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## **FY2018 Community Benefits Plan**

### **Executive Summary**

The FY2018 Community Benefits Plan will meet the requirements of the Federal Patient Protection and Affordable Care Act of 2010 which states that charitable hospitals must submit to the Internal Revenue Service, (1) a Community Health Needs Assessment, conducted at least every three years, that identifies unmet health needs in the provider's community, (2) a Community Benefits Plan and Implementation Strategy that describes how the identified community needs will be addressed by Hospital initiatives, and; (3) a report of Community expenditures.

Most importantly, the Community Benefits Plan will lay the foundation to meet the health needs and priorities of our community. The Community Benefits Plan will provide a map to how we, as health care providers will address the health priorities in the communities we serve.

In February 2016, South Shore Health System (SSHS) completed a Health Assessment; three priority health topics were identified:

1. Access to Health Services
2. Behavioral Health
3. Cardiovascular Health

The three health priorities identified in our region align with the principles of the Massachusetts health care reform; in FY2018 SSHS will target the social determinants to health with strategic plans and goals.

1. Reduce disparities in the provision of care
2. Promote wellness in vulnerable populations
3. Improve the Management of chronic disease

The FY2018 Community Benefits Plan is submitted this month for Board action. The plan will define the process of meeting the health needs of our community through strategic goals that impact the social determinants to health.. The plan will lay the ground work and provide a map toward meeting the priority areas identified in the Health Assessment and the principles of the Massachusetts health care reform.

At this month's Board meeting, a review of the Community Benefits Plan will be presented. The plan will continue to further broaden the coordination across the South Shore Health System and increase the community outreach efforts.

**Recommended action:** Approve the FY2018 Community Benefits Plan. The recommended form of vote is: "The South Shore Health System's Board of Directors approves the FY 2018 Community Benefits Plan as presented"



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***South Shore Health System  
FY2018 Community Benefits Plan and  
Community Health Needs Assessment Implementation Strategy***

***I. Introduction***

South Shore Health System's (SSHS) FY2018 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 FY2018 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.

The Community Benefits plan for FY2018 will be looking at programs that are forward thinking, with goals and outcomes that will have a sustainable impact on the community. Many of the programs that are established and have a proven impact on the four priorities will continue in FY2018 with additional thought and action toward the future.

*In FY2018 SSHS will provide continued support for the effective programs from previous years.*

- Continue to broaden the community outreach connection with our community and further strengthening the organization wide awareness of the Community Benefits resources and programs creating a synergistic approach to the community wellness initiative*
- Continued system wide analysis using data driven plans to meet and provide maximum effectiveness for all community related projects.*
- Collaboration with the Massachusetts Department of Public Health Advisory Committee and with our regional Community Health Network Area (CHNA) Steering Committees to reform and progress toward a stronger regionalization of the CHNA's in our service area.*
- 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 FY2018 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 approves a strategic-planning process that involves reaffirming the Hospital'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 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 SSHS'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 FY2018 the goal will be to further engage all community stakeholders to develop sustainable community programs that will continue on an ongoing process to target the community needs and health priorities as identified through Community Needs Assessment and ongoing data collection.

We intend to continue to work in partnership with community leaders and community 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.

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 that we offer to connect with the community and to build an infrastructure to better coordinate planning

and collaboration among Community Benefit programs. During 2018, 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, 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 SSHS 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 Hospital.

#### ***V. Assessing Community Health***

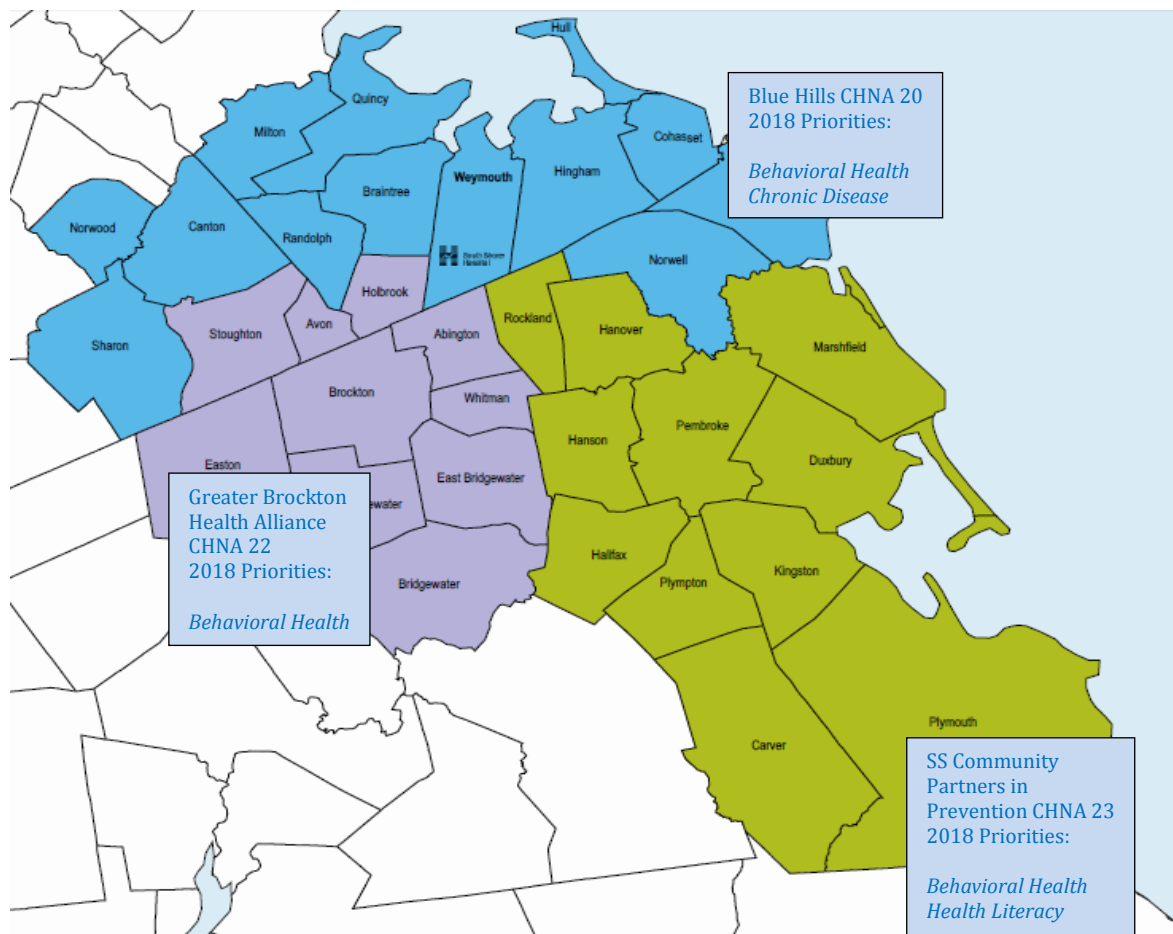
South Shore Hospital conducts regular assessments of community health needs. The most recent full community health needs assessment in 2016 was a cumulative project formed by two major components:

- 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 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 @ (781) 624-7458

South Shore Hospital's 2016 community health 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 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 Health System 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 SSHS is a core funder of the regional CHNA network – including \$467,500 in FY2017. We are actively involved in the three CHNA's in our service area, as we move into 2018 a more regionalized systematic approach is being developed that will move all three CHNA's

toward one common Community Benefit Goal: Behavioral Health following the guidelines as presented by the Department of Public Health Advisory Committee.



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.
- ❑ 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.

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 the Department of Public Health Advisory Committee. Behavioral Health is a critical daily challenge observed by many clinical providers in the SSSH. 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, SSSH has partnered with **Gosnald** and added 2 Health Promotion Advocates with a focus on substance abuse 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 the community benefits program to target tangible results has driven a focus on substance use in youth. In 2018, we will continue to partner with other communities and contribute to programs such as regional South Shore FACTS, E.B. Hope and continue programs like the Annual Prevention of Underage Drinking and Substance Use Conference.

SSHS continues to work closely with local ambulance services and town fire and police departments EMS programs to provide training and Naloxone Nasal Spray (Narcan) in the community.

- Brewster Ambulance, Fallon Ambulance
- Fire Departments: Hanover, Hull, Norwell Weymouth, Whitman
- Police Departments: Braintree, Cohasset, Hanover, Hingham, Hull, Norwell, Weymouth

- ❑ **Access to Health Services** – A top priority for the SSHS, information obtained using data analysis, community stakeholder survey and interview process. Access will be part of the three CHNA's regional approach in developing a strategic plan to meet the Behavioral priorities in the community.
- ❑ **Heart Disease and Stroke** – As identified in the 2016 Community Health Needs Assessment the SSHS continues to support initiatives to address the management of or the 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 FY2018. In 2017 the annual Diabetes Expo expanded to support Heart Disease and Stroke and is now the Diabetes and Cardiovascular Wellness Expo. 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 healthcare providers.
- ❑ **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** – Sleep programs are frequently requested in the community, plans are being investigated to provide focused programs on sleep at the Mall Walking Programs and Council on Aging centers in 2018.
- ❑ **Oral Health** – No plan to address this need due to lack of expertise or supporting clinical programs at the Hospital.

- ❑ **Dementia** – Habilitation programs in collaboration with community stakeholders target community members struggling with dementia. The programs are designed to give community members including caregivers and family members the tools for those living with dementia the ability to safely remain in the community.
- ❑ **Economic conditions** – SSHS’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.

South Shore Health System is working with South Shore Chamber of Commerce and the South Shore Savings Bank to sponsor for the second year the South Shore Leadership Program. The program is aimed at business leaders in the community to learn and experience all the community has including Wellspring in Hull, Weymouth Food Pantry, South Shore Hospital to name a few.

- ❑ **Violence/Safety** – No focused community benefit plan to address violence as it is beyond the scope of a health care provider.
- ❑ **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. The Quincy Council on Aging will begin to provide van transportation for Quincy’s senior residents to SSHS in Weymouth beginning in 2018.
- ❑ **Barriers to physical activity** – A key priority issue that is addressed through South Shore Moves, the program in the fall of 2017 will focus on the vulnerable population in Weymouth that may not have access or means to develop healthy physical activity. South Shore Moves is a program based on friendly competition that encourages movement and healthy lifestyles. StoryWalk, another initiative to promote physical activity and will be permanently installed in Weymouth. StoryWalk’s goal is to promote early literacy with increased outdoor activity in young children, and family engagement.

## ***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:

1. Behavioral Health
2. Access to Health Services



### 3. Heart Disease and Stroke

As we move forward, community health initiatives in FY2018 will focus on:

1. Improving health for vulnerable populations
2. Reducing Health Disparities
3. Create policy and system change that positively impacts the social determinants of health

Improving the prevention and management of chronic diseases remains the goal as outlined in the Community Needs Assessment conducted in 2016. The background, goals, objectives and measurement of each program is discussed in greater detail below. Many community benefit programs have more than one goal and priority.

#### 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 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. As we move into FY2018, Blue Hills will move toward Behavioral Health as part of the three CHNA's working together on a more regional approach. In FY2018, South Shore Hospital will support CHNA 20's initiatives to improve the prevention and management of chronic conditions through networking and education. As we transition to a more regional approach to meeting the needs of our community the focus will shift to a more encompassing Behavioral Health Focus.

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, and the overriding impact behavioral health has on chronic disease.

***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. In the fall of 2017, SSHS and South Shore Moves! Wellness Challenge targeted a more vulnerable population that may not have access and engage in preventative health including increased physical activity through more structured environments. The program is a 6 week friendly competition with guidance toward

healthy lifestyles and increased activity. The goal of the program is to demonstrate improved healthy living habits in communities that are the most vulnerable and lacking the resources of other nearby communities.

SSHS'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 FY2017, the Cardiovascular Center was an official partner in the annual Diabetes Expo and is now the Diabetes and Cardiovascular Wellness Expo. In FY2018 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. Including Peripheral Artery Disease (PAD) screenings in the community.
- ❑ 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.

The Center for Physical Wellness Programs, part of South Shore Health System offers a variety of programs. The goals of the wellness programs are to increase endurance, flexibility and reduce the impact of chronic disease. Some of the programs include:

- Fit for You: Program for individuals who would like to improve their activity level, body composition, and cardiovascular endurance.
- Functional Fitness Post-Stroke: Program for individuals who have had a stroke and want to improve function, balance, and strength.
- Heart Healthy Program: Program for individuals with a cardiac history to build endurance and improve strength.
- Intermediate Exercise for 55+: Exercise program for anyone over 55, this moderate resistance training and aerobic program focuses on improving strength, flexibility, and balance.

**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 Massachusetts Community Health Information Profile (CHIP) data demonstrates an increase in the incidence of Asthma on the south shore.

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 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 FY2017. As we move toward FY2018, Greater Brockton Community Health Network will focus on Behavioral Health and the impact on the management of disease such as Asthma.

**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 FY2018, 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.
- ❑ Through collaboration with the Quincy Elder Services, transportation will be provided to seniors without access for appointments and treatments at the cancer center in Weymouth.

**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 FY2018, 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 in CY2017 is our *Diabetes and Cardiovascular Wellness Expo*. This free event took place on Saturday October 14, 2017. There were lectures, breakout sessions, screenings (blood glucose, blood pressure, and monofilament/foot sensation), vendor and informational booths. This event provides a high value method to increase awareness about diabetes and management options to our community. In FY2018 South Shore Hospital will continue to provide valuable community health education programs in the community including programs around Diabetes.
- ❑ In FY2018 we will 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.
- ❑ 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, 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 FY2017, SSHS expanded initiatives that addressed the problems seen on a day-to-day basis and worked in collaboration with other area community efforts. Preventative programs such as measures provided through the Youth Health Connection have continued in FY2017 with programs including The Annual Substance Use Conference continuing in FY2018. Programs provided are:

- ❑ *Utilizing the CHNA system to leverage community organizations as a more powerful collective voice for advocacy, with regionalization of programs that cross all 33 communities*
- ❑ *Supporting 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.*

2) **Promoting 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 FY2018 community benefits program will focus on vulnerable populations in our community, with a focus on the social determinants to health. Access to health care is one of the priorities identified in the 2016 Community Needs Assessment, SSHS will work toward defining and building a plan that will be measurable and sustainable in FY2018.

**Youth Health Connection** – SSHS’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 FY2018, 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, seeking opportunities to also educate college Resident Assistance as a new audience for this information.
- ❑ In 2017 the YHC developed, “Weeding Through the Myths, Marijuana in Massachusetts” with the goal to provide education and awareness around the legalization of recreational use Marijuana in Massachusetts. The display is

available for loan in FY2018 to other regions, creating partnerships and awareness throughout the area.

- ❑ Hosted a free Train-Trainer event for 21 local educators to learn how to implement and train other staff members on utilizing the Mindfulness program “Calm Classroom”. This is a research-based program for grades Pre-K-12. In addition another 84 local educators attended a ½ day session to learn how to use this program in their individual classrooms. Since this training a number of schools in our region have begun utilizing this Social Emotional Learning program. Connections and support will continue in FY2018 to assist other schools interested in learning about Calm Classroom and/or training staff.
- ❑ Convene meetings of school and community mental health providers to share resources and strategies.
- ❑ Expand and build upon the success of the pilot held during FY2016 for the program “The Wellness Initiative”, specifically the week-long “Breathe Out 2 Calm In” campaign. 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. Originally the campaign was limited to high school and in FY 2017 a new component was added bringing the campaign to the elementary K-5 level in 3 new schools. This program was supported by a CHNA 20 min-grant and the PFT Memorial Foundation. In FY2018 materials will be available to schools interested in creating their own campaign this year.
- ❑ 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.
- ❑ Worked on updates to the following publications that are available as free pdf guides on the SSHS website:
  - ❑ “HeadSmart A Healthy Balance to Concussion recovery”, work was initiated and then placed on hold awaiting the American Academy of Pediatric guideline updates. A connection was created with the MDPH Return to Learn work group related t student learning post-concussion, this is a statewide initiative.
  - ❑ “Safe & Substance Free 2017 A Parent’s Resource Guide For Helping Your Teen Stay Safe This Prom and Graduation Season” was renamed “Under the Right Influence: Safe and Substance Free 2017 Guide for Parents & Guardians.”
  - ❑ Conducted youth peer-leader training programs, “How Not to Keep a Secret,” (HNTKAS) to teach 60 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. Schools participating were: Whitman-Hanson Regional High School, Cardinal Spellman High School and Hingham High School.

Behavioral Health is a common theme in the community needs assessments of all three CHNA's in our region, Blue Hills (20), Greater Brockton Health Alliance (22), and South Shore Community Partnership (23). Behavioral Health has also been identified as a state priority throughout the Commonwealth. In FY2018, the three CHNA's will work together to create a plan together that will impact Behavioral Health through strategic planning, targeting the social determinants to health in our area.

In addition to supporting the CHNA's actions, SSSH's Youth Health Connection, in conjunction with both the Plymouth County District Attorney and the Norfolk County District Attorney, continues to support 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 2018 the YHC and South Shore FACTS hosted the 8<sup>th</sup> Annual Prevention of Underage Drinking and Substance Use Conference.

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. In FY2017, "Weeding Through the Myths, Marijuana in Massachusetts" display was created and available for use across the region.

Other FY2018 community benefits initiatives for youth will include:

- ❑ Sustaining the South Shore Hospital Reading Partnership, this 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. Distributing Jean Fahey's book "Make Time for Reading", is one of the ways SSSH works to create Reading Partnerships in the community. In 2017, the *Friends of South Shore Health System*, the *National Center for Families Learning* and *Toyota* came together to print 6000 Make Time for Reading story guides for parents. Reading to young children not only builds listening and oral language but more importantly, parent-child bonding and health attachment. The guides are available in English, Spanish and Portuguese.

In FY2017, "Make Time for Reading" was provided to the Brockton Housing Authority, First United Methodist Church and new mothers identified by the Parent/Child team in Home Care.

- ❑ In FY2018 a permanent StoryWalk will be installed in Lovell Field in Weymouth in collaboration with the Weymouth Recreation Department, the *Friends of South Shore Health System* and Simon and Schuster Publishing. The goal of StoryWalk is to promote early literacy with outdoor activity and family

engagement. The first story installed in the walk will be The Summer Nick Taught His Cats to Read by Curtis Manley and Kate Berube.

- ❑ 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. In FY2017, 2 “Car Seat Checkpoint” events were provided.
- ❑ Providing injury prevention information in schools and the community, with a focus on driver/passenger safety.

**Seniors** – South Shore Health System recognizes that people age 60+ are vulnerable to injury, illness, and preventable complications caused by chronic diseases. In FY2018 several community programs are planned to reduce the incidence of illness and complications related to chronic disease.

- ❑ 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. Programs will be provided in senior housing, local Council on Aging and Mall Walking outreach programs.
- ❑ Offering an osteoporosis exercise program for individuals with osteoporosis or osteopenia to help maintain bone density and improve posture. This is accomplished through evidence based Chronic Disease Self-Management programs developed by Stanford University.
- ❑ 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, and education on the Massachusetts MOLST



form. Programs are planned in the areas senior centers, 55+ housing and at the Mall Walking Programs.

- ❑ 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.
- ❑ 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 continues to 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.

3) ***Reducing 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.

South Shore Community Partners in Prevention (CHNA 23) established Health Literacy as a Health Priority for Action in 2016 and 2017, based on the findings of a community health assessment conducted in partnership with SSHS. CHNA 23 and SSHS envision that improved Health Literacy can have a positive impact on reducing disparities in the provision of care. In FY2017, SSHS supported CHNA 23’s initiatives to improve Health Literacy through networking, education, advocacy and grant-making. Moving forward CHNA 23 will work collaboratively with Greater Brockton Care Alliance (CHNA 23) and Blue Hills Community Health Alliance (CHNA 20) as a regional focus will move toward Behavioral Health. This is in line with Massachusetts focus on behavioral health and the strategic plans to impact the social determinants which contribute. Health Literacy will remain part of the plan as it is one of the social determinants impacting Behavioral Health in our region.

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 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. In 2017 outreach to Quincy Elder Services became a plan to initiate transportation through Quincy Elder Services to SSHS for people receiving cancer treatments or other appointments. Transportation will enable residents in Quincy with limited access to cancer care to receive treatment as needed.

- ❑ 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.
- ❑ SSHS is committed to providing interpreter services at no cost to meet the communication needs of all our patients and their families. In 2017 SSHS provided 7,300 language service episodes working with Benoit Language Services, Inc., Baystate Interpreters, Inc., MCDHH, Cyracom, and Independent ASL Interpreters.
- ❑ Free support groups to help anyone who may be coping with our region's most prevalent health and wellness issues. Some of the support groups offered to the community in FY2017 and planned for FY2018 are:
  - Survivors of loss (Adult Child with Special Needs)
  - Survivors of Spouse/Partner Loss; Survivors of Adult Child loss
  - Grief Reflected Community Art show
  - Death Cafes
  - What do I do now: A money management workshop for the bereaved
  - Coping with the Holidays workshop
  - Supporting Grieving kids and teens
  - Hospice & Community Annual Memorial Service

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.

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 FY2017, our financial counselors continued 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 also sustained our leadership role in advocating for initiatives that responsibly and equitably control insurance premium and health care costs.

In FY2018, SSHS financial counselors will provide targeted outreach to the First United Methodist Church in Weymouth, a largely Brazilian congregation. The intent is to share expert knowledge and a commitment to assist our community to receive appropriate and applicable health insurance information.

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 will continue to support awareness of the interpreter services that SSHS makes available to patients and families that communicate in languages other than English. In FY2017, SSHS provided 7,300 language service encounters to patients and families including American Sign Language.

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

South Shore Health System also plans to benefit the community by:

- Providing and subsidizing vital health services to meet diverse community needs, in FY2017 and initiative to work with the Brazilian Community in Weymouth began to meet the needs of this underserved population.
- Offering free and low-cost community health services, including education and screenings such as Peripheral Artery Screenings provided throughout the SSHS communities.
- Providing educational opportunities for the health professionals of today and tomorrow, such as the Public Health Interns working with the YHC.
- Participating in clinical and community health research, and
- Partnering with other organizations to advance the wellbeing of our region. One program that demonstrates community collaboration is the Manet Health community outreach available in the SSHS emergency department.

***Emergency care*** – South Shore Hospital's emergency department (ED) is one of the largest Emergency Departments in the state with patient volumes approaching 95,000 each year. Its staff includes more than 50 emergency care physicians' and 149 emergency care nurses, and 5 Child life specialists. Other professionals include: social services, behavioral health, health promotion advocates, pharmacists and pharmacy techs., trauma, respiratory therapy, case management, physical therapy, patient access and other health experts. 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 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 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 Health System 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 medical, surgical, pain management, rehabilitation, 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 Health System. The Hospital’s cardiovascular center — the only one of its kind in the region — are 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 SSSH’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 SSHS 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 (SSVNA) cares for patients of all ages, from newborns to patients at the end of life. Patients with Cancer, Alzheimer’s disease and other dementia, difficult pregnancies, complications due to advanced age or childhood illnesses, and wound care including surgical wounds, colostomies and ulcers. The SSHS’s home health rehabilitation team helps patients with strokes, orthopedic and neurological injuries recover in their homes. SSVNA works in collaboration with patient’s physicians, families and other community supports with the goal of helping patients manage their diseases and have the ability to remain at home in the community of their choice.

Hospice of the South Shore cares for terminally ill patients and their families. The team of nurses, social workers, chaplains, aides and volunteers work together to care for patients and families when a cure is no longer the goal. Bereavement outreach continues for 13 months after a patient dies. Grief support groups are offered to the community, all families are invited regardless if the services of Hospice of the South Shore were utilized.

Home and Health Resources (H&HR), 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. H&HR also works closely with two of the states Aging Services Access Point (ASAP) agencies, South Shore Elder Services and Old Colony Elder Services. Both ASAP’s provide valuable resources to many of the region’s most vulnerable seniors. H&HR provides homemaking, personal care attendants and nursing to this population, often providing the ongoing services that keep seniors out of the hospital and in the community they are most comfortable.

**South Shore Medical Center** – a multi-specialty practice with providers engaged in internal 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 has been an active member in Massachusetts Department of Public Health’s Partnership Wellness and Trust Fund Grant (PWTF) as a Quincy Weymouth Wellness Initiative (QWWI) member. The focus is to create collaboration and partnerships in the community to promote health and wellness with evidence based programs such as: 1) smoking cessation 2) Matter of Balance (fall prevention) 3) Chronic Disease Self-Management. Other community based health and wellness programs in 2017 include:

- Diabetes support Group
- Weigh to Go: Adult Weight Management Program
- Monthly Pre-Diabetes Workshops: Diabetes Prevention
- Eating Well on a Budget
- Do-It-Yourself (DIY) Fitness
- Special Screening and Panel Discussion of Screenagers
- Organic Foods & GMOs: Basic Need to Knows
- Fall Back into Healthy Eating
- 2<sup>nd</sup> Annual Family Field Day and Fall Festival

**Community health services** - The SSHS 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, 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, peripheral artery disease, foot/ankle pain, back/neck pain, carpal tunnel syndrome, wound conditions, post-polio syndrome, increased blood pressure, and blood glucose testing. The SSHS 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.

***Providing educational opportunities for health professionals of today and tomorrow.*** Our initiatives in FY2018 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.

***Participating in clinical and community health research.*** Our initiatives in FY2018 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.

***Partnering with organizations for the wellbeing of our region.*** South Shore Health System 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 2018:

- 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.
- In 2018 continue the work started in 2017 with the First United Methodist Church in Weymouth: Mission Statement-Outreach to a vulnerable population with reduced access to care. Focus on the social determinants of health care including housing, language, transportation, education and insurance. Vision: Reduce disparities in health care by disrupting the barriers impeding equitable care in our community.

### ***VIII. Benefiting Weymouth***

For 94 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 Health System 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's voluntary contributions to Weymouth have grown by more than 400% since 2008, growing to \$759,568 in 2017. As a result, South Shore Hospital is the largest single "taxpayer" in Weymouth.

***Working 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.

South Shore Health System 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 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.

South Shore 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 (SSHS) 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](http://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, SSHS 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 promotion of healthy choices. 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](http://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,
- ❑ Sharing information at hospital-sponsored support groups, and
- ❑ Publishing and distributing an annual Community Benefits Report.
- ❑ Utilizing Social Media such as Facebook, Twitter and Instagram to meet the changing communication and ways the community receives information.

### ***X. Community Benefits Investment***

South Shore Health System estimates that its FY2018 community benefits investment will be as follows:

<b><i>Charity care</i></b> (net expense)	<b><i>\$6,100,108</i></b>
<b><i>Bad debt provision</i></b>	<b><i>\$13,128,624</i></b>
<b><i>Unreimbursed costs of Medicare services</i></b>	<b><i>\$11,200,507</i></b>
<b><i>Unreimbursed costs of MassHealth</i></b> (Medicaid)	<b><i>\$7,746,938</i></b>
<b><i>Payment to the operational assessment</i></b> of Massachusetts Division of Health Care Finance and Policy	<b><i>\$303,298</i></b>
<b><i>Massachusetts Department of Public Health</i></b> Determination of Need Community Health Initiative payments	<b><i>\$467,500</i></b>
<b><i>Voluntary Payment in Lieu of Taxes</i></b> Town of Weymouth	<b><i>\$759,568</i></b>
<b><i>Community benefits programs</i></b> (net expense) Community health services, research, health professions education, community building, community benefits administration	<b><i>\$ 2,670,898</i></b>
<b><i>Estimated total value</i></b> of quantifiable benefits provided to the community	<b><i>\$42,377,441</i></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:

- Linda Chuckran, Welch Retirement Group
- Joan Cirillo, Operation A.B.L.E of Greater Boston, Inc.
- Timothy Cruz, Plymouth County DA
- 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 Correctional Facility
- 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)
- 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
- Julie Kembel, Patient Family Advisory Council
- Hillary Lovell, Greater Brockton CHNA
- Heloise Aravjo, First Methodist Brazilian Church
- Rev. Juarz Goncalves, First Methodist Brazilian Church
- Cindy Morrison, Weymouth Health Department
- Bob McCrystal, Blue Hills Community Alliance
- Philip Chong, Quincy Asian Resource Initiative
- Deb Schroepfle, South Shore Community Partnership
- Sandra Lindsey, South Shore Elder Services

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
- Kristin Regan, Marketing Manager
- 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
- 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
- Elizabeth Sulger, Finance Supervisor
- Mary Kennedy, Trauma Injury Prevention
- Jackie Kilrain, Rehabilitation Services
- Karen LaFond, RN, cardiac and pulmonary rehabilitation services
- Jennifer Logan, Community Exercise Programs
- Marie McCarthy, Controller
- Susan Medici, RN, Case Management
- Jessyln Murphy, Respiratory Care
- Kimberly Noble, RN, South Shore Hospital Youth Health Connection
- Peggy O'Neil Files, Pastoral Care
- Amy Parker, Human Resources Liaison
- Jim Doyle, Public Safety
- Steve Nikolsky, Care Progression
- Ben Asfaw, Quality Management
- Faye Weir, Parent-Child Programs
- Jennifer Croes, Cancer Care
- Rose DiPietro, President Home & Community
- Katie Howard, Community Outreach
- Karen McLoughlin, Health Provider Service Organization
- Lisa Raymond, Nutrition
- Tom Carroll, Physician Ambulatory Enterprise
- Timothy Quigley, Nursing
- Mark Manfeldt, Nursing
- Jesslyn Lenox, Respiratory Therapy
- Jann Ahern, Home Care
- Tammie Ryan, Director SSVNA
- Lisa Rabideau, Interpreter Services
- Lisa Raymond, RD, Nutrition Education
- Lisa Royer, Home and Health Resources
- Jason Tracy, MD, Emergency Medicine
- Barbara Wahlstrom, Friends of South Shore Hospital
- Mark Waltzman, MD, Pediatric Medicine
- Jann Ahern, Home and Community
- Lisa Melchionna, Hospice of the South Shore
- Aubrie Hills, Bereavement Coordinator
- Christine Just, Director Provider Council, HPSO
- Emily Dionne, Manager Nutrition Service SSMC

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 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 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 ongoing reports detailing progress of the FY2018 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 that 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 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 in our region.