



UMASS DONAHUE INSTITUTE •



**South Shore
Hospital**

Analysis of the Economic Contribution of South Shore Hospital to Massachusetts

Produced by the Economic and Public Policy Research Unit, University of
Massachusetts Donahue Institute

For South Shore Hospital

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Executive Summary

South Shore Hospital, located in Weymouth, MA, is an important contributor to the Massachusetts economy and a vital economic engine for the South Shore region. In addition to its core mission as the premier provider of comprehensive acute care health services south of Boston, South Shore Hospital operations were responsible directly and indirectly for **5,496 jobs**, generating a total of over **\$562.5 million in economic activity** in fiscal year 2008, the most recent year for which data were available.

- In FY 2008 South Shore Hospital directly employed 3,576 people, 3,560 of whom lived in Massachusetts, with the vast majority in the communities of the South Shore. Almost 20 percent lived in Weymouth, and the communities immediately surrounding the Hospital, such as Quincy, Braintree, Hanover and Brockton were strongly represented, as well. This employment generated a total annual payroll of over \$211 million.
- The Hospital purchased \$62 million in goods and services from over 1,300 Massachusetts firms and vendors in FY 2008. This spending supported 446 jobs in these firms, and \$83.7 million in additional economic activity in these and other local businesses.
- The consumer expenditures by employees of South Shore Hospital and its suppliers supported an additional 1,410 jobs and over \$194 million in economic activity throughout the state.
- The payroll and other operating expenditures of South Shore Hospital generated federal tax revenue of \$49.4 million and \$23.9 million in state and local tax revenue in FY 2008.
- One-time construction expenditures of \$6.4 million resulted in an estimated additional \$4.8 million in economic activity within Massachusetts, which directly and indirectly supported 80 jobs.
- *In FY 2008, the total contribution of all direct, indirect, and induced Massachusetts economic activity generated by South Shore Hospital is 5,496 jobs and \$562.5 million.*

South Shore Hospital is Part of the Strongest Industry Sector for Employment Growth in Massachusetts

The Health Care and Social Assistance industry sector became the largest source of employment in Massachusetts in 2004 and its share has continued to grow through July 2008.¹ The sector as a whole employs over 500,000 people. It is the fifth largest sector in contributions to the state's gross domestic product.

The hospital industry subsector currently employs 190,831 people in Massachusetts, almost five percent of which are in Norfolk County, where hospitals employ 9,135 people.² Hospital employment has been growing markedly. While much of the Massachusetts economy has been slow to gain jobs since 2002, employment in hospitals grew about 14 percent, when overall, total Massachusetts employment only grew at a rate of about one percent.³

The Education and Health Services industry super sector is predicted to grow at an annual rate of two percent between now and 2013, more than double the rate of most other industrial sectors.⁴ Education and Health

¹Based on the most recent available seasonally adjusted employment data from the New England Economic Partnership (NEEP) January 1990 to September 2008. Retrieved from <http://www.neepecon.org/keyEcoFacts.htm> in June 2009.

²Based on Massachusetts Department of Labor & Workforce Development ES-202 data 3rd Quarter 2008.

³Between 2002 and 2007, the most recent year for which complete data is available. Based on annual Massachusetts Department of Labor & Workforce Development ES-202 employment data.

⁴Based on New England Economic Partnership Massachusetts Economic Outlook report and data.

Services is expected to gain the most jobs of any Massachusetts sector, growing by nearly 65,000, with the growth driven primarily by health care.

Contribution of South Shore Hospital to the Local Economy

South Shore Hospital is a not-for-profit hospital located in Weymouth, Massachusetts. While South Shore Hospital is located near Boston, a hub of health care enterprise, our model estimates that almost half of the local demand for hospital services is met within Norfolk County. In FY 2008, South Shore Hospital employed a total of 3,576 people. Of these employees, 3,560 live in Massachusetts and 1,296 live within Norfolk County, over 50 percent of whom (671 employees) reside in Weymouth alone. While this analysis focuses on South Shore Hospital's economic contributions, the role that South Shore Hospital plays in the region involves more than just dollars alone. Detailed information on South Shore Hospital's role in the community can be found in a document prepared by the hospital (see Appendix 3).

Table 1: Top Ten Massachusetts Towns where South Shore Employees Reside, FY 2008

Rank	Town	Employees
1	Weymouth	671
2	Abington	175
3	Braintree	174
4	Marshfield	160
5	Rockland	156
6	Quincy	149
7	Plymouth	141
8	Hanover	134
9	Brockton	131
10	Whitman	124

South Shore Hospital's ongoing operating expenditures also contribute to the local economy. Operating expenditures include the hospital's spending for day-to-day operations, for example telecommunications, electricity, rents and leases, maintenance, and medical and office supplies.

In this analysis, only expenditures to Massachusetts firms and employee compensation for Massachusetts residents were considered. In FY 2008 South Shore Hospital had operating expenditures and total compensation of over \$273 million. The total spending contributed to an additional \$277 million of economic activity in other industries, or for every \$100 spent by the hospital and its employees another \$100 flows through the local economy.

In Norfolk County alone operating and total compensation totaled over \$83.4 million and were estimated to have resulted in over \$57 million in additional local economic activity, or \$70 for every \$100 dollars spent in the county. These multipliers are slightly higher than they would be if non-local expenditures or employment were also considered, and cannot be compared to studies that do include these out of region expenditures.

In addition to the 3,560 Massachusetts residents who were employed by the hospital in FY 2008, an additional 1,856 jobs were supported in other industries by the hospital's operating expenditures and the spending of the hospital's employees. Of these, an estimated 424⁵ jobs in other industries were located in Norfolk County alone.⁶

⁵ Cells in Table 3 may not add to total due to rounding.

⁶ This analysis of the economic contribution of South Shore Hospital was conducted using data provided by the Hospital, and the IMPLAN Economic Impact Modeling System, developed by the Minnesota IMPLAN Group, Inc. This analysis should not be interpreted as the net impact of the hospital on the state and county, but rather as a description of the gross impact of the ongoing operations of the hospital, as of FY 2008.

Table 2: South Shore Hospital FY 2008 Contribution of Operating and Employee Expenditures in Massachusetts⁷

Massachusetts (Including Norfolk County)	Direct	Indirect	Induced	Total	Multiplier
Output	\$273,336,210	\$83,708,704	\$194,139,056	\$551,183,970	2.0
Employment	3,560	446	1,410	5,416	1.5

Table 3: South Shore Hospital FY 2008 Contribution of Operating and Employee Expenditures in Norfolk County

Norfolk County	Direct	Indirect	Induced	Total	Multiplier
Output	\$83,459,363	\$11,752,399	\$45,389,021	\$140,600,782	1.7
Employment	1,296	82	341	1,720	1.3

In FY 2008, South Shore Hospital had one time expenditures on construction projects of over \$6.4 million on Massachusetts based contractors, roughly \$934,000 of which was spent with firms located in Norfolk County. This spending resulted in over \$4.8 million in additional economic activity in Massachusetts in FY 2008.

Table 4: South Shore Hospital FY 2008 Construction Expenditures in Massachusetts

	Direct	Indirect	Induced	Total	Multiplier
Output	\$6,471,608	\$2,015,994	\$2,849,566	\$11,337,168	1.75
Employment	47	12	21	80	1.70

Table 5: South Shore Hospital FY 2008 Construction Expenditures in Norfolk County

	Direct	Indirect	Induced	Total	Multiplier
Output	\$933,786	\$243,387	\$294,921	\$1,472,094	1.58
Employment	6	2	2	10	1.59

Tax Impact of South Shore Hospital's Ongoing Economic Activity

The following tables detail the estimated federal, state and local tax⁸ implications of the construction, operating and employee expenditures of South Shore Hospital in FY 2008. The expenditures of South Shore Hospital directly and indirectly contributed approximately \$24 million in state and local revenue in FY 2008. These figures suggest that the businesses and people that are impacted by South Shore Hospital's operations, construction expenditures, and employee spending significantly contribute to the local tax base.⁹ In addition, we have estimated that the 3,560 employees of South Shore Hospital who reside in Massachusetts have made personal income tax payments to the state and federal government that exceed \$26.5 million in FY 2008, based on their taxable compensation. Tables 6 and 7 on the following page illustrate these tax impacts.

⁷ For an explanation of direct, indirect, induced, and total output and employment and the multiplier, see Appendix 1.

⁸ Federal taxes include the corporate profits tax, indirect business taxes (customs duties, excise taxes, other business federal non-taxes), personal estate and gift tax, income tax, personal fines/fees, and social insurance taxes (employer and employee contributions) related to the indirect and induced spending flows in the model. State and local taxes include the corporate profits tax, dividends, indirect business taxes (motor vehicle license fees, other taxes, property tax, S/L non-taxes, sales tax), personal estate and gift tax, income tax, motor vehicle license fee, personal fines/fees, other taxes (fish/hunt), property taxes, and social insurance taxes (employer and employee contributions) related to the indirect and induced spending flows in the model. Real estate taxes or payments in lieu of taxes reported by South Shore Hospital were included here under state and local taxes implied by operating expenditures.

⁹ However, to be clear, this is not to say that in the absence of the South Shore Hospital all of these revenues would disappear from federal, state and local coffers. For example, in this case, many of the workers could work in other local institutions and contribute to the tax base in that way.

Table 6: South Shore Hospital FY 2008 Estimated Tax Impacts in Massachusetts

Massachusetts (including Norfolk Cty)	Federal Taxes	State and Local Taxes	Total
Construction Expenditures	\$1,093,228	\$452,177	\$1,545,405
Operating Expenditures	\$10,758,166	\$4,826,243	\$15,584,409
Employee Expenditures	\$17,068,088	\$12,646,210	\$29,714,298
SSH Employee Personal Income Tax	\$20,524,726	\$6,002,412	\$26,527,137
Total	\$49,444,208	\$23,927,041	\$73,371,249

Table 7: South Shore Hospital FY 2008 Estimated Tax Impacts in Norfolk County

Norfolk County	Federal Tax	State and Local Tax	Total
Construction Expenditures	\$149,156	\$55,498	\$204,654
Operating Expenditures	\$1,524,068	\$926,296	\$2,450,364
Employee Expenditures	\$4,293,615	\$3,323,238	\$7,616,853
SSH Employee Personal Income Tax	\$7,621,580	\$2,137,486	\$9,759,065
Total	\$13,588,418	\$6,442,518	\$20,030,936

Conclusion

Hospitals are currently responsible for over 35 percent of employment in the Health Care and Social Assistance industry sector in Massachusetts, and the health care industry is a driver of employment growth in the Massachusetts economy. South Shore Hospital is not only a major employer in Norfolk County, but also a significant economic contributor to the local economy, employing over 600 Weymouth residents, and spending over \$84 million in Norfolk County alone. While being the largest employer in Weymouth, it also ranks among the largest employers in Norfolk County, along with Boston Financial, Stone & Webster, and Analog Devices, Inc.¹⁰

¹⁰ According to Dunn & Bradstreet Marketplace firm level employment data for Norfolk County, July – September 2008. A precise ranking was not possible because individual firm level data was not available beyond ranges.

Appendix 1: Economic Activity Analysis and the IMPLAN Model

The UMass Donahue Institute built input-output models using the IMPLAN Professional 2.0 model building software and data packages. The data used in the model are for 2007, which is the latest available. Model outputs are reported in 2008 dollars.

Input-output models, such as the IMPLAN model, examine the flow of money between industries and households in the economy. Any given expenditure in an economy leads to further expenditures as the money is re-spent. Economic activity analysis models this spending and re-spending of money, tracing the path of a dollar through the economy. The path of a given dollar ends when that dollar leaves the region through foreign or domestic trade, or is collected as a tax.

The IMPLAN modeling system combines the U.S. Bureau of Economic Analysis' Input-Output Benchmarks with other data to construct quantitative models of trade flow relationships between businesses and between businesses and final consumers. From this data, one can examine the gross effects of a change in one or several economic activities to predict its effect on a specific state, regional, or local economy (contribution analysis).¹¹ The IMPLAN input-output accounts capture all monetary market transactions for consumption in a given time period. The IMPLAN input-output accounts are based on industry survey data collected periodically by the U.S. Bureau of Economic Analysis and follow a balanced account format recommended by the United Nations.

The IMPLAN model estimates two major types of impacts:

- *Outputs* are expenditures of the industry and supplier industries to produce the final good.
- *Employment* refers to all employees required to produce the outputs, including wage and salary employees, full-time and part-time employees, and the self-employed.

IMPLAN estimates direct, indirect and induced impacts for both outputs and employment. Direct, indirect, induced and total are defined as follows:

- *Direct output* refers to the gross expenditures of the industry or sector on operations, payroll and taxes.
- *Direct employment* refers to workers in the sector or industry.
- *Indirect output* refers to spending by suppliers and contractors to produce inputs for the industry (such as medical devices).
- *Indirect employment* refers to employees of the industry's contractors and suppliers.
- *Induced output* refers to household spending on goods and services by industry employees and the employees of contractors and suppliers (both direct and indirect employees).
- *Induced employment* refers to the employees of industries that produce the household goods and services purchased by the direct and indirect employees.
- *Total outputs* or *total impacts* are the sum of direct, indirect and induced outputs.
- *Total employment* is the sum of direct, indirect and induced employment.

Multipliers

A *multiplier* is an index of how many times each dollar is re-spent in the economy of a geographical area. An *employment multiplier* is an index of how each job in an economy supports related jobs in other industries.

¹¹ Watson, Philip, et.al. (2007). Determining Economic Contributions and Impacts: What is the difference and why do we care? *Journal of Regional Analysis and Policy*. 37 (2): 140-146.

The multiplier is the ratio of total outputs or employment to direct outputs or employment. An output multiplier of 1.5 could be understood to mean that out of every one dollar of direct expenditure, 50 cents is re-spent in the local economy.

Appendix 2: South Shore Hospital Economic Contribution Analysis Methodology

South Shore Hospital provided the UMass Donahue Institute with FY 2008 employment and compensation data, operating expenditure (capital and non-capital) data, and construction expenditure data for Massachusetts residents and firms. The analysis conducted was specific to the state and Norfolk County, and as such, expenditures made outside the region were not included.

Compensation data for the 780 Massachusetts per diem employees and 11 executive administrators was aggregated due to data disclosure limitations. This aggregated data was distributed into income categories according to the distribution of the other available employment data. Total compensation, including payments for insurance, vacation and other benefit time, was used as the starting point for the analysis. This figure was then adjusted using IMPLAN model data to measure how much of this compensation is left after savings, taxes, and social insurance. This figure was then analyzed in the model for the total impact of South Shore Hospital employee expenditures.

The operating expenditures were coded and sorted into IMPLAN industry sectors, which are based on North American Industry Classification System (NAICS) codes. Expenditures that could not be coded were allocated according to the IMPLAN model assumptions for the private hospital industry, and coded expenditures were then used to customize the model based on South Shore Hospital's actual expenditures. Unemployment benefit payments and payments to the MA Department of Revenue on behalf of employees were not included in the operating expenditure analysis. Real estate taxes, other property-type taxes, and payments in lieu of taxes to state and local government were included in the tax impact analysis.

For more information, please contact the authors.

About the University of Massachusetts Donahue Institute and the Economic & Public Policy Research Unit

The UMass Donahue Institute is the public service, outreach and economic development arm of the five-campus UMass system. As a leading provider of applied research, the UMass Donahue Institute's Economic and Public Policy research unit helps our clients make more informed decisions about strategic economic and public policy issues. We produce in-depth industry studies that help clients gain visibility, educate constituents, and plan economic development initiatives.

We also partner with faculty from the five-campus University of Massachusetts system to promote the public's understanding of critical economic and policy challenges facing Massachusetts. Areas of expertise include: Industry Research, Public Opinion Research, Public Policy Analysis, Regional Economic Analysis, Social and Demographic Research.

Appendix 3: About South Shore Hospital

Introduction¹²

South Shore Hospital achieved its most important goals in fiscal year 2008, thanks to a dedicated team of 3,531 employees, 818 medical staff members, 500 volunteers, and tens of thousands of supporters. In this fiscal year 2008 Annual Accomplishments Report, you will learn how we advanced our charitable mission of healing, caring, and comforting to benefit our community. Among our many accomplishments are the following highlights:

- Earning Massachusetts Department of Public Health licensure as a Level III maternal/newborn program — the same designation as well-known Boston hospitals. South Shore Hospital is now the first and only community hospital licensed to provide advanced care to women with high-risk pregnancies and newborns requiring neonatal intensive care. We also expanded our 10-bed NICU, updated our 20-bed special care nursery, and augmented our maternal-fetal medicine program.
- Becoming the first and only licensed Level II trauma center in Southeastern Massachusetts, including the Cape and Islands. The Massachusetts Department of Public Health has licensed our hospital as a Level II trauma provider in recognition of our comprehensive approach to trauma care and rehabilitation.
- Continuing construction of the Dana-Farber/Brigham and Women’s Cancer Center in clinical affiliation with South Shore Hospital and its adjacent parking garage. When the center opens in 2009, it will usher in a new level of cancer care for our region.
- Dramatically improving emergency room wait times and patient satisfaction through our organization-wide initiative, known as Project Unified Care.
- Opening the South Shore Hospital Center for Wound Care and Hyperbaric Medicine, the first facility of its kind in Southeastern Massachusetts, and the only local site to offer access to hyperbaric oxygen therapy.
- Taking our first steps toward fulfilling our long-term goal to open a comprehensive outpatient center for bone and muscle care by introducing a three-day-a-week outpatient orthopedic surgical program at our day surgery center at 780 Main Street in South Weymouth.
- Exceeding our \$22 million fundraising goal for our Heart of the South Shore/The Campaign for Healing, Caring, and Comforting, with our largest total ever raised in a single campaign, which is also the largest for a charity in Southeastern Massachusetts.
- Developing a comprehensive community awareness program designed to demonstrate to our community that patients and families can expect MORE at South Shore Hospital.
- Ending our fiscal year with better-than-budgeted financial results.

Envisioning Our Future

At its strategic retreat in June 2006, South Shore Hospital’s board of directors affirmed the hospital’s **mission** statement:

South Shore Hospital exists to benefit the people of our region by promoting good health, and by healing, caring and comforting.

The Board also affirmed that all of us affiliated with South Shore Hospital are guided by these **values**:

¹² The following information was written and provided by South Shore Hospital for its last available fiscal year.

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- We care for our patients as we would our loved ones: with expertise, compassion, and respect.
 - We personify initiative, innovation, and tenacity in addressing community health care priorities.
 - We foster an environment that celebrates diversity, rewards excellence and added-value, and encourages good citizenship.
 - We work cooperatively with our colleagues and our community to advance the region's well-being.
 - We exhibit leadership on critical issues, in ways worthy of public confidence.
 - We demonstrate accountability, integrity, and resourcefulness in our financial stewardship.

In recognition of the fact that South Shore Hospital has emerged as our region's leading health care provider, the board affirmed a **bold new vision** for our organization:

South Shore Hospital aspires to be The Choice — trusted as the first place to turn for quality health care services. We will achieve this bold vision by becoming a fully integrated health care provider that works in close partnership with physicians, clinical affiliates, insurers, and community-based organizations to achieve optimum patient/family satisfaction, to retain expert talent, to earn community loyalty, and to enhance financial performance.

The board acknowledges five **strategic priorities** required to advance South Shore Hospital's mission and vision in the next 24 months:

- Assure that our actions are rooted in community need and produce community benefit.
- Consistently provide care that earns satisfaction, advances safety, and improves quality.
- Engage and align our medical staff around a shared vision to be The Choice.
- Leverage community loyalty, as evidenced through donations and volunteerism.
- Optimize our financial performance to sustain operations for generations to come.

About South Shore Hospital

South Shore Hospital is the leading regional provider of acute, outpatient, home health, and hospice care to the approximately 700,000 residents in southeastern Massachusetts. South Shore Hospital is a subsidiary of South Shore Health and Educational Corporation. Both are charitable, not-for-profit, tax-exempt organizations, governed by a volunteer board of directors. South Shore Hospital's home health care division includes South Shore Visiting Nurse Association, Hospice of the South Shore, and Home & Health Resources. South Shore Health and Educational Foundation generates philanthropic support for South Shore Hospital and its not-for-profit programs.

South Shore Hospital's main campus is located 16 miles south of Boston, Massachusetts, on a site of approximately 10 acres in South Weymouth, at the intersection of Route 18 (Main Street) and Fogg Road — one mile south of Route 3, the major route between Boston and Cape Cod.

South Shore Hospital was founded in 1922 as the 20-bed Weymouth Hospital and has been in continuous operation in South Weymouth since then. In 1945, the hospital's name was changed from Weymouth Hospital to South Shore Hospital to reflect its regional scope of care and services.

South Shore Hospital's 818-member medical staff represents all leading medical specialties, from allergists to urologists. The hospital requires that all active medical staff members be board certified within seven years from completion of an approved residency or fellowship program. A total of 91 percent of the hospital's affiliated physicians are board-certified and 7 percent are board-admissible. South Shore Hospital is the

only hospital in southeastern Massachusetts with employed physician leaders of emergency, obstetrics/gynecology, surgery, internal medicine, pediatrics, critical care medicine, infectious disease, and cardiovascular medicine.

South Shore Hospital employs 3,541 people, with a \$169 million annual payroll. South Shore Hospital's volunteer services department organizes the activities of more than 500 volunteers in the hospital, in private homes, and in the community. The hospital has the largest volunteer team in the region: volunteers are an integral part of the hospital's team, providing support to hospital staff, physicians, patients, families, visitors, and community residents. In fiscal year 2008, hospital volunteers contributed more than 68,600 service hours in the community and at the hospital — the equivalent of \$1.7 million.

Following its mission to serve all in the community, South Shore Hospital provided \$24.5 million worth of quantifiable uncompensated benefits to the community, including \$5.8 million in care to people unable to pay and \$1.7 million for community health and outreach programs.

South Shore Hospital offers a comprehensive range of health care services to meet diverse community needs, including the following:

- **Emergency care:** South Shore Hospital's emergency center is the third busiest in Eastern Massachusetts and the fourth busiest in the Commonwealth with more than 75,000 patient visits each year. Its staff includes 27 emergency care physicians, physician assistants, and nurse practitioners who are expert in adult and pediatric emergency care, supported by more than 150 emergency-care nurses. Each is dedicated to addressing emergency medical needs in a thorough, expert, and compassionate manner. The hospital's pediatric emergency service is staffed from noon to midnight each day by pediatric emergency physicians who are affiliated with both South Shore Hospital and Children's Hospital Boston. 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 ED to discharge from the hospital. South Shore Hospital is the only Level II trauma provider in Southeastern Massachusetts — including the Cape and the Islands.
- **Acute care:** The hospital provides acute medical, surgical, obstetrical/gynecological (OB/GYN), pediatric, cardiovascular, and cancer care. The hospital's critical care units are staffed by an intensive care physician 24 hours a day. The hospital provides diagnostic and ancillary services such as pharmacy, laboratory, diagnostic imaging, MRI, PET, nuclear medicine, cardiac catheterization, angioplasty, infusion therapy, CT scans, pulmonary function and vascular studies, Holter monitoring, echograms and stress tests, hemodialysis, telemetry, electroencephalography (EEG), electrocardiography (EKG), and electromyography (EMG).
- **Maternal and newborn care:** South Shore Hospital's maternal/newborn program is licensed by the Commonwealth of Massachusetts Department of Public Health as a Level III provider, in recognition of the advanced care we provide to mothers and infants. Our program features the first and only community-based neonatal intensive care unit (NICU) to care for ill or premature infants. The NICU is staffed 24 hours a day by on-site board-certified neonatologists from Children's Hospital Boston. The hospital's maternity staff includes more than 30 OB/GYN physicians and 10 certified nurse midwives. A board-certified OB/GYN is on-site 24 hours a day so that women have continuous access to obstetrical care at all times. 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. The hospital's emergency and inpatient pediatric services are offered in collaboration with physicians from Children's Hospital Boston.
- **Surgical care:** South Shore Hospital's surgical team is the region's largest, with 100 board-certified surgeons, 23 board-certified anesthesiologists, 21 certified registered nurse anesthetists, and more than 245

nurses, technicians, and other perioperative staff members who perform about 14,000 surgeries each year. The Dr. James A. and Mary Lynd Dolphin Surgical Center at 55 Fogg Road features 14 new operating suites, outfitted with advanced equipment and technology. Outpatient (day) surgery is also performed at the hospital's outpatient surgery center at 780 Main Street. The 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 its South Shore Visiting Nurses are expert in facilitating surgical recovery at home.

- **Cardiovascular care:** Cardiovascular complications are a primary reason why patients seek care at South Shore Hospital. The hospital's cardiovascular center — the only one of its kind in the region — is offered in clinical affiliation with Brigham and Women's Hospital. It features a 64-slice CT scanner — the fastest, most sophisticated diagnostic imaging technology to detect cardiovascular and other diseases. South Shore Hospital was the first in its region to provide 24-hour access to primary angioplasty, a life-saving heart attack treatment — and is one of only two hospitals in the region to offer elective angioplasty to help prevent heart attacks, as part of the Massachusetts Department of Public Health MASS COMM trial. The hospital's four-phase cardiac rehabilitation program supports those who have experienced a cardiac event or those with heart disease. The program includes recovery planning, education, lifestyle modifications, and gradual integration of exercise maintenance.
- **Cancer care:** South Shore Hospital's cancer care program is accredited by the American College of Surgeons' Commission on Cancer. Only 25 percent of U.S. hospitals earn Commission on Cancer approval. South Shore Hospital and Dana-Farber/Partners Cancer Care (PCC) offer eligible patients access to select clinical trials. The hospital is the only DF/PCC clinical trials affiliate in the region. The cancer program features a 30-bed inpatient oncology unit, whose nursing team is expert in the care of patients who have active cancer-related issues. The hospital's breast care center is offered in affiliation with physicians from Brigham and Women's Hospital/Dana-Farber Cancer Institute. It is the only center in the region to provide advanced care to those who have already been diagnosed with a breast condition. South Shore Hospital is building an outpatient cancer center in affiliation with Dana-Farber Cancer Institute and Brigham and Women's Hospital. When it opens in October 2009, the cancer center will usher in a new level of cancer care for the people of the region.
- **Medical care:** South Shore Hospital has four inpatient nursing units to care for adults with acute and chronic medical conditions, including individuals with conditions related to endocrine, gastroenterologic, gynecologic, hematologic, infectious-disease, kidney, neurologic, oncologic, orthopedic, pulmonary, rheumatologic, urologic, and other conditions.
- **Outpatient service:** The hospital offers multiple outpatient services to meet community needs. The hospital's ambulatory care services include assisted reproduction (fertility) services, chemotherapy, injections, infusions, transfusions, and vaccines. The hospital's outpatient rehabilitation center helps those with cancer, stroke, spinal cord and orthopedic injuries, neurologic disorders such as Parkinson's disease and multiple sclerosis, arthritis, osteoporosis, fibromyalgia, breast cancer, diabetes, chronic pain, and incontinence. The outpatient rehabilitation center features two aquatic therapy pools, with a ramp so patients may independently maneuver themselves in and out of the water. The hospital also offers a number of outpatient programs, including mobile lithotripsy, cardiac rehabilitation, pain management clinic, diabetes clinic, asthma center, travel health clinic, and a sleep study program. The hospital also operates outpatient radiology centers in Weymouth and Cohasset. South Shore Hospital has also opened a Center for Wound Care and Hyperbaric Medicine at Weymouth Woods in Weymouth.
- **Home health services:** South Shore Visiting Nurse Association cares for patients with cancer, Alzheimer's disease and other dementia, mental health disorders, difficult pregnancies, complications due to advanced age or childhood illnesses, and wound care including surgical wounds, colostomies, and ulcers. The hospital's home-health rehabilitation team helps patients with strokes, and orthopedic and neurological injuries recover in their homes. The hospital's Medicare-certified Hospice of the South Shore cares for terminally ill patients and their families. Home & Health Resources, the hospital's private duty nursing

program, offers personal-care aides, private duty registered nurses and licensed practical nurses, professional and support services for new mothers, community and workplace education, and referral services.

- **Community services:** The hospital offers dozens of community education and health programs for people of all ages including childbirth classes, community pool exercises, cardio-pulmonary resuscitation, first aid, bereavement support, baby-sitting courses, smoking cessation, infant safety, stress reduction, weight loss, adolescent suicide prevention, and nutrition education. The hospital offers 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 appropriate cholesterol levels. The hospital also facilitates support groups for those with heart disease, stroke, pulmonary disease, cancer, diabetes, difficulty breast-feeding a newborn, chronic pain and for those who have experienced miscarriage, newborn loss or the death of a loved one.

South Shore Hospital and Brigham and Women's Hospital work together to offer specialized surgical, cardiovascular, cancer, primary care, and women's health services to adults living and working in a broad region south of Boston to the Cape Cod Canal, and west to Norwood, Attleboro, and Taunton. South Shore Hospital and Brigham and Women's Hospital collaboratively offer a comprehensive breast care center, reproductive medicine program, gynecological surgery, and urogynecology program. They also jointly administer a general surgery practice called Brigham and Women's Surgical Associates at South Shore Hospital and have established a Harvard Medical School-affiliated surgical residency program at South Shore Hospital.

For more than a decade, South Shore Hospital and physicians from Children's Hospital Boston have worked together to provide advanced pediatric care to the people of our region. Our collaborations include a pediatric emergency service that is available from noon to midnight, when the majority of pediatric emergency visits are made. Board-certified pediatricians from Children's Hospital also staff our inpatient pediatric unit, as well as outpatient clinics for children with cardiac, gastrointestinal, endocrine, genetic, and neurological conditions. We also work together to offer our community the state's first and only community based neonatal intensive care unit (NICU), staffed 24 hours a day by board-certified neonatologists who are affiliated with Children's Hospital.

South Shore Hospital is able to provide the community with advanced levels of care by offering:

- Select clinical cancer trials in association with Dana-Farber/Partners Cancer Care.
- 24/7 on-site medical coverage in its critical care units.
- 24/7 on-site medical coverage for obstetrical patients by board-certified OB/GYNs.
- 24/7 on-site internal medicine hospitalist program to support community-based physicians in providing care to their hospitalized patients.
- 24/7 on-site availability of board-certified surgeons and anesthesiologists.
- A maternal-fetal medicine program staffed by board-certified perinatologists.

South Shore Hospital has been recognized by a number of regulatory and accrediting agencies, including:

- Receiving the **Gold Seal of Approval** from **The Joint Commission**. The Gold Seal signifies that the hospital's acute, outpatient, and home health programs have each earned maximum three-year accreditations.
- Earning a **Distinguished Hospital Award for Clinical Excellence** from **HealthGrades**, a leading independent health care ratings company. The annual study identifies hospitals in the top 5 percent in the nation in terms of mortality and complication rates across 26 procedures and diagnoses. To qualify for the list, hospitals were required to meet minimum thresholds in terms of patient volumes,

quality ratings, and the range of services provided. According to the HealthGrades study, patients who select Distinguished Hospitals for their care have — on average — a 27 percent lower chance of mortality and a 14 percent lower risk of complications.

- Earning a **HealthGrades Specialty Excellence Award for Pulmonary Care** for five consecutive years for the care we provide to patients with chronic obstructive pulmonary disease (COPD) and community-acquired infections.
- Being named a **Mentor Hospital** by **The Institute for Healthcare Improvement**. South Shore Hospital is among a select group of hospitals that other health care institutions can turn to for advice and information about best practices. Specifically, the hospital's mentor designation covers three areas that have won us accolades previously: prevention of surgical site infections, central line infections, and ventilator-associated pneumonias.
- Winning a **Leadership Award for Clinical Excellence** from the **Voluntary Hospitals of America (VHA)**. VHA Leadership Awards recognize VHA member organizations that have differentiated themselves by demonstrating extraordinary levels of performance in clinical excellence, community benefit excellence, operational excellence, and supply chain management improvement. The hospital was recognized for prevention of surgical site infections.
- Being named to the **2008 HomeCare Elite**, a compilation of the nation's most successful home care providers by **Outcome Concept System (OCS)**. According to OCS, South Shore Visiting Nurse Association ranks among the top 25 percent of all home health providers. OCS, a leading post-acute health care information company, maintains the nation's most comprehensive set of integrated measures, spanning clinical outcomes, financial performance, resource utilization, patient satisfaction, and operational indicators for home health, hospice, and private duty agencies. OCS uses publicly available data from Home Health Compare and CMS Cost Reports to determine the top 25 percent of home care agencies in the United States.
- Becoming the first hospital in Massachusetts to have earned **full, three-year accreditation** by the **Society of Chest Pain Centers**. Earning this accreditation is further evidence that patients can count on South Shore Hospital to provide expert, life-saving treatment. The Chest Pain Society's Accreditation review team thoroughly examined our chest-pain policies, procedures, and protocols. In addition to reviewing very specific protocols, such as the administration of aspirin and electrocardiograms to chest-pain patients, the team also looked at how our hospital works with local EMS teams and at our community outreach programs.
- Earning **Quality Respiratory Care Recognition (QRCR)** from the **American Association for Respiratory Care** as part of a national program to help patients and families make informed decisions about the quality of respiratory care services available in hospitals. Only 500 hospitals — approximately 10 percent of hospitals in the nation — have applied for and received this award. The QRCR program was developed to help patients identify those facilities using qualified respiratory therapists to provide respiratory care.
- Receiving the **High Reliability for Cardiac Care Award** for Acute Myocardial Infarction by **MassPRO (Massachusetts Peer Review Organization)**. MassPRO, founded by the Massachusetts Medical Society, is a leading performance improvement organization, dedicated to advancing health care quality. South Shore Hospital was one of a handful of hospitals in the state who received the award, specifically created to recognize hospitals who have achieved 100 percent compliance in more than two consecutive quarters of the publicly reported clinical metrics. The specific metrics include the timely use of aspirin upon arrival and as a maintenance drug upon discharge, beta blockers on arrival and discharge, smoking cessation teaching upon discharge, and the use of ACE inhibitors and PTCA (*e.g.* catheterization and stenting) within 90 minutes of entrance to the emergency room. These elements define the core metrics used to determine how well we consistently apply the best evidence-based practice in caring for patients experiencing heart attacks.

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- Earning **certifications** from the **American Stroke Association**, **American Diabetes Association**, and **American Association of Cardiovascular and Pulmonary Rehabilitation** for the quality of care provided to patients with these conditions.
 - Earning recognition as one of the **nation's 100 Top Hospitals** by **Thomson Reuters**, a leading national source of health care information products. According to Thomson Reuters the 100 Top Hospitals who received this award treated sicker patients requiring more complex treatment — yet had better patient outcomes and lower costs. South Shore Hospital was chosen based on an objective analysis of its performance against national standards for success in quality of care, operational efficiency, financial performance, and adaptation to the health care environment.

South Shore Hospital is also a leader in public accountability and demonstrating benefit for its community. In 2007, the total value of quantifiable benefits that South Shore Hospital provided to the community was \$30,437,424, including \$4,293,658 in net charity care — more than any other hospital in its region.

Please visit southshorehospital.org for more information.