

**2015 Signature Healthcare Brockton Hospital  
Community Benefits Report:**

*October 1, 2014– September 30, 2015*

## **I. 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 the “providers of choice” by staff, patients and the community. Signature Healthcare is guided by these principles:

- Take a leadership role in assessing the health care 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 need and enhance access to care.
- Participate in the education of health care professionals to enhance the Hospital’s access to medical expertise and to assure 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.

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

### ***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 overall direction and goals of the Hospital, meeting monthly to review plans and progress on all projects that further the Hospital’s mission of service and care.

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

### ***Management Structure***

Each year the Signature Healthcare Brockton Hospital Board of Trustees reviews and considers the health needs of the community and goals are set for impacting community health. Progress is monitored monthly by the Vice President of Business Development and a formal presentation of progress is offered to the Board of Trustees by the CEO and VP for Business Development annually.

Developing our annual community benefits plan is a process based on analysis of the many health care 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 service and needs in the Brockton area. This data was collected by various organizations in the community, one being Signature Healthcare. The report was compiled by the Stoughton Youth Commission, which provides Technical Assistance and Coordination to the Greater Brockton CHNA.

### ***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 overall health and well being of the community.

## **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. In order to build a healthier community, Signature Healthcare Brockton Hospital continues to collaborate with and support numerous organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups.

After reviewing the available data, the Hospital continued to focus on two key community benefit priorities for Fiscal 2015: Obesity and Diabetes.

### ***Summary of Findings***

The summary of findings for our community health needs assessment concerning Obesity and Diabetes point to a continual need for education in the community. Data shows that students in all districts of CHNA 22, which includes Brockton, have obesity rates over 25% while 59% of adults are obese. This assessment reviewed the latest data, and included information from key informant interviews and focus groups. Individuals discussed barriers they face when trying to lead a healthy lifestyle, including a lack of education and understanding of how to shop in a healthy manner, how to prepare produce properly and what is the appropriate portion size. A repeat issue from our 2010 assessment arose concerning physical activity, where people have safety concerns such as lack of sidewalks and poor lighting that deters them from being active.

## **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 completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure that community and hospital leaders are gaining on issues and avoiding duplicative efforts.

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

- American Cancer Society
- American Red Cross
- Boys and Girls Club
- Brockton Area Multi Service, Inc. (BAMSI)
- Brockton Coalition for the Homeless
- Brockton Family and Community Resources
- Brockton Public Schools
- Brockton Visiting Nurses Association
- Brockton's Promise, Healthy Start Team
- Cape Verdean Association
- Catholic Charities
- City of Brockton Health Department
- City of Brockton Mayor's Office
- Greater Brockton Health Alliance (GBHA)
- Greater Taunton Attleboro Health & Human Service Coalition
- Health Imperatives
- HelpLine
- Latino Health Institute
- Mainspring House (the city's primary homeless shelter)
- Massachusetts Society for the Prevention of Child Cruelty
- My Brother's Keeper
- Plymouth Country District Attorney's Office
- REACH (Racial and Ethnic Approaches to Community Health)

- Salvation Army
- Self Help
- The Prevention Center
- Woman Infants Children Programming (WIC)
- Old Colony YMCA (Brockton, East Bridgewater, Easton, Middleboro, Stoughton and Taunton)

## **V. Community Benefits Plan**

### **Obesity & Diabetes**

Because health statistics identified obesity and diabetes as a major issue in our community, the hospital's community benefits focus continued with efforts to combat obesity and diabetes by offering educational tools to individuals in need. Our target population was community-wide and our priorities included educational tools, exercise classes, and screenings. As part of the Community Health Needs assessment finalized in December 2013, we found some individuals considered exercising in the community to be unsafe and expensive, had trouble affording healthy food, and faced challenges with preparing meals properly.

#### ***Short-term strategy:***

Based on the findings in the recent Community Health Needs Assessment, Signature Healthcare continued its "Wellness Wednesday" program. There are many elements to this program, including free exercise classes, free health screenings, healthy cooking demonstrations, and free healthy recipes. Signature Healthcare offers free Zumba classes to the community and employees every Wednesday evening from 5-6pm, 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 has been held for almost five years and continues to thrive. For the past two years Massasoit Community College has hosted the classes, providing additional space and affording the opportunity to faculty, staff and students from the college to attend.

In January 2015, Signature Healthcare began working with the local "Blessings in a Backpack" program after a meeting with School committee members and staff of the Kennedy School. Blessings in a Backpack have a high number of students on the free and reduced breakfast and lunch program at the school and wanted to ensure these same students had healthy food for the weekends as well. Signature Healthcare worked with Sodexo, our food services provider, to put together meals for the 50 students at the Kennedy School. Each weekend, these children are provided nutritious food to take home such as soups, fresh fruit and healthy grains.

On many occasions throughout fiscal 2015, Signature Healthcare staff members offered nutrition information and hands on activities to the community. One major event was the "Health & Wellness Expo." This event had many components including: free screenings for vascular and metabolic disease; a healthy cooking demonstration; healthy recipes; and an area where Signature and community partners highlighted Nutrition & Diabetes services. There was an exercise area with Hip Hop and Chair Yoga for adults and an obstacle course for children provided by the Old Colony YMCA. An "Ask the Expert" area provided attendees the opportunity to ask Signature Healthcare providers a variety of

questions on a one-on-one basis. This event was a great success with over 250 people in attendance and over 100 of those screened.

Signature Healthcare continues to be part of a larger community wide “Brockton Knocks Down Diabetes” (BKDD) initiative, kicking it off with the Health & Wellness Expo for the past four years, providing clinicians when needed, assisting with coordination and staffing for various events, and offering classes throughout the week. BKDD is a weeklong initiative to provide education and awareness around Diabetes. Numerous local partners participate in this event including the Old Colony YMCA, Harbor One, Brockton VNA and the American Diabetes Association. This group has worked diligently on creating programming the community will find beneficial. The activities planned include educational presentations as well as fitness classes. One goal for the coming year is to bring the latest in diabetes care to the South Shore area through a diabetes symposium for local physicians, social workers, nurses and nutritionists.

Through community outreach with local business, community groups, and events, hospital staff members were able to educate the community on obesity and diabetes in a variety of ways. Signature provided educational tools on diabetes, Healthy Recipes, free exercise classes and opportunities for questions and answers with clinical staff. During FY15, Hospital staff participated in more than twenty-five community events to promote education on the topic of Diabetes, Nutrition and Obesity. The events included:

- Lincoln Technical Institute, Community Resource Fair
- BAMSI Wraparound Services “Summer Kickoff” and resource fair
- Community Care Services, Health & Safety Fair
- Cape Verdean Association – After School Program – Nutrition presentations
- Easton Senior Center – Health & Wellness Expo
- West Bridgewater COA – Senior Health & Wellness Expo
- Massasoit Community College – Canton Campus
- Massasoit Community College – Brockton Campus
- Tabernacle of Praise
- Haitian Community Partners – Health & Safety Fair
- Metro South Chamber of Commerce, Taste of Metro South Event
- Brockton High School Annual Wellness fair “Take Positive Steps”
- Greater Brockton Health Fair
- Mary Cruise Kennedy Senior Center – ”A Crash Course on Sensible Weight Loss” by Sandy Ambrose, RD, CDE
- Mary Cruise Kennedy Senior Center – “Garden to Table: Planning Healthy Meals using Fresh Produce” by Sandy Ambrose, RD, CDE
- Mary Cruise Kennedy Senior Center – “Nutrition Facts for Diabetics” by Sandy Ambrose, RD, CDE
- Davis Commons – Resident Appreciation Event
- Beacon Communities – The Pines and Chatham West
- Spring of Water Christian Assembly Health Fair
- Bridgewater Senior Center – Health & Public Safety Expo
- New Life Community Empowerment Center – Angels of Care Health Fair
- Old Colony YMCA Youth Division Brockton Branch, “Healthy Kids Day”
- Old Colony YMCA Stoughton Branch “Healthy Kids Day”
- Old Colony YMCA (Numerous Kickoff and Midpoint events as part of the

“Smallest Winner” program.

- Old Colony YMCA Branches (East Bridgewater, Easton, Brockton, Stoughton, Middleboro and Taunton) Provided screenings as part of Heart Health month
- Old Colony YMCA Annual Youth Conference – Joan Conkling RD held a workshop on “Health Eating and Nutritional Needs for Teenagers”
- Brockton Public Schools, Summer Fun in the City Resource Fair
- City of Brockton “Night out Against Crime”
- Summerfest
- Taunton WIC “Celebration of the Young Parent”
- Annual Raynham Community Pride Day
- Porter and Chester Institute
- Randolph Community Health Fair
- 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. In FY15, admissions totaled 12,802 and 1005 babies were delivered in the maternity unit. Visits to the hospital’s emergency department in 2015 were 65,093. Our Outpatient Departments had 385,512 visits in FY15. Signature Healthcare Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

#### Medical Home

In FY15, Signature Healthcare, Signature Medical Group practice sites are part of a medical home program. Our patients have a care team that provides them with access to evidence based patient care and education as well as 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 will join the care team based on the patients 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 program providing services for sports related injuries from musculoskeletal injury to mild traumatic brain injury. Multiple Emergency Department physicians have completed traumatic brain injury education and are Certified ImPACT Consultants [CIC]. Data provided from the ImPACT testing following injury assists in the determination for return to school and activity for affected youth.

Signature Healthcare provided baseline testing to 22 local schools and youth sports organizations totaling more than 4800 baseline tests and over 330 post concussion ImPACT tests. The SportSmart program also assisted by providing mandatory concussion education to parents, coaches and athletic trainers from these schools. In

addition, the SportSmart team collaborated with the Plymouth County DA's office to provide education on drug abuse to all athletes.

In a direct effort to promote the health of the student athlete, Signature Healthcare supported the SportSmart schools with donations totaling \$60,000 in FY 15. These funds provide area local schools with the much-needed support for injury prevention programs, equipment and training.

In September 2015, Signature Healthcare started a program to provide Signature Healthcare employed Athletic trainers to area high schools. At this time, we have contracts with 4 schools including Brockton High School, East Bridgewater High School, Randolph High School and Abington High School. Additionally, we consult with the Athletic training program at Whitman Hanson High School. Our goal is to expand this program and add two to three schools for the 2016-17 school year.

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

#### First Responder Education and Training Program

Signature Healthcare Emergency Department physicians did not stop at helping schools and parents, but stretched that reach into community EMS, police, and fire. They instituted a 'train the trainer' SimLab program to help EMS professionals obtain required training they needed locally – saving towns thousands of dollars in overtime and travel expenses and allowing staff to stay local at their fire stations. With the donation of an ambulance from EasCare and a donation of special adult and pediatric mannequins from Signature Healthcare, Emergency Department physicians Ken Lawson, MD and Dan Muse, MD have trained EMS professionals in 15 towns to deal with real world medical situations – just as they would on the job in the tight space at the back of an ambulance.

Less than 24-hours after Holbrook Fire Department honed their advanced life-saving skills in the Signature Healthcare mobile training lab, those same skills saved the life of a 24-year old woman in critical respiratory distress. Dr. Muse coordinates teaching rounds with local EMS teams 10 times per year, in addition to holding twice per year forums on the latest lifesaving techniques – using real world examples from the EMS teams in attendance. 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. Drs. Lawson and Muse also instituted EMS "Jeopardy" with Signature Healthcare cardiologists to help community EMS professionals be at the top of their game.

#### Substance Abuse & Opioid Crisis Management Programs

Signature Healthcare Emergency Department physicians work with local police and fire departments – providing training and medical guidance. Police departments from Norfolk, Plymouth and Bristol counties were trained on proper use of Nasal Narcan. The ED physicians also worked on projects with the Norfolk and Plymouth County District Attorney's offices to provide lectures to students, parents, teachers and other healthcare professionals on concussions, sports injuries and substance abuse. Dr. Dan Muse serves as the EMS Medical director for 14 local fire departments, and is very active in other activities related to substance abuse, including the Brockton Mayor's Opioid coalition,

the Independence Academy, and Plymouth County's Substance abuse coalition.

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 they are advancing use of the state's "Prescription Monitoring Program."

#### Maternity and Child Health Services

In the area of Maternal and Child Health Services, Signature Healthcare Brockton Hospital has enriched the childbirth experience for new parents, and offers 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, which allows 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 Medical Center in Boston, Signature Healthcare provides 24-hour neonatology coverage to the nursery.

As part of a Baby Friendly initiative, Signature Healthcare strives to support mothers to breastfeed babies for the best start in life. Signature Healthcare has a written a breastfeeding policy that is routinely communicated to all healthcare staff and provides education and information to all expecting mothers on the benefits of breastfeeding. Maternity staff help mothers initiate breastfeeding within one hour of birth and continue to show mothers how to breastfeed and maintain lactation even if they are separated from their infants.

Signature Healthcare developed Healthy Beginnings, a community outreach Obstetrics program for the indigent population who require medical care, social support, financial counseling, and translator services. Given the diverse nature of the patient population, Signature Healthcare supplies 24/7 translator services with 18 employed translators speaking 36 languages. In 2015, the Center for Healthy Beginnings served 429 patients enrolled and 328 of those patients delivered their babies within Signature Healthcare.

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 useful. This newsletter can also be shared with any number of 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 personal healthcare.

#### Free Cancer Screenings

In April 2015, a free Head and Neck Cancer Screening was offered by Signature Healthcare's Dr. Steven Lane and affiliates from ENT specialists. Twenty-seven people were screened with twelve individuals needing follow up care.

### Children & Youth Program

The hospital's Children and Youth program helps underserved families with infants, children and teenagers. Signature Healthcare's Children and Youth program offers a full range of services for newborns, infants, children, pre-teens and adolescents up to age 21 including preventative care, urgent care for sudden illness, 24 hour coverage for emergencies, chronic care for long term illness and nutrition services. They also provide physical exams, immunizations, screenings for eyesight, hearing and lead, health education and social services. There were 11,106 visits to the C&Y program in FY15. Signature Healthcare pediatric offices in both Brockton and Easton participate in the Reach out and Read program. Each patient between the ages of 6 months thru 5 years is eligible to receive an age appropriate book bi-annually. In FY 15, hundreds of books were handed out to our pediatric patients.

### Charity Golf Tournament

\$135,000 was raised in Signature Healthcare's Charity Golf Tournament held on August 24, 2015. 144 golfers participated in raising funds to support the delivery of cancer care services to patients in our community.

### Volunteer Services

Signature Healthcare Brockton Hospital's Volunteers are a vital part of our outreach efforts, contributing to the positive experience patients have come to expect at the hospital. Last year, 125 volunteers contributed nearly 22,000 hours of service to the hospital. The Signature Healthcare Junior Volunteer Program accepts students ages 13-17 from Brockton and the surrounding communities who provide various support throughout the hospital. The program exposes many students to their first work experience. For many this is great practice for a first job interview and exposes them to a career in healthcare.

In September 2015, Signature Healthcare began a relationship with the Haitian Community Partners and worked closely with their Youth Development Program. Starting in October 2015, six students, who are interested in a career in healthcare, shadowed clinical professionals at Signature Healthcare Brockton Hospital.

### Associate-Supported Charities

Many of the Signature Healthcare Brockton Hospital associates contribute time, talent and money to local communities or charity groups. Beneficiaries range from 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.

### BAMSI Candy Cane Program

Through the help and generosity of the employees of Signature Healthcare, 60 families and 150 children were provided with Christmas gifts this past year. In addition, the hospital holds its own Toy "Store" for identified needy patients, who are invited in by appointment to "shop" from employee-donated gifts for their families and children. Last year this hospital program gave to more than 60 local children and their families. For many years, Signature Healthcare employees have coordinated major holiday giving around the BAMSI Candy Cane Program and 2015 was no exception. All of the donated gifts are given to BAMSI clients, who due to their life circumstances, are often unable to purchase Christmas gifts for their children.

### Champions Fighting Cancer Walk

This very successful event raised roughly \$100,000 thanks to 1755 walkers and 140 volunteers. The Hospital's Annual Champions Fighting Cancer Walk took place on Sunday, May 3, 2015. The Walk continues to be another long-term strategy to ensure state-of-the-art cancer services are available locally. Over the years, the CFC Walk has raised more than \$2 million for cancer treatment programs. The money raised is used for programs and services at Signature Healthcare including assisting patients with meals, transportation and medications

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

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

Below are key steps Signature Healthcare has taken to clear these hurdles in our community and provide convenient and affordable access to quality care for all.

### Interpreter Services

Signature Healthcare Brockton Hospital serves non-English-speaking patients with a staff of 18 interpreters who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, French and ASL. Interpreter Services are available 24/7 with on-site interpreters available from 7:00 am to 6:00 pm Monday through Friday, telephonic interpreting with access to over 150 languages and video remote interpreting for those who communicate using ASL (American Sign Language).

Interpreter Services supported 35,433 interpreting encounters in FY15, aiding patients who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, Vietnamese, ASL and several other languages.

In addition to clinical interpretation for LEP, Limited English Proficient, patients, Interpreter Services provided interpreting assistance for patients needing help with prescription medication, arranging for transportation services, completing insurance applications, scheduling appointments, helping resolving billing issues and completing forms.

### Indigent Medication Program

Signature Healthcare Brockton Hospital's indigent medication program has been in place for more than 20 years and stands alone in the community in providing free medications to inpatients, outpatients, and emergency patients, who are unable to pay for their required prescription drugs. The hospital provides up to a 30-day supply of prescription drugs to its most needy patients.

In FY15, the Hospital provided 697 free medications valued at \$152,164.40 and collaborated with local pharmacies for follow-up care as required. In addition, 183 prescriptions valued at \$22,395 were provided through Signature Healthcare's Patient Advocacy Fund and 90 prescriptions valued at \$14,076 were supplied through an Elder grant.

## 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 and screenings

Other programs include:

- The Senior Celebration was held in May 2015. Five hundred area seniors heard numerous presentations, including a Signature Healthcare Primary Care Physician speaking on the importance of regular screenings and annual physicals. Signature Healthcare provided additional experts at a vendor table including staff from Vascular Health, Joint Care Center and Radiation Therapy.
- During our first “See Test and Treat” event in May 2015, 22 women were screened with 19 women receiving a pap smear and 11 receiving their mammograms. Many staff from a variety of hospital departments were on hand including Women’s Imaging, Radiology, Laboratory, Patient Services, Financial counseling and interpreter services. This one day event for area women is aimed at ensuring those who are uninsured or under-insured receive their annual mammogram and Pap smear. The women leave with their results and a treatment plan should they need one which enhances the likelihood of compliance with the care plan. Signature provided childcare, interpreter services, financial counseling, education, exercise, healthy food, and assistance with transportation for the women. Our 2<sup>nd</sup> Annual event is planned for October 2016.
- Signature Healthcare continues to support a local grassroots program, “Kids Road Races.” This 30 year old program is led by Brockton resident Dave Gorman and his wife. This program has two 8-week sessions, one in the fall and another in the spring. Children come each week and run a 2-mile road race at DW Field Park. This program promotes the childrens' physical health and provides them with a sense of accomplishment and pride.

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

### *Ongoing Programs*

Childbirth and Parenting Workshop  
Refresher Childbirth and VBAC Class  
Breastfeeding Program  
Infant Massage  
Look Good ... Feel Better  
Sibling Preparation Class

### *Support Groups*

Alcoholics Anonymous  
Bereavement Support Group  
Breastfeeding Support Group  
Narcotics Anonymous

Prostate Cancer Support Group  
Cancer Support Group

*Health Fairs, Events, Outreach*

Breast Cancer Awareness Month  
Brockton Annual Night Out against Crime  
Brockton Council on Aging Health & Safety Fair  
Brockton High School “A Healthier Generation”  
Cape Verdean Festival  
Community Connections Open House  
Bridgewater Safety & Wellness Fair  
Key’s of the Kingdom Tabernacle of Prayer for All People – Health Fair  
Massasoit Community College, Canton campus  
Metro South Chamber of Commerce Business-to-Business Expo  
Metro South Chamber of Commerce Taste of Metro South  
National Night Out Against Crime – Brockton  
Neighborhood Health Center Family Fun Fest, Brockton  
Old Colony YMCA Youth Conference, Bridgewater State College  
Raynham Pride Day  
Senior Celebration  
Taunton WIC “Celebration of the Young Parent”  
Massasoit Community College, Brockton campus Health Fair  
YMCA Healthy Kids Day, Brockton and Stoughton branches

*Community Support*

Brockton Public Schools  
Brockton’s Promise – Healthy Start Team  
Greater Brockton Health Alliance – CHNA 22  
Brockton Rox  
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  
American Health Resources  
Brockton Family & Community Resources  
Easton Chamber of Commerce  
United Way of Greater Plymouth County

### ***Notable Challenges, Accomplishments and Outcomes in FY 2015***

- Leapfrog Group Awarded Signature Healthcare with an “A” Hospital Safety Score its top grade for patient safety.. The Hospital Safety Score is compiled under the guidance of the nation’s leading experts on patient safety and is administered by [The Leapfrog Group](#) (Leapfrog), an independent industry watchdog. The first and only hospital safety rating to be peer-reviewed in the *Journal of Patient Safety*, the Score is free to the public and designed to give consumers information they can use to protect themselves and their families when facing a hospital stay
- Signature Healthcare Brockton Hospital and Signature Medical Group were both recognized in Harvard Pilgrim Health Care’s Hospital and Physician Group Honor Rolls. This prestigious award honors hospitals with performance among the top 25% measured nationally on a set of clinical quality and patient experience measures. The physician honor roll recognizes a commitment to high quality care, based on performance against national quality benchmarks, as reported by the National Committee for Quality Assurance.
- Signature Healthcare Earned “Top Performer on Key Quality Measures” recognition from the Joint Commission, the leading accreditor of health care organizations in America. 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.
- Signature Healthcare was ranked a Top Hospital by US News & World Report, ranking number 11 in the Boston Metro area and number 15 in Massachusetts. The hospital received a high performing ranking in the areas of Diabetes, Endocrinology and Pulmonology.
- Jackson Healthcare Hospital Charitable Service Award Finalist 2014 for Homeward Bound Program
- Women’s Choice Award for America’s Best Hospitals for Patient Safety
- Stroke Gold Plus Award and Target – Stroke Honor Roll (GWTG) – American Stroke Association
- 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)
  - BCBS Blue Distinction for Hips and Knee Joint Replacement
  - Accredited facility in Vascular Testing, Echocardiography and Nuclear Laboratories by the Intersocietal Accreditation Commission.
  - Designated Lung Cancer Screening Center, Breast Imaging Center of Excellence and Breast Ultrasound Accredited facility 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 of Nursing Accrediting Commission (NLNAC)
- Nuchal Translucency Certification for Obstetric Imaging
- Accredited by the American College of Surgeons

**VII. Next Reporting Year**

*Anticipated Goals and Program Initiatives*

For Fiscal 2016 Signature Healthcare has decided to focus on the areas of Obesity and Diabetes. Both of these diseases are epidemics in the Brockton area, and we have the resources to educate our population on these areas. An increased focus will be on bringing hospital services and educational efforts outside of the hospital and into the community through partnerships with businesses, community and social service agencies.

**VIII. Total Charity Care**

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

\$1,782,283	Health Safety Net Assessment
\$ 1849	Health Safety Net Denied Claims
\$3,857,657	Free/Discount Care
\$5,641,789	Total Net Charity Care

**VIII. Contact Information**

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## **Quality of Care**

### *Addendum*

Signature Medical Group Subsidy –Signature Healthcare provides additional community benefits via the provision of Signature Medical Group clinic services for the safety net population. The SMG clinic subsidy of \$14, 072,072 is the difference between clinic payments and clinic costs. This is based on the fiscal year 14 UCCR report as the Fiscal Year 15 UCCR report is not due until June 2016. The revenue and expenses are both determined using Medicare principles. The clinic subsidy includes the operations of Signature Medical Group. The clinic subsidy is not included in the free care shortfall or uncompensated care value reported above.

The following programs have been developed by Signature Healthcare to help facilitate the quality, safety and continuum of care for our patients in the community. The funding associated with these programs has not been incorporated into the Community benefits calculation.

#### Chronic Disease Management: COPD

Building on the learning and successes of our Congestive Heart Failure Program, Signature Healthcare is expanding our chronic disease management program to manage COPD patients with a goal to decrease admissions for this population. COPD 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 as well as reduce hospitalizations, readmissions, and cost of care. In FY 15 we reduced our COPD admission rate by almost 20%.

#### Community Links

The Community Links Program is designed to serve patients who are followed by Primary Care Physicians in the Outpatient Department. We understand many patients who visit their PCPs have unmet psychosocial needs. This program provides these patients with the opportunity to work with a Community Links representative for assistance with referrals to area agencies to address needs including housing, food, income supports, employment/adult education, counseling, pharmacy programs, clothing, fuel/utilities assistance, adult day programs and childcare.

This program is also an internship opportunity for undergraduate students from local colleges and universities. The program is managed by a Master’s Level Social Worker who supervises 2 students each semester.

Since the introduction of this new service for patients in the Signature Healthcare Outpatient Department, 601 patients were supported, several of whom continue to be followed.

A Provider Satisfaction Survey has been conducted twice since the start of the program in October with 100% satisfaction. Some of the comments received from the providers include, “a very good service to OPD and we need it,” “I cannot imagine working without assistance from this program. For the patient population we have here in the OPD, it is a must,” “This service has resulted in increasing the therapeutic relationship between the patient and provider. It makes the wrap up process of many visits smoother,

and provides greater satisfaction for my work and for my patients.”

Many patients have been surveyed and consistently report satisfaction with the assistance they have received through Community Links.

The following information provides specific data regarding the patients who have benefited from this program.

Initial concern identified:

Issue Indicated	Patients	Average Age
Adult Ed.	1	63.0
Childcare	1	39.0
Clothing	1	31.0
Counseling	127	49.0
Day Prgm	4	33.5
Employment	8	34.9
Food	34	49.3
Housing	25	50.1
Income	8	54.0
Insurance	23	62.0
Medication	37	57.2
Other	60	62.4
Utilities	8	48.6
Grand Total	337	52.8

Some of the issues in the “Other” category include transportation; referrals for community agencies for services including Hospice, VNA, Elder Services; care coordination; and assistance with completion of health care proxies.

#### Personalized Care Team

Signature Healthcare’s Complex Care initiative identifies and creates a process to manage the high risk Complex Care elderly patients. Signature Healthcare accomplishes this by creating 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; to intervene in a way that fosters functional independence, with the highest regard to maintaining a quality of life. The strategy and tactics to achieve this are based on the patient’s functional goals; and are developed in a way that identifies the unique needs of the population. Within this strategy is an emphasis on Fall Risk and Depression Screening tools.

#### Diabetic Management Program

Signature Medical group engaged the providers and staff in population health reviews. Our focus is the 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 & clerical staff, pharmacist and endocrinologists. Our goal is to assure each patient is up to date with

annual labs, eye exam, 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 our Case Management and/or Social Work Departments to support patients with medications, nutritional or transportation needs. Additionally, Signature Medical Group has been holding group classes for patients to help patients manage their chronic disease.

### CareTracker

CareTracker is a customized software management tool used to help provide sustained improvements in compliance with recommended preventative screenings deep and wide throughout the organization. To date, every PCP has demonstrated >5% reduction in missing tests on at least 1 of the 6 measures, 80% of PCPs improved on 4 of 6 measures, and 50% of PCPs improved on 5 of 6 measures. In some cases, PCPs were able to reduce the percentage of missing tests in their patient panel by >40%. Signature Healthcare plans to advance this approach to population management as we address the high prevalence of multiple chronic conditions.

### Heart Failure Disease Management Program

The focus of this program is to enroll high risk patients with a primary admission of acute decompensated Heart Failure. Achievements which improve the care of this patient population are the use of teach back in education of our patients, the implementation of a hospital wide case management risk assessment tool, and further expansion of our multidisciplinary rounds to include representation from the pharmacy. Polypharmacy issues are common in the challenges identified for care of the CHF patient population.

### Homeward Bound

Homeward Bound, initiated in 2012, mobilized students from the Brockton Hospital School of Nursing, supervised by nursing instructors, into the homes of patients with Congestive Heart Failure to do status checks on the patients' adherence to treatment plans provided upon hospital discharge. Traveling in pairs, the students serve as "health coaches" by assessing pre-established parameters including weight and blood pressure and transmitting data to the hospital's Homeward Bound office for evaluation by the program's nursing staff. As part of the student's clinical rotation, Homeward Bound provides students invaluable knowledge and the opportunity to sharpen vocational skills by working closely with patients in their homes following hospitalizations of CHF.

As a result of Homeward Bound's success in providing better patient care and reducing readmissions and visits to the Emergency Department, the program recently expanded to encompass the diagnosis of Chronic Obstructive Pulmonary Disease. New partnerships have been added with two local nursing programs: Massasoit Community College and Curry College.

This replicable model has shown marked reductions in Emergency room visits, hospital admissions and visits to cardiologists and primary care providers. The CHF program demonstrated a decrease in hospital readmission rates from 27% to 18% from the program's inception in 2012 to the eleven month period of April 2015-February 2016. Although the addition of COPD to this program is still fairly new, we are seeing the same decrease trajectory as we did with CHF. Readmission rates for COPD averaged 14% over the same eleven months, a reduction from the original rate of 21%.

## 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.

Signature Healthcare identified 20 employees from across all areas of the organization to become safety instructors. These individuals received Culture of Safety instructor training along with a resource manual. These trainers trained 2,761 employees during 123 classes from September – October 2015. Signature Healthcare instituted mandatory culture of safety training to all new employees.

An integrated employee marketing campaign began to keep patient safety on the forefront of the minds of our employees. In addition to the training, additional tools and promotional materials were provided. Throughout the organization, Safety kickoff events were held to share and reinforce the safety messages with our employees. The employees viewed the Culture of Safety videos as well as a special video message from the CEO. As reinforcement for the new culture, employees were provided with “Culture of Safety” lanyards, retractable badge holders, buttons, pens and notepads. The safety tools and tones are reinforced monthly throughout the organization by using Posters, Standees, “I choose safety” wall clings, phone and printer stickers, cafeteria table tents and napkins.

## Pre-Diabetes pilot

At the beginning of FY 14, the Signature Healthcare Bridgewater office created a program aimed at reducing the percentage of patients with risk factors for pre-diabetes. The first issue was how to identify the target population. A pre-visit preparation worksheet for medical assistants to complete prior to patient appointments was developed. They recorded the patient’s last hemoglobin A1C result and screening need based on age (45 or older) or BMI (25 or greater). The patients were then flagged when they were in need of screening at point of service. The office developed standard reports for use within the practice to monitor the ‘at risk’ population’s screening defect rate over time.

A four component screening process was developed. First, implementation of point of care Hba1c testing, allowing results to be determined within 3 minutes after specimen collection. Second, the clinical staff performed testing based on standing orders with results available before the providers entered the exam room. This standard process allowed the primary care physician to provide real time intervention at the time of the appointment. Third, the office took steps to assist the patient in managing lifestyle changes. Patient education materials were developed with information about healthy eating and physical activity. Signature Healthcare partnered with the Old Colony YMCA Diabetes Prevention program to provide lifestyle coaching after hours. Fourth, resources were leveraged within the practice, such as nutrition counseling and Endocrinology consults to meet a patient’s needs. In the first year of this project, 2,755 patients were screened within the 6,100 patient primary care practice, reducing the screening defect rate from 85% to 29%. Of this, 988 patients (36.3%) were diagnosed with pre-diabetes and 49 patients diagnosed with Type 2 diabetes. Of the patients diagnosed with pre-diabetes, over 64% lost weight over the course of the year, with 31% losing at least 5% of their body weight. As anticipated, the pre-diabetic patient’s weight loss generated a corresponding improvement in hemoglobin A1C levels with 72% of pre-diabetic patients Hba1c decreasing over baseline, and 25% of pre-diabetic patients achieving normal

Hba1c values. 100% of patients who participated in the YMCA DPP program in FY 15 achieved at least 5% weight loss and reduced their A1C's to below the pre-diabetic range. A second session of the YMCA Diabetes Prevention Program began within Signature Medical Group in January 2016.

#### Signature Healthcare/Walgreens Pharmacy Program

Signature Healthcare Pharmacy and Walgreens partnered in 2012 to provide discharge medications to patients at the bedside. A Walgreens employee visits the patient, fills the medications and returns them to the patient before discharge. Approximately 100 patients per month participate in this program. Most importantly for our patients, this program means more personal attention and help understanding how and when to take new drugs, as well as which might conflict with what they're already taking at home. Patient compliance with medication regimens is key to improving and maintaining good health – avoiding hospital readmissions.

#### Weight & Wellness

Through hard work and dedication, Signature Healthcare's Weight and Wellness Center became an MBASQIP Accredited Center. A bariatric surgical center achieves accreditation following a rigorous review process during which it proves it can meet certain physical resources, human resources and standards of practice. All accredited centers report their outcomes to the MBASQIP database. Also, in FY 14 our Weight and Wellness Center added a doctor-supervised Medical Weight loss program to qualified patients. This is a 12 week program with Dr. Deb Abeles, Director of the Weight & Wellness Center and Bariatric Surgeon, at the helm. The first group as part of this program graduated in September 2014 with great outcomes. The average weight loss was 11.2% and the average decrease in HbA1c was 0.7%.

Our Weight & Wellness Center provides convenient access to a wide range of advanced surgical and nonsurgical 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 in 2013 to support, improve and inspire the health and well being of Signature employees. To assist in achieving this goal, Signature partnered with The Vitality Group, a proprietary wellness program with an online portal that delivers evidence based results. The program is designed specifically to mitigate health risks and lower healthcare costs by reducing lifestyle risk factors associated with chronic diseases. Replicating the same wellness platform, Signature Healthcare is reaching out to community employers to assist them in improving the health and wellbeing of their employed population and ultimately reducing their healthcare cost.

#### 360 Concierge Program

Signature Healthcare's hospital-based 360 concierge program demonstrates significant results in reducing total medical expense of the managed Medicare population. This program was the basis for developing a mirror program with a Complex Care clinic in the ambulatory setting. Complex elderly patients are our most vulnerable patients with multiple chronic illness, functional limitations, and unique social needs.