

Wing Memorial Hospital & Medical Centers
A Member of UMass Memorial Health Care

**2009 COMMUNITY BENEFITS REPORT to the
Massachusetts State Attorney General**

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Overview

Wing Memorial Hospital and Medical Centers (WMHMC), a member hospital of UMass Memorial Health Care in Worcester, is a community-focused health care provider for residents living in the Quaboag Hills and Pioneer Valley region of Massachusetts. Wing Memorial, a 74-bed hospital, is situated between Worcester and Springfield in Palmer, MA. Wing Memorial provides acute and emergency care, and offers access to primary care physicians and specialty care through a network of local community medical centers, located in Belchertown, Ludlow, Monson, Palmer and Wilbraham. The Wing system also includes the Quaboag Valley VNA and Hospice in Palmer, and the Griswold Behavioral Health Center, located in Palmer and Ware.

Wing Memorial provides 24-hour emergency services, inpatient care, surgical day care, an intensive care unit (ICU), a secure acute psychiatry unit approved by the Massachusetts Department of Mental Health, neuro-diagnostics (EEG, EMG, and sleep studies), and respiratory, physical, and occupational therapy. Wing Memorial is designated as a Primary Stroke Service Center and is approved to provide stroke-related services by the Massachusetts Department of Public Health. Also, the UMass Memorial Cancer Center at Wing Memorial offers various cancer services including chemotherapy, oncology, and hematology. The unit coordinates services with the UMass Memorial Cancer Center and has the ability to participate in oncology research conducted by the UMass Medical School. A full service laboratory is on-site at the hospital and smaller labs are located in the Belchertown, Ludlow, Monson, and Wilbraham medical centers.

On September 28, 2009, Wing Memorial Hospital opened the new Center for Geriatric Psychiatry (CGP), increasing our number of acute care beds from 59 to 74, representing a 25% increase. In a management partnership with New England Geriatrics, the 15-bed CGP encompasses a team of experts in the field led by board-certified geriatric psychiatrists and internists. The spacious and pleasant CPG offers patients a comfortable healing environment in which to restore their mental health and provides families the peace of mind that their loved ones are being cared for in a safe and secure setting. The 11,000 square-foot center includes 11 private rooms, 2 semi-private rooms, an activity room, dining room, and various areas especially adapted for geriatric purposes.

To keep patients safe, the new Center for Geriatric Psychiatry incorporates innovative safety and security measures, including access controlled entrances, wrist bracelets to prevent wandering, security cameras, and safety rounds conducted every 15 minutes. In patient rooms, Wing Memorial has incorporated safety standards and regulations for geriatric psychiatry programs as designated by the Massachusetts Departments of Public Health and Mental Health.

The Center for Geriatric Psychiatry provides a critically needed service to help improve the mental health of older patients throughout the four counties of western Massachusetts. In fact, the CGP is one of only two geriatric psychiatry programs in western Massachusetts and is the only one to have onsite access to acute hospital-level medical treatment.

I. Community Benefit Mission Statement

A. Summary

Wing Memorial Hospital and Medical Centers is committed to improving the health status of those it serves and to addressing the health problems of the poor and other medically underserved populations. In addition, non-medical conditions that negatively influence the health and wellness of our communities are addressed.

B. Approval of Governing Body

The President & CEO of Wing Memorial Hospital and Medical Centers, along with the Board of Directors and senior leadership of WMHMC, has approved the Community Benefit Mission. The mission has also been approved by the Board of Trustees of UMass Memorial Health Care and has been adopted by all hospitals within the UMass Memorial Health Care system.

II. Internal Oversight and Management of Community Benefit Program

A. Management Structure

The Director of Marketing and Public Relations is responsible for overseeing Community Benefits activities and for convening the Community Benefits Advisory Committee.

In addition, each department manager is authorized to implement community benefits and service programs, provided they do not negatively impact his/her budget. In such cases, managers must obtain approval from Wing's President and CEO for programs that require additional funding.

B. Internal Communication of Community Benefits Mission and Programs

Information on the Community Benefits Program is disseminated to all the staff of Wing Memorial and Medical Centers in a variety of ways, including:

- Community press releases in local publications that are posted throughout the system
- Internal e-mail system
- Hospital website
- *Community Caregiver* newsletter, published three times per year to provide health care information to the community at-large
- *The Beat*, a bi-weekly email newsletter for the staff of Wing Memorial and Medical Centers

III. Community Health Needs Assessment

A. Process, Including Participants

Wing Memorial Hospital was built in 1913 to serve the community. As the organization has grown, it has maintained its goal of responding to changing community needs by convening a Community Benefits Advisory Committee (CBAC), whose members are noted in the last section of this report. The role of the committee is to review community-specific data and to provide guidance regarding the hospital's external activities. The hospital also partners with local human service organizations in order to improve access to care. These organizations include the Palmer

Public School system, the Palmer Senior Center, River East School to Career, Inc., public health staff in the Town of Belchertown, as well as area colleges and universities.

B. Information Sources

The following sources have formed the basis for Wing Memorial's planning efforts:

- US Census Bureau
- Massachusetts Department of Employment and Training
- Incoming requests from the community
- Outpatient surveys
- Massachusetts Department of Public Health
- Massachusetts Community Health Information Profile (Mass CHIP)

During FY 2009, the CBAC began the process of conducting a Community Health Needs Assessment. This assessment will include the sources listed above, as well as interviews with community leaders and professionals throughout the Quaboag Hills and Pioneer Valley.

C. Summary of Findings

The WMHMC Community Benefit Plan continues to address priority health issues while seeking to improve preventive, behavioral health, and primary care services to the Medicaid and uninsured populations of the Pioneer and Quaboag Valleys. The service area of Wing Memorial Hospital and Medical Centers spans three counties - Hampden, Hampshire and Worcester. The total population of the eleven rural towns that comprise the primary service area is 96,014 (Inforum and Claritas 2002 data). The population breakdown is as follows:

- Children under the age of 18: 23 percent of the population
- Adults aged 18 – 44: 37 percent
- Adults aged 45 – 64: 26 percent
- Older adults 65 years of age and over: 14 percent

The Community Health Needs Assessment being conducted in FY 2010 will provide information to enhance the planning process.

IV. Community Participation

A. Process

The Community Benefits Advisory Committee (CBAC) meets twice per year on average to identify goals and priorities. In addition, meetings are held with area senior centers and stakeholders to identify community needs. Input is solicited from diverse sources within the community, who represent a wide array of constituents.

B. Community Participants

The CBAC committee includes representatives from the following community agencies: Monson Free Library, Palmer Ambulance Company, Palmer Public Schools, Palmer Senior Center, River East School to Career, Inc., Top Floor Learning, and managers from Wing Memorial Hospital & Medical Centers.

C. Community Role in Review of Community Benefits Plan and Annual Reports

The Community Benefit Advisory Committee reviews community benefit activities and outcomes on an annual basis. All community partners and collaborators are asked to provide input regarding community needs. Wing's Community Benefit Annual Report is submitted to UMass Memorial Health Care, Inc. This report is sent to state and local legislators as well as key community representatives. Copies of the report are available by contacting the Community Benefits Coordinator, i.e., Director of Public Relations and Marketing at Wing Memorial Hospital. It is also available for review on the state Attorney General's website (www.ago.state.ma.us)

V. Community Benefits Plan

A. Process of Development of Plan

WMHMC's Community Benefits activities are based on local efforts to address specific issues. It is the responsibility of the Community Benefits Coordinator to establish and maintain contacts with community groups and to gather community input in the planning process. The intent of all Community Benefit Programs is not to duplicate currently existing programs offered by local agencies, but rather to work cooperatively to assure that services are offered to the individuals and families in the community where the need is the greatest.

Wing Memorial Hospital and Medical Centers' Community Benefits outreach efforts focus on health education and access to primary medical care for vulnerable populations, community service programs, and developing tomorrow's health care professionals. Our goal is to encourage interest in health careers among high school students and mentor college students as they progress through clinical rotations in their chosen fields.

B. Identification of Priorities

Based on input from the Community Benefit Advisory Committee and community groups, the following priorities were established:

- Address populations across their life span, i.e. children and adolescents, adults 18-64 years of age, and the elderly
- Focus on specific subpopulations: women, adolescents, parents
- Improve access to health information and medical care
- Increase involvement with the medical and behavioral health services at local schools
- Promote and expand substance abuse services
- Work proactively with area senior programs

Please note that these priorities may change depending on the results of the Community Health Needs Assessment.

C. Short-term and Long-term Strategies and Goals

With guidance from the Community Benefit Advisory Committee and Wing Memorial senior leadership, the following short-term and long-term goals were determined:

Short-term goals (one year)

- Continue mentoring youth through health-related outreach programming
- Continue funding the part-time public health nurse in Belchertown
- Conduct a Community Health Needs Assessment
- Investigate ways to reduce food insecurity among our patients and within the communities we serve
- Examine degree of health illiteracy in our region
- Monitor behavioral health and substance abuse issues in Wing Memorial's service area and assess capabilities

Long-term goal (two to five years)

- Evaluate results of the Community Health Needs Assessment and implement as part of future Community Benefit plans. In particular, we will look at areas where there exist barriers to access to care and underserved populations

D. Process for Measuring Outcomes and Evaluating Effectiveness of Programs

Data is gathered and activities are tracked on an ongoing basis. The process allows for the analysis of provision of services and reporting accomplishments. Results of the data are used to evaluate existing programs and determine when or if changes are indicated.

E. Process and Considerations for Determining a Budget

A report is provided to the Board of Directors annually regarding community outreach and benefit activities as they relate to both existing and proposed programs. Priority is given to maintain levels of community benefit funding within the overall hospital operating budget.

F. Process for Reviewing, Evaluating and Updating the Plan

The Community Benefits Advisory Committee reviews the Community Benefit Plan activities and provides feedback regarding activities and goals.

VI. Progress Report: Activity During Reporting Year**A. Expenditures for Wing Memorial Hospital**

One way to measure the hospital's commitment to the community is by the amount spent on health care services and programs. The calculation is done in two different ways: first, according to the guidelines promulgated by the Attorney General's office and second, according to a broader definition, which considers additional components of spending or revenue loss.

COMMUNITY BENEFIT EXPENDITURES
According to the Attorney General Guidelines

| TYPE | ESTIMATED TOTAL EXPENDITURES FOR FISCAL YEAR 2009 | APPROVED PROGRAM BUDGET FOR FY 2010 |
|--|--|--|
| COMMUNITY BENEFITS PROGRAMS | Direct Expenses \$ 414,407 | \$80,000 |
| | Other Leveraged Resources \$0 | |
| COMMUNITY SERVICE PROGRAMS | Direct Expenses \$ 7,328 | |
| | Other Leveraged Resources \$0 | |
| CHARITY CARE HSN PAYMENT* | \$ 415,681 | |
| OTHER CONTRIBUTIONS | \$ 0 | |
| | TOTAL \$ 837,416 | |
| TOTAL PATIENT CARE-RELATED EXPENSES FOR FY 2009: \$66,584,465 | | |

* NET CHARITY CARE as defined by the Attorney General's office

Expenditures According to a Broader Definition

The following Community Benefit Expenditures include the Massachusetts Attorney General Guidelines Expenditures plus additional expenditures that play an important role in the delivery of care.

Community Benefits Programs:

Direct Program Expenses \$ 414,407

Community Service Programs:

Direct Expenses \$ 7,328

Charity Care HSN Payment* \$ 415,681

Unreimbursed HSN Services (UC Cost)** \$ (297,084)

Payment/Hospital's Operation Assessment of DHC FP \$ 45,416

Bad Debt/Non-Emergency Care \$ 923,235

Medicare Shortfall \$ 809,278

| | |
|--|---------------------|
| Other Subsidized Programs | \$ 209,428 |
| Broader Definition Total Expenditures | \$ 2,527,689 |

* **NET CHARITY CARE** as defined by the Attorney General's office
 ** Wing Memorial Hospital and Medical Centers is a net receiver from the HSN pool

Total Charity Care at a Glance

| | |
|--|-------------------|
| A. Unreimbursed Medicare Services | \$ 809,278 |
| B. Unreimbursed MassHealth Services | N/A |
| C. Unreimbursed Health Safety Net Services (UC Cost) | \$ (297,084) |
| D. Services/Internal Financial Assistance Program | \$ 15,382 |
| E. Total Payment Made to Fund Health Safety Net | \$ 415,681 |
| F. Payment of Hospital's Operational Assessment of DHCFP | \$ 45,416 |
| Total Charity Care | \$ 988,673 |

Expenditures Definitions

I. According to the Office of the Massachusetts Attorney General

Community Benefits Direct Expenses: Grant or initiative developed in collaboration through a community engagement process, planning effort and based on an identified need, a targeted population or organizational priorities.

Community Benefits Other Leveraged Resources: Funds and services contributed by third parties in support of community benefits direct activities/programming.

Community Service Direct Expenses: A program, grant or other activity that advances the health care or social needs of the community but is not directly related to identified priorities or target population.

Community Service Other Leveraged Expenses: Funds or services provided by other parties to support community service activities but not directly related to identified priorities or target population.

Charity Care HSN Payment: Health Safety Net payment as defined by the Massachusetts Attorney General Guidelines and as listed by the Massachusetts Division of Health Care Finance and Policy, 403 Reports.

Other Contributions: Cash or in-kind contributions that support the charitable activities of other organizations, but are not related to the Community Benefit priorities/plan.

Total Patient Care-related Expenses: Expenses related to the care of patients as reported by the hospitals to the Division of Health Care Finance and Policy on Schedule 18 of the 403 Cost Report as reported at the time of Community Benefits Report filing; Schedule XVIII, line 37 column 2.

II. Definitions According To a Broader Definition

Definitions for Community Benefits, Community Benefits Other Leveraged, Community Service Direct Expenses and Other Leveraged, and Other Contributions are same as stated above.

Bad Debt Non-Emergency Care: Hospital expense for receivables that can no longer be collected and are written off.

Medicare Shortfall: The net loss the hospital incurs for the cost of providing services to Medicare patients and the income received from the Medicare program.

Other Subsidized Programs: The net loss the hospital incurs for the cost of providing services to these programs and the income received for these programs.

Payment/Hospital's Operational Assessment of DHCFP: Hospital expense paid to the State of Massachusetts to support the Division of Health Care Finance and Policy. The Division of the State collects and analyzes hospital financial data.

Unreimbursed HSN Services (UC Costs): The net loss the hospital incurs for care provided to patients of the Healthy Safety Net pool.

B. Major Programs and Initiatives, Including Gross Expenditures Where Reported

Major Initiatives

1. Funding the Belchertown Public Health Nurse

Wing Memorial continues to fund the part-time public health nurse in Belchertown. The nurse's primary duties are to focus on the case management and education of individuals with communicable diseases, provide community education on disease prevention and health promotion topics, and administer immunizations to community residents. Case management included follow-up on diseases such as Lyme disease, Hepatitis C, HIV, and Pertussis. The nurse reports to the Director of Public Health in Belchertown and the Director of the Quaboag Valley VNA & Hospice at Wing Memorial Hospital, concentrating on the town's school system and the Belchertown Senior Center.

2. Funding the Palmer Senior Center Nurse

Since FY07, Wing Memorial Hospital has funded a part-time nurse to provide health education services to seniors every week at the Palmer Senior Center in Palmer. In addition to health education, the nurse provides health care screenings and home visits to elders in Palmer.

3. School Nurse CEU Program

In October 2008, Wing Memorial Hospital and Medical Centers provided a complimentary Continuing Education Unit (CEU) program to 50 school nurses throughout eastern Hampden and Hampshire counties. The nurses in attendance were from elementary, middle, and secondary schools. The program, entitled "Handling Anger and Rage in a School Setting," was presented by Peter Bishop, Ph.D., a clinical psychologist who practices at Wing Memorial's Griswold Behavioral Health Center, in Palmer and Ware. The training topic was selected because it was frequently mentioned in a 2008 survey of area school nurses.

4. Food Insecurity

In the summer of 2009, Wing Memorial Hospital and Medical Centers began to examine the issue of food insecurity within its service area. The major initiative in FY 09 was enrolling patients in the Supplemental Nutrition Assistance Program (formerly food stamps), which provides eligible families in MA with a benefits card for food purchases. The hospital also started a Community Supported Agriculture (CSA) share program, in which employees and patients could purchase a food share in a local farm and pick up seasonal produce at the hospital.

On-Going Initiatives

1. Mentoring Youth

The youth of our communities make up nearly one-quarter of the local population and that is why it is a primary focus of Wing Memorial Hospital. Wing Memorial has collaborated with local school districts to expand its involvement in student education and career counseling. Wing Memorial has partnered with local schools on a variety of school-to-career initiatives including Career Day presentations and job shadow days throughout the year that involve several hospital departments. For students at Pathfinder Vocational School, Wing Memorial staff has coordinated clinical rotations for these students in 12 departments. Wing Memorial's director of education is a member of the School Health Advisory Committee at Pathfinder Vocational School and is also on the Board of Directors of the River East School-to-Career program.

Wing Memorial also partners with area nursing and social work schools to mentor college students as they proceed through clinical rotations at the hospital and the Quaboag VNA. WMHMC has also supervised college students and interns in the following departments: behavioral health social work (both inpatient and outpatient), dietary, laboratory, Monson Medical Center (physician assistant), and physical therapy.

2. Senior Programs

The elderly population in Wing Memorial's service area comprises a significant portion of the patient census in the clinical system. Wing Memorial utilizes a proactive approach to increase its outreach efforts to area Senior Centers and local Councils on Aging. Monthly visits by clinical personnel are made to these centers to conduct audiology, blood pressure, bone density, and blood sugar screenings, as well as falls risk assessments. The clinicians at Wing Memorial also

offer area seniors the necessary guidance on medication compliance and provide education about the diverse risk factors associated with chronic diseases, such as diabetes, hypertension, stroke, and heart disease. In the winter months, members of Wing Memorial's clinical staff visit the area senior centers to administer flu vaccinations.

3. Community Mental Health Programs

The Griswold Behavioral Health Centers at Wing Memorial Hospital and in Ware provide a much needed service to the community by offering a multitude of mental services to residents in the region. The Griswold Behavioral Health Center at Wing Memorial Hospital provides evening programs in order to accommodate the public's need as well as substance abuse programs for the adolescent population in the area.

Another significant portion of the area's population is children under 18 years of age. Due to a lower-than-average per capita income and a slightly elevated unemployment rate, children remain at risk of not receiving adequate health care; therefore, community outreach to agencies serving a pediatric population is imperative. Services provided by the Griswold Behavioral Health Centers include:

- Professional support regarding abuse prevention
- Networking with community childhood mental health leaders and parents to enhance preventive activities and services

4. Community Outreach, Health Fairs, Insurance Enrollment

The staff of Wing Memorial Hospital and Medical Centers is involved in many programs and services that impact its surrounding communities. On a monthly basis, Wing Memorial Hospital offers blood pressure screenings and blood sugar screenings at no charge to the public. In August, clinical staff provided first aid services at the Wilbraham Peach Festival, a three-day event that attracts residents throughout Hampden and Hampshire counties. In September, clinical staff of Wing Memorial provided first aid services at the fourth annual Palmer Nostalgia Day, a one-day citywide event. Wing Memorial Hospital also participates in a variety of health fairs at area senior centers and other venues offering audiology, blood pressure, bone density, or cholesterol screenings.

Since Massachusetts passed the Massachusetts Health Care Reform Act a few years ago, the financial counselor in Wing Memorial's Patient Billing Department has been enrolling and educating the community on the health insurance options available to them. During the course of enrolling patients for MassHealth or Commonwealth Care, our financial counselor also enrolls patients in SNAP, which stands for Supplemental Nutrition Assistance program (formerly food stamps).

5. Occupational Health

As one of the largest health care employers in the Quaboag Hills, Wing continues to provide occupational health services to businesses in the area. For businesses in the Quaboag Hills and Pioneer Valley, clinical staff of Wing Memorial performed physical examinations for area firemen and also administered flu shots at three area companies.

C. Notable Challenges, Accomplishments and Outcomes

The community recognizes that WMHMC is a valuable resource and continues to tap Wing Memorial's expertise in numerous areas such as improving behavioral health services in the schools and offering behavioral education. Wing Memorial works with agencies serving young children and their families and strives to improve the overall health and well-being of the community residents by remaining responsive and continuing to proactively address community needs.

The local agencies in the Quaboag Hills reflect the diversity of the hospital's service area and they have a variety of needs, so ongoing involvement is crucial. Wing Memorial will continue to serve the community and be engaged through the Community Benefits Advisory Committee.

VII. Next Reporting Year

A. Approved Budget/Projected Expenditures

Funding levels will be maintained within the Wing Memorial Hospital operating budget for FY 10.

B. Anticipated Goals and Program Initiatives

Wing Memorial will implement and maintain Community Benefit Programs that positively affect the communities it serves. In addition, the hospital will continue to update the programs based on community input and need and will target the audiences as indicated.

Program participation to be continued or expanded next year includes:

- Continue mentoring youth and funding the part-time Public Health nurse in Belchertown
- Continue providing community health screenings - blood pressure, blood sugar, osteoporosis, etc.
- Continue presenting health education seminars at area senior centers and other agencies
- Present results of the Community Health Needs Assessment
- Investigate ways to reduce food insecurity among our patients and within the communities we serve
- Examine the degree of health illiteracy in our region

C. Conclusion

Wing Memorial Hospital and Medical Centers is committed to providing integrated, community-oriented, quality healthcare to the people of our service area by:

- Emphasizing programs that promote good health
- Providing superior clinical services
- Offering health care resources to the community at large

VIII. Primary Contact

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Wing Memorial Hospital and Medical Centers Community Benefits Advisory Committee Membership

| Name | Organization |
|-----------------------------|--|
| Mary Ellen Blanchette, RN | Palmer Public Schools |
| Hope Bodwell | Monson Free Library |
| Margaret Boyko | Top Floor Learning |
| David Clark | Palmer Ambulance Company |
| Loretta Dansereau | River East School to Career, Inc. |
| Pam Desautels | Finance, Wing Memorial Hospital |
| Barbara Hitchcock, RN, DSc | Quaboag Valley VNA and Hospice, Wing Memorial Hospital |
| Janice Kucewicz, RN, MPA | Nursing, Wing Memorial Hospital |
| Jacqueline Pahl, MSW, LICSW | Social Services, Wing Memorial Hospital |
| Erin Pincince | Palmer Senior Center |
| William Russo-Appel, MBA | Marketing & Public Relations, Wing Memorial Hospital |