

**Spaulding Hospital for Continuing Medical Care Cambridge
Community Health Needs Assessment & Implementation Strategy
October 2019**



Prepared by Spaulding Rehabilitation Hospital for Continuing Medical Care, Cambridge.



SPAULDING HOSPITAL™
FOR CONTINUING MEDICAL CARE

CAMBRIDGE



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I. Who We Are

Spaulding Hospital Cambridge is a 180-bed long term acute care hospital (LTAC) located on a 7-acre campus in historic Cambridge, MA. As an LTAC hospital, Spaulding Cambridge provides a wide range of services for adults and elders with multiple or complex medical conditions. Spaulding Cambridge is a member of the Spaulding Rehabilitation Network and Partners HealthCare System, and cares for medically complex patients from the Boston area as well as from greater New England.

Spaulding Hospital Cambridge has a rich history in the medical community, and was founded in 1895 by the Sisters of Charity of Montreal as The Holy Ghost Hospital for Incurables. In 1970, The Holy Ghost Hospital changed its name to Youville Hospital, in memory of their founder, Marguerite D'Youville, a saint who was canonized by Pope John Paul II in 1990. In 2001, Youville Hospital formed a joint-venture with Spaulding Rehabilitation Hospital, formalizing a partnership to provide high quality medical and rehabilitation care. In 2009 Spaulding purchased Youville and officially changed its name to Spaulding Hospital for Continuing Medical Care Cambridge.

As part of Spaulding Rehabilitation Network, Spaulding Cambridge has access to the resources of a world-class teaching and research institution. Spaulding Rehabilitation Hospital, the flagship facility of the Spaulding Rehabilitation Network, is one of the largest inpatient rehabilitation hospitals in the United States and has consistently been ranked among U.S. News and World Report's Best Hospitals since 1995. The Spaulding Rehabilitation Network (SRN) offers a wide range of inpatient programs and 25 outpatient centers throughout Eastern Massachusetts. SRN strives to continually update and improve its programs to offer patients the latest, high-quality care through its leading, expert providers.

Spaulding Hospital Cambridge's community benefit program addresses factors that impact access to care, and the health and quality of life of our patients, their families, and the communities in which they live. These factors often require interventions that are outside the traditional clinical, teaching, and research roles of hospital. Every three years, through a community health needs assessment, collaborative planning with community partners and hospital leadership, and with particular attention to the social determinants of health and opportunities for disease prevention and wellness promotion, Spaulding Cambridge develops a comprehensive community benefit plan. This report describes Spaulding Cambridge's mission and community benefit report for the final year of the cycle (FY19 - October 1, 2018-September 30, 2019).

II. Our Mission

Spaulding Cambridge joins the Spaulding Rehabilitation Network in our work to enable persons to achieve their highest level of function, independence, and performance through the following mission:

- To provide a full continuum of rehabilitative care, and community-based rehabilitation services.
- To contribute to 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.

III. Our Community Health Needs Assessment Planning Process

In FY19, an internal working group at Spaulding Hospital Cambridge conducted a community health needs assessment as part of a continuous quality improvement approach to community benefit planning. In 2016, in compliance with section 501(r)(3) of the Internal Revenue Code, Spaulding Cambridge conducted its first Community Health Assessment 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.

This year's assessment included a review of patient data from the past year (October 1, 2018-September 30, 2019), a review of publicly available health and demographic data, and interviews with internal and community partners. Based on the assessment findings, the working group refined the community benefit agenda from 2016. Given the specialty nature of the care provided and the broad geographic reach of our patients, we define our primary community served beyond our immediate geographic location, but instead on our specific patient population: the elderly, those persons with complex and chronic health conditions 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 lens, by considering the economic, environmental, and social factors that influence health.

The programs and initiatives identified by the working group support the overall needs identified by the health assessment and described progress made in FY19 and plans for FY20-FY22. On November 6, 2019, the plan was reviewed and approved by the Spaulding Cambridge Board of Trustees. Appendix A provides a list of working group members and senior leaders involved in the assessment planning.

IV. Our Target Communities

Spaulding Hospital Cambridge is located in Cambridge, Massachusetts, 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.

For the purpose of Spaulding Cambridge's community benefit program, we define our "community" by understanding who we serve and where they live. The analysis of patient data showed that, in the past year, Spaulding Cambridge served 1189 patients.

Of those, 963 (81%) were from Massachusetts, 211 (18%) were from out of state, and 15 (1%) were international patients. (See Figure 1).

Figure 1. Top 10 Communities Served by Spaulding Cambridge in FY19

CITY	# of Patients	Percentage of SHC Patients
Boston	41	4.1%
Cambridge	27	2.7%
Waltham	24	2.4%
Somerville	23	2.3%
Revere	23	2.3%
Medford	22	2.2%
Lynn	21	2.1%
Dorchester	16	1.6%
Malden	16	1.6%
Everett	13	1.3%
<i>Subtotal</i>	226	22.8%

As a licensed long-term acute care hospital (LTAC), Spaulding Cambridge provides care to medically complex patients who require ongoing hospital level care beyond their stay at an acute care hospital. Patients at Spaulding Cambridge have often received care at an intensive care unit (ICU) or require ventilator support, requiring more medically complex care than in a skilled nursing facility or rehabilitation hospital.

For FY18, Spaulding Cambridge treated a range of patients with conditions that reflect this medical complexity. (Figure 2)

Figure 2. SHC FY19 Top 7 Discharge Diagnosis

Discharge Diagnosis	Numbers of Patients Treated
Complex Medical	431
Oncology	236
Pulmonary Medicine	148
Cardiology	106
Ventilator	98
Neurology	88
Disorders of Consciousness	48

Spaulding’s patients age reflects the medical complexity and vulnerable nature of care we provide. Spaulding Cambridge’s patients are older than the state and community average with over 43% over age 66, 32% ages 51-65, 16% ages 31-50 and 9% under age 30.

Spaulding Cambridge’s patients overwhelmingly speak English as their primary language (90%), with Spaulding, Russian, Portuguese and Arabic all representing 1% of our patients. 80% of Spaulding Cambridge patients are Caucasian, 7% African American, and 4% Asian.

By understanding the reach of geography of our patients and the overall patient population served, we were able to identify the targets for Spaulding Cambridge’s community benefit program to **prioritize initiatives that address social determinants of health and improve access to care, particularly for the elderly and people with disabilities.**

V. Our Community Benefits Goal and Objectives

The goal of Spaulding Hospital Cambridge’s community benefit program is to *“improve the health and quality of life of our patients and other members of the Spaulding Rehabilitation Network community, particularly for persons recovering from, or learning to live fully with illness, injury and disability.”*

Four priority areas were identified through the process, along with objectives to address each of the program priorities:

Priority Area	Objective
Addressing the social determinants of health	To increase opportunities for educational and professional advancement
Improving access to care	To reduce barriers to health care
Promoting wellness and preventing injury and disease	To increase wellness and prevent injury and disease, especially for seniors and those with disabilities
Improving the social environment and opportunities for those with disabilities	To decrease isolation and increase social-emotional support for people with disabilities

VI. Our FY19 Community Benefit Program Activities and FY20 Plan

A. Addressing the social determinants of health/Workforce Development (WFD):

Spaulding is committed to addressing the social determinants of health, including chronic unemployment for people with disabilities and the underemployment of community members with socioeconomic limitations to further education. The Spaulding Cambridge Community Benefit Program supported the following initiatives in FY19 to increase opportunities for education and professional advancement for these disadvantaged communities.

College for America is an online college education program that has partnered with Partners Hospitals to provide employees with an avenue to achieve higher education. College for America is a stackable program that allows employees to earn credit toward multiple degrees with no limits making it less expensive for employee who wish to graduate sooner, but also allow employees to work at their own pace. Spaulding pays the tuition for employees in good standing looking to further their education and career opportunities.

The Holiday Food Pantry is annual event at the hospital through which staff donate shelf stable food for local families in need to combat hunger and food security over the holidays. Staff of the Spaulding National Running Center also volunteered at Coast Kitchen (Cambridge Community Center) and Friday Café (First Church in Cambridge).

JobLab is dedicated employment training space available to our community partners at no charge. We are particularly targeted toward groups working with people with disabilities in alignment with the SRN mission. Our common goal is for the program participants to join the workforce upon completion. All courses are run independently of SHC by the community partners. Available resources include convening space, desktop computers for up to 20 students, a teaching workstation with projector, practice interview rooms and training material storage. Spaulding Cambridge and JobLab hosted Partners for Youth with Disabilities for weekly evening classes in FY18.

Just-A-Start (JAS) was founded in 1968 as a community revitalization and youth training program focused on improving Cambridge’s neighborhoods. JAS YouthBuild program is a full-time comprehensive youth development program for 16 to 24 year-old out of school youth that provides education leading to grade level increases and credential attainment (high school diploma or HiSET – formerly GED); career exploration and employment skills building; and leadership and life skills training.

JAS’s primary service area is Cambridge. As a community development corporation (CDC), Just-A-Start (JAS) is dedicated to building the housing security and economic stability of low- to moderate-income people in Cambridge and nearby communities. Through comprehensive and integrated programs, JAS creates and maintains affordable housing, provides housing resources and services, offers education and workforce training for youth and adults, and builds community engagement.

Spaulding Hospital Cambridge has partnered with the Just-A-Start Program (under the umbrella of the Cambridge Housing Authority) to provide mock-interviews, job shadowing, coaching and facility tours to Cambridge Youth. Staff volunteer to attend workshops at the school to speak with participants about various pathways to employment in the healthcare industry for both clinical and non-clinical positions. We have also hosted interns to assist Cambridge youth in exploring career opportunities in healthcare.

Jewish Vocational Services (JVS) Boston is one of the largest and most impactful workforce development organizations in New England. Spaulding Cambridge partners with JVC to empower individuals from diverse communities to find employment and build careers, while partnering with employers to hire, develop, and retain productive workforces. Spaulding has partnered with JVS for 5 PCA training cohorts between Spring of 2017 and August 2019. The course is eight weeks in length and includes a four-day clinical rotation in a Spaulding facility. JVS recruited a variety of diverse participants from their networks of newcomers, jobseekers with the state career centers. As a result of these trainings, in FY19 11 individuals were offered employment.

Triangle Ink is a training program that helps people with behavioral disabilities, who have been chronically unemployed, to gain carrier readiness skills. Spaulding partners with Triangle Ink to provide skill training to three classes of 20 to train students for skills necessary for careers as CNAs or Home Health Aides. Spaulding worked to Triangle to provide the program attendees with hands-on work experience and placements.

Initiative	Target Population	Community Served	Measure	Cost/resources expended this year
College for America	SHC employees	Greater Cambridge/metro Boston	3 participants	\$6000

Holiday Food Pantry	Low-income families	Cambridge	1000 pounds of food donated	\$660
JobLab	Unemployed or underemployed people and youth with disabilities	Greater Cambridge/metro Boston	20 students	\$92,000
Just-A-Start (JAS)	Youth age 16-24 needing education certifications	Cambridge		\$800
JVS Boston	Potential SRN employees, great community	Greater Cambridge/metro Boston	3 classes, 11 students hired	\$16,000
Triangle Ink	People with behavioral disabilities who are chronically unemployed	Greater Cambridge/metro Boston	3 classes	\$2500
			TOTAL:	\$117,960

FY20 Community Benefit Plan for Addressing the Social Determinants of Health:

To increase opportunities for education and professional advancement, the Spaulding Cambridge Community Benefit Program plans to support the following initiatives in FY20.

Initiative	FY20 Target
College for America	At least 3 participants
Holiday Food Pantry	At least 1000 pounds of food donated
JobLab	At least 20 students
Just-A-Start (JAS)	At least 2 classes, 20 students
JVS Boston	At least 3 classes, 11 students hired
Triangle Ink	At least 3 classes

B. Improving Access to Care

To reduce barriers to health care, the Spaulding Cambridge Community Benefit Program provides free care to patients whose care would not otherwise be fully supported by their payers. In FY19, Spaulding Cambridge provided the following Free Care¹:

FY18 Free Care provided totaled \$1.056M

FY20 Community Benefit Plan for Improving Access to Care:

To reduce barriers to health care, the Spaulding Cambridge Community Benefit Program plans to support free care patients in need in FY20. Although it is difficult to anticipate the payers and coverage associated with

¹ The in- and out-patient free care was associated with patients that have Mass Health Limited, in which post-acute patients do not participate, as well as patients who received in-patient services whose primary coverages were exhausted and who then converted to Mass Health Limited and whose charges were written-off to non-covered services.

patients who may need such assistance in the year ahead, Spaulding Cambridge assumes the cost of non-covered services may be comparable to those of FY20 (~\$1.056M)

C. Promoting Wellness and Preventing Injury and Disease

To increase wellness and prevent injury and disease, especially for children, seniors, and those with disabilities, Spaulding Cambridge Community Benefit Program supported the following initiatives in FY19.

Boston Abilities Expo is a regional conference and exhibition where companies and organizations gather to share knowledge and solutions to different disability challenges. Several workshops are free and to the public, including one offered by Spaulding entitled “Adaptive Sports: Benefits, Trends and Options.” Spaulding Rehab Network physical therapists answered questions and discussed adaptive sports while also hosting an interactive demonstration activity.

Exercise for People with Disabilities (ExPD) is a program that provides suitable exercise activities for health, leisure and sport for people with disabilities such as spinal cord injury, cerebral palsy, multiple sclerosis, and peripheral neuropathy. The ExPD program is overseen by Exercise Physiologists, who are trained in keeping individuals with chronic diseases, such as Spinal Cord Injury, as fit and healthy as possible through the use of aerobic conditioning and strength training. Our team is familiar with a wide range of chronic conditions and is experienced in advanced technologies such as oxygen consumption measurement and heart rate monitoring. Currently, the EXPD program is the only program in the United States that offers FES rowing, giving our staff unparalleled expertise in this emerging form of exercise.

Community wellness outreach and information tables are offered throughout the year at a variety of community events. In FY19, staff from the Spaulding National Running Center provided information about proper stretching and injury prevention at the Bionic 5K Road Race and Somerville Honor Run. They also hosted students from Cambridge Rindge & Latin High School to participate in National Biomechanics Day to provide education about careers in biomechanics. Staff from the INSPIRE Lab had an informational table at the Spinal Cord Injury (SCI) Awareness Day and United Spinal ‘Roll & Stroll’ event about SCI prevention and available research studies at Spaulding Hospital Cambridge.

The Physical Activity Webinar was created by Spaulding Rehabilitation Hospital, the Health and Disability Program at the Massachusetts Department of Public Health, the Paralyzed Veterans of America, National Center on Health, Physical Activity and Disability. The webinar focused on educating people who have disabilities and their care takers on topics such as how to choose a fitness center, the model of disability, barriers to inclusion, and exercise programming for those living with a disability.

Initiative	Target Population	Community Served	Measure	Cost/resources expended this year
Boston Abilities Expo	Individuals with disabilities	Statewide	3500 attendees	\$6,000
Community Wellness Outreach	General public, children and families, athletes, people with disabilities	Greater Cambridge/metro Boston	2000 people	\$4,000

Physical Activity Webinar	Individuals with disabilities	Statewide and beyond	50 participants	\$1,000
			TOTAL	\$11,000

FY20 Community Benefit Plan for Promoting Wellness and Preventing Injury and Disease

Initiative	Measure
Boston Abilities Expo	At least 3500 attendees
Community Wellness Outreach	At least 2000
Physical Activity Webinar	At least 50 participants

D. Improving the social environment and opportunities for those with disabilities

Advocacy with and on behalf of people with disabilities is core to the mission of Spaulding Rehabilitation Network. To decrease isolation and increase social-emotional support for people with disabilities, the Spaulding Cambridge Community Benefit Program supported the following initiatives in FY19.

The Americans with Disabilities Act (ADA) Day is a celebration held at the Spaulding hospitals on the anniversary of the passing of the ADA and raises awareness of disabilities and related issues. This year’s event included an information booth and a treasure hunt in the hospital.

Exercise for People with Disabilities (ExPD) is a program that provides suitable exercise activities for health, leisure and sport for people with disabilities such as spinal cord injury, cerebral palsy, multiple sclerosis, and peripheral neuropathy. The ExPD program is overseen by Exercise Physiologists, who are trained in keeping individuals with chronic diseases, such as Spinal Cord Injury, as fit and healthy as possible through the use of aerobic conditioning and strength training. Our team is familiar with a wide range of chronic conditions and is experienced in advanced technologies such as oxygen consumption measurement and heart rate monitoring. Currently, the EXPD program is the only program in the United States that offers FES rowing, giving our staff unparalleled expertise in this emerging form of exercise.

Community space and staffing is provided regularly on a weekly and monthly basis to multiple area support group fitness activities, including: Boston Ballet Abilities Dance, Dean Center for Lyme Disease, Mid-Cambridge Yoga, Neuro-Muscular Infection Treatment and Rehabilitation Group, Alcoholics Anonymous, NARANON Family Group, Eating Disorder Support Group, Massachusetts Neurophysiological Society, and Mid-Cambridge Neighborhood Association.

Initiative	Target Population	Community Served	Measure	Cost/resources expended this year
ADA Day	Individuals with disabilities and their families	Greater Cambridge/metro Boston	1000 attendees	\$500
Exercise for People with Disabilities (ExPd)	Individuals with disabilities	Greater Cambridge/metro Boston	200 patients	\$118,000

Community space and staffing for groups	General public, family support groups	Greater Cambridge	15 groups, over 650 hours	\$43,600
			TOTAL	\$162,100

FY20 Community Benefit Plan for improving the social environment and opportunities for those with disabilities

To increase wellness and prevent injury and disease, especially for the elderly and people with disabilities, the Spaulding Cambridge Community Benefit Program plans to support the following initiatives in FY20.

Initiative	Measure
ADA Day	At least 1000 attendees
Exercise for People with Disabilities (ExPd)	At least 200 patients
Community space and staffing for groups	At least 15 groups, over 650 hours

VII. Total FY19 Community Benefit Program Investments

Priority Area	FY19 Financial Investment
Addressing the social determinants of health	\$117,960
Improving access to care	\$1,056,000
Promoting wellness and preventing injury and disease	\$11,000
Improving the social environment and opportunities for those with disabilities	\$162,100
TOTAL FY19 Investment	\$1,347,060

APPENDIX A: Spaulding Cambridge Community Benefit Work Group Members

Rebecca Kaiser, Chief of Staff, Spaulding Rehabilitation Network
 Joanne Fucile, VP of Operations, Spaulding Cambridge
 Jack Carroll, Director, Human Resources, Spaulding Cambridge
 Colleen Moran, Director, Workforce Programs, Spaulding Rehabilitation Network
 Julie Voegelin, Senior Director of Marketing, Spaulding Rehabilitation Network