

Community Health Needs Assessment & Implementation Strategy

October 2015



MASSACHUSETTS
GENERAL HOSPITAL

CENTER FOR COMMUNITY
HEALTH IMPROVEMENT



SPAULDING™
REHABILITATION HOSPITAL

Spaulding Rehabilitation Hospital

Spaulding Rehabilitation Hospital Boston, the flagship institution of the Spaulding Rehabilitation Network (SRN), is one of the largest inpatient rehabilitation facilities in the United States and has been consistently ranked in U.S. News & World Report's Best Hospitals Issue each year since 1995 – the only rehabilitation hospital in New England to do so. Spaulding was ranked at #6 in the nation in the 2014/2015 rankings.

In April 2013, Spaulding - Boston opened a new 132-bed facility in Charlestown the first new free standing hospital in Boston in over 30 years. Certified LEED Gold for its commitment to renewable energy and sustainability it also is a national model for inclusive design.

Spaulding - Boston provides comprehensive rehabilitation treatment to a wide spectrum of patients. As the official teaching hospital of the Harvard Medical School Department of Physical Medicine and Rehabilitation (PM&R) we are at the forefront of research in advances in rehabilitative care.

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 Boston is located in the Charlestown neighborhood of Boston near Massachusetts General Hospital (MGH) and other Boston hospitals, but its community of patients knows no hard and fast borders. Given the highly specialized role we fulfill as a provider, our commitment to the communities we serve has traditionally been guided by the needs of our patient population rather than geography. We especially focus on those who are most vulnerable or face significant barriers to accessing care. Needs identified and addressed include:

- Improving Access through Interpreter Services
- Advocating for and Educating Individuals with Disabilities
- Educating the Community about Good Health Habits
- Improving health status through Community Education and Screenings

- Providing services to improve the health and fitness of community members
- Helping Frail Elders Remain in Their Homes
- Chronic Care Management

2015 Community Health Needs Assessment

The 2015 CHNA is the second assessment since the Patient Protection and Affordable Care Act of 2010 required hospitals to conduct CHNA's every three years. The guidelines require diverse community participation to identify health priorities and develop strategic implementation plans. Spaulding partnered with the MGH Center for Community Health Improvement (CCHI) in 2012 to conduct an assessment in the Charlestown and used a planning process called MAPP, Mobilizing for Action through Planning and Partnerships. This intensive process included several phases with extensive community outreach and engagement and primary data collection. The work of the community assessment committees in 2012 provided the strong foundation for 2015.

The 2015 CHNA included engaging new and existing community partners who collected and reviewed primary and secondary data. These included:

- 1) **Quality of Life Survey:** Available in English , Spanish, Arabic & Chinese - 391-428 responses
- 2) **Public Health Data:** Department of Public Health, MGH Patient Data, Police Data & School
- 3) **Focus Groups:** 4 focus groups including 42 participants from Charlestown

The goals of the 2015 CHNA were to:

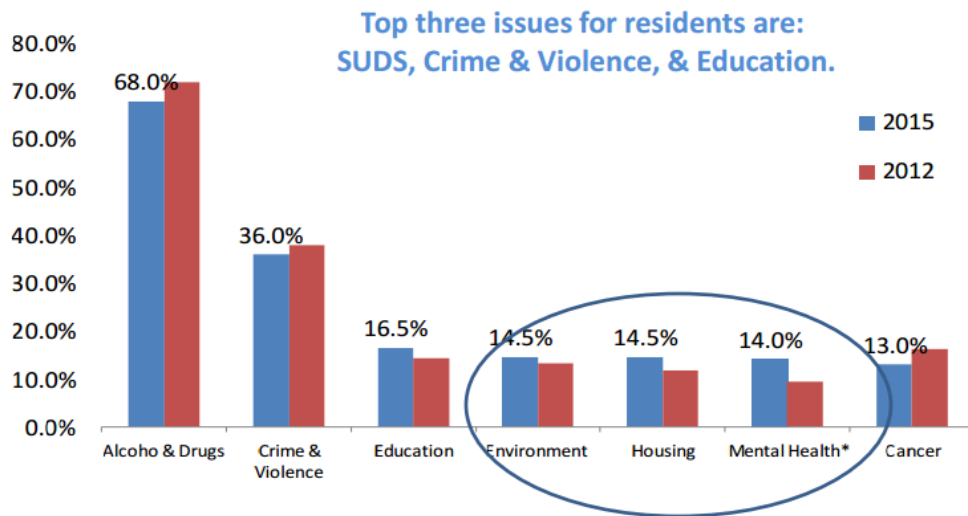
- 1) Identify the health needs, assets and forces of change in Charlestown
- 2) Engage community members through the process
- 3) Gauge the communities' progress on addressing the 2012 CHNA priorities
- 4) Determine 2015 priorities and implementation strategy

Priorities

By a significant margin in 2012, 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.

Some shifts were seen in the 2015 results, however, top community identified concerns remained substance use disorder, crime and violence, education, environment, housing, mental health and cancer prevention/healthy living:

Top Issues of Concern



The environment, housing, mental health & cancer are also issues of concerns. The environment is significantly more important to White Non-Hispanics. Asthma more important to Hispanics (14%)

Mental Health has significantly increased as an important health issue.



Strategies

CCHI and Spaulding launched a process in 2014 to fund collaborative community initiatives that specifically addressed the needs identified by the community. **The Building a Healthier Charlestown Grant Program** was designed to require multiple Charlestown organizations to apply together demonstrating a measurable impact on social determinants of health using evidence-based approaches to. Two initiatives have emerged from this process and each are in the second year of funding, supported by CCHI and Spaulding:

- 1) Cancer / Healthy Living: Healthier Living through Good Food and Exercise.** Local Charlestown organizations The Kennedy Center, CAPE (Cancer Awareness Prevention & Education)/Art of Healthy Eating, Whole Foods of Charlestown, Kids Cooking Green, and The Charlestown YMCA have partnered together to address healthy living and nutrition through children and parent focused nutrition and exercise classes. The focus is to work together to promote and improve health, fitness and quality of life and reduce chronic disease risk through consumption of healthful diets and daily physical activity and achievement and maintenance of healthy body weights. The program offers monthly Art of Healthy Eating classes to over 100 children at the Kennedy Center as well as several parent focused nutrition classes, along with exercise and fitness courses at the Charlestown YMCA.
- 2) Education: Charlestown Education Collaborative.** Boston Housing Authority for the Charlestown Adult Education Program (CAEP), BHA Charlestown Adult Education (CAEP), Mishawum & CharlesNewtown Housing, Smart from the Start and the Charlestown Substance Abuse Coalition have partnered together with the goal to develop a culture of life-long learning in Charlestown by providing high quality high school equivalency preparation and ESOL classes and facilitating high level college and career readiness skills. In 2015, 19 out of 25 students in our Fast Track class, passed their HiSET exams (last 6 have one test left), 8 students obtained employment, 80% of ESOL students enrolled in the program moved to the next course level. This initiative has also been successful in bringing in additional community support through partnerships and funding sources to broaden their programming and plan for long-term sustainability.

In addition to the larger grants provided through the Building a Healthier Charlestown Grant Program, Spaulding launched a mini-grant process for Charlestown community-based non-profit organizations and programs in collaboration with the Charlestown Neighborhood Council (CNC). The **Spaulding-CNC Community Partnership Fund** is for grant applications of up to \$5000 annually, totally \$100,000, for projects that enhance the quality of life in Charlestown, strengthen the capacity of Charlestown residents to meet health and human service needs, and is aligned with one of the goals identified through the CHNA. Community input and education took place over the course of 2015, with the first grant applications due in January 2016.

Taken together, the **Building a Healthier Charlestown Grant Program** and the **Spaulding-CNC Community Partnership Fund** are two ongoing strategic tools for Spaulding's implementation

plan. Both of these initiatives will provide funding through 2018 and will be revised to align with additional community needs identified through future CHNAs.

Disability Advocacy

In addition to Spaulding's work supporting community needs in our service area and direct geographic neighborhood in Charlestown, Spaulding continues to support and partner with local and national disability advocacy organizations as part of our larger mission. Examples of these programs include:

Disease Prevention, Promotion of Wellness and Disability Education

SRH's long-standing community outreach program promotes the health of the community through a range of free programs. In FY15, these included:

- For the third year, staff from SRN and PHH joined 140 other exhibitors at the Abilities Expo Boston held recently at the Boston Convention & Exhibition Center. The event, which drew approximately 4,500 attendees, featured a variety of resources for those of all abilities including new products, technologies, services and solutions. Staff from Spaulding Adaptive Sports Centers demonstrated wheelchair basketball and tennis while other staff from SRN and PHH greeted attendees, answered questions and distributed information about patient products and services.
- Spaulding Stroke Research and Recovery Institute Team, launched the *PAVING the Path to Wellness™* Program for stroke survivors. This course is open to all stroke survivors and their caregivers, and is education-, interaction-, and activity-based. The group meets monthly in the Patient-Family Resource Room at SRH from. During these meetings, Dr. Beth Frates presents evidence-based lifestyle medicine principles to the attendees in an interactive style. The topics focus on health and wellness, preventing a second stroke, and thriving at any age and any functional level. The program follows the *PAVING the Path to Wellness™* format developed by Dr. Frates and is based on her many years of working in stroke prevention, lifestyle medicine, and health coaching. There are 12 steps to the program, one for each month of the year. The steps include exercise, nutrition, sleep, stress management, attitude, purpose, social connections, and more.
- Spaulding was the lead organizer and media partner for the 25th anniversary of the Americans with Disabilities Act (ADA) in Boston July 2015. This free family-friendly event had 1,500 attendees and will include dignitaries, celebrities, music, demonstrations, education booths, music, and games.
- Spaulding's Council on Disability Awareness hosts monthly lecture series for the community. Topics include: "Beyond Ramps: Social Design for Accessible Cities," and "The 25th Anniversary of the ADA: What Does the Future of Disability Policy Look Like?"
- Hosting an "Inclusion Summit." Area leaders and advocates representing a wide range of organizations who support the community with disabilities in Massachusetts, initiated a first-of-its-kind "Inclusion Summit" at SRH. The summit was a chance for thought leaders to gather and share the exciting work of each organization and to explore opportunities for partnerships. The initial goal for the summit was to bring organizations often

working in parallel tracks to the table to start a dialogue. From better ways to engage policy makers, to connecting employers with those in work force development, and to expanding internships, youth development and mentoring opportunities, attendees left with a better understanding of the work of their peers and a greater openness to find ways to collaborate more. The session closed with momentum towards creating a standing advisory group in the coming months and the intention to welcome more organizations and agencies to participate.

Access to Care for People with Disabilities

Spaulding opened its first adaptive sports programs in Boston and on Cape Cod in 2001 and expanded to the North Shore in 2009. Spaulding Adaptive Sports Centers are open to all individuals in the community who are living with disabilities. Staff members help each participant find the most appropriate activities for his or her interests, capabilities and needs. Examples of the community programming offered includes:

- Spaulding supports the Massachusetts Association for the Blind (MAB) Community Services vision rehabilitation program for elders losing their sight, as well as provides an Adaptive Sports program that allows individuals with disabilities and sight impairments to participate in amazing, one-of-a-kind activities that might not otherwise have a chance to experience due to their disabilities.
- The Sears Adaptive Hockey Program at Spaulding Adaptive Sports Centers, the Boston Bruins and Northeast Passage held a sled hockey clinic at the Bruins Development Camp, allowing adults and children with disabilities the opportunity to participate in hockey. Participants worked on the fundamentals of the sport with Bruins prospects at the Ristuccia Arena in Wilmington.
- Mass General, Spaulding and New England Revolution Partner for Soccer Clinic aimed at breaking down barriers to participation on physical ability. Breaking down any barriers to getting on the field was the impetus 12 years ago when Spaulding and Mass General partnered with the New England Revolution to hold a soccer clinic for youth with disabilities. Since then, hundreds of children have been introduced to the sport of soccer and encouraged to continue to play. This year's clinic was the largest ever, with over 130 participants and their families from across Eastern Massachusetts. Joined by Revolution players and adaptive sports therapists, youth with disabilities got the chance to train on the same Gillette Stadium field that their heroes from the Revolution and Patriots perform on each week.

Workforce Development

- Spaulding hosted a series of free events open to the public and the disability community on workforce development. These include: "Assistive Technology in the Workplace - A Panel Discussion with the Cambridge Council on Disability" and "The Pitch: How to Open the Door to Employment."

- SRH is committed to using art that represents its mission to help engage and inspire patients and the community by providing exhibits in its public spaces and hosts the Spaulding Peace Art Gallery in our hospital. Collaborating with neighbors at HarborView at the Navy Yard, two exhibits are open to the public that represent the themes of hope and perseverance. Exhibits focus on art created by patients on their path to recovery, from painstaking brush strokes in therapy to documenting their new world view through photography. The exhibits are coordinated by the Mass Rehabilitation Commission (MRC) and SRN to support working artists
- Spaulding partners with the American Red Cross to provide new pathways to nursing careers. The demand for quality nursing professionals is growing. With the anticipated need for nurses, especially in post-acute and home health roles expected to rise, forward thinking employers are looking for ways to grow the pool of qualified candidates. The American Red Cross of Cambridge held a graduation at Spaulding Rehabilitation Hospital for 19 students who completed The Certified Nurse Assistant (CNA) Training Course. Through 72.5 hours of classroom instruction as well as 24 hours of clinical training, the graduates learned a variety of skills that will enable them to work in nursing homes, home health and hospital settings. Many of the participants come from areas under-represented in the health care industry such as new immigrants, lower income families and minorities. The state-wide Certified Nurse Assistant (CNA) Training Course program combines classroom instruction with hands-on experience in healthcare settings. The training course was funded by a grant from Spaulding to foster work-force development and education programs in health care. Upon completing the program, students are eligible to apply for the state examination to become a Certified Nurse Assistant.
- Spaulding partners with Camp Harborview's Leaders in Training and welcomed six youth counselors from Camp Harborview's Leaders in Training (LIT) program for a two-week job shadowing experience. The LITs are in their final year of the camp's youth leadership program. At Spaulding, they spent time learning about a health field of their interest that may help them in their educational and career choices. Camp Harborview, located on Long Island in Boston Harbor, provides a camp experience for over 900 children from at-risk Boston neighborhoods. Staff at Spaulding Outpatient Braintree and Framingham also participates in a Health Career Day held at the camp each summer.

Community Space

Spaulding provides free community space for clinician facilitated support groups including BABIS (Boston Acquired Brain Injury Support Group), Alcoholics Anonymous and other support groups for persons/families recovering from or living with specific conditions.