

# Implementation Strategy 2021/2022



SIGNATURE HEALTHCARE

Signature Healthcare Brockton Hospital benefits from the talents and insight of countless individuals, including staff and volunteers, stakeholders, and the community at large 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 to further the hospital's mission of service and care. They provide internal oversight and management of our Community Benefits programming. Each year, Signature Healthcare's Board of Trustees reviews and considers the community's health needs utilizing the "Health Needs Assessment," and goals are set to impact community health. Progress is monitored monthly and a formal presentation of the progress is offered to the Board of Trustees by the CEO annually.

The Community Health Needs Assessment (CHNA) and Implementation Strategy (IS) are overseen and managed by the Marketing Department. The CHNA and IS were developed through a collaborative process involving both administrative and clinical staff within Signature Healthcare Brockton Hospital, as well as Stakeholder and Advisory committees comprised of health and social service providers, community health advocates and other community leaders.

Once Signature Healthcare's Community Health Needs Assessment was complete, the quantitative and qualitative findings from the assessment were shared with the Steering Committee and Community Advisory Board. These committees were able to review the findings and identify which health related issues they believed Signature Healthcare should be focusing on for the year to come. Once the priorities were identified, the strategies and community benefit activities that would be implemented were reviewed and approved.

The following report identifies the strategies and community benefit activities prioritized by the Steering Committee and Community Advisory Board, whose members are listed below:

#### **Signature Healthcare Community Steering Committee**

Kim Hollon, President  
Karen Murphy, VP General Counsel  
Lorraine McGrath, Associate VP Marketing & Communications  
Brenda Brassard, Human Resources

#### **Signature Healthcare Community Advisory Committee**

Dottie Slack, RN, Health Education and Outreach, Mary Cruise Kennedy Senior Center  
David Gorman, Director, Kids Road Races  
Zico Antunes, Outreach Coordinator, Vitra Health  
Lauren Bartell, Healthy Living Director, Old Colony YMCA  
Dennis Carman, Executive Director, United Way of Greater Plymouth County  
Evelyn Lebrun, Public Health Nurse, City of Brockton  
Stephanie Patton, Prevention Coordinator, Stoughton Oasis  
Janet Trask, Community Voice  
Cynthia McDonough, Family Self-Sufficiency Coordinator, Housing Authority  
Linda Cahill, Director of Nursing, Brockton Public Schools  
Linda Clegg, Case Manager, Brockton Public Schools  
Claudia Sousa, Behavioral Health, Brockton Neighborhood Health Center  
Katie Clark, Director of Behavior Health & Community Partnerships, Old Colony YMCA

## Interventions

- **Priority Area 1 – Chronic Disease ( Diabetes/Hypertension)**
  - **Goal – Promote Wellness and Behavior Change in a safe environment**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Older Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**
    - **Individuals with Chronic Disease**

In response to various findings in the past few CHNA's that highlighted the lack of physical activity for adults and children, Signature Healthcare implemented a free Zumba program. This program has been in place since 2011. The classes were held at Massasoit Community College and had roughly 20-30 participants per week. Due to COVID, these classes were held virtually using the Zoom platform, but we hope to get back in person in 2021/2022. In Fall 2021, we will survey participants to ascertain their interest in how these programs are delivered. These classes, offered in a safe environment, provide community members with an opportunity to begin their fitness journey.



- **Priority Area 1 – Chronic Disease (Diabetes)**
  - **Goal – Address food insecurity for children on the free & reduced breakfast and lunch program**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Brockton Community**
    - **Low-income**

Signature Healthcare will continue to work with "Blessings in a Backpack," a program that supports children on the free and reduced breakfast and lunch program within Brockton Public Schools. Signature will provide nutritious food for Brockton's youth to take home for the weekend.



- **Priority Area 1 – Chronic Disease (Diabetes/Hypertension)**
  - **Goal – Promote Wellness and Behavior Change in a safe environment**
  - **Target Population:**
    - **Youth and Adolescents and their families**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**
    - **Individuals with Chronic Disease and their families**

In an effort to address the community's nutrition and fitness needs, Signature Healthcare will continue to support "Kids Road Races," a grassroots program led by a community resident for more than 30 years.

The past two seasons of the Kids Road Races were postponed due to COVID-19. The plan is to resume the program in the fall of 2021.

Signature Healthcare will provide funding for the insurance coverage for the event and healthy food options at the end of each race.



### **Priority Area 2 – Substance Use Disorder**

- **Goal – Provide continued education to local police and fire departments through substance use and Opioid Crisis management programs.**
- **Target Population:**
  - **Youth and Adolescents**
  - **Older Adults**
  - **Low to Moderate Income**
  - **All Races and Ethnicities**

Signature Healthcare Emergency Department Physicians, will continue to work with local police and fire departments – providing training and medical guidance.

Staff will continue to be part of the Brockton Mayor's Opioid Coalition, Independence Academy and Plymouth County's Substance Abuse Coalition.

Due to the COVID-19 pandemic, many activities were curtailed or limited. The pandemic created a need to provide additional guidance and expertise to local EMS. Signature Healthcare Emergency Department physicians provided education to local fire departments, advising them on the management of COVID-19 in their departments and how to care for their towns citizens while protecting them from the virus. These sessions will continue throughout 2021/2022.

- **Priority Area 2 – Substance Use Disorder**

- **Goal – Work 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.**

- **Target Population:**

- **Youth and Adolescents**
- **Older Adults**
- **Low to Moderate Income**
- **All Races and Ethnicities**

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.

- **Priority Area 3 – Chronic Disease (Cancer)**

- **Goal – Promote Prevention and Screening Opportunities**

- **Target Population:**

- **Adults**
- **Low to Moderate Income**
- **All Races and Ethnicities**

Signature Healthcare Cancer Center in affiliation with Beth Israel Deaconess Medical Center and Harvard Medical School Teaching Hospital, will host "Conversations on Cancer – What you need to know about the changing landscape." This event will offer a free dinner and priceless information to community members in attendance. They will learn about dramatic advances in cancer research and clinical care. An opportunity to join the conversation with local experts from the Cancer Center at Beth Israel Deaconess Medical Center and the Greene Cancer Center at Signature Healthcare will be provided. Due to the pandemic, this opportunity is on hold, but plan for an event in Spring 2022.

- **Priority Area 3 – Chronic Disease (Cancer)**
  - **Goal – Increase access to clinical services, including Primary Care and Women's Health as well as provide important education on prevention and screening opportunities.**
  - **Target Population:**
    - **Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**

Signature Healthcare will offer opportunities for women in the communities we serve to receive education and screening opportunities. We will share information on the importance of prevention and annual screenings, offer access to clinical staff to answer questions and the chance to schedule appointments for mammograms, pap smears and Primary Care visits. These opportunities will also include information on additional services, including insurance coverage and housing.

- **Priority Area 4 – Mental Health**
  - **Goal – Develop and implement a plan, driven by the community voice, to support positive mental health.**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Older Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**

Signature Healthcare will work with the community to identify what resources are needed around mental health, what is already in existence, and ensure the community is aware of those resources.

- **Priority Area 1 and 4 – Mental Health & Chronic Disease (Diabetes)**
  - **Goal – Provide free education for those in social isolation, specifically seniors, using the local cable access channels.**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Older Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**

Seniors identified social isolation as a significant concern for their community. This was prominent in focus groups and key informant interviews with immigrant populations. Signature Healthcare will work with a fitness instructor to record fitness classes for local cable channels to address providing free physical fitness activity and education to those in isolation.

- **Priority Area 1 and 4 – Mental Health & Chronic Disease (Diabetes)**
  - **Goal – Research and implement free options for meditation and relaxation for the community.**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Older Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**

Signature Healthcare will offer yoga weekly at no cost to the community. These classes were traditionally held at Massasoit Community College, but due to COVID-19, were held using the Zoom platform. We will research other opportunities for meditation and relaxation within the communities we serve.

- **Priority Area 1, 2, 3 & 4 – Chronic Disease, Substance Use, Cancer & Mental Health**
  - **Goal – Provide continued education and resources to students and faculty.**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Older Adults**



- **Low to Moderate Income**
- **All Races and Ethnicities**

Continue to work with Massasoit Community College on health education for the students and faculty. Signature Healthcare 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 lunchtime. Topics to be covered include substance use, vaping, nutrition, sleep and stress, and a variety of others.

- **Priority Area 1, 2, 3 & 4 – Chronic Disease, Substance Use, Cancer & Mental Health**
  - **Goal – Provide education and resources through the "Signature Series" to local seniors.**
  - **Target Population:**
    - **Older Adults**
    - **Low to Moderate Income**
    - **All Races and Ethnicities**

Signature Healthcare will work with local senior centers and adult day health centers to provide education on topics including breast cancer awareness, colon cancer awareness, diabetes, nutrition, healthy cooking, mental health, and a variety of others.

- **Priority Area 5 – Housing and Homelessness**
  - **Goal – Provide clinical support to the Old Colony YMCA's Centers for Families Experiencing Homelessness**
  - **Target Population:**
    - **Youth and Adolescents**
    - **Low Income**
    - **All Races and Ethnicities**

Signature Healthcare aims to support the Old Colony YMCA's Centers for Families Experiencing Homelessness. When there is a need for education, vaccinations (Flu or COVID-19), or screenings, Signature Healthcare will work to either directly provide the services or work with community partners to ensure we meet these families' needs.

- **Priority Area 6 – Diversity & Equity**

- **Goal - Signature Healthcare's Diversity and Equity Steering Committee will provide oversight to Signature Healthcare's examination of the inequity on policies, practices, and outcomes and the strategic response to opportunities for improvement.**
- **Target Population:**
  - **Older Adults**
  - **Low to Moderate Income**
  - **All Races and Ethnicities**

The Committee will focus on internal workforce issues, patient/community access to healthcare, clinical outcomes and community engagement. The Committee is responsible for understanding and evaluating the current state for each area oversight to develop improvement strategies and ensure the strategies are cascaded to the appropriate leadership level for implementation. A check cycle process is being developed to review implementation while ensuring continued improvement is made over time. A communications plan for the Diversity and Equity Committee is under development.