones are available in all departments and units throughout the Hospital. Interpreter services train new staff during onboarding and orientation and are currently manage roughly 80 video remote interpreting devices located throughout the organization.

Interpreter Services supported over 88,900 interpreting encounters in FY22, aiding patients who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, French, and several other languages and patients who also communicate through ASL and CDI interpreters.

In addition to clinical interpretation for Limited English Proficient patients, Interpreter Services provided interpreting assistance for patients needing help with prescription medication, arranging transportation services, completing insurance applications, scheduling appointments, resolving billing issues and completing forms. Interpreter services also helped with electronic tasks from provider's offices by virtually connecting with patients to share test results, review medication information and Telehealth consultations.

Interpreter services partnered with Bluestream to provide an intuitive and flexible virtual care platform combining video with medical workflow across the care field.

The Interpreter Services department believes in highlighting the various cultures of our patients. In FY 22, due to the pandemic, Interpreter Services was limited in the support provided for community outreach as planned, but the department was able to reconnect with the Brockton Adult Day Health Center where staff participated in on-site events. Interpreter Services also participated in open houses where Limited English Proficiency candidates were assisted through their interview process. Signature Healthcare Interpreter Services staff also supported the Champions Fighting Cancer Walk by being available to assist with any translation needs at the Health Fair tent.

Indigent Medication Program

Signature Healthcare Brockton Hospital's indigent medication program has existed for over 20 years. It stands alone in the community providing free medications to inpatients, outpatients, and emergency patients who cannot pay for their required prescription drugs. The Hospital provides up to a 30-day supply of prescription drugs to its most needy patients.

In FY22, the Hospital provided 791 free medications to 266 patients valued at approximately \$7,268 through Signature Healthcare's Patient Advocacy Fund and the Elder Grant combined.

Transportation

Signature Healthcare Brockton Hospital has supported our patient's transportation needs since the late 1990s which has increased tremendously. Patients hospitalized or treated in the Emergency Department are often sent by ambulance and do not have the physical or financial means to get home when discharged.

In FY 22, Signature Healthcare covered transportation costs via taxi for 458 patients costing \$7,768.51. Also, the Hospital continues to fundraise throughout the year, proceeds of which go to the Senator Thomas P. Kennedy Patient Advocacy Fund (see below). In addition, Signature Healthcare Brockton Hospital also received community funding explicitly designated for patients 60 and older. In FY 22, these combined funds assisted 782 patients upon discharge, totaling \$20,036.76.

Respite Care – Fr. Bills & Mainspring partnership

Signature Healthcare and Father Bills & Mainspring continue to partner to provide respite for homeless patients discharged from the hospital or released from the ED. Because many patients require continued rest to promote healing, two beds are utilized in the shelter for patients to be able to "stay in" for recuperation and avoid being out on the streets throughout the day, potentially exacerbating the condition which they were treated. In addition, the collaboration extends to the Brockton VNA to provide traditional home care services to the participants, including Nursing and Physical Therapy.

Ensuring that homeless patients with a medical need for respite care be placed in a community program that provides housing referrals and resources remains the primary goal. During FY 22, the cost of respite services offered totaled \$64,800 for these two beds.

Heightening Our Patients' Experience (HOPE)

Signature Healthcare's HOPE fund is an excellent benefit for our cancer patients. Given the lack of support systems in place for many of our patients, funding is often used to provide transportation - making the difference in whether a patient can make their scheduled appointments.

In addition to transportation, patients were helped with aid ranging from gift cards for food and incidentals to medical co-payments and bill payments to auto insurance, cable, utilities, rent and mortgage. In FY22, \$5,178 was used to assist our oncology patients with transportation providing 278 round-trip rides to and from medical appointments, while \$9,584 was used for additional needs totaling \$14,762

Senator Thomas P. Kennedy Patient Advocacy Fund

Signature Healthcare's Senator Thomas P. Kennedy Patient Advocacy Fund is an excellent benefit for our patients in need. Given the lack of support systems in place for many of our patients, funding is often used to provide transportation (making the difference in whether a patient can make their scheduled appointments) and other aid ranging from gift cards for food and incidentals to co-pays for medical visits, utility, rent, car insurance, mortgage payments and more. In FY 22, \$4,224 was used to assist patients with transportation providing one-way rides to and from medical appointments, while \$8,121 was used for additional needs totaling \$12,345.

Community Health and Wellness Programs

Signature Healthcare Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent Disease and promote healthy lifestyles. For example, our relationship with the Old Colony YMCA helped develop collaborative health and wellness programs throughout Southeastern Massachusetts, including health education events.

Other programs include:

- Throughout FY 22, Signature Healthcare in partnership with the Brockton Behavioral Health Task force, hosted and participated in various events in the community. In May 2022, "Zumba for Mental Health" was held at City Hall. This event was created because movement and connection promote mental health and wellness. By coming together as a community, we were able to enjoy some physical activity while socializing in a safe space. On Saturday, August 24, 2022, Signature Healthcare participated in the Brockton Board of Health, Health Fair. Marsha Weiner, LICSW, Manager of Behavioral Health, provided education on Mental Health awareness and guidance to various services provided by Signature Healthcare. This event allowed attendees to learn from community agencies, receive their COVID-19 vaccine and participated in various health screenings.
- Community Conversations with Signature Healthcare launched in FY 22, providing an opportunity for Signature Healthcare associates to learn about the various opportunities and services available to our patients in the community. These presentations were held virtually on a monthly basis from many community partners who covered a variety of topics, including:
 - Cape Verdean Women United – Violence Prevention Programs & Mental Health and Education forums
 - One Family – Career Coaching & Technology support
 - Health Imperatives – Family Planning & Youth Support

- Signature Healthcare continued offering the “Signature Series” to local Council on Aging sites. Throughout FY 22, Signature Healthcare clinical staff provided education on a variety of topics including, Stroke Awareness by Vascular Surgeon Dr. David Gillespie, Lung Cancer Prevention by Thoracic Surgeon Steven Milman, M.D. and Respiratory Therapist Wendy Vargus as well as Mental Health during the holidays, by Marsha Weiner, LICSW, Manager of Behavioral Health.
- One Family launched C2C’s first employer partnership with Signature Healthcare Brockton Hospital in FY 21. This two-year pilot partnership has two main goals: First, it will help current entry-level, low-wage Signature Healthcare employees access better career growth pathways within the hospital network. Second, it will empower Brockton area residents to enter quality career paths with Signature Healthcare and other regional employers. In FY 22, the program served 92 households in collaboration with Signature Healthcare, 52% of those had experienced homelessness and 71% are people of color. The program outcomes are tremendous with 78% of the participants being employed or enrolled in a credential by the end of the program, and new jobs were secured through C2C with an average salary increase of \$22,475, helping to improve financial stability.

In addition, the Hospital supports a wide range of programs, classes, support groups and community outreach appearances, such as:

Ongoing Programs

Support Groups

Cancer Support Group – Virtual

Community Support

Brockton Public Schools
 Greater Brockton Health Alliance – CHNA 22
 Community Services of Greater Brockton
 Community Connections Family Center
 Metro South Chamber of Commerce
 Kids Road Races
 Easton Children’s Museum
 Partnership for Safer Communities
 Brockton Visiting Nurses Association
 Cape Verdean Association
 Haitian Community Partners
 Downtown Brockton Association
 Old Colony Hospice
 Old Colony YMCA
 Brockton Family & Community Resources
 Easton Chamber of Commerce
 United Way of Greater Plymouth County

Notable Challenges, Accomplishments and Outcomes in FY 2022

American Stroke Association Stroke Silver Plus Award - Get With the Guidelines

Signature Healthcare Brockton Hospital has been awarded Get With The Guidelines® - Stroke Silver Plus quality achievement award for its commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability. Get With The Guidelines - Stroke is an in-hospital program for improving stroke care by promoting consistent adherence to these guidelines, which can minimize the long-term effects of a stroke and even prevent death. In addition the hospital also received the American Heart Association's Target: Type 2 Diabetes Honor Roll award, which aims to ensure patients with Type 2 diabetes, who might be at higher risk for complications, receive the most up-to-date, evidence-based care when hospitalized due to stroke.

Women's Choice Award America's Best Comprehensive Breast Center & Best Mammogram Imaging Center

Signature Healthcare Brockton Hospital has received the 2022 Women's Choice Award® as one of America's Best Comprehensive Breast Centers and Mammogram Imaging Centers. These evidence-based designations identify the country's best healthcare institutions and are the only designations to consider female patient satisfaction and clinical excellence.

Harvard Pilgrim Health Care Physician Group Honor Roll

Highlighting its achievements in patient quality and safety, Signature Medical Group was again named to Harvard Pilgrim Health Care's 21st annual Physician Group Honor Roll. 58 physician groups in Massachusetts, Maine, New Hampshire and Connecticut were named to the Honor Roll. The annual Honor Roll highlights physician groups that have achieved exceptional results in their approach to disease prevention and the treatment of acute and chronic illness for both adult and pediatric patients based on the National Committee for Quality Assurance's quality benchmarks.

National Committee for Quality Assurance Patient Centered Medical Home

The National Committee for Quality Assurance (NCQA) announced that all Signature Medical Group Primary Care locations have received NCQA Patient-Centered Medical Home (PCMH) Recognition for using evidence-based, patient-centered processes focusing on highly coordinated care and long-term, participative relationships with patients which ultimately help to improve the patient experience and reduce costs.

Lown Institute Excellence in Patient Safety

The Lown Institute recognized Signature Healthcare's excellence in Patient Safety as #57 in the Nation and #1 in Massachusetts. They also recognized the organization for:

- National Social Responsibility: Grade A
- National Value of Care: Grade A
- National Health Equity: Grade A
- National Cost Efficiency: Grade A
- National Inclusivity: Grade A

The Leapfrog Group Hospital Safety Grade

The Leapfrog Group awarded Signature Healthcare Brockton Hospital its 18th consecutive "A" safety grade in Spring 2021, an achievement reached by only four hospitals in Massachusetts and 39 hospitals nationwide for its commitment to reducing errors, infections, and accidents that can harm patients. Signature Healthcare Brockton Hospital focuses on quality and safety as it's top priority.

Joint Commission Top Performer on Key Quality Measures

Signature Healthcare was recognized for exemplary performance in evidence based clinical processes shown to improve care for certain conditions. Signature Healthcare is one of 1,099 hospitals in the U.S. earning the Top Performer distinction for attaining and sustaining excellence in accountability measure performance, and one of only 17 hospitals in MA. In addition, Signature Healthcare Brockton Hospital was one of only 8 in the state to be recognized in all four of the following measure sets: heart attack, heart failure, surgery and pneumonia and the only hospital in Southeastern MA receiving this designation.

U.S. News & World Report High Performing Hospitals Designation

Signature Healthcare Brockton Hospital was named a High Performing Hospital for its treatment of Chronic Obstructive Pulmonary Disease (COPD) and Kidney Failure. “High Performing” ratings recognize care significantly better than the national average, as measured by factors such as patient outcomes. “High Performing” is the highest rating U.S. News awards for these types of care.

Healthgrades Five Star Recipient

Signature Healthcare Brockton Hospital was awarded as a five-star recipient for treatment of Chronic Obstructive Pulmonary Disease (COPD) and Pneumonia (2 years in a row) and was the only hospital in Plymouth County to achieve a 5-star rating in these categories.

The Leapfrog Group Top Teaching Hospital

Signature Healthcare Brockton Hospital was named a Top Teaching Hospital by The Leapfrog Group for the fourth year in a row and is the only hospital in Massachusetts to ever win this award four years in a row. Performance across many areas of hospital care is considered in establishing the qualifications for the award, including infection rates, maternity care, and the hospital’s capacity to prevent medication errors.

Blue Cross Blue Shield Blue Distinction Center

Signature Healthcare has been recognized by Blue Cross Blue Shield of Massachusetts as a Blue Distinction Center for safe, quality care in the areas of Bariatric Surgery, Knee & Hip Replacement and Maternity Care. Blue Distinction Centers are healthcare facilities and providers recognized for their expertise in delivering specialty care.

Accreditations:

- Accreditation by the Commission on Cancer (CoC) – Comprehensive Community Cancer Program
- Accreditation Council for Graduate Medical Education (ACGME)
- ACR Breast Magnetic Resonance Imaging Accreditation
- American Association of Blood Banks (AABB)
- Accredited Facility in Vascular Testing, Echocardiography and Nuclear Laboratories by the Intersocietal Accreditation Commission
- American College of Radiology Accredited Facility in Breast Magnetic Resonance Imaging, Breast Ultrasound, Computed Tomography (CT), Mammography, Magnetic Resonance Imaging (MRI), Nuclear Medicine, Positron Emission Technology (PET) and Ultrasound
- Designated Lung Cancer Screening Center, Breast Imaging Center of Excellence by the American College of Radiology
- Accredited Breast Center by the National Accreditation Program for Breast Centers
- American Diabetes Association – Certified Diabetes Education Program
- Cintas Partners in Excellence in Preservation of the Environment and in Document Security
- Mammography Quality Standards Act and Program Certification
- Massachusetts Board of Registration in Nursing
- National League for Nursing Accrediting Commission (NLNAC)
- NCQA Level 1 Patient Centered Medical Home Recognition
- Nuchal Translucency Certification for Obstetric Imaging
- Accredited by the American College of Surgeons
- Blue Cross Blue Shield Distinction for Bariatric Surgery, Knee & Hip Replacement and Maternity Care

VII. Next Reporting Year

Anticipated Goals and Program Initiatives

For Fiscal 2023, Signature Healthcare will focus on the following areas:

- Chronic Disease, including diabetes and hypertension
- Substance Use Disorder
- Cancer
- Mental Health

By working on the 2022 Community Health Needs Assessment, these health concerns were identified as health concerns in Brockton and the surrounding communities. We feel we have adequate resources to educate our population on these issues. An increased focus

and leniency of pandemic protocols will bring hospital services and educational efforts into the community through partnerships with businesses, community and social service agencies.

VIII. Total Charity Care

In addition to all the services Signature Healthcare Brockton Hospital provides to the community as either a community benefit or a community service program, we also provided the following:

\$1,582,601	Health Safety Net Assessment
\$3,971,734	Free/Discount Care
\$5,554,335	Total Net Charity Care

VIII. Contact Information

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Quality of Care *Addendum*

Signature Healthcare developed the following programs to help facilitate the quality, safety and continuum of care for our patients' needs in the community. The funding associated with these programs is not included in the Community Benefits calculation.

Anticoagulation Management Services

The Signature Healthcare Anticoagulation team upgraded their program software to track patients across all Signature Healthcare providers and can now target non-compliant patients, identify barriers to care and provide medication education. They were able to raise time in the therapeutic range (not too much medicine or too little) for the program's patients to 70%, a full 5% higher than the national benchmark.

Chronic Disease Management: COPD

Building on our Congestive Heart Failure Program's learning and successes, Signature Healthcare expanded our chronic disease management program to manage COPD patients to decrease admissions for this population. COPD and CHF are serious and widely prevalent diseases, which are progressive and treatable in their early stages with a well-accepted set of outpatient and hospital-based pathways. Attention to lowering risks, accurate diagnosis, aggressive therapy and oversight can yield a higher quality of life for patients and reduce hospitalizations, readmissions, and cost of care.

Personalized Care Team

Signature Healthcare's Complex Care initiative identifies and creates a process to manage high-risk complex care for elderly patients. Signature Healthcare developed an infrastructure to identify high-risk elders and develop systems and processes to engage these patients in a team-based, patient-centered approach to care. The aim is to incorporate a team of providers dedicated and prepared to meet the challenging needs of the high-risk elder population and to intervene in a way that fosters functional independence with the highest regard to maintaining quality of life. The strategy and tactics to achieve this are based on the patient's functional goals and are developed to identify the population's unique needs.

Patients in this clinic are identified when they enter the Emergency room for examination; this has reduced avoidable readmissions by 45%. Patients are educated to call the team before they go to the Emergency Department. Results: fewer visits to specialists, an improved transition of care, increased medication compliance and personalized quality of care for the patient and their family.

Diabetic Management Program

Signature Medical Group engaged providers and staff in population health reviews of diabetic patients within each practice. The care team meets quarterly to review all diabetic patients and monitor how well their diabetes is in control. The care team consists of the primary care physician, nurse practitioner, clinical and clerical staff, pharmacist, and endocrinologists. The goal is to ensure each patient is up to date with annual labs, eye exams, kidney function and blood pressure control. Medications are adjusted and frequent follow-up appointments are scheduled. Each patient's unique coping mechanisms are discussed and if barriers to care are identified, the team engages Case Management and Social Work Departments to support patients with items such as medications, nutritional or transportation needs.

CareTracker

A significant focus of Signature Medical Group is on the generalized health and wellness of our community. Within Signature, we have a department of Population Health and a department of Managed Care. The department of Population Health provides on-site nurse practitioner services, coaching and health education teaching to employers for their employees. The department of Managed Care is focused on improving the health status of community patients with chronic illnesses such as diabetes and hypertension. A custom software tool was created to maintain an updated database of quality metrics to help PCPs and patients maintain HEDIS standards. This proprietary tool, Caretracker, is available to all Signature PCPs at the time of an arrived appointment. Providing current and actionable data, Signature has improved outcomes such as A1C or blood pressure targets year over year.

Direct Admit from ED to Skilled Nursing Facility Project

Signature Healthcare has partnered with three area Skilled Nursing Facilities to offer a unique program that fills the gap between hospital and home by delivering the level of care needed to ensure a patient can return home safely once ready. This program is most appropriate for patients who are in the Emergency Department for medical reasons such as UTI, fall with orthopedic injury not requiring surgery, mild COPD exacerbation, primarily a patient who does not need inpatient hospitalization but unstable to go home for any reason excluding psychiatric concerns.

Employee Care Management Program

Signature Healthcare is a self-insured employer that collaboratively works with a third-party administrator to manage the insured population's health. Annual data analysis of the insured population's health outcomes showed an upward trend of members with a common chronic disease not filling their prescription medications. Signature recognized this trend as an opportunity to provide financial support while improving this discrete population's health. Signature Healthcare developed a Care Management program for insured members living with hypertension, high cholesterol and diabetes by offering them zero co-pays for their prescription medications and personalized support for their conditions. The Care Management program will waive members' prescription co-pay while offering them (4) free health coaching sessions with an RN Health Coach.

Heart Failure Disease Management Program

This program's focus is to enroll high-risk patients with a primary admission of acute decompensated Heart Failure. Patients enrolled in this program have experienced improved management of care by teaching and educating these patients while implementing a hospital-wide case management risk assessment tool, and further expanding our multidisciplinary rounds and team members. Representation from the Pharmacy Department is now included in this program as Polypharmacy issues are common in the challenges identified for the care of the CHF patient population.

Homeward Bound

Homeward Bound, initiated in 2012, engages nursing students from the Brockton Hospital School of Nursing to visit patients with Congestive Heart Failure or Chronic Obstructive Pulmonary Disease in their homes. Students and faculty assess the patient's understanding of their treatment plans, ensure patients know how to monitor their health, provide support, and review the process of daily patient transmittal of health data via a Telehealth iPad. Both the Heart Failure and COPD teams have an RN Access Coordinator available at Signature Healthcare who follows each patient's progress and serves as a resource to students and faculty.

This replicable model has shown marked reductions in emergency room visits, hospital admissions and readmissions. The Homeward Bound Program continues to work with patients in our community following the devastating fire to Signature Healthcare Brockton Hospital in February. We have been able to continue to support our patients and decrease the effects of Brockton Hospitals closure on other local community hospitals by reducing emergency room visits, hospital admissions and readmissions for our patients. The national COPD readmission rate is 19.7% and the Signature Healthcare Homeward Bound program has a 0% 30- day readmission rate. In addition, our patient satisfaction surveys indicate patients most often rank the program as a 5 on a scale of 1-5, with five representing excellent.

In FY 17 the program expanded once again by offering "Lunch Expresson," a unique program for patients enrolled in Homeward Bound. Due to the incredible work our Brockton Hospitals dietary team, this program continues to be available to our patients during the hospital closure. These patients receive a weekly meal delivery to their homes by students and faculty from Brockton Hospital School of Nursing. Meals are prepared by Signature Healthcare Brockton Hospital dietary team and include five meals tailored to the patient's specific diet. Healthy eating is an essential part of maintaining health and the Homeward Bound program is dedicated to assisting patients with dietary needs and meeting their goals. This is a free program for participants due to grant funding received.

Through the generosity of the Holly Thompson's Advocacy Fund, the Homeward Bound Program has been able to give small gifts at major holidays throughout the year to our patients. These gifts are used to help continue education of stress relief and breathing

techniques, while also keeping the memory of Holly Thompson a past RN Access Coordinator alive.

HPI

In 2014 Signature Healthcare initiated a partnership with Healthcare Performance Improvement (HPI) to conduct a safety assessment and develop an intervention plan designed to reduce serious adverse events in the Hospital by 50-80% in two years.

Since December 2015, we have trained over 200 Safety Coaches whose responsibility is to coach their peers on safety strategies to keep our patients safe. These coaches are front-line staff and members of our medical staff working to support the safety goals of every department with the department manager. Our goal is to have a Safety Coach in every department, every shift, 7 days a week, 24 hours a day. A comprehensive organizational assessment was completed in late 2016 and early 2017, moving us towards becoming a highly reliable organization. We have made significant progress and continue to identify opportunities to achieve our safety goals. In FY 16, we reduced our serious safety rate by 88% over baseline. In FY 2018, we successfully maintained our reduction in adverse events by 50-80% from our baseline.

An integrated employee marketing and communications campaign continues to keep patient safety on the forefront of our employees' minds. In addition to the training, tools and promotional materials were provided. A "Great Catch" program was created to collect, publicize and reward employees for their Safety catches or near misses. The Kim and Ellen Hollon Fund provides recognition money for two monthly great catch winners submitted as part of the Great Catch Safety Program. The fund monies are market invested and the return on investment is divided among the 24 awardees for the year. The fund was developed by the Hollons to help sustain the culture of safety and highlight the importance of these near misses that never reach our patients and staff.

Meds to Beds Program

This program allows the convenience of filling all discharge medications before leaving the Hospital. Before discharge, the medications are reviewed with the patient by a pharmacy member so all questions can be answered and ensure they understand how to use their medications when preparing to leave the Hospital. With a simple enrollment process, patients receive their medications at the bedside, conveniently pay, and are on their way to a successful recovery.

Office-Based Addiction Treatment (OBAT)

Office-Based Addiction Treatment (OBAT) is a nationally recognized collaborative care model relying on specially trained physicians and nurse care managers to ensure delivery of high-quality addiction treatment and who play a central role in evaluating and monitoring patients.

Signature Healthcare now facilitates access to evidence-based treatment for addiction and serves as a model in improving treatment outcomes in patients with opioid use disorders. OBAT is integrated into our outpatient office in Abington, enabling patients to receive

care in their community for opioid disorders similarly to other chronic medical conditions.

There are many service goals for OBAT, some include screening for homelessness and dual diagnosis. The clinic strongly encourages behavioral health referral as part of the treatment plan. The clinic will also confirm and facilitate health insurance issues and connect patients with a Primary Care Physician.

Transitions of Care

Signature Healthcare is in partnership with ten local rehabilitation centers where the Transitional Care team members see patients. By partnering with local rehabilitation centers, we can provide the greatest continuity of care during a patient's recovery. A Signature Healthcare provider will personally manage patient care while in rehab. Benefits of these partnerships include access to the patient's electronic medical record, medication management and preventing hospital readmissions.

Weight & Wellness

Signature Healthcare's Weight and Wellness Center is an MBASQIP Accredited Comprehensive Center. The program successfully achieved reaccreditation this year was it? following a rigorous review. The multidisciplinary approach to surgical weight loss focuses the patient toward positive nutritional and behavioral changes. Quality outcomes are reviewed quarterly and compared to national norms. With this data, Dr Abeles (Director of the Weight & Wellness Center and bariatric surgeon) and her team strive to improve the program by implementing changes to improve quality outcomes and patient experience.

The Weight and Wellness Center also has a doctor-supervised medical weight loss program. The multidisciplinary team approach is also important to this program. While short-term weight loss is important, long-term weight management is the main goal.

Our Weight & Wellness Center provides convenient access to a wide range of advanced surgical and non-surgical weight loss options, utilizing an individual approach, including a surgeon, physician, dietician and behavioral therapist. Whether on a surgical or non-surgical path, our Center strives to teach patients nutritional and lifestyle changes needed for long-term success.

Wellness Together Employee Program

Signature Healthcare established the Wellness Together program to support, improve and inspire the health and wellbeing of Signature employees. To assist in achieving this goal, Signature partnered with Virgin Pulse, a proprietary wellness program with an online portal that delivers evidence-based results. The program is designed to mitigate health risks and lower healthcare costs by reducing lifestyle risk factors associated with chronic diseases.