

**2019 Signature Healthcare Brockton Hospital
Community Benefits Report:**

October 1, 2018– September 30, 2019

I. Signature Healthcare Brockton Hospital's Mission Statement

Summary

Signature Healthcare Brockton Hospital is a private, not-for-profit, community-based teaching hospital serving more than 460,000 residents in more than 20 southeastern Massachusetts communities. Our mission is to be the leading community based healthcare delivery system in Southeastern Massachusetts, providing the full range of primary care, specialty care, hospital care and related ancillary services on a coordinated basis. Signature Healthcare physicians and Signature Healthcare Brockton Hospital strive to be recognized as “providers of choice” by staff, patients and the community. Signature Healthcare is guided by these principles:

- Take a leadership role in assessing the healthcare needs of the Metro South area by committing to a hospital-community partnership and by collaborating with other providers and community members to offer a broad range of education, health services and other activities for all patients and, in particular, the underserved and disadvantaged populations.
- Develop new services and programs, and participate in alternative delivery and regional health care systems to respond to community need and enhance access to care.
- Participate in the education of healthcare professionals to enhance the hospital's access to medical expertise and to assure the most up-to-date approaches for providing care.
- Commit to an electronic medical record environment aimed at (i) reducing medical errors with more accurate and timely information for providers, (ii) enhancing physician productivity and job satisfaction, (iii) responding to consumer requests for electronic communication.
- Be an equitable employer that values and rewards excellence in its associates.
- Manage finances aggressively to remain cost effective and fiscally sound.

Part of Signature Healthcare Brockton Hospital's community focus, and indeed the very core of our mission, is to care for those in greatest need. We are especially proud of our distinguished, century-plus tradition of reaching out to all patients in our community, from every walk of life, regardless of their ability to pay.

Community Benefits Mission Statement

Signature Healthcare Brockton Hospital's Community Benefits mission is to provide high quality low cost healthcare to all individuals in the Brockton and surrounding communities. We continually evaluate and research the healthcare needs of patients in our community. In order to improve an individual's health, we consider the whole person. Signature Healthcare Brockton Hospital is also committed to collaborating with our community partners who can aid in our mission to identify and meet the healthcare needs of our community.

II. Approval of Governing Body

Signature Healthcare Brockton Hospital benefits from the talents and foresight of countless individuals — staff and volunteers — who are committed to our mission of compassionate care and community service. The Board of Trustees sets and approves the overall direction and goals of the hospital, meeting monthly to review plans and progress on all projects that further the hospital’s mission of service and care. They provide internal oversight and management of Community Benefit Programs.

Management Structure

Each year the Signature Healthcare Brockton Hospital Board of Trustees reviews and considers the health needs of the community and goals are set for impacting community health. Progress is monitored monthly and a formal presentation of progress is offered to the Board of Trustees by the CEO annually.

Developing our annual community benefits plan is a process based on analysis of the many healthcare needs facing those who live in southeastern Massachusetts. Input is gathered from diverse sources including the Department of Public Health Status Indicators, internal utilization reports, public schools, church groups and the Community Health Network Area (CHNA).

From this work comes a community benefits plan with a comprehensive picture of service and needs in the Brockton area. This data was collected by various organizations in the community, one being Signature Healthcare. The report was compiled by Signature Healthcare.

Method of Sharing Information about Status and Success of Community Benefits Mission/Programs with Staff at all Levels of the Institution

The Signature Healthcare Brockton Hospital Marketing/Public Affairs Department publicizes community benefit success stories and accomplishments internally and externally. A weekly e-newsletter sent to all associates alerts the Signature Healthcare organization to community activities and opportunities, and the website adds further detail. The department also informs the media of newsworthy community benefit accomplishments. Press releases, community presentations and other communication vehicles include community benefit information as appropriate.

The Human Resources Department uses recruitment materials and job fairs to reinforce Signature Healthcare Brockton Hospital’s role as a market leader and regional community health care resource dedicated to improving the overall health and well-being of the community.

III. Community Health Needs Assessment

Process, Including Participants, and Information Sources

Collaboration and partnerships are critical to the success of the Community Benefits process of assessing and addressing community needs. In order to build a healthier community, Signature Healthcare Brockton Hospital continues to collaborate with and support numerous organizations throughout the Greater Brockton area, such as health and social service agencies, city departments, schools, neighborhood shelters and other community groups.

After reviewing the available data, the Hospital continued to focus on three key community benefit priorities for Fiscal 2019: nutrition, diabetes and substance use disorder.

Summary of Findings

The summary of findings for our community health needs assessment concerning nutrition and diabetes point to a continual need for education in the community. The prevalence of diabetes has been increasing in Massachusetts by an average of 3% per year with pre-diabetes increasing an average of 4% per year. In 2017, 9.5% of adults reported being diagnosed with diabetes. In Brockton specifically, the rate was 12.6% according to the last available data from 2016. The more suburban north and west sides of the city see rates around 10% while the tract in the center of the city sees rates of 20.2%. These tracts also see a difference in life expectancy by about ten years according to the Robert Wood Johnson Foundation.

IV. Community Participation

Process, Mechanism and Identification of Community Participants

Together with social service and health agencies, city departments, neighborhood shelters, schools and other community groups, Signature Healthcare Brockton Hospital's community benefits process analyzes needs, sets priorities and works toward successfully completing goals. Timely progress reviews and regular reports to the Board of Trustees ensure community and hospital leaders are affecting change and avoiding duplicative efforts.

In assessing needs, determining priorities and implementing solutions, Signature Healthcare Brockton Hospital has collaborated with a number of community groups and organizations over the years. They include:

- American Cancer Society
- Boys and Girls Club
- Brockton Area Multi Service, Inc. (BAMSI)
- Brockton Family and Community Resources
- Brockton Housing Authority
- Brockton Neighborhood Health Center
- Brockton Public Schools
- Brockton Visiting Nurses Association
- Brockton's Promise, Healthy Start Team
- Cape Verdean Association
- Cape Verdean Adult Day Health Center
- Catholic Charities
- City of Brockton Health Department
- City of Brockton Mayor's Office
- Community Connections
- Greater Brockton Health Alliance (GBHA, CHNA 22)
- Prevention and Wellness Network (CHNA 24)
- HelpLine
- Mainspring House
- My Brother's Keeper

- Plymouth Country District Attorney’s Office
- REACH (Racial and Ethnic Approaches to Community Health)
- Self Help
- United Way of Greater Plymouth County
- Woman Infants Children Programming (WIC)
- Old Colony YMCA (Brockton, East Bridgewater, Easton, Middleboro, Stoughton and Taunton)

V. Community Benefits Plan

Nutrition & Diabetes

Because health statistics identified nutrition and diabetes as a major issue in our community, the hospital’s community benefits focus continued with efforts to combat these concerns by offering tools to individuals in need. Our target population was community-wide and our priorities included educational tools, exercise classes, and screenings. As part of the Community Health Needs assessment, we discovered individuals living in the community considered exercising unsafe and expensive, had trouble affording healthy food, and faced challenges with preparing meals properly.

Short-term strategy:

Based on the findings in the Community Health Needs Assessment, Signature Healthcare continued its Wellness program. Elements included free exercise classes, free health screenings, healthy cooking demonstrations, and free healthy recipes. Signature Healthcare offers free Yoga and Zumba classes to the community and employees every Tuesday and Wednesday evening from 5-6pm, to combat cost and safety concerns cited as reasons for a sedentary community. These classes, attended by 20-30 people weekly, are well received. The program is in its 9th year and continues to thrive. Massasoit Community College hosts the classes, providing additional space and affording the opportunity for college faculty, staff and students to attend.

In January 2015, Signature Healthcare began working with the local “Blessings in a Backpack” program after a meeting with school committee members and staff of the Kennedy School in Brockton. Blessings in a Backpack has a high number of students on the free and reduced breakfast and lunch program at the school and wanted to ensure these same students had healthy food for weekends as well. Signature Healthcare worked with Sodexo, our food services provider, to put together meals for the 60 students at the Kennedy School. Each weekend, these children are provided nutritious food to take home such as soups, fresh fruit and healthy grains. Signature Healthcare is now in its third year of working with this program and will continue to help expand to other children in our community.

On many occasions throughout fiscal 2019, Signature Healthcare staff members offered nutrition information and hands-on activities to the community. One major event was the “Health & Wellness Expo.” This event had many components including: free screenings for vascular and metabolic disease, a healthy cooking demonstration, healthy recipes, and an area where Signature and community partners highlighted nutrition & diabetes services. There was an exercise area with Kickboxing and Zumba for adults and an obstacle course for children provided by the Easton Children’s Museum. This event was a

great success with more than 250 people in attendance and more than 100 of those screened.

For the eighth year, Signature Healthcare continues to be part of a larger community-wide “Brockton Knocks Down Diabetes” (BKDD) initiative; kicking it off with the Health & Wellness Expo, providing clinicians where needed, assisting with coordination and staffing for various events, and offering classes throughout the week. BKDD is a weeklong initiative to provide education and awareness around diabetes. Numerous local partners participate in this event including the Old Colony YMCA, Harbor One, Brockton VNA and the American Diabetes Association. This group worked diligently on creating programming the community would find beneficial. Activities planned included educational presentations as well as fitness classes. One goal for the coming year is to bring the latest in diabetes care to the South Shore through a diabetes symposium for local physicians, social workers, nurses and nutritionists.

Substance Use Disorder

Data in our past few Community Health Needs Assessments show growth in Substance Use. According to the US Centers for Disease Control and Prevention, “the earlier teens start using controlled substances, the greater their chances of continuing to use substances and developing substance use problems later in life.” They also note that substance use in teens “contributes to the development of adult health problems such as heart disease, high blood pressure, and sleep disorders.” Several local municipalities have published data on youth risk and protective factors, which provide critical insights for preventing substance use disorders. These surveys looked at marijuana use, cigarette use, alcohol consumption, electronic vapor product use and prescription drug use.

Strategy:

Signature Healthcare continues to work with staff from High Point, the Brockton Area Prevention Collaborative and the Plymouth County Drug Abuse Task Force. Signature Healthcare Emergency Department physicians work with local police and fire departments to provide training and medical guidance. Police departments from Norfolk, Plymouth and Bristol counties were trained on the proper use of Nasal Narcan. The ED physicians also worked on projects with the Norfolk, Plymouth and Middlesex County District Attorney’s offices to provide lectures to students, parents, teachers and other healthcare professionals on substance use and other health concerns facing our area youth. Dr. Muse serves as the EMS Medical director for 14 local fire departments, and is very active in other matters related to substance abuse, including the Brockton Mayor’s Opioid coalition, Independence Academy, and Plymouth County’s Substance abuse coalition.

Dr. Dan Muse, Signature Healthcare ED physician, is a board member of Plymouth County Outreach and is the chairman of the Medical Advisory Committee. The committee produced a “White Paper” on the opioid epidemic along with sponsoring a conference on pain management, “Scope of Pain”. This conference provided an in depth training that focused on effective communication skills and the potential risks and benefits of opioids for managing chronic pain. The training includes the assessment of opioid misuse risk and how to manage opioid therapy including opioid tapers using a patient centered approach.

The committee has also reached out to improve access to doctors and facilities that are involved in medically assisted treatment. As an advisor to the Plymouth County Policy Outreach Committee, Dr. Muse assisted in the Narcan distribution initiative to family, friends and those suffering with Substance Abuse Disorder.

Signature Healthcare hosted “Vaping: What is it? “, a conversation about vaping presented by the Greater Boston Tobacco Free Partnership. The purpose of these presentations was to provide education on what e-cigarette and vape products are, why they are harmful, how the tobacco and vaping industry are targeting youth, and how to protect them from the latest trends.

Through community outreach with local businesses, community groups, and events, hospital staff members were able to educate the community on nutrition, diabetes and substance use disorder in a variety of ways. Signature provided educational tools on diabetes, healthy recipes, free exercise classes and opportunities for questions and answers with clinical staff. During FY19, hospital staff participated in more than twenty-five community events to promote education on the topic of Diabetes, Nutrition, Obesity and Substance use disorder. The events included:

- BAMSI Wraparound Services “Summer Kickoff” and resource fair
- Brockton Public Schools
- East Bridgewater COA – Monthly educational seminar on a variety of topics including diabetes education, nutrition, joint health and breast cancer awareness
- Connemara Senior Living formerly Emmanuel House – Presentations to residents and staff
- Connemara Senior Living Community Resource Fair in partnership with Signature Healthcare
- West Bridgewater COA – Senior Health & Wellness Expo
- Massasoit Community College – Brockton Campus: Monthly Educational tables for students and faculty
- Metro South Chamber of Commerce, Taste of Metro South Event
- Mary Cruise Kennedy Senior Center – “Signature Series”
- Bridgewater Senior Center – Health & Public Safety Expo
- Old Colony YMCA Youth Division Brockton Branch, “Healthy Kids Day”
- Old Colony YMCA Stoughton Branch “Healthy Kids Day”
- Old Colony YMCA– Joan Conkling, RD held multiple workshops on nutrition for the Livestrong program at the East Bridgewater, Stoughton and Brockton branches.
- Old Colony YMCA Annual Youth Conference
- East Bridgewater COA – Health & Safety Fair
- Summerfest
- Taunton WIC “Celebration of the Young Parent”
- Old Colony YMCA Taunton Branch – Senior Resource Day
- Annual Raynham Community Pride Day
- South Shore Leadership Conference – Building Resiliency Community Summit

VI. Progress Report: Activity during Reporting Year

Major Programs and Initiatives

Signature Healthcare Brockton Hospital is one of the busiest hospitals in the area. In FY19, admissions totaled 11,602 and 1320 babies were delivered in the maternity unit. Visits to the hospital's emergency department in 2019 were 59,325. Our Outpatient departments had 389,769 visits in FY19. Signature Healthcare Brockton Hospital offers a number of clinical and non-clinical programs to address community health care needs.

Medical Home

Signature Healthcare's Signature Medical Group practice sites are part of a medical home program. Our patients have a care team providing them with access to evidence-based patient care and education as well as self-management support. The care team starts with the patient and includes their primary care provider, nurses, certified medical assistants and medical receptionists. Other specialists join the care team based on patient needs.

Primary Stroke Service

Signature Healthcare Brockton Hospital is a Primary Stroke Service. This designation assures the hospital is able to provide prompt, high quality care for stroke patients in the region. The service tracks all clinical process measures against Quality Net, established by the Centers for Medicare & Medicaid Services, for reliable healthcare quality data exchange.

SportSmart

SportSmart is a comprehensive full care coordination program, providing services to our surrounding communities, schools and athletes. The program treats the full spectrum of athletic injury, from musculoskeletal/orthopedic to mild traumatic brain injury or concussion. Multiple Emergency and Orthopedic Department physicians have completed traumatic brain injury/concussion education and are Certified ImPACT Consultants [CIC]. Data provided from the ImPACT testing following injury assists in the determination for return to school and activity for affected youth.

Signature Healthcare provides support to 12 local schools and organizations. In FY19, Signature Healthcare began partnering with the Massachusetts Concussion Management Coalition, who supports a portion of the Baseline tests in schools within our Commonwealth free of charge. In FY 19, this partnership provided 4,414 baseline and 316 post injury tests. Of those, 373 baseline and 121 post injury tests were funded and paid for by Signature Healthcare. Assistance from the SportSmart staff has increased to the local sport teams due to heightened national awareness regarding effects of concussions. The program continues providing educational support to parents, coaches, teachers, athletic staff and school nurses.

In our continued commitment to promote the health of student athletes, Signature Healthcare supported the SportSmart schools with donations of \$27,500 in FY 19. These funds provide funding for injury prevention, education and equipment.

Signature Healthcare's newest SportSmart related venture began in late 2015 providing Signature Healthcare employed athletic trainers to area high schools. The program includes Abington, Blue Hills Regional High School, Brockton, Cardinal Spellman High School, East Bridgewater Jr.Sr. High School, Holbrook, Massasoit Community College, Randolph, Southeastern Regional Vocational High School, South Shore Voc Tech, West Bridgewater and Whitman Hanson. We continue to consult with the athletic training program at Whitman Hanson Regional High School and provide per diem coverage at Massasoit Community College. Athletic training services were also provided to the Brockton Rox Collegiate Summer baseball team beginning with the 2016 season.

Staff from Signature Healthcare's SportSmart program offered in-services and a lecture series which provided continuing education for Athletic Trainers and School Nurses. Some of the topics covered include Concussion Management, Substance Abuse and role of Naloxone and Upper and Lower Extremity Injury Management. There were community in-services provided to local fire departments to review the proper equipment removal with a suspected spine injury. Lastly, in FY 19, a lecture series was offered covering Cardiovascular Screening & Diagnosis: Preventing Sudden Cardiac Death in Adolescent Athlete. This series was offered by presenters Dr. Alex Georgakis, Signature Healthcare Cardiologist, Ashley Tropea, Signature Healthcare AT, along with representatives from Mass Heartbeat.

The hospital continuously evaluates this program's value and community needs to determine future enhancements.

First Responder Education and Training Program

Signature Healthcare's Emergency Department physicians did not stop at helping schools and parents, but stretched that reach into community EMS, police, and fire. Dr. Muse coordinates teaching rounds with local EMS teams 15 times per year, in addition to holding conferences twice per year. These conferences include education on a variety of topics including Human Trafficking: Legal and Social Ramifications, Domestic Abuse, Adverse Childhood Events, Pediatric Trauma Care and Newborn Care in field delivery, to name a few. EMS professionals delivering patients to the Signature ER are invited to watch life-saving stenting procedures in one of two Brockton Hospital Cardiac Catheterization labs – closing the loop on what happens after they drop off a patient in cardiac arrest. The simulation lab is a cooperative venture between local EMS departments and Signature Healthcare. The mannequins provide the opportunity for medics to practice life-saving skills in real life environments. This also assures continued improvement in areas of care that may occur infrequently such as pediatric codes.

Signature Healthcare and Dr. Dan Muse have established a very close relationship with the City of Brockton. Dr. Muse is the Medical Director for Brockton Police and Fire. He also serves as Medical Director for the Brockton Fire Department Dispatch. For the last four years, Dr. Muse has been part of Brockton Police Department's yearly mental health training. He also works closely with local police and fire on special programs in their departments and towns. A new program "Safe A Life" is being launched in 2020. This program works in conjunction with local EMS to train citizens of their communities in life saving techniques of CPR, AED use, Narcan administration and "Stop The Bleed"

skills.

Each year, Dr. Muse, in conjunction with the District Attorney's offices, talks to schools and local groups about substance abuse. Dr. Muse continues to teach nurses and athletic trainers how to recognize an opioid overdose and use naloxone.

Substance Abuse & Opioid Crisis Management Programs

Within the Signature Healthcare Emergency Department, overdose patients receive nasal Narcan, a list of detox facilities, and counseling. The ED physicians are also limiting the number of narcotics they prescribe to patients. They will not fill lost prescriptions and are advancing the use of the state's "Prescription Monitoring Program."

Signature Healthcare created a Pain and Opioid Management Committee who developed a Charter to guide our purpose and ensure we are meeting the regulatory requirements of the Joint Commission as they relate to pain and opioid management. We started by ensuring appropriate pain and opioid management policies were developed to meet the needs of our patient populations. At the same time, we have been monitoring the effectiveness of patient pain assessments and pain management throughout the organization. Part of our effort includes raising awareness of available services for consultation and referral for patients with complex pain management needs among staff and our licensed independent practitioners. The Committee works to ensure educational resources and programs are available to improve pain assessment, pain management, and safe use of opioid medications throughout the organization in an ongoing basis.

Due to the alarming spikes in addiction and unintended overdose deaths and a dramatic rise in diversion and non-medical use of these dangerous drugs, Signature Healthcare asked "What's going on with prescribing pharmaceuticals within Signature Medical Group?" A group of employees came together with an aim to encourage responsible opioid prescribing practices for Signature Healthcare patients with chronic pain. The goal was to decrease the number of opioids prescribed by Signature Healthcare primary care providers when indicated by supporting responsible opioid prescribing. There were several actions taken to ensure for a successful program which included meeting with and educating all Signature Medical Group Primary Care providers who had patients at high risk. A medical management clinic was opened to assist PCP's with the highest risk patients and developing new policies. The high risk patients were monitored every 3-4 months for successful weaning from opioids and benzodiazepines. Data was provided to the PCP's about their patient's progress and storytelling was used to share successful weaning with other PCP's and committee members. The results help to tell the story, as PCP's with High risk patients saw a 67% reduction, and overall total MME (Morphine Milligram equivalents) prescribed per day saw a 63% reduction. This process shows how a community hospital can successfully, significantly, and safely reduce opioid prescribing.

Maternity and Child Health Services

In the area of Maternal and Child Health Services, Signature Healthcare Brockton Hospital enriched the childbirth experience for new parents, and offers a wide range of prenatal services, childbirth education classes and support groups.

The Hospital's Special Care Nursery is a Massachusetts designated Level II facility, allowing Signature Healthcare to offer maternity services to women in the "High Risk" category, whose newborns require additional medical and nursing support. Perinatal consultations with Neonatologists are offered for high-risk moms, keeping them involved in their baby's care.

In affiliation with Tufts Medical Center in Boston, Signature Healthcare provides 24-hour neonatology coverage to the nursery.

Signature Healthcare is a "Baby Friendly Designated Hospital" and strives to support mothers to breastfeed babies for the best start in life. Signature Healthcare wrote a breastfeeding policy that is routinely communicated to all healthcare staff and provides education and information to all expecting mothers on the benefits of breastfeeding. Maternity staff help mothers initiate breastfeeding within one hour of birth and continue to show mothers how to breastfeed and maintain lactation even if they are separated from their infants.

Signature Healthcare developed "Healthy Beginnings", a community outreach Obstetrics program for the indigent population who require medical care, social support, financial counseling, and translator services. Given the diverse nature of the patient population, Signature Healthcare supplies 24/7 translator services with 18 employed translators speaking 36 languages. In 2019, the Center for Healthy Beginnings served 482 patients and 246 of those patients delivered their babies at Signature Healthcare Brockton Hospital.

Signature Healthcare offers our patients Babe-e-News, a free, opt-in electronic newsletter providing education, tools, and resources for pregnancy and early childhood. The information is tailored to a mother's due date or child's birth date, making the weekly information relevant and useful. This newsletter can also be shared with any number of family members who can select to read the newsletter in multiple languages. Communicating to patients in their native language helps to promote compliance and understanding of their personal healthcare.

Oncology Programs

Nonprofit organization Looking and Feeling FAB, Inc. is the first of its kind in the country, staffed with licensed Aestheticians who are Oncology-trained. They offer customized skin care treatments to combat the skin side effects resulting from chemotherapy, radiation, surgery and a mix of medications. Moderate to severe skin reactions resulting from treatment can have a devastating effect, decreasing one's quality of life. Looking and Feeling FAB, Inc. began offering this service to our Signature Healthcare patients in June 2016. They treated 16 patients in FY 19 who experienced skin side effects from cancer treatment. The program is fully funded by The Christine M. Sullivan Foundation and allows the patients to take advantage of the service at no cost.

Charity Golf Tournament

Signature Healthcare's Charity Golf Tournament on August 19, 2019 raised \$122,000 with 144 golfers participating. Funds supported the building of the Greene Cancer Center at Signature Healthcare affiliated with Beth Israel Deaconess Medical Center.

Volunteer Services

Signature Healthcare Brockton Hospital's volunteers are a vital part of our outreach efforts, contributing to the positive experience patients expect at the hospital. Last year, 110 volunteers contributed nearly 21,000 hours of service. The Signature Healthcare Junior Volunteer Program accepts students ages 13-17 from Brockton and the surrounding communities who provide various support throughout the hospital. The program exposes many students to their first work experience. For many this is great practice for a first job interview and exposes them to a career in healthcare.

Mainspring House Job Development Program

Signature Healthcare Brockton Hospital partners with Father Bills and Mainspring House job developers, along with other supporters including Bridgewater State University, Department of Transitional Assistance, Arbella Insurance Foundation, State Street, United Way of Greater Plymouth County and Citizens bank. We recruit graduates from the Work Express and work ready family program into paying jobs where they can work to broaden their skills and experience various healthcare employment opportunities. In many cases, participation in this program helps rebuild their lives and provide for their families. Signature Healthcare has been successful with hiring graduates from both programs into various part time, per diem and full time positions within the hospital setting.

Associate-Supported Charities

Many of the Signature Healthcare Brockton Hospital associates contribute time, talent and money to local communities or charity groups. Beneficiaries include the United Way, American Cancer Society, South Shore Women's Center, ARC of Greater Plymouth County, hospice groups, visiting nurse associations, food pantries, family shelters and women's groups.

BAMSI Candy Cane Program

Through the help and generosity of the employees of Signature Healthcare, 60 families and 150 children were provided with Christmas gifts this past year. In addition, the hospital holds its own Toy "Store" for identified needy patients, who are invited in by appointment to "shop" from employee-donated gifts for their families and children. For many years, Signature Healthcare employees have coordinated major holiday giving around the BAMSI Candy Cane Program and 2019 was no exception. All of the donated gifts are given to BAMSI clients, who due to their life circumstances like chronic illness, are often unable to purchase Christmas gifts for their children.

Champions Fighting Cancer (CFC) Walk

This successful event raised roughly \$75,000 thanks to 1650 walkers and 125 volunteers. The hospital's annual Champions Fighting Cancer Walk took place on Sunday, May 5, 2019. The Walk continues to be another long-term strategy to ensure state-of-the-art cancer services are available locally. Over the years, the CFC Walk has raised more than \$3 million for cancer treatment programs. The money raised is used for programs and services at Signature Healthcare including assisting patients with meals, transportation and medications.

Efforts to Reduce Cultural, Linguistic and Physical Barriers to Health Care

Signature Healthcare Brockton Hospital brings education, treatment and services to people at the community level. Signature Healthcare went to great lengths to move beyond language barriers stopping people from seeking the care they need and deserve. Signature Healthcare understands that unemployment, poverty, transportation and lack of insurance can also be roadblocks to care.

Below are key steps taken to clear these hurdles in our community and provide convenient and affordable access to quality healthcare for all.

Interpreter Services

Signature Healthcare Brockton Hospital serves non-English-speaking patients with a staff of 13 interpreters who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, French and communicate through ASL (American Sign Language.) Interpreter Services are available 24/7 with onsite interpreters available from 7:00 am to 6:00 pm Monday through Friday, telephonic interpreting with access to over 200 languages and video remote interpreting for those who communicate using ASL, CDI (Certified Deaf Interpreters) and also several spoken languages.

Interpreter Services is continually and actively working on improving timely provision of language services. Our per diem pool of interpreters has increased in response to changes in volume. Dual handset phones are available in all departments and units throughout the hospital. Interpreter services has provided the Maternity department with two private conference devices in response to their increasing volume to provide a better bedside experience for patients and families.

Interpreter Services supported over 33,000 interpreting encounters in FY19, aiding patients who speak Cape Verdean Creole, Portuguese, Spanish, Haitian Creole, Vietnamese, and several other languages and who also communicate through ASL and CDI interpreters.

In addition to clinical interpretation for Limited English Proficient patients, Interpreter Services provided interpreting assistance for patients needing help with prescription medication, arranging for transportation services, completing insurance applications, scheduling appointments, resolving billing issues and completing forms.

Interpreter services rolled out ten (10) more VRI (video remote interpreting) devices throughout the hospital and its satellite locations to help with patient flow and for times

when in-person interpreters are not available.

The Interpreter Services department believes in highlighting the various cultures of our patients. In FY 19, they partnered with food services to create diversity events on a quarterly basis in the hospital cafeteria. Cape Verdean Day and Haitian day are two examples of these quarterly events where interpreters created slide show presentations of their country and its culture which was coupled with a selection of those dishes served in the cafeteria. This initiative allowed the staff to share diversity and cultural awareness among hospital employees, patients and visitors.

Indigent Medication Program

Signature Healthcare Brockton Hospital's indigent medication program has been in place for more than 20 years and stands alone in the community providing free medications to inpatients, outpatients, and emergency patients who are unable to pay for their required prescription drugs. The hospital provides up to a 30-day supply of prescription drugs to its most needy patients.

In FY19, the Hospital provided 97 free medications to 38 patients valued at over \$22,000.00 and collaborated with local pharmacies for follow-up care as required. In addition, 521 prescriptions were provided to 161 patients valued at approximately \$45,000.00 through Signature Healthcare's Patient Advocacy Fund. Another 266 prescriptions were provided to 89 patients valued at approximately \$18,000 through an Elder grant.

Transportation

The need for transportation assistance among our patients continues to grow since Signature Healthcare began helping with this need in the late 1990's. Patients who are hospitalized or treated in the Emergency Department are most often sent by ambulance and do not have the physical or financial means to get home when they are discharged. At times, patients are referred for post-hospital treatment which it is not medically necessary, and thus not covered by insurance.

In FY 19 Signature Healthcare covered the cost of transportation via taxi for 215 patients costing \$2,505 and for an additional 495 patients who were released from the Emergency Department, totaling \$7,109, for a combined 710 patients costing \$9,614. In addition, fundraising from events throughout the year supports the Senator Thomas P. Kennedy Advocacy Fund. In FY 19, \$15,077 was used from this fund to assist 433 of our patients with transportation upon discharge. Signature Healthcare received community funding designated specifically for patients aged 60 and older; the Elder Grant, which also assisted 343 patients throughout the year for a total of \$5,731.

Heightening Our Patients' Experience (HOPE)

Signature Healthcare's HOPE fund is a great benefit to our cancer patients. Given the lack of support systems in place for many of our patients, funding is often used to provide transportation - making the difference in whether or not a patient is able to make their scheduled appointment.

In addition to transportation, patients were helped with aid ranging from gift cards for food and incidentals to assistance with medical co-payments and bill payments to auto insurance, cable, utilities, rent and mortgage. In FY19, \$57,000 was used to assist our oncology patients with transportation while another \$9,270 was used for additional needs. for a total of \$66,270.

Community Health and Wellness Programs

Signature Healthcare Brockton Hospital continues to offer the community a wide range of health and wellness programs, screenings and special lectures and events designed to prevent disease and promote healthy lifestyles. For example, our relationship with the Old Colony YMCA helped develop collaborative health and wellness programs throughout Southeastern Massachusetts, including health education events and screenings.

Other programs include:

- The Senior Celebration in May 2019 - Five hundred area seniors heard numerous presentations on a variety of topics including Joint Care and Cancer Prevention. Signature Healthcare staff also provided vascular and cholesterol screenings to over 100 individuals.
- Signature Healthcare continues to support a local grassroots program, “Kids Road Races.” This 30-year-old program is led by Brockton resident Dave Gorman and his wife with two 8-week sessions, one in the fall and another in the spring. Children come each week and run a 2-mile road race at DW Field Park. This program promotes childhood physical health and provides them with a sense of accomplishment and pride.
- Signature Healthcare provides an educational series at the East Bridgewater and Brockton Senior Centers each month. These presentations have been coined “the Signature Series” and cover topics including eye health, diabetes education, colon cancer awareness, joint care, breast cancer awareness and oncology.
- When the Health Service department was eliminated at Massasoit Community College in Brockton, the Director of the Women’s Center reached out to Signature Healthcare. She felt that by eliminating the health education to the students, there was a void. Signature Healthcare stepped in and works with the Women’s Center to build a calendar each year, where each month throughout the semester a different health topic is covered during the lunch time. Topics covered include substance use, vaping, nutrition, sleep and stress and a variety of others.

In addition, the hospital supports a wide range of programs, classes, support groups and community outreach appearances, such as:

Ongoing Programs

Childbirth and Parenting Workshop
Refresher Childbirth and VBAC Class
Breastfeeding Program
Infant Massage

Look Good ... Feel Better
Sibling Preparation Class

Support Groups

Alcoholics Anonymous
Bereavement Support Group
Breastfeeding Support Group
Narcotics Anonymous
Prostate Cancer Support Group

Health Fairs, Events, Outreach

Breast Cancer Awareness Month – “Ladies Night”
Brockton Council on Aging Health & Safety Fair
Brockton High School “A Healthier Generation”
Cape Verdean Festival
Bridgewater Safety & Wellness Fair
Massasoit Community College, Canton campus
Metro South Chamber of Commerce Business-to-Business Expo
Metro South Chamber of Commerce Taste of Metro South
National Night Out Against Crime – Brockton
Old Colony YMCA Youth Conference, Bridgewater State College
Raynham Pride Day
Senior Celebration
Taunton WIC “Celebration of the Young Parent”
Massasoit Community College, Brockton campus Health Fair
YMCA Healthy Kids Day, Brockton and Stoughton branches

Community Support

Brockton Public Schools
Brockton’s Promise
Greater Brockton Health Alliance – CHNA 22
Community Services of Greater Brockton
Community Connections Family Center
Metro South Chamber of Commerce
Kids Road Races
Easton Children’s Museum
Partnership for Safer Communities
Brockton Visiting Nurses Association
Cape Verdean Association
Haitian Community Partners
Downtown Brockton Association
Old Colony Hospice
Old Colony YMCA
Prevention and Wellness Network (CHNA 24)
Brockton Family & Community Resources
Easton Chamber of Commerce
United Way of Greater Plymouth County

Notable Challenges, Accomplishments and Outcomes in FY 2019

- **The Leapfrog Group Hospital Safety Grade - Straight A's** - Signature Healthcare Brockton Hospital was awarded its 15th consecutive "A" safety grade by The Leapfrog Group, making it one of 25 out of 59 Massachusetts hospitals to receive an "A" for its commitment to reducing errors, infections, and accidents that can harm patients. Signature Healthcare Brockton Hospital has continually received a straight A rating since 2012.
- **Women's Choice Award for Best Breast Center** -Signature Healthcare Brockton Hospital has received the 2019 Women's Choice Award® as one of America's Best Breast Centers This evidence-based designation is the only breast center award that identifies the country's best healthcare institutions based on robust criteria that consider female patient satisfaction and clinical excellence. The award provides women with the tools to find quality care at a time when new research demonstrates the importance of early detection.
- **The Leapfrog Group Top Teaching Hospital** - Signature Healthcare Brockton Hospital was named a Top Teaching Hospital by The Leapfrog Group for the third year in a row and is the only hospital in Massachusetts to ever win this award three years in a row. Performance across many areas of hospital care is considered in establishing the qualifications for the award, including infection rates, maternity care, and the hospital's capacity to prevent medication errors.
- **Harvard Pilgrim Healthcare Physician Group Honor roll with Distinction.**
Highlighting its achievements in patient safety and quality, Signature Medical Group was again named to Harvard Pilgrim Health Care's 17th annual Physician Group Honor Roll, this time "With Distinction." Sixty-one physician groups in Massachusetts, Maine, New Hampshire and Connecticut were named to the Honor Roll. However, only twelve of the sixty-one practices on the Physician Group Honor Roll achieved "With Distinction" status, meaning they exceeded the National Committee for Quality Assurance (NCQA)'s 90th percentile nationally in all domains of clinical care.

Accreditations:

- Accreditation by the Commission on Cancer (CoC) – Comprehensive Community Cancer Program
- Accreditation Council for Graduate Medical Education (ACGME)
- ACR Breast Magnetic Resonance Imaging Accreditation
- American Association of Blood Banks (AABB)
- Accredited Facility in Vascular Testing, Echocardiography and Nuclear Laboratories by the Intersocietal Accreditation Commission
- American College of Radiology Accredited Facility in Breast Magnetic Resonance Imaging, Breast Ultrasound, Computed Tomography (CT), Mammography, Magnetic Resonance Imaging (MRI), Positron Emission Tomography (PET) and Ultrasound
- Designated Lung Cancer Screening Center, Breast Imaging Center of Excellence by the American College of Radiology
- Accredited Breast Center by the National Accreditation Program for Breast Centers

- American Diabetes Association – Certified Diabetes Education Program
- Cintas Partners in Excellence in Preservation of the Environment and in Document Security
- Mammography Quality Standards Act and Program Certification
- Massachusetts Board of Registration in Nursing
- National League for Nursing Accrediting Commission (NLNAC)
- NCQA Level 1 Patient Centered Medical Home Recognition
- Nuchal Translucency Certification for Obstetric Imaging
- Accredited by the American College of Surgeons
- Weight and Wellness Center: Accredited Center by the American College of Surgeons and American Society for Metabolic and Bariatric Surgery
- Blue Cross Blue Shield Distinction for Bariatric Surgery & Maternity Care

VII. Next Reporting Year

Anticipated Goals and Program Initiatives

For Fiscal 2020 Signature Healthcare will focus on the following areas:

- Chronic Disease, including Diabetes and Hypertension
- Substance Use Disorder
- Cancer
- Mental Health

By working on the 2019 Community Health Needs Assessment, these health concerns were identified as issues in Brockton and the surrounding communities. We feel we have the resources to educate our population on these issues. An increased focus will be on bringing hospital services and educational efforts into the community through partnerships with businesses, community and social service agencies.

VIII. Total Charity Care

In addition to all of the services Signature Healthcare Brockton Hospital provides to the community as either a community benefit or a community service program, we also provide the following:

\$2,166,484	Health Safety Net Assessment
\$7,086,584	Free/Discount Care
\$9,253,068	Total Net Charity Care

VIII. Contact Information

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Quality of Care

Addendum

The following programs were developed by Signature Healthcare to help facilitate the quality, safety and continuum of care for our patients in the community. The funding associated with these programs has not been incorporated into the Community Benefits calculation.

Anticoagulation Management Services

The Signature Healthcare Anticoagulation team upgraded program software to track patients across all Signature Healthcare providers, and can now target noncompliant patients, identifying barriers to care and providing medication education. They were able to raise time in therapeutic range (not too much medicine or too little) for the patients in the program to 70%; a full 5% higher than the national benchmark.

Brockton Visiting Nurse Association Partnership

In FY 16, Signature Healthcare Lean Specialist Patti Gonsalves joined the BVNA as an internal consultant to support their deployment of a Lean Management System. Tasked with transforming the BVNA culture from a traditional management approach to one based in Lean methodology, her primary focus was to investigate reasons for breakdowns in communications, processes, and systems that were adversely affecting the quality/efficiency of patient care provided by Signature Healthcare and the Brockton Visiting Nurses and make improvements.

Through education, coaching, and close alignment of management systems, the two organizations have built and continue to build a mutual trust and respect in addition to shared operational goals.

Chronic Disease Management: COPD

Building on the learning and successes of our Congestive Heart Failure Program, Signature Healthcare expanded our chronic disease management program to manage COPD patients with a goal to decrease admissions for this population. COPD and CHF are serious and widely prevalent diseases, which are progressive and treatable in their early stages with a well accepted set of outpatient and hospital based pathways. Attention to lowering risks, accurate diagnosis, aggressive therapy and oversight can yield a higher quality of life for patients as well as reduce hospitalizations, readmissions, and cost of care.

Personalized Care Team

Signature Healthcare's Complex Care initiative identifies and creates a process to manage high risk Complex Care elderly patients. Signature Healthcare accomplishes this by creating infrastructure to identify high risk elders, and develop systems and processes to engage these patients in a team based, patient centered approach to care. The aim is to incorporate a team of providers dedicated and prepared to meet the challenging needs of the high risk elder population and to intervene in a way that fosters functional independence with the highest regard to maintaining a quality of life. The strategy and

tactics to achieve this are based on the patient's functional goals and are developed in a way that identifies the unique needs of the population.

Patients in this clinic are identified when they enter the emergency room for examination; this has reduced avoidable readmissions by 45%. Patients are educated to call the team before they go to the emergency room. Results: less visits to specialists, improved transition of care, increased medication compliance and personalized quality of care for the patient and their family.

Diabetic Management Program

Signature Medical Group engaged providers and staff in population health reviews of diabetic patients within each practice. The care team meets quarterly to review all diabetic patients and monitor how well their diabetes is in control. The care team consists of the primary care physician, nurse practitioner, clinical and clerical staff, pharmacist, and endocrinologists. Our goal is to assure each patient is up to date with annual labs, eye exam, kidney function and blood pressure control. Medications are adjusted and frequent follow up appointments are scheduled. Each patient's unique coping mechanisms are discussed and if barriers to care are identified, the team engages our Case Management and/or Social Work Departments to support patients with medications, nutritional or transportation needs. Additionally, Signature Medical Group holds group classes to help patients manage their chronic disease.

CareTracker

A major focus of Signature Medical Group is on the generalized health and wellness of our community. Within Signature we have a department of Population Health and a department of Managed Care. The department of Population Health provides onsite nurse practitioner services as well as coaching and health education teaching to employers for their employees. The department of Managed Care is focused on improving the health status of community patients with chronic illness such as diabetes and hypertension. A custom software tool was created to maintain an updated database of quality metrics to assist PCPs and patients on maintaining HEDIS standards. This tool, Caretracker, is available to all Signature PCPs at the time of an arrived appointment. By providing current and actionable data Signature has improved outcomes such as A1C or blood pressure targets year over year.

Employee Care Management Program

Signature Healthcare is a self-insured employer that collaboratively works with a third party administrator to manage the health of the insured population. Annual data analysis of the insured population's health outcomes showed an upward trend of members with a common chronic disease not filling their prescription medications. Signature recognized this trend as an opportunity to provide financial support while working to improve the health of this discrete population. Signature Healthcare developed a Care Management program for insured members living with hypertension, high cholesterol and/or diabetes by offering them zero co-pay for their prescription medications and personalized support for their conditions. The Care Management program will waive members' prescription co-pay while offering them (4) free health coaching sessions with an RN Health Coach.

Heart Failure Disease Management Program

The focus of this program is to enroll high risk patients with a primary admission of acute decompensated Heart Failure. We've improved the care of this patient population through the use of teach back in education of our patients, the implementation of a hospital wide case management risk assessment tool, and further expansion of our multidisciplinary rounds to include representation from the pharmacy. Polypharmacy issues are common in the challenges identified for care of the CHF patient population.

Homeward Bound

Homeward Bound, initiated in 2012, engages nursing students from the Brockton Hospital School of Nursing and Massasoit Community College to visit patients with Congestive Heart Failure or Chronic Obstructive Pulmonary Disease in their homes. Students and faculty assess the patient's understanding of the treatment plans, ensure patients know how to monitor their own health, provide support, and review the process of daily patient transmittal of health data via Telehealth iPad. Both the heart failure and COPD teams have an RN access coordinator available at Signature Healthcare who follows each patient's progress and serves as a resource to students and faculty. The program currently has a capacity of 60 COPD and 10 CHF patients.

This replicable model has shown marked reductions in Emergency room visits, hospital admissions and visits to cardiologists and primary care providers. The national COPD readmission rate is 19.7% and the Signature Healthcare Homeward Bound program has a 16.7% rate. In addition, our patient satisfaction surveys indicate patients most often rate the program as a 5 on a scale of 1-5 with 5 representing most satisfied.

In FY 17 the program expanded once again by offering "Lunch Expresson," a unique program for patients enrolled in Homeward Bound where they receive a weekly meal delivery to their homes by students from Brockton Hospital School of Nursing. Meals are prepared at the Signature Healthcare Brockton Hospital cafeteria and include a fresh salad, two sandwiches, and two balanced entrée meals with a fruit/dessert option three times a week. Healthy eating is an important part of maintaining your health and the Homeward Bound program is dedicated to assisting patients with dietary needs and meeting their goals. This service is currently offered to 27 Homeward Bound participants with 5 lunches weekly. This is a free program for participants due to grant funding received.

Housing 101

Housing 101 is a workshop offered at Signature Healthcare's 110 Liberty St. location in Brockton. This workshop aims to ensure participants are receiving all of the benefits for which they are eligible and will apply them for benefits, including SNAP (food stamps), cash assistance, and utility discounts. Also, if the individual is currently experiencing a housing crisis and/or needs any landlord mediation one of the advocates can assist and connect the individual with resources in their community. This is a partnership between Signature Healthcare and the Massachusetts Coalition for the Homeless. In FY 19, Signature Healthcare broadened the offerings by including a representative from DTA (Department of Transitional Assistance) and the Old Colony YMCA Social Service and Healthy Living programs. Throughout the year, 50 of our Signature Healthcare patients

were able to take advantage of this service.

HPI

In 2014 Signature Healthcare initiated a partnership with Healthcare Performance Improvement (HPI) to conduct a safety assessment and develop an intervention plan designed to reduce serious adverse events in the Hospital by 50-80% in two years.

Since December 2015 we have trained 140 Safety Coaches whose responsibility is to coach their peers on safety strategies to keep our patients safe. These coaches are front line staff as well as members from our medical staff. Our goal is to have a Safety Coach in every department, every shift, 7 days a week, 24 hours a day. In late 2016 and early 2017, a comprehensive organizational assessment was completed, moving us towards becoming a highly reliable organization. We have made significant progress and continue to identify opportunities to move us towards our goals. In FY 16, we reduced our serious safety rate by 88% over baseline. In FY 2018 we were successful in maintaining our reduction in adverse events by 50-80% from our baseline.

An integrated employee marketing and communications campaign continues to keep patient safety on the forefront of the minds of our employees. In addition to the training, tools and promotional materials were provided. A “Great Catch” program was created to collect, publicize and reward employees for their Safety catches. Each employee who submitted their first great catch would receive a token of appreciation, and at the end of each month two great catch winners are chosen to receive an Amazon gift card. Each year all great catch submissions are reviewed with one overall winner for the year.

Meds to Beds Program

This program allows the convenience of filling all discharge medications before leaving the hospital. Prior to discharge, the medications are reviewed with the patient by a member of the pharmacy so all questions can be answered and ensure the patient understands how to use their medications. With a simple enrollment process, patients receive their medications at the bedside, conveniently pay, and are on their way to a successful recovery.

Office Based Addiction Treatment (OBAT)

Office Based Addiction Treatment (OBAT) is a nationally-recognized collaborative care model relying on specially trained physicians and nurse care managers to ensure delivery of high quality addiction treatment, as well as play a central role in the evaluation and monitoring of patients.

Signature Healthcare now facilitates access to evidence-based treatment for addiction and serves as a model in improving treatment outcomes in patients with opioid use disorders. OBAT is integrated into our outpatient office in Abington, enabling patients to receive care in their community for opioid disorders similarly to other chronic medical conditions.

There are many service goals for OBAT. Some include screening for homelessness and dual diagnosis. The clinic strongly encourages a behavioral health referral as part of the

treatment plan. The clinic will also confirm and facilitate health insurance issues and work on connecting patients with a Primary Care Physician.

Transitions of Care

Signature Healthcare is in partnership with more than 10 local rehabilitation centers where members of the Transitional Care team see patients. By linking up with local rehabilitation centers, we are able to provide the greatest continuity of care during a patient's recovery. A Signature Healthcare provider will personally manage patient care while in rehab. Benefits of these partnerships include access to the patient's electronic medical record, medication management and preventing hospital readmissions.

Weight & Wellness

Signature Healthcare's Weight and Wellness Center is an MBASQIP Accredited Comprehensive Center. The program successfully achieved reaccreditation this year following a rigorous review. The multidisciplinary approach to surgical weight loss focuses the patient toward positive nutritional and behavioral changes. Quality outcomes are reviewed quarterly and compared to national norms. With this data, Dr Abeles (Director of the Weight & Wellness Center and bariatric surgeon) and her team strive to improve the program by implementing changes to improve quality outcomes and the patient experience.

The Weight and Wellness Center also has a doctor-supervised medical weight loss program. This is a 12 week program with Dr. Laurie Han. The multidisciplinary team approach is of critical importance to this program as well. While short-term weight loss is important, long-term weight management is our goal.

Our Weight & Wellness Center provides convenient access to a wide range of advanced surgical and nonsurgical weight loss options, utilizing an individual approach, including a surgeon, physician, dietician and behavioral therapist. Whether on a surgical or non-surgical path, our center strives to teach patients nutritional and lifestyle changes needed for long-term success.

Wellness Together Employee Program

Signature Healthcare established the Wellness Together program in 2013 to support, improve and inspire the health and well-being of Signature employees. To assist in achieving this goal, Signature partnered with The Vitality Group, a proprietary wellness program with an online portal that delivers evidence based results. The program is designed specifically to mitigate health risks and lower healthcare costs by reducing lifestyle risk factors associated with chronic diseases.

Wellness Together Employer Program

Signature Healthcare replicated its internal wellness platform to reach out to community employers - assisting them in improving the health and wellbeing of their employed population and ultimately reducing their healthcare costs. The employer wellness program provides onsite Biometric screenings and health risk assessments to employees who would like to take part in the program. The completed screenings help identify if an

employee is at risk for modifiable health conditions; and recommendations/interventions are given to help lead to decreased incidence of illness and healthcare cost. In addition to providing screenings, the Wellness Team also provides health coaching and education on a variety of topics. Each employer is different, so our Wellness team works with them to identify the appropriate program best suited to their staff and set-up.

360 Program

Signature Healthcare's hospital-based 360 Program demonstrates significant results in reducing total medical expense of the managed Medicare and Medicaid population. This program was the basis for developing a mirror program with a complex care clinic in the ambulatory setting. Complex elderly patients are our most vulnerable patients with multiple chronic illness, functional limitations, and unique social needs. The goal of this program is to provide the right care in the right setting (inpatient, SNF, or outpatient, VNA services) and ensure continuity of care through transitions.