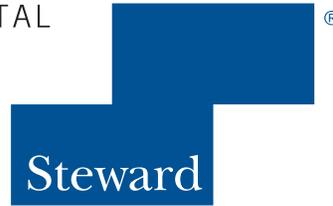


Nashoba Valley Medical Center

A STEWARD FAMILY HOSPITAL



Community Benefits Report FY 2013



Nashoba Valley Medical Center – 2013 Community Benefit Report

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I. OVERVIEW

Nashoba Valley Medical Center (NVMC), was founded in 1964 and on May 1, 2011, became part of the eleven-hospital system known as Steward Health Care System LLC, New England's largest community hospital network. Steward is a comprehensive, fully-integrated health care delivery network, providing community-based medicine and tertiary care throughout eastern and central Massachusetts, southern New Hampshire, and Rhode Island.

NVMC is recognized as an Essential Community Provider. Through continuous assessment of unmet community health needs and participation on local action committees, the hospital is able to respond to low-income under or uninsured populations, providing access to comprehensive care across North Central Massachusetts - primarily Ayer, Pepperell, Groton, Townsend, Shirley, Littleton, Lunenburg, Harvard, Ashby, Dunstable, and Ayer-Devens.

NVMC is licensed for fifty-seven beds (four pediatric, six ICU, and forty-seven medical-surgical/telemetry beds). Approximately 10% of the hospital business is inpatient with 90% of our services being outpatient diagnostic, preventative care, rehabilitation, chronic care, occupational health, and acute care. The hospital serves a primary service base of thirteen towns.

The hospital fosters an internal environment that encourages involvement in community benefit activities and includes in its mission and goals the development of organization-wide cultural diversity programming addressing the cultural needs of our community.

Our clinical distinctions include the following:

- Cardiac Rehabilitation program certified by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR).
- Accredited stroke facility that provides potential stroke patients with 24/7 access to rapid neurological evaluations by local neurological experts and neurologists utilizing Neuro Call, an e-neurology system.
- State-of-the-art sleep disorder diagnostic and treatment options.
- Diabetes & Endocrine Center certified by the American Diabetes Association.
- Breast Imaging Center of Excellence Award from American College of Radiology with accreditation in Mammography, Stereotactic Breast Biopsy, and Breast Ultrasound & Ultrasound-Guided Breast Biopsy.
- Accreditation through the American College of Radiology for general services
- ICAEL Certification for Cardiac Ultrasound (ECHO).
- Occupational Health Center with Travel Medicine Clinic.
- CAP certified laboratory services.

As men and women working in healthcare, we have the privilege of effecting change every day. It is our way of offering service that makes us different. Our identity is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, and our compassion, and making concrete efforts to work for the dignity of every person. Together, we have the remarkable opportunity and responsibility to care for the families of the Nashoba Valley area.

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:

Compassion:

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

Accountability:

Accepting responsibility for continuous performance improvement, embracing change and seeking new opportunities to serve.

Respect:

Honoring the dignity of each person

Excellence:

Exceeding expectations through teamwork and innovation

Stewardship:

Managing our financial and human resources responsibly in caring for those entrusted to us.

Guiding Principles Statement:

- NVMC will strive to be a patient-centered, providing ease of access, convenience, and caring to all who seek its services.
- NVMC will provide the highest quality of care by managing medical outcomes through excellence in clinical programs and centers of excellence. We will exceed expectations of patients and referring physicians.
- NVMC will provide leadership in collaboration with its colleagues in Steward Health Care to strengthen clinical and network integration as one health care system.
- NVMC, as a major employer, strives to be the best place to work in health care.
- NVMC will enhance community health and well being through education and outreach programs.
- NVMC is committed to serving the entire community, including the uninsured, underinsured, poor, and disadvantaged.
- NVMC is dedicated to providing accessible, high-quality health care services to all within its culturally-diverse community; particularly in its host community of Ayer and surrounding communities.
- NVMC is dedicated to maintaining the well being of its community by providing excellence in health care through preventative health, education, and wellness services.
- NVMC is dedicated to collaborating with our community to identify and respond to issues by fulfilling the physical, emotional, and social needs of the people it serves.

III. INTERNAL OVERSIGHT AND MANAGEMENT OF COMMUNITY BENEFITS PROGRAM

In recognition of the need to include a community benefits mission statement into the overall mission of the hospital, the President and senior leadership team have a vested interest in the activities of a Community Benefits Program, which includes:

- Identification of unmet health care needs in the community;
- Collaboration with community representatives to improve health status;
- Recommendation of a particular course of action to the Hospital's senior leadership team to address specific unmet needs in a timely fashion.

Implementation and enhancement of the Community Benefits Program is the responsibility of the hospital's Senior Leadership Team, Advisory Board, Friends of Nashoba (a non-profit group that provides funding for special groups), and the Accounting/Finance Department.

Information about NVMC's Community Benefits Initiatives and all health- and wellness-related activities is shared via the hospital's web site. Articles highlighting such activities are frequently shared with local news media.

IV. LEADERSHIP

The following members of hospital and community leadership served as members of the hospital's Community Benefits Advisory Committee in 2013:

Steve Roach, President
Doreen Thomas, CNO, COO
Wanda Edwards, Director of Human Resources
Kathy Benson, Social Worker, NVMC
Korry Dow, Finance, NVMC
Norma Garvin, Volunteer Coordinator, NVMC
Kim Young, HR Administrator
Stacey Jones, Outreach Coordinator, Nashoba Valley
Carol Horgan, Board of Health
Pam Massucco, Manager of Diabetes Center,
Barbara Norton, CHNA9
Cindy Thomas, Representative of Loaves and Fishes
Karen Bernhardt, Nashoba Nursing and Hospice
Margaret Perras, Rep from River Court Assisted Living
Melissa Fetterhoff, Nashoba Valley Chamber of Commerce

In addition to numerous informal small group meetings and discussions throughout the year, the Community Benefits Advisory committee in its entirety met four times in 2013: March 13, June 25, September 12, and October 29.

V. COMMUNITY OVERVIEW

Nashoba Valley Medical Center's primary service area is located in North Central Massachusetts, approximately thirty-five miles northwest of Boston, and includes the towns of: Ayer, Dunstable, Groton, Harvard, Pepperell, Townsend, Shirley, Littleton, and Lunenburg. According to data from 2010, the primary populations served by aggregate ethnicity include the following: 92.8% (non-Hispanic) Caucasian; 2.3% Black/African-American; 1.5% Asian; and 5.5% other). Median household income for the Town of Ayer is estimated at \$55,529.

VI. COMMUNITY NEEDS ASSESSMENT

Nashoba Valley Medical Center is an active member of the Community Health Network Area (CHNA #9). The CHNA has advised NVMC to continue to assess the needs of our service areas and to get direct input from our community about what the focus of our community benefits program will include. The data show that 4.1% of Ayer's population identifies as black while hospital demographics show a largely white, English-speaking patient population of 87.7%. In 2013, our patient population reflected a high percentage of geriatric patients. The elderly represent one of our most vulnerable populations. Sources of information and needs were identified from the "Compilation of Nashoba/Ayer Data -Community Health Assessment of North Central, MA October 2011."

NVMC receives feedback on developing and implementing the hospital's Community Benefits programs from Community Health Network Area (CHNA) #9, which is a group composed of local health and human services providers and representatives from a variety of state health and human services agencies, local town and city agencies, civic organizations, and community activists.

Additionally, the hospital receives input and guidance on community benefits-related programs from the Patient and Family Advisory Council (PFAC), a committee formed in 2006 comprised of a few select hospital employees and executive leadership members, several local community organization representatives, and former and current patients of the Medical Center. The group is a credible voice in recognizing community needs and helping to develop new services that best meet the expectations of patients and their families, as well as the community at large.

VII. COMMUNITY BENEFITS PROGRAMS

The Nashoba Valley Medical Center 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 NVMC staff, we are provided with an ongoing assessment of the needs of the North-Central Massachusetts community. 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 Nashoba Valley Medical Center Community Benefits Advisory

Committee determined that the FY2013 Community Benefits Plan would chiefly address diabetes education, cancer prevention (including breast and lung), chronic disease prevention, and access to primary and preventive health care for uninsured and underinsured residents.

Throughout the course of the year, NVMC implemented several programs aimed at improving access to healthcare, combating chronic disease, and increasing education on chronic disease prevention and management. These comprehensive programs included a diabetes support group and a series of community cardiovascular and other screening programs.

Some highlights from our 2013 programs included:

Diabetes Education Programs

Several indicators pointed to diabetes management as a concern in the hospital service towns; especially in Ayer. High rates of diabetes-related emergency department visits and hospitalizations can indicate poor disease management or insufficient primary care, or both. In Ayer, the rate of diabetes-related emergency visits was higher than the state average in 2009. Emergency room visit rates increased for residents of Groton, Harvard, Littleton, Pepperell, Shirley, and Townsend from 2007-2009. In order to address the rising rates, a number of programs were implemented.

NVMC Diabetes Patient Educators facilitated the Hospital's Diabetes Support Group, which met twice a month in 2013. Through community outreach efforts, diabetics were given information on managing their disease and reducing their dependence on medication through improving diet and exercise trends.

The Diabetes Educator also provided training to the Nashoba Nursing Services. The NVMC Diabetes and Endocrine Center hosts a "survivor recognition" program, free "Insulin Pumping 101" education programs, and diabetes screenings.

Health and Wellness Programs

Combating chronic disease requires education and modification of health behavior. Promoting healthy behaviors such as an active lifestyle, healthy eating, and disease self-management are important to chronic disease maintenance. Throughout 2013, NVMC held blood drives, chronic disease screenings, and health fairs.

Nashoba Nursing Services

Steward Home Care provides comprehensive home health care services to homebound people of all ages. Home Care utilizes a care management team of nurses, social workers, certified home health aides, and physical, occupational, and speech therapists to provide care in the home. Also provided is disease management for conditions such as congestive heart failure, diabetes, and chronic obstructive pulmonary disease. In addition to skilled clinician visits, home health aides provide assistance with personal care and activities of daily living.

A comprehensive and multidisciplinary patient-focused plan of care is developed to address the needs of patients and their families. The goal is to transition patients to independent living. Interpreter services are available to provide optimal care to patients who do not speak English.

Teen Anxiety and Depression Solutions (TADS)

Survey respondents and participants of the focus group identified mental health as a concern for young people living in the hospital's community. For young people, lack of support in dealing with depression and anxiety and difficulty accessing outpatient mental health services were cited as important issues.

Through partnership with Teen Anxiety and Depression Solutions (TADS) and the MSPP Interface Referral Service, the hospital worked to expand the number and reach of educational events and resources in local public schools and other venues that empower individuals to recognize signs of mental health issues and to seek help for themselves and others. TADS (Teen Anxiety and Depression Solutions) is a local organization that offers presentations and workshops such as "Signs of Suicide Training" and "Removing Obstacles to Help and Treatment" to help people to recognize signs of mental illness and to seek care. Other related resources that should be engaged are the Gardner Coalition for Suicide Prevention and the Gardner Suicide Prevention Task Force.

Additional Programs:

- Educational Classes
- Physician and Health Services Referral Line
- Steward Doctor Finder
- Volunteer Services Program
- Rev It Up
- Look Good, Feel Better

VIII. COMMUNITY PARTICIPATION

Support Groups

Nashoba Valley Medical Center offers a number of free support groups that are open to the public. In addition, the hospital provides local organizations with access to our facility, offering a range of support groups.

The Hospital has an active working partnership with the community, recognizing the value of productive collaboration. During FY 2013, Nashoba Valley Medical Center maintained working relationships with the following organizations:

Alcoholics Anonymous, Adcare, Alanon, American Heart Association, American Cancer Society, American Stroke Association, Herbert Lipton, Ayer Public School, American Academy of Family Physicians, Department of Health & Human Services, National Heart, Lung & Blood Institute, National Institute of Health, National Women's Health Information Center Blue Cross Blue Shield of Massachusetts, Ayer Elder Services, Groton Council on Aging, Mass Department of Public Health, Massachusetts Cancer Registry, Med Flight, New Hope for Battered Women, Loaves and Fishes, Nashoba Valley Chamber of Commerce, Ayer Police and Fire Departments, Ayer, Shirley, Groton, Townsend, and Pepperell Emergency Management Association.

IX. COMMUNITY BENEFITS EXPENDITURES

Expenditures

Community Benefits Programs

Direct Expenses	\$9,620
Associated Expenses	\$4,064
Determination of Need Expenditures	\$0
Employee Volunteerism	\$16,556
Other Leveraged Resources	\$2,500

Net Charity Care

Total Net Charity Care	\$940,796
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Corporate Sponsorships	\$9,267
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Total Expenditures	\$982,803
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Total Revenue for 2013	\$38,139,014
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Total Patient Care-related expenses for 2013	\$37,447,039
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In 2013, NVMC also provided \$304,891 in unreimbursed Medicaid services and \$1,103,038 in unreimbursed Medicare services.

X. CONTACT INFORMATION

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