

Implementation Strategy 2022-2023



SIGNATURE HEALTHCARE

www.MySignatureCare.org

Signature Healthcare Brockton Hospital benefits from the talents and insight of countless individuals, including staff and volunteers, stakeholders, and the community at large who are committed to our mission of compassionate care and community service. The Board of Trustees sets and approves the overall direction and goals of the hospital, meeting monthly to review plans and progress on all projects to further the hospital's mission of service and care. They provide internal oversight and management of our Community Benefits programming. Each year, Signature Healthcare's Board of Trustees reviews and considers the community's health needs utilizing the "Health Needs Assessment," and goals are set to impact community health. Progress is monitored monthly and a formal presentation of the progress is offered to the Board of Trustees by the CEO annually.

The Community Health Needs Assessment (CHNA) and Implementation Strategy (IS) are overseen and managed by the Marketing and Communications Department. The CHNA and IS were developed through a collaborative process involving both administrative and clinical staff within Signature Healthcare Brockton Hospital, as well as Stakeholder and Advisory committees comprised of health and social service providers, community health advocate, key community informants and other community leaders.

Once Signature Healthcare's Community Health Needs Assessment was complete, the quantitative and qualitative findings from the assessment were shared with the Steering Committee and Community Advisory Board. These committees were able to review the findings and identify which health related issues they believed Signature Healthcare should be focusing on for the year to come. Once the priorities were identified, the strategies and community benefit activities that would be implemented were reviewed and approved.

The following report identifies the strategies and community benefit activities prioritized by the Steering Committee and Community Advisory Board, whose members are listed below:

Signature Healthcare Community Steering Committee

Bob Haffey, President & CEO
Karen Murphy, VP General Counsel
Lorraine McGrath, Associate VP Marketing & Communications
Brenda Brassard, Human Resources

Signature Healthcare Community Advisory Committee

Dottie Slack, RN, Health Education and Outreach, Mary Cruise Kennedy Senior Center
David Gorman, Director, Kids Road Race
Zico Antunes, Outreach Coordinator, Cape Verdean Adult Day Health Center
Lauren Bartell, Healthy Living Director, Old Colony YMCA
Dennis Carman, Executive Director, United Way of Greater Plymouth County
Dr. Eno Mondesir, Executive Health Officer, City of Brockton
Janet Trask, Community Voice
Cynthia McDonough, Family Self-Sufficiency Coordinator, Housing Authority
Linda Cahill, Director of Nursing, Brockton Public Schools
Linda Clegg, Case Manager, Brockton Public Schools
Claudia Sousa, Behavioral Health, Brockton Neighborhood Health Center
Lisa O'Donnell – Blessings in a Backpack
Tina Cardoso, Executive Director, Cape Verdean Women United

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Top Priority Interventions

A - Mental Health

- **Goal –Participate in the Brockton Area Mental Health Task Force with other providers in the Greater Brockton community.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Signature Healthcare will work with the community to identify the necessary mental health needs, access and record what programs are already in existence, and ensure the community's awareness of these resources.

A - Mental Health

- **Goal – Research and implement free options for meditation and relaxation for the community.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Signature Healthcare will continue to offer yoga weekly at no cost to the community. These classes were traditionally held at Massasoit Community College, but due to COVID-19 were held using the Zoom platform. Other opportunities for meditation and relaxation will be explored within the communities we serve.

B – Transportation

- **Goal – Signature Healthcare will continue to identify funding resources to assist with patient transportation.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adult**
 - **Youth and Adolescents**

Signature Healthcare Brockton Hospital has supported our patient's transportation needs since the late 1990s. This need has increased tremendously. 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. Patients hospitalized or treated in the Emergency Department are often brought by ambulance and do not have the physical or financial means to get home when discharged. Signature Healthcare will continue to work to assist patients in covering their transportation costs. We will continue to offer transportation options to our Oncology patients through our HOPE fund and other resources.

C – Substance Use Disorder

- **Goal – Provide continued education to local police and fire departments through substance use and opioid crisis management programs.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Signature Healthcare Emergency Department Physician, will continue to work with local police and fire departments to provide training and medical guidance.

SHC Staff will continue to be part of the Brockton Mayor's Opioid Coalition, Independence Academy and Plymouth County's Substance Abuse Coalition.

Due to the COVID-19 pandemic, many activities were curtailed or limited. The pandemic created a need to provide additional guidance and expertise to local EMS. Signature Healthcare Emergency Department physicians provided education to local fire departments, advising them on the management of COVID-19 in their departments and how to care for their town's citizens while protecting them from the virus. These sessions will continue throughout 2022/2023.

BROCKTON

Doctor helps first responders in the area stay safe

By **Mina Corpuz**
THE ENTERPRISE
USA TODAY NETWORK

BROCKTON – Dr. Dan Muse has been working with emergency medical services in the region for over a dozen years. Then came the COVID-19 pandemic and the need to provide information and help fire departments develop protocols to keep them safe on the job.

"It's about doing the right thing," Muse said about his work as medical director for the departments. "I'm not going to say no to anyone."

He is an emergency physician at Signature Healthcare Brockton Hospital and has served as medical director for emergency medical services based at at least a dozen fire departments in the Brockton area.

Brewster Ambulance, a private com-

pany, is contracted with the city of Brockton to transport people to the hospital. Muse is the company's medical director and oversees its medics.

He has been trying to get departments to be more proactive and preventative, especially in the area of COVID-19 testing and vaccination for first responders.

"All these towns have endorsed this and consider it a very important part of

their job now to assure everyone gets vaccinated," Muse said.

For the past six months, he has helped the Brockton-area fire and EMS departments prepare for vaccinations.

Recent legislation will allow medics to administer vaccinations. He is providing information and training for



Dr. Dan Muse

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C – Substance Use Disorder

- **Goal – Work to ensure educational resources and programs are available to improve pain assessment, pain management, and safe use of opioid medications throughout the organization on an ongoing basis.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Signature Healthcare created a Pain and Opioid Management Committee who developed a Charter to guide our purpose and ensure we are meeting the regulatory requirements of the Joint Commission as they relate to pain and opioid management. Appropriate pain and opioid management policies were developed to meet the needs of our patient population. Monitoring the effectiveness of patient pain assessments and pain management were completed throughout the organization. Part of the effort includes raising awareness of available services for consultation and referral for patients with complex pain management needs among staff and SHC licensed independent practitioners.

D – Chronic Disease

- **Goal – Promote the management of chronic disease while supporting Wellness and Behavior Change in a safe environment**
- **Target Population:**
 - **Individuals with Chronic Disease**
 - **All Races and Ethnicities**
 - **Youth and Adolescents**
 - **Older Adults**
 - **Low to Moderate Income**

In response to various findings in the past few CHNA's that highlighted the lack of physical activity for adults and children, Signature Healthcare implemented a free Zumba program. This program has been in place since 2011. The classes were held at Massasoit Community College and had roughly 20-30 participants per week. Due to COVID, these classes were held virtually using the Zoom platform, but we hope to get back in person in 2023. These classes, offered in a safe environment, provide community members with an opportunity to begin and continue their fitness journey.



D – Chronic Disease

- **Goal – Address food insecurity for children on the free & reduced breakfast and lunch program**
- **Target Population:**
 - **Brockton Community**
 - **Youth and Adolescents**
 - **Low-income**



Signature Healthcare will continue to work with "Blessings in a Backpack,"; a program that supports children on the free and reduced breakfast and lunch program within Brockton Public Schools. Signature will provide nutritious food for Brockton's youth to take home for the weekend.

D – Chronic Disease

- **Goal – Promote Wellness and Behavior Change in a safe environment**
- **Target Population:**
 - **Individuals with Chronic Disease and their families**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Youth and Adolescents and their families**

In an effort to address the community's nutrition and fitness needs, especially the youth, Signature Healthcare will continue to support "Kids Road Races," a grassroots program led by a community resident for more than 30 years. Signature Healthcare will provide funding for the insurance coverage for the event and healthy food options at the conclusion of each race.



**E – Multiple Top Priority Interventions:
Chronic Disease, Substance Use, Cancer & Mental Health**

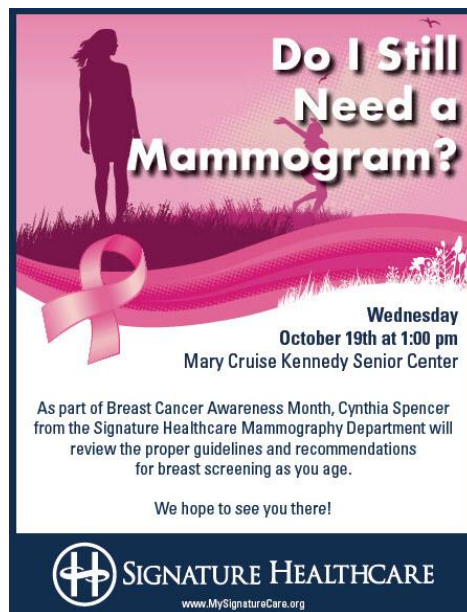
- **Goal – Provide continued education and resources to students and faculty.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Continue to work with Massasoit Community College to provide health education for students and faculty. Signature Healthcare and the Women's Center will develop a monthly calendar on a different health topic each month. These will be delivered during lunchtime throughout the semester. Topics to be covered include substance use, vaping, nutrition, sleep, stress, and a variety of others.

Chronic Disease, Substance Use, Cancer & Mental Health

- **Goal – Provide education and resources through the "Signature Series" to local seniors.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**

Signature Healthcare will work with local senior centers and adult day health centers to provide education on topics including breast cancer awareness, colon cancer awareness, diabetes, nutrition, healthy cooking, mental health, and a variety of others.



E - Multiple Top Priority Interventions: (cont.)

Chronic Disease, Substance Use, Cancer & Mental Health

- **Goal – Provide continued education and resources to students and faculty.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Continue to work with Massasoit Community College to provide health education for students and faculty. Signature Healthcare and the Women's Center will develop a monthly calendar on a different health topic each month. These will be delivered during lunchtime throughout the semester. Topics to be covered include substance use, vaping, nutrition, sleep, stress, and a variety of others.

Mental Health & Chronic Disease

- **Goal – Provide free education for community members for those in social isolation, specifically seniors, using local cable access channels.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Older Adults**
 - **Youth and Adolescents**

Seniors identified social isolation as a significant concern for their community. This was prominent in focus groups and key informant interviews with immigrant populations. Signature Healthcare will work with a fitness instructor to record fitness classes for local cable channels providing free physical fitness activity and education to those in isolation.

F – Other Focus Areas

Cancer

- **Goal – Promote Prevention and Screening Opportunities**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Adults**

Signature Healthcare's Greene Cancer Center in affiliation with Beth Israel Deaconess Medical Center and Harvard Medical School Faculty Physicians will host "Conversations on Cancer – What you need to know about the changing landscape." The event offers a free dinner and education and information to community members. Attendees will learn about dramatic advances in cancer research and clinical care. An opportunity to join the conversation with local experts from the Greene Cancer Center will be provided. Due to the pandemic and limited one to one interactions, this opportunity was on hold in 2022, but will be offered in 2023.

Cancer

- **Goal – Provide increased access to clinical services, including Primary Care and Women's Health. Also provide important prevention education and wellness screening opportunities.**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low to Moderate Income**
 - **Adults**

Signature Healthcare will offer opportunities for women in the communities we serve to receive education and screening opportunities. Information will be shared on the importance of prevention and annual wellness screenings; offer access to clinical staff to answer questions and the chance to schedule appointments for mammograms, pap smears and Primary Care visits for themselves and their family members. These opportunities will also include information on additional services, including insurance coverage and housing.



F – Other Focus Areas: (cont.)

Housing and Homelessness

- **Goal – Provide clinical support to the Old Colony YMCA's Centers for Families Experiencing Homelessness**
- **Target Population:**
 - **All Races and Ethnicities**
 - **Low Income**
 - **Youth and Adolescents**

Signature Healthcare supports the Old Colony YMCA's Centers for Families Experiencing Homelessness. When a need arises for education, vaccinations (Flu or COVID-19), or screenings, Signature Healthcare will provide the services or work with community partners to ensure these families' needs are met.

COVID-19 Testing for Families Experiencing Homelessness

After a staff member from the Old Colony YMCA's Center for Families Experiencing Homelessness tested positive for COVID-19, the OCY staff knew they needed to find a way to ensure the safety of their residents and staff. Instead of further traumatizing the families of the center, many of which are victims of trauma, Signature Healthcare stepped in to provide a seamless screening process. Signature was able to eliminate potential barriers such as transportation and visited them on site to screen for COVID-19.

Staff from Signature Medical Group was able to suit up and properly screen 62 children, parents and clients. Sixty-one out of the 62 were negative and although there was one positive, the associate had no symptoms and was resting comfortably at home. The YMCA was so appreciative that Signature Healthcare made what could have been a stressful, traumatizing experience for their families and staff much more manageable.

THANK YOU

for your **kindness**
and **compassion**



all your friends at
Old Colony YMCA



F – Other Focus Areas: (cont.)

Diversity & Equity

- **Goal - Signature Healthcare's Diversity Equity & Inclusion Steering Committee will provide oversight to the organization's examination of the inequity on it's policies, practices, and clinical outcomes and the strategic response to opportunities for improvement.**
- **Target Population:**
 - All Races and Ethnicities
 - Low to Moderate Income
 - Older Adults
 - Youth and Adolescents

The Committee will focus on internal workforce issues, patient/community access to healthcare, clinical outcomes and community engagement. The Committee is responsible for understanding and evaluating the current state for each area and develop improvement strategies and ensure the strategies are cascaded to the appropriate leadership level for implementation. A check-cycle process is being developed to review implementation while ensuring continued improvement is sustainable. A communications plan for the Diversity and Equity Committee is under development.

Diversity & Equity

- **Goal - Signature Healthcare's Diversity Equity & Inclusion committee will deliver programs throughout the year to create synergies between community partners to better and more effectively serve our community members.**
- **Target Population:**
 - All Races and Ethnicities
 - Low to Moderate Income
 - Older Adults
 - Youth and Adolescents

The Committee will work to create an annual speaking/education calendar. Each month a community organization will educate and inform Signature Healthcare staff about the local services available to all community members. Educated staff will use this knowledge to help and support patients in their health and wellness while increasing referrals to these agencies.

Community Conversations
with SIGNATURE HEALTHCARE

Signature Healthcare's DE&I committee will bring programs throughout the year, creating synergies between our partners to better and more effectively serve our community members.

Join us for the first of many community conversations on
Tuesday, September 13th at 12 Noon
110 Liberty Street, Brockton, MA - 3rd Floor Conference Room.

Health Imperatives will join us and share programs and resources they offer to our diverse community, including:

- Family Planning
- Youth Support
- Violence Prevention
- Brockton Alliance for LGBTQ Youth (BrAGLY)

To register, contact Hilary Lovell at hlovell@signature-healthcare.org

"The size of your community doesn't matter as much as the depth of your connection with them." - Chris Pirillo

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