

**HALLMARK HEALTH  
COMMUNITY BENEFITS REPORT  
2007**

## **Hallmark Health System Fiscal Year 2007**

**Address:**

Department of Community Services  
239 Commercial Street  
Malden, Massachusetts, 02148

**Community Benefits Contact:**

Gail Merriam, MSW, MPH  
Director, Department of Community Services  
Hallmark Health System, Inc.  
239 Commercial St.  
Malden, Massachusetts, 02148  
Telephone: (781) 338-7552  
Fax: (781) 338-7575  
E-Mail: [gmerriam@hallmarkhealth.org](mailto:gmerriam@hallmarkhealth.org)

**Web Site Address:** [www.hallmarkhealth.org](http://www.hallmarkhealth.org)

**Organization Type:** Health System

**Member Hospitals:**

- Hallmark Health System
- Lawrence Memorial Hospital of Medford
- Melrose-Wakefield Hospital

**Community Health Network Area:**

CHNA 19: Alliance for Community Health  
CHNA 16: North Suburban Health Alliance

**Regional Center for Healthy Communities:** Three

I am very pleased to present Hallmark Health's Community Benefits Report for 2007. It was an important year in which our Community Benefit expenditures totaled \$4,751,250 with \$1,948,991 going directly to Community Benefit and Service programs, as well as provided corporate sponsorships of events in our communities. This contribution underscores Hallmark Health's commitment to meeting the needs of the communities we serve and the tremendous dedication by our staff.

Hallmark Health System is fast approaching its 10<sup>th</sup> anniversary. One of our proudest accomplishments is being a good neighbor to the communities we serve in north suburban Boston. This means having our employees, many of who live in these same communities, identify and address the health needs of the individuals and families residing in those cities and towns. Hallmark Health staff serve on boards of community services organizations, pitch in at civic events and lend a helping hand whenever the need arises. In addition, we are reaching out more and more to groups and individuals who represent the underserved either due to health disparities, lack of information and/or access to healthcare.

So it is with great pride we continue to strive to achieve excellence not just in the quality of healthcare we provide but also in how Hallmark Health benefits the communities we serve. We look forward to broadening our role in promoting health and well being of all community members.

A handwritten signature in black ink, appearing to read "Michael V. Sack". The signature is fluid and cursive, with the first name "Michael" being the most prominent.

Michael V. Sack  
President and Chief Executive Officer  
Hallmark Health System, Inc.

# Appendix 1

## I. Background and Overview

### **Hallmark Health**

Hallmark Health was founded in 1997 when a group of community hospitals in Boston's northern suburbs came together to form a local, nonprofit health system. Today, Hallmark Health consists of Lawrence Memorial Hospital of Medford and Melrose-Wakefield Hospital in Melrose, two extended care facilities, an active family health center, one of the state's busiest visiting nurse associations, a hospice, community services including federal and state grant-funded programs, primary care physician practices throughout the region, one of only two hospital-based nursing schools in the state and extensive outpatient services scattered throughout the service area.

The 2,889 employees at Hallmark Health, including 900 nurses, 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 we serve. Together, we treat more than 17,438 inpatients, 66,369 emergency patients, 1,257 newborns, 21,674 surgical patients, and over 4,000 home care patients every year.

In 2007, Hallmark Health saw the completion of three significant service delivery projects, two of which will ensure area families have ready access to the latest treatment options to combat cardiovascular disease and cancer. The opening of the Cardiac & Endovascular Center at Melrose-Wakefield Hospital offers patients a multidisciplinary approach to the diagnosis and treatment of cardiac and vascular disease. The new Cancer Center in Stoneham offers the latest treatments for cancer care in a local setting. Finally, the New Hallmark Health Medical Center in Reading opened last summer. The largest in the region, the new Medical Center has a full complement of imaging and laboratory services, and on-site physicians who offer specialized care, including internal medicine, cardiology, and obstetrics/gynecology and gastroenterology.

As the leading healthcare system serving the residents of Boston's North Suburban region, Hallmark Health strives to combine the latest medical technology and treatments with a personalized approach to care. We believe that the delivery of quality healthcare is only possible in an environment where patients come first; an environment that encourages patients and clinicians to work together to achieve the best possible outcomes. This is achieved through implementing on a daily basis the following mission, vision and values:

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## **Hallmark Health System, Inc.**

### **Our Mission**

Our mission is to provide, in a community-based setting, the highest quality health care to the people of Boston's northern suburbs.

### **Our Vision**

Hallmark Health will be the system of choice in our region with demonstrated service to and support from area residents and physicians.

### **Our Values**

**Collaboration**-Working together as a team and actively communicating with each other, our patients, and our communities.

**Attentiveness**-Always remembering that we are here to serve the needs of the patients.

**Respect**-Treating others (including patients, families, co-workers, and physicians) with dignity and courtesy while striving to understand their needs.

**Excellence**-Holding ourselves to the highest standards of quality, service, integrity, and performance.

**Stewardship**-Managing resources prudently to ensure our future ability to serve our mission.

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## II. Internal Oversight and Management of Community Benefits Program

### Management Structure

The Director of the Department of Community Services reports to the Senior Vice President of Home Care and Community Services, who in turn reports directly to the President and Chief Executive Officer of Hallmark Health System. The Department of Community Services works closely with staff, managers and directors of both clinical and non-clinical service areas within the system and its subsidiaries. The Director of Community Services takes a lead role in establishing and strengthening relationships with community organizations. In addition, Community Services staff are represented on all of Hallmark Health Community Outreach teams as well as external boards and coalitions including Healthy Malden Inc., Medford Health Matters, CHNA 16, and others.

The Director of Community Services oversees the reporting of Community Benefits information, compiling Community Benefits data and writing the annual report. In addition she supervises the managers of three major community benefit programs administered by Hallmark Health and housed within the Department: North Suburban Women, Infants and Children Nutrition Program; North Suburban Family Network; and Community Health Education. In her role as supervisor, she also is responsible for budget oversight of those programs and quality assurance.

### Method of Sharing Information with Staff

Within the Hallmark Health System, there are numerous ways that information is shared with the large number of employees about community benefits and community service programs. The Community Outreach teams meet monthly 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 Meditech system (internal email) which reaches all employees. Specific news of community service activities is also highlighted in the two health system wide publications, the *Physician Focus* and *The Pulse*.

To ensure internal coordination of the community services provided by Hallmark Health, the Director of Community Services meets weekly with the senior managers of other community-focused Hallmark Health programs, such as the Hallmark Health Visiting Nurse Association and Hospice. During those meetings, information is shared and areas for collaboration are explored.

## III. Community Needs Assessment

### Process

One of the primary reasons that Hallmark Health initiated Community Outreach Teams five years ago was to ensure that Hallmark Health obtains information directly from community members on how to better serve their needs. The events sponsored by the Teams range from informal (recreation, sporting events) to formal, (community health fairs) thereby promoting multiple opportunities to interact with a wide range of community members. Teams continuously solicit input from key community leaders

including superintendents of schools, state representatives, business leaders, fire and police personnel and local health departments. Many of the employees at Hallmark Health, who serve on the Teams, also participate in a number of other community groups and civic organizations. As a result, they are actively engaged in a number of ongoing discussions of emerging community needs.

### **Community Health Needs Assessment**

To better examine the client health status and to determine unmet needs in Hallmark Health's core communities, the Director of Community Service compiled data from MassCHIP including a comparison to Healthy People 2010. The following is a summary of the key findings that are being used to shape Hallmark Health's Community Benefits strategy in 2008.

#### **Malden**

Malden's per capita income is 16% below the state average, yet the poverty level and unemployment level are similar to the state average indicating a higher percent of the population are the "working poor". Malden's population is comprised of a higher rate of Black (10.1%) and Asian persons (19%) than the rest of the state.

Malden health status indicators for maternal and child health showed some areas of concern. One is the infant mortality rate, which was double the state average and two; the rate of low birth weight babies was 1.7% higher than the state average. Yet the percentage of adolescent pregnancies was 1/3 of the state average and the percentage of women receiving adequate prenatal care was equal to the state average. However, the number of women not receiving prenatal care during the 1<sup>st</sup> trimester was 3% higher than the state average.

For infectious disease, the rate for newly diagnosed AIDs cases is higher than the state average and the rate for tuberculosis is five times higher than the average rate for other communities in the state. Rates for Hepatitis B and Syphilis are twice the state average. In addition, Malden's suicide rate is twice the average rate for MA. The rate of injection drug user admissions to DPH funded programs is 50% higher than the rest of the state, as is the rate of alcohol and other drug-related hospital discharges.

In Malden, White and Asian men and Black women have a much higher mortality rate from coronary heart disease and heart attack than the state average. Black women have a rate three times the state average for mortality due to heart attack while for Hispanic men it was two times and Asian men it was six times the state average. Both men and women in Malden have lower rates of stroke as compared to the rest of the state except for men ages 55-74 for whom it was double the state average. Diabetes mortality for Malden is ½ the rate for other communities but rates of hospitalization for diabetes is consistently higher except for Blacks. For Blacks, the hospitalization rate is particularly higher in the ages of 25-44 and 65-74.

Breast cancer mortality rates are lower than the state average while hospitalization and incidence rates are about equal to the state average except for women ages 75-84 (much

higher). For lung cancer, White men had 35 % higher mortality rate compared to the state average while Asian men and women had three times the lung cancer mortality rate. White men had a higher incidence of lung cancer while Asian men had a rate double the state average.

#### Healthy People 2010 Comparison

Malden compared well to the Healthy People 2010 objectives for reducing mortality due to breast cancer, diabetes, coronary heart disease and stroke. Malden compared less well to these Healthy People 2010 objectives in reducing overall rates of mortality for cancer especially lung, colo-rectal and prostate cancer. Malden also compared less favorably for reducing the asthma deaths among adults aged 65 years and older and reducing hospitalizations for asthma among children and adults aged 5 to 65 years and older.

#### **Medford**

Although Medford's per capita income is slightly below the state average and unemployment is slightly better than the rest of the state, nineteen percent (19%) of the community is at 200% of poverty level or below. The percent of the population who is White is similar to the rest of Massachusetts while the percent of the community who is Black is two percent larger than other communities while the Asian population is slightly larger than the rest of the MA. The percent of residents' age 65 and older is 17.5%.

Medford's maternal and child health status indicators are relatively good given that the number of adolescent pregnancies is relatively low compared to the rest of the state and that the percent of women getting adequate prenatal care is 3% higher than the state average. However, the number of women not receiving prenatal care during the 1<sup>st</sup> trimester is slightly higher than the state average.

Medford has higher rates of infectious and chronic diseases than the other communities that Hallmark Health serves. The rate for newly diagnosed AIDs cases is higher than the state average while the rates for Hepatitis B and Syphilis are twice the state average. Total deaths from cancer are higher than the rest of the state but deaths from lung cancer and breast cancer are both slightly lower than the rest of MA. Medford's hospital discharges for asthma and bacterial pneumonia and angina are slightly higher compared to the rest of the state.

One health status indicator that is of immediate concern to Medford residents is substance abuse. The number of hospital discharges due to alcohol or drug-related conditions in Medford was 40% higher than the state average while admissions to DPH programs for IV drug users was 25% higher than the state average.

Men and women in Medford have rates of death due to cardiovascular disease lower than the state average except for men, who had a higher rate of death due to heart attack especially Black men (almost double). Asian men have a mortality rate from coronary heart disease three times the state average and heart attack mortality rate ten times the state average. Diabetes mortality for Medford is overall 5 % lower than the rest of the state except for females (slightly higher) and people ages 45-64 living in Medford

(twice the state average). The diabetes related hospitalizations are higher than the state especially for males, people 25-44 and 75 years and older.

Overall, Medford has similar rates of breast cancer mortality as the rest of the state except a rate doubles other communities for women ages 45-64. The overall rate of breast cancer incidence for Medford is 24% higher than other communities in the state. Lung cancer death rate in Medford was similar to the state rate though somewhat higher for White men and women while lower for Black men and women. The mortality rate was highest for men and women ages 65-74. The incidence for lung cancer was higher in men compared to women. The rate of total deaths due to colon cancer is lower in Medford than the rest of the state yet the incidence in adults ages 45-64 was higher than the state. In addition, the rate for Black men was 14% higher and the rate for Asian men and women was five times higher.

#### Healthy People 2010 Comparison:

Medford compared well to the Healthy People 2010 objectives for reducing mortality due to breast cancer, prostate cancer, diabetes, coronary heart disease, and stroke. Medford compared not as well to reducing the overall cancer mortality, especially colo-rectal cancer, and in reducing mortality due to cirrhosis. In addition, Medford did less well in reducing the rise in deaths from chronic obstructive pulmonary disease.

#### **Melrose**

Melrose has a primarily White population (95%) with smaller Asian (3.0%), Hispanic (1.2%), and Black (1.0%) populations. The poverty level is relatively low with an unemployment level that is close to the state average. It has good indicators in the areas of maternal and child health, infectious disease and cancer mortality. Yet, it has a 10% higher incidence of breast cancer for women particularly in women ages 45-64 and 65-74. This community's rate of hospital discharges for primary care manageable conditions is below the state average with the exception of the rate for angina, which was four times the state average. The indicators for cardiovascular health show that while the rates for mortality due to coronary heart disease and heart attack are only slightly higher than the state average, the mortality rate for stroke for women is higher than the state average. Also Melrose has a higher rate of hospitalization for both men and women for stroke and coronary heart disease.

#### Healthy People 2010 Comparison

Melrose compares well to the national Healthy People 2010 objectives in a number of areas including reducing mortality for stroke, diabetes, breast cancer and coronary heart disease. However, Melrose compared not as well for reducing the overall mortality rate for cancer, especially colorectal cancer and in slowing the rise in lung cancer and chronic obstructive pulmonary disease mortality.

#### **Wakefield**

Wakefield is a primarily White community (96.5%) with a smaller Asian (2.0%) population, and Hispanic and Black populations of less than 1%. The poverty level is very low and per capita income is \$5,000 higher than the state average. However, the

unemployment level is close to the state average (4.6%). The elder population of those 65 and older is 2% higher than the state average.

Wakefield has very positive indicators of maternal and child health as the low birth weight (LBW) is half of the state average and overall 90% of women receive adequate prenatal care. It also has a low incidence of infectious disease except for pertussis (whooping cough), which is slightly higher than the state average.

Unlike other Hallmark Health communities, Wakefield's motor vehicle death rate is 1.2% higher than the state average and the suicide rate is double the rest of the communities in MA. Interestingly, the rate of homicide was particularly high compared to the rest of the state though the actual number was low (3 deaths due to homicide). For substance abuse, admissions to DPH-funded treatment programs and admissions for IV drug use are significantly lower in Wakefield than the rest of the state, alcohol and other drug- related hospital discharges was almost 50% higher than the state average.

Wakefield's rate for deaths due to coronary heart disease and stroke for men and women was lower than the state average. However, the rate of death due to heart attack for men was much higher than the state average and slightly higher for women. Wakefield has a breast cancer mortality rate two times as high as other communities yet the total incidence rate of breast cancer is slightly below the state average. The rate of mortality for lung cancer remains far below the state average except for Asian men where it is double. Incidence of lung cancer is also below the state average.

#### Healthy People 2010 Comparison

Wakefield did well compared to the Healthy People 2010 objectives in reducing mortality due to colo-rectal cancer, prostate cancer, diabetes, coronary heart disease and stroke. Wakefield did less well for following Healthy People 2010 objectives in reducing overall cancer death rates, especially deaths due to breast cancer, and in slowing the rise in deaths due to chronic obstructive pulmonary disease.

#### **Community Input**

Hallmark Health initiated the Community Advisory Council at Lawrence Memorial Hospital (LMH). The Council was formed to obtain feedback and ideas from community members on how the hospital can become more receptive to the unique needs of community residents, especially those of diverse backgrounds. It first met in January 2007 and consists of six community members and a number of Hallmark Health staff including a member of the Board of Trustees, the Manager of Interpreter Services, the Associate Chief of Nursing at LMH, the Nursing Director of the Emergency Room and the Senior Vice President who oversees Lawrence Memorial.

The goal of the LMH Community Advisory Council is to promote the highest quality of patient-centered services by fostering a strong partnership through outreach activities with Medford community residents.

This will be achieved through active and open dialogue in which concerns and feedback are shared and where our community members feel welcome to actively participate in many aspects of care delivery and program development at LMH. Some potential ways that community members will provide input include:

- Provide opportunities for staff to listen to and better understand the perspectives of patients, families and community members.
- Provide a venue for patients and families to provide input into policy and program development.
- Increase and improve communication between patient/families and staff.
- Assure that improvement efforts and strategic planning meet the needs of the LMH community.

## IV. Progress Report: Activity During the Reporting Year

### **Access to Services**

#### **Financial Counseling**

Hallmark Health Care Navigators have assisted recipients with the re-determination process to help ensure that there are no coverage lapses. They have worked collaboratively with community partners such as the Women's Health Network and the North Suburban WIC program to enroll clients in Mass Health. The financial counselors take on the important role of helping clients navigate the health care system, not just signing them up for insurance.

To date, the Hallmark Health Care Navigators have assisted over 1,500 low-income individuals apply for financial assistance, educated over 700 people in the eligibility and membership responsibilities of new health coverage, and assisted over 300 people in choosing a managed care plan and a Primary Care Physician. The financial counselors have worked with clients in accessing prescription drugs coverage, dental services, and mental health benefits as well as access to specialty care.

One of the major accomplishments is the provision of culturally sensitive services. Many of those served have been from an array of cultural and ethnic backgrounds. The Health Care Navigators are multi-lingual in Spanish, Portuguese and French and have aided individuals whose primary languages are Chinese, Vietnamese, Arabic and Russian through the use of interpreters. Probably one of the greatest accomplishments is the project's informational brochure, which explains the process for navigating the health care system. This brochure is now translated into Portuguese and Vietnamese and is a critical tool for the communities Hallmark Health serves. Cities such as Malden and Medford are increasingly diverse with growing numbers of Asian and Brazilian immigrants.

#### **Transportation Support**

In 2007, Hallmark Health provided transportation to help senior residents in Medford, Malden, and Melrose access healthcare. Partnering with the Malden Council on Aging, a shuttle bus operates between various community stops and the Melrose-Wakefield and Lawrence Memorial Hospitals and Malden Family Health Center. In Medford, a transportation service provides several scheduled stops daily between Lawrence Memorial Hospital, Lawrence Memorial Medical Services at 101 Main Street and various locations between the senior center, nutrition programs, clinics, and health-related appointments. Hallmark Health System has also provided more than \$56,697 in cab vouchers to those unable to access these vans.

#### **Interpreter Services**

Hallmark Health offers free interpreter services in full compliance with MA General Law as well as the regulations of the Office of Civil Rights. The service is available 7 days per week, 24 hours per day, to our non-English speaking health care system patients. In

2007 the interpreter pool responded to more than 1,000 requests. The diverse nature of the Hallmark Health patient population is reflected in over 35 different language requests including, but not limited to: Spanish, Chinese, Portuguese, Russian, Arabic, and Haitian. Interpreter Services also provides written translation services and Telecommunications Device for the Deaf (TDD) and Teletypewriter (TTY) Services for hearing-impaired patients. Each hospital campus has at least one TDD/TTY phone with portable machines that are available for installation in patients' rooms. This past year Hallmark Health became a member of the Massachusetts Coalition of Coordinators of Interpreter Services.

### **The Joint Committee for Children's Healthcare in Everett**

The mission of the Joint Committee for Children's Health Care in Everett (JCCHCE) is to ensure that all children and families in Everett and surrounding communities have access to quality, affordable health care. The JCCHCE is a not-for-profit organization comprised of educators, health care professionals, hospital and school administrators, parents, grandparents, civic and government leaders, and members of civic and community organizations, who volunteer their time, talents, and resources. The Hallmark Health VNA and Hospice, Hallmark Health Healthy Families, North Suburban WIC, the Malden Family Health Center, and Healthy Malden, Inc. provide support through staff participation in the JCCHCE. The JCCHCE provides family outreach through the Parent Liaison and volunteers who work to connect families with appropriate health insurance, health care, and community resources. Additionally, the JCCHCE works collaboratively to provide health education, community service programs, and other public health initiatives to community members.

## **Community Outreach & Education**

### **Community Outreach Teams**

Hallmark Health's system-wide approach to community relations focuses on increasing employee involvement and responsiveness to community needs.

Five community outreach teams -- named for Malden, Medford, Melrose, Wakefield and Stoneham -- work to boost institutional involvement, identify sponsorship opportunities and otherwise reach out to local organizations in their respective towns. Two new Teams have been started recently in Reading and in Saugus. By tailoring outreach and programs based on what individual communities value most, Hallmark Health is the organization that local communities look to when they face a health-related challenge or need. The team efforts have also helped win Hallmark Health recognition from four area Chambers of Commerce, other civic organizations, the House of Representatives, the American Hospital Association, and the Massachusetts Hospital Association.

Staffed by employee volunteers, more than 125 employees, volunteers, and physicians were involved in a team or a team-sponsored event in 2007. In 2007 the teams logged more than 1,600 hours toward team events and as active members in over 20 civic groups in the region.

### Malden

In 2007, Team Malden sponsored two major events. In May 2007, Team Malden sponsored a Family Fun Walk during a Bike Safety/Helmet Day. A physician participated in addition to Team Malden members who handed out 100 free pedometers to the first 100 adults to complete the Walk. In addition, Team Malden also helped sponsor the Malden Rotary Road Race in March. Malden Community Team members also participated in community fairs, local service organizations, and sponsorships of charitable events benefiting the community.

Hallmark Health staff are also members of the Malden Rotary, the Chamber of Commerce, the Malden Kiwanis, and the Malden Lions Club.

### Medford

In 2007, the Medford Community Outreach Team participated in the Medford Senior Health Fair, the 18<sup>th</sup> annual Medford Bike Rodeo, assisted with Mystic River Duck Race, the Jingle Bell tree decoration at City Hall and the city of Medford's Victorian Stroll. Team members are actively involved in civic clubs including Medford Kiwanis, Rotary, and Chamber of Commerce. The Medford Team also has several members on the Medford Board of Health and one member on the Board of Medford Health Matters.

### Melrose

In 2007, the Melrose Community Outreach Team participated in a series of sponsorships and community outreach events. These included Reading Days at Melrose elementary schools in which team members and hospital administration read books to the students and sponsored the File of Life program for older adults in Melrose. Team Melrose also participated in the town's annual Victorian Fair and Anton's annual Coat for Kids Drive. The Team also sponsored the Melrose Run for Women, a fundraiser supporting the Melrose Alliance Against Violence. The Melrose Team also has several members on the Melrose Rotary and is very active in the Melrose Chamber of Commerce.

### Stoneham

Team Stoneham sponsored several programs this year for the Stoneham Alliance Against Violence including a very successful program on bullying for 4th and 5th graders and their parents. The Team also co-sponsored the Domestic Violence Awareness walk. Team Stoneham continued to support Stoneham Community Dinners by serving free dinners on the 5<sup>th</sup> Tuesday of the month to families unable to provide nutritious meals regularly. The Team also offered blood pressure clinics on alternate Tuesday evenings and provided financial and insurance counseling by Hallmark Health fiscal professionals. Team Stoneham increased involvement with the Stoneham Chamber of Commerce this year by helping run the annual Tree Lighting in November. Several Team members also mentored students at Stoneham High School in a program called Mentoring Today and Tomorrow, a career-mentoring program. Team Stoneham also assisted Mystic Valley Elder Services with their survey of over 1,000 town residents.

### Wakefield

Team Wakefield had a very active year including strong involvement in the Wakefield School System. Two team members participate in the Wakefield School Health Advisory

Committee meetings. Team members also participated in Reading Day at two elementary schools. The other significant community contribution was the start-up of the coalition that later became the Wakefield Alliance Against Violence (see selected Community Benefit Programs). Volunteers from Team Wakefield also provide blood pressure and glucose screenings at the annual Festival by the Lake and handed out educational and health resources materials at this event. Team Wakefield provided a great deal of time to the annual Interfaith Food Pantry Drive, volunteered at the Dutton Adult Day Health Center and participated in the annual Adopt-A- Family program.

### **Community Health Education**

Hallmark Health is committed to giving community members the necessary information to live healthier, more productive lives by offering a variety of educational opportunities. We honor our commitment to providing health education to our communities in a variety of ways, including tuition waivers, free community trainings, providing information at town festivals and fairs, and through referrals to agencies and departments which provide free and low-cost health services. Classes include childbirth education, prenatal exercise, pain management for labor and deliver, breastfeeding, infant care, partner massage, sibling adjustment, classes for new dads and monthly tours of Maternal-Newborn Services at Melrose-Wakefield Hospital. Our safety education classes are taught by American Heart Association certified instructors and include CPR and First Aid Training. These courses are designed to give community residents, both lay and healthcare workers, the skill necessary to help save lives. Other courses, such as babysitting, promote wellness and safety awareness for young adults.

In 2007, the Community Health Education program provided health education to students in the Salemwood School in Malden. Nearly 100 students in grades 1-4 and grades 5-8 were taught a variety of lessons on pertinent healthcare issues including substance abuse and the human brain, bones and muscles, tooth care, safety, epidemics and plagues, bullying, healthy meal habits, and more. Hallmark Health staff and practitioners taught 4 classes, twice each month for the academic year. This initiative was conducted in collaboration with the Partnership for Community Schools in Malden as part of their Extended Time in Learning program.

### **The Parish Nurse-Community Outreach Program**

The Parish Nurse Program of Hallmark Health Visiting Nurse Association (HHVNA) provides non-invasive health care and supportive services to community members. The program is supported in part through a small donation from St. Joseph's Parish in Malden. In 2007, blood pressure screenings were held after Masses on Saturdays and Sundays, an ongoing health fair for seniors was held and events for families provided valuable health information to parishioners. Health education programs and nurse counseling clinics were offered at a nearby elder housing site.

### **Community Outreach Programs for Older Adults**

Hallmark Health Visiting Nurse Association sponsors health care counseling clinics and educational programs for older adults at senior housing sites and Councils on Aging through its Community Outreach Program for Older Adults. Registered nurses with

extensive experience and training in geriatric health provide health counseling and referral, educational programs, and exercise and nutrition classes on an ongoing basis. In addition, more than a dozen health screenings and resource fairs were held in 2007. Screenings included blood pressure, blood sugar, cholesterol, osteoporosis, vision and hearing. Flu immunization clinics were also sponsored in the fall. More than 4,000 older adults (and families) were served through these outreach programs and services.

### **The Transitional Housing Program**

Hallmark Health Visiting Nurses Association (HHVNA) offers support to families who were temporarily homeless due to multiple circumstances including natural disasters, the financial challenges of single parent families, or those fleeing from abusive or neglectful situations. Maternal/child health nurses of the HHVNA taught parenting and child-care classes as part of this mandatory program for residents. Mothers and fathers gained knowledge of self-care, nutrition for all family members, and learned to develop coping strategies regarding stress management, anger management, anxiety, and depression.

### **Portal To Hope**

Hallmark Health has donated office space since 2003 to Portal To Hope at its Lawrence Memorial Hospital campus in Medford. Portal To Hope, a nationally recognized nonprofit organization, provides comprehensive services to people whose lives have been impacted by domestic violence, sexual assault and stalking crimes. This celebrated partnership provides victims with the opportunity to access support counseling and other direct care onsite at the hospital.

### **Community Health Network Area**

Representatives from Hallmark Health and HHVNA are active participants in the local Community Health Network Areas (CHNA), which coordinate public health delivery within the North Suburban Health Alliance (CHNA 16) and the Harbor Community Health Alliance (CHNA 19). CHNA 16 includes the communities of Everett, Malden, Medford, Melrose, North Reading, Reading, Stoneham and Wakefield.

## **Delivery of Services**

### **Lawrence Memorial Hospital**

Lawrence Memorial Hospital (LMH) first opened its doors in 1924. Today, it is a 134-bed facility providing a full range of medical services, including general surgery and medicine, cardiology, oncology, geriatrics, psychiatric care, and 24-hour emergency care. Prompt Care provides walk-in outpatient services and non-emergency care. Outpatient programs provide diagnostic, medical and orthopedic services, including pre-operative testing, mammography, diabetes education and nutrition counseling. In 2005, LMH began offering Positron Emission Tomography (PET) scanning, allowing physicians to better diagnose cancer, heart, and neurological diseases. In 2005, a new Intensive/Cardiac Care Unit opened at the hospital, offering patients and families a more comfortable and welcoming atmosphere, while allowing staff a more open floor plan and greater visibility of patients in their rooms to maximize patient safety.

In 2007, Lawrence Memorial was designated a Center of Excellence by the American Society for Bariatric Surgery (ASBS). With this special designation, the hospital joined an elite group of only four other hospitals in Massachusetts to be so honored. In addition, in April 2007, Hallmark Health and Lawrence Memorial Hospital were presented with the first Medford Chamber of Commerce Executive Director's Award during the Chamber's 81<sup>st</sup> annual banquet recognizing the hospital's contributions to the community.

### **Melrose-Wakefield Hospital**

Tracing its origins to 1893 when a group of 40 prominent women in Melrose organized the Melrose Hospital Association, Melrose-Wakefield Hospital (MWH) today is a 220-bed facility offering a range of inpatient and outpatient services. These services include: acute medical, surgical, obstetrics and gynecology care, pediatrics, cancer/oncology, psychiatric, advanced interventional cardiac care, and 24-hour emergency services. MWH's maternity services delivered over 1,250 babies last year offering 24-hour neonatal intensive care through an affiliation with New England Medical Center, and a Level II Special Care Nursery.

During 2007, Melrose Wakefield Hospital completed two significant projects that will enhance patient care and increase efficiency. A new 11-bed Observation Unit opened this spring to accommodate outpatients who may require further treatment or monitoring. The hospital also completed a renovation to the Medical Intensive Care Unit.

Melrose-Wakefield Hospital radiology services use advanced diagnostic technology with a 16-slice CT. This equipment delivers improved medical imaging capabilities for the diagnosis of conditions ranging from varying forms of cancer to heart disease to bone and joint problems and other musculoskeletal conditions. Emergency angioplasty is offered at Melrose-Wakefield Hospital and "door to balloon" times are lower than national averages. Melrose-Wakefield remains the only hospital approved to do the procedure in Hallmark Health's service area of 16 cities and towns. MWH also continues to participate in the MASS COMM Trial, which enables designated community hospitals to offer Elective Angioplasty.

### **Hallmark Health Visiting Nurse Association and Hospice, Inc**

Hallmark Health's Visiting Nurse Association and Hospice, Inc. (HHVNA) provides nursing, rehabilitation, home health aides, and social services to residents in 22 cities and towns in the Greater Boston/northern suburbs. The HHVNA is a Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accredited agency that works toward improving the health of the community by providing a full range of services that promote and restore optimum health and well being. The agency works toward improving the quality of life for patients and their families by responding to their physical, emotional, medical and spiritual needs. Specialty programs have been developed in the areas of congestive heart failure, pulmonary disease, palliative care, hospice care, asthma management, diabetes, skin and wound care, and total joint replacement.

Community programs range from services for teen parents and their newborns to health assessment clinics for older adults. HHVNA's community outreach spans all generations and economic groups. The agency's responsibility reaches beyond the front doors of its patients and into the communities it serves. With a 108-year history, the HHVNA has developed connections and strong linkages with government, school, and health care agencies. Working in partnership with these agencies has provided the residents of the HHVNA service area with a higher level of health care in their homes and community.

In 2007, HHVNA served more than 2,000 of Malden's elderly through health care counseling clinics, screenings, and educational programs directed by registered nurses with extensive experience in geriatric and community health. Special programs and screenings with interpreters specific to the health needs of Malden's older Chinese population were offered in conjunction with the Malden Council on Aging.

Hospice provides comprehensive health care and support for people at the end of life and for their families. The care provided focuses on maintaining dignity, increasing quality of life, and providing comfort, including pain and symptom control. For the patient with a life-limiting illness, choosing hospice care may be an important step toward accepting death. The Hallmark Health VNA and Hospice staff works together to help the patient face (need better word here) this emotional hurdle. The staff also works with the patient's family to manage the painful circumstances of this difficult time by providing needed support and understanding. The Hospice is accredited by the Joint Commission on Accreditation of Health Care Organizations and is licensed and certified by the Massachusetts Department of Public Health. In addition, Hallmark Health VNA and Hospice provides ongoing Bereavement Support Groups for children and adults.

### **The Malden Family Health Center**

The Malden Family Health Center is dedicated to serving its patients and the community. The Center provides a range of outpatient care including routine physical exams, prenatal care, well-child care, acute and chronic illness care, minor surgical procedures, and preventive medicine counseling.

During the first half of fiscal year 2007, when the Hallmark Health Malden Family Health Center was still part of the Tuft's Residency program, it collaborated with its physician residents in a variety of community partners in primary care prevention and education including the Starr Wellness Center at the Malden High School, the Sharewood Project, Hallmark Health VNA and Healthy Malden, Inc. Additionally, the Malden Family Health Center participated in many community health fairs. By developing and maintaining these partnerships within the community, the Malden Family Health Center is able to address the special needs of the underserved by being able to provide accessible, affordable, high quality healthcare.

### **Lawrence Memorial Medical Associates**

Located at 101 Main Street in Medford, Lawrence Memorial Medical Associates is an outpatient facility providing diagnostics, medical, and orthopedic services within the community. Services including laboratory, nutrition, mammography, and bone

densitometry, ultrasound and orthopedics. In addition, there are four internal medicine practices staffed by four primary care physicians and two nurse practitioners. The Lawrence Memorial Medical Associates functions as one cohesive unit delivering quality health care to the community.

### **Cardiac & Pulmonary Rehabilitation Programs**

These programs focus on exercise and education. Patients meet regularly to receive counseling on the physical, psychological, and emotional impact of their condition, and learn from the staff and each other about heart disease, smoking cessation, and nutrition. The Rehabilitation Department provides community education through speaking engagements such as fall prevention, monthly back school, and pre-surgical education programs for people having elective hip and knee replacements. These programs are offered at various sites throughout the service area.

### **The Dutton Center**

Located on Main Street in Wakefield, The Robert Dutton, MD Adult Day Health and Supportive Day Center houses a variety of educational and support programs for elderly in the community. Programs during include social day care for seniors and adult day health care for those with special physical, cognitive or emotional needs. In addition to counseling, support groups, nutrition, and medical supervision, the adult day programs offer activities such as music, arts and crafts sessions, games and exercise groups to 30-40 participants daily.

### **Women, Infants and Children Program**

Funded by the United States Department of Agriculture (USDA) and the Massachusetts Department of Public Health, the North Suburban Women, Infants and Children (WIC) program provides food and nutrition services to prenatal and postpartum women and to infants and children under the age of five. In 2007, it served more than 3,300 low and moderate-income families from Malden, Everett, Medford, Melrose, Reading, North Reading, Stoneham, Wakefield, Wilmington and Woburn. Participants receive nutrition education on topics such as diet during pregnancy, feeding infants and children, and benefits of breastfeeding as well as referrals to other health and social services. In addition, participants receive checks for nutritious foods to redeem at local grocery stores or pharmacies. This year North Suburban WIC nutritionists presented free nutrition workshops to parents, clinical professionals, and childcare providers throughout the region.

### **North Suburban Family Network**

Located at the Franklin School, a few blocks from the Melrose-Wakefield Hospital, the North Suburban Family Network (NSFN) is 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. The Network, funded by a grant through the Massachusetts Department of Early Education and Care through a partnership with the Melrose Public Schools, offers parent/child playgroups, parenting education programs, support groups, family fun activities, as well as information on resources and referrals. Specific programs are offered for grandparents, single parents and fathers. The

Network is governed by a parent-led community coalition, which over-see numerous programs run from the home base in Melrose. Parents and community representatives assist with fundraising, community outreach and program development.

Last year, over 970 unduplicated families participated in the North Suburban Family Networks programs or services. This represents over 1131 children between the ages of birth and three, and 202 children from ages 4 - 6 years old. Playgroups, drop in play, workshops and support groups bring in an average of 120 families and 180 children who visit the Family Network on a weekly basis. Monthly workshops on various parenting topics educate an average of 50 caregivers, parents and family service providers. The NSFN drop-in-playroom, open a total of 30 hours per week, is visited by an average of 20 families a day. The NSFN Family Assistance program provides needy families with food, clothing, and household equipment and toys.

### **Baby Café**

Funded by a grant by the March of Dimes and in affiliation with the UK-based Baby Café Charitable Trust, the Melrose-Wakefield Hospital Baby Café is the first Baby Café to open in the United States. It provides pregnant and breastfeeding mothers a friendly and comfortable environment to learn more about breastfeeding. In the Baby Café, mothers can relax, share tips and techniques, and socialize with other moms. One-on-one help from specially trained health professionals is available, including professional lactation support and WIC peer counselors. Babies can be also weighed and breastfeeding assessed at the Baby Café, providing additional support for parents.

## **Prevention**

### **Emergency Preparedness**

Hallmark Health clinical staff and administrators participated in multiple local, regional and state activities aimed at preparing for a range of natural and other disasters including pandemic flu and other health emergencies. These activities included meeting with major local businesses, collaborating with five local boards of health, participating in a DPH Hospital Emergency Preparedness Survey, and drafting a Flu Pandemic family preparation handbook. Key staff participate in monthly local emergency committees, the MA Department of Public Health Region 3 Committee and the ISCU Planning Committee as well as began the Massachusetts System for Advance Registration (MSAR) initiatives for recruiting, credentialing and registering MSAR volunteers.

Many Hallmark Health staff and leadership have undertaken the FEMA training and possess certificates of completion of the National Incident Management System (NIMS) and Incident Command System (ICS 100).

### **Occupational Health Community Outreach**

The Occupational Health Department includes employee health, infection control and workers compensation. In addition, Occupational Health participates in a variety of community-based outreach programs. Programs in 2007 included TB testing and OSHA trainings in conjunction with community groups such as the Melrose Public Schools,

Glen Ridge Nursing Home, Courtyard Nursing Home, and Life Care, among others. In addition, the Occupational Health Department, in collaboration with The Lawrence Memorial/Regis College Nursing Program and Salem State College nursing students provided influenza immunizations for more than 1,500 individuals.

### **Hallmark Health Healthy Families**

Hallmark Health provides a 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 also supported by Hallmark Health, services are free 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. In addition, services include educational classes such as prenatal classes, infant care, CPR, and First Aid. The Hallmark Health Healthy Families program served 129 families in Fiscal Year 2007, and received 94 referrals. Staff and managers are actively engaged in collaborative partnerships to benefit the children, families, and communities.

Community partners include the Joint Committee for Children's Health Care in Everett, Malden High School Teen Parent Program, Malden/Everett Family Network, Medford Family Network, North Suburban Family Network, Melrose/Stoneham/Wakefield Community Partnership for Children, Everett Community Partnership, Medford Health Matters, Healthy Malden, City of Malden Office of the Mayor, North Suburban WIC, Hallmark Health VNA, Tri-City Mental Health, Malden Department of Social Services, Malden Department of Transitional Assistance, Tri-City Early Intervention, Criterion-Medford Early Intervention, Criterion-Stoneham Early Intervention, Tri-CAP Headstart, Child Care Circuit, Everett Public Schools, Medford Community Partnership, Medford Parent-Child Home Program, Malden Family Health Center, Malden Community Partnership for Children, North Reading/Reading Community Partnership, Massachusetts Alliance on Teen Pregnancy, and the Healthy Families Community Coalition.

### **Domestic Violence Prevention & Education**

During 2007, Hallmark Health helped form the Wakefield Alliance Against Violence (WAAV). One staff member, the manager of Hallmark Health laboratory services, was instrumental in bringing community members together to form a coalition that then recruited a board of directors and later assisted WAAV in becoming a 501c3 non profit community organization. Hallmark Health also led efforts to obtain funding for WAAV including a \$10,000 state grant and funding from the Wakefield Rotary. Hallmark Health also continues to support two other very successful local domestic violence initiatives, Melrose Alliance Against Violence and the Portal to Hope Program in Everett. In addition, domestic violence is 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 are addressed through maternity services, Hallmark Health Healthy Families, and the North Suburban Family Network.

### **Lifeline Program**

Hallmark Health maintains a Lifeline Emergency Response Program, which gives subscribers the confidence to continue to live independently in their own homes through a lifeline unit. This unit, consisting of a small in-home communicator hooked up to the client's telephone, is activated by the push of a button that automatically dials a central monitoring station. This service was provided to more than 2,300 area residents in 2007. Lifeline staff also presented educational programs on independent living and safety throughout the region during 2007.

### **Healthy Malden, Inc.**

Healthy Malden, Inc. is a unique public/private community-based coalition founded in 1993 by Hallmark Health and the Mayor's Office of the City of Malden. The mission of Healthy Malden, Inc. is to improve the health of Malden residents by fostering citizen and agency collaboration aimed at the community's priority health and social issues. The Healthy Malden coalition consists of more than 250 volunteers from all sectors of the community committed to working together to promote programs that will lead to improving the quality of life for all Malden residents. The work of Healthy Malden, Inc. is accomplished through eight topic-specific task forces that develop ongoing programs with wide representation from community leaders from a diverse cross-section of the population. These leaders include Hallmark Health at the board and task force levels, representatives from the school system, law enforcement, the District Attorney's Office, the Mayor's Office, the Department of Social Services, the faith community, parent and family services, and multicultural organizations.

### **Screening**

#### **Hallmark Health Visiting Nurse Association and Hospice Community Support**

In 2007 HHVNA offered older adult residents in the community more than 60 health education programs, ranging from programs on anxiety, understanding the aging process, and healthy aging. Health screenings and community resource fairs were held at five senior centers in collaboration with other agencies serving seniors. More than 2,000 older adults received screenings, follow-up, and education through these fairs. The HHVNA offered influenza immunization clinics throughout its service area, at which more than 2,000 older adults participated. Clinics were also held in local businesses, resulting in an additional 500 receiving the vaccine. Health care counseling clinics, directed by registered nurses, served more than 4,000 individuals in Malden and Medford.

#### **Hallmark Health Community Services**

Hallmark Health Community Services Department instituted a series of health education forums and screenings in 2007 entitled: *Your Health: Your Life: Information to Keep You Well: A Series of Free Screenings and Discussions for the Families We Serve*. Nurses, physicians and other clinical staff donated their time to provide education and the screening. Listed below are the events offered free of charge to residents in the communities Hallmark Health serves:

- Women's Forum on Breast Health, October 18, 2006

- Diabetes Awareness Forum & Screening, November 15, 2006
- Heart Sense for Women, February 27, 2007
- Free Memory Screening, April 13, 2007
- Skin Cancer Screening, June 13, 2007
- Prostate and Colorectal Dinner & Educational Forum, September 2007
- Peripheral Vascular Disease Screenings, September 18<sup>th</sup> & September 20, 2007

### **Support Groups**

Support groups are offered among many of the clinical service areas within Hallmark Health. The new Cancer Center in Stoneham offers a variety of cancer support groups to aid families in coping with the physical, social, and emotional aspects of cancer. Facilitated by nurses, social workers and other clinical members, groups are held at the Cancer Center. Classes offered in 2007 included a four-part series entitled, “*I Can Cope*” which includes sessions on learning about cancer and cancer treatments, understanding feelings and family relationships, discovering resources, and celebrating life.

In 2007, Hallmark Health VNA and Hospice offered a series of ongoing support groups to help those who have experienced loss including nine on-going support groups such as *Loss of a Spouse or Partner*; *Adult Child Loss of a Parent*; *Loss after Sixty*; and a Holiday Support Group. A program for children who have experienced loss, which utilizes expressional therapies, was also developed and several groups were held in 2007.

### **Bariatric Surgery Support Group**

The Bariatric Surgery Department at Lawrence Memorial Hospital provides a support group for those who are either waiting to have surgery or those who have experienced it. The group has more than 200 members that meet on a monthly basis. Those who are post-surgery provide social and emotional support to those who are waiting for surgery in order to help ease anxiety and share their own experiences. A surgeon, clinical and department staff lead the group in addressing issues such as post-surgery management skills and nutrition.

### **Other**

#### **Stewardship**

Stewardship is part of the institutional culture at Hallmark Health and all levels of staff are engaged in numerous charitable and community volunteer efforts. In addition to the hours contributed by the Hallmark Health Community Teams, the Leadership staff of Hallmark Health contributed 2,372 hours in 2007 as active members in over 40 civic groups, community organizations, boards and projects throughout the North Suburban Region. Examples of staff efforts included new books donated to the Hallmark Health Healthy Families *Holiday Book Drive*, care packages to U.S. troops, a canned food drive to local charities and churches, toys to children in need during the holidays, a house wares drive to homeless families entering housing, and participation in various fundraising walks to assist many health-related causes.

### **The Lawrence Memorial/ Regis College Nursing Program**

### **The Lawrence Memorial/ Regis College Radiography Program**

The Lawrence Memorial/Regis College Nursing Program was established in 1924 as a hospital-based diploma program. In 1988, the school signed a collaborative agreement with Regis College to confer an Associate of Science nursing degree formalizing a long-standing affiliation. Today, the associate degree-nursing program is an integral part of the Hallmark Health System, which provides financial assistance through grants to qualified nursing students and employs many students within the healthcare system. Throughout the curriculum, and as part of their learning experiences, students provide nursing care to patients in the HHVNA and the hospitals of the Hallmark Health System. In 2005, the program set a new record for nursing enrollments, helping to meet high industry demand for these vital caregivers. Both faculty and students in the nursing program are actively engaged in community activities.

The Lawrence Memorial Hospital/Regis College Medical Radiography program opened in August 2004 as an effort to meet the shortage of technologists. The second class graduated in May 2007. A fourth class of medical radiography students began their two years of study in August 2007.

### **Medford Health Matters**

Medford Health Matters (MHM) was formed in 1995 to identify and explore health issues of concern to Medford residents, and to promote programs that lead to positive changes in the quality of life for all community members. A multi-disciplinary group of community members, MHM consists of a diverse array of leaders from a number of human and social service organizations including the Medford VNA, the Public Health Commission, Mystic Valley Elder Services, Medford Public Schools and Hallmark Health's Department of Community Services, among others.

### **Service Organization Representation**

As part of its efforts to address the needs of its core communities, Hallmark Health partners with local businesses through service organizations in Everett, Malden, Medford, Melrose, Wakefield, and Stoneham. In 2007 Hallmark Health staff were members of 40 service organizations such as local Rotary Clubs, Chambers of Commerce, Kiwanis and Lions clubs. These organizations provide charitable support to local communities through financial and volunteer efforts.

### **Hospital Volunteers**

A wide variety of individuals in the community have shown their commitment to Hallmark Health through volunteerism. In 2007, more than 400 volunteers provided more than 48,500 hours of service through Melrose-Wakefield and the Lawrence Memorial Volunteer Departments as well as the Hospice Program.

These volunteers include the Melrose Auxiliary and the Friends of the Lawrence, which are fund raising groups. All volunteers live throughout the service areas of Hallmark Health. In FY 2007, the Auxiliary had pledged \$170,800 and has already paid over

\$143,000 on it. They have various sales though the year as well as a very successful fundraiser called "March Madness Raffle". This pledge continues to benefit the Cancer Center. In FY 2007, the Friends of Lawrence Memorial Hospital held craft fairs, book fairs with books donated by employees, and several other fundraising events that included a performance at the Medford High School called "An Evening with Jackie". They have pledged \$145,000 and have already paid \$53,000 for the LMH lobby, medical library and the LMH Regis School of Nursing Program.

# Appendix 2

## **Annual Report Standardized Summary**

### **HALLMARK HEALTH SYSTEM, INC.** *Report for Fiscal Year 2007*

#### **Community Benefits Mission**

- To promote healthy lifestyles by providing access to health information and education.
- To serve as a leader within the community by encouraging collaborative planning between local organizations for affordable, accessible, and high quality health care.
- To address the special health needs of the under-served in our community.
- To identify and address the health care needs of those we serve.
- To improve the health of community members by continuing our tradition of working with healthcare institutions, physicians, and community organizations.

#### **Program Organization and Management**

Hallmark Health's Department of Community Services focus areas include facilitating community-based public health opportunities, targeting unmet community health needs and serving to advocate and link various institutional program offerings in the community. The Department Director reports to the Senior Vice President of Home Health and Community Services, who in turn reports directly to the President and Chief Executive Officer. The Department of Community Services works on a collegial basis with staff, managers and directors of both clinical and non-clinical service areas within the organization and its subsidiaries. In addition, Community Services staff is represented on all of Hallmark Health Community Outreach teams, as well as external boards and coalitions including Healthy Malden, Medford Board of Health, Melrose Excellence In Education program and others.

#### **Department of Community Services**

The Department of Community Services at Hallmark Health helps to facilitate the linkage of staff in clinical and non-clinical service areas to partner with and address the health service needs of the community at-large. Projects are developed that respond to public health issues and identified community service gaps to address the unmet needs of the under- or un-insured. Community partnerships involve collaboration on projects, representation on health and community agency boards, grants development, and technical support. In 2007, these partnerships included the Stoneham Council on Aging,

Everett Community Partnership, Malden High School Teen Parent Program, Melrose/Stoneham/Wakefield Community Partnership for Children, Tri-City Early Intervention, Children's Trust Fund, the Medford Board of Health, Healthy Malden, Inc., Medford Health Matters, and the Joint Committee for Children's Health Care in Everett, the Massachusetts Department of Public Health, Mystic Valley Elder Services, local Community Health Network Alliance, and others. Current programming is focused on promoting the health of families and older adults, and facilitating access to care.

The department's mission is:

- To promote healthy lifestyles by providing access to health information and education.
- To serve as a leader within the community by encouraging collaborative planning between local organizations for affordable, accessible and high quality health care.
- To address the special health needs of the under-served in our community.
- To improve the health of community members by facilitating staff and provider linkages with residents and organizations.

## **Key Collaborations and Partnerships**

As part of its efforts to improve the health status of its core communities, Hallmark Health 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 includes: Malden High School Teen Parent Task Force, the Everett Community Partnership and Lead Prevention Committee, the Malden School to Career Club, Mystic Valley Elder Services Provider Task Force, Malden Council on Aging, Medford Council on Aging, Melrose Council on Aging, Saugus Council on Aging, Lynnfield Council on Aging, Healthy Families Community Coalitions, Medford Family Resource Coalition, and the Malden, Everett, and Medford Family Networks.

In addition, in 2007, Hallmark Health was represented in more than 40 service organizations, such as the Malden, Medford, Wakefield, Melrose and Everett Rotary clubs; the Malden, Medford, and Melrose Kiwanis clubs; and the Malden, Melrose, Wakefield, Medford and Everett Chambers of Commerce, among others.

## **Community Benefits Plan for Next Reporting Year**

Hallmark Health's plan for 2008 includes several primary focus areas. One area is to develop an action plan to address issues raised in the Blue Cross Blue Shield Pathways to Culturally Competent Care organizational assessment. This entails identifying ways to promote comprehensive systems changes that support Hallmark Health's efforts to obtain a truly culturally competent workforce and to increase our connections with diverse groups throughout the communities served by Hallmark Health. The other primary areas of focus for 2008 are detailed below:

### **Restructure Community Benefit Planning Process:**

In accordance with the Community Benefits Guidelines for Non-Profit Acute Care Hospitals, Hallmark Health will review and look to implement several of the key recommendations outlined in the Guidelines including reviewing Community Benefits planning with Hallmark Health's Board of Trustees, updating Hallmark Health's current Community Benefits Mission Statement and developing a more specific, formal Community Benefits Plan. This process will begin in March 2008 and be completed by the end of the FY 2008.

### **Expand Community Partnerships:**

One central focus of Hallmark Health's Community Benefits work continues to foster relationships with a wider array of community groups and local leaders including faith based and grassroots organizations. Such relationships will 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. Efforts such as the Patient and Family Community Advisory Council for Lawrence Memorial Hospital offer unique partnerships that solicit community input into future activities and initiatives.

### **Increase Opportunities for Education and Early Detection:**

Building on several health education and screening initiatives that were started in 2007, Hallmark Health will increase its offering of opportunities for residents to understand

their own health, especially their risk factors for a number of chronic illness and for residents to learn about both prevention and intervention strategies. The expertise that is available through the opening of two centers for cardiac and oncology care is a foundation for many of these educational and screening events. Supporting community-wide support and endorsement for healthier lifestyles is another possible avenue to pursue and in which to build consensus on health priorities within the community.

### **Key Accomplishments for Reporting Year**

Hallmark Health offered more than \$4,751,250 with \$1,948,991 going directly to Community Benefits and Community Service programs in 2007.

Key Accomplishments in 2007 included the following:

- *Laying the Foundation for Increasing Cultural Competency and Diversity:*  
Prior to receiving the Blue Cross Blue Shield Pathways to Culturally Competent Care grant, Hallmark Health lacked the resources to conduct an in-depth analysis of policies and procedures overseeing patient-centered care and staff recruitment, retention, and training and to obtain direct consumer input from the primary racial, ethnic, and cultural groups in communities Hallmark Health serves. Since receiving the grant, Hallmark Health hired an outside consultant who will conduct a comprehensive organizational assessment in 2008 that will provide objective data to guide future systems changes including cultural competency training and other mechanisms to equip Hallmark Health staff with the ability to provide culturally competent care and to attract and retain diverse staff.
- *Addressing Needs of At-Risk Young Families:*  
Hallmark Health provided substantial support, intervention and education to pregnant and parenting women, their partners and their families living in Malden, Medford, Everett and Woburn. This was due to mainly to the fact that the new Hallmark Health office at 239 Commercial Street in Malden offers at one location: WIC, Healthy Families and also three grant funded programs, Feeling Fit & Fabulous nutrition and exercise for WIC pregnant clients; Creative Coping parent support groups; and the Mothers Helping Mothers donated clothing and equipment closet. Having all these programs in one site enhances Hallmark Health's ability to offer an array of services to these families in "one stop shopping" approach that decreased stress, strengthened coping and parenting skills and improved overall well being of the children and families served.
- *Obtaining Community Input:*  
The Community Advisory Council of Lawrence Memorial Hospital completed its first year. The Council was formed to obtain feedback and ideas from community members on how the hospital can become more receptive to the unique needs of community residents especially those of diverse backgrounds. The Council has regular attendance by at least four community members and has led to a community

health fair and a review of how to create a more welcoming environment especially for patients entering the Emergency Room and Urgent Care waiting areas.

- *Mobilizing Against Domestic Violence:*

Hallmark Health staff were very instrumental in helping initiate domestic violence coalitions in two of the communities it serves: Wakefield and Stoneham. Community members approached Hallmark Health Community Teams about the need to do more to address the issues of domestic and family violence in both communities. The response has helped mobilize these two communities to be able to develop ways to understand the root causes of violence and to start to institute prevention programming in the schools and increase awareness among community members.

**Community Benefits Contact**

Gail Merriam, MSW, MPH  
Director, Department of Community Services  
Hallmark Health System, Inc.  
239 Commercial Street  
Malden, Massachusetts, 02148  
Telephone: (781) 338-7552  
Fax: (781) 338-338-7575  
E-mail: [gmerriam@hallmarkhealth.org](mailto:gmerriam@hallmarkhealth.org)

## Selected Community Benefits Programs

Hallmark Health's commitment to meeting the needs of its diverse communities has involved creative and innovative partnerships aimed at supporting our constituents and facilitating access to healthcare education by providing support and services.

The following are examples of some Hallmark Health programs and services that exemplify this commitment.

### **Wakefield Alliance Against Violence:**

*Objective:* The Wakefield Alliance Against Violence (WAAV) is a community-based organization dedicated to creating a lifestyle free from violence in Wakefield by reaching out to the community, raising awareness, providing education, resources, and support to families and individuals, with an emphasis on prevention.

*Program:* The formation of WAAV is the formal outcome of the community's response to a request from the Wakefield Police Department to help address violence in Wakefield before it becomes a law-enforcement or criminal issue. In the spring of 2006, the Rotary Club worked to leverage a \$10,000 planning grant for violence prevention under which a community Board was established and a formal 501c3 organization was formed. WAAV represents a sustainable, collaborative community approach to violence prevention that is based on a strategic prevention framework and model of community change.

WAAV is committed to identifying what community groups and agencies are doing to address various expressions of violence in families, schools or neighborhoods, such as bullying, teen dating violence and domestic control and abuse. WAAV hopes to help mobilize resources and encourage cooperation and coordination between various efforts to respond to identified needs.

*Partners:* Wakefield Police Department, Wakefield School District, Wakefield Rotary, Wakefield Library, and Riverside Community Counseling Center.

#### **Hospital Contact:**

Carol Gamble  
781-979-3102

## **Baby Cafe**

*Objective:* To increase the number of infants exclusively breastfed by providing free support, education to all pregnant and breastfeeding mothers in suburbs north of Boston who are interested in the health and wellness benefits of breastfeeding.

*Program:* Funded by a grant by the March of Dimes and in affiliation with the UK-based Baby Café Charitable Trust, the Melrose-Wakefield Hospital Baby Café is the first Baby Café to open in the United States. It provides pregnant and breastfeeding mothers a friendly and comfortable environment to learn more about breastfeeding. In the Baby Café, mothers can relax, share tips and techniques, and socialize with other moms. One-on-one help from specially trained health professionals is available, including professional lactation support and WIC peer counselors. Babies can be also weighed and breastfeeding assessed at the Baby Café, providing additional support for parents.

*Partnerships:* Hallmark Health VNA, North Suburban WIC, Healthy Families, North Suburban Family Network.

*Hospital Contact:*

Mary Foley, RN  
781-979-3650

## **Feeling Fit & Fabulous**

*Objective:* To help at risk pregnant woman achieve better birth outcomes through appropriate weight gain, increased physical fitness and improved health care.

*Program:* Using a \$16,500 grant from March of Dimes, the project enrolls women at 20 weeks gestation in three basic interventions: 1) increased exercise; 2) improved nutrition and 3) enhanced access to services and resources that support women in their efforts to receive adequate prenatal health care. This project is piloting a series of ten prenatal exercise classes, a walking program consisting of weekly group walks near the WIC office, a series of cooking classes incorporating basic nutrition education, and an outreach worker to assess and provide for women's psychosocial and other needs.

To date twenty women from ethnically diverse backgrounds (Uganda, El Salvador, Ethiopia, Haiti, Brazil, Morocco and Turkey) have participated in weekly walking and exercise classes, nutrition and cooking workshops and have been linked to an array of social and financial supports including home visiting programs, housing and day care services.

*Partners:* North Suburban WIC, March of Dimes, Healthy Families, local Obstetricians,

*Hospital Contact:*

Kathy Byrne  
Outreach Coordinator, Community Services  
(781) 338-7572

## **Pathways to Culturally Competent Care**

*Objective:* To create a strategic roadmap for Hallmark Health to follow in facilitating long-lasting organizational change that will in turn ensure provision of culturally competent patient care to all who reside in the communities that Hallmark Health serves.

*Program:* During Year 1 the Diversity Steering Committee and select members of senior management have hired Harvard Pilgrim Health Care Foundation's Institute for Linguistic and Cultural Skills to conduct a comprehensive organizational self-assessment of policies, procedures, and practices involved in patient care, staff development, recruitment, and retention. During the second half of FY 2008, the Harvard Pilgrim consultants will conduct surveys of targeted staff members, senior leadership and implement targeted patient satisfaction surveys and focus groups of patients and members of the Community Advisory Council. The consultants will assist Hallmark Health staff in completing the Office of Minority Health Institutional Audit (Scales 1-6). In June 2008 the consultants will deliver an analysis of the findings and a summary report of the assessment.

*Partners:* Harvard Pilgrim Healthcare Foundation's Institute for Linguistic and Cultural Skills, Lawrence Memorial Hospital Patient Advisory Council, Medford Health Matters, Healthy Malden, Inc., Tri-Cap and Chinese Cultural Connection.

*Hospital Contact:*

Gail Merriam  
Director, Community Services  
(781) 338-7552

# Community Benefit Expenditures

**Type**

**Community Benefits Programs**

**Estimated\* Total Expenditures for 2007**

- 1. Direct Expenses \$ 261,152
- 2. Associated Expenses \$ 318,118
- 3. Determination of Need Expenditures N/A
- 4. Employee Volunteerism \$ 57,344
- 5. Other Leveraged Resources \$ 957,908

**Estimated Program Budget for 2007**  
\$2,100,000

\*Excluding Net Charity Care contributions that cannot be projected at the time of the report.

**Community Service Programs**

- 1. Direct Expenses \$ 179,096
- 2. Associated Expenses \$ 27,564
- 3. Determination of Need Expenditures N/A
- 4. Employee Volunteerism \$ 117,809
- 5. Other Leveraged Resources \$ 30,000

**Net Charity Care or Uncompensated Care Pool Contribution**

\$ 2,797,259 (Excluding Hallmark Health VNA charity care)

(Not including bad debt which totaled approximately \$1,315,000)

**Corporate Sponsorships**

\$ 5,000

TOTAL \$ 4,751,250  
(Excluding bad debt)

**Total Patient Care Related Expenses for Fiscal Year 2007:** To be submitted March 2008

\*Data collection template utilized during FY 2006 to collect expenditures, did not allow for clear differentiation of categories listed (1-5), therefore totals are roughly approximated in each.

**Addendum:**

Hallmark Health incurred the following costs during FY 2007:

- a. \$8,440,000 for Medicare shortfall and un-reimbursed services
- b. \$6,563,000 in un-reimbursed MassHealth Services
- c. \$1,315,000 in total bad debt