

# 2017 Community Benefits Report

**Morton Hospital**

A STEWARD FAMILY HOSPITAL



NOV

# Morton Hospital – 2017 Community Benefits Report

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## I. Overview



Morton Hospital, founded in 1889, is part of Steward Health Care System. Steward Health Care, the largest private, for-profit hospital operator in the United States, is a physician-led health care services organization committed to providing the highest quality of care in the communities where patients live. Headquartered in Boston, Massachusetts, Steward operates 38 community hospitals in the United States and the country of Malta, that regularly receive top awards for quality and safety. The company employs approximately 40,000 health care professionals. The Steward network includes more than 25 urgent care centers, 42 preferred skilled nursing facilities, substantial behavioral health services, over 7,300 beds under management, and approximately 1.5 million full risk covered lives through the company's managed care and health insurance services. The total number of paneled lives within Steward's integrated care network is projected to reach 3 million in 2018. Steward's unique health care service delivery model leverages technology, innovation, and care coordination to keep patients healthier. With a culture that prioritizes agility, resourcefulness, and continuous improvement, Steward is recognized as one of the world's leading accountable care organizations. The Steward Health Care Network includes thousands of physicians who help to provide more than 12 million patient encounters per year. Steward Medical Group, the company's employed physician group, provides more than 4 million patient encounters per year. The Steward Hospital Group operates hospitals in Malta and states across the U.S. including Arizona, Arkansas, Florida, Louisiana, Massachusetts, Ohio, Pennsylvania, Texas, and Utah.

Morton Hospital is a 112-bed acute care hospital providing comprehensive inpatient, outpatient, and 24/7 emergency services to Taunton and the communities of southeastern Massachusetts. The hospital is a Joint Commission-accredited healthcare facility, offering state-of-the-art technology and innovative procedures in a local community setting. The hospital's strengths include emergency medicine, diabetes care, imaging services, orthopedics, rehabilitation services, surgical care and wound healing.

Through continuous assessment of unmet community health needs, participation on local committees and task forces, and funding of community health and wellness initiatives, Morton Hospital is able to respond to low-income, under or uninsured populations, providing access to comprehensive care across Southeastern Massachusetts - primarily Taunton, E. Taunton, Raynham, Berkley, Dighton, N. Dighton, Middleboro and Lakeville.

### **Key Annual Statistics – Calendar Year 2017**

Licensed beds: 112

Physicians (employed & affiliated): 282

Employees (full & part time): 950

Discharges (Inpatients): 6,268

Emergency Department Visits: 50,511

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## 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

### Community Benefits Statement of Purpose:

Morton Hospital's community benefits mission and the guiding philosophy of our community initiatives is to establish a data-driven, evidence-based Community Benefits Program that improves the status of our community and provides access to comprehensive, high quality, compassionate, and efficient health services in the community setting. We accomplish this by:

- Assessing and addressing the unmet health needs of our community
- Participating on local action committees/task forces
- Providing accessible, high quality care and services to everyone in our community, regardless of their ability to pay
- Collaborating with staff, providers, and community representatives to deliver meaningful programs

that address statewide health priorities and local health issues

- Encouraging the community to engage in healthy lifestyles, be active participants in their health care, and to learn of the risks associated with unhealthy behaviors and poor lifestyle choices

This community benefits philosophy expands upon the mission of Morton Hospital to identify and address community needs; particularly those that affect the health and wellness of residents throughout the greater Taunton area. Morton Hospital aims to provide culturally-sensitive, linguistically-appropriate, accessible health care services to the communities it serves. The Hospital also works to address barriers to health care access, and maintains a school-based clinic in the community to provide primary health care services to under-insured or uninsured children.

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.

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### III. Internal Oversight and Management of Community Benefits Program

The Hospital's President, the Board of Directors of Morton Hospital, and the Hospital's senior leadership team have a vested interest in the activities of the Community Benefits Program, and as such have granted the Public Affairs Department oversight of the Community Benefits Program. Their interest is vested in the activities of the Community Benefits Program because there is a need to include the community benefits into the overall mission of the Hospital.

Responsibilities of the Department include:

- Identifying the health care needs in the community
- Collaborating with community representatives to improve health status
- Prioritizing unmet needs and determining those that can be most effectively addressed by Morton Hospital while making effective use of limited health care resources
- Recommending particular courses of action to the Hospital's senior leadership team to address specific unmet needs in a timely fashion

In overseeing and developing the Hospital's Community Benefits Program, the Public Affairs Department is supported and guided by:

- Community Benefits Advisory Council
- Senior Leadership
- The Board of Directors

Implementation and enhancement of the Community Benefits Program is the responsibility of both the Hospital's senior leadership team and the Public Affairs Department, with support from ancillary departments and staff. Preparation of the report is the responsibility of the Public Affairs Department and the Finance Department.

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## IV. Leadership

### **2017 Community Benefits Advisory Council Members:**

Julie Masci, Director of Marketing, Public Affairs & Community Health, Morton Hospital

Anabela Spano, Community Outreach Coordinator, Morton Hospital

Veronica Jatoba, Community Health Advocate, Morton Hospital

Christina Cronin, Behavioral Health Navigator, Morton Hospital

Heather Rios, Old Colony YMCA Taunton & Mass in Motion

Julie Kennedy, Old Colony YMCA Middleboro

Matt Pilla, Old Colony YMCA Middleboro

Anne Bisson, Department of Human Services, Taunton Council on Aging

Diana Martell, Taunton WIC/Citizens for Citizens & CHNA/PWN member

Sandra McGunigle, Manet Community Health Center

Lauren Bartell, Old Colony YMCA Stoughton

Tom Lundin, High Point

Andy Dawley, Community Counseling of Bristol County

Elizabeth Moura, Raynham Council on Aging

### **Community Benefits Advisory Council Meetings:**

March 24, 2017

June 23, 2017

September 29, 2017

December 15, 2017

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## V. Community Overview

Morton Hospital is located in Taunton, Mass., which is part of Bristol County. The hospital's primary service area includes: Taunton, Middleboro, Raynham, East Taunton, Lakeville, North Dighton, Dighton, Berkley, and Raynham Center. The secondary service area includes: Rehoboth, Norton, Bridgewater, East Freetown, Assonet, Carver, Mansfield, East Bridgewater, South Easton, and West Bridgewater.

Taunton is one of the oldest towns in the state, and is home to numerous businesses including restaurants, bars, convenience stores, auto body shops, banks, hair salons, real estate offices, law offices, and major employers like General Dynamics, among others.

Data from the U.S. Census reflects that in 2017, the estimated population in Taunton was 57,139. The racial breakdown of the town is as follows: 87.3% of the population was Caucasian, 5.8% was Hispanic or Latino, 6.7% was Black or African-American, 1.2% was Asian, and 2.2% was two or more races. 18.7% spoke a

language other than English at home.

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## VI. Community Needs Assessment

In 2015-2016, Morton Hospital completed a comprehensive Community Health Needs Assessment (CHNA), which consisted of the following methods of data collection:

1. Extensive public data was collected and key findings were derived from the research of online data sources such as the U.S. Census, the Centers for Disease Control and Prevention, the Department of Public Health's MassCHIP report, and the Health Status Indicators Report for 2013. The hospital accessed additional data via the Department of Public Health Southeast Regional Health Office.
2. A Community Provider Survey was distributed to Morton Hospital physicians, as well as key community-based organizations including health and human services agencies, government agencies, boards of health and community centers.
3. A Community Survey was promoted via the hospital's Facebook social media page, encouraging community members to share their feedback regarding the community's health and wellness-related needs.
4. A mini focus group was conducted with Morton Hospital Community Benefits Advisory Council members to generate further discussion about key health issues and barriers to health resources. From these sources, data on health behaviors, health conditions/outcomes, and access to and utilization of health services were examined for opportunities where the hospital and local community organizations could work individually or collaboratively to address the issues and improve the health of the community.

The priority concerns to be addressed were selected based on the following criteria:

- Disease or condition rates higher than state average
- Disease or condition rates increasing over time
- Identified as concerns by focus group participants and/or provider survey respondents
- Aligns with the strategic community benefits goals and objectives of Morton Hospital
- Availability of potential resources to address the issue/problem identified

Based on the results of this needs assessment and other data sources, including MassCHIP, Morton Hospital identified the following priority areas for 2016:

- Chronic Disease (including cancers, cardiovascular disease and respiratory disease)
- Smoking/Tobacco Use
- Obesity & Diabetes
- Access to Primary & Preventative Care
- Behavioral Health

Morton Hospital will conduct and complete another Community Health Needs Assessment in 2018, in collaboration with the Prevention & Wellness Network/Mass in Motion Taunton (CHNA 24).

## **Chronic Disease**

As of 2010, cardiovascular diseases are the number one cause of death in the Morton Hospital primary service area (Taunton, Raynham, Lakeville, Middleboro, Dighton, and Berkley.) Lung cancer and breast cancer are respectively second and third. Heart disease is the primary cause of cardiovascular disease mortality. Dighton, Berkley and Taunton are all above the cardiovascular mortality state average. Middleboro, Raynham, and Lakeville's cardiovascular mortality rate is slightly below the state average. Additionally, Taunton, Raynham and Lakeville have higher rates of lung cancer compared to the state average. Large spikes above the breast cancer state average are found in Middleboro, Lakeville and Berkley. The data demonstrates that a great deal of work needs to be done in the Morton Hospital service area to improve outcomes for cardiovascular disease, lung and breast cancers.

## **Obesity & Diabetes**

In 2013, the percentages of overweight and obese adults in CHNA 24/PWN and Bristol County were both significantly higher than Massachusetts state percentage. In 2010, Taunton (18.6%) and Raynham (18.5%) were both above the state adult overweight (BMI>25) average (17.1%). Taunton (21.1%), and Middleboro (20.4%) were also above the state adult obese (BMI>30) average (16.3%). Taunton (39.7%) and Middleboro (36.6%) exceeded the combined overweight and obese state average (33.4%). With regard to childhood overweight and obesity rates, in 2010, Taunton (18.6%) and Raynham (18.5%) were both above the state overweight (BMI>25) average (17.1%). Taunton (21.1%), and Middleboro (20.4%) were also above the state obese (BMI>30) average (16.3%). Taunton (39.7%) and Middleboro (36.6%) exceeded the combined overweight and obese state average (33.4%).

In the hospital's primary service area, Taunton maintains the highest number of diabetes-related deaths per year. While diabetes deaths in Taunton decreased from 2009 (12 deaths) to 2012 (9 deaths), diabetes deaths in Raynham increased (3 in 2009 to 6 in 2012).

## **Smoking/Tobacco Use**

In regard to the percentage of adults who have smoked at least 100 cigarettes in their lifetime, CHNA 24/PWN (45.9%) and Bristol County (50.4%) are both higher than the state average (43.9%). The Massachusetts Department of Public Health Tobacco Cessation and Prevention Program reports based on data from the 2009 Behavioral Risk Factor Surveillance System, an estimated 13,499 smokers live in Taunton (24.2% of adults, age 18+.) They also report that the adult smoking rate is 61% higher in Taunton than statewide (24.2% in Taunton compared to 15% statewide.) The rate of smoking during pregnancy in Taunton is 90% higher than statewide (13.3% in Taunton compared to 7% statewide.) Part of the high numbers may be the easy access to Taunton's 75 tobacco retailers. The hospital service area maintains high incidence rates of smoking-related lung and respiratory diseases. Community input suggested more anti-smoking programs are needed.

## **Access to Primary & Preventative Care**

According to the 2013 Massachusetts Medical Society Patient Access to Care Study, Bristol County has

significantly longer wait times for appointments with internal medicine specialists than the rest of the state. The county also maintains a higher than state percentage of adults in “fair to poor health” and adults who had 15+ days of poor physical health. The US Census estimates that as of 2013, 4.6% of individuals in Lakeville are uninsured, followed by 4.4% in Taunton (both above the state average of 4%).

### **Behavioral Health**

In 2011 the Massachusetts Department of Public Health (DPH) reported a surge of admissions from local cities and towns to their funded substance treatment programs for injection drugs and non-injection drugs. Non-injection programs saw mostly residents from: Taunton (2330.1), Middleboro (1900.4), and Raynham (1556.4). Those cities and towns were higher than the admissions state average of 1532.4. DPH Injection programs saw mostly residents from: Taunton (915.7), Berkley (739.9), Middleboro (728.0) and Raynham (662.8). The state average was 621.2.

In 2014 and 2015, the Taunton community has faced an even more significant opioid addiction and overdose issue. In the years between 2010 and 2012, there has been a consistent increase in mental disorder hospitalizations in the Morton Hospital primary service area. The most significant increases regarding mental disorder hospitalizations from 2011 to 2012 are from Raynham and Taunton residents, with 17.8% and 12.9% surges, respectively.

### Other Data Sources

*MassCHIP & Healthy People 2010-Chronic Disease Objectives Report for Taunton (and surrounding communities)*

*United Way of Greater Attleboro & Taunton “Project Community Build” Needs Assessment: (Communities assessed: Attleboro, North Attleboro, Plainville, Rehoboth, Seekonk, Raynham, Berkley, Mansfield, Dighton, Norton and Taunton)*

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## **VII. Community Benefits Programs**

Throughout 2017, Morton Hospital maintained collaborative partnerships with several community organizations including the Prevention & Wellness Network (CHNA 24), the Middleboro YMCA, the Coyle & Cassidy High School Food Pantry, and local councils on aging. Morton Hospital also developed new partnerships with local employers, including Trucchi's Supermarkets and Ocean Spray, offering health and wellness programming for employees and the general public. Through these partnerships, the hospital expanded its capacity to educate the community - particularly seniors, families and youth - about various health and wellness topics. Community screening programs also increased through these partnerships.

The hospital also maintained executive leader-level participation on various local boards and committees.

Executive staff members were involved with the following organizations' boards or steering committees: Old Colony YMCA of Taunton, Boys & Girls Club of Taunton, United Way of Greater Attleboro & Taunton, Girls Inc., Coyle & Cassidy High School, St. Mary's Primary School, Taunton Opiate Task Force, and the Our Daily Bread Soup Kitchen.

In continuing its commitment to promoting healthy eating to individuals with or at risk for diabetes, Morton Hospital continued participation in the Steward Farmers Market Vegetable Voucher program. In 2017, the hospital maintained a partnership with Manet Community Health Center in Taunton, distributing vegetable vouchers to patients through both Manet providers and the hospital's diabetes educator. The hospital was successful in increasing the voucher utilization rate in 2017 vs. the utilization rate in 2016.

Assisting patients in acquiring health insurance coverage and establishing primary care providers was also a focus of the hospital in 2017. The hospital's Community Health Advocates assisted a total of 1,421 individuals in enrolling in health insurance coverage in 2017. Initiatives to connect patients with a dedicated primary care provider included: promoting new providers via social media and offering convenient online appointment booking through a new "Steward DirectBOOK" tool; through the hospital Emergency Department and inpatient units, referring patients without an established primary care provider to a dedicated provider and booking primary care appointments for patients prior to discharge as appropriate; maintaining an ongoing directory for patients of primary care providers in the hospital's service area accepting new patients.

Lastly, the hospital expanded its clinical offerings in areas aligned with two of its key priorities: behavioral health and chronic disease. In addition to undergoing a renovation project which resulted in the addition of five new inpatient geriatric behavioral health beds, the hospital began offering low-dose CT lung cancer screenings, a potentially life-saving screening for patients at highest risk of developing lung cancer. A total of 513 Taunton area residents were screening for lung cancer in 2017, and the hospital aims to increase that number in 2018. In addition to introducing lung cancer screenings, the hospital underwent efforts to recruit a full-time vascular surgeon to support Taunton's high incidence rate of conditions such as smoking, diabetes and obesity, which are all linked to vascular disease.

With regard to access to care, a need identified by the community in a recent needs assessment was the need for more primary care providers - specifically providers who were bi-lingual. In 2017, Morton Hospital recruited and welcomed two new bi or multi-lingual primary care physicians who speak Spanish and Portuguese to better meet the cultural and linguistic needs of the Spanish and Portuguese-speaking population in greater Taunton.

Some highlights from our 2017 programs included:

### [Diabetes & Obesity Prevention Program](#)

The hospital's diabetes management and prevention program enlists the efforts of the hospital's nutrition department, diabetes educator, Food Services staff and marketing staff to provide education on healthy eating

and healthy lifestyles in an effort to reduce the incidence of diabetes and obesity in the hospital's internal and external audiences.

The Diabetes & Obesity Prevention Program also included the *Steward Farmers Market Voucher Program*. For the fifth consecutive year, Morton Hospital partnered with the Federation of Massachusetts Farmers Markets to provide vouchers that allowed diabetic patients, and patients at risk for developing diabetes, to purchase fresh produce at local farmers markets at no cost. The vouchers are designed to help individuals struggling with diabetes to incorporate fresh fruits and vegetables into their meals throughout the week. In 2017, the hospital continued a new partnership with Manet Community Health Center in Taunton, distributing vegetable vouchers to patients through both Manet providers and the hospital's diabetes educator.

### Insurance Enrollment Programs

Morton Hospital is one of eight hospitals in the Steward Health Care system state-designated as Disproportionate Share Hospitals (DSH), with 63% or more of their gross patient service revenue attributable to government payers, including Commonwealth Care and the Health Safety Net. Consequently, large percentages of our patients are enrolled in subsidized health care coverage or present in our Emergency Departments (ED) without insurance coverage and without being enrolled with a Primary Care Provider (PCP).

Through the hospital's Community Health Advocate program, which originated through grant funding from the EOHHS Health Care Infrastructure and Capacity Building Grant (ICB), Morton Hospital has engaged historically underserved patient populations with the goal of enrolling eligible patients in health insurance coverage and educating them about the importance of being enrolled with a PCP and the availability of health and wellness programs.

In 2017, Morton Hospital's CHA program was successful in enrolling 1,421 patients in health insurance coverage. In addition, hospital-employed Patient Financial Counselors played an instrumental role in helping additional previously uninsured patients obtain insurance coverage.

### Cancer Prevention & Awareness Programming

This program included education, screening and prevention programs. In 2017, the hospital provided a free oral, head and neck cancer screening and hosted prevention programs such as smoking cessation programs and a campaign promoting screening mammography for the early detection of breast cancer. Special events and awareness campaigns were also held during national cancer months.

In addition, the hospital expanded its clinical offerings by introducing a low-dose CT lung cancer screening program, a potentially life-saving screening for patients at highest risk of developing lung cancer. More than 1,000 patients have been screened for lung cancer since the program was introduced to the community in January of 2017.

## Additional Programs:

- School Based Health Clinic
  - Behavioral Health Navigator Program
  - Rebound Sports Medicine Program
  - Diabetes Support Group
  - Stroke Support Group
  - Smoking Cessation Programs
  - Cancer Screenings
  - Cancer Education & Prevention Programs
  - Education via Local Health Fairs
  - Various Community Education Programs
  - Senior Supper Talks
  - Community Blood Pressure Screenings
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## VIII. Community Participation

### A Partnership with the Community

Morton Hospital is actively involved in the efforts of its region's CHNA and maintains representation on the CHNA's Steering Committee. Through its involvement with the CHNA (known as "The Prevention & Wellness Network"), Morton Hospital has strengthened its relationships with several local health and human service organizations and community advocates.

The hospital is also connected to many community partners through committee and board membership, task force representation, and other formal structures. These partnerships include:

- Morton Hospital's Patient & Family Advisory Council
- Greater Taunton Pandemic Committee
- Prevention & Wellness Network (CHNA #24) Steering Committee
- Morton Hospital Community Benefits Advisory Council
- Taunton Opiate Task Force
- Old Colony YMCA
- United Way of Greater Attleboro & Taunton
- Our Daily Bread Soup Kitchen
- Girls Inc.
- Coyle & Cassidy High School
- St. Mary's Primary School
- Taunton Area Chamber of Commerce
- Kiwanis Club of Taunton
- Rotary Club of Taunton
- Associates for Human Services

- Dementia-Friendly Taunton Committee

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## IX. Community Benefits Expenditures for CY 2017

### Community Benefits Programs

Direct Expenses:.....	\$1,830,563
Associated Expenses:.....	\$0
Determination of Need Expenditures:.....	\$0
Employee Volunteerism:.....	\$706
Other Leveraged Resources:.....	\$1,054,768
Corporate Sponsorships:.....	\$11,582

### Net Charity Care

Total Net Charity Care.....	\$1,329,092
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Total Expenditures:	\$4,226,711
Total Patient Care-Related Expenses:	\$114,779,150
Total Revenue:	\$115,594,285

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### Additional Considerations:

In 2017, Morton Hospital also provided \$2,902,981 in unreimbursed Medicaid services. Over the past few years, the amount of charity care written off has dropped significantly due to the expansion of the Medicaid program.

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## X. Contact Information

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