

# COMMUNITY BENEFITS REPORT

## FISCAL YEAR 2017



**Winchester Hospital**  
A member of Lahey Health

41 Highland Ave.  
Winchester, MA 01890

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## Massachusetts Attorney General's Community Benefits Guidelines

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The Attorney General's Community Benefits Guidelines for Nonprofit Acute Care Hospitals and The Attorney General's Community Benefits Guidelines for Health Maintenance Organizations include an outline of voluntary principles that encourage Massachusetts hospitals and HMOs to continue and build upon their commitment to addressing health and social needs within their communities.

The Guidelines represent a unique, non-regulatory approach that calls upon hospitals and HMOs to identify and respond to the unmet needs of the communities they serve by formalizing their approaches to community benefits planning, collaborating with community representatives to identify and create programs that address those needs, and issuing annual reports on their efforts. The Guidelines do not dictate the types of community benefits programs that hospitals and HMOs should provide. They do, however, suggest that hospitals and HMOs tap into their own and their communities' particular resources and areas of expertise to target and meet the needs of medically underserved populations.

The hospital and HMO Community Benefits Guidelines are the result of an extensive process of consultation and partnership between the Attorney General and representatives of the hospital and HMO industries, respectively, and community advocacy groups. These discussions took place at a time of ongoing debate in Massachusetts and around the nation as to whether nonprofit, tax-exempt hospitals were fulfilling their charitable missions. Several Massachusetts hospitals had, on their own initiative, adopted model community benefits guidelines developed by national hospital associations, and the Massachusetts Hospital Association was considering a long-term initiative to produce voluntary guidelines of its own.

The resulting Community Benefits Guidelines were the first of their kind to be issued by an Attorney General. The guidelines were modeled after community benefits guidelines developed by the Kellogg Foundation, the Catholic Hospital Association and the Voluntary Hospital Association, and community benefits legislation in several other states.

Excerpt from the Attorney General of Massachusetts website. For full guidelines, please go to: <http://www.mass.gov/ago/docs/healthcare/hospital-guidelines.pdf>.

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## Community Benefits Mission Statement

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Winchester Hospital is committed to benefiting all of the communities we serve by collaborating with community partners to identify health needs, improve the health status of community residents, address health disparities, and educate community members about prevention and self-care. *(Approved by the Winchester Hospital Board of Directors — June 2013)*

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## Community Health Needs Assessment Overview

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In FY16, Winchester Hospital, in conjunction with the Lahey Health System, completed the required triennial Community Health Needs Assessment (CHNA). The purpose of the CHNA is to inform and guide the hospital's selection of and commitment to programs and initiatives that address the health needs of the communities it serves. The assessment was conducted in partnership with John Snow Inc., a public health consulting and research organization.

### **Methodology:**

The CHNA was conducted in three phases, allowing Winchester Hospital to:

- Compile an extensive amount of quantitative and qualitative data
- Engage and involve key internal and external stakeholders
- Develop a report and detailed Community Health Improvement Plan (CHIP)
- Comply with all state and federal IRS community benefits requirements

**Data Collection:** To ensure a comprehensive understanding of the issues, data was collected from a number of quantitative and qualitative sources.

### **Quantitative Data Sources:**

- Massachusetts Community Health Information Profile (MassCHIP)
- U.S. Census Bureau, American Community Survey 5-Year Estimates (2009-2013)
- Behavioral Risk Factor Surveillance System (BRFSS) (2012-2013 aggregate)
- CHIA Inpatient Discharges
- Massachusetts Health Data Consortium (MHDC) ED Visits
- Massachusetts Hospital IP Discharges (2008-2012)
- Massachusetts Cancer Registry (2007-2011)
- Massachusetts Communicable Disease Program (2011-2013)
- Massachusetts Hospital ED Discharges (2008-2012)
- Massachusetts Vital Records (2008-2012)
- Massachusetts Bureau of Substance Abuse Services (BSAS) (2013)
- Massachusetts Board of Health

**Qualitative Data Sources:** In order to obtain targeted data and understand what health issues are currently perceived by the community, interviews and listening sessions were conducted:

- Informant interviews with external stakeholders (28 completed)

- Random household surveys (1,022 completed in the Winchester Hospital service area)
- Community listening sessions (two sessions, 100 attendees total)

**Winchester Hospital Service Area:**

Winchester Hospital’s community benefits investments are focused on expanding access, addressing barriers to care and improving the health status of residents living in eight municipalities in Middlesex County: North Reading, Reading, Stoneham, Tewksbury, Wakefield, Wilmington, Winchester and Woburn. Winchester Hospital also serves patients and provides some community health programming in Medford due to long-standing program affiliations with various community health stakeholders.

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## **Winchester Hospital’s Community Health Improvement Plan**

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Winchester Hospital’s FY16 Community Health Improvement Plan was developed with input from the Winchester Hospital Community Benefits Advisory Board and approved by the Winchester Hospital Board of Directors. The community benefits programs outlined in the three-year plan and offered in FY17 were designed to address the priority health needs identified in the 2016 CHNA along with the Massachusetts Statewide Health Priorities identified by the Executive Office of Health and Human Services.

**Identified Priority Health Issues/Areas:**

- *Behavioral Health/Substance Abuse*
- *Elder Health — Socialization, Isolation, Depression, Falls Prevention*
- *Wellness & Chronic Disease Prevention and Management*
- *Cancer*

**Statewide Health Priorities:**

- *Address Unmet Health Needs of the Uninsured*
- *Chronic Disease Management in Disadvantaged Populations*
- *Promoting Wellness of Vulnerable Populations*
- *Reducing Health Disparities*
- *Supporting Health Care Reform*

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## Key Accomplishments for Fiscal Year 2017

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- ***Substance Use Disorder Community Outreach Initiative*** — Winchester Hospital worked collaboratively with several community partners to develop and execute a variety of programs to address substance use prevention, early identification, recovery and support. In addition, Winchester Hospital staff members participated in local and regional substance abuse coalitions and task forces whose missions are to develop strategies to prevent substance abuse, reduce stigma, eliminate barriers to treatment and improve access to care.
- ***Community Home Blood Draw Program*** — Improved access to phlebotomy services by providing home blood draws for 10,369 patients who were homebound due to illness, injury or transportation issues.
- ***“Aging on Your Own Terms” Senior Outreach Initiative*** — Winchester Hospital partnered with local senior centers to provide unique programs to 1,825 seniors in Winchester Hospital’s service area. In addition to various social activities, educational programs aligned with the needs identified in the CHNA were provided for free. The health issues addressed in the educational programs offered were cancer prevention, detection and management; sleep disorders; reducing isolation and financial insecurity through a Benefits Checkup workshop designed to help seniors on a limited income save money on prescription drugs, utilities, taxes, groceries and much more.
- ***Chronic Disease Management Program*** — In FY17, 914 adults with chronic diseases participated in the Chronic Disease Management Program, resulting in 2,750 individual patient encounters through in-person and follow-up phone consultations.
- ***CHAMP (Community and Hospital Asthma Management Program)*** — There were 115 participants in CHAMP, a partnership between patients, their family doctor and school personnel, all with a common goal of helping children effectively manage their asthma.
- ***Support Groups*** — Winchester Hospital conducted support groups for 10 different diseases/conditions/concerns, including cancer, Alzheimer’s disease, diabetes, substance abuse, grief and breast-feeding. More than 3,000 patients seeking education, resources and/or emotional support participated in FY17
- ***Integrative Therapies Program for Oncology Patients*** — Winchester Hospital provided 786 integrative therapy sessions to cancer patients before, during or after treatments. Therapies included acupuncture, massage, hypnotherapy and yoga.

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## Fiscal Year 2017 Community Partners

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- American Cancer Society
- American Diabetes Association
- American Lung Association
- Boys & Girls Club  
Stoneham/Wakefield/Woburn
- Checker Cab
- CHNA 15
- Comfort Keepers
- Eastern Middlesex Opioid Task Force
- EnKa Society
- First Congregational Church
- Massachusetts Association of COAs
- Medford Board of Health
- Medford Council on Aging
- Medford School System
- Middlesex District Attorney's Office
- Middlesex League Superintendents
- Minuteman Senior Services
- Mystic Valley Elder Services
- Mystic Valley Opioid Addiction  
Prevention Coalition
- National Association of COAs
- Northmark Bank
- North Reading Police Department
- North Suburban YMCA
- Parish of the Epiphany
- Patrick Gill Foundation
- Reading Burbank YMCA
- Reading Fire Department
- Reading Lions Club
- Reading/North Reading Chamber
- Reading Police Department
- Reading Substance Abuse Coalition
- Salter Healthcare
- Stoneham Board of Health
- Stoneham Chamber of Commerce
- Stoneham Council on Aging
- Stoneham Fire Department
- Stoneham Police Department
- Stoneham Public Schools
- Stoneham Substance Abuse Coalition
- U.S. Postal Service
- Wilmington Board of Health
- Wilmington Fire Department
- Wilmington Public Schools
- Wilmington Rotary
- Wilmington/Tewksbury Chamber
- Winchester Board of Health
- Winchester Chamber of Commerce
- Winchester Co-Operative Bank
- Winchester Council on Aging
- Winchester Fire Department
- Winchester Got Lunch
- Winchester Music School
- Winchester Police Department
- Winchester Public Schools
- Winchester Rotary
- Winchester Seniors Association
- Winchester Youth Soccer Club
- Winton Club
- Woburn Board of Health
- Woburn Business Association
- Woburn CASA
- Woburn Council of Social Concern
- Woburn Council on Aging
- Woburn Fire Department
- Woburn Lions Club
- Woburn Police Department
- Woburn Public Schools
- Woburn Recreation Department

## Community Benefit Advisory Board – Fiscal Year 2017

Richard Weiner, MD	CEO and CMO, Winchester Hospital
Joseph Tarby	Winchester Hospital Board of Directors
Paul Andrews	Winchester Hospital, Chairman of the Board of Directors
Jane Walsh	Winchester Hospital, Vice Chair of the Board of Directors
Richard Iseke, MD	Chief Quality Medical Officer, Lahey Health / Winchester Hospital
Kathy Schuler, RN	COO, CNO, Vice President, Patient Care Services
Matt Woods	Vice President of Finance, Lahey Health Community Network & Winchester Hospital
Christine Healey	Director, Community Relations, Lahey Health
Marylou Hardy	Regional Manager, Community Relations, Lahey Health
Sue Powers, RN	Associate Director, Winchester Hospital Center for Healthy Living
Dean Solomon	Executive Director, Woburn Council of Social Concern
Jennifer Murphy, MPH	Director, Winchester Board of Health
Adam Rogers	Boys & Girls Club Stoneham/Wakefield
Jackie Bird	Mystic Valley Elder Services

## Plans for Reporting Fiscal Year 2018

**Community Health Needs Assessment:** In FY18, Winchester Hospital will continue to work with community partners and hospital leaders to address the needs identified in the 2016 CHNA while taking into consideration the Statewide Priority Needs identified by the Executive Office of Health and Human Services:

### **Priority Community Health Needs Identified in 2016 CHNA:**

- *Behavioral Health/Substance Abuse*
- *Elder Health – Social Isolation, Depression, Care Management*
- *Wellness and Disease Prevention*
- *Chronic Disease Management*

### **Statewide Priority Needs:**

- *Address Unmet Health Needs of the Uninsured*
- *Chronic Disease Management in Disadvantaged Populations*
- *Promoting Wellness of Vulnerable Populations*
- *Reducing Health Disparities*
- *Supporting Health Care Reform*

# Fiscal Year 2017 Community Benefit Programs

## *Substance Use Disorder / Behavioral Health*

In addition to the devastating effects addiction has on an individual suffering from misusing substances, many related socioeconomic factors affect the community as well, including increased criminal behavior, higher rates of domestic violence, child neglect and increased demands on the criminal justice system. In response to this public health crisis, Winchester Hospital worked collaboratively with several community partners to develop and implement broad-based programs designed to educate and engage community members and help reduce and/or prevent misuse of opioids.

### **Substance Abuse Coalitions Participation and Support**

**Description:** Winchester Hospital staff members bring their clinical expertise and donate time to participate in local and regional coalitions that strive to prevent substance abuse, reduce stigma, eliminate barriers to treatment and improve access to care. In addition, Winchester Hospital collaborates with colleagues from Lahey Health Behavioral Services on an ongoing basis to ensure that community residents are aware of the resources available to them. By partnering with these organizations, Winchester Hospital helps develop strategies, promote and implement community education forums, and create awareness about resources available in the community for substance abuse prevention and treatment.

**Goal:** The goal is to work collaboratively with local coalitions and task forces to help reduce or prevent substance abuse, create awareness about treatment options, eliminate barriers to treatment and improve access to care.

**Outcomes:** Winchester Hospital physicians, clinicians and staff provided more than 100 hours of support and clinical direction to several local and regional substance abuse prevention coalitions and task forces in Winchester Hospital's service area, including:

- Winchester Coalition for a Safer Community
- Woburn Coalition Against Substance Abuse
- Stoneham Substance Abuse Coalition
- Mystic Valley Opioid Abuse Prevention Coalition
- Eastern Middlesex DA's Opioid Task Force

The events/initiatives developed or supported by Winchester Hospital were in response to feedback obtained from community partners at the meetings.

## **Boys & Girls Club – Screening, Brief Intervention, Referral to Treatment**

**Description:** This program utilizes an innovative approach to screening and identifying youths who have or are at risk for developing mental health and substance use disorders, and providing intervention as early as possible. What differentiates the program is that it is delivered on-site at the Boys & Girls Club by staff members who know the participants and see them on a regular basis. The staff members are the participants' mentors and are highly liked and respected. Administering the program in this non-authoritarian, safe environment results in a more natural, open and honest dialogue between the staff member and the participant.

The program incorporates three main components:

1. **Screening** – Two different screening tools are used based on age:
  - a. CRAFFT behavioral screening tool – ages 10-17
  - b. QPR – ages 8+
  - c. Older members get a combination of the two
2. **Intervention** – Ongoing intervention includes:
  - a. Positive reinforcement (at risk): Inoculation effects
  - b. Weekly meetings with an assigned mentor (at risk)
  - c. Leadership groups (all) – Group discussions led by social workers and staff that are focused on current events and challenges as well as community service
3. **Referral to Treatment** – If a screening reveals findings of mental health or substance use behaviors, a referral is made immediately to guardians and treatment providers. In addition, ongoing support is provided to youths to help them open the dialogue with their parents, and to parents to help them in accessing treatment options through schools, public agencies and health care providers.

**Goal:** The goals of the program are to:

- Identify youths who have or at risk for developing mental health and substance use disorders
- Deliver immediate intervention and/or referral to treatment to those identified at risk
- Ensure sustainability by training staff to become leaders/mentors, who will in turn train additional staff members of the club

**Outcomes:** 240 youths were screened in FY17, resulting in the following:

- 5 participants were referred to treatment.
- 28 participants were referred to staff mentors.
- 95% attended weekly mentoring sessions.
- 72% reported they were less likely to participate in risky behaviors.
- 82% identified an adult to talk to if they felt depressed or had thoughts of self-harm.
- The number of teen participants who improved their accuracy of estimating peer marijuana use increased by 30%.

In addition, four staff members were trained in screening techniques, motivational interviewing, treatment of substance use disorders and suicide prevention, and 20 staff members were trained

in early recognition, basic treatment and SBIRT methodology (Mental Health First Aid, SBIRT methodology, internal training).

**Community Partners:**

- Stoneham & Wakefield police, fire, and school districts
- Riverside Healthcare
- North Suburban Health Alliance
- Eastern Middlesex Opioid Task Force
- Stoneham Substance Abuse Coalition

**Middlesex County Youth Risk Behavior Survey**

**Description:** Stakeholder interviews conducted throughout the 2016 Community Health Needs Assessment indicated that youths between the ages of 12 and 18 were one of the two most vulnerable populations in the service area, the other being older adults. The health issues of highest concern, and consistent with the priority issues in the state, were mental health, obesity, lack of physical activity and use of alcohol and other drugs.

The Youth Risk Behavior Surveillance System(YRBS), established in 1990, was developed to identify high-risk health behavior areas among school-age youths, such as unintentional injuries, violence, mental health, alcohol and other drugs, tobacco use, sexual behaviors related to unintended pregnancy and sexually transmitted infections, and nutrition and physical activity. The survey provides comparison data for geographies and subpopulations and can help determine the prevalence of and/or changes in health behaviors, the co-occurrence of health behaviors, and progress made toward achieving Healthy People objectives and program indicators. The Massachusetts Department of Elementary and Secondary Education — in collaboration with the Centers for Disease Control and Prevention and the Massachusetts Department of Public Health (DPH) — conducts the Youth Risk Behavior Survey (YRBS) in randomly selected public high schools in every odd-numbered year. The YRBS is extremely valuable in providing critical information about the risks facing our youths; however, data is not collected for all cities and towns in Winchester Hospital’s service area, and information on the variation across individual towns and school districts is not provided.

In FY17, Lahey Health, in collaboration with and per a request from the Middlesex League Superintendents, supported the development of an online Youth Risk Behavior Survey as well as district-level reports for each participating school district and a regional report for the entire Middlesex League. The data will be used to continue collaboration with the school districts in Middlesex County to help address disparities and needs from the survey.

**Goal:** Increase collaboration between Middlesex school districts to address key priority health issues for youths.

**Outcomes:** Superintendents from the 12 school districts of the Middlesex League participated in introductory calls with John Snow Inc. to determine their participation in the collaborative survey effort. Five districts (Belmont, Lexington, Reading, Watertown and Wilmington) already had plans to administer the survey but affirmed their commitment to be involved in the Middlesex League YRBS in upcoming years. In FY17, seven school districts (Arlington, Burlington, Melrose, Stoneham, Wakefield, Winchester and Woburn) worked with the league to administer the survey, collect and analyze data, and report on the findings. In FY18, the school districts in the Middlesex League will work collaboratively to develop plans to ensure broader participation in the 2019 YRBS process.

**Community Partners:** John Snow, Inc., Middlesex League Superintendents

### **Women's Health Lecture Series**

**Description:** The Women's Health Lecture Series is a free educational forum for women of all ages. The series includes two free educational sessions per year, focused on health issues that have been identified as a high priority in Winchester Hospital's 2016 Community Health Needs Assessment.

**Goal:** The goal of the series is to raise public awareness about the leading health issues in the community and educate and encourage women of all ages to make informed health decisions that can improve their overall health and wellness.

**Outcomes:** In FY17, physicians and clinicians from Winchester Hospital dedicated more than hours of their time to provide two free education sessions addressing the highest priority health issues identified in the 2016 Community Health Needs Assessment; Substance Use Disorder and Behavioral Health. More than 100 women in Winchester Hospital's service area attended at least one of the two sessions in FY17:

1. *Feeling Frazzled: Finding Balance in a Healthy World* – This program included a discussion led by an expert panel of physicians and clinicians provided participants with education, tools and techniques to help them maintain a healthy lifestyle balance and reduce or manage stress .
2. *It's a Family Affair: A Conversation about Drug Misuse and Abuse* - This program included an overview of the current opioid crisis and expert led discussion on how to identify and reduce risks for addiction.

**Community Partners:** Griffin Museum, Winchester Hospital Women's Leadership Council, Yoga Mandala

## *Elder Health*

### **Serving Health Information Needs of Everyone (SHINE) Program**

**Description:** The SHINE Program provides free health insurance information, counseling and assistance to Massachusetts residents with Medicare and their caregivers. The program is administered by the Massachusetts Executive Office of Elder Affairs in partnership with Minuteman Senior Services. SHINE counselors are extensively trained and recertified annually by the Executive Office of Elder Affairs. Services are available to Massachusetts residents for assistance with Medicare Parts A and B, Medicare Advantage Plans, Medicare Prescription Drug Coverage (Medicare Part D), Medicare Supplement Plans, MassHealth and various assistance programs for people with limited resources.

**Goals:** To help Medicare beneficiaries and their caregivers:

- Navigate the complex health insurance options
- Understand the language of the plans and how the components work
- Review their current coverage and compare the costs and benefits of options available
- Enroll in assistance programs if needed

**Outcomes:** In FY17, free SHINE counseling was provided to 275 community members at two locations in the Winchester Hospital service area: the Winchester Senior Center and the Winchester Hospital Center for Cancer Care.

**Community Partners:** Massachusetts Executive Office of Elder Affairs, Winchester Council on Aging, Minuteman Senior Services

### **Home Blood Draw Program**

**Description:** The Winchester Hospital Community Home Blood Draw Program was developed to enhance access to phlebotomy services for homebound patients who have difficulty getting to a laboratory/drawing station. Homebound patients are defined as individuals with a condition due to surgery, illness or injury that precludes them from accessing medical care outside their home.

**Goal:** The goal of the Community Home Blood Draw Program is to increase access to phlebotomy services for homebound patients who have difficulty getting to a laboratory/drawing station due to illness or injury.

**Outcomes:** In FY17, Winchester Hospital Lab Services provided in-home blood draws for 10,369 homebound patients. In addition to appreciating the convenience of the home blood draw, patients have reported reduced feelings of isolation as the visit with the phlebotomist provides them with a social opportunity. There is no charge to the patient for this service.

## **“Aging on Your Own Terms” Senior Outreach Initiative**

**Description:** The “Aging on Your Own Terms” Senior Outreach Initiative is a series of programs that include educational content designed to meet the health needs of active aging adults, along with social events and activities to enhance their social well-being and quality of life. Winchester Hospital works collaboratively with local senior centers and elder care agencies to offer a variety of programs and services that meet the needs of area seniors at no cost to attendees. Events are held at various locations throughout the community, which are accessible via public transportation. The educational programs align with the health needs identified in the CHNA along with suggestions and feedback from participants and community partners.

### **FY17 Programs:**

Six social events and four educational programs were offered, reaching 1,825 older adults:

- Benefits Checkup, Medford — 150 attendees
- Conversation on Cancer, Peabody — 175 attendees
- Benefits of Staying Active, North Reading — 125 attendees
- Sleep Disorders as You Age, Lynnfield — 75 attendees
- Social events (six), Woburn, Medford — 1,300 attendees

**Goal:** To provide health education programs and social events that can help improve health and enhance the social and emotional well-being of older adults.

**Outcomes:** In FY17, Winchester Hospital partnered with local senior centers to provide programs to 1,825 seniors in Winchester Hospital’s service area. The health issues addressed were cancer prevention, detection and management; sleep disorders; and reducing isolation and financial insecurity through a Benefits Checkup workshop designed to help seniors on a limited income save money on prescription drugs, utilities, taxes, groceries and much more.

Six social events and three educational programs were offered in FY17, reaching 1,825 older adults in Winchester Hospital’s service area. The participation for each program was:

- Benefits Checkup, Medford — 150 attendees
- Conversation on Cancer, Peabody — 175 attendees
- Benefits of Staying Active, North Reading — 125 attendees
- Sleep Disorders as You Age, Lynnfield — 75 attendees
- Social events (six), Woburn, Medford — 1,300 attendees

As per the 2016 participant survey, the following key health outcomes were reported:

- 83 percent made healthier food choices.
- 76 percent began exercising.
- 67 percent spent more time socializing.
- 59 percent felt less stress.

**Community Partners:** American Cancer Society, Mystic Valley Elder Services, Massachusetts Council on Aging, local Councils on Aging

## **Falls Prevention Awareness Campaign**

**Description:** Elder health is one of the highest-priority health needs identified in Winchester Hospital's 2016 Community Health Needs Assessment, and seven of the nine towns in Winchester Hospital's service area have a higher percentage of older adults than the state and county do. In conjunction with the National Council on Aging National Falls Prevention Awareness initiative, Winchester Hospital launched a falls prevention community outreach campaign in Stoneham, Winchester and Woburn — three cities and towns in Winchester Hospital's service area with the highest number of older adults. The goal of the campaign was to create awareness about the health impact of falls, and provide tools and strategies to help reduce the risk of falling. The outreach efforts included distribution of educational information, falls risk booklets, and home safety lights to increase safety in poorly lit areas of the home. In addition, participants completed a home safety assessment to reinforce the messaging of the presentations.

**Goal:** The goal was to create awareness about the impact of falls and how to prevent fall-related injuries among older adults, and to provide useful tools and strategies to reduce the risk of falling.

**Outcomes:** Staff from Winchester Hospital and Lahey Hospital's Injury Prevention program conducted sessions at three community events in Stoneham, Winchester and Woburn. More than 600 older adults received information about reducing the risk of falling, and 425 completed a fall risk assessment producing the following results:

- 35% scored high risk
- 45 % scored moderate risk
- 20% scored low risk

All participants received free consultations on ways to reduce their risk of falling.

**Community Partners:** National Council on Aging, Woburn Council on Aging

## **Mount Vernon House Grant — Lifeline Program**

**Description:** According to the Centers for Disease Control and Prevention, falls are the leading cause of injuries and death from injuries in adults over the age of 65. It is estimated that each year, 1 in 3 seniors will fall. Nearly half of older adults who fall cannot get up on their own, resulting in extended periods of lying on the floor, which can lead to serious medical complications including pressure ulcers, hyperthermia, dehydration and more.

To help keep older adults safer at home and ensure they get immediate medical attention if needed, Winchester Hospital has been offering the Lifeline Personal Emergency Response System for more than 20 years. The Lifeline system helps seniors live independently by providing peace of mind, early intervention and security, knowing that help is just a button push away, 24 hours a day. The service has a monthly fee, which may be covered by some insurance providers, but unfortunately many seniors with financial troubles may not qualify to receive this benefit. Through a grant from the Mount Vernon House, Winchester Hospital is able to provide the monthly service to seniors requiring assistance.

**Goal:** The goal of the Mount Vernon Lifeline Program is to provide the safety and security of the Lifeline service to older adults who are unable to receive the service due to financial difficulties and/or insurance limitations.

**Outcomes:** Through the Mount Vernon grant, Winchester Hospital has provided one full year of Lifeline service to 12 area seniors.

**Community Partner:** Mount Vernon House

### **Mount Vernon House Resident Health Program**

**Description:** Winchester Hospital clinicians provided acupuncture and massage therapy at no cost to residents at the Mount Vernon House and to Winchester residents over the age of 68. The residents who receive treatment are relieved of their chronic pain for a period of time, and most have either improved or maintained their health status.

**Goal:** The goal of the program is to provide palliative care and temporary pain relief for elder adults with chronic health issues in order to improve or maintain their current health status.

**Outcomes:** Winchester Hospital provided 310 treatments to residents at the Mount Vernon House and 679 to Winchester residents in FY17. Health issues treated include back weakness, leg stiffness, edema in lower legs, leg numbness, shoulder pain, sinus headaches, hip and knee problems, arthritis of the low back, neck pain, sciatica, carpal tunnel and balance trouble. Most patients have either improved or maintained their health status.

**Community Partner:** Mount Vernon House

### **Transportation Program**

**Description:** Winchester Hospital collaborated with Checker Cab of Woburn to help patients with financial difficulties or transportation issues by providing transportation home from medical appointments.

**Goal:** The goal of the Transportation Program is to increase access to health services by providing transportation to individuals with no means of transportation due to medical or financial issues.

**Outcomes:** In FY17, Winchester Hospital provided free transportation for 34 patients to/from various Winchester Hospital locations for health care-related appointments to indigent individuals with no access to public transportation.

**Community Partner:** Checker Cab of Woburn

## *Chronic Disease Prevention & Management*

According to the Massachusetts Department of Public Health, cancer, heart disease, stroke, chronic respiratory disease and diabetes were leading causes of death in Winchester Hospital's service area. All these causes of death have a major impact on community members and are, to a large extent, preventable by reducing the associated risk factors such as obesity, lack of physical exercise, poor nutrition, food insecurity and tobacco use. With that in mind, Winchester Hospital provided a wide variety of programs aimed at preventing and/or managing chronic disease.

### **Chronic Disease Management Program**

**Description:** Every day, millions of people with chronic diseases struggle to manage their symptoms. According to the National Council on Aging, approximately 80 percent of older adults have at least one chronic disease, 68.4 percent have two or more chronic diseases and 36.4 percent have four or more chronic diseases. Chronic diseases such as heart failure, pneumonia and chronic obstructive pulmonary disease (COPD) can affect a person's ability to perform important activities, restricting their engagement in life and their enjoyment of family and friends. In addition, these progressive conditions can result in frequent hospital readmissions and fragmented care for the patient. In response to this need, Winchester Hospital created the Chronic Disease Management (CDM) program to help adults with chronic diseases learn to manage and improve their health. The CDM program consists of a personal consultation with a nurse from the Center for Healthy Living, followed by a minimum of two phone consultations to help manage care, intervene with medication self-management, assist with medical appointments and facilitate communication among all members of the patient's care team. The team also initiates conversations regarding end-of-life and palliative care when appropriate.

All patients who have been discharged from Winchester Hospital with a diagnosis of heart failure, pneumonia or COPD, or who have been readmitted to the hospital with one of these diagnoses within 30 days of discharge, are automatically enrolled in the CDM program.

**Goal:** The primary goal of the CDM program is to help adults with chronic disease manage symptoms of their disease and improve their health, coordination of care and overall quality of life.

**Outcomes:** In FY17, 914 patients participated in the program, resulting in 2,750 individual patient encounters through hospital visits and follow-up consultations with nurses from Winchester Hospital.

**Community Partners:** American Heart Association, American Diabetes Association, American Cancer Society

## **School-Based Diabetes Education Program**

**Description:** According to the American Association of Diabetes Educators and MassCHIP data, diabetes is one of the most common chronic diseases in school-age children. Despite advances in diabetes management, many youths fail to meet their goals in managing diabetes because most of their day is spent in school and at related activities. The health, safety and ability to learn of students living with diabetes are at risk when medication, food and physical activity are not balanced. Recognizing that school personnel play a critical role in helping students manage their diabetes, the diabetes nurse educator from Winchester Hospital's Center for Healthy Living developed and facilitated educational sessions in schools throughout the hospital's service area to help optimize care of the student with diabetes within the school setting. The sessions were designed to provide school nurses with up-to-date information in order to create a safe learning environment for students with diabetes.

**Goal:** To provide a safe learning environment for students with diabetes by providing school nurses and non-medical personnel with current knowledge about diabetes, and to provide them with the necessary tools and resources to help them effectively manage students with diabetes.

**Outcomes:** More than 50 school nurses and staff participated in four education sessions at schools in Winchester, Wilmington and Woburn.

**Community Partners:** Winchester, Woburn and Wilmington schools

## **Community-Based Blood Pressure Screenings**

**Description:** Hypertension puts an individual at risk for heart disease and stroke, which are leading causes of death in the U.S. According to the 2016 CHNA, six of nine towns in Winchester Hospital's service area experienced significantly higher incidence rates than the state and county for cardiovascular disease. As a result, Winchester Hospital is dedicated to providing community outreach in the form of education and free screenings to residents living in towns at high risk.

**Goal:** The goals of the blood pressure screenings are to create awareness about the risk of elevated blood pressure, identify individuals with hypertension, provide information to help participants lower their blood pressure and refer high-risk participants for follow-up care.

**Outcomes:** Free blood pressure screenings were held in Winchester, Woburn, Stoneham, Medford, North Reading and Reading, all except Winchester and Reading, with a higher incidence rates of cardiovascular disease and hypertension than the state or county. Of the 250 individuals screened, 25 had borderline, and 18 had high levels of blood pressure, and were referred to their primary care physician for follow-up and care. All participants received consultations on how to lower their blood pressure.

**Community Partners:** American Heart Association, Wilmington, Woburn, Medford Schools.

## **CHAMP Pediatric Asthma Management Program**

**Description:** According to the American Academy of Pediatrics, pediatric asthma continues to be a leading cause of hospital admissions in the U.S., with readmission rates between 10 and 40 percent. Asthma is the leading chronic disease in children, affecting approximately 10 percent of the population under the age of 18. In addition, it is the No. 1 reason for missed school days. According to Winchester Hospital's 2016 CHNA, hospital admissions for asthma patients under the age of 20 were significantly higher in certain towns in the service area, such as Woburn (35% higher than the county/16% higher than the state) and Medford (29% higher than the county, 20% higher than the state). In response to this health issue, Winchester Hospital's Center for Healthy Living developed and launched the Community and Hospital Asthma Management Program (CHAMP), a model of care that incorporates a team approach that has been proven to help children with asthma manage the condition more effectively. The team consists of family members, caregivers, the child's pediatrician and/or primary care physician, clinical staff from Winchester Hospital, the child's school nurse, child care personnel, classroom teachers, and anyone else who may be in a position to advise the child and the child's parents about his/her asthma management (scout leaders, athletic coaches, music teachers, etc.).

**Goal:** The goal of CHAMP is to reduce emergency department visits for pediatric asthma patients by ensuring effective control of the disease through treatment and through education of patients, families, physicians and other health professionals.

**Outcomes:** In FY17, 115 children were enrolled in CHAMP. For these children, only one emergency department visit and two hospital admissions were reported. Winchester Hospital's pediatric asthma nurse specialist provided 148 home visits and 48 visits to schools, child care facilities and camps in Billerica, Malden, Medford, North Reading, Reading, Stoneham, Woburn, Winchester, and Wilmington, to educate students, teachers and families about pediatric asthma. There were 418 asthma action plans filed; 239 with physicians and parents, and 179 with schools, day care centers and camps.

**Community Partners:** Malden, Medford, North Reading, Reading, Stoneham, Woburn, Winchester, and Wilmington school districts.

## **Nutrition Education and Outreach**

**Description:** Poor diet is a major contributor to the leading causes of chronic disease and death, including heart disease, diabetes, hypertension and stroke. Because chronic disease is the leading cause of death in Massachusetts and in Winchester Hospital's service area, it is essential to address poor nutrition as a major risk factor in order to achieve better health outcomes for patients and members of the community. As a result, registered dietitians from Winchester Hospital provided extensive community outreach focusing on reducing preventable risk in the areas of nutrition and weight control, in an effort to improve and manage the health of the communities served. Community outreach is conducted in the form of free on-site nutrition counseling services and educational sessions at locations throughout Winchester Hospital's service area.

**Goal:** The goal of the outreach efforts is to help reduce an individual's risk of developing chronic disease and achieve optimal health by educating and creating awareness of proper nutrition and maintaining a healthy diet.

**Outcomes:** Dietitians from Winchester Hospital provided nutrition information and free nutrition counseling to more than 1,000 community members at six different events in four towns, three of which had the highest incidence rates of chronic disease in the Hospital's service area: Medford, Wilmington, and Woburn. In addition, free monthly education sessions were provided to surgical weight loss patients to help them maintain weight loss and achieve optimal health through a healthy lifestyle and proper diet.

### **Winchester Meals on Wheels**

**Description:** For more than three decades, Winchester Meals on Wheels has been preparing and delivering freshly cooked, nutritious meals at a discounted rate to Winchester residents of all ages who are unable to shop for and/or prepare food. The meals are prepared and packed by the kitchen staff at Winchester Hospital, who works under the direction of the staff dietitians, and delivered by Winchester Hospital volunteers. The meals are tailored to meet the dietary needs and personal preferences of the recipient, who can choose to receive meals up to two times per day, five days a week. Although providing healthy meals is at the core of the program, the program also helps isolated residents remain safely in their homes by providing a daily check-in with a trained and compassionate volunteer from Winchester Hospital who delivers the meals, along with the opportunity for social engagement and companionship.

The costs of the meals are subsidized through generous donations from local organizations and members of the community, and financial aid is available for those who need it.

**Goal:** The goal of the program was to help isolated community members, or any anyone unable to shop for and/or prepare a meal due to illness or injury remain independent in their homes by personally delivering low cost, healthy meals to their home. The secondary goal is to reduce isolation and provide an opportunity for social engagement for community residents living alone.

**Outcomes:** In FY17, dietitians from Winchester Hospital dedicated 1,300 hours preparing 7,800 meals tailored to meet the dietary needs of each recipient. In addition, Winchester Hospital volunteers donated 2,700 hours of their time to coordinate the program, and deliver the meals to residents in Winchester.

**Community Partners:** Comfort Keepers, EnKa Society, First Congregational Church, Mount Vernon House, Northmark Bank, Parish of the Epiphany, Salter Healthcare, Winchester Co-Operative bank, Winchester Council on Aging, Winchester Savings bank, Winchester Seniors Association

## **Food Insecurity Relief Initiative**

**Description:** Hunger is a health issue widely affecting people in the state of Massachusetts. Nearly 1 in every 10 households in Massachusetts lacks the resources to afford enough food for all household members to lead active, healthy lives. According to a recent study conducted by Children's HealthWatch and the Greater Boston Food Bank, food insecurity and hunger contribute to a multitude of chronic diseases such as diabetes, obesity, and pulmonary and heart disease. In addition, hunger has a negative impact on education, mental health, productivity and the economy, costing the state of Massachusetts approximately \$2.4 billion per year.

**Goal:** The goal of the Food Insecurity Relief Initiative is to support local organizations and food banks in reducing hunger and food insecurity, resulting in improved health status of food-insecure residents.

### **Outcomes:**

- **Food Drives:** Winchester Hospital staff donated more than 120 hours of time organizing monthly food drives, resulting in the collection of more than \$8,000 worth of food donated to the Council of Social Concern in Woburn and Winchester Got Lunch program.
- **Financial Support:** Winchester Hospital donated \$3,000 to support the Woburn Council of Social Concern
- **Leadership and Community Involvement:** Winchester Hospital staff members donated more than 25 hours of their time in FY17 to support and provide direction to local community coalitions by occupying a seat on the board of directors for the Woburn Council of Social Concern and participating in community events that raise funds to provide services to community members in need.

**Community Partners:** Council of Social Concern, Woburn, Winchester Got Lunch

## **Winchester Hospital Safe Sleep Initiative**

**Description:** According to a study by the American Academy of Pediatrics, approximately 3,500 infants die annually in the U.S. from sleep-related causes, including sudden unexpected infant death (SUID), ill-defined deaths, and accidental suffocation and strangulation. In 2014, there were 29 instances of SUID in Massachusetts, according to the DPH Registry of Vital Records and Statistics. In addition, findings from the 2016 community health needs assessment revealed that two of the nine towns in Winchester Hospital's service area (Wilmington and Woburn) had infant mortality rates higher than the state and county rates, and one town's (Tewksbury's) rate was higher than the county's.

Recognizing the need to raise awareness and provide critically important educational information about the risks associated with unsafe infant sleep practices, Winchester Hospital,

in collaboration with the Middlesex District Attorney's Office, developed and launched its Safe Sleep Initiative. The initiative combines extensive patient education and community outreach along with the distribution of free tools to moms delivering at Winchester Hospital that have been proven to help increase safety:

1. **Baby Box:** Baby boxes have been credited with helping Finland significantly decrease its infant mortality rate and achieve one of the world's lowest rates. The boxes come with a firm mattress and a snug sheet, in line with American Academy of Pediatrics recommendations meant to protect against sleep-related deaths, including sudden infant death syndrome. They can be used as a portable crib or as a baby's bed for the first four months of life. The most important part about the baby box is that it is combined with vital education aimed at reducing infant mortality and improving maternal and child health outcomes. Before receiving a box, parents must complete an online course at "Baby Box University," developed by Winchester Hospital health care experts, complete with videos that discuss topics including safe sleep practices, the impact and causes of shaken baby syndrome, and general newborn care. The online curriculum is taught to parents in conjunction with the rest of Winchester Hospital's safe sleep education, which includes always laying a baby on his/her back; in a secure setting, whether that's a crib, bassinet or baby box; and with no borders, blankets or stuffed toys in the sleep setting.
2. **Sleep Sack:** All mothers who deliver a baby at Winchester Hospital receive a sleep sack. The sleep sack is a wearable blanket that replaces loose blankets, which can cover a baby's face and interfere with breathing. The sleep sack also helps reduce the risk of the baby overheating.
3. **Community Outreach:** Staff from Winchester Hospital participates in various community events and speaking engagements to create awareness about infant safe sleep practices and educate community members about the issue.

**Goal:** The overall goal of the Safe Sleep Initiative is to reduce SUID and provide families with education and resources to reduce infant mortality rates and ensure a safe start to babies' lives.

**Outcomes:**

- Sleep sacks were provided to 2,159 moms in FY17.
- 100 mothers completed the education and received a baby box.
- Staff from Winchester Hospital dedicated more than 650 hours of their time providing education at local community events and participating in local safe sleep coalitions.
- More than 1,000 community members at community events throughout Winchester Hospital's service area completed a safe sleep quiz in FY17 and reported learning at least one new thing about putting an infant to sleep safely.

**Community Partners:** Middlesex District Attorney's Office, local police and fire departments

## **Winchester Hospital “Cuddler” Program**

**Description:** Cuddling is an important part of a baby’s development. This is especially true for a newborn in the Special Care Nursery or one who is experiencing neonatal abstinence syndrome. Families find comfort during this difficult and emotional time knowing their babies are being held and cared for by our exceptional neonatal nurses and dedicated volunteers. These “Cuddlers” spend time rocking, holding and soothing babies to provide them with a feeling of comfort, warmth and human connection.

**Goal:** The goal of the program is to support the growth and development of newborn babies during the critical early stages of life by providing them with comfort and a feeling of security through personal interaction and calming human touch.

**Outcomes:** Trained volunteers spent more than 150 hours cuddling six babies in FY17.

## **“Read to Me” Program**

**Description:** The joy of reading is one of the greatest gifts a parent can share with a child. The “Read to Me” Program was established in 1997 by the Friends of Winchester Hospital. Since the inception of the program, Winchester Hospital has given tens of thousands of storybooks to new parents to share with their newborns as a way to emphasize the importance of reading to one’s children. The program is based on the research of Jim Trelease, reading specialist, and promotes the concept that listening comprehension comes before reading comprehension. Because of this, it is very important to start reading to children from birth so that they hear language in an organized way. Studies have shown that children who are read to early on become better readers, and as better readers, they become better students and typically feel better about themselves. This information is presented in each childbirth class and is then followed up by presenting the parent of each infant born at Winchester Hospital with a new book.

**Goal:** To educate parents about the impact that reading to a newborn has on a child’s long-term reading comprehension.

**Outcomes:** In FY17, 36 educational sessions were conducted for expecting parents, and 2,159 books were distributed.

## **Hemorrhage Control Training — Stop the Bleed**

**Description:** External hemorrhage is commonly encountered in the pre-hospital management of trauma. Although first responders can control the vast majority of hemorrhages, using simple maneuvers such as direct pressure and the application of a pressure dressing, occasionally, as in the case with mass shootings and bombings, hemorrhages can be life-threatening. In such cases, early management can mean the difference between life and death. Recognizing this, staff from Winchester Hospital Emergency Services Department conducted four community training sessions targeted toward law enforcement and first responders. Six training sessions were held in Burlington, Stoneham, Tewksbury, Wakefield and Winchester (two). The program included educational sessions along with hands-on training in the following areas:

1. Techniques for Compressible and Non-Compressible Hemorrhage
2. Permissive Hypotension
3. Tourniquet Application
4. Hemostatic Bandaging

**Goal:** The overall goal of the program is to provide hemorrhage control training to law enforcement officers, EMTs, medical reserve corps and civilians and to equip them with the knowledge and tools they need to effectively treat trauma victims.

**Outcomes:** Six free training sessions were conducted in Winchester Hospital's service area in FY17, reaching more than 500 first responders. All participants received hands-on advanced hemorrhage control training, and free tourniquets were provided to each participating site.

**Community Partners:** Winchester fire and police departments, Burlington Medical Reserve

## **Patrick Gill Memorial Trauma Symposium**

**Description:** The Patrick Gill Memorial Trauma Symposium was founded in 2016 by Stephen Wood, Nurse Practitioner and Associate Director for EMS in Winchester Hospital's Emergency Department. The symposium was created in memory of Patrick Gill, a Winchester High School student who was tragically killed in a car crash in 2014 at the age of 17. The symposium, targeted towards first responders including police, fire, and emergency medicine technicians, included a variety of educational sessions and hands on training sessions presented by experts in the fields of austere and extreme medicine.

**Goal:** The goals of the program are to provide first responders with tools and life saving techniques that can be administered in a pre-hospital setting.

**Outcomes:** More than 100 first responders attended the symposium to learn about life saving techniques that can be administered in a pre-hospital setting.

**Community Partners:** Patrick Gill Foundation, Winchester Co-Operative Bank, Winchester Fire Department, Winchester Police Department

## **Safe Needle Disposal Support**

**Description:** According to the U.S. Environmental Protection Agency, more than 8 million people across the country use more than 3 billion needles, syringes and lancets — also called sharps — to manage medical conditions at home. People use sharps to treat a variety of medical conditions in the home, including allergies, diabetes, cancer, hepatitis and more.

Users of sharps do not always know of or have access to the safest disposal methods and may throw used needles in the trash or flush them down the toilet. These haphazard disposal practices increase community members' risk of exposure, leading to increased risk of contracting a life-altering disease such as HIV/AIDS or hepatitis B or C. As a result, many municipalities are choosing to offer safe, convenient disposal options to sharps users.

In response to a request from the City of Woburn — and considering that Woburn has experienced, per the 2016 Community Health Needs Assessment, chronic disease incidence rates that are significantly higher than the state and county rates — Winchester Hospital provided support to the city to maintain a safe needle disposal site for residents. Located in the Board of Health office, the sharps disposal box allows users to dispose of their needles for free, preventing the sharps from being discarded improperly or as part of the household waste stream.

**Goal:** To reduce the risk of injury or infection caused by needle sticks or punctures from improperly disposed of needles and sharps.

**Outcomes:** Needle boxes were picked up from the Board of Health 15 times in FY17

**Community Partners:** Woburn Board of Health, city of Woburn

## **Financial Counseling**

**Description:** Winchester Hospital is committed to providing high quality care and services for all people who present to its facility and/or locations regardless of their ability to pay. As part of this commitment, representatives from Winchester Hospital's Patient Financial Services Department assist individuals with limited incomes and resources by providing free counseling to help them find available options to cover the cost of their care. The financial counselors dedicate time to meet individually with these patients to explore options and assist them with applying for health coverage, public assistance and/or the hospital's financial assistance program.

**Goal:** The goal is to help individuals with limited income and resources find available options to cover the cost of their care, and assist them with the process applying for health coverage, public assistance and/or the hospital's financial assistance program.

**Outcomes:** Staff from Winchester Hospital's Patient Financial Services department dedicated 2,080 hours of time to provide free counseling for community members needing assistance.

## **Regional Center for Poison Control and Prevention**

**Description:** Winchester Hospital makes an annual contribution to support the Regional Center for Poison Control and Prevention, a not-for-profit organization that provides assistance and expertise in the medical diagnosis, management and prevention of poisonings involving the people of Massachusetts and Rhode Island. In addition to staffing the Poison Help Hotline 24 hours a day, seven days a week, the doctors, nurses and pharmacists at the center collaborate with other professionals to extend the reach of their poison prevention message to the public.

**Goal:** The goal is to provide assistance and expertise in the medical diagnosis, management and prevention of poisonings.

**Outcomes:** The center manages over 50,000 phone calls annually. Exposure calls originate primarily from private residences, with other calls coming from health care facilities and medical professionals. The center maintains a standard of excellence in both clinical research and professional development of health care professions, thus continually improving the quality of medical care given to patients throughout the health care system.

## **Back to School Safety Event**

**Description:** In a new and disturbing trend, young children are suffering from back pain much earlier than previous generations, and the use of overweight backpacks is a contributing factor, according to the American Chiropractic Association. The U.S. Consumer Product Safety Commission estimates that backpack-related injuries send more than 7,000 people to the emergency room each year. Along with several other community organizations dedicated to keeping children safe, Winchester Hospital participated in the Middlesex District Attorney's Office's annual Back to School Safety Event. Staff from Winchester Hospital's Chiropractic Center provided information along with hands-on demonstrations on backpack safety to help reduce pain and injuries caused by improperly fitted backpacks. In addition, information about the importance of physical fitness in reducing injuries was presented in conjunction with a fitness challenge facilitated by the Boston Bruins BFit team to encourage physical movement and promote healthier living.

**Goal:** The goal of the program was to create awareness about backpack safety, reduce injuries caused by carrying improperly fitted backpacks, and encourage physical movement leading to a healthier lifestyle.

**Outcomes:** More than 100 people visited the information table and completed a backpack safety quiz. In addition, more than 75 children participated in the BFit challenge, designed to encourage physical movement and promote healthier living.

## **Winchester Town Day Health Fair**

**Description:** In FY17, Winchester Hospital provided a health fair at Winchester Town Day, offering community members of all ages the opportunity to participate in health screenings, demonstrations and educational exhibits. The health topics and information presented were selected in response to the priority health needs identified in Winchester Hospital's Community Health Needs Assessment, and included blood pressure, diabetes, lung cancer, skin cancer, falls prevention and nutrition counseling. In addition, the Boston Bruins BFit Team provided a children's fitness challenge designed to encourage physical activity and improve healthy living in youths.

**Goal:** To increase awareness about prevention, detection and management of chronic diseases including diabetes, hypertension, and cancer.

**Outcomes:** Twenty staff members from Winchester Hospital each donated four hours of their time to prepare and provide screenings and exhibits for the health fair at Winchester's 2017 Town Day. Of the 500 community members who attended, more than 200 participated in at least one preventive health screening including blood pressure, diabetes and lung cancer. In addition, more than 100 children participated in the BFIT fitness challenge and received information on how to increase their level of physical activity.

**Community Partners:** American Cancer Society, Winchester Board of Health, Winchester Fire Department, American Diabetes Association, Children's HealthWatch, American Heart Association, Wilmington Shriners Club

## Cancer

According to the Massachusetts DPH, cancer is the leading cause of death in Massachusetts, comprising more than 23 percent of all deaths in 2014. Findings from Winchester Hospital's Community Health Needs Assessment show:

- Seven of nine towns experienced higher cancer incidence rates than the state and county:  
*Wilmington, Tewksbury, North Reading, Woburn, Reading, Stoneham and Wakefield*
- Four towns experienced higher cancer death rates than the state and county:  
*Tewksbury, Woburn, Wilmington and Reading*
- The cancer types with the highest incidence rates (listed in order of highest to lowest):  
*colon cancer, lung cancer and breast cancer*
- The cancer types with the highest death rates (listed in order from highest to lowest):  
*lung cancer, prostate cancer, colon cancer and breast cancer*

Recognizing that cancer is one of the highest-priority health needs in our community, Winchester Hospital is dedicated to creating and delivering a comprehensive array of free community programs focused on the prevention and early detection of cancer, and ongoing support through all stages of a cancer patient's treatment.

### **A Caring Place Wig Donation Program**

**Description:** Battling cancer can be a huge physical and emotional burden on a patient. While undergoing treatment, many patients experience changes in physical appearance, such as hair loss, which can have a huge impact on their self-image and self-esteem. Through generous donations from the Winton Club, a fundraising arm of Winchester Hospital, the professional staff at A Caring Place (located at the Winchester Hospital Center for Cancer Care) is able to provide beautiful and natural-looking wigs free of charge to women experiencing hair loss due to cancer treatments. The professionally trained staff provides a consultation that includes a proper fitting along with thorough instructions on how to style and care for the wig.

**Goal:** The goal is to provide emotional support and improve self-image for women coping with hair loss from cancer treatment, by providing wigs at no cost to patients with financial difficulties.

**Outcomes:** In FY17 Winchester Hospital provided wigs free of charge to 40 women. In addition, staff and volunteers dedicated 80 hours of time to provide consultations and wig fittings.

**Community Partners:** American Cancer Society, the Winton Club

## **Fighting Fatigue Program for Cancer Patients**

**Description:** Numerous studies support the idea that exercise can reduce recurrences of cancer and help survivors reduce disability. At the Reno Center for Cancer Care at Winchester Hospital, more than 500 patients were assessed for their level of distress using the National Comprehensive Cancer Network Distress Thermometer, in which patients are asked to rate their distress over practical, family, emotional, physical and spiritual problems. Findings from the study indicated fatigue was overwhelmingly the No. 1 concern of the patients surveyed. As a result, physical therapists from Winchester Hospital developed and launched the Fighting Fatigue Program. Facilitated by a physical therapist and a fitness specialist, the program is designed for patients before, during or after cancer treatment. The program includes an initial screening followed by 12 weeks of fitness sessions tailored to each participant's ability. The fitness sessions incorporate relaxation techniques such as breathing and meditation exercises. The program uniquely targets a population that generally would not be able to exercise independently or in a fitness facility due to the level of impairment from their illness or side effects from their treatment.

**Goal:** The goal of the program is to enable cancer patients to gain confidence in self-care independence, establish an exercise program to combat the effects of cancer treatment, and maintain or regain a healthy sense of well-being.

**Outcomes:** In FY17, 15 cancer patients completed the program and participated in a post-program evaluation with the following reported results:

- 100% reported increased confidence performing daily activities
- 100% now using exercise tools to assist with fatigue/stress reduction
- 100% Ability to now exercise independently in their home environment
- 100% reported now using breathing techniques to assist with fatigue/stress
- 80% Increased energy levels
- 80% Improved sleep
- 80% began using meditation to assist with fatigue/stress

### **Subjective Data Results:**

- 48 percent average decrease in Visual Analogue Scale (VAS) fatigue score
- 78 percent average decrease in VAS distress score

### **Objective Data Results – 6-Minute Walk Test:**

- 24 percent average improvement in distance covered (106 meters)
- 47 percent average decreased fatigue associated with completing test

### **Evidence-Based Outcome Testing – Five Times Sit to Stand Test**

- 13 percent average improvement in lower extremity strength

**Community Partner:** American Cancer Society

### **Dr. Richard Heidbreder Comfort Fund**

**Description:** Thanks to generous donations made in memory of Dr. Richard Heidbreder, beloved former medical director of Radiation Oncology, Winchester Hospital is able to provide comfort and assistance to patients fighting cancer. The funds are intended to help patients with expenses outside standard cancer treatments, such as transportation, food, etc. The fund also helps patients with the costs of supportive therapies like massage, acupuncture and yoga, all provided through the hospital's Center for Healthy Living in Woburn.

**Goal:** The goal of the fund is to alleviate some of the burden and hardship of the cancer journey by providing support and financial assistance with living expenses beyond the standard of care.

**Outcomes:** Winchester Hospital provided assistance to 60 cancer patients in FY17.

**Community Partner:** American Cancer Society

### **Breast Cancer Education and Outreach**

**Description:** According to the 2016 Community Health Needs Assessment, three of the nine towns in Winchester Hospital's service area (Reading, North Reading and Wilmington) reported higher breast cancer incidence rates and death rates than state and county. In addition, the percentage of women 40+ who had a mammography screening in the preceding two years was slightly lower in WH's service area (84%) than in the Commonwealth overall (85%). Recognizing this, clinical staff from Winchester Hospital's Breast Care Center provided free community education and outreach sessions to educate community members about the risk factors associated with developing breast cancer, and raise awareness about the importance of early detection through screening mammography. In addition, in recognition of national Cancer Survivors Day, Winchester Hospital provided a free celebration to bring together patients living with, and in remission from various cancers including breast cancer. During the celebration, Winchester Hospital physicians and clinicians paid tribute to their patients' compassionate support for one another and bravery in fighting the disease.

**Goal:** The overall goal of the Breast Cancer awareness campaign was to promote lifestyle behaviors that can help reduce the risk of developing breast cancer and raise awareness about the importance of early detection.

**Outcomes:** In FY17, over 600 community members participated in free education sessions targeted towards women in Winchester Hospital's service area.

**Community Partners:** American Cancer Society and Winchester High School

## **Integrative Therapy Program for Cancer Patients**

**Description:** Staff from Winchester Hospital's Center for Healthy Living offer free integrative therapies and classes to patients undergoing treatment for cancer, to help them reduce stress and anxiety, relieve symptoms and side effects from treatment, and increase their general sense of health and well-being. The therapies include massage, acupuncture, hypnotherapy and yoga and are conducted during infusion treatments or through individual appointments upon request.

**Goal:** The goal of the program is to help patients reduce stress and anxiety, relieve symptoms and side effects from treatment, and increase their general sense of health and well-being.

**Outcomes:** In FY17, Winchester Hospital provided free integrative therapies to 786 patients undergoing treatment for cancer. The therapies, which included massage therapy, acupuncture and hypnotherapy, were conducted during infusion treatments or through individual appointments upon request. In addition, five yoga classes were offered to cancer patients in either treatment or recovery, reaching 48 participants.

**Community Partner:** American Cancer Society

## **Lahey Health Community Conversations on Cancer**

In response to the needs identified in the 2016 Community Health Needs Assessment, Lahey Health provided a free community education forum, called **Conversations on Cancer**, targeting community members residing in cities and towns in the Lahey health service area. The goal of the event was to educate community members on the prevention, early detection and treatment of cancer, and to create awareness about support and survivorship programs for those diagnosed with cancer. Topics addressed at the forum included colon, breast, lung, gynecological, prostate and skin cancer.

The program included educational sessions facilitated by physician leaders from the Lahey Health Cancer Institute, followed by a panel discussion. In addition, attendees had the opportunity to visit an exhibit hall where they could participate in various cancer screenings, hands-on demonstrations, and consultations with physicians and clinicians.

The screenings/exhibits included lung cancer prescreening, skin cancer screenings, colon cancer prevention and screening education, breast cancer risk assessment consultations, and a gynecological cancer detection exhibit with hands-on demonstrations of the daVinci robotic surgical system.

**Goal:** The goal was to educate community members about prevention, detection, treatment, management and support of cancer.

**Outcomes:**

- 137 people attended the event; 69% women, 31 % men
- Of the 137 attendees, 34 percent reported having a friend or family member with cancer, 24 percent attended for general interest, 15 percent reported being survivors and 6 percent reported being currently in treatment.
- 27 people participated in the skin cancer screening; four were referred for additional follow-up.
- 6 people participated in the lung cancer screening; and were referred for a low-dose computed tomography scan.
- 30,000 people accessed educational information through social media education and outreach leading up to the event.

**Community Partner:** American Cancer Society

**Skin Cancer Awareness and Prevention Community Outreach Campaign**

**Description:** According to the American Cancer Society, skin cancer is the most common type of cancer in the U.S. More skin cancers are diagnosed in the U.S. each year than all other cancers combined, and the number of skin cancer cases has been going up over the past few decades. Education and awareness can help prevent skin cancer from occurring, and if detected early, skin cancer can often be treated effectively.

Recognizing this, Winchester Hospital launched a multifaceted skin cancer prevention community outreach campaign to raise awareness of the risk factors associated with developing skin cancer, provide easy-to-remember sun protection strategies, and promote the importance of sun safety and early detection.

In order to maximize the impact, Winchester Hospital participated in several key community events from May to August 2018 where information could be distributed to the largest audiences possible. At each event, sun safety messaging was reinforced using fun and interactive games and displays. In addition, all participants received sun safety tool kits, which included educational information provided by the American Cancer Society, sunscreen, lip balm and UV-protection-approved sunglasses.

As part of this community outreach campaign, Winchester Hospital partnered with the Boys & Girls Club of Stoneham/Wakefield to provide the program on-site at the Hall Memorial Pool in Stoneham for children ages 5-15. At the conclusion of the program, Lahey Health donated a hands-free sunscreen dispenser to the pool to help make using sunscreen easy, fun and a part of kids' daily lives, and to ensure that all swimmers have free access to adequate sun protection.

**Goal:** The overall goal of the skin cancer awareness and prevention campaign was to raise awareness of the risk factors associated with developing skin cancer, provide easy-to-remember sun protection strategies, and promote the importance of sun safety and early detection.

**Outcomes:** The campaign ran April through September 2017. During that period, more than 4,000 people of all ages participated in 10 community events in the towns of Winchester, Woburn, Stoneham, Reading and Wilmington. In addition, there were 25 different sun safety posts on Lahey Health social media channels, garnering 23,382 impressions across all channels. The posts included information and videos on preventing and detecting skin cancer, along with tips and strategies for keeping skin safe in the sun.

**Community Partner:** American Cancer Society

## *Support Groups*

Winchester Hospital offers a variety of support groups for patients dealing with various diseases, conditions and concerns. Support groups can help inform, console and lift the spirits of patients—all part of the healing process.

**Goal:** The overall goals of the support groups are to provide emotional support to patients during difficult times, and to provide education about available community resources.

**Outcomes:** In FY17, Winchester Hospital conducted support groups for 10 different diseases/conditions/concerns, reaching more than 3,000 participants.

### *Alzheimer's Caregivers Support Group*

The Alzheimer's Caregivers Support Group is designed to provide education as well as emotional and social support for adults caring for someone with Alzheimer's disease. The group meets monthly in Winchester and is offered at no cost to local residents.

### *Grief Recovery after a Substance Passing (GRASP)*

GRASP was founded to provide help, compassion and understanding for families or individuals who have lost a loved one to substance abuse or addiction. The group meets once a month and is facilitated by a nurse from the Winchester Hospital Emergency Department and a parent of a loved one who died as the result of addiction.

### *Breast Cancer Support Group*

This group is facilitated by a social worker and a registered nurse from the Winchester Hospital Breast Care Center for those newly diagnosed with breast cancer. The sessions, offered three times a year, consist of group discussion and educational presentations on cancer-related topics such as nutrition, fitness and stress management. Free cosmetics to enhance self-image are distributed to participants experiencing hair loss and physical changes during treatment.

### ***Breast Cancer Survivors Support Group***

The Breast Cancer Survivors Support Group is offered five times a year and provides continued support and education on cancer survivorship issues. The program has also offered retreats for its members. The group is facilitated by a social worker and a registered nurse from the Winchester Hospital Breast Care Center.

### ***General Cancer Support Group***

The General Cancer Support Group is for patients with any type of cancer and their family members. This group, which meets twice a month, is facilitated by a social worker.

### ***Prostate Cancer Support Group***

The Prostate Cancer Support Group is offered for patients with prostate cancer and their family members. The group meets monthly and is facilitated by a prostate cancer survivor who was a patient at Winchester Hospital.

### ***Look Good Feel Better Program***

An educational program sponsored by the American Cancer Society and offered by Winchester Hospital four times a year provides women with information on cosmetics, scarves and wigs to help them look and feel their best through their cancer treatment experience.

### ***Oncology Social Worker Short-Term Counseling***

Winchester Hospital's oncology social worker provides short-term counseling to patients in a group setting as they transition into a more permanent counseling situation following treatment for cancer.

### ***Diabetes Support Group***

A group for diabetes patients or family members to obtain emotional support along with pertinent information on diet, medications, equipment and other issues relevant for those living with diabetes.

### ***Nursing Mothers' Support Group***

A weekly, free support group where participants receive information and guidance from a Winchester Hospital lactation consultant along with support from other breast-feeding mothers.

# *Fiscal Year 2017 Community Service Highlights*

In addition to a wide array of community benefit programs, in FY17 Winchester Hospital participated in and/or supported more than 30 community events and organizations including:

- Community blood drives
- Medford Circle in the Square event
- North Reading Town Day
- Reading/North Reading Chamber of Commerce
- Reading Fall Street Fair
- Reading Friends and Family Day
- Stoneham Chamber of Commerce
- Stoneham Fire Department Centennial
- Stoneham Health and Wellness Expo
- Stoneham Relay for Life
- Stoneham Town Day
- Stoneham Veteran Day 5K
- Wilmington Annual Road Race
- Wilmington Public Schools
- Wilmington Rotary Annual Auction
- Wilmington/Tewksbury Chamber of Commerce
- Winchester Annual Road Race
- Winchester Chamber of Commerce
- Winchester Fire Department
- Winchester Foundation for Education Excellence Road Race
- Winchester Relay For Life
- Winchester Rotary
- Winchester Town Day
- Winchester Youth Soccer Tournament
- Woburn Boys & Girls Club 5K
- Woburn Business Association
- Woburn Coalition Against Substance Abuse Boot Camp Event
- Woburn Lions Club
- Woburn Recreation Health Fair
- Woburn Relay For Life
- Woburn Senior Center Health Fair
- Woburn Tanners Event

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## GLOSSARY OF TERMS

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**Associated Expenses:** May include (1) depreciation or amortization related to the use of major movable equipment purchased or leased directly for the Community Benefits or Community Service Program, and (2) a share of any fixed depreciation on a building or space therein used solely or in major part for a community benefit or service.

**Community Benefits Guidelines:** The Attorney General's Community Benefits Guidelines for Nonprofit Acute Care Hospitals and The Attorney General's Community Benefits Guidelines for Health Maintenance Organizations.

**Community Benefits Manager:** A hospital employee directly responsible for the development and management of a Community Benefits Program or Community Service Program.

**Community Benefits Plan:** A formal plan to address the health needs of an identified community developed in accordance with the principles of the Community Benefits Guidelines, with appropriate community participation and approved by the hospital's or HMO's governing board.

**Community Benefits Program:** A program, grant or initiative developed in collaboration with community representatives or based upon a Community Health Needs Assessment that serves the needs of a Target Population identified in the hospital's or HMO's Community Benefits Plan.

**Community Health Needs Assessment:** A process through which a hospital or HMO, in partnership or consultation with representatives of its community, identifies community health needs using public health data, community surveys, focus groups and other community-initiated information- and data-gathering activities, and/or other relevant health status indicators and data.

**Community Service Program:** A program, grant or other initiative that advances the health care or social needs of Massachusetts communities but is not related to the priorities or Target Population identified in the hospital's or HMO's formal Community Benefits Plan.

**Corporate Sponsorships:** Cash or in-kind contributions that support the charitable activities of other organizations and are not related to a Community Benefits Plan.

**Determination of Need Expenditures:** Direct or Associated Expenses related to Community Benefits Programs or Community Service Programs provided by a hospital in fulfillment of a specific determination of need condition established by the Massachusetts Department of Public Health pursuant to 105 CMR 100.

**Direct Expenses:** May include (1) the salary and fringe benefits (or a portion thereof) of a Community Benefits Manager and his or her staff; (2) the value of employee time devoted to a Community Benefits or Community Service Program during paid work hours or leave time (calculated either at the rate of the employees' pay or using the averages set forth below in the definition of Employee Volunteerism); (3) any purchased services or supplies directly attributable to the Community Benefits or Community Service Program, including contractual and noncontractual agreements with other organizations or individuals to develop, manage or provide the benefit or service, including leases/rentals of equipment or building space; (4) the costs associated with generating Other Leveraged Resources; (5) dues, subsidies and other financial assistance aimed at making health coverage more affordable for the uninsured or those at risk of losing health coverage; and (6) grants to third parties in furtherance of a community benefit or community service objective.

**Employee Volunteerism:** An employee's voluntary activities in connection with a hospital Community Benefits or Community Service program that take place during unpaid time as the result of a formal hospital initiative to organize or promote voluntary participation in the particular activity among its employees. The value of free or reduced-fee direct health care or public health services volunteered by health care providers employed by the hospital should be calculated using either (1) the rate of the employees' pay, or (2) the average hourly rate for Massachusetts health care workers as calculated by the Centers for Medicare & Medicaid Services for the purpose of determining the Medicare Area Wage Index during the reported fiscal year (\$45.76 in 2017). The value of non-health care services provided by any hospital volunteers should be calculated using the standard hourly rate set by the Washington D.C. Independent Sector during the reported fiscal year (\$23.56 in 2015).

**Leveraged Resources:** Funds and services contributed by third parties for the express purpose of supporting a hospital's or HMO's Community Benefits or Community Service Programs. These include (1) services provided by non-salaried physicians or other individual providers free of charge to free-care-eligible patients in connection with a hospital's free-care program, or at no charge or reduced fee to low-income patients in connection with other hospital or HMO programs (calculated using a standard cost-to-charge ratio of .60); (2) grants received from private foundations, government agencies or other third parties for the specific purpose of supporting a hospital or HMO Community Benefits or Community Service Program; and (3) monies raised from or collected by third parties as the result of a fundraising activity sponsored by a hospital or HMO in connection with a Community Benefits or Community Service Program. **Note:** These definitions identify the range of costs that hospitals and HMOs might appropriately include when calculating expenses related to their Community Benefits and Community Service Programs. They are not intended to impose an obligation on hospitals and HMOs to account for costs that they otherwise would not track. In those instances where costs are difficult to quantify, hospitals and HMOs should develop a reasonable estimate of their costs within the spirit of these guidelines. Hospitals and HMOs also should use discretion in categorizing costs that are not specified in the examples provided above.

**Hospital:** A nonprofit acute care hospital, as defined by Chapter 118G of the Massachusetts General Laws, includes the teaching hospital of the University of Massachusetts Medical School and any hospital licensed under Section 51 of Chapter 111 and which contains a majority of medical-surgical, pediatric, obstetric and maternity beds, as defined by the Department of Public Health.

**Net Charity Care/Uncompensated Care Pool Contribution:** As defined under Section 1 of Chapter 118G of the Massachusetts General Laws, the amount of “free care” provided by a hospital as determined by its annual assessment plus any shortfall allocation in connection with administering the Uncompensated Care Pool Trust Fund, or an HMO’s annual contribution to the Uncompensated Care Pool, as listed by the Massachusetts Division of Health Care Finance and Policy in its most current settlement for the reported fiscal year. “Net Charity Care” does not include hospital bad debt related to patients not eligible for free care; “shortfalls” related to Medicaid, Medicare or other health plan reimbursements that do not cover the full costs of a hospital’s services; or shortfalls related to an HMO’s coverage of Plan Members enrolled through a Medicaid or Medicare program.

**Target Population:** The specific community or communities that are the focus of the hospital’s or HMO’s Community Benefits Plan. A target population can be defined (1) geographically (e.g., low- or moderate-income residents of a municipality, county or other defined region), (2) demographically (e.g., the uninsured, children or elders, an immigrant group), (3) by health status (e.g., persons with HIV, victims of domestic violence, pregnant teens) or (4) by an issue consistent with the Community Benefits Guidelines (e.g., community building, reducing disparities in access to quality health care).

**Total Patient Care-Related Expenses:** Expenses, including capital, related to the care of patients as reported by hospitals to the Division of Health Care Finance and Policy on Schedule 18 of the 403 Cost Report for the reported fiscal year.