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I. Overview

Carney Hospital (CAH) is a member of Steward Health Care, the largest fully-integrated community care organization in New England. Steward is a comprehensive, fully-integrated health care delivery network, providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island. Headquartered in Boston, Steward has approximately 18,000 employees, approximately 300,000 emergency department visits, and over one million annual physician visits. Carney’s primary service area is comprised of Dorchester, Mattapan, Hyde Park, and Milton.

Founded in 1863, Carney Hospital has evolved into a 159-bed community teaching hospital committed to the values of compassion, accountability, respect, excellence, and stewardship. Carney is located in the Boston neighborhood of Dorchester and is surrounded by downtown Boston and the cities of Milton and Quincy. Our doctors provide a wide range of services, including primary care medicine, surgical specialties and subspecialties, inpatient and outpatient psychiatry, emergency medicine, critical care, pediatrics, cardiology, neurology, and ambulatory surgery. Located in the heart of an urban community, Carney serves a culturally-diverse population. As an integral member of these ethnically and racially-diverse neighborhoods, Carney strives to provide culturally and linguistically-competent services for all patients.

Carney has been consistently recognized for providing the highest quality care to our community. In 2012, the Joint Commission recognized Carney Hospital as a Top Performer on Key Measures including Heart Failure, Pneumonia, and Surgical Care. We have also been recognized by national organizations like WhyNottheBest.org and the Leapfrog Group for exceeding national measures for patient satisfaction and quality. Carney is also a teaching hospital for Tufts University School of Medicine. Further information is available at http://steward.org/Carney-Hospital.

This Community Benefits report covers the fiscal year from January 1st, 2013 through December 31st, 2013.

Key Annual Statistics – Fiscal Year 2013

Licensed beds: 159
Medical Staff: 300
Employees (FTE): 678
Discharges (Inpatients): 4,914
Emergency Department Visits: 30,336
Outpatient Visits: 140,145
II. Mission & Values

Mission Statement:
Steward Health Care is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Values:

C ompassion:
Providing care with empathy in such a way that the person experiences acceptance, concern, hopefulness, and sensitivity

A ccountability:
Accepting responsibility for continuous performance improvement, embracing change and seeking new opportunities to serve

R espect:
Honoring the dignity of each person

E xcellence:
Exceeding expectations through teamwork and innovation

S tewardship:
Managing our financial and human resources responsibly in caring for those entrusted to us

Community Benefits Statement of Purpose:
Carney Hospital is committed to collaborating with community partners to improve the health status of community residents. We accomplish this by:

- Addressing root causes of health disparities
- Educating community members around prevention and self care, particularly for chronic diseases such as diabetes and cancer
- Addressing the social determinants of health including substance abuse, behavioral health issues, and homelessness.
III. Internal Oversight and Management of Community Benefits Program

At Carney Hospital, we operate both as an inpatient, medically-focused teaching hospital and as a community-focused provider with a commitment to public health initiatives. As the business of health care evolves, a major imperative exists for us to align ourselves more closely with our community so that we may better improve the health status of the populations we serve.

Our Community Benefits objective reflects this business imperative and complements our long-standing ministry as a Catholic hospital. CAH’s Community Benefits programming designates Dorchester, Mattapan, and their surrounding neighborhoods as the primary areas of focus. Planning for Community Benefits is centered on the needs and activities of these communities, incorporates several hospital departments, and involves joint efforts with the area’s health and human service agencies and centers.

The Director of Marketing and Communications is responsible for assessment, development, implementation, review, and administration of our community benefits processes and programs through collaboration with various community partners, coalitions, and health centers. This function reports to the president of Carney as well as the Vice-President of Government Relations and Community Benefits at Steward Health Care.
IV. Leadership

The following individuals were 2013 members of Carney Hospital’s Community Benefits Advisory Board:

- Reverend John Ahern, Pastor, Tri Parish Area, Dorchester
- Joseph Burnieika, Catholic Charities of Greater Boston
- Lilly Cam, MD, Medical Director, Neponset Health Center
- James Carmody, Board of Trustees, Carney Hospital
- Barbara Couzens, Community Health/Patient Advocate, Carney Hospital
- Cesar DaSilva, Design Construction & Consulting Services
- Andrew Davis, President, Carney Hospital
- Jan Gottler, Kit Clark Senior Services
- Michelle Reid, Community Benefits Manager, Carney Hospital
- Margo Kelley, Kit Clark Senior Services
- Eleni Kontogli, Director of Marketing, Harbor Health Services
- Nancy Mahon, Baycove Human Services
- Cochise Pearson, M.Ed., Community Member
- Jan Smith, RN, Codman Square Health Center
- Adalberto Teixeira, Boston Centers for Youth & Families
- Sister Paula Tinlin, SND, Chaplain, Department of Spiritual Care, Carney Hospital
- James Corbett, Vice President of Community Benefits and Ethics
- Glory Wideman-Hughes, The Boston Home

In addition to numerous informal small group meetings and discussions throughout the year, the Community Benefits Advisory committee in its entirety meets quarterly during the year.

V. Community Overview

Carney Hospital is located in Dorchester, Boston’s largest and most diverse neighborhood, with a population of almost 114,235 residents. Dorchester’s historical diversity has been a well-sustained tradition of the neighborhood, and the area’s many close-knit communities are further testament to this unique community. Dorchester Avenue, the neighborhood’s main artery, connects a number of Dorchester’s vibrant business districts including Fields and Uphams Corners, Ashmont Station, Neponset Circle, Adams Village, and Morrissey Boulevard.¹

Other than Carney, Dorchester and Mattapan have several additional health care facilities in the area,

¹ http://www.cityofboston.gov/neighborhoods/dorchester.asp
including Codman Square Community Health Center, Dorchester House Multi-Service Center, Uphams Corner Health Center, Geiger-Gibson Community Health Center, Harvard Street Community Health Center, Mattapan Community Health Center, and Neponset Health Center. This community is also home to the Boston Globe, the University of Massachusetts, Boston, and Boston College High School.

Carney is also an active member of the Conference of Boston Teaching Hospitals (COBTH), a coalition of Boston-area teaching hospitals that collaborate to ensure quality care, with particular attention to working with the City of Boston to address public health needs and concerns. Carney participates in COBTH’s ongoing needs assessment discussion, which tracks the efficacy of community benefits programs in improving the health of Boston’s neighborhoods.

**VI. Community Needs Assessment**

In 2012-2013, Carney conducted a Community Health Needs Assessment to help more clearly define the critical health needs and concerns of our surrounding communities. Carney will use the information found in this assessment to drive our community benefits programming between 2013 and 2015.

The assessment examined major health trends in the four towns that comprise hospital’s primary service area. In some data sources, Dorchester was split into North and South Dorchester, and is reported as such throughout the assessment. Carney’s service area is extremely diverse when compared to the state population. Most areas have a white population of less than 30%, compared to the Massachusetts average of 80%. The largest population group is Black/African-American, representing 79.5% of the population in Mattapan, 49.9% in Hyde Park, and 44.3% in South Dorchester. The Hispanic population in N. Dorchester, S. Dorchester, Mattapan, and Hyde Park are all above the Massachusetts average of 9%. Milton has the largest white non-Hispanic population at 77.4%.

The public school population for the City of Boston (which includes Mattapan, Dorchester, and Hyde Park) shows an African-American population of 33%, compared to Massachusetts at 8%. Over 30% of families in Dorchester, Mattapan, and Hyde Park speak a language other than English at home, and 25% of families in N. Dorchester live below the poverty line.

The results of the 2012-2013 Needs Assessment indicate that the major health issues facing residents within Carney’s primary service area are: **obesity and chronic disease, health insurance and access to health care, underserved populations, behavioral health, substance abuse, and sexual health.**

**Obesity and Chronic Disease**

People die at a higher rate from heart disease in North Dorchester (171.3/100,000 people) and Hyde Park (150.9) than in the city of Boston (147.3). North Dorchester (37.7/100,000 people) and Hyde Park (28.7) also have much higher rates of diabetes mortality than the city of Boston (21.6). Patients with chronic disease are
more susceptible to issues resulting from fragmentation of care. In order to address this issue, the hospital should focus on improving patients’ access to healthy food and knowledge of healthy meal planning and physical activity.

Health Insurance and Access to Healthcare
Access to Health Care is a major concern. Although most of the population is insured, there is a need for a more coordinated outreach effort. Language, navigation of the health insurance process, and inflexible time schedules are barriers to achieving access to health care for the affected populations. Using community health advocates to assist with health insurance enrollment and navigation will help address some of these issues.

Underserved Populations
Carney’s service area is extremely diverse when compared to the state average. The largest population group is Black/African-American, representing up to 81% of the population in Mattapan, and 47 and 42 percent of the population in North and South Dorchester, respectively. The Hispanic populations in Dorchester, Mattapan, and Hyde Park are all above the Massachusetts average of 9%. Minority populations are less likely to be insured, and socio-cultural differences between patient and provider can lead to greater disparities in health and health care access. Other underserved populations identified through a survey of community members included: immigrants and illegal residents, the homeless, and people recently released from prison.

Behavioral Health
S. Dorchester’s suicide rate (8.4 per 100,000 people) was over 60% higher than the Boston city average (5.2) between 2003 and 2008. Both community service providers and residents within Carney’s primary service area (PSA) identified behavioral health as an important health issue for the population that Carney serves. Mental health stigma has been identified as a major obstacle to accessing behavioral health resources.

Substance Abuse
Alcohol and substance abuse-related hospitalizations were higher in the service areas within Boston*(457.4/100,000 people) than in Milton (228.6/100,000 people) and Massachusetts as a whole (345.6 /100,000 people). Focus group and survey data indicate a need for more substance abuse treatment resources within the Carney’s service area. Increased awareness of substance abuse treatment centers and support groups would also be a useful tool for this community.

Sexual Health
Sexual Health is also an important issue in Carney’s service area. Chlamydia and gonorrhea rates for the service area are much higher than most other Boston neighborhoods. Increased education around sexual health, particularly the transmission of sexually transmitted infections (STIs), would be helpful in alleviating this issue.

*Service areas within Boston city limits are North Dorchester, South Dorchester, Mattapan and Hyde Park
VII. Community Benefits Programs

The Carney Hospital Community Benefits Plan is a strategic, community-partnership based plan aimed at demonstrating measurable outcomes and reflecting a change in designated target populations. Through a collaborative process that encompasses feedback from the community, external agencies, and Carney staff, we are provided with an ongoing assessment of the needs of the Dorchester, Mattapan, Milton, and Hyde Park communities. This ongoing assessment enables us to focus on the community’s health care priorities through our community benefits programs.

After comprehensive review of the data found in the community needs assessment and state and local data, and after thoughtful discussion, the Carney Hospital Community Benefits Advisory Board determined that the FY2013 Community Benefits Plan would chiefly address reducing obesity and obesity related chronic disease in our communities and promoting cancer awareness and screenings.

Throughout the course of the year, Carney implemented several programs aimed at promoting access to healthy foods and nutrition and fitness and reducing overweight/obesity and diabetes in the communities we serve, including a diabetes education program, a workplace sugar-sweetened beverages reduction program, and a nutrition collaboration with the Dorchester YMCA.

Highlights from our 2013 programs included:

Dorchester YMCA Partnership
Carney is committed to partnering with community organizations to help improve the population’s health. While the Dorchester YMCA provides a great facility for its members to exercise, the community had expressed a need for more nutrition education to complement their increased physical activity. Carney Hospital was happy to step in and provide this resource for the Dorchester and Mattapan communities.

Carney expanded its successful partnership with the Dorchester YMCA in 2013 with the introduction of a 60-Day Challenge for members, which encouraged participants to incorporate more physical activity, better nutrition, and increased water intake and daily hours of sleep each night.

Carney also partnered with the Dorchester YMCA during flu season to provide free flu vaccinations to YMCA staff, members, and the community-at-large.

Miguel Concepcion, MD, a Sports Medicine fellowship-trained member of Carney’s Family Medicine Department and a certified fitness trainer, also led a fitness training safety workshop for the YMCA’s fitness instructors. Dr. Concepcion worked with the fitness staff, presenting best practices in fitness assessment, exercise prescription, and fitness floor safety and supervision.
Carney intends to expand upon the success of this partnership in 2014 and will develop additional programs that support the YMCA’s mission to promote fitness, address the prevalence of diabetes in the community, and provide enhanced access to quality health care.

**Farmers Market Voucher Program**

In 2013, Carney Hospital’s Carpena Diabetes Center partnered with local farmers’ markets and provided sixty-seven patients with vouchers for fresh produce that were redeemable at farmers’ markets throughout the summer and fall. The Farmers Market Voucher Program provided patients with vouchers equivalent to $1 per person per day for a period of four months during the traditional farmers’ market season, allowing individuals and families to purchase fresh produce from participating markets in Dorchester, Roxbury, and Mattapan.

Carney plans to expand the program to include an additional one hundred community residents in 2014.

**Healthy Beverage Program**

In April of 2011, Carney Hospital piloted Steward Health Care System’s Healthy Beverage program along with St. Elizabeth’s Medical Center. This sugar-sweetened beverage (SSB) reduction campaign is aimed at encouraging employees, patients, visitors, and community members to choose healthier beverages. Studies show that sugar-sweetened beverages are linked to obesity, diabetes, and other chronic disease such as cardiovascular disease, and hospitals have an opportunity to be a leader in their community in promoting healthy eating and drinking habits. Carney has completed eliminated “red” or sugar-sweetened beverages, and it has increased purchases of “green beverages” such as water and skim milk. This was achieved using several strategies, including price changes, choice architecture, and a marketing campaign that included signage and newsletter articles.

**Community Health Advocates**

Carney’s Community Needs Assessment found that access to care is a barrier for community members accessing healthcare and health resources they need. Carney has developed the Carney Community Health Advocate program, which works to remove these barriers and increase quality of care for patients without health insurance, or those with English as a second language. Carney’s two Community Health Advocates (CHAs) work closely with those with limited or no health insurance who are now eligible for coverage under the Affordable Care Act.

Carney’s CHAs work one-on-one with patients to help them understand insurance coverage and community offerings in their own language. They not only help patients obtain insurance coverage, but assist them in finding a primary care physician for immediate follow-up after a hospital visit and obtaining regular, preventative care.

**Health and Wellness Screenings**

With high rates of cardiovascular disease, obesity, and diabetes in our local communities, Carney hospital is
committed to collaborating with community organizations such as health centers and churches to promote healthy living and wellness through physical activity and healthy eating. Throughout 2013, Carney collaborated with more than sixty local social service organizations, schools, and community groups to provide counseling on healthy eating and the importance of physical activity. Carney physicians supported this effort by collaborating with organizations interested in increasing awareness of chronic diseases - particularly diabetes and heart disease.

In 2013, Carney introduced its own Family Health and Nutrition Fair, a free community health event that offered free health screenings (e.g., blood pressure, oral health, posture, and ergonomics) as well as nutrition education. Carney also provided additional peripheral artery disease screenings at events such as the Mattapan Health Care Revival. Blood Glucose Screenings were provided in partnership with our community partners such as the Dorchester YMCA and at the Temple Salem Church Health Fair. In October of 2013, Carney hosted a “Chocolate and Roses” Breast Cancer Awareness event where community members received a mammogram and education about self-exams and other issues to increase awareness of the disease.

Carney’s community flu vaccination program offered free flu vaccinations to more than 1,800 community residents through a series of flu clinics at local schools, churches, senior residences, and community events.

**Additional Programs:**

- Alcoholics Anonymous
- Overeaters Anonymous
- Support Groups (Diabetes, Depression, etc.)
- CPR Classes
- Community Flu Clinics
- Free Care Policy
- Steward DoctorFinder
- Steward Home Care
- Volunteer Program
- Spiritual Care
VIII. Community Participation

A Partnership with the Community

The Dorchester community is rich with strong multicultural roots and diversity. At Carney Hospital, we realize that a neighborhood consists not only of residents, but also of small businesses, multicultural agencies, companies, and other organizations that affect and are affected by the day-to-day life of the community. Carney provides numerous programs and services to residents and businesses and participates in dozens of community efforts aimed at making life better for members of our neighborhood.

In an effort to strengthen and revitalize the Dorchester business districts, Carney works with business leaders to attract new businesses to serve Dorchester’s diverse population and improve the physical appearance of the community. Carney supports several neighborhood organizations such as the Ashmont Hill Neighborhood Association, the Peabody Slope Neighborhood Association, Pope John Paul II Academy and Elizabeth Seton Academy, the Lower Mills Merchants Association, and the St. Mark’s Area Main Street.
IX. Community Benefits Expenditures for FY 2013

Community Benefits Programs
Direct Expenses: .......................................................... $842,566
Associated Expenses: .................................................. $0
Determination of Need Expenditures: ......................... $0
Employee Volunteerism: ............................................... $23,000
Other Leveraged Resources: ........................................ $0
Corporate Sponsorships: ............................................. $199,388

Net Charity Care
Total Net Charity Care.................................................. $3,923,683

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Additional Considerations:
In addition to all of the services that Carney Hospital provides to the community, Carney also provided:
- $4,138,429 in unreimbursed Medicare Services
X. Contact Information

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