Hallmark Health Community Benefits Report 2010

Background and Overview

Hallmark Health System, Inc. was founded in 1997 when a group of four community hospitals in Boston's northern suburbs came together to form a local, nonprofit health system. Today, Hallmark Health consists of Lawrence Memorial Hospital in Medford and Melrose-Wakefield Hospital in Melrose, the Cancer Center in Stoneham, and Hallmark Health Medical Center in Reading. The health system operates one of only two hospital-based nursing schools in the state and a school of radiology. It provides extensive outpatient services at locations scattered throughout the service area. In addition, Hallmark Health also owns and operates Hallmark Health Medical Associates, a large physician practice organization with sites across the region; one of the state's busiest visiting nurse associations, including a hospice program; has an affiliation with a long-term care facility; and provides a variety of community programs including federal, state and foundation grant-funded programs. The 2,836 employees at Hallmark Health are backed by a core medical staff of 400 experienced doctors – all working daily to meet the health needs of close to 600,000 residents in the 16 cities and towns in our area.

In 2010 Hallmark Health also provided a full range of procedures such as echocardiograms, Holter monitoring, EKGs, nuclear cardiology stress tests, cardiac catherizations, angioplasties, pacemaker implantation, and other special procedures at the Cardiac & Endovascular Center at Melrose-Wakefield Hospital. This critical service offers patients a multidisciplinary approach to the diagnosis and treatment of cardiac and vascular disease. Melrose-Wakefield Hospital has been selected by the Massachusetts Department of Public Health (DPH) to participate in an elective angioplasty trial. The hospital is one of only seven throughout the Commonwealth to participate in the MASS COMM Trial. In 2010 sixty (60) elective (non-emergent) angioplasties were performed as part of the MASS COMM clinical trial.

The Hallmark Health Medical Center in Reading offers a full complement of imaging, laboratory, and rehabilitation services. The Center also houses physicians who offer specialized care, including internal medicine, cardiology, obstetrics/gynecology, and gastroenterology. The Hallmark Health Cancer Center in Stoneham, offers the latest treatments for cancer care in a local setting.

Civic involvement is part of the culture at Hallmark Health at all levels of the organization. Staff are engaged in numerous charitable and community volunteer efforts both individually and through the Hallmark Health Community Teams. The leadership staff of Hallmark Health contributed hundreds of hours in 2010 as active members in over 40 civic groups, community organizations, and boards throughout the North Suburban Region. The Lawrence Memorial Hospital Regis College faculty also donated their time to support health promotion and prevention efforts in the community and in efforts overseas to train nurses in countries such as Haiti. After the January 2010 earthquake, faculty and staff members traveled to Haiti on multiple occasions to provide clinical services. Through the generous donation of hospital

employees, over 173 paid time-off (PTO) hours were provided for staff traveling on these relief missions.

A large number of Hallmark Health employees also donated their time as volunteers in the community. Examples of staff efforts included new books donated to the Hallmark Health Healthy Families *Holiday Book Drive*; supporting literacy a social determinant of health; providing care packages to U.S. troops to keep them connected with their communities while they are overseas; toys to children in need during the holidays; a successful back-to-school drive to supply backpacks and school supplies for children in Medford; and participation in various fundraising walks and events to assist many health-and social service causes. Many hours were also volunteered to support local efforts in the Haitian community such as bereavement support, home visits to elders, donations of medical supplies for local relief efforts, and help in enrolling eligible families in WIC and other appropriate social service programs.

In addition, a wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2010, over 300 volunteers provided more than 43,000 hours of service at the Melrose-Wakefield and Lawrence Memorial Hospital Volunteer Departments.

The Process, the Plan and the Target Populations:

In fiscal year 2010, the revised Massachusetts Attorney General Community Benefits Guidelines for Non-Profit Hospitals came into effect. These new guidelines were designed to improve transparency and accountability in community benefit reporting, encourage preplanning and community involvement; and align hospital and HMO community benefit activities with statewide health priorities. As recommended, at the start of Hallmark Health's 2010 fiscal year, the governing board of the hospital approved the 2010 Community Benefits Plan and affirmed and made public the following Community Benefits Mission Statement:

Hallmark Health System, Inc. is committed to building and sustaining a strong, vibrant, and healthy community. Hallmark Health dedicates appropriate resources to collaborations with community partners and the utilization of community member's input toward improving health services. Hallmark Health pledges to act as a resource and to work with the community during emergencies; improve access to care; identify, monitor, and address the unique health care needs within its core communities; and promote healthier lifestyles for residents through health education and prevention activities.

The Hallmark Health Community Benefits Advisory Council, comprised of the System Vice President of Home Care and Community Services; the system's Controller; the General Counsel and Chief Compliance Officer; the System Vice President for Fund Development; the System Director of Public Affairs and Marketing, two community representatives, a member of the hospital's Board of Trustees, and the Director of Community Services acted as the planning committee for Hallmark Health's Community Benefits Plan by defining the process for recognizing the current and emerging health needs in the community and developing the Community Benefits Plan to respond to these identified needs.

Hallmark Health also actively participated with the community in an ongoing way through our Community Outreach Teams, as members of community coalitions, and in the Community Health Network Area public health groups (CHNAs). These methods have proven to be an effective way to reach out into the community to gain local perspective around the health needs of area residents. Currently, there are six community outreach teams named for Malden, Medford, Melrose, Wakefield, Reading and Stoneham. By tailoring outreach and programs based on what individual communities value most, Hallmark Health has developed a trusting relationship with local residents. The Teams continuously solicit input from key community leaders as well including superintendents of schools, state representatives, business leaders, fire and police personnel and local health departments.

Another way that Hallmark Health communicates with the community is through the Patient/Family Advisory Councils. These Councils were formed to obtain feedback and ideas from community members on how the hospitals can be more receptive to the unique needs of community residents, especially those of diverse backgrounds, and to promote the highest quality of patient-centered services by fostering a strong partnership through outreach activities with community residents. The Councils often assist Hallmark Health staff by providing input into the planning of future community activities and initiatives. In 2010, a large health event was planned for the South Medford neighborhood and a program on making homes healthier was offered at Melrose-Wakefield. These events were a direct result of recommendations from the membership of the Councils.

As part of its efforts to improve the health status of it core communities, Hallmark Health also participates in a variety of broad-based community coalitions and initiatives that work towards addressing the specific and general health needs in these cities and towns. A sample of current membership include: Malden High School Teen Parent Task Force, the Everett Community Partnership and Lead Prevention Committee, Mystic Valley Elder Services Provider Task Force, local Councils on Aging, the Healthy Families Community Coalition, Medford Family Resource Coalition, the Tri-Cap Hunger Network, the Melrose Substance Abuse Prevention Coalition, the Tri-City Haitian Relief Task Force, and the Medford Family Network.

One central focus of Hallmark Health's community benefits work is to continue to foster relationships with a wider array of community groups and local leaders including faith-based and grassroots organizations. Such relationships provide insight into how these groups view Hallmark Health's role in their community and to strengthen collaboration around how to best meet divergent health needs. In 2008, Hallmark Health joined the Tri-Cap Hunger Network in an effort to partially fulfill this goal. In 2009, Hallmark Health reinstated its membership on the Melrose Substance Abuse Prevention Coalition and the Melrose Community Coalition, and joined the Reading Substance Abuse Prevention Coalition, and the Everett "Talking about Outreach" subcommittee, focused on helping newcomers in the country to access health care services. In 2010, Hallmark Health joined the Malden Homelessness Task Force, reached out to Triangle, Inc., an agency serving developmentally challenged youth and adults, and developed a relationship with the Massachusetts Alliance of Portuguese Speakers (MAPS), through our Susan G. Komen funded breast cancer prevention program.

To ensure community input and transparency, a review of reputable public health, socio-economic, and foundation data was completed and input from the Hallmark Health Community Benefits Advisory Council, Community Outreach Teams, Patient/Family Advisory Councils, local community coalitions, and the Community Health Network Areas, were considered. The statewide health priorities of *supporting health care reform, reducing health disparities, improving chronic disease management*, and *promoting wellness in vulnerable populations* were also considered in the planning process. As a component of this process, Hallmark Health is continuing to strategize ways to best address medical debt through adopting fair medical debt collection practices. After careful review, the following target populations were identified to receive services (after the January 2010 earthquake in Haiti, the plan was amended to include this additional population):

- The community at-large to be prepared for emergencies, both local and more pervasive such as seasonal flu, accidents involving large numbers of victims, natural disasters, pandemic flu, or terrorist activities.
- Community coalition capacity-building by strengthening connections with local groups and health care systems to avoid duplication of services and provide services to those most in need.
- Improving access to medical care for residents especially focused on uninsured or underinsured residents of our core communities and specifically the target populations identified. This includes the recruitment, education, and training of nurses, physicians and other practitioners needed to care for the target populations.
- Efforts to engage and support low to moderate income, un-served and underserved elderly in our communities, especially those living in the communities of Everett, Malden, Medford, Melrose, Reading, Saugus, Stoneham, Wakefield, and others where the percentage of elderly residents is higher than the state average.
- Support for families with children/adolescents at risk due to poverty, isolation, language or cultural barriers, domestic violence, lack of skills to navigate the health care system, or those in need of developing parenting skills. Based on public health data these efforts will focus especially on families in Burlington, Everett, Malden, Medford, Melrose, North Reading, Reading, Saugus, Stoneham, Wakefield, Wilmington, Winchester, and Woburn.
- Reaching out to families and patients coping with a variety of behavioral health issues in our core communities.
- Identifying, building awareness, and treating residents at risk for developing cardiovascular disease or those experiencing health issues due to undiagnosed or poorly understood cardiovascular risks including those at risk for developing Congestive Heart Failure (CHF) and for suffering a stroke.*
- Identifying, building awareness, and treating community members at risk for developing diabetes or with diabetes management issues.*
- Identifying, building awareness, and treating community members at risk for developing cancer, with a special focus on breast/uterine and cervical cancer, skin cancer, lung cancer and colorectal cancer.*

- Identifying, building awareness, and treating men and women needing bone and joint health awareness with a focus on injury prevention for all ages; specifically falls prevention, arthritis and osteoporosis prevention and detection, and prevention of sports injuries*.
- Identifying, building awareness, and treating men, women, and children with weight management issues, with a specific focus on obesity prevention for adults and children
- Support for Haitian and Haitian/American families impacted by the devastating earthquake that occurred in Haiti in January 2010. Based on public health data these efforts will focus especially on families living in Everett, Malden, and Medford; and relief efforts for residents of the country of Haiti.

*Due to the pervasive scope of these target populations, the focus area is primarily on the eight CHNA 16 communities including Everett, Malden, Medford, Melrose, North Reading, Reading, Saugus, Stoneham and Wakefield. Efforts will be especially focused on those residents that are underserved due to socio-economic factors, age (elderly and children), or other health disparities such as cultural or language barriers.

In 2010, Hallmark Health also contracted with the Northeast Center for Healthy Communities, Aspects Consulting to facilitate focus groups comprised of key community leaders, members of the community benefits target population, and community residents that have not traditionally come to Hallmark Health for medical care. The hospital also collected live and on-line health surveys through the Community Benefits webpage (translated into the seven (7) most common languages spoken in this area Chinese, English, Haitian Creole, Italian, Portuguese, Spanish, and Vietnamese). This information has been integrated with community input received in past years and will be reviewed in conjunction with existing community health and socioeconomic data to develop future community benefits programs.

The 2010 Hallmark Health Community Benefits Plan is ambitious and covers a wide range of programs designed to meet the health needs of the identified target populations. For Hallmark Health, some of the largest and most vibrant community benefits programs address the needs of families at risk and low to moderate income elders, such as the North Suburban Women, Infants and Children (WIC) Nutrition Program, Healthy Families, and the Robert Dutton, MD, Adult Day Health and Supportive Day Center. Other community benefits programs include the entire community, such as those under the Emergency Preparedness section. Seasonal and Pandemic Flu, accidents involving large numbers of victims, and terrorist attacks offer equal risks across the populations in the community (although some of the Flu response planning activities follow a more targeted response for age and health related risks).

The Community Benefits Programs for 2010:

Supporting Health Care Reform:

The Identified Need- Despite the success of health reform in Massachusetts, there are still residents that do not have health insurance for a variety of reasons. Although it is estimated by Health Care for All that 98% of all MA residents have health insurance, many residents

continue to be challenged by re-enrollment requirements, understanding their benefit options, and meeting the often high co-payments and deductions. State budget cuts have also reduced dental care, and eliminated coverage for over 20,000 legal immigrants. Enrollment disparities also continue to exist for certain Massachusetts residents, for example Hispanic children in Middlesex County, especially children in Somerville and Everett. Rising health insurance costs may also put coverage out of reach for some businesses and individuals.

In 2010, Hallmark Health Financial Counselors completed 2,220 applications for individuals; in the private and state health programs; such as Tufts Health Plan, Blue Cross and Blue Shield, Mass Health programs, Commonwealth Care, Children's Medical Security Plan, Healthy Start and the Health Safety Net. The system also continued its efforts to build community awareness around the opportunity for financial counseling and interpreter services through Hallmark Health, with a concentrated focus on uninsured or underinsured residents of the hospital's core communities. Through the Community Services department, Health Care for All was contacted, and outreach materials were sent to physicians in Somerville and the local Everett WIC site to support efforts to enroll Hispanic children.

Hallmark Health Financial Counselors regularly attended the "Talking About Outreach" group of the Joint Committee for Children's Health Care in Everett. This group included outreach staff from Cambridge Health Alliance and other local groups and allowed members to share their "best practices" in serving diverse groups from low income elders to recent immigrants. Project Bread also attended one session and provided information to attendees to assist them in helping patients enroll in SNAP (formerly Food Stamps) and other social service programs. In addition, Hallmark Health Financial Counselors attended more than ten (10) community outreach events to assist participants and provide enrollment information. Whenever available, outreach workers from Boston Medical Center Health Net, Network Health, and Neighborhood Health Plan were invited and also attended these events. Through a request from the Massachusetts Hospital Association, Hallmark Health also reached out to the Division of Medicare Health Plans Operations, CMS Boston Regional Office to offer them outreach opportunities in our region last fall.

Interpreter service availability, in accordance with Hallmark Health policy, was promoted publicly in conjunction with financial counseling services. Information was available on posters, the Hallmark Health Patient Handbook, through registration and scheduling staff, through Hallmark Health community programs and education materials, and listed on the agency website. In 2010, more than 2170 interpreter requests were filled at the hospitals, and additional interpreters supported community outreach activities. In April 2010 a new postcard was developed to alert staff about these important services. An article was also published about the availability of financial counseling and interpreter services availability in the Perspectives Community publication which is distributed widely in the community. New language requests noted this year at Hallmark Health facilities include the following: Amharic, Bosnian, Cape Verdean, Dinka, Japanese, Laotian, Malayalam, Moroccan, Polish, Serbian, Thai, and Urdu.

Hallmark Health reached its goal for 2010 to maintain its current community connections and to reach out to a minimum of three additional community groups. These were groups that

were not currently connected to; or strongly connected with Hallmark Health and had relationships with Hallmark Health's target populations for Community Benefits. There was a special focus on developing relationships with grass roots and faith-based organizations. Through these relationships, community residents were provided opportunities to connect with local health services.

The hospital provided meeting space (in-kind), subsidized or provided rent and utilities in-kind, for key community partners such as Portal to Hope, which provides domestic violence prevention and support services and Healthy Malden, Inc., which offered a variety of health prevention and outreach activities. Unfortunately as a result of the economic recession, Healthy Malden, Inc. suspended operations in December of 2009. Meeting space was also offered to agencies that support the Hallmark Health Community Benefits Plan, such as the "Talking About Outreach" group from the Joint Committee for Children's Health Care in Everett (JCCHCE), which supports health access providers and the Northeast Regional Community Health Network Area (CHNA 16). Additional outreach efforts were focused on the Haitian and Chinese communities through developing and strengthening relationships with faith-based and public service agencies such as the Evangelical Church of Holiness in Medford, the North Shore Rescue Mission in Everett, A Better Tomorrow Services, Inc, and the Chinese Cultural Connection of Malden.

Another important component of supporting health reform was the need to educate and train high quality professionals to deliver health care. In 2010, Hallmark Health continued to operate the Lawrence Memorial/Regis College School of Nursing and Radiography Programs. Discounted tuition for low-income nursing students from the Lawrence Memorial/Regis College School of Nursing/ Medical Radiology was offered. Continuing medical education was offered to physicians, nurses and other health professions, and community members; many of these sessions focused on topics related to the target populations.

Mentoring opportunities were made available for high school students, nursing students and other health professionals from a variety of colleges and high schools, offering the chance for young adults to explore health care as a career option, or to train as nurses, dieticians, pharmacists, physical therapists and in other health professions. In addition, a Haitian medical student was provided the opportunity to continue her education at Hallmark Health after her school was destroyed in the Haitian earthquake of January of 2010. Cultural Conversation Classes through English at Large were also secured for area residents, students, and employees, allowing them to practice their language skills to assist them with health access issues and also helping them to secure future jobs. The first class was offered at Lawrence Memorial Hospital in September of 2010.

To address another aspect of access to care, limited transportation services were made available to underserved residents with no other means of accessing care; especially low and moderate-income elders, to clients in the Partial Hospitalization program, and to oncology patients and others without access to transportation from family or friends.

Emergency preparedness activities such as support for local flu clinics, CPR for high school students and community residents, and opening the hospital's open spaces to the public during heat emergencies were all part of the plan for 2010.

Reducing Health Disparities

The Identified Need- Massachusetts residents of color face disproportionately higher rates of morbidity and mortality than residents of the state as a whole. Health disparities exist in racial and ethnic groups, in the gay, lesbian and transgender populations, for the chronically mentally ill, for the developmentally and physically handicapped, and through the impact of poverty; especially for children and the elderly.

To prepare employees and leaders to better serve diverse residents, Hallmark Health embarked on a system wide diversity awareness program in 2008. In 2010, Hallmark Health trained fourteen (14) staff as diversity trainers and provided two (2) hours of diversity training for greater that 1,000 staff members and leaders. This training was developed to promote culturally competent practice system wide.

Hallmark Health programs that supported the needs of the diverse communities in our service area include programs such as the "Mothers Helping Mothers" clothing store. This program partially funded by the state Women, Infants and Children (WIC) Nutrition program, offers parenting support and education and free lightly used clothing and baby care items for an estimated 600 diverse families. Each family can access the store monthly by appointment and receive over \$65.00 in items. This support allows them to use the additional unspent dollars in their budget to purchase other needed items such as food, fuel, or medicine. Families are comfortable using the WIC program and the store is a nice off-shoot of the program.

Hallmark Health System, Inc. is also proud to have been awarded a generous grant from the Massachusetts affiliate of Susan G. Komen for the Cure in 2010. "For the Best Health, Remember Breast Health", is a three-part educational and support program designed to serve diverse women in Burlington, Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester and Woburn. The program will allow the staff of Hallmark Health to educate young women, aged 20 to 39 years about the importance of breast health and breast cancer prevention strategies, provide state of the art training to health care staff at Hallmark Health's six local mammography sites, and offer navigation services to any woman in the community needing support in scheduling her annual mammogram. The program is offered in partnership with other local agencies serving diverse women such as the Malden YWCA Encore Plus program. The program is funded through April of 2011.

In addition to community programs, Hallmark Health supports local efforts to reach out to the mentally and physically challenged populations in our areas through work with community partners such as the Eastern Middlesex Association of Retarded Citizens (EMARC). EMARC "camp programs" are offered twice annually at the Family Network. These all-day, weeklong programs provide play and learning opportunities for disabled children in our area that would not have this opportunity without the use of the child-safe space.

A support group run by the Hearing Loss Association of America meets monthly for ten (10) months a year at Melrose-Wakefield Hospital. The space is provided in-kind. This year, Hallmark Health connected with Triangle, Inc. to provide support for one of their grant writing initiatives, and supported gift drives over the holiday season. Triangle is an organization that empowers people with disabilities and their families to enjoy rich fulfilling lives.

Hallmark Health, in collaboration with the Massachusetts Department of Public Health's, Division of Tuberculosis Prevention and Control seeks to reduce the incidence of tuberculosis (TB) through surveillance, education and clinical services delivered within a collaborative multi-agency system. TB screening and follow-up continues to be a health need in our region, especially for new immigrants. Hallmark Health offers space and administrative support to the regional clinic site for Everett, Malden, and Medford. Clinic services are provided twice monthly, in collaboration with the boards of health for the three communities. Physician visits, testing, education and home assessments are also included in the program. Sixty (60) patients received care in 2010 through this program.

Hallmark Health also works closely with Cambridge Health Alliance in providing support to the Tri-Cap Hunger Network where local pastors come to discuss issues around local food pantries and the Malden Homeless Task Force sponsored by Bread of Life, which works to provide services for the homeless, living in the community and in local shelters.

In 2010, Hallmark Health provided outreach and health education programs in both the Chinese community in Malden and for the local Haitian and Haitian/American residents of this area. A special focus was placed on meeting the identified needs of each community such as requests to provide a nutrition and exercise class (Healthy Kids in Motion) for Chinese elementary school aged children and a blood pressure/diabetes screening for Haitian elders at their evening church service as examples.

Improving Chronic Disease Management

The Identified Need- There are many factors that contribute to the rapidly rising rates of chronic disease, both locally and across the country. These include such diverse factors as poor nutrition, lack of physical activity, inherited conditions, and exposure to tobacco. In addition, the nationwide obesity epidemic has also led to a marked increase in many chronic diseases. The impact of these illnesses is on the individual, their family and friends, and on the community. As well as affecting an individual's quality of life, these diseases also have a long term financial impact on the community.

In the Hallmark Health service area cardiovascular disease; diabetes; long-term cancers; bone and joint diseases; such as osteoporosis and arthritis; substance abuse and mental illnesses, such as depression are factors faced by area residents every day. To assist residents in identifying and coping with these diseases, Hallmark Health offers a variety of services and programs such as support groups for elder caregivers, caregivers of Alzheimer patients, diabetics and those faced with respiratory illnesses such as asthma and chronic bronchitis.

In addition the hospital provides education and screening, including self-management programs for diabetics through the American Diabetes Association (ADA) and other self-management programs for chronic diseases through the tested *My Life, My Health* program, developed by Stanford University. In the Hallmark Health service area, Cambridge Health Alliance and Mystic Valley Elder Services have collaborated with Hallmark Health to offer the *My Life, My Health* programs in a strategic way to residents. Nutrition and weight management programs are also offered regularly to the community through Hallmark Health.

One of Hallmark Health's signature programs, the Senior Citizen's Outreach Program offers nursing services such as nursing assessments and referrals, blood pressure screenings, and individual health conferences to area residents. Education programs are provided on topics ranging from healthy aging to diabetes management. The program is staffed daily by a registered nurse specializing in the chronic diseases facing older adults.

Promoting Wellness in Vulnerable Populations

The Identified Need: For Hallmark Health, three (3) populations have been identified as especially vulnerable. These include low to moderate income elders; families with children/adolescents at risk due to poverty, isolation, language or cultural barriers, domestic violence, lack of knowledge or skills to navigate the health care system, or those in need of developing parenting skills; and the un-served and underserved community members suffering from behavior health issues. These populations are at risk for abuse and neglect, lack of preventative care leading to poor health outcomes, and are often the segment of society living at or below the poverty level.

In 2010, the Dutton Center Adult Day Health Program continued to offer adult day care for frail elders and adults with special physical, cognitive or emotional needs, including those with mental health issues and mental retardation. In addition to counseling, support groups, supervision, and socialization, the program offers activities such as music programs, arts and crafts sessions, games, and exercise groups. In 2010, the program had an average daily census of 42 clients, serving an unduplicated 90 residents. The program is a low-margin service with various under-funded costs, but is often the last option for families struggling to care for their family member, in lieu of institutional care. Many of these patients would have nowhere to turn without a program like the Dutton Center and yet state reimbursement rates for this program are expected to significantly decrease in this coming year.

For the past eleven years, Hallmark Health has provided the Healthy Families home-visiting program for first-time parents age 20 and under living in Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham, and Wakefield. Funded by the Children's Trust Fund and supported by Hallmark Health, Healthy Families offers free services for participants and their families during pregnancy and until the child turns three. Services include home visiting, mentoring, role modeling, prenatal and parenting education, parenting activities and groups for young parents, and connecting families with community services and resources. In addition, educational classes such as prenatal classes, infant care, CPR, and First Aid are also provided. The Healthy Families program served 94 unduplicated families and had 54 referrals in Fiscal Year 2010. Measures for the program impact include, but are not limited to, tracking referrals and enrollment; reducing second pregnancies of enrolled teens;

attendance at education and group programs; continued enrollment in high school, college or other education programs; decrease in child abuse and neglect in this population (measured against state data); up-to-date child immunization rates; child development consistent with age for enrolled children; and parents and children having a primary care provider.

Another successful Hallmark Health long-term prevention program is the North Suburban Family Network (NSFN), a community-based parenting education and support program that serves families living or working in Melrose, Stoneham, and Wakefield as well as other local communities. In 2010, the Network, funded by a grant through the Massachusetts Department of Early Education and Care, consolidated services with the Community Partnership Program of Melrose, Stoneham, and Wakefield as a result of state funding reductions. This new entity the North Suburban Child and Family Resource Network offered parent/child play and learn groups focused on improving literacy, parenting education programs, support groups, family fun activities, as well as information on resources and referrals. Specific programs were also offered for grandparents and fathers. The Network is administered through a partnership between Melrose, Stoneham, and Wakefield Public Schools and Hallmark Health. This year services have been expanded to families with children up to age fourteen (14) years and also includes support for childcare providers. Parents and community representatives assist with fundraising, community outreach, and program development. In 2010, the program served over 900 unduplicated families. The measurements of the program include, but are not limited to, tracking enrollment, attendance at programs, library materials utilized, referrals made to social service providers on behalf of participants, and understanding of material presented during educational sessions.

The largest of Hallmark Health's community programs is the North Suburban Women, Infants and Children (WIC) Nutrition Program funded by the United States Department of Agriculture (USDA) through the Massachusetts Department of Public Health. It provides food and nutrition services to prenatal and postpartum women and infants and children, under the age of five at five local sites. In 2010, the program served more than 6,000 low and moderate-income participants from Burlington, Everett, Malden, Medford, Melrose, Reading, North Reading, Stoneham, Wakefield, Wilmington, Winchester, and Woburn. Participants received nutrition education on topics such as diet during pregnancy, feeding infants and children, and the benefits of breastfeeding, as well as referrals to other health and social services. In addition, participants received checks for nutritious foods and formula to redeem at local grocery stores, pharmacies, and farmers' markets. In 2010, the North Suburban WIC nutritionists presented free nutrition workshops to more than 200 parents, clinical professionals, and childcare providers throughout the region. The WIC program also offered a prenatal fitness program, extensive breastfeeding services, and parenting education and support programs. Measures for this program include, but are not limited to, up-to-date child immunization rates; health measures such as blood hemoglobin/hematocrit; child height and weight; pregnancy weight gain; caseload maintenance; outreach activities; and participant compliance with visits.

In 2010, the Behavioral Health Department instituted and monitored a single-number line for the community to access behavioral health services system-wide. This has been an important step in ensuring that residents affected by behavioral health issues receive timely services for themselves and their families. Prior to this service, resident's calls were often transferred multiple times before reaching their final destination.

Domestic Violence Prevention & Education is another key initiative for Hallmark Health. Hallmark Health staff members were very instrumental in the establishment of domestic violence coalitions in two of the communities it serves: Wakefield and Stoneham. In addition to the support it provides for the prior mentioned programs, Hallmark Health also continues to support two other very successful local domestic violence initiatives, the Melrose Alliance Against Violence (MAAV) and the Portal to Hope program, housed at the Lawrence Memorial Hospital. Two staff members are board members on the Melrose Alliance Against Violence, another is on the board of the Wakefield Alliance Against Violence, and a fourth sits on the board of the Stoneham Alliance Against Violence. All three communities came together in 2010 to sponsor "Dear Lisa" a program that tells the story of a teen dating violence tragedy through the eyes of a father. Domestic violence prevention education continues to be integrated into the plan of care for all inpatient and outpatient programs. Education materials are distributed at health fairs and other events and domestic violence issues continue to be addressed through the Emergency Departments, Social Services, Maternity Services, the Hallmark Health VNA and Hospice, Hallmark Health Healthy Families, the Family Network, and other key hospital departments. Hallmark Health social service staff represent the hospital on the Domestic Violence Round Table discussions in our region.

In 2010, after a highly publicized child sexual abuse incident at the local YMCA, the mayor of Melrose called on local employers, including Hallmark Health to support his plan to bring the "Darkness to Light Program" to the city. The "Darkness to Light Program" is a child sexual abuse prevention program designed to train local citizens to be aware of the methods predators use to lure children and to help them institute policies and procedures to protect the children in their care. Hallmark Health provided four staff as trainers, including the director of the hospital's Community Counseling department. In partnership, the group trained over 280 residents. In addition to supporting the training efforts, one of Hallmark Health's leaders joined the board of the local YMCA to assist them in regaining their reputation in the community and improving their child safety policies and practices.

Telling the Community Benefits Story with Transparency:

Within Hallmark Health System, there are numerous ways that information is shared with employees about community benefits and community service programs. Specific news of community service activities and events hosted throughout the year, including fundraising and volunteer collections of items and food, are visibly highlighted in two system-wide publications, the *Physician Focus* and *The Pulse*, as well as posted on the Hallmark Health website at www.hallmarkhealth.org. The Community Outreach Teams meet to provide updates on community activities sponsored by Hallmark Health. Announcements and events of these teams and other staff involved in community benefits work is routinely posted on Hallmark Health's internal email, which reaches most employees and all of the leadership team. Support for the Hallmark Health community benefits programs comes from the highest levels of the organization.

In fiscal 2009, a Community Benefits web page was developed to ensure transparency of the hospital's community benefits programs and processes to the community. An on-line Community Health Assessment survey is available to allow community residents to submit their feedback. In 2010, the survey was translated into the seven (7) most common languages (including English) spoken in this area. Also in 2010, the health system's community publication, *Perspectives* has highlighted important programs in the community. Residents can visit Hallmark Health's Community Benefits web page at http://www.hallmarkhealth.org/community-benefits.html to read the annual Community Benefits report and learn about community focused events and programs.

In 2010, Hallmark Health also reached out to elders, families with children/adolescents, adult women, and community stakeholders to convene four focus groups. The system partnered with the Northeast Center for Health Communities', Aspects Consulting to complete this work. The information gained through this process will be used to inform future Hallmark Health community benefits programs and activities. In addition the health system is engaged in a strategic planning process. This process was started in 2010, and currently the health system is working with a consulting group, Hallmark Health leaders, and community members to best identify and address local health needs strategically; while trying to avoid duplication of services in our region and best use existing resources with efficiency.

In Conclusion:

Hallmark Health System, Inc. is proud to submit our annual 2010 Community Benefits Report. This year Hallmark Health provided \$10,288,687.00 in Community Benefits expenditures, with \$4,516,174.00 going directly to Community Benefits programs. In addition, more than \$135,077.00 was offered in Community Services. This contribution emphasizes Hallmark Health's commitment to meeting the needs of the residents in the communities we serve and the continued dedication of our staff and leadership to our community benefits mission.

Hallmark Health System is pleased to have been responsive to the communities we serve in north suburban Boston by providing a variety of programs addressing the statewide health priorities of *supporting health care reform, reducing health disparities, improving chronic disease management*, and *promoting wellness in vulnerable populations*. These programs were offered in addition to the state-of-art medical care available in our hospitals and at our Reading Health Center and the Cancer Center in Stoneham. Other community programs were also provided that met identified local community needs.

As we move forward, facing the health care challenges of the coming year, Hallmark Health will continue to devote appropriate resources to community benefits programs and activities. The system remains devoted to continuing to strive to improve the quality of healthcare we provide to all of our patients, in our hospitals, medical centers, and in community settings. We take our obligation seriously; to provide quality healthcare and services to all; especially those that are unserved or underserved by our current health system. We also welcome the challenge to promote the health and well being of our communities and to continue to identify and assist those residents that are most in need.