



Beth Israel Deaconess Hospital  
*Plymouth*

**Community Benefits Report to the Attorney General**

**Fiscal Year 2015**

# **Making the Healthy Choice the Easy Choice**

Updated March 2016



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## Section I: Mission Statement

### Summary

Beth Israel Deaconess Hospital-Plymouth (BID-Plymouth) seeks to improve the health and wellbeing of our patients and community by providing a full continuum of healthcare services with excellence and compassion. Serving the Greater Plymouth region, the hospital collaborates with community leaders, public and private agencies and businesses, to provide health promotion, health protection and preventive services to meet the broad range of our community's health and wellness needs as identified through community feedback and formal community needs assessments. As part of its mission to support community health, BID-Plymouth is committed to assessing root causes of health disparities and to assisting in improving health care for the disadvantaged and underserved.

This community benefit is fulfilled by:

- Implementing programs and services in Greater Plymouth and the South Shore region to improve the current and future status of disadvantaged and medically underserved populations that are challenged by barriers to accessing healthcare and are impacted by other social determinants of health;
- Providing patients with equitable, respectful, culturally-appropriate care; and
- Building strong partnerships with community agencies and businesses, along with our allies in State and local government, to shift societal patterns toward healthy behavior. At the policy level right down to tactical improvements to services and facilities, we are helping establish and support the systems that underpin healthy lifestyles throughout the Plymouth region.

### Name of Target Populations

In the Plymouth/South Shore region we target vulnerable and disadvantaged populations with a focus on reducing the prevalence of obesity, diabetes, heart disease, lung disease, cancer and other health concerns, such as opioid addiction.

### *Vulnerable populations we seek to support include:*

- People with low socioeconomic status;
- Families with medically fragile children;
- School children and their parents;
- Underserved seniors;
- HIV/AIDS patients;
- Smokers;
- Those at risk for or suffering from substance abuse;
- Anyone making poor health choices (poor nutrition, lack of exercise, etc.)



## **Basis for Selection**

BID-Plymouth selected the target populations for its community benefits programs based on regional data collected through our 2010 and 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative.

## ***Publication of Target Population***

Hospital Website: [www.bidplymouth.org](http://www.bidplymouth.org)

## ***Prioritizing Program Decisions Based on Target Population, Resources and Impact***

BID-Plymouth evaluates program initiatives and selects activities carefully. As a not-for-profit hospital, our decisions reflect our mission to serve our community, a mission we have embraced for the past 113 years. Throughout our history, we have moved forward with the reality that our ability to meet our community's health needs is balanced by our limited resources. The Hospital's senior leadership team and other community-focused committees consistently evaluate the community's health needs with a long-term perspective. See Section III: Community Health Needs Assessment for more background on the hospital's research into its community's healthcare needs.

Some of the large-scale initiatives discussed in this report, such as coordinating community education and communications efforts, require relatively little financial support beyond the role of our dedicated staff and a modest communications budget. Other initiatives require significant investment.

For example, with our broad focus to help make the healthy choice the easy choice, community transportation becomes a significant factor. Efforts to improve transportation systems are not part of the Hospital's mission, nor is taking on a project like this best suited to Hospital administrators. What the Hospital *can* do is proactively support the evaluation of current transportation options and advocate for revisions that will help area residents easily access healthy food, exercise areas, healthcare services, etc.

Where financial resources are limited for *any* of the initiatives discussed in this report, the Hospital explores public financing options, private foundation and donor support and a range of other funding opportunities to meet community needs. As resources are identified and business plans are justified, the Hospital implements those high priority projects with the highest potential impact for a healthier community.

## **Key Accomplishments of Reporting Year**

The hospital provides a comprehensive range of wellness/health promotion, disease risk reduction and safety education classes, and support groups. Surveys are provided to program participants, and the ongoing value of community programs is assessed on a regular basis. The programs the hospital presented during 2015 were developed, in part, based on our prior community needs assessments, an additional assessment focused solely on behavioral health issues in our community, ongoing interaction with community leaders and community service agencies.

## ***Healthy Plymouth Initiatives Address Unmet Needs***

Our community-wide program Healthy Plymouth ([www.healthyplymouth.org](http://www.healthyplymouth.org)) continues to bring together leaders throughout the region, with the goal of transforming our community so that it encourages healthy lifestyles. The hospital, the Town of Plymouth and Plymouth Public Schools are the founding members of this coalition. Teams composed of hospital staff, community business leaders, public school representatives, municipal and elected leaders, and others continue to develop work plans with measurable goals for defined



audiences. Further, our data collected through this community initiative supports program evaluation efforts to determine whether they contribute to achieving our goal of improving the overall health of the community.

Our latest assessment and our outreach efforts will strengthen BID-Plymouth's work with local health and human service agencies. This ongoing work will help BID-Plymouth continue to develop programs with measurable goals to ensure we find effective programs that address key findings from our community assessments.

### Expanding Partnerships to Design a Healthier Community

In January 2011, the BID-Plymouth parent board, then Jordan Health System, brought together key community members and posed this question: Instead of trying only to fix disease, what if we transformed our community so it encouraged a healthy lifestyle? As a result of this collaborative work initiated by BID-Plymouth, the Town of Plymouth, Plymouth Public Schools and other community partners, a growing group of organizations and individuals continue to find new ways to work together to foster better health in our community, long-term, and at a lower cost, through our Healthy Plymouth initiative. BID-Plymouth has dedicated VP-level staff to supporting and furthering this community outreach.

### Building Healthy Plymouth With Community-wide Collaboration and Prevention

Healthy Plymouth specifically addresses the most significant barriers to healthy lifestyles identified in our 2013 community health needs assessment:

- Lack of safe places for outdoor activity, lack of motivation to exercise
- High cost of healthy food
- Limited transportation options
- Poor coordination & communication among providers and community agencies
- High incidence of substance abuse in region
- Limited access to behavioral health.

The hospital has been working in partnership with the Town of Plymouth and Plymouth Public Schools to implement programs in these key areas to reduce obesity, improve nutrition, promote active living and address behavioral health and substance abuse needs community-wide.

### Healthy Plymouth Key Accomplishments:

In its leadership role for Healthy Plymouth, BID-Plymouth has focused on empowering diverse members of the Plymouth community to affect lasting change throughout our region. Recent program achievements in FY2015 include:

- **Multifaceted Community-wide Response to Opioid Crisis and Substance Abuse:** BID-Plymouth has initiated a multi-faceted response to substance abuse, building community coalitions and providing leadership for state-wide efforts to reverse the opioid epidemic and other substance abuse issues.
  - **Treatment Standards to Manage Opioid Use:** BID-Plymouth CEO Peter Holden has initiated groundbreaking efforts to address the root causes of opioid abuse both locally and beyond the hospital's service area. Mr. Holden and other hospital leaders have volunteered many hours to lead the charge on state-wide prevention strategies and standards of care for opioid abuse. He has participated in many speaking engagements on the topic in 2015 and serves as



chair of the Substance Abuse Task Force at the Massachusetts Hospital Association. BID-Plymouth Director of Clinical Integration Jim Berghelli, RPh, MS, is on the task force and working group and BID-Plymouth Vice President of Medical Management John Connolly, MD, serves as co-chair of the state committee. Their work includes putting together a phased plan and developing a pain management toolkit to help physicians across the state prescribe fewer opioids and develop treatment strategies using more non-opioid analgesics. State hospital associations nationwide look to replicate this team's care standards and preventive approach that reaches community members, patients, and medical professionals.

The hospital's own efforts in 2015 included:

- Setting up a collection box for unused pain medications at the hospital, which collected over 40 gallons of unused medications in one month
  - Increasing access to behavioral health, particularly in an Emergency Department setting
  - Hosting programs for those seeking substance abuse treatment, such as Clean Slate
  - Providing leadership for numerous youth-focused initiatives.
- **Creative Approach to Substance Abuse Awareness in Youth:** Members of the BID-Plymouth senior leadership team sit on the board of the Plymouth Youth Development Collaborative (PYDC). This group works to reduce risk factors that contribute to underage drinking and drug abuse, increase the protective factors that support a healthy community; and enhance community collaboration. In FY2015, this group has continued to be a highly visible, active and growing resource in the community. Some outreach programs include:
- "Hidden In Plain Sight," a parent education seminar that teaches signs of substance abuse in youth and how to intervene
  - "Drug Story Theater," a theatrical program for recovering teens to tell their stories in a therapeutic fashion, which also involves parents
  - "Learn2Cope", a support group for families of addicts, hosted twice a month at the hospital.
- This group will continue to grow as a community resource and its momentum, creativity and impact are the result of true community collaboration.

- **Facilitating Meaningful Community Engagement as Substance Abuse Prevention:** Another substance abuse prevention initiative launched in FY2015 was the first annual Healthy Opportunities Program (HPOP) Fair. A study conducted by Health Resources in Action (HRIA), as part of BID-Plymouth's 2013 community health needs assessment revealed the importance of physical exercise and school-related programs for minimizing risk-taking behaviors in the Plymouth community. This research found that "students themselves felt [that] idle time led to boredom and increased involvement in risk-taking behaviors such as using alcohol and drugs."

When the research was presented at the Healthy Plymouth Summit (see below), the hospital and other community members were inspired to act. The result was HPOP, a job fair for middle- and high-school aged students and local employers held on Thursday, March 26, 2015.

The event provided a strong base for building community engagement and employment, with 36 organizations across the Plymouth region offering learning opportunities to 200 students. In alignment with state priorities to address the growing opioid crisis, BID-Plymouth includes HPOP among its new initiatives to keep young people engaged in activities that promote positive community involvement. Research shows that keeping youth meaningfully engaged is a highly effective substance abuse prevention strategy.



- **Convening Leaders for Community Collaboration and Inspiration:** In ongoing efforts to promote collaboration and community-wide partnership to support healthy lifestyles, BID-Plymouth hosted its fourth annual Healthy Plymouth Summit on Wednesday, September 9, 2015 at a local country club. At this annual gathering the hospital, town government, public schools and community kicked off BID-Plymouth's engagement with the Build Our Kids Success (BOKS) program.

Implemented in Plymouth Public Schools in 2015 in partnership with Harvard Medical School, this before-school program engages youth in physical activity to nurture physical, cognitive, social, psychological, and behavioral health. Research suggests that physical exercise contributes to optimal brain health and performance, in addition to physical fitness and overall health and wellbeing. With one in every five people worldwide affected by brain disorders such as ADHD, autism, learning disabilities, the potential influence of early intervention and its ripple effects throughout the community is enormous. The innovative BOKS program is designed to have immediate impact on student health and academic success in Plymouth, improving self-efficacy, positive emotions, peer relationships and school engagement. Through collaboration with BOKS and the International Brain Health Education Institute at Harvard Medical School, to gather data that will help researchers understand the implications of physical activity on brain health. It will make such programs replicable throughout the state.

- **Initiating End of Life Planning:** To encourage open communication and conversation about aging and end of life care in the community, BID-Plymouth held its first End of Life event at a local country club in association with the Patient Family Advisory Committee on October 15, 2015. Keynote speaker Lachlan Farrow, MD, a renowned expert from Beth Israel Deaconess Medical Center, runs *The Conversation Project* initiative, which works in collaboration with the Institute for Healthcare Improvement to facilitate end of life discussions. Using the Conversation Project toolkit, Dr. Farrow's informative lecture and discussion format engaged members of the Plymouth community in open conversation concerning their desires for end of life care and those of aging family members.
- **Hosting Wellness Events and Community Outreach:** As part of fulfilling its mission to serve the overall health of the community, particularly for the underserved, BID-Plymouth provided numerous educational events during FY2015 designed to have a broad reach across the community. These events included:
  - A Cancer Survivors Day in June with more than 350 attendees
  - A night of skin cancer screening with over 100 attendees
  - Participation in Plymouth area health fairs, where BID-Plymouth nutritionists provide educational support to Plymouth parents and build awareness of healthy food options for children and other hospital medical staff share tips on prevention, such as breast self exams. At these fairs, given the primary care physician access challenges identified in Plymouth, a key initiative has been connecting visitors without a primary care physician to physicians in the area who are receiving new patients.
- **Delivering Educational Lectures for All Ages:** Our educational lecture topics and locations are designed to meet specific needs of underserved populations, such as Medicare beneficiaries, and also address key health concerns for the general public. One of our free lecture programs, the *HouseCalls* lecture series, reached more than 175 area residents across our 12-town service area. In FY2015, physicians and medical support staff provided the community with lectures on tips for managing lower back pain, when to worry and when to work through it, and treatment options for varicose veins. In 2016, the *HouseCalls* programs plan to address: fitness and cancer, diabetes, nutrition for the aging population, heart health, and women's health. Many lectures are broadcast locally on public access television, are covered in monthly local newspaper articles and promoted through social media to reach a broader audience.



- **Making Healthy Eating Accessible to All:** Healthy Plymouth nutrition initiatives continue to reach members of all ages and socioeconomic profiles by making healthy food options more accessible via farmers markets, schools and other community locations.
  - **School Nutrition Program:** To inspire healthy eating and lifestyles from an early age, BID-Plymouth dietitians regularly meet with students, parents, public school directors of food and health services, local food security representatives, local farmers and the Massachusetts Department of Health (MDPH). A nutrition curriculum and hands-on activities provide students with knowledge about healthy options and tools to use at home. One example from FY2015 was a Rethink Your Drink program to provide nutrition education for children in grades 5-6. This program engaged students' math skills by measuring and comparing sugar content in popular soft drinks. Our 2014 workshop with high school students to create three new sandwiches that met Massachusetts School Nutrition Guidelines and educate about adolescents' nutritional needs has continued to have a lasting impact in 2015. Approximately 50 of the sandwiches are sold every day in Plymouth school cafeterias, labeled as a certified healthy option by the Healthy Plymouth Initiative. Hospital dietitians continue to provide numerous educational resources, such as nutrition bingo games. Future plans include gardening on school property, to get students involved in the full lifecycle of food.
  - **Healthy Nutrition Education Initiative:** BID-Plymouth registered dietitians continue to provide nutrition education, cooking demonstrations and other support to local farmer's markets. They developed a cookbook "Simple and Delicious Vegetable Recipes" and provided recipe cards that were distributed at farmer's markets and throughout the region to educate shoppers about health benefits of fresh ingredients and ways to use them. These ongoing educational efforts educate and empower a broad spectrum of consumers.
  - **Healthy Market Initiative:** Healthy Markets are convenience/small stores within the town of Plymouth that can earn the designation as "Healthy Market" by implementing a series of structured changes to encourage healthy choices. To become a "Healthy Market," a store must provide healthier food and beverages (including fresh fruits and vegetables, whole grain products, lower sodium options, and low-fat dairy) and provide nutritional information for prepared foods. A BID-Plymouth dietitian helped create a toolkit that local stores use to become a "Healthy Market." Market owners sign a contract with the hospital, enabling them to receive this designation and recognition.

This initiative educates consumers and promotes healthy products, increasing access to nutritious, affordable food by all Plymouth residents. By FY2014, three local markets had earned the distinction of being a "Healthy Market." In FY2015, this was expanded to include the Plymouth Area Coalition's food pantry, Pilgrim's Hope. Hospital dietitians worked throughout FY2015 to develop healthy prepared foods with the markets and identify nutritional information, tag healthy food choices throughout the stores, as well as participating in food demonstrations and public events at the markets. The hospital and Healthy Plymouth continually supported the initiative by providing recipe cards each month, pulled from BID-Plymouth's FY2015 cookbook, Leftover Love, which supplied creative, healthy uses for leftover food to support cooking on a budget.
- **Modeling Healthy Behaviors and Community Support as a Community Leader:** As the largest employer in Plymouth and its primary health advocate, BID-Plymouth runs a range of programs to make healthy eating accessible to its employees, patients and visitors. In short, the Hospital has taken the critical step to internally reflect the change it wants to see throughout the Plymouth community. Some examples of initiatives in FY2015 include:



- Many internal wellness initiatives continue to encourage healthy eating and active living. Physical activity challenges include a Couch to 5K a highly successful Biggest Loser program, and “Lose, Don’t Gain,” a holiday weight management challenge.
- The hospital cafeteria works to raise awareness of healthy eating options including nutrition labels to promote healthy choices, nutritious menus and portion control. The cafeteria provides a healthy recipe of the month and offers fun competitions in which staff members submit their own healthy recipes. BID-Plymouth nutritionists are now developing a list of ingredients to launch a Healthy Sandwich building contest among hospital employees to maintain enthusiasm around seeking healthy options.
- The hospital held a Food Drive in March to celebrate nutrition month and support the Greater Plymouth Food Warehouse, delivering the donated items to local food pantries. The Live Well employee program developed a list that encouraged employees and staff to donate healthy foods that they would consume themselves. The program helped to raise awareness of healthy eating on a budget and fostered community engagement.
- Food demonstrations and samplings are held 3-4 times per year in the dining area during lunch hour to encourage employees, visitors, patients and families to learn about healthy foods that they may not have tried, such as couscous salad.
- The hospital launched a 2015 initiative to introduce healthier choices into internal vending machines. After increasing the number of healthy snacks and realizing that nearly half of the foods consumed were healthy options, the hospital increased the proportion to 60% healthy options, such as trail mix, yogurt and fruit juice.
- The one-mile walking trail on-campus continues to encourage physical activity for hospital employees and visitors. This resource encourages many employees and hospital visitors to be active and enjoy the outdoors during lunch breaks and after their shift ends.

### Addressing Key Health Indicators and Insurance Coverage

Our 2010 and 2013 community health needs assessments identified barriers to healthy lifestyles that go beyond the Healthy Plymouth initiative’s scope. The Hospital must address these barriers as well:

- Limited primary care services
- Lack of providers who take MassHealth
- Limited mental health & substance abuse services
- Limited care addressing specific health conditions:
  - Higher than state average mortality rate from lung cancer;
  - Higher than state average percentage of women reporting smoking during pregnancy;
  - Higher than state average hospitalization for coronary heart disease;
  - Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;



To address these barriers, BID-Plymouth has undertaken a number of targeted actions:

- **Physician Recruiting:** The hospital continues to attract new primary and specialty care physicians, actively recruiting 3-4 primary care physicians for 2016. To better provide primary care to the uninsured population, the hospital has initiated a partnership with Harbor Health Community Health Center. This partnership also supports primary care for the underserved speakers of Spanish and Portuguese in the region.
- **Smoking Cessation Programs:** From offering education on the dangers of tobacco use to its smoke-free campus, BID-Plymouth has long been a leader in tobacco prevention. Since 2013, the Hospital has taken prevention to a new level, developing a formalized, system-wide approach to connecting with tobacco users who want to quit and making it easier for them to reach their goals. The process establishes consistent methods to screen for smoking status or chronic obstructive pulmonary disease (COPD), a leading cause of hospitalizations in the region. The hospital has expanded its efforts to inform physicians about the Quitters tobacco treatment program, making the enrollment process easier for patients.

The successful Quitters program is facilitated by a certified tobacco treatment specialist. The 6-week course introduces interactive techniques, relaxation, visualization and education to help participants learn why they smoke, what happens when they quit, how to handle cravings and withdrawal, and how to avoid relapse. Sessions are available in one-to-one or group settings. Research shows this multifaceted approach to be highly effective in helping users kick the habit. The program represents the hospital's commitment to better healthcare for everyone—standardizing an approach to address key health concerns and ensuring patients across Plymouth County receive reliable, effective treatment. This program provides one example of BID-Plymouth's commitment to finding new ways to manage resources and improve care community-wide, while controlling healthcare costs.

In 2015, 15 completed the course. Of the attendees, 11 quit smoking, a 73% success rate. In 2015, the Quitters program distributed 3500 brochures at all primary care offices affiliated with BID-Plymouth. Providers provide patients with the program information along with encouragement to stop smoking.

BID-Plymouth continues to address the high prevalence of heart and lung disease and smoking during pregnancy in Plymouth County through our outreach program to local schools and other efforts to educate parents and students about tobacco avoidance, nutrition and exercise. This programming supports state initiatives to reduce obesity and addresses the local incidence of chronic diseases that often result from obesity and were shown as significant community health issues in our region.

- **Managing Complex Cases and Improving Access to Behavioral Health:** Through funding provided by the 2013 Increased Capacity Building and Infrastructure (ICB) grant and monies from CHART 2, in 2015 BID-Plymouth staff successfully expanded the Jordan Community Accountable Care Organization's (JCACO) care management and clinical initiatives. The complex patient program (CPP) was expanded to include all dual eligible patients in the community.

The Integrated Care Initiative (ICI) for behavioral health patients grew as well. This program co-locates behavioral health practitioners into primary care practices in an integrated care model. Expansion of these projects and the implementation of a new software system for creating individualized care plans have allowed BID-Plymouth to develop a unique, high value, and cost effective approach to managing complex patients. The CPP is part of the BID-Plymouth CARES program where staff **C**onnect, **A**ssess, **R**espond, **E**ducate and **S**upport patients with complex needs



across the care continuum. Our focus on complex Medicare patients, the dual eligible and behavioral health populations, has proven to be successful – increasing access to services and decreasing readmissions. Additionally, these efforts have led to the establishment of the first integrated behavioral health and primary care practice pilot in the community.

- **Complex Patient Program:** Under CHART 2, the Complex Case Management Program expanded with the hire of a case management social worker to support the focus on complex medical cases in this underserved population, ensuring they get the right care, at the right time, in the right place. In 2015, the hospital expanded its community presence, accepting patients from any PCP and providing different sites of care. This expansion included home case management visits and a push to reach patients at doctor's offices.

As of November 1, we reengineered our documentation process in response to CHART metrics, implementing software that creates individualized care plans with clear goals and interventions for each patient in the program. This helped create a formal intervention process that allows each case manager, social worker and nurse practitioner to work toward a common goal for each patient, supporting the program's mission of providing the right care at the right time. This has become more important as we expanded the population we serve in 2015, including larger groups of patients with more homelessness and substance abuse issues. Growing our partner network with more community agencies and organizations will continue to be important in the foreseeable future.

The Nurse Practitioner provides home visits for ACO and dual eligible patients who are homebound or have difficulty accessing care, greatly reducing inpatient admissions and Emergency Department visits for this population. Particular focus is given to the especially vulnerable dual eligible population in this program. The program uses monthly utilization data to monitor patient activity and identify complex cases that need further intervention and support.

- **Behavioral Health Integrated Care Initiative:** In response to unmet needs for behavioral health in our recent community assessments, BID-Plymouth began integrating behavioral health services into its primary care practice as the Family Behavioral Health Initiative (FBHI). In 2013, the hospital applied for an Increased Capacity and Building Infrastructure (ICB) Grant to analyze the hospital's behavioral health and substance abuse populations and to assess outcomes from successful integrated care models, such as Robert Wood Johnson's "Improving Chronic Care Initiative." Hospital administrators and local mental health/substance abuse contacts evaluated the available options and sought regional partners to help break down barriers to accessing mental health services. Under CHART 2, BID-Plymouth hired additional behavioral health staff, expanding staff from two to six social workers, adding two nurse practitioners to work under a psychiatrist and embedding clinicians in more primary care practices. The hospital has also added a full-time youth clinician for BID-Healthcare Bourne. As part of growing community involvement in 2015 the hospital collaborated with McLean Hospital and CleanSlate, an addiction treatment and rehabilitation center, where it has embedded one of its six social workers.

In response to the opioid crisis, BID-Plymouth has also added substance abuse clinicians and a full-time nurse practitioner to our emergency department. These clinicians collaborate with High Point Treatment Center to address the high number of substance abuse related cases and provide the right level of care in the emergency setting.

With behavioral health services now available in the emergency department, patients may begin treatment in this setting, no longer delaying until psychiatric beds are available. This immediate care often decreases the level of intervention required.



Other efforts to address the opioid crisis are self-selecting weekly support groups for young people affected by the opioid epidemic at Plymouth North High School and Middle School through the Herren Project.

With our fully integrated system, patients can address medical and behavioral health needs in one location. Medical staffs have on-site behavioral health support to provide comprehensive healthcare in a convenient, efficient and cost-effective manner. In addition, collaboration of behavioral health clinicians with school, law enforcement, and local organizations expands a network of support throughout community to effectively address substance abuse issues.

- **Clinical Pathways to Ensure Quality Care for All:** Since 2013 the hospital has extended successful clinical pathways beyond hospital walls, from primary care physician offices to post-discharge from the hospital. These efforts standardize care community wide to ensure that all patients receive high quality and cost-effective care at the right time, in the right place.

An example is BID-Plymouth's work in proactively managing chronic obstructive pulmonary disease (COPD). The intent of this pathway is to promote the highest quality of care and efficiency in screening, diagnosis, and management of COPD and smokers. Primary care offices now provide spirometry to assess COPD and other conditions. All patients age 35 and older who are identified as smokers are screened for COPD, so interventions can be made before they get sick and require inpatient care. As of FY2015 all 14 of BID-Plymouth affiliated primary care offices offer spirometry testing. In 2015 Pulmonologist John Wengryn, MD held grand rounds on Friday mornings to educate primary care physicians on COPD and spirometry testing.

A comprehensive program was also developed at BID-Plymouth to identify all inpatient smokers and have them assessed by a respiratory therapist to determine their need for nicotine replacement, encourage them to stop smoking, and obtain permission for them to be referred to a tobacco treatment specialist. Improving access to these smoking cessation programs is part of this integrated program (see "Smoking Cessation Programs" for more information). Of the 1355 patients assessed by the respiratory therapists in FY2015 – an increase from 970 in 2014 – 36% (485) agreed to be contacted by the Tobacco Treatment Specialist. Although participation in the Quitters program has not increased dramatically from 2014, the hospital has seen growing awareness in the Plymouth community, as evidenced by an increase in nicotine replacement prescriptions, up 30% in 2015 (to 345 from 264). We continue data collection on the number of newly diagnosed COPD patients in the greater-Plymouth community and will progress to evaluating the severity of their condition and medication management. Electronic medical records and embedded processes allow technology to act as back-up support to clinical staff as they carry out care plans, reinforcing quality and consistency of care delivery.

- **Health Insurance Education and Enrollment Support:** BID-Plymouth worked with the state to communicate new health coverage plans for the uninsured and enroll those who qualify. Financial counselors screened and enrolled patients for MassHealth, Health Safety Net, Medical Hardship and Commonwealth Care. The hospital assisted more than 3,711 people with enrollment applications in State Insurance Partnership programs.

### *Resource Development for Community Health Initiatives*

BID-Plymouth successfully applied for \$979,613 in grants to support community health initiatives addressing AIDS/HIV and pediatric palliative care, among other health concerns. Other successful grants supported hospital-based clinical and patient care improvements.



## Plans for Next Reporting Year

The hospital will be completing a new Community Health Needs Assessment in 2016 to keep our fingers on the pulse of evolving needs in our community. Going forward we will maintain our growing leadership role in an innovative and new community-wide effort to create a more health-sustaining environment for all residents. Our collected data will help us target our programs to meet specific unmet community health needs and reduce health disparities for disadvantaged populations in our area.

Until the new assessment is complete, BID-Plymouth will continue to review and compare current regional health data to the results of our data collected through our 2010 and 2013 community needs assessments. We will focus our ongoing work in light of identified Executive Office of Health and Human Services (EOHHS) statewide priorities to support health care reform, manage chronic disease in disadvantaged populations, reduce health disparities, and promote wellness of vulnerable populations. The hospital also will continue to gather data and feedback through its work with the wide-reaching Healthy Plymouth initiative and our nearly 100 community partners and other organizations.

BID-Plymouth will continue to play a leadership role in developing regional policies to promote healthy lifestyles. We will continue to build community-wide coalitions to develop infrastructure and programs that facilitate healthy lifestyle choices for all, including disadvantaged populations. Our outreach will continue to support student education and awareness of health and wellness issues.

BID-Plymouth will continue to offer its current roster of community education programs at little or no charge to the public through the use of grants and other funding sources. The Healthy Plymouth programs as well as the hospital's family education, diabetes education and ACCESS Program (AIDS Comprehensive Care, Education & Support Services Program) are initiatives that the hospital plans to foster and further develop.

The hospital will continue to strive, with our community partners, to meet the community health needs in our region and to go beyond, by extending options for healthy lifestyles to all community members, making better health options accessible, sustainable and cost effective.

As BID-Plymouth and its community partners identify policy changes that underpin successful, sustainable changes in the Plymouth area, these successful models and programs will be shared throughout the larger region and across the state.

## Section II: Community Benefits Process

### Community Benefits Leadership Team

BID-Plymouth is a non-profit, 501 (c) (3), organization. The president and chief executive officer of BID-Plymouth, and as such, the parent board of Beth Israel Deaconess Hospital-Plymouth, Inc., the hospital's senior management team and the board of directors, have ultimate oversight of all community benefit initiatives. The board is comprised of community residents representing health and human service agencies and other community organizations, business leaders, and individual residents.

### Senior Staff

Peter J. Holden, President and Chief Executive Officer  
Lisa Berry Barbosa, Vice President of Human Resources  
John Connolly, MD, Vice President of Medical Management  
Kevin Coughlin, Senior Vice President of System Development  
Donna Doherty, Vice President of Nursing & CNO





school administrators, media representatives and others with insight into the community's health needs. Beyond its walls, BID-Plymouth plays an active role in coalition building, working to empower a range of community leaders to foster sustainable, healthy lifestyles that lead to better health for all members of the community.

BID-Plymouth seeks community involvement in the hospital's development and evaluation of its health and education programs. By soliciting feedback at community events and workshops, and conducting larger community health assessments, BID-Plymouth is able to focus its resources on clinical services and other initiatives that directly support our community's health needs. In addition, community members serve on committees throughout BID-Plymouth, providing feedback and working with staff to improve community health care initiatives.

The Hospital's partners throughout the region participate in BID-Plymouth programs, committees and other community-focused activities and help inform the hospital's community benefits planning based on their data collection regarding the community's health disparities.

In support of the identified health priorities and program initiatives within Greater Plymouth, BID-Plymouth collaborates with nearly 100 community organizations. BID-Plymouth's Partners are community organizations that actively engage in health initiatives throughout the year, working side-by-side with the hospital to build community health and wellness. Associates attended the Healthy Plymouth Summit ([www.healthyplymouth.org](http://www.healthyplymouth.org)) and work with the hospital on select community health initiatives. With our Education Affiliates we are able to enhance opportunities for learning and to broaden our preventive reach throughout the Plymouth community and beyond.



### *Partners*

- AD Makepeace
- American Heart Association
- Bayside Runners
- BID-Plymouth Community Business Partners (approximately 69 businesses)
- Boston Public Health Commission—Ryan White Part A
- Beth Israel Deaconess Medical Center
- Cape Cod Canal Region Chamber of Commerce
- CleanSlate Centers
- Community Health Education Network Area 23 (CHNA 23)
- Duxbury Council on Aging
- Greater Attleboro-Taunton Regional Transit Authority (GATRA)
- Greater Plymouth AIDS Consortium
- Greater Plymouth Food Warehouse
- Harbor Health Services, Inc.
- Health Resource & Service Administration (HRSA)—Ryan White Part C
- Healthy Plymouth
- High Point Treatment Center
- Greater Plymouth Council of Human Services Agencies
- Maribett Farms
- Massachusetts Department of Public Health
- Massachusetts Department of Public Health Pediatric Palliative Care Network
- McLean Hospital
- Old Colony Elder Services
- Old Colony Planning Council
- Old Colony YMCA
- Pinehills LLC
- Plimoth Plantation
- Plymouth Area Community Access Television (PACTV)
- Plymouth Board of Selectmen
- Plymouth Area Chamber of Commerce
- Plymouth Conservation Commission
- Plymouth Council on Aging
- Plymouth County District Attorney's Office
- Plymouth Department of Public Works (DPW)
- Plymouth Family Network
- Plymouth Lions Club
- Plymouth Public Library
- Plymouth Public Schools
- Plymouth Rotary
- Plymouth Town Hall
- Plymouth Youth Development Collaborative
- Red Cross Blood Drive
- Region V Massachusetts DPH Bio-Terrorism Committee
- Schwartz Center Rounds
- Sodexo
- South Shore Community Action Council
- South Shore Women's Resource Center (SSWRC)
- The Herren Project
- The Parent Connection of Duxbury
- Thorbahn
- Town of Plymouth
- Town of Plymouth Open Space Comm.
- United Way of Greater Plymouth County
- Village at Duxbury
- Wildlands Trust



### *Associates*

- Boys & Girls Club of Brockton
- Boys & Girls Club of Plymouth
- Colchester Neighborhood Farms
- Fitness Management Systems
- Kiwanis Club of Plymouth
- League of Women Voters
- The Magnificent Leaven
- Metropolitan Area Planning Council (MAPC)
- Office of Youth and Adolescent Development - Executive Office of Health and Human Services
- New England Villages
- North River Farmers
- Plymouth Garden Club
- Plymouth Housing Authority
- Signature Healthcare / Brockton Hospital
- Seven Hills Tobacco-free Community Partnership
- South Shore Chamber of Commerce
- Soule Homestead Education Center
- Southeastern Massachusetts Agricultural Partnership, Inc. (SEMAP)
- Southeastern Regional Office of the Massachusetts Department of Mental Retardation

### *Educational Affiliates*

- Boston College
- Boston University School of Medicine
- Bridgewater State University
- Bristol Community College
- Bunker Hill Community College
- Cape Cod Community College
- Curry College
- Frontier Nursing University
- George Washington University
- Johnson and Wales University
- Laboure College
- Lesley University
- Massachusetts College of Pharmacy & Allied Health Sciences
- Massasoit Community College
- Medical Professional Institute
- Medical University of South Carolina
- MGH Institute of Health Professions, Inc.
- New England Institute of Technology
- Northeastern University
- Quincy College
- Quinnipiac University
- Regis College
- Sacred Heart University
- Salem State University
- Simmons College
- Southeastern Massachusetts Area Health Education Center (SMAHEC)
- Tufts University School of Medicine
- University of Buffalo
- University of Massachusetts
- University of New Hampshire
- University of Rhode Island
- Utah State University



## Section III: Community Health Needs Assessment

### Date of Last Assessment Completed and Current Status

BID-Plymouth engaged Southeast Center for Healthy Communities to conduct a community health needs assessment in 2010. In 2013, BID-Plymouth engaged The Institute for Community Health to conduct another community health needs assessment to further understand the community's unmet health needs. The studies were conducted by professionals with advanced degrees (MD, PhD, MPH, MSW and ScD) in public health, epidemiology, and research and evaluation. In 2016, BID-Plymouth will be conducting a similar assessment to stay on top of emerging needs in the community.

Both previous studies support BID-Plymouth's efforts to improve the health of the regional population we serve. Both studies used archival and qualitative data gathered from BID-Plymouth's catchment areas, which include 12 local towns. The assessments evaluated health needs of disadvantaged populations, among other community health needs.

Research into community health needs for BID-Plymouth's service area comprises four distinct sources of information gathering:

1. Department of Public Health data from MassCHIP, which allows BID-Plymouth to compare national- and state-level information on health status indicators for a range of health issues, such as diabetes, elder health, and adolescent health;
2. Focus groups held with diverse local community members, age 18 and older, to determine their perceived health needs, access to health care and any obstacles in accessing health services, and what they consider to be major problems in health care;
3. Key informant interviews with professionals who work with the local Brazilian, Portuguese-speaking population to determine how health care access has changed for this population since the Massachusetts health care reform initiative and how their health status has changed with new insurance requirements; and
4. A review of existing programs and services in the BID-Plymouth catchment area.

In collecting this data, BID-Plymouth sought to determine where community programs are already meeting health and wellness needs and determine which community health needs remain unmet.

### Summary of Findings

Our 2013 evaluation of the regional community identified the following key community health indicators:

#### *Top 5 Causes of Hospitalization*

1. COPD, All Related
2. Diabetes Mellitus Related
3. Circulatory System Diseases
4. Digestive System Diseases
5. Pneumonia and Influenza Related



### **Top 5 Causes of Death**

1. Circulatory System Diseases
2. Lung Cancer
3. Chronic Lower Respiratory Disease
4. Mental Disorders
5. Alzheimer's Disease

Our 2010 evaluation identified these important indicators:

- Higher than state average mortality rate from lung cancer;
- Higher than state average percentage of women reporting smoking during pregnancy;
- Higher than state average hospitalization for coronary heart disease;
- Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;
- Higher than average exposure to risk of bioterrorism in region, from proximity to nuclear power plant;
- Difficult access to services and resources for families with medically fragile children;
- Difficult access to health care for residents, regardless of background: difficulty finding primary care physician, few taking new patients, cost.

Other forms of assessment conducted by the Hospital include:

- Data collected through its ongoing speaker's bureau program, *HouseCalls*. Since 2005, *HouseCalls* staff has gathered survey data by asking those who attend the health education programs to provide feedback on the program and identify health-related topics they would like to hear presented by BID-Plymouth clinicians. During 2015, more than 175 area residents participated in BID-Plymouth's *HouseCalls* educational programs. Topics included tips for managing lower back pain, treatment options for varicose veins, and back pain, when to worry and when to work through it.
- The Hospital works with a Patient Family Advisory Council (PFAC). This Committee meets at least quarterly and provides us feedback to help make improvements throughout the Hospital. Examples of improvement initiatives include feedback to improve signage and parking for patients of visitors with varied needs, review and comment on our facility upgrade plans, and bringing forward the voice of the community on needs for patient advocacy. The council also dedicated a significant amount of time to planning and hosting the "Have the Conversation" end of life event, which was so popular that it was oversubscribed and will require scheduling a second session to meet demand.
- Finally, the Hospital puts this community benefits report online via its website where community members and others interested in our work and our progress are able to provide comments and feedback to help guide our efforts.



### ***Barriers to Healthy Lifestyles***

Looking at all of these health indicators and the community programs BID-Plymouth supports, the 2013 assessment indicated a number of infrastructure barriers to healthy lifestyles. Addressing these barriers will have the greatest impact on large-scale efforts to improve behavior change within our community:

- Lack of safe places for outdoor activity, lack of motivation to exercise
- High cost of healthy food
- Limited transportation options
- Limited primary care services
- Lack of providers who take MassHealth
- Limited mental health & substance abuse services
- Poor coordination & communication among providers and community agencies



## Section IV: Community Benefits Programs

Healthy Plymouth Initiative	
<b>Brief Description or Objective</b>	BID-Plymouth, with the Town of Plymouth and Plymouth Public Schools, has brought together more than 60 community partners—from city officials to local farmers—to envision and build a more health-sustaining community, where the healthy choice is the easy choice.
<b>Program Type</b>	Community Education, Community Health Needs Assessment, Community Participation/Capacity Building Initiative, Healthy Communities Partnership, Outreach to Underserved, Prevention, School/Health Center Partnership
<b>Statewide Priority</b>	Chronic Disease Management in Disadvantaged Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> County-Plymouth</li> <li>• <b>Health Indicator:</b> Obesity, Heart Disease, Lung Disease, Cancer, Diabetes, Nutrition</li> <li>• <b>Sex:</b> All</li> <li>• <b>Age Group:</b> All</li> <li>• <b>Ethnic Group:</b> All</li> <li>• <b>Language:</b> English</li> </ul>
<b>Partners</b>	Town of Plymouth, Plymouth Public Schools, Massachusetts Department of Public Health
<b>Contact Information</b>	<p>Andrea Holleran, VP of External Affairs            BID-Plymouth, 275 Sandwich St, Plymouth, MA 02360            (508) 830-2029  <a href="mailto:aholleran@bidplymouth.org">aholleran@bidplymouth.org</a></p>
<b>Detailed Description</b>	<p>As a result of the collaborative work initiated by BID-Plymouth, the Town of Plymouth, Plymouth Public Schools and other community partners are now finding new ways to work together with BID-Plymouth to foster better health in our community, long-term, and at a lower cost, through the Healthy Plymouth Initiative. Supported by BID-Plymouth’s Vice President of External Affairs, the hospital has made a community-wide commitment to the shared goal of developing policy level changes that will expand the breadth and impact of health initiatives in the region.</p> <p>This program began as a population health initiative focused on education and community wide facilitation of healthy eating and active living. In FY2015, the statewide priority and local crisis of substance abuse and inadequate behavioral health access have become the most pressing concern.</p>



Goal Description	Goal Status
Opioid and Substance Abuse Initiatives: Reducing the number of opioid drugs in circulation in the Plymouth Community.	The MHA’s 9 best practices for managing opioid prescriptions were implemented. Opioid prescriptions in the ED dropped by 25% in the first 5 months. A hospital dropbox collected 40 gal. of unused medications in its first month.
Opioid and Substance Abuse Initiatives: Providing increased community support and education.	The hospital held substance abuse support groups and collaborated with Plymouth Youth Development Collaborative to help addicts and families cope. 200 students met with 36 local organizations for internships and employment in a prevention program.
School nutrition: Improving nutritional quality of foods and beverages in local schools.	Provided nutrition education to 1400 children in grades 1- 4, 700 preschoolers in underserved areas, and 700+ parents with Massachusetts Head Start. Educated 20 school lunch servers to act as nutrition coaches for students.
Healthy Eating: Supporting the accessibility of healthy food choices in the community Objective: Increasing nutrition awareness and making healthy food choices easily accessible	To support healthy eating on a budget we supplied cookbooks, recipe cards and tutorials to the Plymouth Farmers Market, gave supermarket tours and education to the underserved, and gave label-reading lessons at an assisted living facility.
Internal Wellness: Supporting the health and wellbeing of the hospital community Objective: Support staff wellness and model healthy living as an organization and as individuals for the community	Programs include a healthy vending project, healthy cafeteria options, a healthy sandwich contest, Biggest Loser and Couch to 5K. The hospital coordinated a food drive for local food pantries that provided healthy options to the underserved.
Healthy Market Initiative: Improve nutrient consumption by increasing access to healthy, affordable foods by all residents, especially those with low socioeconomic status.	Four Plymouth area markets participate in the healthy market program, actively promoting healthy choices to their shoppers including one in an underserved area - Plymouth Area Food Coalition’s food pantry.
Active Living: Objective: Facilitate increases in physical activity and collaborate to establish evidence-based, replicable program linking physical activity and neurological wellness	Collaboration with Reebok Foundation Building Our Kids’ Success (BOKS) Program brought a before-school physical activity program that builds on our community-wide wellness programs into Plymouth schools in FY2015.



## Access Program

<b>Brief Description or Objective</b>	ACCESS (AIDS Comprehensive Care, Education & Support Services Program) provides medical care, education, support, and Medical Case Management to people with HIV/AIDS and their families. In addition to patient care, the program offers HIV education to the community. Free and anonymous HIV testing is also available.
<b>Statewide Priority</b>	Chronic Disease Management in Disadvantaged Populations, Promoting Wellness of Vulnerable Populations
<b>Program Type</b>	Direct Service
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> County-Plymouth</li> <li>• <b>Health Indicator:</b> Other: HIV/AIDS</li> <li>• <b>Sex:</b> All</li> <li>• <b>Age Group:</b> Adult</li> <li>• <b>Ethnic Group:</b> All</li> <li>• <b>Language:</b> English</li> </ul>
<b>Partners</b>	AIDS Bureau of the U.S. Health Resources and Services Administration ( <a href="http://hab.hrsa.gov/">http://hab.hrsa.gov/</a> )
<b>Contact Information</b>	Ruth Cooper, RN, Program Director, at (508) 732-8981 or email at <a href="mailto:rcooper@jordanhospital.org">rcooper@jordanhospital.org</a> . For free anonymous counseling and testing information, please contact Ashley Frazier, (508) 732-8982 or email at <a href="mailto:afrazier@jordanhospital.org">afrazier@jordanhospital.org</a> .
<b>Detailed Description</b>	<p>BID-Plymouth provides primary medical care and medical case management services for persons living with HIV/AIDS in the Greater Plymouth area. Free and anonymous HIV counseling and testing is also provided. Parts A and C funding is received for these services through the Ryan White CARE Act. Part C funding is provided through the U.S. Health Resources and Services Administration (HRSA) for Early Intervention Services. Part A funding is provided through the Boston Public Health Commission (BHPC) for Medical Case Management. The AIDS Comprehensive Care Education and Support Services Program (ACCESS) provides primary medical care to HIV/AIDS clients. Care includes physical examinations; treatment planning; laboratory testing; immunizations and screening; referrals to specialty care and clinical trials as well as medical case management.</p> <p>For information about eligibility and services provided under the grant, please contact Ruth Cooper, RN, Program Director, at (508) 732-8981. For free anonymous counseling and testing, please contact Ashley Frazier at (508) 732-8982 or <a href="mailto:afrazier@jordanhospital.org">afrazier@jordanhospital.org</a></p>

Goal Description	Goal Status
To enroll at least 5 clients into care during the grant year.	We enrolled 6 new clients.
To provide comprehensive medical care to our clients.	We met or exceeded clinical indicators established during the year through our Continuous Quality Management Program.



**BID-Plymouth Physician Speaking Program**

<b>Brief Description or Objective</b>	Beth Israel Deaconess Hospital-Plymouth professionals, from physicians to dieticians, offer a range of programs to community residents. The Hospital’s recent community needs assessment instructs program educational content. During 2015, BID-Plymouth offered seminars focused on managing lower back pain, treatment of varicose veins and back pain--when to worry and when to work through it.
<b>Statewide Priority</b>	Address Unmet Needs of the Underserved, Promoting Wellness of Vulnerable Populations
<b>Program Type</b>	Community Education
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> County-Plymouth</li> <li>• <b>Health Indicator:</b> Other: Arthritis, Other: Cancer, Other: Cardiac Disease, Other: Diabetes, Other: Nutrition, Other: Prostate disease, Other: Osteoporosis/Menopause, Physical Activity, Dementia, Exercise and Sports Injury Prevention</li> <li>• <b>Sex:</b> All</li> <li>• <b>Age Group:</b> Adult</li> <li>• <b>Ethnic Group:</b> All</li> <li>• <b>Language:</b> English</li> </ul>
<b>Partners</b>	Not Specified
<b>Contact Information</b>	All <i>HouseCalls</i> events are FREE and open to the public. Pre-registration is required. Register at 508-210-5911.
<b>Detailed Description</b>	<p>BID-Plymouth launched <i>HouseCalls</i> in 2005 as an educational speaker series that brings important health and prevention information to the community. BID-Plymouth physicians and other health care providers will provide regular health information seminars at various locations throughout the 12-town BID-Plymouth service area.</p> <p>2015 <i>HouseCalls</i> reached more than 175 area residents with programs including: managing lower back pain, treatment options for varicose veins, and back pain—when to worry and when to work through it.</p> <p>2016 programs are likely to address: fitness and cancer, diabetes, nutrition for the aging population, heart health, and women’s health.</p> <p>All <i>HouseCalls</i> events are FREE and open to the public. Pre-registration is required. Register at 508-210-5911.</p>

<b>Goal Description</b>	<b>Goal Status</b>
To educate the communities we serve about relevant healthcare issues and topics to help them better make important healthcare decisions for themselves and their family.	The educational speaker series continues to meet its goals of educating the people in the communities we serve on a variety of relevant healthcare topics.



## Cancer Patient Support Program

**Brief Description or Objective** The Cancer Patient Support program identifies cancer patients with extreme emotional and financial hardship and matches them with counseling and financial support when possible. This program is free to cancer patients whenever sources of support are available.

**Program Type** Direct Services

**Statewide Priority** Chronic Disease Management in Disadvantaged Populations

- Target Population**
- **Regions Served:** County-Plymouth
  - **Health Indicator:** Other: Cancer
  - **Sex:** All
  - **Age Group:** All
  - **Ethnic Group:** All
  - **Language:** English

**Partners** Foundations and individual donors as well as support groups.

**Contact Information** Lesley Cunningham RN, OCN, Director, Cancer Services, [lcunningham@bidplymouth.org](mailto:lcunningham@bidplymouth.org)

**Detailed Description**

A cancer diagnosis brings significant stress and a financial blow to patients and their families. The Hospital provides cancer patients and their families with support from a social worker, a resource nurse and a nurse navigator. This team attempts to identify patients who are struggling, or those we anticipate will run into trouble, and seeks to provide counseling and financial relief. The Hospital has identified individual donors who often are able to help these patients and their families with some of the financial strains. The team seeks any support that will cover the high out of pocket expenses of oral medications typically not covered by insurance. Due to the hiatus from employment cancer patients endure, regular household expenses such as car payments, heating and electric bills, gasoline and groceries can also be a struggle. Small funding sources can offer food vouchers, gas cards and other financial support to alleviate the strain at a very difficult time.

Finally, this program finds resources to promote cancer screenings and education about wellness and prevention to help keep the community healthier and decrease risk factors that are associated with a cancer diagnosis.

For information about eligibility and services provided by this program, please contact Lesley Cunningham, RN, OCN, Director, Cancer Services: (508) 830-2393 or [lcunningham@bidplymouth.org](mailto:lcunningham@bidplymouth.org)

**Goal Description**

Continue to reach out and evaluate patients and families in need

**Goal Status**

The center continues to work with Philanthropy to distribute donated funds. We also access other groups for financial support, i.e. The Ellie fund, Joe Andruzzi Foundation, The CABBIES Foundation, and Cancer Care.org

We offer free women’s health screenings every other month that include pap smear and mammogram.



To conduct screenings and community education.

Our night of free skin and sun awareness screening saw 100 patients in one evening. Our annual Cancer Survivors Day celebration had 350+ attendees. We also offer weekly survivor support groups in partnership with ACS.

To evaluate the factors of distress in our patient population and review services available to meet the needs of this group.

Partnering with ACS, we hold monthly Look Good, Feel Better, as well as mentoring, educational tools, Road to Recovery and participation in Relay for Life. The Cancer Center sponsors Beat Cancer Boot Camp and referrals to local Tai Chi and Yoga classes.



## Pediatric Palliative Care

<b>Brief Description or Objective</b>	The Fragile Footprints Pediatric Palliative Care Program is part of the Massachusetts Pediatric Care Network administered by the Massachusetts Dept. of Public Health, Division for Perinatal, Early Childhood and Special Health Needs. The program provides medical case management and support to medically fragile children and their families.
<b>Statewide Priority</b>	Chronic Disease Management in Disadvantaged Populations
<b>Program Type</b>	Direct Service
<b>Target Population</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> 48 towns in Plymouth, Bristol, Barnstable and Dukes Counties</li> <li>• <b>Health Indicator:</b> Child care, Bereavement, Hospice</li> <li>• <b>Sex:</b> All</li> <li>• <b>Age Group:</b> Prenatal to 19 years</li> <li>• <b>Ethnic Group:</b> All</li> <li>• <b>Language:</b> English</li> </ul>
<b>Partners</b>	Massachusetts Department of Public Health, Pediatric Palliative Care Network
<b>Contact Information</b>	Deborah Dolaway, LICSW. Administrator, Cranberry Hospice & Palliative Care, 36 Cordage Park Circle, Plymouth. 508-746-0215 ddolaway@bidplymouth.org
<b>Detailed Description</b>	Fragile Footprints Pediatric Palliative Care Program is designed to improve the quality of life for children with potentially life-limiting illness and their families. An interdisciplinary team of nurses, social workers, child life specialists, spiritual care, complementary therapy and expressive arts practitioners and trained volunteers help to design a plan of care that will coordinate and augment existing services. By providing a collaborative approach, Fragile Footprints works to address problems commonly experienced by families of medically fragile children including emotional stress and anxiety, school and activity interruptions of siblings, isolation, financial and relationship issues created by complex medical demands and disruption of “normal” routines. The Fragile Footprints staff works closely with area health providers, tertiary hospitals, and community support programs to simplify and create a comprehensive plan to support children, parents and siblings.

Goal Description	Goal Status
Increase outreach to eligible families.	The number of families served by the program remained capped in 2015 and the program maintained a waiting list of 22 families due to financial limitations. The goal is to seek additional funds from the legislature and make it an entitlement in FY’17.
Expand scope of services to increase music therapy and aroma touch for very young and significantly impaired population and their caregivers.	In addition to our contracts with South Shore Conservatory, and Sound Journey, a certified music therapist is available for group and individual in-home music therapy. We added a certified aroma therapist RN to provide relaxation to adults and children.
Expand community collaborations to make family and group programs more accessible throughout our service area.	Agreement with Old Colony YMCA in Middleboro and expanded relationship with Hope Floats Healing and Wellness Center, Kingston, to use their locations for group and family programs.



## Section V: Expenditures

### Community Benefits Programs

Expenditures	Amount
Direct Expenses	\$1,209,702
Associated Expenses	\$145,164
Determination of Need Expenditures	\$27,385
Employee Volunteerism	\$106,540
Other Leveraged Resources	<u>\$1,032,153</u>
Total Community Benefits Prog. Expenditures	\$2,520,944

### Net Charity Care

Expenditures	Amount
HSN Assessment	\$1,776,202
HSN Denied Claims	\$345,147
Free/Discount Care	<u>\$627,414</u>
Total Net Charity Care Expenditures	\$2,748,763

**Corporate Sponsorships** \$58,978

**Total Expenditures** \$5,328,685

**Total Revenues for 2015** \$211,745,828

**Total Patient Care-related Expenses for 2015** **\$193,513,214**

**Approved Program Budget for 2016** \$1,927,294

(\*Excluding expenditures that cannot be projected at the time of the report.)

### Additional Financial Information

IRS 990 Sched H - FY 2014	\$15,469,467
Bad Debt FY 2015	\$4,940,583



Beth Israel Deaconess Hospital  
*Plymouth*

## Section VI: Contact Information

Please contact: Andrea Holleran, Vice President of External Affairs  
BID-Plymouth, 275 Sandwich Street, Plymouth, MA 02360  
Tel: (508) 830-2427  
Email: [aholleran@bidplymouth.org](mailto:aholleran@bidplymouth.org)