2011 **Community Benefits Report**

Norwood Hospital

A STEWARD FAMILY HOSPITAL

Steward

TABLE OF CONTENTS

I. Introduction 3

II. Mission and Values Statement 4

III. Community Benefits Statement of Purpose 5

IV. Community Benefits Advisory Committee 6

V. Community Benefits Leadership Committee 7

VI. Community Health and Education Committee 8

VII. Community Needs Assessment 9

VIII. Community Benefits Plan Programs 11

IX. Community Benefits Services 15

X. Community Benefits and Community Service Expenditures FY 2011 30

XI. Contact Information 31

I. Introduction

Norwood Hospital is now part of the ten-hospital Steward Health Care System LLC, New England's largest community hospital network. Steward is a comprehensive, integrated health care delivery network, providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island. This report covers the fiscal year October 1, 2010 through September 30, 2011. Effective November 6, 2010, Caritas Christi transferred substantially all of it assets to Steward Health Care System LLC.

Norwood Hospital is an acute-care facility that provides full-service, quality health care to the residents of Norwood and 15 surrounding communities. The hospital offers a full range of patient care services, from the Small Miracles Family Birthing Center to the modern emergency department, psychiatry, the Norwood Cancer Center in Foxboro, extensive endoscopy services, advanced laparoscopic and neurological surgery, a cardiac catheterization lab and imaging services including state-of-the-art equipment such as a 64-slice CT and digital mammography.

II. Mission and Values Statement

Mission Statement

Steward Health Care is committed to providing the highest quality care with compassion and respect.

We dedicate ourselves to:

- *Delivering affordable health care to all in the communities we serve*
- *Being responsible partners in the communities we serve*
- *Serving as advocates for the poor and underserved in the communities we serve*

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.

III. Norwood Hospital's Community Benefits Statement of Purpose

In accordance with the Massachusetts Attorney General's Guidelines for Non-Profit Hospitals, Norwood Hospital's community benefits purpose is to:

- To provide accessible, high-quality health care services to those people who live and work in our communities, including Canton, Dedham, Dover, Foxboro, Franklin, Mansfield, Medfield, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham.
- To work in collaboration with our community to identify and respond to unmet health needs,
- To ensure the well being of our community through outreach efforts including, but not limited to, preventative health, education, screening, and wellness services.
- To recommend to the Board of Directors of Norwood Hospital the adoption of needed programs and services and the allocation of sufficient resources to address identified, prioritized, unmet health care needs of the community.
- To monitor and evaluate regularly the effectiveness of the Community Benefits Plan.

IV. Community Benefits Advisory Committee

Norwood Hospital has established a Community Benefits Advisory Committee with trustee, staff and community agency representation in keeping with the guidelines for community benefits issued by the Massachusetts Attorney General's Office. The duties of this committee include direction, consultation and oversight in the design and implementation of the community benefits plan. This committee recommends the priorities for each year and the Board of Directors is asked to take a vote endorsing the plan. The Community Benefits Manager uses the hospital and area agencies' resources to meet the needs identified by this committee.

The Committee meets quarterly to oversee the community benefits process at Norwood Hospital. The input from the diverse membership of this committee has proven very helpful in assuring that area health care issues are identified and needs are addressed. Through the committee, we work to expand the hospital's partnerships with other area organizations.

The hospital's Community Benefits Manager is responsible for overseeing the plan's development, implementation and progress, and for managing the committee and community benefits' processes. The manager reports to the Norwood Hospital President and the Vice President of Mission, Steward Health Care LLC.

The committee members are geographically diverse within the hospital's service area and represent our communities across the lifespan. Committee members are listed below.

- **Pam Austin,** Community Executive, Health Initiatives, American Cancer Society
- **Mary Barry,** Newton-South Norfolk Area Director, MA Department of Dev. Disabilities
- **Ellen Borgenicht,** Director, Adult Basic Education (ESOL), Blue Hills Regional Technical School
- **Amy Cogan,** Director of Planning and Community Dev., HESSCO Elder Services
- **James Corbett,** Vice President of Mission, Steward Health Care
- **Barbara Coghlan,** Director, Walpole Council on Aging
- **Kimberly Cohen,** Sr. Director, Health and Wellness, Hockomock Area YMCA, Invensys-Foxboro Branch
- **Kathleen Davidson,** RN, VP Patient Care Services, Chief Nursing Officer, Norwood Hospital
- **William Fleming,** Co-Chair, Senior Vice President of Operations, Norwood Hospital
- **David Greenberg,** EMS Coordinator, Foxboro Fire Departmen
- **Joan Jacobs,** Director, Norwood Light
- **Penny Morello,** Community Executive, Health Initiatives, American Cancer Society
- **Dr. Ravi Nadkarni,** Chairperson, Wrentham Board of Health
- **Sigalle Reiss,** MPH, RS, Superintendent/Director of Public Health, Norwood
- **Rosemary Riley,** RN, Director of School Nurses, Norwood
- **Thomas J. Ronayne, III,** Retired Chief, Canton Fire Department
- **James F. Sheehan,** Community Benefits Manager, Norwood Hospital
- **George Usevich,** Co-Chair, Director, Principal, Norwood High School

V. Community Benefits Leadership Committee

Norwood Hospital established a Community Benefits Leadership Committee comprised of the Co-Chair of the Community Benefits Advisory Committee, hospital leaders and staff. This Committee met on August 9, 2011 to discuss the most successful ways to reach community members in need and discuss program implementation.

- **Bill Fleming**, Senior Vice President of Operations
- **George Usevich**, Principal, Norwood High School
  Norwood Hospital Trustee and CB Advisory Committee Chair
- **Jim Sheehan**, Manager, Community Benefits
- **Kathy Davidson**, Vice President of Patient Care Services
- **Andrew Geller**, Physician, EmergencyDepartment
- **Linda Gregoire**, Director, Volunteer Services
- **Mary McClintock**, Social Worker, Case Management
- **Elaine Noonan**, Manager, Budget
- **Jacob Picard**, Nurse Case Manager, Psychiatry

VI. Community Health and Education Committee

Norwood Hospital's Community Health and Education Committee is comprised of representatives from several hospital departments. This committee participates in the design and implementation of Norwood Hospital's community benefits initiatives. The group meets quarterly to share information regarding individual department outreach efforts and to assist in the creation of a master calendar/plan for coordinated outreach responsive to assessed needs.

The following people served on this Committee in FY '11 and the following departments were represented:

- Anne Baker, RN, MTS
- Wanda Carey, RN
- Linda Condo
- Denise Corless, MLS
- Connie DaCosta
- Linda Davenport, RD
- John Gale
- Pat Gavin
- Linda Gregoire
- Nancy Huff, PharmD
- Susan Janson, CRT
- Sr. Florence Kahler
- Caitlin Melia
- Paula Silvi, RT
- Mariann Smith
- Jessica Symonds
- Mary Wallan

Departments:

- Coding
- Development
- Elder Care
- Emergency
- Imaging Services
- Infection Control
- Interpreter Services
- Library Services
- Marketing and Communications
- Mission
- Nutrition
- Pharmacy
- Radiology
- Respiratory Therapy
- Surgical Services
- Volunteer Services

VII. Community Needs Assessment

In accordance with the Massachusetts Attorney General's Community Benefits Guidelines for Non-Profit Hospitals, Norwood Hospital conducted a Needs Assessment in the spring of 2009. We used the most recent year of data for most estimates. Secondary data was examined using MassCHIP that includes the following data sources (years of data used for this project are included in parentheses):

- Cancer registry (2004-2005), Hospital discharge (2004-2006), Emergency department discharge (2003-2005), Natality (fertility rate, 2007 data; other indicators, 2005-2007 data), Mortality (2005-2007), Communicable disease (2006 and 2007), Dept of Education (2001 and 2007), Dept of Early Education and Care (2007), Dept of Children and Families, Dept of Transitional Assistance (2007), Div. of Unemployment Assistance (2006), Early Intervention (2006), Lead poisoning prevention (2006), WIC program (2007), DPH substance abuse programs (2007), Physicians registered in MA (2007)
- Decennial Census data (2000)
- American Community Survey (2005-2007)
- KidsCount data (2008-2009)
- Behavioral Risk Factor Surveillance System or BRFSS (2006 and 2007)

When possible and meaningful, we examined the data by age, race/ethnicity and other appropriate demographic characteristics. Also, when possible, we grouped towns to create a catchment area. Age-adjusted rates were calculated and reported for cancer data, hospital discharge data, emergency department data, and mortality data.

One hundred and eighty seven surveys were mailed or emailed to community organizations in all towns within our service area. Those organizations were: Boards of Health, Council on Aging Directors, COA Outreach Workers, Parish Nurses, School Nurses, Town Managers, Fire Chiefs and Police Chiefs. Twelve responses were received from: Canton Police Department, Dover Council on Aging, First Parish Church of Westwood, Mansfield Council on Aging/Social Services, Norwood Health Department, Norwood Public Schools, Sharon Health Department, Walpole Council on Aging, Walpole Public Schools, Westwood Council on Aging, Westwood Fire Department and the Wrentham Public Health Nurse.

The results of the Needs Assessment indicated that cardiovascular disease and diabetes were the predominant health issues facing the community members residing within the sixteen towns that make up the hospital's service area.

The burden of these chronic diseases was being experienced in the adult population of the service area across racial/ethnic groups and income levels. The rate of cardiovascular disease and diabetes in the Norwood Hospital service territory exceeded the state average and spanned across the area's racial and ethnic groups.

Major cardiovascular disease and myocardial infarction acute hospitalization rates were significantly higher than the state in seven different towns in the service area. The state rate of hospitalizations for major cardiovascular disease per 100,000 is 1,558, while the rates in these towns are as follows:

Foxboro	2,201
Franklin	2,216
Norfolk	1,958
Norwood	2,192
Stoughton	2,393
Walpole	1,881

The state rate of MI acute hospitalizations per 100,000 is 321 compared to:

Foxboro	362
Franklin	377
Norfolk	331
Norwood	382
Stoughton	384
Walpole	337

In the Cardiovascular Disease Report for Norwood Hospital's Service Area, Wrentham showed much higher rates of mortality and somewhat higher rates of hospitalizations from circulatory system diseases in males (330 vs. 276 and 1703 vs. 1686, respectively).

Across all towns in the service area, diabetes related death rates were the highest in Mansfield and more than twice the state rate. The state diabetes related death rate per 100,000 was 16 compared to Mansfield at 34. Diabetes related hospitalizations, were higher than the State rate in Norwood and Stoughton. The State diabetes related hospitalization rate was 1,907 compared to Norwood at 2,101 and Stoughton at 2,605.

VIII. Community Benefits Plan Programs

The Norwood Hospital Community Benefits Advisory Committee determined after consultation with the Norwood Hospital Community Benefits Leadership Team that it would designate cardiovascular disease and diabetes as priorities and commit resources to addressing these issues. The Norwood Hospital Community Benefits Advisory Committee amended the FY 2011 Norwood Hospital Community Benefits Plan to include a third priority of addressing the newly identified need of having health care proxies. Events and activities focusing on **cardiovascular disease, diabetes and advance care planning** were held in the primary service area towns of Canton, Foxboro, Sharon and Norwood/Walpole targeting children, adults and seniors.

Cardiovascular Disease

1-Year Goal:

- Provide SimLab training for 30 Emergency Medical Technician/Paramedics at an estimated cost savings to the towns of $11,000 and medical control at an estimated hospital cost of $25,000.
- Implement a Cardiovascular Awareness Program that will impact 1,000 community members through lectures, seminars, support group attendance, screenings, and a public information campaign.

5-Year Goal:

- Increase SimLab training by 20%.
- Create greater awareness of cardiovascular disease by reaching 3,000 community members through the Cardiovascular Awareness Program.

Target Population
Community members of the sixteen town primary service area (Canton, Dedham, Dover, Foxboro, Franklin, Mansfield, Medfield, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham) with emphasis on: Foxboro, Franklin, Norfolk, Norwood, Walpole and Wrentham.

Program Activity 1

Program: SimLab Training Program

Description: To provide SimLab intubation training to 30-service area EMT/Paramedics saving communities estimated training costs of $11,000.

Date: October through March

Location: Norwood Hospital

Responsible Party: James F. Sheehan, Community Benefits Manager

Community Partners: EMT/Paramedics from Canton, Norfolk, Norwood, Sharon, Walpole, Westwood and Wrentham

Implementation Staff: Sheila Silva, RN, MSN

Program Activity 2

Program: Emergency Medical Control

Description: To provide emergency medical control to service area EMT/Paramedics from: Canton, Foxboro (secondary) Norfolk, Norwood, Sharon, Walpole, Westwood and Wrentham.

Date: On going

Location: Norwood Hospital

Responsible Party: James F. Sheehan, Community Benefits Manager

Community Partners: Towns of: Canton, Foxboro (secondary), Norfolk, Norwood, Sharon, Walpole, Westwood and Wrentham.

Implementation Staff: Dr. Andrew Geller

In order to decrease mortality and hospitalizations, Norwood Hospital implemented the Cardiovascular Awareness Program with the aim of increasing SimLab intubation training for service area emergency medical technicians(EMTs)/paramedics and emergency medical control staff. The first-year goals of the program were to provide SimLab intubation training to 30 service area EMTs/paramedics and to provide emergency medical control from the hospital's emergency department to service area EMTs/Paramedics from: Canton, Foxboro (secondary), Norfolk, Norwood, Sharon, Walpole, Westwood and Wrentham. The five-year goal is to increase SimLab training by 20%, continue to provide medical control and to create greater awareness of cardiovascular disease by reaching 3,000 community members.

The first-year program goals were achieved successfully. Sixty-two EMTs/Paramedics completed SimLab training saving service area towns an estimated $22,733.00. Additionally, emergency medical control was provided at an estimated hospital cost of $25,000.00. Nearly nine thousand community members were educated about cardiovascualr disease through lectures, seminars, support group attendance, screening, and a public information campaign.

In the second year of the program, five EMTs/Paramedics were trained at an estimated cost savings of $1,833.00 for the area communities and emergency medical control was again provided at an estimated hospital cost of $25,000.00. The Cardiovascular Awareness Program Impacted an estimated 8,706 community members.

Diabetes

1-Year Goal:

- Expand the outreach efforts of the Diabetes Support Group and increase attendance by 10 %.
- Create a Diabetes Awareness Program that will impact at least 1,000 community members.

5-Year Goal:

- Expand the reach of the Support Group beyond Norwood Hospital.
- Create greater awareness by impact 3,000 community members through the public awareness campaign.

Target Population

Community members of the sixteen-town primary service area (Canton, Dedham, Dover, Foxboro, Franklin, Mansfield, Medfield, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham) with emphasis on Mansfield and Norwood.

Program Activity 1

Program: Diabetes Support Group at Norwood Hospital

Description: Support Group open to those with diabetes and their family members

Dates: 10/12/10, 11/9/10, 12/14/10, 1/11/11, 2/8/11, 3/8/11, 4/28/11, 5/10/11

Location: Norwood Hospital

Responsible Parties: James F. Sheehan, Community Benefits Manager

Implementation Staff: Linda Davenport, RD, CDE and Noel Dent, MS, RN, CDE

Community Partner: N/A

Program Activity 2

Program: Diabetes Support Group at Hockomock YMCA

Description: Support Group open to those with diabetes and their family members

Dates: 10/12/10, 1/26/11, 5/26/11, 9/29/11

Location: Hockomock Area YMCA, Foxboro

Responsible Parties: James F. Sheehan, Community Benefits Manager

Implementation Staff: Linda Davenport, RD, CDE and Noel Dent, MS, RN, CDE

Community Partner: Hockomock Area YMCA, Foxboro

To address diabetes in our service area, Norwood Hospital implemented the Diabetes Awareness Program with the goal of decreasing the diabetes death rate in Mansfield and the diabetes-related hospitalization rate in Norwood. Both towns had among the highest diabetes rates in the service area. In collaboration with the Hockomock Area YMCA in Foxboro, the program offered blood sugar screenings and classes focusing on nutrition and exercise aimed primarily at residents of Mansfield. First year goals included completing blood glucose screenings on 100 residents and expanding outreach efforts to increase Diabetes Support Group attendance by 10% (1,000 community members). The five-year goal was to expand the reach of the support group beyond Norwood Hospital and impact 3,000 community members through the public awareness campaign.

During the first year, the hospital met or exceeded all diabetes program goals except blood sugar screenings. Attendance at the Norwood Hospital Diabetes Support Group increased by an average of 50% and a new Diabetes Support Group was established at the Invensys-Foxboro YMCA. Blood glucose screenings were provided to 55 adults at two events. The Diabetes Awareness Program impacted a minimum of 5,530 community members. During the second year, attendance at the Norwood Hospital Diabetes Support Group Increased by an average of 55%. Blood sugar screenings were provided to 53 adults and the Diabetes Awareness Program Impacted an estimated 2,205 community members.

Advance Care Planning

Program Activity 1

Program: LifeBox Presentation at Massachusetts Councils on Aging State Conference

Description: Presentation on LifeBox project at Massachusetts Councils on Aging State Conference in Falmouth.

Date: October 7, 2010

Location: Massachusetts Council on Aging Conference, Falmouth

Responsible Party: James F. Sheehan, Community Benefits Manager

Community Partner: Massachusetts Council on Aging

Implementation Staff: Patricia Gavin, Elder Services/Schwartz, Carla Oberst, MD (and 2 Ambassadors)

Program Activity 2

Program: Advance Care Planning Lecture

Description: Lecture on Advance Care Planning and Health Care Proxy by Anne Baker, RN, Emergency Dept.

Date: December 8, 2010

Location: Walpole Council on Aging, Walpole

Responsible Party: James F. Sheehan, Community Benefits Manager

Community Partner: Walpole Council on Aging, Walpole

Clinical/Technical Partner: Anne Baker, RN, Emergency Dept.

The Advance Care Planning Awareness Program was aimed at increasing public awareness of the need to designate health care agents and complete health care proxy forms. It consisted of lectures and a public Information campaign. Over 5,150 community members were impacted during FY 2011.

IX. Community Benefits Services

1. Mission Committee

Norwood Hospital's Mission Committee, with representatives from several hospital disciplines, promotes the hospital's mission throughout our service area. During the past year the following events were made possible from physicians' and staff donations:

- **Food Drive:** During January 2010, Norwood Hospital organized a food drive on behalf of the Ecumenical Community Food Pantry of Norwood. Over 100 employees donated a total of 610 items and a cash donation to the food pantry.
- **Backpacks for School Children:** During August 2010, Norwood Hospital department managers and staff members donated 85 backpacks filled with new school supplies to children in need in Norwood, Mansfield and Dedham. New school supplies and 8 backpacks were donated to students at Saint Catherine of Sienna School in Norwood.

2. Cardiac Rehabilitation and Diabetes

The Cardiac Rehabilitation department provides informational programs to a variety of groups and companies throughout our service area:

- The Outpatient Cardiac Rehabilitation Program is a comprehensive, multidisciplinary exercise and education program for individuals who are recovering from heart attack, coronary artery bypass surgery, valve repair/replacement and angioplasty/stent, or who are being treated medically for stable angina. Heart-healthy exercise and education classes are supervised by a team of registered nurses, exercise physiologists and registered dieticians with a focus on teaching patients self-management skills geared to heart disease risk factor modification. (A special class is offered to diabetic cardiac patients including education and self-management skill training).
- The Cardiac Rehab department sold "Go Red for Women & Heart Disease" pins, raising a significant donation for the American Heart Association (AHA).
- Thirteen staff members participated on September 10, 2011, in the AHA Boston Heart Walk and raised $5,895.69.

3. Diabetes Outreach Programs

Norwood Hospital offers free Diabetes Support Groups to community members who have diabetes and their family members. Our Norwood group meets monthly on the second Tuesday of each month from October through May at Norwood Hospital and is led by a registered dietitian and registered nurse who are both certified diabetes educators. We also have added a Diabetes Support Group in the Foxboro community. This group meets at the Foxboro YMCA on the last Thursday each month October through May and is led by a registered dietitian who is also a certified diabetes educator. (Descriptions of these support groups are included in the Guide to Good Health brochure.)

4. Elder Services

With a grant from the Kenneth B. Schwartz Center, Norwood Hospital, in collaboration with 12 community agencies/facilities, is working to develop a program that ensures a patient's deepest held beliefs and care preferences are communicated to their caregivers as they move from one care setting to another. The group developed a unique tool called LifeBox™ to convey patients' wishes, values and goals. The LifeBox™ will follow patients as part of their medical record as they transfer from one care location to another.

Norwood Hospital sponsored programs or participated in the following programs/activities:

- **Senior Exercise Program:** The hospital donated $1,500.00 to supplement the Senior Fitness Program offered by the town of Norwood at the Norwood Senior Center. This Program is provided at a nominal cost and is open to seniors throughout our service area.
- **Senior Supper Program:** For a nominal fee, seniors age 55 and older are welcome to come to Norwood Hospital's Dining Room for a nutritious meal and socializing. The program is offered throughout the year on Monday through Friday evenings.
- **Project Care Coalition:** Patricia Gavin, Schwartz Grant Administrator attended meetings of the Neponset Valley Project Care Coalition. This Coalition addresses the needs of elders with mental health and mental retardation issues.
- **ESPN:** Patricia Gavin also serves as a member of the ESPN (Elder Service Provider Network), which facilitates collaboration among professionals with the goal of enhancing elder services in South Norfolk County.
- **NSSPN:** Patricia Gavin attended meetings of the Norwood Senior Service Provider Network (NSSPN.)

5. Health Fairs and Lectures

Norwood Hospital is committed to providing health information and screenings to all residents within our service area. To facilitate this, the hospital participates in health fairs at schools, town public health sponsored events and at corporations. This growth in corporate request demonstrates a marked increase in corporate awareness that occupational and personal health should be addressed for the betterment of all concerned. Norwood Hospital will continue to offer its diagnostic and informational materials to our local companies. The hospital also offers free public lectures each spring and fall held at Norwood Hospital.

The list below cites the health fairs/town educational sessions in which personnel from Norwood Hospital have participated:

- Norwood Day
- Annual Healthy Futures and Family Day at the Invensys Foxboro YMCA
- Canton Health Fair
- Invensys Foxboro YMCA's Healthy Kids Day
- Analog Devices Annual Health Fair
- Foxboro Employees Health Fair

Norwood Hospital has sponsored or participated in the following Community Benefits lectures, screenings, support group meetings, fundraisers, health education information distribution activities/events, public service messages, ambulance coverage and emergency preparedness trainings:

10/4/10	Skin Cancer Screening
10/7/10	LifeBox presentation at Mass. Councils on Aging State Conference
10/8/10	Norwood Walk to School Day
10/12/10	Diabetes Support Group
10/10/10	Emergency Department nurses talk at Xaverian High School
10/19/10	Breast Cancer Screening
10/20/10	Healthy Breakfast at Charlwell House
10/25/10	Combined Chamber of Commerce MegaBusiness Expo
11/1/10	Look Good…Feel Better session
11/2/10	Nutrition Workshop at Hockomock YMCA: Are you at risk for Diabetes?
11/3/10	Talk at Canton Cable on cardiovascular disease
11/4/10	Stress Management Support Group
11/4/10	Smoking Cessation Support Group
11/5/10	Reducing Holiday Stress lecture at Neponset Valley Chamber

11/6/10	Canton Health Fair
11/9/10	Nutrition Workshops at Hockomock YMCA: Restaurant Eating and Take-Out Options-Best Choices
11/9/10	Diabetes Support Group
11/9/10	Drive Thru Flu Clinic
11/16/10	Nutrition Workshop at Hockomock YMCA: Holiday Eating
11/18/10	Current Issues in Diabetes lecture
11/19/10	Abundant Table at First Congregational Church, Norwood
11/21/10	Norwood High Booster's Turkey Trot / Ambulance Coverage
11/22/10	Red Cross Blood Drive
12/1/10	Indoor Flu Clinic
12/8/10	Nutrition Workshop at Hockomock YMCA: Stress Management and Healthy Eating
12/8/10	Choices for Healthy Living lecture at Xaverian / Norwood High School
12/8/10	Advanced Care Issues lecture at Walpole Council on Aging
12/10/10	Choices for Healthy Living lecture at Xaverian High School
12/13/10	Choices for Healthy Living Lecture at Norwood High School
12/14/10	Diabetes Support Group
12/15/10	Nutrition Workshops at Hockomock YMCA: Food Label Reading
12/22/10	Nutrition Workshops at Hockomock YMCA: Holiday Eating
1/6/11	Smoking Cessation Support Group
1/6/11	Stress Management Support Group
1/11/11	Diabetes Support Group
1/12/11	Walpole Woman's Club Luncheon
1/26/11	Diabetes Support Group at Hockomock YMCA
2/5/11	11th Annual Early Childhood Fair/Norwood
2/8/11	Diabetes Support Group
2/8/11	Advanced Planning in Sharon COA
2/9/11	Nutrition Workshop at Hockomock YMCA
3/2/11	National Nutrition Month @ Foxboro YMCA
3/7/11	Food Drive for local food pantry
3/8/11	Diabetes Support Group
3/14/11	American Red Cross Blood Drive
3/15/11	Daffodils Day Campaign for American Cancer Society
3/18/11	Meals at Abundant Table
3/25/11	Clothing Drive for St. Francis Home
3/29/11	Gerontology Lecture on Canton Community TV at Public Library
3/30/11	Lecture on Pulmonary and Medications at Westwood Council on Aging
4/5/11	Exercise Lecture for National Assoc. of Retired Federal Workers at Norwood Senior Center
4/6/11	Lecture on Cardiac Catheterization Lab at Walpole Lions Club
4/9/11	Healthy Kids Day at Foxboro YMCA
4/28/11	Diabetes Support Group
4/13/11	Career Day at Walpole High School
4/14/11	Kick Butts Day at Galvin Middle School, Canton
4/20/11	Donor Organ Awareness information table at Norwood Hospital
4/20/11	MS lecture on Visual Symptoms
4/21/11	Support Group for patients w/ MS
4/28/11	Stress Management Support Group
4/28/11	Smoking Cessation Support Group
4/28/11	Diabetes Support Group
5/1/11	Stroke talk on Mansfield Cable Television
5/10/11	Diabetes Support Group
5/10/11	Lecture on obesity at Sharon Community Center
5/18/11	MS lecture on Male and Female Bladder Dysfunction
5/22/11	Donation of health education material for the Fun Run at Thurston Middle School, Westwood

5/25/11	Cardiac Lecture at Canton Council on Aging
5/26/11	Foxboro YMCA Diabetes Support Group
5/27/11	Meals at Abundant Table
6/1/11	Celebration of Life / Cancer Survivor Event at Cancer Center, Foxboro
6/1/11	Advanced Care Planning lecture at Sharon Adult Center
6/6/11	Analog Devices Health Fair
6/15/11	MS Lecture on MS and Cognition
6/16/11	Parkinson Disease lecture at Norwood Hospital
6/22/11	Look Good…Feel Better session
6/29/11	American Red Cross Blood Drive
7/7/11	Abundant Table meals at First Congregational Church in Norwood
7/13/11	HESSCO Board meeting attendance
8/19/11	Backpack Donation Project
9/1/11	Stress Management Support Group
9/1/11	Smoking Cessation Support Group
9/10/11	American Heart Association Heart Walk
9/14/11	Town of Foxboro Employee Health Fair
9/14/11	HESSCO Board Meeting
9/17/11	Norwood Hospital Road Race & Norwood Day health information table
9/18/11	Foxboro YMCA Road Race
9/19/11	American Red Cross Blood Drive
9/19/11	Advanced Care Directives Lecture
9/20/11	Free Cervical Cancer Screening
9/20/11	Mission Outreach – Mount Saint Mary's Abbey in Wrentham
9/21/11	Look Good…Feel Better session
9/24/11	Alzheimer Walk participation
9/29/11	Diabetes Support Group at Foxboro YMCA

6. Health Resources and Special Programs for the Community

During the past year, Norwood Hospital's employees shared their time and expertise with the following organizations:

- Community Health Providers – Directors, Outreach Workers and Public Health Officials and Parish Nurses: These individuals receive periodic updates regarding hospital services and share with us the concerns of the populations with whom they represent. These conversations have proven very fruitful in identifying needs within communities and have led to more appropriate use of Norwood Hospital's resources.
- TDD Line for the Deaf: Norwood Hospital has TDD lines in place. Any caller who uses a TDD device can reach the hospital through these lines.
- Stress Management: This is a five-week free program offered at Norwood Hospital and repeated throughout the year.
- Smoking Cessation: This is an eight-week course offered free throughout the year.
- Cancer Screenings: Breast exams were offered free of charge to residents within our service area. Individual appointments were made with the physician providing the screening and appropriate follow-up care was arranged when necessary,. Prostate cancer, head and neck cancer, and cervical cancer screenings were also offered free of charge to community members.
- Look Good…Feel Better Program: Norwood Hospital is the host site every quarter for this program offered by the American Cancer Society (ACS). Any woman undergoing cancer treatment is invited to join us for dinner and a makeover. Education regarding ACS services is also provided.

7. Infection Control

The Infection Control department is a vital resource for both those within the hospital and for the communities

we serve. Our Infection Control Manager regularly avails herself to community organizations including local cable television stations, schools, corporations and other infection control clinicians to provide informational sessions and literature. The following are examples of what is provided:

- Numerous discussions of infectious disease topics, such as seasonal Influenza and drive-through flu clinics with community members and local reporters as requested.
- Email responses to website queries related to infection control, infectious diseases and immunization.
- Acted as a resource to local nursing homes, schools, businesses and individuals for questions/issues related to infection control, infectious diseases, exposures, and immunization.
- Provided telephone consultation for groups considering or planning drive-through flu clinics.
- Participated quarterly in meetings of the Department of Public Health Technical Advisory Group for the statewide Infection Control Program. This group is involved with DPH to work on issues such as public reporting of infections and continued development of the statewide Infection Control Program.

8. Maternal and Child Health

Norwood Hospital continues to expand its excellence in family care through the Small Miracles Family Birthing Center. The Center offers personal, compassionate care for those expecting and giving birth in addition to offering postpartum support throughout the first year. The staff provides many different opportunities for education of the whole family: parents, siblings, grandparents, and other caregivers. Here are many of the programs currently available to community residents:

- **Childbirth Education Programs**
- **Ongoing programs include: Prepared Childbirth Classes, Refresher Classes, Sibling Classes and Breastfeeding Classes**
- **Teen Childbirth**
- **Parenting Classes**
- **Prenatal Yoga**
- **Infant Massage**
- **Mom & Baby Yoga**
- **Doula Prenatal/Postpartum**
- **Infant and Child CPR:** This is a special two-hour program that offers infant and child CPR training.
- **Infant Massage:** This class teaches infant massage. Parents are asked to bring their baby to class.
- **Teen/Young Moms-to-Be:** Pre-registration is required for this special childbirth class designed to meet the special needs of young mothers.
- **Free Breastfeeding Support Group:** This group meets every Tuesday from 11:30am to 1:00pm in the Luciano conference room.
- **Sibling Class/Tour:** A program for siblings ages 3 to 8 to prepare them for the upcoming birth.

9. Nutrition Services

The Food and Nutrition Department and Nutrition and Wellness Clinic offer both group and individual nutrition counseling services by registered dietitians to all within our service area.
The Nutrition and Wellness Clinic is operated at Norwood Hospital and at Steward physician offices in Wrentham and Foxboro. Outpatient nutrition counseling is also offered to patients at the Oncology Center in Foxboro. Group lectures on nutrition-related topics are provided to community groups upon request.

The following nutrition lectures, services and programs were provided to the community:

- Diabetes Support Groups: Our outpatient dietitian (who is also a Certified Diabetes Educator) co-facilitates this support group offered at Norwood Hospital to members of the community and their families. This program is offered to the community monthly. We have also started a Diabetes Support Group held at the Foxboro YMCA on a monthly basis. The Foxboro YMCA Diabetes Support

Group, also facilitated by Norwood Hospital's outpatient dietitian and Certified Diabetes Educator, began in September 2010 and is open to all members of the community.

- 3/2/11- National Nutrition Month information table at Foxboro YMCA, including interactive games for children to help encourage increased consumption of fruits and vegetables.
- 2/9/11- Behavior Modification and Mindful Eating Strategies Nutrition Workshop presented to Foxboro YMCA members.
- 4/9/11-Healthy Kids Day at the Foxboro YMCA - Provided nutrition counseling/explanation of results at free adult blood sugar screening.
- 6/6/11-Provided nutrition information and education at the annual Analog Devices Employee Health Fair.
- 9/14/11-Provided nutrition information and education on weight management/portion control at the Town of Foxboro Health Fair.

A Norwood Hospital registered dietitian also serves as a member of the Norwood School Wellness Committee. The committee meets every two months during the school year to plan and plans/discusses ways to increase physical activity in students in grades K-12 and improve their nutrition and education. The committee consists of teachers, principals, physical education teachers, a few parents, food service director, and one dietitian. One of the committee's biggest successes has been the Walk to School Program in October. Each school planned a course for the students about one mile before school.

Donations:

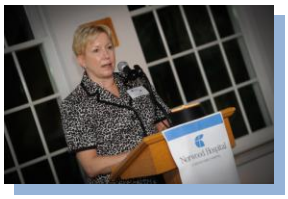
- 10/8/10 Donation of Apples for Norwood's Walk to School Day.
- 3/7/11 Food Drive to benefit the Foxboro Food Pantry and Plainville Living Bread Food Pantry.

10. Oncology Services

Norwood Hospital has a growing Oncology program with a state-of-the-art Radiation Oncology Center located in Foxboro. The Multi-Disciplinary Cancer Care Committee oversees the many offerings made available to patients and their families as they deal with this disease and educational programs for the public. Screenings and educational events are held throughout the year at both the Norwood and Foxboro campuses to facilitate easier access to such services.

During FY 2011, the hospital provided screenings and a cancer survivors' event as follows:

- Screenings: Breast, Cervical and Skin Cancer



- A cancer survivors event was held on June 2, 2011 at Norwood Hospital Cancer Center in Foxboro. The evening included speeches by Dr. Charles Chen and a presentation by Br. Gerald Paciello, OFM, Director of Spiritual Care at Norwood Hospital. The American Cancer Society offered information to survivors and caregivers, and volunteers from Norwood Hospital's Healing Touch Program offered hand massages.

11. Steward DoctorFinder

Steward DoctorFinder is a physician referral service operated by Steward Health Care. The service provides patients with information to help them find a health care professional who can meet their specific needs. DoctorFinder refers physicians at Norwood Hospital, Good Samaritan Medical Center, Carney Hospital, Holy Family Hospital, St. Elizabeth's Medical Center of Boston, Saint Anne's Hospital, and Good Samaritan Hospice. Patients may access the program by telephone at 800-488-5959 or on the web at www.Norwood-Hospital.org.

12. Respiratory and Rehabilitation Departments

The Respiratory Department continued to provide extensive outreach to various community and school

groups. During their outreach the following services were often provided:

- Programs regarding smoking cessation
- Asthma and emphysema education
- Spirometry and oximetry
- Pulmonary rehabilitation information
- Career information

Outreach was provided to the following groups:

- Town of Norwood Health Fair
- Canton Health Fair

- Kick Butts Day was held on April 14, 2011at Galvin Middle School in Norwood and impacted over 900 students. Fifteen staff members, volunteers and high school students assisted in the day's activities. These are all-day major events designed by the Respiratory Department to address the issue of the dangers of smoking in an enjoyable interactive setting. Our community partner, Norwood Public Schools provided staff members who assisted with the events. Members of the Better Breathers Club at Norwood Hospital provided personal testimony to the harmful effects of first and second-hand smoke and students had an opportunity to learn from and interact with various hospital professionals.
- Better Breathers Club: This club is a supplement to the pulmonary rehabilitation program offered by the hospital. Monthly meetings are held with various speakers (from clinical personnel to TV personalities and meteorologists) addressing different areas of chronic respiratory disease and environmental factors impacting respiratory issues. Meetings are held from September through June and are very well attended.
- Outpatient Pulmonary Rehabilitation Program: Pulmonary rehabilitation is an individually tailored therapy program focused on improving the quality of life for individuals with respiratory disease. The program provides exercise, information, education and aims for improved ability to carry out daily activities and for more effective symptom management. Once an individual has completed this program he/she is eligible to join the Pulmonary Rehabilitation Exercise Maintenance Program.

Other programs offered through the Rehabilitation Department are:

- Balance and Vestibular Rehabilitation
- Lymphedema Management
- Aquatics Therapy
- Adult Continence

13. Social Work Services

Social work assistance is available to all inpatient and outpatient areas of the hospital. Social workers are also a resource to the community, physician offices, and local agencies to provide information and guidance regarding services or referrals.

14. Support Groups

Norwood Hospital continues to host many support groups. Some are associated with the hospital and others use our central location for their group meetings. Residents may access these groups through the community benefits office and they are publicized annually through the hospital website and the Guide To Good Health.

The Guide is available in the waiting areas of Norwood Hospital and has been distributed at health fairs, screenings, lectures and public flu shot clinics. In August, over 45,000 copies were distributed throughout Norwood Hospital's 16-town community to homes and a variety of groups and organizations including: Public Health Directors, Councils on Aging, Councils on Aging Outreach Workers, Parish Nurses, Physicians' Office

Managers, Town Managers, Town Librarians, School Administrators and Nurses, Chambers of Commerce and Community Health Partners.

Domestic Violence Support Group
Women are referred from a variety of places, including self-referral. Each group session includes a combination of educational material and peer support. Some sessions are devoted completely to support, as group members' needs are considered from week to week by the facilitators.

In addition to the above, Norwood Hospital either offers or serves as a host location for the following support groups:

- Alcoholics Anonymous
- Better Breathers Club
- Breast Feeding Support Group
- Cardiac Support Group
- Diabetes Support Group
- Diabetes Support Group at the Invensys Foxboro YMCA
- Overeaters Anonymous
- Doula Services/Prof. Labor Support
- Eating Disorders: Group for Parents/Caregivers
- Infant and Child CPR
- Infant Massage
- Mom and Baby Yoga
- Prenatal Yoga
- Prepared Childbirth Education Series
- Sibling Class and Tour
- Smoking Cessation
- Stress Management
- Teen Moms- to-Be

15. Violence in the Home and the Workplace

Physicians and staff throughout the hospital were committed to recognizing, treating and ending violence against women. Norwood Hospital uses a Nursing Assessment form, which helps to identify abuse or potential abuse. All new nursing staff members receive additional training regarding domestic violence, and the emergency room staff provides educational materials to patients. The social work department is also actively involved in domestic violence cases. A "Safe Bed" for victims can be accessed through our emergency department.

The Child Advocacy Center is a major department undertaking by the Norfolk County District Attorney's office that collaborates with social service, law enforcement and medical agencies, including Norwood Hospital, to provide appropriate and coordinated care to children who are victims of violence and their families.

16. Volunteer Services

The Volunteer Services Department provides opportunities to residents of all ages through its programs.

They are:

Service as a **Volunteer** or **Junior Volunteer**:

- The Norwood Hospital **Volunteer Services Program** provides appropriate services supplemental to essential services that contribute to quality patient care and enhances the humanitarian contribution made by the hospital to the community.

    - It provides members of the community with an opportunity to make a difference in their own lives and those of others through volunteer service.
- It encourages and cultivates future healthcare workers by introducing individuals through the act of volunteering.
    - During fiscal year 2011, 460 adult and junior community volunteers contributed over 38,000 hours of value-added service to patients, families, visitors and staff.

• The **Junior Volunteer Summer and After-school Program** is an educational program for students age 14 – 17. It is designed to foster an interest in healthcare careers, to prepare young people for future employment, and to provide an opportunity for personal satisfaction through doing for others in the community.

- One hundred and thirty-five students from 18 area towns volunteered 6,800 hours of service in 31 departments.

• The **Summer Student Shadow Program** provides currently active Junior volunteers with an opportunity to explore career options for both future employment and college preparation. Students entering their junior or senior year of high school are eligible to apply for this program.

- Seven students shadowed professional staff for a total of 24 hours in a department of their choice and volunteered for 24 hours in a different department during this six-week program.

• **Here to C.A.R.E. (Caring for And Reaching out to Elders) Program** provides hospitalized elders with extra care, support and companionship during their hospital stay.

- Targets elders, 70+ years of age that may be hard of hearing, visually impaired, isolated, anxious, mildly or moderately confused.
- Specially trained volunteers visit designated patients daily to provide assistance with orienting, therapeutic activities and assistance at mealtimes.
- Volunteers provide empathetic support, companionship and information for older patients and their families coping with acute illness and hospitalization.
- In FY 2011, 12 volunteers visited 1,400 patients for a total of 2,500 patient visits.

• **Community Partnerships**

- **High School Senior Projects** – Students from area schools, including Xaverian Brothers, Urseline Academy, Franklin, Mansfield and Canton and Stoughton High Schools, spent between 60-235 hours, depending on their program requirements, completing internships at the hospital. The total number of hours served totaled 1,010.
- **The Lead Program** at the Savage Educational Center and the **League School** placed 3 special needs students in ongoing Food Service internships as part of their job-training programs.
- **Jewish Family and Children's Service** clients assisted with several mailing/collating projects for Human Resources and Community Benefits. In addition, one client from the new local group home volunteered one day a week in Food Services.
- **Boston Conservatory of Music** – 2 graduate students provided therapeutic music in collaboration with Spiritual Care to patients on the Psychiatric Units. They also offered a weekly hour of marimba music for staff and visitors in the main lobby of the hospital.
- **Community Service**
  $1,600.00 was raised for the American Cancer Society's **Daffodil Days** from employee and volunteer contributions.

17. Community Emergency Preparedness

Norwood Hospital has provided community support efforts to enhance the emergency preparedness and

disaster readiness of the community to ensure the safety and well being of its citizens. The following structural changes, equipment purchases, outreach planning, training, drills and task force participation over and above mandated and routine disaster preparedness were provided:

- Daily hazard monitoring and, when necessary, alerts to hospital staff.
- Stockpiling personal protective equipment, medical, surgical and pharmaceutical supplies, including barriers, respirators, clothing IV pumps and poles, IV fluids, suction machines, stretchers, wheelchairs, linens, bandages and dressing.
- Continued development of one of the first policies in Massachusetts detailing the management of scarce resources during a disaster.
- Developed of Ham Radio Response Team to help manage communications during disasters.
- Served as one of the founding members of Regional Emergency Planning Committee.
- Served as hospital representative to the Southeast Homeland Security Council.
- As Chair of the Pandemic Workgroup for Southeast Region, the Director of Emergency Preparedness developed a series of disaster drills for ninety-six communities in region. He also developed three medical equipment caches for the region.
- Served on Town of Norwood H1N1 planning and incident management team.
- Incorporated expanded emergency preparedness training into nursing orientation.
- Conducted series of one training and two drills on how to manage patients from a hazardous materials incident.
- Recruited volunteers for State disaster teams and registries.
- Conducted extensive Preparedness Month activities, including raffles, trainings and seminars.
- Developed, conducted, participated and evaluated three additional tabletop exercises. These were designed to allow for hospital and public safety agencies an opportunity to practice their plans as well as interagency collaboration.
- Continued to exceed training requirements for Incident Command (71 employees trained when only 32 required).
- Developed and distributed to staff and community Flu Care at Home handbook.

Norwood Hospital's Director of Safety and Emergency Preparedness was a featured speaker at the Joint Commission's annual Emergency Preparedness Conference in Washington D.C. He spoke to an audience of about 100 hospital administrators from around the country about how to prepare for planned events, such as the ones we have at Gillette Stadium. He also participated in an After Action Conference held by the MDPH after the H1N1 pandemic. His input was sought in how to improve response for future events. In addition, he served as Chair of the Regional Resources Sharing workgroup, which developed a plan for how hospitals can share resources in times of disaster.

18. Ambassador Program

The Ambassador Program was developed to create greater dialogue with leadership and staff at all levels of Norwood Hospital. With a more visible presence in the community, Norwood Hospital representatives are in a better position to inform the community about existing resources and programs, and to learn more about community needs. This program formalizes outreach efforts, such as health screenings and talks in the community.

Ambassadors are:

- **Lori Adcock, MD,** Chief, Pathology & Clinical Labs
- **Anne Baker, RN, MTS,** Emergency Department
- **Padma Balasubramanian, MD,** Endocrinologist
- **Mary Lou Barcelo, Secretary**, Emergency Services
- **Carolann Bernstein, RN,** Employee Health
- **Samrana Bertrand,** Food Service Aide, Food Services
- **Amy Boyce, RD, LDN,** Nutrition

- **Barbara Brierley, PT,** Rehab Supervisor
- **Brian Buckman, Cook,** Food Services
- **Christine Burke, Coder,** Medical Records
- **Sue Burke, RN**, Day Surgery
- **Maureen Burt, Receptionist,** Radiation/Oncology, Foxboro
- **Patricia Calvert, RN,** Surgical Clinical Specialist
- **Gina Campagnone, Supervisor,** Blood Lab
- **Joanna Capparella, DO,** Neurology
- **Wanda Carey, BSN, RN, CIC,** Manager, Infection Control
- **Len Chadbourne, MS, RRT, Manager, Respiratory**
- **Charles Chen, MD,** Oncology
- **June S. Chun, MD,** Obstetrics and Gynecology
- **Eric Collins, Cook,** Food Services
- **Linda Condo, Business Office Coordinator,** Surgical Services
- **Jeanne Conroy, Secretary,** Radiology
- **Denise Corless, MLS, Director,** Library Services
- **Richard Costa, Planning and Business Development,** Psychology
- **Julia Cowell, BSN, RN,** Unit 33
- **Judyane Craig, Med. Tech**
- **June Crowley, Secretary,** Employee Health
- **Deborah Cunniff, Mammography Technician,** Diagnostic Radiology-Satellite
- **Joanne Curry, RN,** Quality & Patient Safety
- **Jeanne D'Angelo, Lab Tech.**
- **Linda Davenport, RD, CDE,** Nutrition Clinic
- **Kathy Davidson, RN, VP,** Patient Care Services
- **Nancy Dellorco, Admin. Asst.,** Oncology
- **Noel Dent, RN, CDE,** Cardiac Rehab
- **Chelsea Depot, Par Tech,** Materials Management
- **Janice DiCicco,** Registered Dietitian, Nutrition
- **Chris Elie, EMT-B,** Ambulance Services
- **John E. Fattore, MD,** Plastic Surgery
- **Joanne Fitzgerald, RN, BSN,** Cardiology
- **Michael Flanagan, Director,** Safety and Emergency Preparedness
- **William Fleming, Senior Vice President of Operations**
- **Gail Flynn, HR Manager,** Human Resources
- **Teresa Fuller, BSN, RN,** Day Surgery
- **John Gale, Director,** Imaging Services
- **Diane Gaughran,** Exercise Physiologist, Cardiac Rehabilitation
- **Andrew Geller, MD,** Emergency Medicine
- **Joseph Gianni, RN,** Emergency Department
- **Ken Gibson, Lead Par Tech,** Materials Manangement
- **Judy Greene, RN,** Nurse Educator
- **Linda Gregoire, Director,** Volunteer Services
- **Diane Greenfield,** RN, Unit 33
- **Denise Grove, Manager,** Marketing/Communications
- **Barbara Hagberg, OT Supervisor,** Occupational Therapy
- **Dawn Hansen, Tech.,** Diagnostic Imaging
- **Linda Mae Harding, RN,** ICU
- **John Holiver, President,** Administration
- **Nancy Huff, Director,** Pharmacy, Respiratory Care and Rehab Services

- **Albert Interrante, MD,** Radiology
- **Susan Janson, CRT,** Pulmonary Rehab
- **Caterina Jaramillo,** Patient Financial Services
- **Sr. Florence Kahler,** Mission Director
- **Kathy Coughlin Kay, RN,** Day Surgery
- **Polly Keister, RN,** Nurse Mgr., Cardiology
- **Cynthia Kiely, Registrar**, Tumor Registry
- **John W. Kinch, MD,** Cardiology
- **Dmitry Kukunov,** Radiology Tech., Diagnostic Radiology
- **Michele Kurtz, RN,** Employee Health
- **Lisa Lanagan, RN,** Unit 32
- **Kevin Lancaster,** Food Services
- **Noreen Leaver, Critical Care Clinical Nurse Specialist.,** Staff Development
- **Margaret Lutz, Admin. Asst.,** Communications/Community Benefits
- **Peter Lydon, MD,** General Surgery
- **Susanne Lyra, Assistant,** Oncology
- **Thelma Macomber, CNA,** Pediatrics
- **Nancy Malinowski,** Assistant, Gift Shop
- **Paul Malinowski, Asst. Director Plant Operations,** Maintenance
- **Carol Maloney, Administive Medical Secretary,** Case Management
- **Kathy Mandigo, RN,** Endoscopy
- **Marisa McArdle, EMT-B,** Ambulance Services
- **Katie McCann, Senior HR Advisor,** Human Resources
- **Mary McClintock, Director,** Case Management
- **Judy McHugh, Sr. Resource Mgmt. Staffing Coordinator,** Nursing Administration
- **Ann Marie McKee, Coding Manager,** Medical Records
- **Charanprit Maniktala, Coder,** HIM/Medical Records
- **Eileen Mead, Manager,** Gift Shop
- **Caitlin Melia, Clinical Nutrition Manager,** Nutrition
- **Amy Melican, Assistant,** Volunteer Services
- **Ann Menconi, Staff Coordinator,** Nursing Admin.
- **Kathy Merrigan, RN, Nurse Manager,** Emergency Dept.
- **Chris Metrano, Tech.,** Materials Management
- **Krystal Mirabile, Senior Staff Accountant,** Finance
- **Salvatore Q. Napoli, MD,** Director of Multiple Sclerosis
- **Norman Neault, Director,** Food Services
- **Kerry Niethold, Executive Assistant,** Administration
- **Christine O'Donnell, Chief X-ray Tech,** Diagnostic Imaging
- **Patricia Oginski, Clerk,** Food Services
- **Tracey Oliver, Tech. Supervisor,** Vascular Lab
- **Mary O'Reilly, Tech.,** Radiology
- **Jill Oulette, RN,** Nursing
- **Gerald Paciello, Director**, Spiritual Services
- **Derek Padon, HR Advisor,** Human Resources
- **Anita Patel, Sr. Dosimetrist,** Radiology
- **Vinubhai Patel, MD,** Radiation Oncology
- **Nick Perelli, Chef,** Food Services
- **Debra Petipas, RN,** Nursing Admin.
- **Addie Piette, Executive Asst.,** Administration
- **David Pichette, Cook,** Food Services

- **Jodi Powers, Tech.** Radiology
- **John Puopolo, Receiver,** Materials Management
- **Patricia Romanus, RPT, Inpatient Supervisor,** Physical Therapy
- **John Salute, Manager,** Shipping and Receiving
- **Maryann Santisi, Director,** Environmental Services
- **Margaret Schadelbauer, PT,** Speech and Language
- **Mary Ann Schaefer-Koteles, Speech Therapy Supervisor,** Speech Therapy
- **Paul Schwerdt, MD,** Cardiology
- **Marie Schnopp, Office Manager**
- **Lynne Schromm, Admin. Asst.,** Radiology
- **Audree Schultheiss, Therapist,** Radiology
- **Debbie Schultz, RN,** Oncology
- **Samir Semine, MD,** Radiology
- **Sarah Sharpe, Manager,** Operations and Maint**.**
- **Sheila Silva, MSN, RN,** Nursing Education
- **Paula Silvi, RTR, Chief Technologist,** Radiology
- **Deborah Smith, UltrasoundTech.,** Ultrasound
- **Mariann Smith, Inpatient Coder,** Medical Records
- **Thanh Soares, Tech.** Radiology
- **Terri Spencer, MD,** Internal Medicine
- **Judith Stark, Mammography Technician,** Diagnostic Radiology-Satellite
- **Linda Stetter, Chaplin,** Spiritual Care Services
- **Jackie Swansburg, RN,** Unit 33
- **Norman Tabroff, MD,** Psychiatry
- **Roberta Trahan, RN,** ICU
- **Barbara Vandenburgh,** Paramedics Services
- **Kim Verocchi, Secretary,** Radiology
- **Barbara Wagner, Cardiac Ultrasound Tech.,** Cardiac Stress Lab
- **Mary Wallan, Director,** Communications
- **Pat Watson, Manager,** Lab
- **Kathy Welby, RN,** Emergency Department
- **Pat Whitty**, **RN,** PACU
- **Bill Widberg, Registrar,** Patient Access

Norwood Hospital is a member of the Neponset Valley Chamber of Commerce, the United Regional Chamber of Commerce and the Tri-Town Chamber of Commerce with hospital leadership and staff members regularly participating in meetings and activities.

They are:

Neponset Valley Chamber of Commerce:
John Holiver, President, NVCC Board Member
Linda Davenport, LD, CDE
Patricia Gavin, Schwartz Grant Administrator

United Regional Chamber of Commerce:
James F. Sheehan, Community Benefits Manager

Tri-Town Chamber of Commerce:
John Gale, Director of Imaging Services

19. Partnerships

• **Invensys Foxboro YMCA:** The Invensys Foxboro YMCA serves more than 7,000 members residing in the towns of Foxboro, Mansfield and Sharon and plays a pivotal role in assisting Norwood Hospital with implementing it's Community Benefits priorities. The YMCA helps the hospital reach members of those communities with it's cardiovascular disease and diabetes programming by hosting our physician lay lectures, blood glucose screenings, and new Diabetes Support Group. The hospital sponsors the YMCA's Annual Road Race and Family Fun Day and Healthy Kids Week. We also helped the YMCA establish LIVESTRONG Program by referring a number of cancer survivors who could benefit from the 12-week exercise program.

- **Norfolk County District Attorney:** The hospital works closely with this office on matters of family and workplace violence. In particular, the hospital has assisted in the formation of a child advocacy center to help the District Attorney provide comprehensive services to abused children and their families. The Community Benefits Manager serves on the Advisory Committee.
- **Neponset Valley Community Health Coalition:** Norwood Hospital continues to have a very positive working relationship with the Coalition.
- **Norwood School Nurses:** A strong relationship has been established between the staff of Norwood Hospital and the school nurses in Norwood. Physicians and other medical professionals have helped the town develop a School Wellness Policy.

20. Ambulance Services

Norwood Hospital Emergency Medical Services (EMS) is a hospital-based ambulance service licensed to provide both Basic Life Support (BLS) and Advanced Life Support (ALS) patient care and ambulance transportation. A dispatch and communication center is operational seven days per week and coordinates all ambulance transportation out of Norwood Hospital including transfers to local skilled nursing and rehabilitation facilities, ALS, critical care, and air medical transportation to Boston hospitals. The dispatch center also arranges transportation for patients requiring wheelchair car or taxi services. The ambulance service and dispatch center is staffed by over 40 state certified Emergency Medical Technicians and Paramedics.

The following is a sampling of the community programs supported by these men and women during FY 2010 including Ambulance Coverage/Health Education/Screenings for Norwood Hospital Community Events involving 46 hours of volunteer work:

- Norwood Day
- Norwood Turkey Trot
- Rodman Ride for Kids, Foxboro

21. Donations

- **Food Drive:** During March 2011, Norwood Hospital organized a food drive on behalf of the Foxboro Food Pantry and the Living Bread Food Pantry in Plainville. Over 100 employees donated a total of 600 items to the food pantries.
- **Clothing Drive:** Norwood Hospital also organized a Clothing Drive In March 2011. Hospital employees donated warm clothing for 50 men and women served by the St. Francis House In Boston
- **Backpacks for School Children:** During August 2011, Norwood Hospital department managers and staff members donated 80 backpacks filled with new school supplies to children in need in Canton, Foxboro and Norwood. New school supplies and 8 backpacks were donated to students at Saint Catherine of Sienna School in Norwood.

22. Neponset Valley Community Health Coalition (NVCHC)

Norwood Hospital continued to maintain an excellent relationship with the Neponset Valley Community Health Coalition. The NVCHC mission is to advocate for the maintenance and enhancement of affordable, accessible quality health care (including mental health) for all residents within the Neponset Valley Health Care System,

particularly the unserved and under-served.

NVCHC Coalition Towns include Attleboro, Bellingham, Canton, Dedham, Dover, Easton, Foxboro, Franklin, Mansfield, Medfield, Medway, Millis, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Stoughton, Walpole, Westwood and Wrentham.

23. Library Services

The Youngdahl Library at Norwood Hospital is staffed Monday – Friday during normal business hours. It provides the staff and physicians with access to current, accurate, pertinent medical information through various research databases and through its collection of books and journals in paper and electronic formats. By maintaining membership in several Library networks, including the multi-type library network created by the Mass. Board of Library Commissioners, it shares its collection nationally with other institutions. The general public is welcomed to use the library's resources and can request search assistance when trying to locate material or instruction on the use of various research databases.

24. Psychiatry

Members of the Department of Psychiatry participated in the leadership and fundraising activities of the South Shore Alzheimer's Partnership and the Neponset Valley Alzheimer's Partnership.

25. Cable Television

Norwood Hospital is committed to providing health care information and education within our service area. During May 2011, Dr. John Kinch, Cardiologist at Norwood Hospital delivered a lecture entitled, "Cardiovascular Disease: Are You at Risk?" to the Canton Council on Aging. The lecture was videotaped and broadcast on Canton Community Television. In September 2011, Anne Baker, RN, MTS gave a lecture on Advance Care Planning to members of the Norwood Council on Aging. This lecture was also videotaped and broadcast on NPA-TV, Norwood's Public Access Television.

X. Community Benefits and Community Service Expenditures for FY 2011

Community Benefits Programs

Expenditures	Amount
Direct Expenses	$125,906
Associated Expenses	$6,960
Determination of Need Expenditures	$0
Employee Volunteerism	$31,434
Other leveraged resources	$0

Net Charity Care

Expenditures	Amount
Total Charity Care	$3,615,078
Corporate Sponsorships	$5,755
Total Community Benefit Expenditures	**$3,785,123**
Total Revenues for 2011	$168,719,280
Total Patient Care-related expenses for 2011	$167,668,379

Community Service Programs

Expenditures	Amount
Direct Expenses	$30,579
Associated Expenses	$12,552
Determination of Need Expenditures	$0
Employee Volunteerism	$24,723
Other Leveraged Resources	$0
Total Community Service Programs	$67,854

Additional Considerations

The major challenges facing Norwood Hospital are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society. In addition to all of the services Norwood Hospital provides the community, the hospital provided:

- $5,607,862 in unreimbursed Medicare services
- $1,829,398 in unreimbursed Medicaid services

XI. Contact Information

For more information please contact:

Heather Nelson, PhD, MPH
Director of Community Benefits
Norwood Hospital
800 Washington Street
Norwood, MA 02062
Phone 781-278-6022
Heather.Nelson@steward.org

Norwood Hospital

A STEWARD FAMILY HOSPITAL

Steward

800 Washington Street
Norwood, Ma 02062

www.Norwood-Hospital.org