

The Spaulding Rehabilitation Hospital Network

The Spaulding Rehabilitation Network includes four hospitals, 23 outpatient centers, and three skilled nursing facilities which share a mission to improve the quality of life for people experiencing illness, injury, and disability.

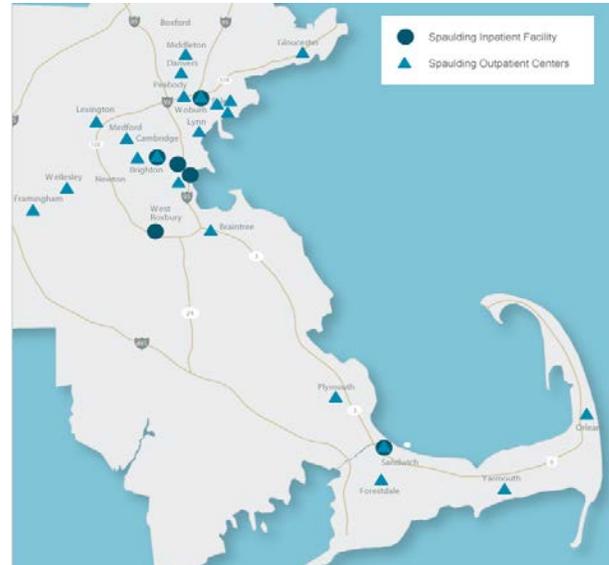
Patients come to Spaulding's hospitals from all over Massachusetts, New England, across the United States, and the world. The Spaulding Network enables persons to achieve their highest level of function, independence, and performance through the following mission:

- To provide a full continuum of rehabilitation care, and community-based rehabilitation services.
- To contribute new knowledge and treatment approaches to rehabilitation and disease and injury management through research and outcome studies.
- To educate future rehabilitation specialists, including physicians, nurses, therapists, and other allied health professionals.
- To advocate for persons with disabilities.
- To support the mission of Partners HealthCare and collaborate with other healthcare providers.

Target Population

Spaulding's main campus in the Charlestown neighborhood of Boston is near Massachusetts General Hospital (MGH) and other Boston hospitals, but its community of patients knows no hard and fast borders. The hospital's network of nine outpatient metro Boston rehabilitation centers -- on-site in the hospital, as well as, in Braintree, Brighton, Downtown Crossing, Framingham, Medford, Cambridge, Lexington, and Wellesley -- make it more convenient for patients to access care.

In FY2009, Spaulding became part of the MGH and Red Sox Foundation's "Home Base Program", hosting the traumatic brain injury (TBI) research and treatment component of the program, led by Dr. Ross Zafonte, VP of Medicine for Spaulding. The program will have donated millions of dollars to treat and research the conditions of PTSD and TBI. The Home Base Program is a collaborative effort with the Department of Defense, Red Sox Foundation, Mass General, CIMIT, and Spaulding.



In addition, Spaulding is the only rehabilitation hospital in the country chosen to be part of a national clinical consortium as part of a research grant to study the effects of post traumatic stress disorder and traumatic brain injury on returning veterans.

A specialty care facility, Spaulding is not part of the Commonwealth of Massachusetts' free care pool for the uninsured. Nevertheless, Spaulding provides free care on a limited basis to individuals in need of rehabilitation services and who are unable to pay. Spaulding also serves a large number of federally and state-supported patients. Medicare or Medicaid patients constitute a significant portion of Spaulding's caseload.

Spaulding Rehabilitation Hospital Boston

Spaulding Rehabilitation Hospital Boston is the flagship institution of the Spaulding Rehabilitation Network, providing comprehensive rehabilitation treatment to a wide spectrum of patients.

The centers offer physical therapy, occupational therapy, speech-language therapy, complementary alternative medicine, and psychiatry services. Specialized rehabilitation services such as vocational rehabilitation programs are available at selected sites. Together, ambulatory services at Spaulding metro Boston outpatient centers handled more than 148,000 patient visits annually.

Spaulding Hospital for Continuing Medical Care North Shore (SNS)

Spaulding Hospital for Continuing Medical Care North Shore (SNS) is a 160-bed private, non-profit hospital located in historic Salem, Massachusetts. Spaulding North Shore has been providing care for residents of greater North Shore communities since 1975. Spaulding has 120 long term care hospital (LTAC) beds and a 40-bed transitional care unit (TCU), sometimes referred to as a skilled nursing facility (SNF).

Spaulding North Shore provides a wide range of inpatient medical and rehabilitation services at the acute, sub-acute and skilled nursing levels of care. This specialty hospital provides outpatient therapy services in eight north shore communities: Salem, Marblehead (2), Lynn, Peabody, Middleton, Gloucester and Danvers. Spaulding North Shore is certified by Medicare and Medicaid, and accredited by the Joint Commission for Hospital Programs, as well as for Medicare-Certified Long Term Care Programs. The hospital is also accredited by CARF for its Inpatient Rehabilitation Programs (Adults).

Spaulding North Shore is committed to providing educational programs, medical and rehabilitation screenings, and other forms of outreach to our communities.

Spaulding Hospital for Continuing Medical Care Cambridge

Spaulding Hospital for Continuing Medical Care Cambridge is a 180-bed long-term acute care facility located on a 7-acre campus in Cambridge. Our philosophy is that healing means more than simply fixing your body. It also means helping your mind, restoring your spirit and getting you back to your normal life as quickly as we can.

Spaulding Hospital Cambridge is unique in its ability to meet the complex needs of patients and their families through medical and rehabilitative care. Our on-site clinical expertise and innovative programs enable us to care for patients with multiple medical problems.

Spaulding Hospital for Continuing Medical Care Cambridge and the Spaulding Outpatient Center Cambridge are accredited by The Joint Commission (TJC) and licensed by the Massachusetts Department of Public Health.

Our clinical capabilities include:

- A unique combination of complex medical and rehabilitative care
- Comprehensive physical, occupational and speech therapy
- Physicians on-site 24/7
- Consulting physicians from Partners HealthCare acute hospitals
- Chemotherapy
- Peritoneal and hemodialysis
- Pain management
- Complex wound care
- Total parenteral nutrition
- Tracheostomy

Spaulding Rehabilitation Hospital Cape Cod (SCC)

Spaulding Rehabilitation Hospital Cape Cod (formerly Rehabilitation Hospital of the Cape and Islands - RHCI) is a 60-bed, not-for-profit, acute rehabilitation hospital. Part of the Spaulding Rehabilitation Network, Spaulding Cape Cod (SCC) brings advanced rehabilitation care to residents of Cape Cod, the Islands, the South Shore, and South Coast regions of Massachusetts.

SCC's mission is to help persons reach their highest potential for function, independence and quality of life by:

- Providing a comprehensive continuum of high quality rehabilitation services
- Serving as a leader and an advocate in identifying and responding to the rehabilitation needs of individuals residing in the region

SCC contributes to excellence in rehabilitation by:

- Serving as a clinical site for the education of nursing and therapy students
- Enhancing clinical practice by educating area health care professionals about rehabilitation through formal and informal educational opportunities
- Promoting the continuing clinical development of staff through educational programs, clinical ladders, advanced certifications and other initiatives

SCC promotes the health of the community through free, public service programs:

- Educational programs, which often emphasize prevention and early detection
- Screenings
- Information about services to ensure access to appropriate care

As the only provider of hospital-level rehabilitation on Cape Cod, SCC brings comprehensive general and specialty rehabilitation services to the community.

Partners HealthCare at Home (PHH)

Partners HealthCare at Home (PHH) is one of the region's largest home health care providers, offering a certified home health, private care and healthcare products in homes, assisted living communities, and nursing homes in more than 200 towns throughout Eastern Massachusetts. The organization is committed to delivering the highest quality services available at home – where the comfort and security of familiar surroundings greatly enhance quality of life. With 1,400 employees, Partners HealthCare at Home provides approximately 425,000 certified home care visits and 450,000 hours of private care services annually.

In fulfillment of its mission, the agency provides care for more than 500 patients who are uninsured, as well as over 1,000 patients who are covered by Medicaid, where the cost of care exceeds reimbursement.

Community Health Needs Assessment

Spaulding's main campus in the Charlestown neighborhood of Boston is near Massachusetts General Hospital (MGH) and in 2012 Spaulding Rehab Hospital partnered with Massachusetts General Hospital Center for Community Health Improvement (CCHI) for a Community Needs Assessment in the Charlestown community. This partnership allowed us to build on the long legacy of community health work underway in the community. The opening of Spaulding in the historic Charlestown Navy Yard in the spring of 2013 broadened the health care resources in the neighborhood and provided a platform to expand the existing work underway. MGH and Spaulding recognize that access to high-quality health care is necessary, but by no means sufficient, to improving health status. We are also committed to engaging in deep and transformative relationships with local communities to address the social determinants of health. The MGH Center for Community Health Improvement (CCHI) conducted its first community health needs assessments (CHNA) in 1995 in Revere, Chelsea and Charlestown, where MGH has had health centers for more than 40 years, and has done so periodically over the past 17 years. As a result of these assessments and now with Spaulding as an additional community partner, substantial progress has been made on preventing and reducing substance abuse, improving access to care for vulnerable populations, expanding opportunities for youth and more.

The CHNA used the MAPP framework (Mobilizing for Action through Planning and Partnerships, created by the CDC in 2000). MAPP recommends that assessments be community driven, involve diverse sectors of the community, and that data be collected through multiple sources such as focus groups, key informant interviews and public health sources. More than 800 people from Charlestown had input into this process. In Charlestown, residents participated through the following methods:

- A Quality of Life Survey - 545 surveys received;
- Community Forums - 150 participants attended;

- Assessment Committee Members - 36 committee members guided the process and shared their perceptions of community strengths, threats and the forces of change that affect health;
- Focus Groups - 17 focus groups reached 149 participants;
- Public health Data - from sources such as the U.S. Census, MA Department of Education and Boston Public Health Commission.

Priorities

By a significant margin, Charlestown identified substance abuse and the effects it has on quality of life including perceptions of violence and public safety, as their top issue. In addition the community identified cancer prevention/healthy living, access to care (with an emphasis on helping families with autistic youth) and promotion of educational attainment as additional priorities to be addressed.

Strategies

Initial new strategies resulting from this assessment process include creating a new infrastructure to respond to Charlestown's multiple health priorities. The assessment committee has agreed to form a new group called The Charlestown Collaborative, a coalition of residents and providers who will take a comprehensive approach to building a healthy community. The Collaborative will also implement some changes in service delivery to both 1) meet the needs identified by the community in order to build trust in the process, and; 2) transform the way that providers work together, a very important systems change over the long term.

Because of the large geographic region served by the Spaulding Network, for areas outside of Charlestown, our commitment to the communities we serve are guided by the needs of our patient population – especially those who are most vulnerable or face significant barriers to accessing care. In the section that follows, we highlight some of the community based programs underway across our communities to address the needs of our patients.

Select Community Programs

Improving Access through Interpreter Services

Spaulding provides interpreting services for its patients. The hospital has a foreign-language interpreter available who arranges for the interpretation and translation of more than 15 foreign languages and American Sign Language, through an arrangement with MGH. Annually, Spaulding and MGH interpreters conducted more than 6,500 interpretations.

Advocating for and Educating Individuals with Disabilities

Spaulding, in collaboration with Massachusetts General Hospital, partnered with the New England Revolution to offer a free Youth with Disabilities Soccer Clinic. Over 85 youth with disabilities from areas groups such as Partners with Youth for Disabilities, Special Olympics of

Massachusetts and town disability resource councils were invited free of charge to participate. Participants and their guests each received free food, refreshments, gift bags, and met with several revolution players who also conducted the clinic.

Spaulding also partnered with the Revolution on 3 free community soccer and fitness clinics on the south shore, metro west and north shore of the state. Over 400 children and parents learned about fitness and topics like nutrition and concussion testing.

Spaulding-Framingham continues to expand the *In My Shoes: Disability Awareness Program*, with its resource website, www.understandingdisability.org, for students and educators for education materials, videos, and teaching techniques. The program also continued to partner with four local schools, reaching over 550 students in Franklin, Hopkinton, Ashland, and Northbridge. The program, designed for grades four through six, is run over several class sessions and teaches non-disabled students about the challenges faced by their disabled peers through a mixture of active exercises, readings, and class discussions, all while emphasizing learning and understanding.

Spaulding Human Resources has been an advocate in the community creating job training, internships, vocational support, job placement, and mentoring programs. Spaulding members sit on advisory boards for Mass. Commission for the Blind, Mass. Rehabilitation Commission, Partners with Youth for Disabilities, and the Fenway Community Health Center.

Spaulding partners with Employer Support of the Guard and Reserve (ESGR), the U.S. military's reservists and wounded warrior program whose focus is to rehabilitate, prepare for employment, and place wounded and injured servicemen returning from deployments. Spaulding is also proud to be a member of the U.S. military's reserve employer of choice. Spaulding makes a special effort to recruit and place reservists and makes reservist employees whole when they are called up to active duty.

Educating the Community about Good Health Habits

Spaulding clinicians made health care and safety presentations to groups at schools, community centers, hospitals, councils on aging, bookstores, and other rehabilitation facilities. Physicians spoke to senior citizens about managing lower back pain and rehabilitating lower extremity disabilities that result from diabetic complications.

Spaulding participated in the largest free health care event in Boston, the 5th annual 7 News/Partners Health Expo. Over 65,000 people attended this health fair and Spaulding provided free stroke screenings, a texting and driving simulator, balance screenings, injury prevention information, helmet product advice, and summer safety tips. Several Spaulding physicians provided free lectures as part of the event as well.

The Spaulding Outpatient Centers participated in community fairs and open houses. Moreover, the Spaulding-Framingham, Spaulding-Wellesley, and Spaulding-Medford outpatient sites offer annual conditioning clinics to skiers, golfers, and runners in their communities. The physical

therapists at Spaulding-Brighton physical therapists continued with their free "Ask a Therapist" sessions at the Allston/Brighton YMCA. These sessions served more than 150 members of the Allston/Brighton community during the past year.

Spaulding created Public Service Announcements on concussion awareness and fall prevention in the home that ran on WMJX and WBZ 1080 AM throughout the spring.

Building off of the successful research by Dr. Andrew Taylor around Functional Electrical Stimulation (FES) rowing, the Spaulding Exercise Program for persons with a disability (ExPD) launched a partnership to have two FES equipped machines at Community Rowing in Brighton. This new site expands the access to this innovative cardio vascular workout for persons with a disability.

Improve health status within the North Shore community through Community Education and Screenings

Spaulding Hospital North Shore physicians, nurses, therapists, athletic trainers and other staff provided information and screenings through a variety of venues in north shore communities, including health and wellness fairs and activities held in partnership with community groups. Examples include:

- Health & Wellness Expo, North Shore Shopping Center (osteoporosis and fitness)
- Beverly Council on Aging Senior Day in the Park (balance screenings & education)
- Partnership with Union Hospital to offer community educational series, "Living with a Chronic Condition"
- Guest lecturers in health care careers at Lynn Vocational Technical High School

Provide services to improve the health and fitness of North Shore community members

Spaulding staff performed injury prevention screenings, first aid, massage and athletic training services at a number of community events. Examples include:

- First aid and massage at the ***Rockin' Mad 10K Challenge***, 10K trail run with military obstacles in Lynn
- Injury screenings at the Ninth Annual ***"Triathlon by the Sea"*** sponsored by the Jewish Community Center of the North Shore in Marblehead
- Sports injury screenings at the Peabody, Marblehead and Salem YMCAs

Helping Frail Elders Remain in Their Homes

Partners Private Care, a subsidiary of PHH supports elders through contracts with nine Aging Services Access Point (ASAP) Agencies, private non profit organizations that provide frail elders with services in the home that enables them to live independently. Managed through the MA Executive Office of Elder Affairs, ASAPs play a critical role in preventing and postponing the need for elders to turn to more costly institutional care. Annually, PHH - Private Care provides

over 88,000 hours of ASAP services, including home health, chores, adaptive housing, respite companions, home delivered meals, nutritional services, and senior companions.

Chronic Care Management

Partners HealthCare at Home's Chronic Care Management program helps patients with chronic illnesses, such as diabetes, heart failure, and pulmonary disease, to better manage their health and achieve an optimum quality of life. Specialized clinicians, certified in chronic care management, will partner with patients and families with a patient-centered approach that enhances their self-management skills and confidence. This in turn will help to reduce avoidable physician visits, hospitalizations, and medical expenses.

Health Clinics

Each month, PHH provides 200 health clinics in 20 towns throughout Eastern Massachusetts. Many are provided in collaboration with organizations such as the Council on Aging and the Massachusetts Department of Public Health.

These clinics offer:

- Adult and child immunizations:
 - Chicken pox
 - Influenza
 - Hepatitis A
 - Hepatitis B
 - H1N1
 - Measles, Mumps, Rubella
 - Pneumonia
 - Polio
 - Tetnus/Diphtheria
- Blood pressure and blood sugar monitoring

Cambridge Healthcare Worker Education Partnership

The purpose of this collaboration between the Cambridge Health Alliance (business partner), Spaulding Hospital Cambridge (business partner), Local 380 Cambridge Laborers (labor partner) and the Community Learning Center (education provider) is to develop and implement a workplace education program funded by the Massachusetts Learn at Work Program. The intent of the grant is to support workplace education programs that (1) provide workers with the basic academic skills required to pursue high wage/high demand careers and (2) to provide businesses with workers who can contribute to their productivity, performance, or competitiveness. The program will provide ESOL and College Preparation classes for employees of the healthcare facilities.

Cambridge Works

The Cambridge Works Program grew out of the Neighborhood Safety Task Force subcommittee on employment. The Task Force was looking for ways to serve younger residents (age 18-35) who, for a variety of reasons, have not been able to get or keep jobs. These residents may have a high school diploma or even some college but little work history or marketable skills. They may have education barriers or have had a brush with the law.

The centerpiece of the Cambridge Works model is learning to work by going to work; a transitional job is a vehicle for participants to learn the most basic job-readiness skills: punctuality, attendance, responding to supervision, working with co-workers, etc.

In the new Cambridge Works Program, work experience is coupled with intense case management, and participants attend weekly workshops to develop soft skills and to identify and address personal barriers that have prevented success. Participants will start to develop realistic career objectives and will work closely with a job developer to prepare for the next step, which is unsubsidized private sector employment.

Outline of the Program

- The program will operate 3 cycles per year
- Cycles will consist of 1 week of unpaid orientation and 13 weeks of paid employment in City departments
- 8 – 12 residents will participate in each cycle
- Participants will spend 5 hours per week in professional & educational development activities

Lions Club Audiology Service Program

SCC and the Massachusetts Lions District 33-S Hearing Foundation, Inc. coordinate the Audiology Service Program, which assists those with limited resources to acquire hearing aids. The Lions Club covers charges not reimbursed by insurance for individuals who go through the application process and meet financial need and other qualifications.

Six needy individuals received hearing aids through the program, accounting for 33 visits throughout the year.

Combating Childhood Obesity

The ***Fit to Be Kids*** Pediatric and Adolescent Weight Management Program is in its ninth year of providing nutrition education, progressive exercise, and psychosocial support to children at risk for health problems due to obesity.

A multi-disciplinary team conducted three six-week sessions, helping youth and their parents and siblings incorporate exercise and good nutrition into their daily routines.

Adaptive Sports and Recreation at Spaulding

Spaulding's Dr. Charles H. Weingarten Adaptive Sports and Recreation Program reminds individuals with disabilities that they can enjoy activities despite their disabilities and that they can focus on what they can do and not on what they can't. By participating in activities such as windsurfing, sailing, rock climbing, boating, and biking, individuals with disabilities learn new experiences with adapted athletic equipment, thus learning new life skills, building self-confidence, along with stronger overall health.

Annually, more than 650 participants complete more than 2,000 sports sessions at programs in Boston, Salem and Cape Cod.

Educational Affiliations

Spaulding provides training and internship opportunities to 400 students annually in nursing, speech-language pathology, physical therapy, occupational therapy, and other clinical disciplines. Among the hospital's clinical affiliates are the MGH Institute of Health Professions, Boston College, Northeastern University, Boston University, University of Massachusetts at Lowell, University of Massachusetts at Boston, Salem State College, Laboure College, Roxbury Community College, and Simmons College.

Spaulding also serves as the chief training site for residents in Harvard Medical School's Program of Physical Medicine and Rehabilitation (PM&R). Currently, 40 PM&R residents are enrolled in the program. In addition, Spaulding conducts clinical fellowships in Pain Management, Neuro-rehabilitation and Sports Medicine, as well as, a jointly-sponsored Spinal Cord Injury clinical fellowship with the Veterans Administration. Spaulding also provided training to Boston Medical Center PM&R residents who have completed Traumatic Brain Injury and Amputee rotations. The hospital also hosts a clerkship for medical students through Harvard Medical School.

Spaulding's Department of Nursing annually offers a comprehensive, 13-week course called *Rehabilitation Nursing: Process and Principles*. The course prepares staff for certification in rehabilitation nursing and helps staff develop a stronger foundation in rehabilitation. On average, 60 nursing professionals participate each year.

Spaulding's vocational rehabilitation specialists conduct in-services for employers, insurers, and other vocational rehabilitation agencies regarding patients who return to work after rehabilitation from a job-related injury. The vocational rehabilitation specialists hold in-service sessions for the patient's colleagues to help them understand the disability at hand and the reasonable accommodations that the returning worker may need.

Community Partners

AccesSport America
Aging & Disability Consortium
Alcoholics Anonymous
ALS Association Task Force
American Cancer Society - Relay for Life,
Abington
American Heart Association - CPR Training,
Bridgewater Office
American Lung Association
American Parkinson's Disease Association,
MA
Chapter - Community-based Wellness
Program
American Red Cross - Peabody,
Framingham,
Waltham, Quincy
American Stroke Association
Amyotrophic Lateral Sclerosis Society
Aphasia Community Group - RHCI,
Sandwich
Artery Business Council of the Boston
Chamber
of Commerce
Arthritis Foundation - Exercise Program
Asthma Network of Massachusetts
Babysitter's Training Program -
Bridgewater,
East & West Bridgewater, Raynham
Baypath Elder Services
Beverly Council on Aging
Beverly Housing Authority
Beverly - Sunbridge Nursing Home
Boston Foundation
Boston Heart Party
Boston Public Library
Boston University Sargent College
Brain Injury Association, MA Chapter -
Brains
at Risk Program
Braintree Health Fair
Bridgewater Council on Aging

Bridgewater TRIAD for Elderly Safely
Bridgewater TRIAD - Public Safety Expo
Brockton Senior Celebration
Brooksby Village, Peabody
Cape Cod Community Care Resource Group
Carver Council on Aging
Charlestown Neighborhood Council
Charlestown Waterfront Council
Chronic Pain Support Group
City of Boston
Coalition of Workers with the Elderly
Coloplast Advisory Panel
Community Leadership Institute of Cape
Cod
Danvers Council on Aging
Downtown North Association
Duxbury Council on Aging
East Bridgewater Council on Aging
Families with Mentally Ill Adult Children
Support Group - Middlesex Community
College
Fibromyalgia Support Group - RHCI,
Sandwich
Friends of Lynn Woods
Geriatric Care Management Conference
Gloucester Council on Aging
Greater Boston YMCA's
Greater Plymouth Council of Human
Service
Providers
Greg House Toddler Center - Salem
Hallmark Hospice
Hanson - Holiday Tree Giving
Harvard University School of Public Health -
Elder Services of the North Shore
Emergency Preparedness Training
HealthCare Dimensions Hospice
Health for Abused Women & Children
(HWAC) -
Salem
Hingham/Cohasset Elder Services
Hingham/Hull Interagency Council
Hingham Council on Aging

Hingham High School
Home Care Alliance of MA
Home & Health Care Association of MA
Hospice of the Good Shephard
Hospice of the North Shore
Jewish Community Center of the North Shore
Kingston - Emergency Preparedness Training
Lynch/van Otterloo YMCA
Lynn Community Health Center
Lynn - My Brother's Table
Lynn - St. Stephen's Tower
Lynnfield Council on Aging
Marblehead AIDS Awareness Committee
Marblehead Arrangers
Marblehead Council on Aging
Health Fairs, Presentation on Caring for Caregiver
Marshfield Council on Aging
Marshfield Senior Fair
Massachusetts Association of Councils on Aging
Massachusetts Board of Library Commissioners
Massachusetts Council of Home Health Aide Services
Massachusetts Department of Public Health
Emergency Preparedness
Massachusetts Family Caregivers Association
Massachusetts Youth Soccer - TOPS Program
Masspro Immunization Update
Middleboro Council on Aging
Mild Brain Injury & Aneurysm Support Group -
RHCI, Sandwich
Milton - Fuller Village
Milton Interagency Network for Elders
Milton Widowed Support Group

Milton - Winter Valley
MS Support Group - MGH, Revere, RHCI - Sandwich
NASW Nursing Home Conference
Natick Council on Aging
National Family Caregivers Association
National Library of Medicine
National MS Foundation, SE MA Chapter - exercise program
National Spinal Cord Association ? Boston Chapter
National Stuttering Foundation Support Group
New England Business and Technology Association
New England Chapter of American Parkinson's Disease Association
New England Region of the Wound, Ostomy, and Continenence Nursing Society
Newton Interagency Council
Newton-Needham Chamber of Commerce
North Area Working Group and Steering Committee
Northeast Animal Shelter
North Shore Association for Retarded Citizens (ARC)
North Shore Medical Center
North Shore Elder Services
NSMC Diabetes Health Fair
North Shore Partnership for Compassionate End of Life Care
North Shore Wellness Fair
Oncology Nurse Association
PACE - Elder Service Plan
Peabody Board of Health - Flood Assistance
Peabody Chamber of Commerce
Peabody - Pilgrim Health Fair
Pembroke Council on Aging
Quincy - Senior Resource Center
Recovery and Rehabilitation for Stroke

Victims

Rockland Business and Education Council
Rockland Chamber of Commerce
Rockland Holiday Magic Program
Salem Chamber of Commerce
Salem Commission on Disabilities
Salem Council on Aging
Salem Garden Club
Salem HOPE Group
Salem - Laryngectomy Support Group
Salem Mission Shelter Health Services Program
Salem Parks and Recreation Dept.
Salem State University
Senior Healthwise Supper Club
Senior Services Network of the South Shore
Serving People in Need (SPIN) - Salem
Small Pox Vaccination Training
South Shore Chamber of Commerce
South Shore Elderly Services MAP Program

Special Olympics Massachusetts
Spinal Cord Symposium
Stroke Peer Visitation Program - RHCI
Stroke Survivors' Support Group - RHCI,
Sandwich
Upper Cape Regional Technical School
Visiting Nurse Association of Cape Cod
Waltham Chamber of Commerce
Waltham Geriatric Task Force
Wellesley Chamber of Commerce
West Bridgewater Council on Aging
Whitman - Allergy/Epipen Response Program
Whitman-Hanson Public Schools
Widowed Support Group - Milton
Widow/Widowers Group - Carver
Young Parents Group - Marshfield
Youville Lifecare

For more information about this report or the center's assessment process, please visit www.spauldingrehab.org

Rebecca Kaiser
Chief of Staff
Spaulding Rehabilitation Network
300 First Avenue
Charlestown, MA 02129

rkkaiser@partners.org