



*South Shore Hospital
FY2016 Community Benefits Plan and
Community Health Needs Assessment Implementation Strategy*

I. Introduction

South Shore Hospital's FY2016 Community Benefits Plan establishes a framework for our charity to fulfill our organizational mission through programs and activities which address the health and wellness needs of the people in our region in ways that complement our core clinical services.

The FY2016 Community Benefits Plan utilizes four core objectives to guide our programs and focus our activities. These priorities are:

- 1) Improving the prevention and management of chronic diseases,
- 2) Promoting wellness in vulnerable populations,
- 3) Reducing disparities in the provision of care, and
- 4) Supporting the principles of Massachusetts and federal health care reforms.

Included among our priorities for the year are initiatives that the Federal Government considers to be community benefits, such as our role in stimulating economic development, advancing environmental improvements, educating health professionals, conducting research and contributing to workforce development.

While much of the FY2016 Plan is based largely on the continued support for effective programs from previous years, several important new initiatives merit highlighting for the coming year:

- ❑ Deepening the organization-wide awareness of Community Benefits resources and strengthening the direct connection between community outreach and our broader wellness mission
- ❑ Creation of the South Shore Health Compass website – an interactive, web-based health data tracking tool – as a resource for developing and targeting community outreach programs
- ❑ Collaboration with the Massachusetts Department of Public Health Advisory Committee and with our regional Community Health Network Area (CHNA) Steering Committees to reform and strengthen the impact of the CHNA system.
- ❑ Conduct a new, full Community Health Needs Assessment that identifies the health challenges across our region and serves as a core strategic planning tool for the Board and administrative staff to prioritize development of services and outreach programs.

II. Community Benefits Mission Statement

South Shore Hospital affirms the following mission statement to guide its FY2016 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 improve the management of chronic diseases, reduce disparities in the provision of care, promote wellness in vulnerable populations, and support the principles of Massachusetts health care reform.

III. Community Benefits Program Organization and Management

South Shore Hospital is governed by a volunteer Board of Directors committed to balancing community health needs with available resources to meet those needs. Our Board approves a strategic-planning process that involves conducting community health assessments, reaffirming the Hospital's mission and vision, establishing strategic priorities, and routinely monitoring our charity'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 our organization's response to identified community health needs. An executive within the organization serves as the Hospital's Community Benefits Officer.

South Shore Hospital's medical and clinical staff members are integral to the provision of our programs to benefit the community, offering their services as teachers and presenters in their fields of expertise. Community leaders with specific experience, expertise and resources also participate in our community benefits programs.

We intend to continue to work in partnership with community leaders and groups to improve the health status of the people living in our community. Colleagues throughout our organization will continue to meet 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.

In 2015, the Community Health Steering Committee was created by bringing together various clinical and administrative leaders across our organization who engage in community outreach programs. The objective of this group was to increase awareness of the opportunities that we offer to connect with the community and to build an infrastructure to better coordinate planning and collaboration among Community Benefit programs. The impact of this group will be enhanced in 2016 by expanding participation from additional Board members and members of the external community during the Community Health Needs Assessment.

IV. Defining Community Served

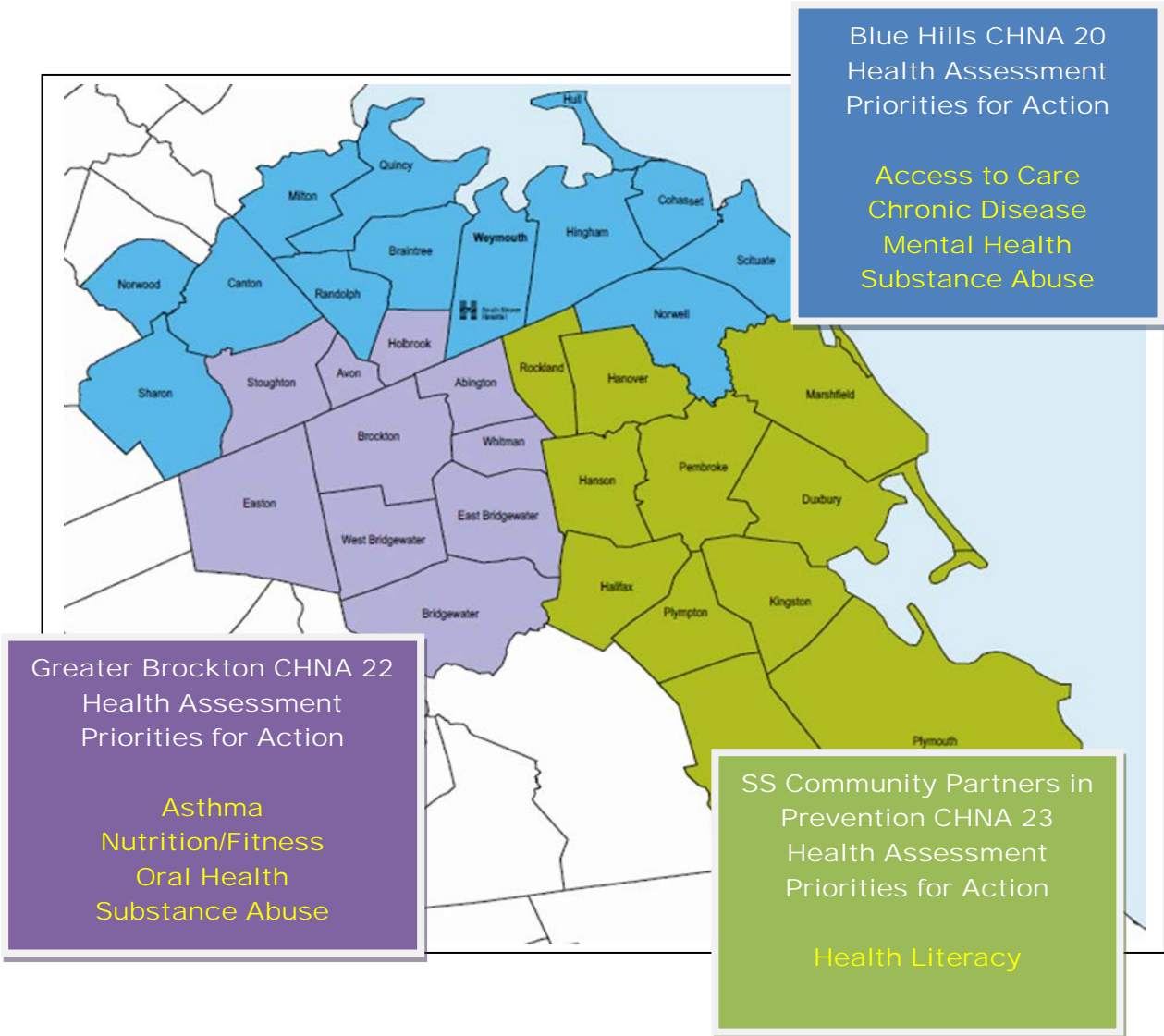
South Shore Hospital is the leading regional provider of acute, outpatient, home health, and hospice care to the approximately 700,000 residents in its primary and secondary service areas of southeastern Massachusetts. The Hospital is located at 55 Fogg Road in Weymouth, MA and operates several outpatient facilities in Weymouth and in other neighboring towns

within its service area. The Hospital generally considers its service area to cover 26 communities spanning from Quincy to the north, Plymouth to the south, the Route 24 corridor to the west, and the Atlantic Ocean to the east. The chart below illustrates the region served by South Shore Hospital.

V. Assessing Community Health

South Shore Hospital conducts regular assessments of community health needs. The most recent full community health needs assessment in 2013 was a cumulative project formed by two major components:

- 1) A document compiled by The Healthy Communities Institute (HCI) of Berkeley, California, a third-party private firm that provides data research and decision support analysis intended to improve the health and sustainability of communities, and
- 2) An ongoing compilation of data gathered throughout the year from various community and national sources along with recurring discussions among Hospital program leaders directing initiatives that support priority areas for action within the Community Benefits Program.



A copy of the assessment is available to any interested individuals by visiting, www.southshorehospital.org/community-health-assessments or by calling Alan Macdonald at (781) 624-8564.

South Shore Hospital's 2013 community health assessment analyzed data across our region with a particular focus on the factors identified by Healthy People 2020, an initiative of the Department of Health and Human Services, which highlights five key social and physical determinants of health: Economic Stability, Education, Neighborhood and the Built Environment, Health and Health Care, and the Social and Community Context. HCI constructed the assessment based on their expertise in these health determinants using data compiled from the community health needs assessments performed by the three regional Community Health Network Areas (CHNAs) with which South Shore Hospital actively participates – the Blue Hills Community Health Alliance (CHNA 20), the Greater Brockton Community Health Network Area (CHNA 22) and South Shore Community Partners in Prevention (CHNA 23). As South Shore Hospital is a core funder of the regional CHNA network – including \$335,000 in FY2013 – and we regularly seek to collaborate with these organizations in order to maximize the benefit of programs, the issues highlighted in the CHNA assessments served as a key informant in our Community Benefit program development. The priority areas for action identified by each of these CHNAs are illustrated in the chart on the previous page.

Additional information from ongoing collection and review of data by program leaders across SSH comes from sources including:

- ❑ Tracking and understanding health trends in our patient population.
- ❑ 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), as well as from these resources:
 - Massachusetts Hospital Association, a voluntary, not-for-profit organization comprising hospitals and health systems, related organizations, and other members, with a common interest in promoting the health of the people of the Commonwealth.
 - Massachusetts Health Data Consortium, an independent organization that provides information to support health policy development, technology planning and implementation, and improved decision making in the allocation and financing of health care.
 - Federal Centers For Disease Control, a resource for health information concerning data and statistics, diseases and conditions, emergencies and disasters, environmental health, healthy living, injury, violence and safety, life stages and populations, travelers' health and workplace safety and health.

- Kaiser Family Foundation, a non-partisan source of facts, information, and analysis for policymakers, the media, the health care community, and the public.
- Truven Health Analytics, a national health care information company.

Identified Community Health Needs include:

Below is the list of health and social issues evaluated in the South Shore Hospital assessment process with an explanation of the prioritization of each issue summarized.

- ❑ **Mental Health** – Mental/Behavioral Health is identified as a priority area by several regional CHNAs and a critical daily challenge observed by many clinical providers at South Shore Hospital. In recent years, our behavioral health programs were included within the priority area of wellness in vulnerable populations with specific focus on youth suicide prevention and general mental health, as discussed further in the following section. This focus was driven by concerns about how to approach the scope of the problem as well as the limited resources available. Based on continued evidence and serious implications for the region’s overall wellbeing, increased efforts to address behavioral health must be a priority of South Shore’s Community Benefits program.
- ❑ **Violence/Safety** – No focused community benefit plan to address violence as it is beyond the scope of a health care provider.
- ❑ **Asthma** – A key issue prioritized highly under the focus area of managing chronic disease, as discussed in the following section.
- ❑ **Diabetes** – A key issue prioritized highly under the focus area of managing chronic disease, as discussed in the following section.
- ❑ **Hypertension** – A high priority issue discussed in more detail under the managing chronic disease, as discussed in the following section.
- ❑ **Obesity** – A high priority issue addressed by a variety of programs that fall principally under the managing chronic disease priority area outlined in the following section.
- ❑ **Lack of sleep** – Issue not addressed by plan. South Shore Hospital operates a sleep clinic, however, this is done as a clinical program and there is no capacity for additional programs offered as a community benefit.
- ❑ **Substance abuse** – This issue is prioritized under the wellness in vulnerable populations category as described in more detail in the following section. Again, the scope of the problem and the ability of the community benefits program to target tangible results has driven a focus on substance abuse in youth. In 2016, we will explore more opportunities to expand substance abuse prevention and management.
- ❑ **Smoking** – Smoking cessation program is discontinued due to lack of public participation. Two classes were offered in 2013 with no participants. Inpatient

screening and educational information on third party programs is provided. In 2016, clinical staff is collaborating with several regional partners through the Prevention and Wellness Trust Fund grant program to explore common community resources.

- ❑ **Oral Health** – No plan to address this need due to lack of expertise or supporting clinical programs at the Hospital. We will continue to support oral health initiatives through our engagement with the Greater Brockton CHNA.
- ❑ **Dementia** – Very limited plan to address this community need. Some programs planned under the wellness in vulnerable populations program that focus on seniors likely provide some benefit to people at risk of developing dementia, however, there is no capacity for programs specifically targeting this need.
- ❑ **Economic conditions** – South Shore Hospital’s participation in organizations such as the South Shore Chamber of Commerce, Massachusetts Taxpayers Foundation, the South Shore Workforce Investment Board, the Weymouth Rotary, and the Columbian Square Business Association all contribute to supporting and promoting economic vitality in the region.
- ❑ **Language barriers** – Provision of interpreter services is addressed under the fulfilling health reform priority area discussed in the following section.
- ❑ **Transportation** – Provision of courtesy shuttle is highlighted in the reducing disparities in care priority section described in the following section. The Hospital also successfully collaborated with the Town of Weymouth to advocate for a MBTA bus stop proximate to the Hospital. We continue to advocate for its continuation and expansion of service.
- ❑ **Barriers to physical activity** – A key priority issue addressed through the South Shore Moves! program highlighted in the following chronic disease management section.

VI. FY2016 Community Benefits Plan Priorities

In light of community health assessment findings – and based on South Shore Hospital’s ability to address these findings – the following community benefits priorities have been established since 2013 and will continue for FY2016:

- 1) Improving the prevention and management of chronic diseases,
- 2) Promoting wellness in vulnerable populations,
- 3) Reducing disparities in the provision of care, and
- 4) Supporting the principles of Massachusetts and federal health care reforms.

The background, objectives, programmatic concepts, and illustrative programs of each of these priorities are discussed below. Many planned community benefits programs address multiple priorities.

1) *Improve the Prevention and management of chronic diseases.*

South Shore Hospital's assessment, as well as volumes of industry research, point to chronic disease as a primary driver of many problems in healthcare today; in particular, patient quality of life and high costs of care. We remain committed to offering programs that will engage members of our community in efforts to improve the management of chronic diseases in vulnerable populations, which will enhance health care quality and reduce costs.

The Blue Hills Community Health Alliance (CHNA 20) has identified chronic condition prevention and management as a Health Priority for Action, based on the findings of a community health assessment conducted in partnership with South Shore Hospital. In FY2016, South Shore Hospital will support CHNA 20's initiatives to improve the prevention and management of chronic conditions through networking, education, advocacy and grant-making.

In addition to supporting the CHNA's actions, South Shore Hospital's community benefits program will focus on addressing five chronic health conditions prevalent in our community: cardiovascular disease, asthma, cancer, diabetes, and behavioral health.

Cardiovascular disease – While there is no “silver bullet” to ensure cardiovascular health, several of our clinicians, and a review of industry research, point to the extremely positive and broad reaching benefits of physical activity. Building a lifestyle that includes exercise has a tremendous impact on improving cardiovascular health, preventing and managing chronic disease, and enhancing overall physical and mental wellness.

The South Shore Moves! Wellness Challenge: In 2013, the South Shore Hospital Community Benefits Program created an experimental initiative to promote wellness and engage individuals in physical activity and preventive health through a team challenge and educational resource. South Shore Moves! is an 8-week workforce wellness challenge to engage people in taking an active role in their health and help them build wellness activities into their busy lives. South Shore Hospital will continue the wellness challenge as a regular component of the FY2016 Community Benefits Program to expand its impact across the region.

South Shore Hospital's Cardiovascular Center is dedicated to the prevention – as well as the treatment – of heart disease, stroke, and peripheral vascular conditions. In addition to the core clinical services, our Cardiovascular Center will continue to provide free health education, workshops, and screenings to help reduce the incidence and severity of cardiovascular disease. In FY2016, the Center's community benefits initiatives to address cardiovascular disease will include:

- ❑ Hosting free community health education programs to familiarize participants with cardiovascular disease and stroke prevention and management techniques.
- ❑ Hosting free support groups for those who have experienced a stroke and for those with cardiovascular disease.
- ❑ Partnering with the South Shore YMCA to offer 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 will have 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 will have the opportunity to exercise in a supervised outpatient group setting.

Asthma – Asthma is the third leading cause of preventable hospitalizations in the United States. More than 25.7 million Americans have asthma and more than seven million children under age 18 have asthma. Asthma accounts for more than two million emergency department visits nationally each year, 500,000 hospitalizations, and more than 4,000 deaths. The annual economic cost of asthma, including direct medical costs from hospital stays and indirect costs such as lost school and work days, amount to more than \$56 billion annually.

The Asthma Center at South Shore Hospital provides ongoing education and support to help individuals get control of their asthma and breathe easier. Our program is designed to help participants sleep more restfully, reduce doctor and hospital visits, achieve more normal lung function, and resume work, school, sporting, and leisure activities. The center offers clinical assessments (e.g., evaluation of asthma triggers, baseline pulmonary function test, provision and instruction in the use of a metered dose inhaler spacer and a peak flow meter). It also partners with program participants to develop an action plan to minimize exacerbations. Our program includes home evaluations to assess potential environmental symptom triggers, nutrition consultations to address diet and weight-management concerns, and exercise programs specifically for asthma control. A specific initiative will be the implementation of a collaborative pilot program between South Shore Hospital's inpatient care team and our Home Care Division, with partial support from the Harold Brooks Foundation, for a pediatric, in-home asthma management program. This effort will focus on making environmental improvements to reduce and eliminate the sources of asthma triggers in an asthmatic child's home.

Additionally, our program will support annual education and community outreach efforts including an annual continuing medical education (CME) conference for providers and continuing education units (CEUs) for other health care professionals including regional school RNs. We anticipate that this program will have a significant impact toward our goal of providing the highest quality of care and services to asthmatics within our community with a focus on prevention.

The Greater Brockton Community Health Network Area (CHNA 22) has identified asthma as a Health Priority for Action. In FY2016, South Shore Hospital will support CHNA 22's initiatives to prevent and manage the condition through networking, education, advocacy and grant-making.

Cancer – South Shore Hospital has a clinical affiliation with Dana-Farber Cancer Institute and Brigham and Women's Hospital to bring world-leading cancer care and treatment to the people of our region. In FY2016, our community benefits initiatives to address cancer will include:

- ❑ Hosting free health education programs for anyone in the community, to familiarize participants with cancer prevention, early detection and management techniques.
- ❑ Hosting free skin, and oral/neck/mouth screenings to support early cancer detection.

- ❑ Hosting free support groups for anyone in the community who is coping with breast cancer or prostate cancer.
- ❑ Staffing a cancer resource center for anyone in the community who would benefit from free access to its books, brochures, computers, DVDs, and CDs.

Diabetes – Our Diabetes Center provides 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. In FY2016, our community benefits initiatives to address diabetes will include:

- ❑ Hosting community health education programs, to familiarize participants with diabetes prevention and management techniques. A highlight for the coming year will be our *SSH Diabetes Expo: Living Well With Diabetes*. This free event will take place on Saturday November 8, 2014. There will be lectures, breakout sessions, screenings (blood glucose, blood pressure, and monofilament/foot sensation), vendor and informational booths. This event will be provide a high value method to increase awareness about diabetes and management options to our community.
- ❑ Offering self-management education programs for people with Type 1 or Type 2 diabetes. The four-week programs include an initial assessment by a diabetes nurse educator and a meeting with a registered dietitian to discuss medical nutrition therapy. Participants will learn how to control diabetes and how to prevent complications.
- ❑ A collaborative effort with our Maternal Fetal Medicine Program to offer a comprehensive, intensive program which includes counseling and management to help produce healthy infants in pregnancies complicated by Type 1, Type 2, and gestational diabetes. We follow our patients up to their delivery dates and then six to eight weeks postpartum. The objective of the program is to minimize complications such as macrosomia, pre-term labor and pre-eclampsia.

Behavioral Health – Increasingly, South Shore Hospital is managing the care for patients with chronic behavioral health challenges. Often, patients arrive through our Emergency Department with an acute medical problem and they are deemed unsafe for discharge even after the immediate medical issue is addressed. This is true particularly of patients with a combination of multiple chronic medical and behavioral issues.

In recent years, our Community Benefit programs have focused largely on long-term preventive measures through the Youth Health Connection. In 2016, we will look to expand initiatives that address the problems that we are seeing presently on a day-to-day basis. Areas of opportunity include:

- ❑ Utilizing the CHNA system to leverage community organizations as a more powerful collective voice for advocacy,
- ❑ Supporting initiatives in local Departments of Health or Police and Fire to reduce and mitigate substance abuse, and
- ❑ Coordinate with internal clinical experts to promote development of stronger clinical treatment and follow-up programs.

Chronic Disease Prevention and Management Program	
Target Population	Those at risk for – or who have – cardiovascular disease, asthma, cancer, diabetes, or behavioral health challenges.
Statewide Health Priority	Chronic disease management
Goal	Build knowledge of disease prevention and management techniques. Advocate for and build behavioral health management programs.
Sample Programs	South Shore Moves! Wellness Challenge “My Life, My Health” Home Care Program Community Education Programs Support Groups

2) *Promoting wellness in vulnerable populations.* South Shore Hospital supports programs that promote the health and wellness of certain populations with unmet needs in our community. Our FY2016 community benefits program will focus on addressing two particularly vulnerable populations in our community: our youth and our elderly.

Youth Health Connection – 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 FY2016, our Youth Health Connection will:

- ❑ Continue the successful promotion of the “Hidden In Plain Sight” demonstration, which provides an interactive mock display of a teenager’s bedroom to increase parental awareness of dangerous behaviors.
- ❑ Convene meetings of the YHC school nurse advisory panel, to guide the development of programs to benefit youth. Priority areas of focus in 2016 will include maintaining human connection in a technology tethered society, tips for families as teens transition from high school, and our annual program “Typical or Troubled,” which focuses on understanding the spectrum of adolescent moods.

- ❑ Convene meetings of school mental health providers to share resources and strategies. Collaborate with Samaritans to bring their “Healthier Boston” campaign to our region as “Healthier South Shore.”
- ❑ Host regional “parent coffees” (morning educational programs) to share resources and information about youth health and well-being. Topics will include: “Nutrition - the fuel to feed body and soul”, “Exercise - to enhance physical health and mental well-being”, and “Involved Parents - better students: strategies for parents of elementary students”.
- ❑ Publish weekly (September - June, and 3 summer editions) e-newsletter filled with resources, updates and links related to enhancing health concerns in youth, families, schools and community.
- ❑ Continue to formally engage clergy and law enforcement officials in YHC program development and implementation.
- ❑ Conduct youth peer-leader training programs to teach 60-75 adolescents how to help reduce the incidence of destructive behaviors and/or suicide among their peers.

Both the Blue Hills Community Health Alliance (CHNA 20) and Greater Brockton Community Health Network (CHNA 22) have identified substance abuse as a Health Priority for Action, based on the findings of community health assessments conducted in partnership with South Shore Hospital. In FY2016, South Shore Hospital will support both CHNA’s initiatives to reduce substance abuse through networking, education, advocacy and grant-making.

In addition to supporting the CHNA’s actions, South Shore Hospital’s Youth Health Connection, in conjunction with both the Plymouth County District Attorney and the Norfolk County District Attorney, has launched South Shore FACTS: Families, Adolescents and Communities Together Against Substances. YHC’s goal is to facilitate the development of a regional coalition among the towns of Avon, Abington, Braintree, Carver, Cohasset, Duxbury, Hanover, Hanson, Hingham, Hull, Kingston, Norwell, Marshfield, Pembroke, Plymouth, Rockland, Scituate, Stoughton, Weymouth and Whitman to assist them in developing or enhancing existing, individual town-based coalitions. The objective of this coalition is to encourage sustainable, community-based initiatives using positive shared messaging through social norms campaigns, to provide educational opportunities for youth, parents, and all other relevant community members, and to consider the development of healthy alternative recreational activities for teens.

We will also offer for public view and education “Hidden in Plain Sight,” a mock-up teenage bedroom setting that includes items of risk that adults should be aware of and discuss with their teens.

Other FY2016 community benefits initiatives for youth will include:

- ❑ Sustaining the South Shore Hospital 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 “Shape-Up Fitness” – a pool-based program for children and teens between the ages of 10 and 16 who are trying to reduce overweight/obesity risks, improve coordination, and enhance aerobic condition. Our program offers exercise in a fun environment with peers and includes nutritional education.
- ❑ Hosting “Car Seat Checkpoint” – a free community event where our certified 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 the community, with a focus on driver/passenger safety.
- ❑ Sustaining HeadSmart™, a recovery protocol developed by physicians and nurses to facilitate a student’s healthy return to school and sports following a concussion. The protocol is designed to engage students – as well as their families, friends, health care providers, teachers and coaches – in the recovery process. HeadSmart outlines four color-coded stages of recovery that students experience after a concussion. The four stages help to create a common language and understanding among students, family members, friends, and school and health professionals throughout the recuperation process.

Youth Health Connection	
Target Population	At-risk youth
Statewide Health Priority	Wellness in vulnerable populations
Goal	Engage students, parents, teachers, school nurses, mental health providers, law enforcement officials, clergy and others in advancing the well-being of youth.
Sample Programs	Substance Abuse Prevention Education Parent Education HeadSmart Program Support

Seniors – South Shore Hospital recognizes those age 60+ are vulnerable to injury, illness, and preventable complications caused by chronic diseases. Our Healthy Aging Wellness Initiative will focus on these priorities during FY2016:

- ❑ 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.
- ❑ Offering an osteoporosis exercise program for individuals with osteoporosis or osteopenia to help maintain bone density and improve posture.

- ❑ Offering a wide variety of physical training classes to enhance the strength, flexibility, and wellness for seniors including, “Stretch and Tone”, Aquatic conditioning in our rehab pools, Men’s Fitness, “Movement and Balance”, and “Tai Chi for Balance.”
- ❑ 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. 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.
- ❑ Encouraging end-of-life planning, with a priority focus on the importance of establishing a healthy care proxy.
- ❑ 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 3:30pm -5:00 pm.

South Shore Hospital will collaborate and offer programs in conjunction with Councils on Aging, assisted living communities, skilled nursing facilities, law enforcement, and other organizations to support the well-being of vulnerable seniors.

Healthy Aging Wellness Initiative	
Target Population	At-risk seniors
Statewide Health Priority	Wellness in vulnerable populations
Goal	Increase physical activity and community connectedness
Sample Programs	Discounted Exercise Programs Healthy Meal Discounts End-of-Life Planning Education

3) *Reducing disparities in the provision of care.* South Shore Hospital is committed to reducing potential disparities in care due to income, education, gender, sexual orientation, disabilities, race, ethnicity and/or language.

South Shore Community Partners in Prevention (CHNA 23) has established Health Literacy as a Health Priority For Action, based on the findings of a community health assessment conducted in partnership with South Shore Hospital. CHNA 23 and South Shore Hospital envision that improved Health Literacy can have a positive impact on reducing disparities in the provision of care. In FY2016, South Shore Hospital will support CHNA 23’s initiatives to improve Health Literacy through networking, education, advocacy and grant-making.

In addition to supporting CHNA 23’s actions, and seeking to adopt useful practices from these efforts, South Shore Hospital’s community benefits program will further reduce the potential for disparities in the provision of care through these resources:

- ❑ Free Courtesy Coach transportation for patients who have exhausted all other options, live in certain communities, and need a ride to South Shore Hospital.
- ❑ Free 24-hour information line that anyone in the community may call for referrals to physicians and community health services.
- ❑ Free access to peer-reviewed health information of all types by visiting our website.
- ❑ South Shore Hospital is committed to providing interpreter services at no cost to meet the communication needs of all our patients and their families.
- ❑ Free support groups to help anyone who may be coping with our region’s most prevalent health and wellness issues.

We also will continue to offer educational opportunities to build colleagues’ skill and proficiency in the provision of culturally competent care through our “CultureVision” Program.

Community Access and Support Services to Reduce Disparities in Care	
Target Population	Those at risk of potentially experiencing disparities in care due to income, education, gender, sexual orientation, disabilities, race, ethnicity and/or language
Statewide Health Priority	Reduce health disparities
Goal	Sustain free and low-cost services that improve community access to care.
Sample Programs	Courtesy Transportation 24-hour Information Line Interpreter Services “CultureVision” Staff Training Programs

4) *Supporting Massachusetts and federal health reforms.* The successful implementation of state and federal health reforms is rooted in “health literacy”– the capacity of individuals to obtain, process and understand the basic health information and services needed to make appropriate health decisions. Low health literacy affects people’s ability to search for and use health information, adopt healthy behaviors, and act on important health alerts.

A cornerstone of the 2006 Massachusetts Health Care Reform Act is the “individual insurance mandate.” The individual mandate requires that all Massachusetts residents age 18 or older, for whom available health insurance is affordable, obtain and maintain health insurance that meets minimum coverage requirements. The process of applying for insurance benefits can

be challenging, particularly among those who have low health literacy. In FY2016, our financial counselors will continue to help any individual in our community apply for health insurance, advocating on their behalf with state, federal and private insurers to secure coverage and financial assistance for which they may be eligible. We will also sustain our leadership role in advocating for initiatives that responsibly and equitably control insurance premium and health care costs.

South Shore Hospital will continue to support Health Care For All’s multilingual consumer health HelpLine (800-272-4232), which answers general insurance questions, provides information about free and lower-cost programs for which callers may be eligible, and helps with insurance applications. Health Care for All’s HelpLine is a free community resource, thanks to funding from individuals, foundations and health care organizations such as South Shore Hospital.

The Community Benefits Program also will support greater awareness of the interpreter services that South Shore Hospital makes available to patients and families that communicate in languages other than English. Efforts will be made to make more people are aware of this service in order to facilitate more effective communication that will support more productive care.

Supporting Health Reform: Health Insurance Counseling Program	
Target Population	Anyone who wants assistance applying for health insurance or understanding how to gain access to services provided through that coverage.
Statewide Health Priority	Supporting health reform
Goal	Improve access to care by reducing barriers associated with inadequate health insurance
Sample Programs	Counselors to assist with insurance enrollment and to guide health system navigation Multilingual Support Programs

VII. Other Services to Benefit Our Community

South Shore Hospital also plans to benefit 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 wellbeing of our region.

1) *Providing and subsidizing vital health services to meet diverse community need.* 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 – such as heart disease, cancer, stroke, respiratory illnesses, trauma and diabetes. Many of our services are inadequately reimbursed by government and private insurers. In FY2016, we are committed to sustaining the following vital health services:

Emergency care – South Shore Hospital’s emergency department (ED) is the third busiest in Eastern Massachusetts and the fourth busiest in the Commonwealth, with patient volumes approaching 85,000 each year. Its staff includes more than 50 emergency care physicians and 119 emergency care nurses, physician assistants and nurse practitioners who are experts in adult and pediatric emergency care. Each is dedicated to addressing emergency medical needs in a thorough, expert and compassionate manner. The hospital’s pediatric emergency service is staffed 24-hours-daily by pediatricians who are affiliated with both South Shore Hospital and Boston Children’s Hospital. It is the only service of its kind in the region.

Trauma care – South Shore Hospital is licensed by the Commonwealth of Massachusetts Department of Public Health as a Level II trauma center. Our trauma team — comprising trauma surgeons, surgical specialists, emergency medicine physicians, nurses, and additional specialized staff — is ready to respond immediately and work effectively together to provide optimal care to injured patients from arrival in the ED to discharge from the hospital. South Shore Hospital is the only Level II trauma provider in Southeastern Massachusetts, including the Cape and Islands.

Acute care – South Shore Hospital has seven inpatient nursing units to care for adults with acute and chronic medical conditions, including individuals with conditions related to endocrine, gastroenterologic, gynecologic, hematologic, infectious-disease, kidney, neurologic, oncologic, orthopedic, pulmonary, rheumatologic, urologic, and other conditions. The hospital’s critical care units are staffed by intensive care physicians 24 hours a day. South Shore Hospital provides diagnostic and ancillary services such as pharmacy, laboratory, diagnostic imaging, MRI, PET, nuclear medicine, cardiac catheterization, angioplasty, infusion therapy, CT scans, pulmonary function and vascular studies, Holter monitoring, echograms and stress tests, hemodialysis, telemetry, electroencephalography (EEG), electrocardiography (EKG), and electromyography (EMG).

Maternal and newborn care – South Shore Hospital’s maternal/newborn program is licensed by the Commonwealth of Massachusetts Department of Public Health as a Level III provider, in recognition of the advanced care we provide to mothers and infants. Our program features the first and only community-based neonatal intensive care unit (NICU) to care for ill or premature infants. The NICU is staffed 24 hours a day by on-site board-certified neonatologists from Boston Children’s Hospital. The hospital’s maternity staff includes more than 30 OB/GYN physicians 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. The hospital’s reproductive endocrinology program, offered in association with physicians from Brigham and Women’s Hospital, assists women with fertility complications. The hospital’s maternal-fetal medicine program supports women experiencing high-risk pregnancies. South Shore Hospital is the first hospital in Southeastern Massachusetts to offer a maternal special care unit for patients with high-risk pregnancies who require long-term hospitalization for preterm labor, pre-eclampsia, or uncontrolled diabetes during pregnancy. The maternal special care unit also serves high-risk, post-partum patients, who require closer observation and specialized nursing care.

Pediatric care – For more than a decade, South Shore Hospital and physicians from Boston Children’s Hospital have worked together to provide advanced pediatric care to the people of our region. Our collaborations include a 24/7 pediatric emergency service — the only one of its kind in the region. Board-certified pediatricians from Boston Children’s Hospital also staff our 15-bed inpatient pediatric unit, as well as outpatient clinics for children with cardiac, gastrointestinal, endocrine, genetic, and neurological conditions.

Orthopedic care – South Shore Hospital’s orthopedic care is nationally recognized for excellence. Blue Cross Blue Shield Association has designated South Shore Hospital as a Blue Distinction Center for Hip and Knee Replacement. South Shore Hospital’s orthopedic program also has earned high-performance marks in *U.S. News & World Report’s* national hospital rankings — helping to place South Shore Hospital among the Top 10 Hospitals in Massachusetts. The hospital’s outpatient Center for Orthopedics, Spine and Sports Medicine at 2 Pond Park Road in Hingham offers convenient access to an extensive team of surgical, pain management and diagnostic imaging experts who specialize in treating a broad range of musculoskeletal conditions.

Surgical care – South Shore Hospital’s surgical team is the region’s largest, with a multidisciplinary team of general surgeons, surgical residents, anesthesiologists, certified registered nurse anesthetists, physician assistants, and more than 200 nurses, technicians and other perioperative staff members who perform about 15,000 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. Our surgical program features a Brigham and Women’s Hospital/Harvard Medical School surgical residency program. The hospital’s outpatient rehabilitation center assists surgical patients in regaining maximum flexibility and mobility following their operations, and South Shore Visiting Nurses are expert in facilitating surgical recovery at home.

Cardiovascular care – Cardiovascular complications are a primary reason why patients seek care at South Shore Hospital. The Hospital’s 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 the region to provide 24-hour access to primary angioplasty, a life-saving heart attack treatment, as well as non-emergency angioplasty for patients at risk for a cardiac event. The hospital’s four-phase cardiac rehabilitation program supports those who have experienced a cardiac event or those with heart disease. The program includes recovery planning, education, lifestyle modifications, and gradual integration of exercise maintenance.

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. The Dana-Farber/Brigham and Women’s Cancer Center in clinical affiliation with South Shore Hospital features medical oncology and radiation oncology services provided by Dana-Farber Cancer Institute, a multispecialty surgical oncology program provided by physicians from South Shore Hospital and Brigham and Women’s Hospital, and diagnostic imaging services provided by South Shore Hospital and Harbor Medical Associates. Our Breast Care Center offers comprehensive care for patients with benign or malignant breast

conditions and is staffed with physicians who are affiliated with both Brigham and Women's Hospital and South Shore Hospital.

Outpatient care – The hospital offers multiple outpatient services to meet community needs. The hospital's ambulatory care services include assisted reproduction (fertility) services, chemotherapy, injections, infusions, transfusions, and vaccines. The hospital's outpatient rehabilitation center helps those with cancer, stroke, spinal cord and orthopedic injuries, neurologic disorders such as Parkinson's disease and multiple sclerosis; as well as arthritis, osteoporosis, fibromyalgia, breast cancer, diabetes, chronic pain, and incontinence. The outpatient rehabilitation center features two aquatic therapy pools. The 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. The hospital operates outpatient radiology centers in Weymouth and Cohasset, as well as a Center for Wound Healing at Weymouth Woods in Weymouth.

Home health care – South Shore Visiting Nurse Association 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. The hospital's home health rehabilitation team helps patients with strokes, orthopedic and neurological injuries recover in their homes. The hospital's Medicare-certified Hospice of the South Shore cares for terminally ill patients and their families. Home and Health Resources, the hospital's 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 referral services.

2) *Community health services.* The hospital offers dozens of community education and health programs for people of all ages, including community pool exercises, cardio-pulmonary resuscitation, first aid, bereavement support, baby-sitting courses, smoking cessation, infant safety, stress reduction, weight loss, adolescent suicide prevention, and nutrition education. The hospital offers community screenings for bone density, breast health, skin health, prostate health, foot/ankle pain, back/neck pain, carpal tunnel syndrome, wound conditions, post-polio syndrome, increased blood pressure, and cholesterol levels. The hospital also facilitates support groups for those with heart disease, stroke, pulmonary disease, cancer, diabetes, difficulty breast-feeding a newborn, chronic pain and for those who have experienced miscarriage, newborn loss or the death of a loved one.

3) *Providing educational opportunities for health professionals of today and tomorrow.* Our initiatives in FY2016 will include:

- ❑ 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 Boston Children's Hospital; our Brigham and Women's Hospital/Harvard Medical School-affiliated surgical residency program at South Shore Hospital; and our onsite education program for undergraduate students pursuing nursing degrees and degrees in several allied health professions from fifteen regional schools.

- Partnering with Simmons College to provide (1) an on-site RN to BSN program that allows nurses to pursue bachelor's degrees at our hospital, and (2) two Master's programs, one for a Master's in Nursing and one for a Master's in Health Administration to train the next generation of health care leaders.
- 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 students to inspire their interest in pursuing health care careers.
- Creating on-site learning opportunities for students interested in pursuing careers in nursing, respiratory care, rehabilitation services, laboratory services, and other clinical specialties.

4) *Participating in clinical and community health research.* Our initiatives in FY2016 will include:

- Offering eligible patients the opportunity to participate in select cancer clinical trials through Dana-Farber/Brigham and Women's Cancer Center in clinical affiliation with South Shore Hospital.
- Offering cutting edge therapy to eligible patients to aid in wound recovery.
- Offering a smartphone application that may help to reinforce the basic instructions and goals of cardiac rehabilitation.
- Offering trials to pregnant women with the goal of predicting babies at risk and developing new and improved maternal tests and equipment.
- Offering eligible patients a positioning device that is intended to manage deformational plagiocephaly (DP) or head flattening in prematurely born infants.
- Offering a device to eligible patients to look for better ways to detect seizures, evaluate sleep and see how sleep impacts memory.

5) *Partnering with organizations for the wellbeing of our region.* South Shore Hospital will continue to work in partnership other groups through our “Building Healthier Communities” initiatives, which will include:

- ❑ Continuing as a founding member of the South Shore Postpartum Support Network, which brings together the practitioners, organizations, research and the best practices that area families need for a healthy postpartum experience. About 20 percent of new mothers experience clinical depression.
- ❑ Sustaining our involvement with South Shore Partners in Emergency Planning, which brings together state and local officials from area towns in our region to discuss and simulate how we would work together during a man-made or natural disaster, pandemic or other catastrophic event.
- ❑ Working with the Massachusetts Department of Public Health’s Blue Hills Community Health Alliance (CHNA 20), the Greater Brockton Community Health Network Area (CHNA 22), and the South Shore Community Partners in Prevention (CHNA 23) to guide the investment of Determination of Need (DoN) Community Health Initiative contributions to advance the region’s health and wellbeing.
- ❑ Continuing our leadership role in the development of “Healthy Wey” – an initiative in our hometown of Weymouth that links individuals, neighborhoods, businesses, and community groups who wish to make the town a healthier place to live and work.
- ❑ Our hospital is a charter member of the Weymouth Wellness Team and will advance the following initiatives in 2016:
 - Continuing to advance Weymouth’s involvement in the Commonwealth’s “Mass in Motion” program, which advocates for policy changes to encourage healthier eating and greater physical activity among those who live and work in Weymouth. Over half of Massachusetts adults, and one third of middle and high school students are overweight or obese. “Mass in Motion” seeks to prevent overweight and obesity and to reduce chronic disease – with a particular focus on the importance of healthy eating and physical activity.
 - Continue to promote Weymouth’s health and wellness resources through forums, educational programs, and printed and electronic communications.

Building Healthier Communities Program	
Target Population	Those who live and work on the South Shore
Statewide Health Priority	Wellness in vulnerable populations
Goal	Serve as a catalyst and capacity builder by bringing together individuals and groups who are committed to building healthier communities.

VIII. *Benefiting Weymouth*

For 92 years, South Shore Hospital has significantly contributed to the health and economic vitality of its hometown of Weymouth. In ways large and small, Weymouth residents and business benefit from the hospital's leadership on critical issues and the local availability of advanced clinical care. Here are some of the many ways that South Shore Hospital contributes to the quality of life and financial well-being of Weymouth:

Providing financial support – On May 24, 1993 South Shore Hospital entered into a voluntary agreement with the Town of Weymouth to participate in a payment-in-lieu-of-taxes (PILOT) program in recognition that, while the hospital is legally exempt from local property and other taxes, it does use and benefit from certain town services. South Shore Hospital agreed to voluntary contributions to Weymouth based on any expansion of the hospital. The PILOT formula assures that as South Shore Hospital grows, financial benefits to the Weymouth correspondingly grow. The agreement specifies the voluntary nature of the PILOT program and provides the hospital with the ability to avoid contributions in any year when it would create an unacceptable financial hardship. South Shore Hospital has not missed a PILOT contribution since the program's inception. South Shore Hospital's voluntary contributions to Weymouth have grown by more than 400% since 2008, growing to approximately \$750,000 per year. As a result, South Shore Hospital is the largest single "taxpayer" in Weymouth.

Working to be a good neighbor – South Shore Hospital works closely with numerous organizations to create and sustain a healthier community, including Weymouth Health Department, Weymouth Elder Services, Weymouth Schools, Weymouth Recreation, Weymouth Food Pantry, Weymouth Housing Authority, Weymouth Substance Abuse Prevention Team, Weymouth Emergency Management, Weymouth Fire, and Weymouth Police.

South Shore Hospital also benefits Weymouth by:

- Voluntarily providing medical direction to the Weymouth Health Department
- Sponsoring the Department of Health's "Healthy Wey" Program
- Supporting public safety improvements at busy intersections
- Providing paramedic and ambulance coverage at community events
- Supporting the installation of Weymouth public safety communication equipment on hospital rooftops and retrofitting of the Cancer Center Garage to accommodate town equipment.
- Weymouth residents also benefit from our free health screenings, education programs and support groups.

Supporting Weymouth's economic vitality – South Shore Hospital employs more than 700 Weymouth residents, paying salaries of approximately \$40 million. The hospital does business with more than 100 Weymouth merchants, paying more than \$12 million for their services. The Hospital also contributes through participation in several regional and local associations dedicated to the prosperity of the community, such as the South Shore Chamber of Commerce, the South Shore Workforce Investment Board, Weymouth Rotary Club, and the Columbian Square Business Association.

South Shore Hospital also helps to stimulate Weymouth's economy by attracting world-renowned health care providers like Dana-Farber Cancer Institute, Brigham and Women's Hospital, and Boston Children's Hospital to the stretch of Route 18 that the Patriot Ledger has dubbed "The Medical Mecca."

IX. 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:

- 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) and social media presence,
- A free community magazine that is mailed to more than 100,000 households,
- 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, and
- 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 will continue to generate community interest and participation in our programs in a number of ways, including:

- Participating in community-based programs, events, and health fairs,
- 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,
- 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, and
- Publishing and distributing an annual Community Benefits Report.

X. Community Benefits Investment

South Shore Hospital estimates that its FY2016 community benefits investment will be as follows:

<i>Charity care</i> (net expense)	<i>\$6,427,000</i>
<i>Bad debt provision</i>	<i>\$12,470,000</i>
<i>Unreimbursed costs of Medicare services</i>	<i>\$15,447,900</i>
<i>Unreimbursed costs of MassHealth</i> (Medicaid)	<i>\$10,423,380</i>
<i>Payment to the operational assessment</i> of Massachusetts Division of Health Care Finance and Policy	<i>\$298,481</i>
<i>Massachusetts Department of Public Health</i> Determination of Need Community Health Initiative payments	<i>\$440,000</i>
<i>Voluntary Payment in Lieu of Taxes</i> Town of Weymouth	<i>\$500,000</i>
<i>Community benefits programs</i> (net expense) Community health services, research, health professions education, community building, community benefits administration	<i>\$ 2,300,000</i>
<i>Estimated total value</i> of quantifiable benefits provided to the community	<i>\$48,306,761</i>

XI. Community Benefits Advisors

South Shore Hospital gratefully acknowledges the involvement of the people who contribute to the development, implementation and evaluation of our Community Benefits Plan.

Community advisors to South Shore Hospital's Community Benefits Program:

- John Brothers, Quincy Asian Resources
- Barbara Brooks, Quincy WIC Nutrition
- Suzanne Brownell, Health Thyself
- Linda Chuckran, Welch Retirement Group
- Joan Cirillo, Operation A.B.L.E of Greater Boston, Inc.
- Timothy Cruz, Plymouth County DA
- Juliana Langill, Cmty Connections Brockton
- Ari Fertig, Health Care For All
- Peter Forman, President, South Shore Chamber
- Lyn Frano, Weymouth substance abuse prevention coordinator
- Linda Gabruk, Greater Brockton CHNA/ Brockton Neighborhood Health Center
- Anuj Goel, Massachusetts Hospital Association
- George Gorgizian, Plymouth Correctional Facility
- Arlene Goldstein, Blue Hills CHNA
- Betsy Harris, Weymouth Public Schools
- Paul Gorman, South Shore YMCA
- Michael Jackman, Congressman Keating Office

- Gwen Morgan, What If? Program
- Michael Morrissey, Norfolk County DA
- Karen Mullen, Needham Coalition for Youth Substance Abuse Prevention
- John Mulveyhill, Weymouth Emergency Management
- Ben Wood, Department of Public Health Office of Healthy Communities
- Stephanie Patton, Organizing Against Substances in Stoughton (OASIS), CHNA 22
- Greg Ranieri, Scituate High School
- Marge Rossi, RN, Scituate Schools
- Linda Rudnick, Communities Mobilizing for Change on Alcohol
- Cynthia Sierra, Manet Community Health, Chair Blue Hills CHNA
- Lucille Sorrentino, Weymouth Health Care Center
- Valerie Sullivan, Healthy Wey Program
 - Julie Kembel, Patient Family Advisory Council

Colleague advisors to South Shore Hospital's Community Benefits Program:

- Charles Arienti, Respiratory Care
- Donna Chase, RN, Clinical Professional Development
- Jean Ciborowski-Fahey, PhD, South Shore Hospital Reading Partnership
- Anne-Marie Firestone, RN, Diabetes Educator
- Andrea Collins, Office of Research
- Joan Cooper-Zack, Emergency Preparedness
- Lynn Cornelius, Marketing/Media Relations
- Cheryl Coveney, Patient Access Services
- Christine Dindy, RN, Cardiovascular Care
- Robert Driscoll, MD, Trauma Services
- Katrina Dwyer, RN, Home Care Community Outreach
- Eugene Duffy, Paramedic Services
- Todd Ellerin, MD, Infectious Disease
- Deborah Gilman, Workman Cancer Resource Center
- Catherine Gilson, RN, Maternity Services
- Barbara J. Green, PhD, South Shore Hospital Youth Health Connection
- James Green, Orthopedic, Spine and Sports Medicine Care
- Donna Hawkesworth, Community Colleague Connection
- Peg Holda, Strategy, Marketing, Governance
- Carl Holland, Budget and Reimbursement
- Janet Kent, MD, Concussion Management
- Mary Kennedy, Trauma Injury Prevention
- Jackie Kilrain, Rehabilitation Services
- Karen LaFond, RN, cardiac and pulmonary rehabilitation services
- Jennifer Logan, Community Exercise Programs
- Alan Macdonald, Public Policy and Community Benefits Officer
- Marie McCarthy, Controller
- Susan Medici, RN, Case Management
- Richard Mirel, MD, Internal Medicine
- Jesslyn Murphy, Respiratory Care
- Kimberly Noble, RN, South Shore Hospital Youth Health Connection
- Peggy O'Neil Files, Pastoral Care
- Amy Parker, Human Resources Liaison
- Maria Parisi, RN, Smoking Cessation
- Deborah Pentecost, RN, Trauma Program
- Jim Doyle, Public Safety
- Steve Nikolsky, Care Progression
- Ben Asfaw, Quality Management
- Faye Weir, Parent-Child Programs
- Jennifer Croes, Cancer Care
- Rose DiPietro, Outpatient Services
- Katie Howard, Community Outreach
- Karen McLoughlin, Health Provider Service Organization
- Greg Garafolo, Information Systems
- Lisa Raymond, Nutrition
- Tom Carroll, Physician Ambulatory Enterprise
- Timothy Quigley, Nursing
- Mark Manfeldt, Nursing
- Jesslyn Lenox, Respiratory Therapy
- Jann Ahern, Home Care
- Lisa Rabideau, Interpreter Services
- Lisa Raymond, RD, Nutrition Education
- Patricia Smith, RN, Home and Health Resources
- Jason Tracy, MD, Emergency Medicine
- Barbara Wahlstrom, Friends of South Shore Hospital
- Mark Waltzman, MD, Pediatric Medicine

Input from the above contributors is currently provided and incorporated through a variety of formal and informal forums such as CHNA meetings, planning for specific outreach

events, and routine conversations among colleagues. Many of the colleagues listed above participate in recurring emails and meetings through the Community Health Steering Committee.

XII. Community Benefits Plan: Impact 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.

Our Board of Directors will receive quarterly reports detailing progress with the FY2016 Community Benefits plan's implementation. In addition, the Board will continue to receive a formal annual report of the year's Community Benefits programs.

South Shore Hospital values community involvement in the development and evaluation of its programs. To obtain feedback, we will continue to use surveys, track attendance, solicit the opinions of program attendees, provide feedback to the leaders of our programs, evaluate requests for repeat programs, and incorporate suggestions for future topics.

XIII. Summary

As a not-for-profit, tax-exempt, charitable organization, South Shore Hospital serves all in medical need, regardless of ability to pay. The primary way that South Shore Hospital benefits the community is through clinical programs that meet our region's most prevalent medical needs, such as maternal/newborn care, heart and stroke care, cancer care, trauma care, orthopedic care and home health care. Many of our services are inadequately reimbursed by government and private insurers.

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.