

Spaulding  
Rehabilitation  
Hospital  
Cambridge



Community  
Health  
Implementation  
Plan



2017  
—  
2019



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## Background

### 2016 Spaulding Hospital Cambridge Community Health Needs Assessment

In compliance with section 501(r)(3) of the Internal Revenue Code, Spaulding Hospital Cambridge (SHC) conducted its first Community Health Assessment (CHA) using a collaborative and dynamic approach to review available data, existing programs, and views from people who represent the broad interest of the community served by the hospital. The assessment explored the needs of Cambridge, MA and Somerville, MA. SHC worked in close collaboration with the Partners HealthCare department of Community Health while conducting this CHA.

The goals of the 2016 CHA were to:

1. Identify the health needs and assets of our target populations
2. Engage community members in the process
3. Determine priorities for the next 3 years
4. Develop a plan and implementation strategy

Given SHC's location, and the specialty nature of the care provided, the target populations for the purposes of the 2016 CHA were defined as the residents Cambridge and Somerville, and especially older persons and persons living with a disability.

Both quantitative and qualitative data were collected for this CHA in order to help identify major aspects of the community that impact the health of its priority populations. The data were evaluated through a Social Determinants of Health (SDOH) lens, by considering the economic, environmental, and social factors that influence health.

Based on the findings and insights of the CHA, the following areas of need were identified for Cambridge and Somerville:

- Access to specialty care
- Affordable Housing
- Disability Support
- Elder Support
- Environment
- Homelessness
- Substance Use Disorder



Source: HealthyPeople 2020

### Identified Needs to be Addressed

In consideration of all the needs stated above, SHC used the following criteria to prioritize needs identified by this assessment:

- Community need: review of current data and assessments from local, State and national organizations

- Collaborative opportunities: overview and evaluation of partnerships with local community organizations
- Community interest and readiness: in-depth and thoughtful dialogue and input from individuals through stakeholder meetings, focus groups and survey opportunities
- Estimated effectiveness and impact
- Adequate resources for implementation

In light of the needs identified and the considerations above, SHC has committed to addressing the following priorities:

- Access to care
- Disability/Elder Advocacy
- Environment
- Workforce Development

### Identified Needs Not Addressed

Given the specific clinical expertise and limited resources of Spaulding Hospital Cambridge, addressing all of the issues identified by this CHA is not feasible. The hospital intends to focus its efforts where it can make the strongest impact. As a result, the following needs will not be prioritized by the Hospital:

- Affordable Housing
- Homelessness
- Substance Use Disorders

The full 2016 Spaulding Hospital Cambridge Community Health Needs Assessment can be found on its website: <http://spauldingrehab.org/about/community-involvement>

### Purpose of this report

Having identified the priorities that SHC intends to address over the coming three years, and in compliance with section 501(r)(3) of the Internal Revenue Code, this Community Health Implementation Plan (CHIP) shall identify the goals, strategies and action steps by which SHC proposes to accomplish this work. This work will be accomplished through three over-arching approaches:

- **Explore** new opportunities for SHC to develop new programs or collaborate with others
- **Expand** programs and work already underway both at SHC and elsewhere
- **Connect** patients/residents to community programs and SHC's efforts to the broader community

## Methodology

In the spirit of collaboration and in order to ensure that the SHC CHIP is developed in a comprehensive manner that takes into consideration the resources already available in Cambridge and Somerville, SHC has sought the input of social service program providers and advocates in Cambridge and Somerville as a part of developing this plan. This input was collected through the Key Informant Interviews and external community representatives who attended two community health strategic planning discussions at SHC in the Fall of 2016. Feedback from all these activities have been woven into SHC's Implementation Plan for 2017-2019.

## Community Engagement

As an active member of the Cambridge community and as a vocal advocate for the rights of persons living with a disability, Spaulding Hospital Cambridge has representatives sitting on the boards of a number of local boards and councils, including:

Organization	SHC Representative
Massachusetts Commission for the Blind, Board Member	Jack Carroll, Director, Human Services
Organization of Nurse Leaders Ma/NH/Conn/Ri, President-elect	Joanne Fucile, Vice President of Hospital Operations
Metro-North Regional Employment Board, Disability Commission Member	Michael Muehe, Partners Continuing Care Board Member
Cambridge Commission for Persons with Disability, Chairperson	Michael Muehe, Partners Continuing Care Board Member

Furthermore, Spaulding Rehabilitation Network has been a founding member of

- Work Without Limits - a network of engaged employers and innovative, collaborative partners that aims to increase employment among individuals with disabilities. (<http://www.workwithoutlimits.org/>)
- Working Partners - a public/private partnership centered on employment for people with disabilities. (<http://spauldingrehab.org/about/advocacy/working-partners>)

More information regarding all of Spaulding Rehabilitation Network's advocacy efforts can be found on its website: <http://spauldingrehab.org/about/advocacy/>

## Implementation Plan: Community Priorities, Goals and Strategies

Priority 1: Access to Care	
Goal 1: Improve access to assistance enrolling in health insurance.	
Partners: MassHealth, SHINE and MA Health Connector	
Strategy 1: Host open enrollment fair.	Actions: <ul style="list-style-type: none"> <li>• Determine need/feasibility of hosting fair.</li> <li>• Hold one per year if determined feasible.</li> </ul>
Strategy 2: Extend CAC's hours to the broader community	Actions: <ul style="list-style-type: none"> <li>• Hours have already been extended.</li> <li>• CAC to connect patients/community residents with local SHINE representative where appropriate.</li> <li>• Expand how CAC's availability is communicated to the community.</li> </ul>
Goal 2: Connect and promote community resources	
Partners: MBTA, MassHealth	
Strategy 1: Improve transportation access for elderly and disabled residents.	Actions: <ul style="list-style-type: none"> <li>• Continue connecting patients with available accessible transportation options (e.g. MBTA's The RIDE, MassHealth transportation assistance)</li> <li>• Support/promote MBTA senior enrollment events at local Senior Centers.</li> </ul>
Strategy 2: Expand use of Center One space	Actions: <ul style="list-style-type: none"> <li>• Publicizing its availability to community groups.</li> <li>• Championing the groups who use the space.</li> </ul>
Goal 3: Explore new opportunities to expand and better communicate current efforts	
Partners: City of Cambridge, City of Somerville, MBTA	
Strategy 1: Explore new ways to promote SHC's (and its partners) activities	Actions: <ul style="list-style-type: none"> <li>• Identify new ways in which to advertise/promote/communicate available community resources to patients and local residents (i.e. Cambridge in Motion email, 'Find it Cambridge', Cambridge Calendar, etc.)</li> </ul>
Strategy 2: Explore opportunities to connect residents w/ community resources	Actions: <ul style="list-style-type: none"> <li>• Explore feasibility of hosting MBTA senior enrollment event.</li> <li>• Identify local food assistance programs to connect patients with (i.e. SNAP benefits, Food for Free, Meals on Wheels, etc.)</li> </ul>
Goal 4: Measure and address ethnic and racial disparities.	
Partners: Partners Human Resources, Partners eCARE , Cambridge Board of Health	
Strategy 1: Ensure cultural competency and equity is a part of standard of care	Actions: <ul style="list-style-type: none"> <li>• Conduct cultural competency training for all employees.</li> <li>• Collect race, ethnicity and language data as a part of admission assessments to determine if available resources meet the needs of patients.</li> </ul>
Expected Long Term Outcomes and Metrics: <ul style="list-style-type: none"> <li>• More residents to enroll in health insurance.</li> <li>• More residents to enroll in MBTA's The Ride.</li> <li>• More food insecure patients and community residents connected with local food resources.</li> </ul>	

<b>Priority 2: Disability/Elder Support</b>	
<b>Goal 1: Provide and promote activities that promote social interaction and fitness.</b>	
Partners: New England Revolution, Spaulding Charlestown, Spaulding Cape Cod, Cambridge Commission for Persons with Disabilities	
<b>Strategy 1:</b> Connect elder and disabled patients/residents to community events	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Promote Disability Reframed Film Series hosted at SHC to the broader community.</li> <li>• Maximize marketing in line with Disability Awareness Month (October).</li> <li>• Continue to offer group Music Therapy to patients with neurological injuries and diseases free of charge for SHC’s inpatient residents.</li> <li>• Continue to include residents of Youville House as a part of Music on Sunday’s program hosted at SHC.</li> </ul>
<b>Strategy 2:</b> Offer programs for disabled residents to engage in fitness activities	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Continue ExPD Rowing Program to provide paralyzed persons with an opportunity to improve their cardiovascular health and muscular strength.</li> <li>• Continue to offer Adaptive Sports Recreational Program to foster fitness, well-being, social interaction and engagement with the community.</li> <li>• Expand communication efforts to promote adaptive sports programs.</li> <li>• Explore opportunities to connect Adaptive Sports Program to other active disabled groups (e.g. Adaptive Climbing Group at Brooklyn Boulders)</li> <li>• Continue hosting the annual Youth with Disabilities soccer clinic in partnership with the New England Revolution.</li> </ul>
<b>Goal 2: Identify new community activities for SHC to engage with, especially those designed for disabled and elderly residents.</b>	
Partners: Cambridge/Somerville Elder Services, Cambridge Board of Health, Cambridge/Somerville Police and Fire Services	
<b>Strategy 1:</b> Identify new community programs, groups, events for SHC to host	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Explore potential to offer SHC as a screening site. In conjunction with council on disability awareness.</li> <li>• Explore other new opportunities for older and disabled residents.</li> <li>• Develop lecture series informing residents/care partners on best practices for care or other public health topics. <ul style="list-style-type: none"> <li>○ Potential to partner with Partners HealthCare at Home, Somerville/Cambridge Elder Services, Cambridge Council on Aging</li> <li>○ Long term exploration opportunity: Record lectures and post online or show through local access television.</li> </ul> </li> </ul>
<b>Strategy 2:</b> Assess emergency preparedness for disabled and elderly residents	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Explore needs and gaps.</li> <li>• Determine collaboration opportunities to ensure plans are in place.</li> <li>• Connect with local emergency preparedness groups.</li> <li>• Participate in Cambridge emergency drills.</li> </ul>
<b>Expected Long Term Outcomes and Metrics:</b> <ul style="list-style-type: none"> <li>• Expand programs, events, groups, etc. hosted at Spaulding</li> <li>• Continue to offer ways for older and disabled residents to engage in social activities.</li> <li>• Continue to offer ways for disabled residents to engage in fitness activities.</li> </ul>	



<b>Priority 3: Environment</b>	
<b>Goal 1: Continue efforts to reduce SHC's environmental impact</b>	
<b>Partners: Partners Material Management , Morrison Corporation</b>	
Strategy 1: Utility Conservation	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Upgrade steam traps in HVAC system to reduce heat loss.</li> <li>• Expand automation of lighting system across hospital to reduce electrical usage.</li> </ul>
Strategy 2: Recycling Efforts	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Require distributors to use reusable totes for supply delivery. Expand this where possible.</li> <li>• Paper use reduction efforts across hospital</li> <li>• Single-Use Device reprocessing program</li> <li>• Pharmaceutical waste reduction program</li> <li>• Environmentally Preferable Purchasing</li> <li>• Recycling cans/bottles in cafeteria</li> <li>• Cardboard/light and battery recycling - includes employees bringing in their personal batteries and electrical equipment waste which SHC recycles for them.</li> </ul>
Strategy 3: Address impact through food policies	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Host local farmers market 2x annually</li> <li>• On-site herb garden used in food produced in SHC's kitchen</li> <li>• Food waste reduction program using Trm Trax Morrison product</li> <li>• Food waste composting</li> <li>• Antibiotic free meats at additional cost to the hospital</li> <li>• More/better healthy drink options</li> </ul>
<b>Goal 2: Identify opportunities to expand SHC's impact on environmental factors in its communities.</b>	
<b>Partners: Cambridge/Somerville Board of Health, Cambridge Commission for Persons with Disability</b>	
Strategy 1: Address road safety issues	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Explore interest/need in hosting community fair on public safety, including cycling/pedestrian safety, car seats, burns unit, etc. <ul style="list-style-type: none"> <li>○ Identify potential partners in the local community, especially those agencies already conducting cycling safety training.</li> <li>○ Consider distributing free lights or other cycling safety products at said event.</li> </ul> </li> <li>• Encourage staff and visitors to use alternative modes of transportation by distributing recently developed 'Getting Around Cambridge' roadmap.</li> <li>• Support community bike paths. Identify those groups involved in developing/upkeep/advocacy.</li> <li>• Engage with Vision Zero Initiative to improve road safety.</li> </ul>
Strategy 2: Support initiatives that address housing issues	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Explore feasibility of developing a food donation program to local shelters for food which would otherwise be discarded.</li> <li>• Establish employee volunteer program at local homeless shelters.</li> <li>• Partner with local housing agencies to connect patients with disabilities to affordable and accessible housing.</li> <li>• Support community initiatives to address homelessness by connecting with</li> </ul>

	the Cambridge Continuum of Care.
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Expected Long Term Outcomes and Metrics:

- Improved efficiency in electricity use and HVAC heat loss
- Continued waste reduction through food and recycling policies
- Greater engagement with local road safety and housing initiatives/groups
- Employees able to 'give back' through volunteering program.
- More employees and visitors utilizing alternative modes of transportation.
- Connecting patients in need of affordable/accessible housing with local housing authorities.

## Priority 4: Workforce Development (WFD)

Goal 1: Continue SHC's commitment to developing employment skills among disabled, youth and adults in the community.

Partners: Massachusetts Rehabilitation Commission (MRC), Work Without Limits, Goodwill, Cambridge Rindge Technical High School, Just-A-Start, City of Cambridge's Office of Workforce Development (OWD)/Human Services

<p>Strategy 1: Provide vocational training for persons living with a disability.</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Working Partners Program collaboration with the Massachusetts Rehabilitation Commission (MRC)</li> <li>• Member of Work Without Limits</li> <li>• Project Search collaboration with Goodwill</li> </ul>
<p>Strategy 2: Collaborate with local groups to provide employment preparedness programs for local youth.</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• SHC to take seat on program advisory council at Cambridge Rindge Technical High School</li> <li>• Clinical rotations for Cambridge Rindge Technical High School in their CNA training program.</li> <li>• Mock interviews, paid work experience, academic enrichment programs and job readiness training for Cambridge youth through the Just-A-Start program</li> </ul>
<p>Strategy 3: Partner with local organizations to provide work experience and education programs for local adults with little professional background.</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Provide 5 annual positions for Cambridge residents to gain essential job skills through the Cambridge Works Program</li> <li>• Partner with American Red Cross through its Certified Nursing Assistant Program.</li> </ul>

Goal 2: Explore new opportunities for greater impact

Partners: CVS, MRC, Project SEARCH, Hartford Insurance, Operation ABLE, Cambridge Community Learning Center, ENROOT, Somerville High School

<p>Strategy 1: Assess current WFD efforts underway</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Explore data that can be collected by MRC</li> <li>• Track participant successes in various programs</li> <li>• Explore feasibility of expanding current efforts to grow the number of participants in each program.</li> <li>• Explore feasibility of establishing ongoing internship opportunity for at least one Operation ABLE program participant.</li> </ul>
<p>Strategy 2: Expand network of businesses who will partner with SHC in its workforce development efforts</p>	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Pursue opportunity of new Job Lab program, including identification of both program partners and funders.</li> <li>• Identify other businesses that may partner in Working Partners program.</li> <li>• Present at local business industry groups (i.e. chamber of commerce) at least one per year</li> <li>• Educate and increase awareness through Work Without Limits</li> <li>• Identify partnership opportunities with Somerville organizations</li> </ul>

	<ul style="list-style-type: none"> <li>• Strengthen relationship with Operation ABLE by assuming a seat on the Operation ABLE board.</li> </ul>
<p>Strategy 3: Examine new program opportunities</p>	<ul style="list-style-type: none"> <li>• Provide on-site training opportunities for HHAs and CNAs in collaboration with Cambridge Community Learning Center. Program specifically targeted at non-native English speakers from Metro-North Boston.</li> <li>• Determine viability of becoming site for Cambridge Mayor’s Summer Employment program.</li> <li>• Host ‘speed-dating’ between youth and employers</li> </ul>
<p>Expected Long Term Outcomes and Metrics:</p> <ul style="list-style-type: none"> <li>• Expand network of businesses who will partner with SHC in its workforce development efforts.</li> <li>• Expand WFD efforts into Somerville.</li> <li>• Increase number of participants in each program.</li> </ul>	