



***MORE for You:
2009 Community Benefits Report***

South Shore Hospital benefits the people of our region in thousands of meaningful ways. Our value to the community is measured by lives saved, pain eased, anxieties lessened and quality of life restored.

Our 2009 Community Benefits Report summarizes how we advanced our charitable mission of promoting good health, healing, caring, and comforting. Among our many accomplishments are the following milestones:

- Opening the Dana-Farber/Brigham and Women's Cancer Center in clinical affiliation with South Shore Hospital. Patients and their families now have local access to world-leading cancer care.
- Achieving Magnet Recognition[®] from the American Nurses Credentialing Center. We now rank in the nation's top five percent for nursing excellence. South Shore Hospital is one of only seven acute care hospitals in Massachusetts to receive the award – and only the second organization in the state with a home care division to earn recognition.
- Earning accreditation by the Association for the Accreditation of Human Research Protection Programs (AAHRPP) in recognition of our commitment to the highest standards in human research, such as cancer care clinical trials. We are one of only 200 organizations in the nation to have earned AAHRPP accreditation.
- Continuing our pursuit of a Culture of Excellence. Results from our fifth annual culture audit (colleague satisfaction survey) confirm that a growing number of employees and physicians believe that South Shore Hospital is a “great place to work” (a 2009 score of 80 – 28 points above our 2004 score) and a “great place to receive care” (a 2009 score of 85 – 37 points above our 2004 score).
- Exceeding our \$12 million fundraising goal thanks to the extraordinary generosity of our colleagues, patients, businesses, and our community.
- Optimizing our financial performance by achieving a \$11.5 million bottom line from operations for reinvestment in programs to meet pressing community health needs, such as our planned addition of 60 inpatient beds and a new outpatient orthopedic center.
- Launching a dynamic, multiyear program to raise community awareness of our programs and services. We harnessed the power of television, radio, newspapers, the internet, and mailings to let our community know that they can expect more from South Shore Hospital.

South Shore Hospital achieved these results, thanks to our dedicated team of 3,793 employees, 888 medical staff members, 600 volunteers, and tens of thousands of supporters. They exemplify our mission in action, through their expertise, dedication and compassion.

Our commitment to benefit our community

In 1922, eleven visionary community leaders opened South Shore Hospital with one purpose in mind: to benefit the community by providing quality medical care, close to home.

As a not-for-profit, tax-exempt, charitable organization, South Shore Hospital serves all in medical need, regardless of ability to pay. Our organization is governed by a volunteer Board of Directors committed to balancing community needs with available resources to meet those needs.

Our Board of Directors governs how South Shore Hospital meets the health care needs of the communities it serves. Our Board follows a strategic-planning process that involves assessing community health needs, reaffirming the hospital's mission and vision, establishing strategic priorities, and routinely monitoring the organization's progress in achieving them. The hospital's senior administrative team and physician leaders are responsible for the ongoing planning, implementation, resourcing, and evaluation of the organization's response to identified community health needs.

The primary way that South Shore Hospital benefits the community is through our clinical programs. Our services address our region's most prevalent medical conditions – heart disease, cancer, stroke, respiratory illnesses, trauma and diabetes. Many of our services are inadequately reimbursed by government and private insurers.

We also offer community benefits programs that are designed to meet the needs of special populations, such as at-risk youth, the elderly, and the impoverished, as well as those with disabilities, chronic and terminal illnesses. Our community benefits services generate little or no margin and would likely be discontinued if South Shore Hospital wasn't a charity and we made decisions on a purely financial basis.

II. Community Benefits Mission Statement

South Shore Hospital established the following mission statement to guide its FY2009 Community Benefits Plan.

South Shore Hospital's community benefits program will advance the hospital's charitable mission of promoting good health, healing, caring and comforting by focusing on initiatives that support the principles of Massachusetts health care reform, improve the management of chronic diseases, reduce disparities in the provision of care, promote wellness in vulnerable populations, and sustain access to vital health services.

III. Community Benefits Program Organization and Management

South Shore Hospital demonstrates support for its community benefits mission statement at the highest levels of the organization. Our Board of Directors reviews and approves our community benefits plan and monitors its successful implementation. An executive within the organization serves as the hospital's Community Benefits Officer.

South Shore Hospital's medical and clinical staff members remain an integral part of our programs to benefit the community, offering their services as teachers and presenters in their fields of expertise. Community leaders who possess areas of specific expertise also participate in our community benefits programs.

We continued to work in partnership with patients, families and community residents to improve the health status of the people living in our community. Colleagues from throughout our organization met regularly with community leaders, including town and state officials, health and community service providers, regional EMS providers, police and fire officials, school administrators, business leaders, media representatives and others who have knowledge of the community's health needs.

IV. Community Health Needs Assessment

South Shore Hospital continued its practice of assessing community health needs in a variety of ways, including:

- ❑ Analyzing and responding to health trends in our patients.
- ❑ Meeting with community leaders, including town and state officials, health and community service providers, EMS providers, police and fire officials, school administrators, and others who have knowledge of the community's health needs.
- ❑ Reviewing community health data from the Department of Public Health's Massachusetts Community Health Information Profile (MassCHIP).
- ❑ Assessing future community need for health services by analyzing statistical models provided by such organizations as Thomson Reuters, a national health care information company.

In FY2009, South Shore Hospital also took preparatory steps to partner with community organizations to conduct additional community health needs assessments. The primary purpose of these assessments will be to collect data to determine unmet health care needs in our region through a process that is as open and inclusive as possible. We intend to collaborate with three Massachusetts Department of Public Health Community Health Network Alliances (CHNAs) to conduct assessments: the Blue Hills Community Health Alliance (CHNA 20), the Greater Brockton Community Health Network (CHNA 22) and the South Shore Community Partners in Prevention (CHNA 23).

V. FY2009 Community Benefits Program Priorities

South Shore Hospital's FY2009 Community Benefits program addressed the following priorities:

- **Support principles of Massachusetts health care reform.** South Shore Hospital's community benefits plan supported Chapter 58, the Massachusetts Health Care Reform Law. We continued to do our part to address the needs of individuals who remain uninsured, such as those who are not eligible for existing subsidized programs but still cannot afford available insurance products.

In FY2009 we:

- Continued to provide financial assistance to defray health care expenses for uninsured persons of limited means.
 - Continued our practice of helping patients qualify for health insurance.
 - Communicated our charity care and financial assistance policies in multiple locations on our campus and on our website.
 - Published information about our billing and collection practices on our website, as an added measure of fairness and transparency.
 - Published information about the availability of financial assistance and insurance programs in our free community magazine that is mailed to 100,000 households.
- **Improve the management of chronic diseases.** South Shore Hospital remains committed to offering programs that improve the management of chronic diseases in vulnerable populations to enhance health care quality and reduce costs.

In FY2009, our community benefits program focused on addressing two chronic health conditions prevalent in our community: diabetes and cardiovascular disease.

- **Diabetes.** Our Diabetes Center continued to provide specialized programs for health assessment, education, and motivation for those newly diagnosed with diabetes, and those who have been managing their condition for years. The program assists those who may have concerns about diabetes or want assistance making healthy lifestyle changes. Our center creates a personalized program to provide needed support and encouragement. The program's certified diabetes educators, registered nurses, and dietitians offer instruction and support to encourage lifestyle changes to prevent long-term complications and to stay as healthy as possible.

Our Diabetes Center offers step-by-step skills to manage Type 1, Type 2, or gestational diabetes. Both individual and group instruction is available on topics such as:

- Understanding diabetes
- Blood-glucose monitoring
- Insulin and oral medications
- Meal planning, snacks, and sweets
- Fitness and daily activity
- Sick-day management
- Foot, vision, skin, and dental care
- How to get the most from doctor visits
- Traveling tips
- Social support, lifestyle adjustments

Program participants benefit from the experience of registered nurses, each of whom is certified in diabetes education, and registered dietitians, who provide nutritional assessments and recommendations specific to each individual's lifestyle.

In FY2009, our community benefits program addressed diabetes by:

- Hosting a free community health education program, to familiarize participants with diabetes prevention and management techniques. Nearly 200 people attended our free half-day educational program in Braintree.
- Enhancing the availability of information about diabetes prevention and management on our website, in our community magazine, and at community events.
- Offering a weight management program, incorporating both land- and pool-based exercises, for people with type II diabetes or who are overweight.
- **Cardiovascular disease.** South Shore Hospital's Cardiovascular Center is dedicated to the prevention – as well as the treatment – of heart disease, stroke, and peripheral vascular conditions. Our Cardiovascular Center continued to provide free health education, workshops, and screenings to help reduce the incidence and severity of cardiovascular disease.

In FY2009, our community benefits program addressed cardiovascular disease by:

- Hosting free community health education program, to familiarize participants with cardiovascular disease prevention and management techniques. More than 500 people attended four different educational programs throughout the year.

- ❑ Providing monthly access to free screenings for cardiovascular disease including risk-factor assessments, blood pressure checks, and cholesterol screenings.
 - ❑ Offering a cardiac rehabilitation maintenance exercise program for individuals with stable heart disease (e.g., following bypass surgery, angioplasty, previous MI, stable angina) who have completed a course of cardiac rehabilitation. Participants also had the opportunity to exercise in a supervised outpatient group setting.
 - ❑ Offering a pulmonary rehabilitation maintenance program for individuals with stable pulmonary disease who have completed a course in pulmonary rehabilitation. Participants also had the opportunity to exercise in a supervised outpatient group setting.
 - ❑ Offering “You Can Quit,” South Shore Hospital’s personalized tobacco-cessation program to provide education, support and motivation for tobacco users thinking about quitting. Our program is facilitated by a registered nurse who is certified in smoking cessation. Both individual and group sessions were offered. Since its inception, our program has had a 95 percent success rate.
- **Reduce disparities in the provision of care.** South Shore Hospital recognizes its obligation to provide culturally competent care through continuous assessment of its environmental culture and by creating systems/processes with a focus on diversity.

Our organization is committed to raising awareness of the value of diversity, educating patients and colleagues about cultural differences, enhancing communication, skill-building and resource availability, as well as facilitating cultural encounters.

South Shore Hospital’s Cultural Diversity Committee, a multidisciplinary group of clinical and non-clinical colleagues formed in September 2007, is responsible for assuring that communication about issues related to diversity and culture are consistent and clear. In FY2009, we further reduced the potential for disparities in the provision of care by:

- ❑ Introducing “Culture Vision,” an online, software-based reference guide that will provide hospital colleagues with immediate access to specific information about racial, ethnic, and cultural preferences.
- ❑ Enhancing the availability of health information in different languages and in different formats, consistent with the diversity of our community. Most frequently spoken non-English languages in our community are Portuguese, Spanish, Vietnamese, and Mandarin.

- Publishing news about the availability of information in different languages and in different formats on our website.
- **Promote wellness in vulnerable populations.** South Shore Hospital supports programs that promote the health and wellness of certain populations with unmet needs in our community.

In FY2009, our community benefits program focused on addressing two particularly vulnerable populations in our community: our youth and our elderly.

- **Youth.** South Shore Hospital has identified that youth in our community are increasingly at risk. In a 2007 study, the Massachusetts Departments of Elementary and Secondary Education (DESE) and Public Health (DPH) reported increases in behaviors and conditions that may compromise the health, safety, and well-being of young people across the Commonwealth. These behaviors include tobacco, alcohol, and other drug use; behaviors leading to injuries, such as drinking and driving, fighting, and suicide attempts; dietary behaviors and physical inactivity; and sexual behaviors that may lead to sexually transmitted disease or pregnancy. The report also discussed the prevalence of health-related conditions such as overweight, chronic disease, oral health problems, and mental health concerns among our youth.

South Shore Hospital's Youth Health Connection (YHC) is dedicated to the positive mental health and physical well-being of youth in our communities. YHC collaborates with schools, community health providers, public safety officers, state agencies, clergy, parents, and peer leaders to achieve positive outcomes. In FY2009, our Youth Health Connection:

- Orchestrated a Peer Leader Training program, where YHC trained 50 adolescents in how to help reduce the incidence of destructive behaviors and/or suicide among their peers.
- Created mechanisms to formally engage clergy and law enforcement officials in YHC program development and implementation.
- Hosted two free parenting education programs.
- Introduced regional "parent coffees" to share resources and information about youth health and well-being.
- Offered four continuing education programs for school personnel.
- Launched a website with information about how to advance positive mental health and physical well-being of youth in our communities.

Other FY2009 community benefits initiatives for children included:

- ❑ Sustaining the South Shore Reading Partnership, which is dedicated to minimizing the risk of reading difficulties in young children by encouraging parents-to-be to nurture their newborns and toddlers through reading.
 - ❑ Offering “Children’s Conditioning” – a land- and pool-based program for children between the ages of 7 and 12. Our program focuses on improving body composition and cardiovascular health.
 - ❑ Offering “Teen Conditioning” – a land-and pool-based program for adolescents between the ages of 12 and 16 to help improve flexibility, strength, cardiovascular health and physical coordination, as well as assistance with weight management.
 - ❑ Hosting “Car Seat Checkpoint” – a free community event where our certified Child Passenger Safety Technicians (CPSTs) explain proper sizing of car seats and restraints; discuss product recalls, defects and expirations, and demonstrate proper car-seat installation. Studies show that 98 percent of child passenger car seats are not installed correctly.
 - ❑ Providing injury prevention information in schools and in the community, with a focus on passenger, bicycle, food, and water safety.
 - ❑ Offering ENCARE (Emergency Nurses Cancel Alcohol Related Emergencies) – a presentation to discuss the medical and social consequences of alcohol-related vehicle accidents.
 - ❑ Conducting IMPACT (Immediate Post Concussion Assessment and Cognitive Testing Program) clinics – a computerized exam used by many professional, collegiate, and high school sports programs across the country to diagnose and manage concussions. South Shore Hospital’s program focuses on junior high and high school athletes. The exam is used to help determine the severity of a suspected head injury, and is then used to indicate when the injury has fully healed.
- **Seniors.** South Shore Hospital recognizes those age 60+ are vulnerable to injury, illness and preventable complications caused by chronic diseases. According to the Massachusetts Department of Public Health Community Information Profile, older adults in our region exhibit many behavioral risk factors including alcohol consumption (1 in 10 self-identify as “chronic” or “binge” drinkers), smoking (55 percent are former or current smokers), and physical inactivity (53 percent are not engaged in any regular physical activity). There also is prevalence among older adults in our region to be overweight, have oral health problems, and mental health conditions.

Our FY2009 community benefits initiatives for seniors included:

- ❑ Providing injury prevention information in the community, with a focus on strategies to avoid traumatic injuries from falls – a leading cause of death among those ages 65 and older.
- ❑ Hosting clinics to provide older adults with access to free and/or low-cost flu vaccinations.
- ❑ Offering an osteoporosis exercise program for individuals with osteoporosis or osteopenia to help maintain bone density and improve posture.
- ❑ Offering a senior conditioning program for any individual with a chronic medical condition to help improve cardiovascular condition and muscular strength.
- ❑ Offering a Parkinson's exercise program for any individual with Parkinson's disease, incorporating land- and pool-based exercise to improve strength, flexibility and function.
- ❑ Offering a therapeutic pool program to any individual with arthritis to increase motion and strength.
- ❑ Encouraging membership in Healthy Values Friends, a senior membership program that provides access to a wide variety of programs to help enhance overall health and well-being. Members enjoy being in the company of others who share their commitment to good health. Healthy Values Friends members save on health, travel and entertainment programs to keep active, involved, and informed. Special events include seminars, screenings, exercise programs, dinners and more.
- ❑ Offering affordable meals to older adults who dine at our hospital. Anyone age 62 and older will remain entitled to a ten percent discount on meals purchased Monday-Fridays between 3:30-5 p.m.

VI. Other Services to Benefit Our Community

South Shore Hospital also benefited the community by: **(1)** providing and subsidizing vital health services to meet diverse community needs, **(2)** offering free and low-cost community health services, **(3)** providing educational opportunities for the health professionals of today and tomorrow, **(4)** participating in clinical and community health research, and **(5)** partnering with other organizations to advance the well-being of our region.

- **Providing and subsidizing vital health services.** In FY2009, we sustained the following vital health services:
 - **Emergency care.** South Shore Hospital's emergency center is the third busiest in Eastern Massachusetts with nearly 80,000 patient visits each year. The Committee on Trauma of the American College of Surgeons has verified that our program meets the standards and qualifications of a Level II Trauma Center. We have earned certification from the American Stroke Association in recognition for our expertise in caring for individuals experiencing strokes. Our pediatric emergency service is staffed from noon to midnight each day by pediatric emergency physicians who are affiliated with Children's Hospital, Boston. It is the only service of its kind in the region.
 - **Maternal and Newborn Care.** The Massachusetts Department of Public Health has formally recognized South Shore Hospital as a Level III Maternal and Newborn program, making ours the first and only community hospital in the state to have earned this designation. Level III licensure recognizes the advanced scope and complexity of care that South Shore Hospital provides for mothers and infants. It is the same designation held by well-known maternity programs in Boston. Our maternity center is the largest in Southeastern Massachusetts and features the first and only community-based neonatal intensive care unit (NICU) to care for ill or premature infants. Our NICU is staffed 24 hours a day by board-certified neonatologists from Children's Hospital, Boston. Our maternity staff includes more than 25 OB/GYNs and 14 certified nurse midwives. A board-certified OB/GYN is on-site, 24-hours a day, so that women have continuous access to obstetrical care at all times. Our reproductive endocrinology program, offered in association with physicians from Brigham and Women's Hospital, assists women with fertility complications. Our maternal-fetal medicine program supports women experiencing high-risk pregnancies.
 - **Pediatric Care.** Our pediatric emergency, inpatient and outpatient services are offered in collaboration with physicians from Children's Hospital, Boston.

- **Surgical Care.** South Shore Hospital's surgical team is the region's largest, with 100 board-certified surgeons, 23 board-certified anesthesiologists, 21 certified registered nurse anesthetists, and more than 245 nurses, technicians, and other perioperative staff members who perform about 14,000 surgeries each year. The Dr. James A. and Mary Lynd Dolphin Surgical Center at 55 Fogg Road features 14 operating suites, outfitted with advanced equipment and technology. Outpatient (day) surgery is also performed at our Outpatient Surgery Center at 780 Main Street. Our surgical program features a Brigham and Women's Hospital/Harvard Medical School surgical residency program. Our outpatient rehabilitation center assists surgical patients in regaining maximum flexibility and mobility following their operations and our South Shore Visiting Nurses are expert in facilitating surgical recovery at home. We have announced plans to open a Center for Bone and Muscle Health in 2010 that will provide a level of musculoskeletal care currently unavailable in our region.
- **Cardiovascular Care.** Cardiovascular complications are a primary reason why patients seek care at South Shore Hospital. Our Cardiovascular Center – the only one of its kind in the region – is offered in clinical affiliation with Brigham and Women's Hospital. South Shore Hospital was the first in our region to provide 24-hour access to primary angioplasty, a life-saving heart attack treatment – and is one of only two hospitals in the region to offer elective angioplasty to help prevent heart attacks, as part of the Massachusetts Department of Public Health MASS COMM trial. Our four-phase cardiac rehabilitation program supports those who have experienced a cardiac event or those with heart disease. Our program includes recovery planning, education, lifestyle modifications, and gradual integration of exercise maintenance. South Shore Hospital was the first in Massachusetts to have earned full, three-year accreditation by the Society of Chest Pain Centers.
- **Cancer Care.** South Shore Hospital's cancer care program is accredited by the American College of Surgeons' Commission on Cancer. Only 25 percent of US hospitals earn Commission on Cancer approval. South Shore Hospital and Dana-Farber/Partners Cancer Care offer eligible patients access to select clinical trials. Our hospital is the only D-F/PCC clinical trials affiliate in the region. Our cancer care program features a 30-bed inpatient oncology unit, whose nursing team is expert in the care of patients who have active cancer-related issues. Our Breast Care Center is offered in affiliation with physicians from Brigham and Women's Hospital/Dana-Farber Cancer Institute. It is the only center in the region to provide advanced care to those who have already been diagnosed with a breast condition. We opened an outpatient Cancer Center in affiliation with Dana-Farber Cancer Institute and Brigham and Women's Hospital in late 2009 to usher in a new level of cancer care for the people of the region.

- **Medical care.** South Shore Hospital has four inpatient nursing units to care for adults with acute and chronic medical conditions, including individuals with conditions related to endocrine, gastroenterological, gynecologic, hematological, infectious-disease, kidney, neurological, oncologic, orthopedic, pulmonary, rheumatologic, urologic and other conditions.
- **Outpatient services.** We offer multiple outpatient services to meet community needs. Our ambulatory care services include assisted reproduction (fertility) services, chemotherapy, injections, infusions, transfusions, and vaccines. Our outpatient rehabilitation center helps those with cancer, stroke, spinal cord and orthopedic injuries, neurological disorders such as Parkinson's disease and multiple sclerosis, arthritis, osteoporosis, fibromyalgia, breast cancer, diabetes, chronic pain, and incontinence. Our outpatient rehabilitation center features two aquatic therapy pools. Our hospital also offers a number of outpatient programs, including mobile lithotripsy, cardiac rehabilitation, pain management clinic, diabetes clinic, asthma center, travel health clinic, and a sleep study program. We operate outpatient radiology centers in Weymouth, Hanover and Cohasset and a Center for Wound Care and Hyperbaric Medicine at Weymouth Woods in Weymouth.
- **Home health services.** Our home care division comprises South Shore Visiting Nurse Association, Hospice of the South Shore and Home & Health Resources. South Shore VNA cares for patients with cancer, Alzheimer's disease and other dementia, mental health disorders, difficult pregnancies, complications due to advanced age or childhood illnesses, and wound care including surgical wounds, colostomies, and ulcers. Our home-health rehabilitation team helps patients with strokes, and orthopedic and neurological injuries recover in their homes. Our Medicare-certified Hospice of the South Shore cares for terminally ill patients and their families. Home & Health Resources, our private-duty nursing program, offers personal-care aides, private duty registered nurses and licensed practical nurses, professional and support services for new mothers, community and workplace education and information and referral services.
- **Offering community health services.** In FY2009, we continued to offer free and low-cost community health services, including childbirth classes; community pool exercises; cardio-pulmonary resuscitation and first aid instruction; baby-sitting courses; smoking cessation counseling; infant safety courses; stress reduction, weight loss, and nutrition education. We also offered screenings for skin health, prostate health, foot/ankle pain, back/neck pain, carpal tunnel syndrome, high blood pressure and appropriate cholesterol levels. We facilitated support groups for those with heart disease, stroke, pulmonary disease, cancer, diabetes, breastfeeding concerns, chronic pain and for those who have experienced miscarriage, newborn loss or the death of a loved one. Our Courtesy Coach continued to provide transportation for patients living in Weymouth and adjacent communities who do not have any other means of getting to our hospital.

- **Providing educational opportunities for health professionals.** Our initiatives in FY2009 included:
 - Offering training for medical professionals, including our physician assistant program with Northeastern University and Massachusetts College of Pharmacy and Health Sciences; our emergency department residency program with Beth Israel Deaconess Medical Center (Harvard Teaching Hospital Program); our pediatric emergency medicine program with Children's Hospital Boston and our Brigham and Women's Hospital/Harvard Medical School-affiliated surgical residency program at South Shore Hospital.
 - Partnering with Simmons College to provide an economical on-site RN to BSN program that allows nurses to pursue their bachelors' degree at our hospital.
 - Providing a simulation center to allow clinicians from all disciplines to enhance their expertise in delivering patient care by learning and practicing on life-like, interactive mannequins in a guided environment.
 - Sponsoring continuing education programs for nurses who work at our hospital and elsewhere. Our nursing education program is accredited by the American Nurses Credentialing Center (ANCC).
 - Offering continuing medical education for physicians and allied health practitioners, through a program accredited by the Massachusetts Medical Society.
 - Hosting educational sessions for area high school guidance counselors and teachers to help them inspire health care professionals of the future.
 - Creating on-site learning opportunities for students interested in pursuing careers in nursing, respiratory care, rehabilitation services, laboratory services, and other clinical specialties.
- **Participating in clinical and community health research.** In recognition of our commitment to the highest standards in clinical research, we earned accreditation by the Association for the Accreditation of Human Research Protection Programs (AAHRPP) in FY2009. We are one of only 200 organizations in the nation to have earned AAHRPP accreditation.

Other research initiatives in FY2009 included:

- Offering eligible patients access to select Dana-Farber/Partners Cancer Care clinical trials.
 - Providing elective angioplasty to help prevent heart attacks, as part of the Massachusetts Department of Public Health MASS COMM trial. The MASS COMM Trial is a randomized, prospective study that compares clinical results of elective or routine coronary angioplasty between Massachusetts hospitals equipped with cardiac surgery on-site and community hospitals without cardiac surgery on-site.
 - Helping patients break the cycle of substance abuse through an initiative called Screening, Brief Intervention and Referral Technique (SBIRT). The initiative studies the extent to which brief, intensive counseling of emergency department patients can help reduce traumatic injuries and emergency department visits related to substance abuse.
- **Partnering with other organizations.** South Shore Hospital continued to work in partnership with community leaders and groups to improve the health status of the people in our region. Our initiatives in FY2009 included:
 - Launching an initiative in our hometown of Weymouth to link individuals, neighborhoods, workplaces, and community groups who wish to make the town a healthier place to live and work. Our hospital is a charter member of the recently established “Healthy Wey” program. The program involves hosting forums to bring together those who sponsor/provide health and wellness programs. It also plans to promote Weymouth’s health and wellness resources through printed and electronic communications.
 - Sustaining our involvement with the South Shore Partners in Emergency Planning, which brings together state and local officials from 12 towns in our region to discuss and simulate how we would work together during a pandemic or other catastrophic event.
 - Working with the Massachusetts Department of Public Health’s Community Health Network Alliance (CHNA) 20 – the Blue Hills Community Health Alliance – to guide the investment of Determination of Need (DoN) Community Health Initiative contributions to advance the region’s health and well-being. Blue Hills Community Health Alliance represents the communities of Braintree, Canton, Cohasset, Hingham, Hull, Milton, Norwell, Norwood, Quincy, Randolph, Scituate, Sharon, and Weymouth.

In 2009 Blue Hills Community Health Alliance awarded 18 mini-grants totaling \$20,032 to local community organizations. The grants were made possible due to generous support from Caritas Norwood, Harvard Vanguard, South Shore Hospital and Weymouth MRI.

Over the last eight years, the Blue Hills Community Health Alliance mini-grant program has enabled local organizations to take on small but significant projects to improve health and wellness in the area. Grantees in 2009 included:

- **Canton Public Schools:** Adventure Programming: Adventure Fitness & Fun for Everyone! (\$1,800)
- **South Shore Caregiving Collaborative & South Shore Elder Services, Inc. (Braintree):** Brain Attack: A Stroke Survival Guide (\$506)
- **Hull Family Network/Hull Public Schools:** Building Parents' Knowledge of Child Development (\$900)
- **Central Middle School (Quincy):** Improbable Players Performance (\$750)
- **Interfaith Action, Inc. (Sharon):** Food Insecurity: Empowering Teens to Educate and Act (\$1,250)
- **Wollaston Congregational Church (Quincy):** Healthy Kids Vacation Camp (\$500)
- **Friends of Hope, South Shore Hospital (Weymouth):** Helping Children Cope with a Loved One's Cancer - Survivorship is a Family Matter (\$1,250)
- **Good Shepherd's Maria Droste Services (Quincy):** Hope for the Future - Relapse Prevention Treatment (\$906)
- **Milton Early Childhood Alliance:** Milton Children's Learning Fair (\$1,250)
- **Norwell Public Schools - Office of Student Services:** Monthly Social Health Curriculum Themes (\$1,200)
- **Weymouth Youth Coalition Substance Abuse Prevention Team:** Partner in Prevention - Protecting Weymouth Youth from Prescription Drug and Heroin Addiction (\$900)
- **Manet Community Health Center, Inc. (Quincy):** Positive Parenting--Healthy Homes (\$1,020)
- **Quincy College: Alcohol and Substance Abuse Awareness Prevention Programs (\$1,000)**
- **Quincy Asian Resources:** Quincy Immigrant Youth Outreach Project (\$800)
- **Quincy Public Schools:** Shaping a Healthier-Quincy...Together (\$1,000)
- **Quincy Public Schools:** Students Against Destructive Decisions @ North Quincy High School (\$1,000)
- **Quincy Beaches and Coastal Commission:** Swim Buoys for Quincy Beaches (\$2,500)
- **Healthcare Options, Inc. (Norwood):** The Elder Dental Program (\$1,500)

VII. Community Benefits Reporting

Information about how South Shore Hospital benefits the community is shared with those who work in our organization (e.g. employees, medical staff members, volunteers) in a variety of ways, including:

- Regular meetings of among various groups, including the hospital's Board of Directors, leadership team, medical staff, employees, and volunteers
- Newsletters published for hospital employees, volunteers, and medical staff members
- An intranet website for employees and medical staff members
- An internet website (www.southshorehospital.org)
- A free community magazine that is mailed to more than 100,000 households, including to the homes of employees, volunteers, and medical staff members
- The publication and distribution of numerous patient/family education brochures
- Advertisements and publicity, promoting the availability of free and low-cost educational and support services
- Displays and posters exhibited throughout the organization

Likewise, South Shore Hospital strives to benefit the community's health and well-being by offering and encouraging active involvement in programs that promote disease management, healthy living and maintenance of a wellness state. We generated community interest and participation in our programs in a number of ways, including:

- Maintaining a free public website (www.southshorehospital.org) that includes comprehensive information about the hospital's programs to benefit the community, as well as general health information
- Publishing free community magazine that is mailed to more than 100,000 households
- Publishing and distributing numerous patient/family education brochures
- Publishing advertisements and generating publicity to promote the availability of free and low-cost educational and support services
- Exhibiting program displays/posters at the hospital
- Providing information about programs to patients while they are in our care

- Exhibiting program displays/brochures at affiliated medical staff practice locations
- Exhibiting program information at community health fairs and other events
- Mailing brochures, fliers and postcards to community residents
- Sharing information at hospital-sponsored support groups
- Publishing our annual Community Benefits Report that is distributed to 100,000 households in our region

South Shore Hospital values community involvement in the development and evaluation of its programs. To obtain feedback, we used surveys, tracked attendance, solicited the opinions of program attendees, provided feedback to the leaders of our programs, evaluated requests for repeat programs, and incorporated suggestions for future topics.

VII. 2009 Financial Statements

Fiscal Year 2009 Financial Performance

Operating Revenue	\$402,295,084
Operating Expenses	\$390,734,344
Income from Operations	\$11,560,740
Non-Operating Revenue	(\$16,782,701)
(Deficiency) Excess of Revenues over Expenses	(\$5,221,961)

Fiscal Year 2009 Community Benefits Financial Statement

Charity care (net expense)	\$3,382,939
Bad debt (at cost)	\$2,691,566
Unreimbursed cost of Medicare services	\$9,126,181
Unreimbursed cost of Medicaid services (Mass Health)	\$5,659,426
Unreimbursed cost of Health Safety Net Services	\$580,582
Payment to the operational assessment of the Division of Health Care Finance and Policy	\$229,518
Massachusetts Department of Public Health Determination of Need (DoN) Community Health Initiative contributions	\$13,800
Community benefits programs (net expense)	\$1,764,546
Estimated total value of quantifiable benefits provided to the community	\$23,448,558

VIII. Community Benefits Program Monitoring and Evaluation

South Shore Hospital exists to benefit the people of our region by promoting good health, and by healing, caring and comforting. Our Board of Directors recognizes our hospital's charitable mission to benefit the community and governs our organization in a manner that assures that our hospital continues to put the community's well-being before that of any individual, organization, or institution.

Management proposed – and our Board of Directors approved – 33 performance goals for Fiscal Years 2009 and 2010. Among these goals is the commitment to “develop and implement annual Community Benefits plans that meet new state and federal guidelines.”

Our Board of Directors received quarterly reports detailing progress with our FY2009 Community Benefits plan's implementation. In addition, the Board received a formal annual report of the year's Community Benefits programs.

IX. Summary

South Shore Hospital aspires to be The Choice – trusted as the first place to turn for quality health care services. We recognize that to achieve this vision, our organization must become a fully integrated health care provider that works in close partnership with physicians, clinical affiliates, insurers, and community-based organizations.

We recognize that our tax-exempt status is a privilege – and we are committed to assuring that our actions remain rooted in community need and produce community benefit. We look forward to continuing our proud tradition of benefiting the community in ways that advance the well-being of our patients, their families and others who live and work in our region.

Community input is important to us. Please call our community benefits office at (781) 624-4050 with your comments.

You also may visit http://www.southshorehospital.org/about_ssh/about_comm_benefits.htm to read or download a copy of our 2010 Community Benefits Plan.