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***South Shore Health System  
FY2017 Community Benefits Plan and  
Community Health Needs Assessment Implementation Strategy***

***I. Introduction***

South Shore Health System's (SSHS) FY2017 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 FY2017 Community Benefits Plan utilizes four core objectives to guide our programs and focus our activities. These priorities are to:

1. improve the prevention and management of chronic diseases,
2. promote wellness in vulnerable populations,
3. reduce disparities in the provision of care, and
4. support the principles of Massachusetts and federal health care reforms.

Included among our priorities for the year are initiatives 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.

The Community Benefits Plan for FY2017 focuses on programs that will have a sustainable impact on the community. Many programs are already established and will continue; others are new.

In FY2017, SSHS will provide continued support for the effective programs from previous the year. The Health System will continue to:

- ❑ broaden the community outreach connection and further strengthen the organization-wide awareness of the Community Benefits resources and programs;
- ❑ support 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;
- ❑ collaborate 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; and
- ❑ refer to and use the data and information gathered in Community Health Needs Assessment done in 2016 that identifies the health challenges across our region and serving 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 Health System affirms the following mission statement to guide its FY2017 Community Benefits Plan.

*South Shore Health System's community benefits program will advance the System'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 Health System is governed by a volunteer Board of Directors committed to balancing community health needs with available resources to meet those needs. Our Board engages in a strategic-planning process that involves reaffirming the Health System's mission and vision, establishing strategic priorities, conducting community health assessments, and routinely monitoring our charity's progress toward achieving the objectives outlined through the use of data and an analytic approach. The Health System'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 South Shore Health System's Community Benefits Officer.

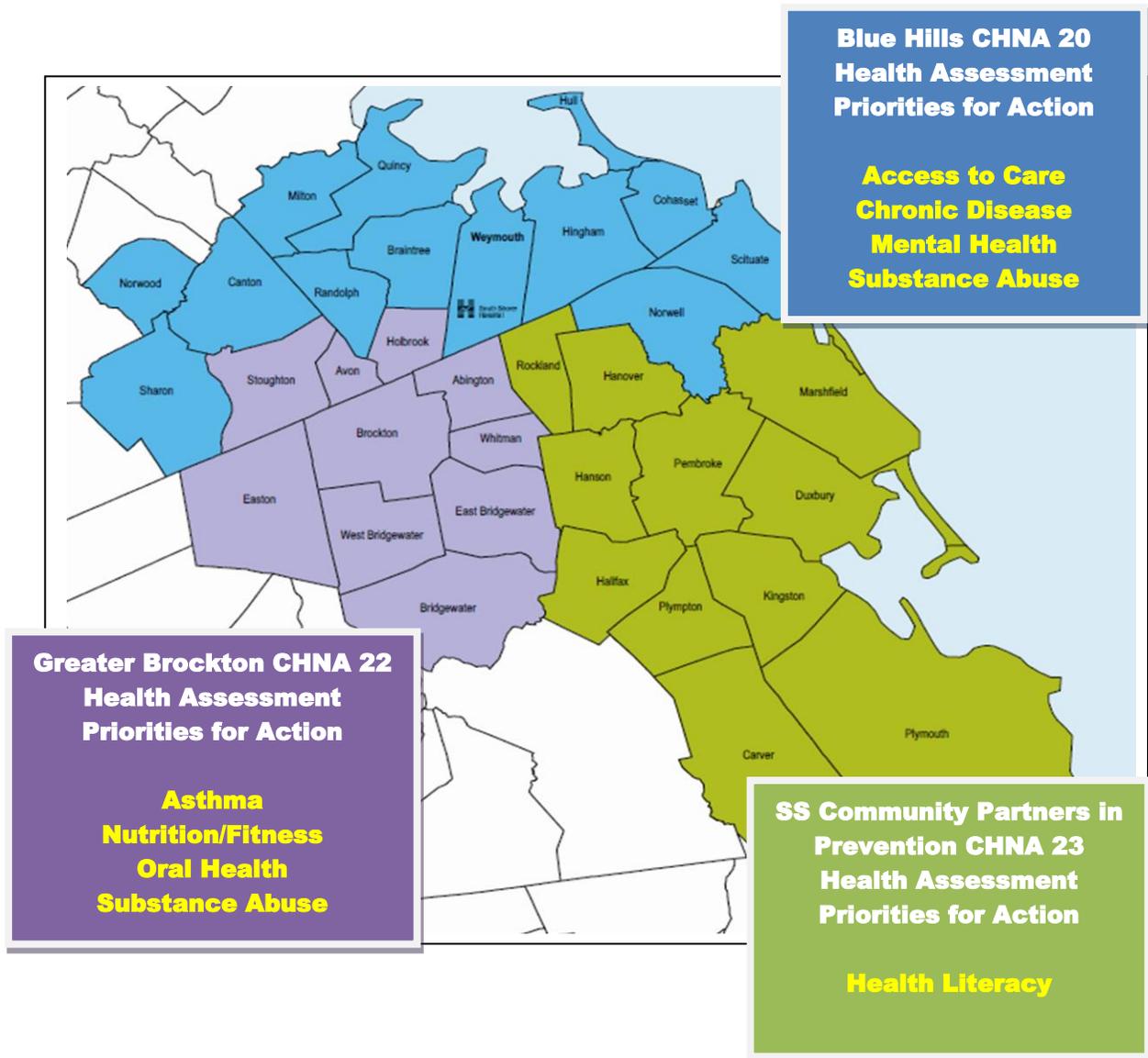
South Shore Health System's medical and clinical staff members are integral to the provision of our programs to benefit the community, offering their services as teachers and presenters in their fields of expertise. Community leaders with specific experience, expertise and resources also participate in our community benefits programs. During FY2017 the goal will be to further engage all community stakeholders to develop sustainable programs that will continue to target community needs and health priorities as identified through Community Health Needs Assessment and ongoing data collection.

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 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.

Since 2015, the Community Health Steering Committee has been bringing together stakeholders engaged in community outreach programs from across our organization. The objective of this group is to increase awareness of the opportunities we offer, to connect with the community and to build an infrastructure to better coordinate planning and collaboration among Community Benefit programs. During 2017, the formal Community Health Steering Committee will continue to grow as South Shore Health System continues to grow as a system of care aligning community health initiatives through the system of care and the communities served.

#### IV. Defining Community Served

South Shore Health System is the leading regional provider of acute, primary care, specialty care, outpatient, home health, and hospice to the approximately 725,000 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 SSSH generally considers its service area to cover 34 communities spanning Quincy, Hull, Milton, and Norwood in the north to Plymouth and Carver in the South, and Sharon and Easton in the west. The chart below illustrates the region served by South Shore Health System.



*Chart defining the communities served; and assessments of the communities' needs.*

## **V. Assessing Community Health**

South Shore Health System (SSHS) conducts regular assessments of community health needs. The most recent full community health needs assessment in 2016 was a cumulative project formed by two major components:

- ❑ A document compiled by The Healthy Communities Institute (HCI) of Berkeley, California, a third-party firm that provides data research and decision support analysis intended to improve the health and sustainability of communities.
- ❑ An ongoing compilation of data gathered throughout the year from various community stakeholders, community and national sources, along with recurring discussions among SSHS 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](http://www.southshorehospital.org/community-health-assessments) or by calling Tina Dwyer at (781) 624-7458.

South Shore Health Systems 2016 community health needs assessment analyzed information across our region using different analytic tools including data, community member surveys and the expertise of the SSHS staff. HCI constructed the assessment based on its expertise in community health determinants using data compiled from the three regional Community Health Network Areas (CHNAs) with which South Shore Health System actively participates. The three CHNA's are:

- Blue Hills Community Health Alliance (CHNA 20),
- Greater Brockton Community Health Network Area (CHNA 22), and
- South Shore Community Partners in Prevention (CHNA 23).

As South Shore Health System is a core funder of the regional CHNA network – including \$440,000 in FY2016 we regularly seek to collaborate with these organizations. In order to maximize the benefit of programs, the issues highlighted in the CHNA community 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 above on page 3.

Additional information from ongoing collection and review of data by program leaders across SSHS 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; and

- ❑ 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; and
  - Sg2, a national health care information company.

Below is the list of health and social issues evaluated in the South Shore Health System assessment process with an explanation of the prioritization of each issue summarized. Identified Community Health Needs include:

- ❑ **Behavioral Health** – Mental/Behavioral Health is identified as a priority area by several regional CHNAs and a critical daily challenge observed by many clinical providers in the Health System. 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. Based on continued evidence and serious implications for the region's overall wellbeing, South Shore Health System has partnered with Gosnold and added Health Promotion Advocates with a focus on substance use disorder to help address the Behavioral/Mental health needs. Increased efforts to address behavioral health will continue to be a priority of South Shore's Community Benefits program.
- ❑ **Substance Use Disorder** – Again, the scope of the problem and the ability of our Community Benefits Program to deliver tangible results has driven a focus on substance abuse in youth. In 2017, we will continue to partner with other communities and programs, such as regional South Shore FACTS (Families, Adolescents, Communities Together against Substances), and grow programs like the Annual Prevention of Underage Drinking and Substance Use Conference.
- ❑ **Access to Health Services** – A top priority for South Shore Health System, access will be researched and plans developed using the regional expertise of the three CHNA's and other local health and community leaders.

- ❑ **Heart Disease and Stroke** – As supported in the 2016 Community Health Needs Assessment the Health System continues to support initiatives to address the management and prevention of these chronic diseases. Community initiatives such as Chronic Disease Self-Management, community presentations on Cardiovascular Health, Healthy Nutrition and many other system supported programs will continue in 2017. The programs to address these chronic disease problems will be approached as a system; programs will be developed and planned using the expertise and collaboration of community stakeholders and health care providers.
- ❑ **Asthma** – A key issue prioritized highly under the focus area of managing chronic disease.
- ❑ **Diabetes** – An issue prioritized highly under the focus area of managing chronic disease.
- ❑ **Hypertension** – A high priority issue discussed in more detail under the managing chronic disease.
- ❑ **Obesity** – A high priority issue addressed by a variety of programs that fall principally under the managing chronic disease.
- ❑ **Lack of Sleep** – Sleep programs are frequently requested in the community. Programs are being planned on the topic of sleep, utilizing community venues, such as Council On Aging Centers and the Mall Walking Programs for 2017.
- ❑ **Smoking** – In 2016, community and clinical staff have collaborated with several regional partners through the Prevention and Wellness Trust Fund (PWTF) grant program to explore common community resources. This collaboration is planned to continue until at least June 2017.
- ❑ **Oral Health** – No plan to address this need due to lack of expertise or supporting clinical programs in South Shore Health System. 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 are planned under the wellness in vulnerable populations program. The focus is on seniors and will likely provide some benefit to people at risk of developing dementia; however, there is no capacity for programs specifically targeting this need.
- ❑ **Economic Conditions** – SSSH'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.
- ❑ **Violence/Safety** – No focused community benefit plan to address violence has been planned. The South Shore Health System has provided internal training for all colleagues regarding violence/safety in the workplace.

- ❑ **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 Health System 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. FY2017 Community Benefits Plan Priorities**

In light of community health assessment findings – and based on South Shore Health Systems’ ability to address these findings – the following community benefits priorities have been established:

- ❑ Behavioral Health
- ❑ Access to Health Services
- ❑ Heart Disease and Stroke

Beginning in 2013, the following health initiatives have been a priority for South Shore Health System and will remain part of the plan to meet the needs of the community:

1. Improve the prevention and management of chronic diseases.
2. Promote wellness in vulnerable populations.
3. Reduce disparities in the provision of care.
4. Support 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 Health System’s assessment, as well as volumes of industry research, point to chronic disease as a primary driver of many problems in health care 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 Health System. In FY2017, SSSH 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, SSHS's community benefits program will focus on addressing five chronic health conditions prevalent in our community:

- Cardiovascular Disease
- Asthma
- Cancer
- Diabetes
- Behavioral Health

➤ **Cardiovascular Disease**

A review of industry research has pointed 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.

South Shore Health System's Cardiovascular Center is dedicated to the prevention – as well 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 FY2017, cardiovascular disease initiatives addressed by the Center will be to:

- host free community health education programs to familiarize participants with cardiovascular disease and stroke prevention and management techniques;
- host free support groups for those who have experienced a stroke and for those with cardiovascular disease;
- partner 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; and
- offer 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.

**The South Shore Moves! Wellness Challenge**

In 2013, the South Shore Health System 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 eight-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. SSHS will continue to evaluate the wellness challenge as a regular component of the FY2017 Community Benefits Program.

➤ **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 collaborative initiative has been implemented between South Shore Hospital's inpatient care team and our Home and Community 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 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 FY2017, 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 FY2017, cancer initiatives addressed will be to:

- host 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;
- host free support groups for anyone in the community who is coping with breast cancer or prostate cancer; and

- staff 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 FY2017, diabetes initiatives addressed will be to:

- host community health education programs, to familiarize participants with diabetes prevention and management techniques. A highlight in CY2016 is our South Shore Health System Diabetes Expo: Living Well with Diabetes. This event provides a high value method to increase awareness about diabetes and management options to our community. In 2017, the Health System will continue to provide valuable community health education programs in the community including programs around Diabetes;
- continue to offer 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; and
- collaborate 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, SSHS 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 2017, we will look to expand initiatives that address the problems we are seeing presently on a day-to-day basis. Areas of opportunity will be to:

- utilize the CHNA system to leverage community organizations as a more powerful collective voice for advocacy,
- support initiatives in local Departments of Health, Community Coalitions, 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.

<b>Chronic Disease Prevention and Management Program</b>	
<b>Target Population</b>	Those at risk for – or who have – cardiovascular disease, asthma, cancer, diabetes, or behavioral health challenges.
<b>Statewide Health Priority</b>	Chronic disease management
<b>Goal</b>	Build knowledge of disease prevention and management techniques. Advocate for and build behavioral health management programs.
<b>Sample Programs</b>	<ul style="list-style-type: none"> <li>• South Shore Moves! Wellness Challenge</li> <li>• “My Life, My Health” Home Care Program</li> <li>• Community Education Programs</li> <li>• Support Groups</li> </ul>

**2. Promote Wellness in Vulnerable Populations**

South Shore Health System supports programs that promote the health and wellness of certain populations with unmet needs in our community. Our FY2017 community benefits program will focus on addressing two particularly vulnerable populations in our community:

- Youth
- Elderly

➤ **Youth Health Connection**

South Shore Health System’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 FY2017, our Youth Health Connection will be to:

- 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, seeking opportunities to also educate college Resident Assistants as a new audience for this information;
- convene meetings of the YHC school nurse advisory panel, to guide the development of programs to benefit youth. Priority areas of focus in 2017 will focus on Acknowledging Difference & Raising Awareness to Reduce Stigma. This will be accomplished by offering educational opportunities on The Stigma of Mental Illness, An Update on Eating Disorders, Current Issues for LGBTQ Youth in School and the Community, and our annual program “Typical or Troubled,” which focuses on understanding the spectrum of adolescent moods;
- convene meetings of school and community mental health providers to share resources and strategies;

- host a free Train the Trainer event for 20 local educators with a goal to learn how to implement and train other staff members on utilizing the program Calm Classroom. This is a research-based program for grades Pre-K to 12. All trainers will receive the curriculum for all grade levels. In addition another 80 local educators will attend a half-day session to learn how to use this program in their individual classrooms. These participants will receive their grade level specific curriculum;
- expand and build upon the success of the FY2016 pilot program “The Wellness Initiative.” This is a school based, peer driven project to raise awareness of mental health issues and provide resources for enhancing mental health for students and faculty. This program will be supported in part this year by a CHNA 20 grant;
- publish an e-newsletter filled with resources, updates and links related to enhancing health concerns in youth, families, schools and community;
- update the following publications that are available through our website: *HeadSmart A Healthy Balance to Concussion Recovery* and *Safe & Substance Free 2017 A Parent’s Resource Guide For Helping Your Teen Stay Safe This Prom and Graduation Season*;
- continue to formally engage clergy and law enforcement officials in YHC program development and implementation; and
- conduct a youth peer-leader training program, “How Not To Keep A Secret,” to teach 60-75 adolescents how to help reduce the incidence of destructive behaviors and/or suicide among their peers. This program is listed in the Best Practice Registry.

Both the Blue Hills Community Health Alliance (CHNA 20) and Greater Brockton Community Health Network (CHNA 22) have identified substance use disorder as a Health Priority for Action, based on the findings of community health assessments conducted in partnership with South Shore Health System. In FY2017, SSHS 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, SSHS’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 throughout Plymouth and Norfolk Counties. The objective of this regional South Shore FACTS 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. In September 2017 South Shore FACTS will host the 7<sup>th</sup> Annual Prevention of Underage Drinking and Substance Use Conference.

Other FY2017 community benefits initiatives for youth will be to:

- sustain the South Shore Health System 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;
- offer “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;
- host “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; and
- provide injury prevention information in schools and the community, with a focus on driver/passenger safety.

<b>Youth Health Connection</b>	
<b>Target Population</b>	At-risk youth
<b>Statewide Health Priority</b>	Wellness in vulnerable populations
<b>Goal</b>	Engage students, parents, teachers, school nurses, mental health providers, law enforcement officials, clergy and others in advancing the well-being of youth.
<b>Sample Programs</b>	<ul style="list-style-type: none"> <li>• Substance Abuse Prevention Education</li> <li>• Parent Education</li> <li>• HeadSmart Program Support</li> </ul>

➤ **Seniors**

South Shore Health System recognizes those age 60+ are vulnerable to injury, illness and preventable complications caused by chronic diseases.

During FY2017, our Healthy Aging Wellness initiatives will be to:

- provide 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;
- offer an osteoporosis exercise program for individuals with osteoporosis or osteopenia to help maintain bone density and improve posture;
- offer 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”;
- encourage 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;

- encourage end-of-life planning, with a priority focus on the importance of establishing a healthy care proxy;
- offer 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 pm -5:00 pm; and
- offer free “Walk to Wellness” programs at local community shopping malls. The program promotes walking regularly in a safe environment and encourages socialization with other walkers. The programs provide weekly blood pressure checks and monthly health & wellness presentations given by experts in their field.

SSHS 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.

<b>Healthy Aging Wellness Initiative</b>	
<b>Target Population</b>	At-risk seniors
<b>Statewide Health Priority</b>	Wellness in vulnerable populations
<b>Goal</b>	Increase physical activity and community connectedness
<b>Sample Programs</b>	<ul style="list-style-type: none"> <li>• Discounted Exercise Programs</li> <li>• Healthy Meal Discounts</li> <li>• End-of-Life Planning Education</li> <li>• Walk to Wellness Programs</li> </ul>

**3. Reduce Disparities in the Provision of Care**

South Shore Health System is committed to reducing potential disparities in care due to income, education, gender, sexual orientation, disabilities, race, ethnicity and/or language. The Health Disparities Committee meets throughout the year to examine the provision of care in our community and reduce potential disparities.

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 SSHS. CHNA 23 and SSHS envision improved Health Literacy can have a positive impact on reducing disparities in the provision of care. In FY2017, SSHS will support CHNA 23’s initiatives to improve Health Literacy through networking, education, advocacy, and grant-making.

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 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 FY2017, 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.

SSHS 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 Health System.

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

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

- ❑ Free Courtesy Coach transportation for patients who have exhausted all other options, live in certain communities, and need a ride to an appointment in the health system.
- ❑ 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.
- ❑ Free interpreter services 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 “Culture Vision” Program.

<b>Community Access and Support Services to Reduce Disparities in Care</b>	
<b>Target Population</b>	Those at risk of potentially experiencing disparities in care due to income, education, gender, sexual orientation, disabilities, race, ethnicity and/or language
<b>Statewide Health Priority</b>	Reduce health disparities
<b>Goal</b>	Sustain free and low-cost services that improve community access to care.
<b>Sample Programs</b>	<ul style="list-style-type: none"> <li>• Courtesy Transportation</li> <li>• 24-hour Information Line</li> <li>• Interpreter Services</li> <li>• “Culture Vision” Staff Training Programs</li> </ul>

**VII. Other Services to Benefit Our Community**

South Shore Health System also plans to benefit the community with the following initiatives:

1. Provide and subsidize vital health services to meet diverse community needs.
2. Offer free and low-cost community health services.
3. Provide educational opportunities for the health professionals of today and tomorrow.
4. Participate in clinical and community health research.
5. Partner with other organizations to advance the wellbeing of our region.

**1. Provide and Subsidize Vital Health Services to Meet Diverse Community Needs**

The primary way South Shore Health System 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 in the acute, ambulatory and home care settings. Many of our services are inadequately reimbursed by government and private insurers.

In FY2017, we are committed to sustaining the following vital health services:

➤ **Emergency Care**

South Shore Health Systems 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. The staff includes more than 50 emergency care physicians and 911 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 Health System 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 Health System 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 Health System'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 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.

South Shore Health System provides the region's only free breastfeeding support group, a New Mothers' support group, support groups for parents experiencing the loss of an infant or child. The Health System also hosts an annual Walk of Remembrance in October, which is attended by over 300 people and a Service of Remembrance in December, which is attended by 100 people and provides an opportunity for parents to honor their infant/child at the holiday season.

➤ **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 Health System'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 Health System'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 Health System'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 Health System. 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 Health System'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 South Shore Health System offers multiple outpatient services to meet community needs. The Health System'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 Nutrition Education Center works with people managing IBS, Crohns, unplanned weight loss, pre-diabetes, cardiovascular disease, and more. 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 Health System operates outpatient radiology centers in Weymouth and Cohasset, as well as a Center for Wound Healing at Weymouth Woods in Weymouth.

➤ **South Shore Medical Center**

South Shore Medical Center is a multi-specialty practice with providers engaged in internal medicine, family medicine, pediatrics and obstetrics/gynecology. South Shore Medical Center provides primary medical care, as well as a variety of ancillary and specialty services to patients throughout the south shore, with locations in Norwell and Kingston, as well as The Women's Center of South Shore Medical Center in Weymouth.

South Shore Medical Center promotes an active, healthy lifestyle within the community. This is done through participation in community health fairs, through educational wellness talks, roundtable discussions, and expositions offered to the community; as well as by partnering with local groups to offer a variety of on-site programs and classes (such as tobacco cessation, babysitter safety training, home alone/staying safe, etc.). In addition, South Shore Medical Center colleagues volunteer to assist local community organizations aligned with our mission, with approximately six colleague volunteer events offered by the practice throughout the year. South Shore Medical Center colleagues and patients are also invited to participate in quarterly donation drives for much-need items (e.g., back-to-school-supplies, eyewear, etc.) to benefit community organizations.

➤ **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 South Shore Health System's home health rehabilitation team helps patients with strokes, orthopedic and neurological injuries recover in their homes. The Health System's Medicare-certified Hospice of the South Shore cares for terminally ill patients and their families. Home and Health Resources, the system's private duty nursing program, offers personal-care aides, private duty registered nurses and licensed practical nurses, professional and support services for new mothers, seniors, patients with debilitating diseases, community and workplace education, and referral services.

**Community Health Services**

The South Shore Health System 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 SSHS 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 Health System 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.

**2. Provide Educational Opportunities for Health Professionals of Today and Tomorrow**

In FY2017, our initiatives will be to:

- Offer 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 15 regional schools.
- Partner 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.
- Provide a simulation center and mobile laboratory 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.

- Sponsor 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).
- Offer continuing medical education for physicians and allied health practitioners, through a program accredited by the Massachusetts Medical Society.
- Host educational sessions for area high school students to inspire their interest in pursuing health care careers.
- Create on-site learning opportunities for students interested in pursuing careers in nursing, respiratory care, rehabilitation services, laboratory services, and other clinical specialties.

### **3. Participate in Clinical and Community Health Research**

In FY2017, our initiatives will be to:

- Offer 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.
- Offer cutting edge therapy to eligible patients to aid in wound healing and recovery.
- Offer a smartphone application that may help to reinforce the basic instructions and goals of cardiac rehabilitation.
- Offer trials to pregnant women with the goal of predicting babies at risk and developing new and improved maternal tests and equipment.
- Offer eligible patients a positioning device intended to manage deformational plagiocephaly (DP) or head flattening in prematurely born infants.

### **4. Partner with Organizations for the Wellbeing of our Region**

South Shore Health System will continue to work in partnership with other groups through our "Building Healthier Communities" initiatives, which will be to:

- Continue as a founding member of the South Shore Postpartum Support Network, which brings together the practitioners, organizations, research and the best practices area families need for a healthy postpartum experience. About 20 percent of new mothers experience clinical depression.
- Sustain 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.

- Work 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.
- Continue 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.

South Shore Hospital is a charter member of the Weymouth Wellness Team, and in 2017, the following initiatives will be to:

- Continue 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.

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

**VIII. Benefiting Weymouth**

For 95 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 businesses benefit from the hospital’s leadership on critical issues and the local availability of advanced clinical care. Here are some of the many ways South Shore Health System contributes to the quality of life and financial well-being of Weymouth:

➤ **Provide 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 Health System (SSHS) grows, financial benefits to the Weymouth correspondingly grow. The agreement specifies the voluntary nature of the PILOT program and provides the health system with the ability to avoid contributions in any year when it would create an unacceptable financial hardship. SSHS has not missed a PILOT contribution since the program's inception. SSHS's voluntary contributions to Weymouth have grown by more than 400% since 2008, growing to approximately \$750,000 per year. As a result, SSHS is the largest single "taxpayer" in Weymouth.

➤ **Work to be a Good Neighbor**

South Shore Health System 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. Also, Weymouth residents benefit from our free health screenings, education programs and support groups.

South Shore Health System also benefits Norwell, Hingham, Kingston, Rockland and Weymouth by:

- providing paramedic and ambulance coverage at community events,
- providing voluntarily medical direction to the Weymouth Health Department,
- sponsoring the Department of Health's "Healthy Wey" Program,
- supporting public safety improvements at busy intersections, and
- supporting the installation of Weymouth public safety communication equipment on hospital rooftops and retrofitting of the Cancer Center Garage to accommodate town equipment.

➤ **Support Weymouth's Economic Vitality**

South Shore Health System 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.

The Health System 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 Health System 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,
- intranet website for employees and medical staff members,
- internet website ([www.southshorehospital.org](http://www.southshorehospital.org)) and social media presence,
- free community magazine mailed to more than 100,000 households,
- 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 Health System 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. To generate community interest and participation in our programs, we will continue to:

- participate in community-based programs, events and health fairs,
- maintain a free public website ([www.southshorehospital.org](http://www.southshorehospital.org)) that includes, comprehensive information about the hospital's programs to benefit the community, as well as general health information,
- publish a free community magazine mailed to more than 100,000 households,
- publish and distribute numerous patient/family education brochures,
- publish advertisements and generate publicity to promote the availability of free and low-cost educational and support services,
- provide information about programs to patients while they are in our care,
- exhibit program displays/brochures at affiliated medical staff practice locations,
- exhibit program information at community health fairs and other events,
- mail brochures, fliers and postcards to community residents,
- share information at hospital-sponsored support groups, and
- publish and distribute an annual Community Benefits Report.

**X. Community Benefits Investment**

South Shore Hospital estimates its FY2017 community benefits investment will be as follows:

<b>Charity care</b> (net expense)	<b>\$4,300,952</b>
<b>Bad debt provision</b>	<b>\$12,246,072</b>
<b>Unreimbursed costs of Medicare services</b>	<b>\$7,798,209</b>
<b>Unreimbursed costs of MassHealth</b> (Medicaid)	<b>\$9,988,896</b>
<b>Payment to the operational assessment</b> of Massachusetts Division of Health Care Finance and Policy	<b>\$254,144</b>
<b>Massachusetts Department of Public Health</b> Determination of Need Community Health Initiative payments	<b>\$440,000</b>
<b>Voluntary Payment in Lieu of Taxes</b> Town of Weymouth	<b>\$750,000</b>
<b>Community benefits programs</b> (net expense) Community health services, research, health professions education, community building, community benefits administration	<b>\$ 2,530,782</b>
<b>Estimated total value</b> of quantifiable benefits provided to the community	<b>\$36,864,911</b>

**XI. Community Benefits Advisors**

South Shore Health System 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:
  - Barbara Brooks, Brockton WIC Nutrition
  - Suzanne Brownell, Health Thyself
  - Linda Chuckran, Welch Retirement Group
  - John Cirillo, Operation A.B.L.E. of Greater Boston, Inc.
  - Timothy Cruz, Plymouth County DA
  - Juliana Langill, Community Connections Brockton
  - Ari Fertig, Health Care For All
  - Peter Forman, President, South Shore Chamber
  - Lyn Frano, Stoughton Substance Abuse Prevention Coordinator
  - Linda Gabruk, Greater Brockton CHNA/ Brockton Neighborhood Health Center
  - Anuj Goel, Massachusetts Hospital Association
  - George Gorgizian, Plymouth Correction Facility

- Arlene Goldstein, Blue Hills CHNA
  - Paul Gorman, South Shore YMCA
  - Betsy Harris, Weymouth Public Schools
  - Michael Jackman, Congressman Keating's Office
  - Julie Kembel, Patient Family Advisory Council
  - Gwen Morgan, What If? Program
  - Michael Morrissey, Norfolk County DA
  - Karen Mullen, Needham Coalition for Youth Substance Abuse Prevention
  - John Mulveyhill, Weymouth Emergency Management
  - 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
  - Valerie Sullivan, Healthy Wey Program
  - Ben Wood, Department of Public Health Office of Healthy Communities
- Colleague advisors to South Shore Hospital's Community Benefits Program:
- 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
  - Cheryl Coveney, Patient Access Services
  - Christine Dindy, RN, Cardiovascular Care
  - Robert Driscoll, MD, Trauma Services
  - Katrina Dwyer, RN, Home Care Community Outreach and Community Benefits Officer
  - 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, Marketing, Communications & 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
  - 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/Cancer Care
- Rose DiPietro, RN, President Home & Community
- Katie Howard, Community Outreach
- Greg Garafolo, Information Systems
- Lisa Raymond, Nutrition
- Tom Carroll, Physician Ambulatory Enterprise
- Timothy Quigley, RN, Nursing
- Mark Manfeldt, RN, 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
- Lisa Gouthro, Home & Health Resources

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 Community Health Steering Committee participation.

## ***XII. Community Benefits Plan: Impact Monitoring and Evaluation***

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

Our Board of Directors will receive reports detailing progress with the FY2017 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 Health System 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 Health System serves all in medical need, regardless of ability to pay. The primary way South Shore Health System 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 Health System aspires to be The Choice – trusted as the first place to turn for quality health care services. We recognize 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 our tax-exempt status is a privilege and we are committed to assuring 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.