



Lahey Clinic Hospital, Inc.
2011 Community Benefits Report

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Section I. Organization Information

Community Benefits Mission Statement

Our mission at Lahey Clinic Hospital, Inc., a teaching hospital of Tufts University School of Medicine, is to provide superior health care leading to the best possible outcome for every patient. We also reach beyond our own doors through our Community Benefits Initiative, which is committed to improving the health and quality of life of community residents by supporting local organizations aligned with this mission. Through collaborative planning, coalition building and financial support, Lahey's Community Benefits Initiative strives to serve as a catalyst for positive change within our local communities.

Lahey Clinic affirms its commitment to identifying and serving the health and wellness needs of its community through a Community Benefits Program. The foundation of this program is based upon a collaborative initiative between Lahey Clinic employees, community leaders, representatives of community agencies, and community residents. Through collaborative planning and coalition building, Lahey Clinic strives to serve as a catalyst and a leader within the community. Services to improve the health status of community members will be implemented in conjunction with community providers.

Through its ongoing Community Benefits Initiative, Lahey Clinic will maintain strong community ties by working toward promoting the health and wellness of the community members we serve. This commitment of offering community benefits services will be in alignment with Lahey Clinic's mission of providing care of the highest quality.

Based on the community health needs assessment completed in 2010, Lahey Clinic's 2011 community benefits plan focuses on the following areas:

- 1. Elder Health Issues**
- 2. Chronic Disease Management**
- 3. Community Health Improvement and Education Programs directed toward Adult, Elder and Underserved Populations at Risk.**

Key Accomplishments in Fiscal Year 2011

In Fiscal Year 2011, Lahey Clinic's community benefits program focused on improving the health status of elders and those with chronic diseases. In addition, Lahey continued its commitment to support direct services and community education programs for victims of domestic violence as well as adult, elder and underserved populations at risk. Key accomplishments include the successful conduct of chronic disease self-management programs in five different communities addressing diabetes, obesity and arthritis. Comprehensive senior exercise programs coordinated in four different councils on aging offering reiki, cardio and conditioning classes, yoga, tai chi, pilates and meditation and senior aquacise continued to be highly successful. In addition, the third annual Lahey Clinic Food Drive was enormously successful collecting over 6,000 pounds of food and distributing it to food pantries in six neighboring communities Lahey serves.

Plans for Fiscal Year 2012

Lahey Clinic's community benefits plan for Fiscal Year 2012 will continue to focus on the three priority areas committed to in Fiscal Year 2010: Elder health issues, chronic disease self-management and community health improvement and education programs directed toward adult, elder and underserved populations at risk. Lahey will continue to support victims of domestic violence, education and prevention of teen dating violence. In addition, we will provide support for a program educating school nurses on the impact of concussions on students.

Section II. Community Benefits Process

Community Benefits Leadership Team

Under the supervision of the Chief Operating Officer for the Hospital, The Manager of Volunteer & Community Services oversees the work of a broad based representative committee called the Community Benefits Initiative (CBI). In addition, the Manager works in collaboration with an internal steering committee to ensure proper focus for community benefit initiatives. Both the CBI and internal steering committee report to the Board of Trustees through the Quality Care Committee.

Community Benefits Team Meetings

A CBI Committee was formally organized in 1996 and meets five times a year. It serves as the main support of the Lahey Clinic Community Benefits Initiative. The committee consists of Lahey senior management, colleagues, community agency representatives and community residents

Community Partners

Lahey Clinic's community partners include Councils on Aging in Burlington, Billerica, Wilmington, Woburn, Lynnfield and Arlington, Minuteman Senior Services, The Burlington Community Life Center, CHNA #15, North Shore Community Health Network (CHNA # 13/14), Massachusetts School Nurse Organization, Atria Longmeadow Place, The Burlington Police Department, REACH (Refuge, Education, Advocacy, Change), Domestic Violence Services Network, North Shore Elder Services, Saheli, Haven from Hunger, Peabody Board of Health, Melrose Alliance Against Violence, HAWC (Healing Abuse Working for Change, The Executive Office of Elder Affairs, American Cancer Society, Department of Public Health and The Middlesex District Attorney's Office.

Community Health Needs Assessment

Date of Last Assessment Completed and Current Status

Lahey Clinic's community health needs assessment was completed in 2010. The major objectives were to guide the development of Lahey's community benefit strategy and to ensure that community benefits programs were appropriately targeted and responsive to community needs. In addition, through community interviews, the goal was to engage the community, identify health concerns and foster community health partnerships in Lahey's core service areas. Current Status: Lahey Clinic has selected its priority areas and is supporting the implementation of those efforts. In calendar year 2013, we will be conducting another community needs assessment.

Consultants/Other Organizations

Beginning in 2009, Lahey Clinic engaged John Snow, Inc (JSI). to conduct a comprehensive community needs assessment. JSI compiled and analyzed existing local, regional, state and national data. In addition, the consultants conducted numerous internal interviews as well as external interviews in six different communities. JSI completed their work in Fiscal Year 2010.

Data Sources

Community Focus Groups, Hospital, Interviews, MassCHIP, Public Health Personnel, Surveys, Other - Other publicly available data sources, i.e. census projections, unemployment data.

Section III. Community Benefits Programs

Target Populations: 1. Elder Health Issues:
 2. Chronic Disease Self-Management
 3. Community Health Improvement and Education Programs directed toward Adult, Elder and Underserved Populations at Risk

Elder Health Issues

Exercise Programs at Burlington Council on Aging

This program offers a variety of exercise programs including senior stretch, yoga, Tai Chi and Zumba for Seniors.

Wilmington Wellness Programs

Exercise programs for seniors including country line dancing, aerobics classes, yoga classes and professional line dance instruction as well as nutritionist consultation.

Arlington Council on Aging Exercise Programs

A variety of exercise programs including seniors aquacise, Tai Chi, and Pilates/Meditation Program.

Billerica Council on Aging Exercise Programs

Support for wellness and conditioning activities including cardio-boost, Reiki Treatment Clinic, golf conditioning/golf fitness classes, and Tai Chi Chuan classes

Senior Fitness at Burlington Council on Aging

This free program is held twice a week at the Burlington Council on Aging.

SHINE (Serving Health Information Needs of Elders) Program at Lahey Clinic

Lahey Clinic provides office space, supplies, publicity and support to the SHINE Health Benefits Program. The SHINE counselor, certified by the Executive Office of Elder Affairs, provides free Medicare, Medicaid and supplemental insurance counseling to community members.

“Yesterday and Today” Intergenerational Program

A program that brings the generations together to discuss, research and understand the differences and similarities of lifestyle growing up today versus growing up in the early to mid 1900's.

Transitions of Care Program

Established clinical collaborative relationship among Lahey Clinic, New England Rehabilitation, Kindred, and Visiting Nurse and Hospice of Middlesex East with the specific goal of improving transitions of care for patients hospitalized at Lahey and discharged to community post-acute provider agency partners. Program specifically oriented to increase patient and family knowledge and participation in making choices about post-acute care decrease caregiver stress and isolation by increased knowledge, communication with transition liaisons, and improved support improve patient outcomes by improving communication with community care providers

Town of Burlington/Lahey Clinic Access to Healthcare for Elders

Donation of Van to the Town of Burlington for transportation of elder patients to Lahey Clinic.

YOUCAN! Eat Better and Move More & Matter of Balance Program

YOUCAN! Eat Better and Move More is a national program developed by the Administration on Aging (AOA) in collaboration with the Presidents HealthierUS Initiative. The goal of YOUCAN! is to increase the number of older adults who are active and healthy. The workshop meets once a week for six weeks. It has an educational portion and includes specific nutrition topics, exercise guidelines and healthy lifestyle responsibilities. The walking portion is done on an individual basis using a step counter with the participants keeping track of their results. An eight week program designed to reduce fear of falling and increase activity levels among older adults who exhibit this concern.

Chronic Disease Self-Management

Tuberculosis Clinic Conducted at Lahey Clinic

In 1998, The Department of Public Health approved Lahey Clinic's Pulmonary Department as the site for a free tuberculosis treatment outpatient clinic. Lahey treats patients referred by local health departments, healthcare institutions, community shelters and other sources with community linkages for evaluation of patients with suspected tuberculosis. The clinic provides a valuable community benefit and is a resource for approximately 14 communities surrounding Burlington. The TB Clinic will continue to provide the highest quality care to all patients and provide access to those populations at risk for TB. The TB Clinic is available to any resident of the Commonwealth but special consideration is given to more vulnerable individuals who have lack of access to treatment. Deborah McManus, RN, who runs the TB Clinic was honored at World TB Day at the State House on March 24, 2011. She was presented with an award and citation from the senate and the house.

Chronic Disease Self-Management and Diabetes Programs Conducted at Local Councils on Aging

A community based patient education course developed by Stanford Patient Education Research Center. The workshop is offered twice a week for six weeks. Two trained leaders facilitate workshops from a highly detailed manual covering subjects such as appropriate exercise for maintaining and improving strength, flexibility and endurance, appropriate use of medications, nutrition and making informed treatment decisions. The Diabetes Workshop is held once a week for six weeks. Activities are specific to diabetes education, health behavior and self-efficacy. Other activities include healthy eating, glucose monitoring, physical activities and medication to prevent problems as well as managing diabetes specific problems.

Eating Healthy & Arthritis Workshops Conducted at Local Councils on Aging

A program for seniors who want to be better educated in living a healthier more nutritious lifestyle. It is an educational hands on program whose goal is to deconstruct MyPyramid and reconstruct it resulting in a personal nutrition lifestyle that meets individual needs. The workshop meets once a week for five weeks. The last session puts into practice what was learned in the workshop. At the core of the Healthy Eating Program is an education program with a behavior change focus. The Arthritis Workshop program is a collaboration with the MA Arthritis Foundation. It is the first patient education program developed by Stanford University and adopted by The Arthritis Foundation. The workshop meets once a week for six weeks and is attended by people with different types of rheumatic diseases such as osteoarthritis, rheumatoid arthritis, fibromyalgia and lupus. This self-help course is an evidence based program developed and evaluated during randomized, controlled research projects beginning in 1979. The purpose of the research was to develop and evaluate, through a randomized controlled trial, a community based self-management program that teaches participants the skills to manage arthritis. Subjects covered include techniques to deal with problems such as pain, fatigue, frustration and isolation. It emphasizes exercise for maintaining and improving strength, flexibility and endurance along with healthy eating. Also included are appropriate use of medications and communicating effectively with family, friends and health professionals.

Heart Failure Extended Pathway Program

Lahey Clinic inter-facility collaborative developed extended care pathway for patients with heart failure who are returning to the home setting. Program aimed at increasing patient's medical well-being in the community and decreasing need for re-hospitalization.

<h2>Community Health Improvement and Education Programs Directed toward Adult, Elder and Underserved Populations at Risk</h2>
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Lahey Clinic North Shore Meal Serving at Haven from Hunger

Lahey North Shore colleagues volunteer to serve meals at the Haven from Hunger.

Lahey Clinic North Shore Support Groups and Health Education

Lahey Clinic offers free support groups to provide emotional support, coping skills and resource access to patients and families dealing with a variety of diseases including alzheimers, cancer, diabetes, heart disease and stroke, multiple sclerosis and kidney disease.

Teen Depression and Suicide Workshops at Burlington High School

To engage students in learning how to identify specific signs and symptoms of depression and suicide. Also, to teach students what steps they can take to help prevent it, including active listening, intervention and referral.

LABBB Program

Program for special needs adolescents who are placed in competitive employment upon completion of the program

Domestic Violence Initiative at Lahey Clinic

Lahey Clinic's Domestic Violence Initiative works in collaboration with community agencies to provide leadership to Lahey Clinic and the community in the area of domestic violence.

Support Groups conducted at Lahey Clinic

Lahey Clinic offers free support groups to provide emotional support, coping skills and resource assess to patients and families dealing with a variety of diseases including alzheimers, cancer, diabetes, heart disease and stroke, multiple sclerosis and kidney disease.

REACH Police Department Advocacy Program

Funding to support the implementation of high risk assessment and response teams based around both the Lowell and Woburn district courts. Continue to provide timely follow-up services to victims of reported domestic violence incidents through civilian advocacy in partnership with Burlington and Billerica Police Departments.

Melrose Alliance Against Violence: Preventing Bullying

A program offering interactive training on bullying prevention to health care providers, parents and/or teachers in Middlesex County.

Saheli – Empowerment of South Asian Women: Access to Financial Literacy

Saheli's program enhances their capacity to increase economic empowerment services to women who chose to leave violent relationships. In addition, Saheli will provide training to advocates to provide culturally effective services to women who seek Saheli's help.

Healing Abuse Working for Change (HAWC) – Outreach Program in Peabody for Portuguese Population

Portuguese outreach and direct services. Formation of regional Portuguese Outreach Team. Regular workshops for Portuguese speaking individuals. This program will target individuals who are not covered by medical insurance and are currently not going to the hospital for treatment

Lahey Clinic Food Drive

Colleague driven initiative in which over several days food donations were collected on-site at Lahey Clinic and subsequently distributed to food pantries in six of the neighboring communities Lahey serves.

English at a Working Language Classes – Burlington Council on Aging

Support of a program for south asian seniors to learn English.

Community Education through SHINE (Serving Health Information Needs of Elders)

Funding to support offering Medicare 101 presentations for pre-retirees at COA's, libraries and workplaces

Protective Services at Minuteman Senior Services: Support of Programs

Funding to support Minuteman's Protective Services programs which investigate reports of abuse, neglect, self-neglect or financial exploitation regarding people 60 and over.

Learn to Cook Program conducted at Lahey Clinic

Funding to support a series of cooking classes and nutrition presentations offered free to surrounding communities.

Community Kidney Disease Screening Initiative Program

Funding to support a community kidney disease screening program held at the Burlington Council on Aging in collaboration with the National Kidney Foundation.

A RADical Approach to Community Safety – Burlington Police Department

Funding to support of the RAD (Rape, Aggression, Defense) Program for seniors, women, men and kids.

School Nurse Role in Combating the Obesity Epidemic – A Mass School Nursing Organization (MSNO)/Lahey Clinic Collaboration

Funding to support the implementation of a comprehensive educational program on combating obesity for school nurses in MSNO Regions 2, 3, 7 and 9 held at Lahey Clinic.

Injury Prevention Programs Coordinated by Lahey Clinic Trauma Services

Support of various programs and activities such as: Ladder safety, distracted driver awareness, matter of balance, seat belt reward, Burlington DARE Fair and Falls Awareness Day.

Clinical Opportunities for Nursing Students

Lahey Clinic, in cooperation with area schools, provides a clinical site for nursing students. Lahey currently places nursing students in all eight medical/surgical nursing units. Lahey also places students in critical care areas.

Prescription Support, Ambulance and Taxi Transportation for the un/underinsured

Lahey Clinic provides prescription support for patients that are uninsured or underinsured.

Counseling, Resourcing and Referral Support for the un/underinsured

Lahey Clinic provides counseling, resourcing and referral support to the uninsured and underinsured through its Psychiatry and Behavioral Medicine Department.

Enhanced Community Trauma Services

Voluntary commitment to maintain an increased level of trauma services capability for the community.

Support to Metro Boston EMS and Northeast EMS CMED Communications

Lahey Clinic's share of Metro Boston C-Med EMS communications Network Operating Expenses for FY 2011

Section IV. Community Benefits Expenditures – Fiscal Year 2011

Target Population	FY 2011
Elder Health Issues:	
Exercise Programs Conducted at Councils on Aging	\$ 53,250
Senior Fitness at Burlington Council on Aging	\$ 3,000
SHINE (Serving Health Information Needs of Elders)Program at Lahey Clinic	\$ 15,000
“Yesterday and Today” Intergenerational Program	\$ 6,511
YOUCAN! Eat Better and Move More & Matter of Balance	\$ 4,350
Transitions of Care Program	\$ 31,200
Town of Burlington/Lahey Clinic Access to Healthcare for Elders	\$ 5,603
Total Elder Health Issues	\$ 118,914
Chronic Disease Self-Management	
Tuberculosis Clinic Conducted at Lahey Clinic	\$ 65,860
Chronic Disease Self-Management and Diabetes Programs Conducted at local Councils on Aging	\$ 4,488
Eating Healthy & Arthritis Workshops Conducted at Local Councils on Aging	\$ 8,488
Heart Failure Extended Care Pathway Program	\$ 31,200
Total Chronic Disease Self-Management	\$ 110,036
Community Health Improvement & Education Programs Directed toward Adult, Elder and Underserved Populations at Risk	
Teen Depression and Suicide Workshops at Burlington High School	\$ 2,825
LABBB Program	\$ 44,526
Domestic Violence Initiative at Lahey Clinic	\$ 9,580
Support Groups conducted at Lahey Clinic	\$ 12,760
REACH Police Department Advocacy Program	\$ 10,000
Melrose Alliance Against Violence: Preventing Bullying	\$ 4,000
Saheli – Empowerment of South Asian Women:Access to Financial Literacy	\$ 9,980
Healing Abuse Working for Change (HAWC) – Outreach Program in Peabody for Portuguese Population	\$ 10,000
Lahey Clinic Food Drive	\$ 10,059
English as a Second Language Classes – Burlington Council on Aging	\$ 1,260
Community Education through SHINE	\$ 8,750
Protective Services at Minuteman Senior Services: Support of Programs	\$ 8,750
Learn to Cook Program Conducted at Lahey Clinic	\$ 2,600
Community Kidney Disease Screening Initiative Program	\$ 200
A RADical Approach to Community Safety – Burlington Police Department	\$ 5,000
School Nurse Role in Combating the Obesity Epidemic	\$ 2,700
Injury Prevention Programs Coordinated by Lahey Clinic Emergency Department	\$ 5,000
Lahey Clinic North Shore Meal Serving at Haven for Hunger	\$ 935
Lahey Clinic North Shore Support Groups and Health Education	\$ 9,054
Clinical Opportunities for Nursing Students	\$ 45,000
Prescription Support, Ambulance and Taxi Transportation for the un/underinsured	\$ 37,254
Counseling, Resourcing and Referral Support for the un/underinsured	\$ 140,000
Support to Metro Boston EMS and Northeast EMS CMED Communications	\$ 25,263
Enhanced Community Trauma Services	\$1,377,600
Total Community Health Improvement & Education Programs	\$ 1,783,096

Administration of Community Benefits	\$ 124,381
Support to CHNA 15 and CHNA 13/14 Community Benefits Programs	\$ 662,860
Corporate Sponsorships	\$ 40,138
Charity Care	
HSN Assessment	\$ 9,111,499
HSN Denied Claims	\$ 613,931
Free/Discount Care	\$ 3,270,467
Total Net Charity Care	\$ 10,881,366
Revenue (From TB Clinic)	\$ 14,683
Total Community Benefits Expenditures	\$ 13,706,108
Total Revenue for 2011 (Net Patient Services Revenues from Schedule 5A of the Hospital Cost Report)	\$741,215,396
Total Patient Care-related Expenses for 2011 (Schedule 18 of the 403 Cost Report)	\$656,874,990