

Community Benefits Report
to the Attorney General

FY 2017

Beth Israel Deaconess Hospital–Needham
148 Chestnut Street
Needham, MA 02492

April 1, 2018

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Section I: MISSION STATEMENT

Summary

The Board of Trustees, Board of Advisors, leadership and staff at Beth Israel Deaconess Hospital–Needham (BID–Needham) are dedicated to working in partnership with residents, community leaders, and civic, social and medical organizations in the communities the hospital serves. The hospital’s commitment to the community benefit ideals also includes conducting periodic community health needs assessments, providing extensive opportunities for public input, assisting financially disadvantaged patients to obtain healthcare, and participating in ongoing evaluation processes. We believe that the cooperative and collaborative partnerships we develop through our Community Benefits programs will help us address the health and welfare needs of our community.

This Community Benefits mission is fulfilled by:

- Working with community partners to enhance knowledge of identified key health issues in the region and promote available resources;
- Enhancing access to care and providing financial counseling services to help vulnerable populations gain access to health care;
- Planning and implementing community programs and services to improve public health, promote wellness, and to increase health literacy around chronic disease prevention and management, behavioral health and healthy aging.

Target Populations

BID–Needham is committed to improving the health status and well-being of those living throughout its Community Benefits Service Area, which includes Dedham, Needham, Dover, and Westwood. However, BID–Needham’s community health needs assessment’s findings clearly show that populations most in need are the vulnerable populations, financially disadvantaged area residents including the uninsured and underinsured, as well families with children and seniors. Additionally, first responder personnel are a priority population for BID–Needham.

Basis for Selection

Community health needs assessments: Community Focus Groups, Hospital, Consumer Group, Interviews, MassCHIP, Public Health Personnel, Surveys, CHNA

Key Accomplishments of Reporting Year

Throughout fiscal year 2017, BID–Needham physicians, leadership and staff worked to complete the goals of our 2016 Community Health Implementation Plan. Focusing on chronic disease prevention and management, behavioral health and healthy aging, the hospital increased collaboration with other community organizations to address these unmet health needs. Highlights of the year include:

- Participated in 130 community and health education events and donated 682 hours of staff time. More than 10,000 people were impacted by the programming and events that BID-Needham executed or supported in FY17.
- Provided resources, including funding, space, equipment and volunteer time, to more than 60 community organizations to support their efforts in improving the health and wellness of our community.
- Created a community resource group, made up of more than 40 individuals from local health-related organizations, to address health needs and share resources.
- Partnered with Needham Community Farm and Needham Bank to deliver fresh, local produce and a guide to fresh produce to low-income residents via a mobile market.
- Continued the “Be Seen, Get Screened” campaign to promote the importance of screenings.
- Funded a social worker at a local primary care physician’s office to address integrated behavioral health care in the community.
- Served as a Hospice Foundation of America host for their “Being Mortal Project” and hosted screening and discussion events for the community.

Plans for Next Reporting Year

The most recent BID-Needham Community Health Needs Assessment was completed in FY 16 and will guide our Community Health Implementation Plan for FY17-FY19. We will accomplish our CHIP goals by providing educational opportunities to the community, facilitating health screenings, and by continuing to provide support and resources to residents and organizations in the community. The community relations liaison will continue to work with local senior centers, schools, social service providers, and community organizations to provide health screenings, education, and financial support. BID–Needham will address the unmet needs identified, which include behavioral health, healthy aging, health risk factors/ primary prevention and physical disease management.

Section II: Community Benefits Process

Community Benefits Leadership/Team

The Community Benefits Leadership Team consists of:

John Fogarty, Chief Executive Officer
Samantha Sherman, Chief of External Relations
Alyssa Kence, Community Relations Coordinator
Kathy Davidson, Chief Nursing Officer
Gregory McSweeney, Chief Medical Officer
Rebecca Stone, President of Medical Staff
Heidi Alpert, Senior Clinical Director
Cristina Allen, Nurse Educator
Elaine Rousseau, Case Management Director
Leeann Wood, Emergency Medicine
Gay Calo, Stroke Committee
Amy Krushell, Falls Committee
Dennis Girard, Psychiatry
Ming Cheung, Nutrition
Mary Paschal, Diabetes
Emily Davidson, Cardiology
Karen Foulkrod, Rehabilitation
Bill Jackson, Respiratory
Bill Hallett, Radiology
Helen Chan, Finance
Ella McEvily, Human Resources
Ginny Laird, Medical Staff

Community Benefits Committee Meetings

Internal community benefits team meetings are held quarterly with the Community Benefits Leadership team. In addition, a group of community partners meets 3-4 times a year to address needs and resources in the community. Both sets of meetings allow the team to discuss goals, upcoming events, resources and many unmet health needs or issues.

Community Partners

BID-Needham works closely with several community partners to support programming and to provide health education and information to area residents. We work closely with the Public Health Departments in the area, as well as local Councils on Aging, to address substance abuse prevention, mental health, healthy aging and transportation. We also support local fitness facilities that provide healthy opportunities for the underserved, such as the Council on Aging, the Boston JCC and the Charles River YMCA. The hospital provides funding to and programming with mental health organizations such as Charles River Center, Walker and Riverside. We serve on coalitions and provide funding for programs for local substance prevention coalitions and substance prevention curriculum in the schools. The hospital supports organizations that provide food and other basic necessities to the underserved, such as Ripples of Hope, Three Squares Ride for Food, Dedham Housing Authority, HealthCare for the Homeless, Needham Community Council, Needham Community Farm and The Ellie Fund. We provide education to the aging population with Fox Hill, North Hill, Councils on Aging and the United India Association. BID-Needham also promotes health and wellness through partnerships with community groups that advocate for healthy lifestyles, exercise, socializing and mental wellness such as Needham Boosters, Rotary Club, Needham Track Club and The Great Hall Concert Series.

Section III: Community Health Needs Assessment

Date Last Assessment Completed and Current Status

The Community Health Needs Assessment (CHNA) was completed in 2016. Community members and partners contributed to the assessment to help the hospital better understand and address the health-related needs of those living in its Community Benefits Service Area with an emphasis on those who are most disadvantaged.

The project also fulfills Commonwealth Attorney General's Office and Federal Internal Revenue Service (IRS) regulations that require that BID–Needham assess community health needs, engage the community, identify priority health issues, and create a community health strategy that describes how the hospital, in collaboration with the community and local health department, will address the needs and the priorities identified by the assessment.

Consultants:

JSI Inc.

Data Sources:

Community focus groups, hospital, consumer groups, interviews, MassCHIP, Public Health Personnel, surveys

Section IV: Community Benefits Programs

Health Risk Factors and Primary Prevention

Brief Description or Objective

To address health risk factors and prevention of chronic disease, the hospital worked within the community and with community partners on health literacy and education for residents on healthy lifestyles, including mental well-being, physical activity, nutrition and screenings.

Goal Description

Goal Status

Promote youth substance prevention and mental and emotional well-being.

The hospital provided funding for the 5th Quarter programs in Needham and Dover, allowing students to have a safe, fun and alcohol-free place to gather after games. 300 students attended each Needham event and 150 students attended the Dover event.

Promote youth substance prevention and mental and emotional well-being.

BID-Needham provided funding for SALSA (Students Advocating Life without Substance Abuse) in Needham Public Schools, impacting 600 students and teaching them about substance prevention.

Promote youth substance prevention and mental and emotional well-being.

BID-Needham hosted a summer camp for ten 6th-9th grade students, to learn about healthcare and healthy lifestyles. One day of the camp was dedicated to mental health and substance use prevention. Students learned to meditate, heard from a NHS student who chose to be substance free, and heard an age-appropriate educational talk about behavioral health from an emergency room nurse.

Promote youth substance prevention and mental and emotional well-being.

Dedicated to raising awareness about domestic violence and sexual assault and its prevention, BID-Needham sponsored "Take Back the Night," an evening planned and put on by Needham High School students to educate students on these crucial topics.

Raise awareness and educate public on chronic disease prevention.

The hospital also conducted choking/CPR and first aid classes for the community, including a local parent's group, a local business, students in the hospital's summer camp, local cub scouts and girl scouts, emergency response workers and other community members. 109 people were trained in CPR by BID-Needham nurses, and 10 scouts trained in first aid.

Raise awareness and educate public on chronic disease prevention

To promote the importance of well visits and screenings among the underserved in the area, BID-Needham partnered with MetroWest Family Promise to support "The Family Health Initiative." This program empowers parents to become stronger health advocates while addressing the comprehensive health needs of their families. Services include education on accessing and maintaining health insurance, establishing primary care physicians, accessing mental health services and addressing all outstanding physical health needs including dental care. An estimated 40 people were a part of this program.

Health Risk Factors and Primary Prevention (continued)

Goal Description	Goal Status
Raise awareness and educate public on chronic disease prevention.	The hospital partnered with the Charles River YMCA in February to have residents sign a “Heart Healthy Pledge” to make one heart-healthy change in their life. The pledge was promoted at the YMCA and on social media. More than 1,200 people were reached with the social media campaign.
Raise awareness and educate public on chronic disease prevention.	Representatives from the hospital attended health and wellness fairs and town fairs to promote chronic disease prevention and healthy living. Events included Needham Street & Harvest Fairs, Dover Days, Medfield Day, the United India Health Fair, the BID-Needham employee benefits fair and the North Hill employee benefits fair.
Reduce tobacco and alcohol use.	In FY17, the hospital supported SPAN (Substance Prevention Alliance of Needham), SPAN-DS (Dover-Sherborn), Needham Parents Care and the SAPC Grant Committee to support programming around mental and emotional well-being and substance use prevention. A representative from the hospital serves on the committees and the hospital helps with programming and promotions.
Reduce tobacco and alcohol use.	One nurse from BID-Needham was trained in smoking cessation with the intent to begin a smoking cessation support group in FY18.
Increase physical activity.	In FY17, the hospital continued to support the Charles River YMCA and their health programming. BID-Needham also partnered with the YMCA to offer “Healthy Kids Day,” a day-long fun and educational event that provides parents and children with information on health, safety, physical activity and nutrition. Approximately 250 people attended the event.
Increase physical activity.	In order to promote physical activity and support local non-profits, BID-Needham sponsored several local walks, runs and rides and provided free first aid stations staffed by a nurse. BID-Needham also sponsors youth athletics through the Needham High School Boosters and the Needham Touchdown Club.
Increase access to healthy food.	BID-Needham, Needham Bank and the Needham Community Farm partnered in FY17 to bring fresh, locally-grown produce to the underserved in Needham with the Needham Community Farm “Mobile Market.” A weekly produce delivery was taken to local subsidized housing units and distributed free of charge. The nutrition team at BID-Needham created a healthy eating cookbook that utilized fresh vegetables and talked about cleaning, storing and cooking with fresh produce, which was distributed with the produce. The cookbook is also distributed at the Needham Food Pantry. Approximately 150 people were served by the mobile market.

Goal Description

Goal Status

Increase access to healthy food.

The BID-Needham nutrition team conducted two educational talks on nutrition and healthy eating at the Needham Housing Authority. Approximately 15 people attended the talks.

Increase access to healthy food.

Within BID-Needham, an effort was made to focus on healthy foods in our own cafeteria, benefitting our employees, patients and local residents who use the café. Fresh, healthy foods are always offered in the café, nutrition information and healthy eating tips are displayed on the screens in the cafeteria, and the nutrition team hosts small education sessions during some lunch hours to educate on healthy options and using fresh, local produce.

Increase access to healthy food.

The hospital continued to support local community organizations that provide food to the underserved or bring fresh produce to our communities. These groups include Ripples of Hope, Three Squares, The Needham Community Council, Needham Community Farm, Needham Farmer’s Market and The Greater Boston Food Bank.

Raise awareness and educate public on mental health issues.

BID-Needham continued to fund the Interface Mental Health hotline for Needham in FY17. This helpline offers callers an opportunity to work with a counselor who will provide matches to services, as well as provide information and resources about mental health and wellness. This service was promoted by the hospital on social media, within the community at town and school fairs, within the hospital, and on posters throughout town. The helpline served 126 residents from Needham in the 2017 calendar year.

Raise awareness and educate on mental health issues.

The hospital joined the board of CHNA 18 and worked with the group to conduct a series of three mental health workshops. 120 attendees learned about Stopping the Stigma, The Impact of Social Media on Youth, and QPR Training.

Partners:

CHNA 18, Charles River Center, Charles River YMCA, Family Promise MetroWest, Greater Boston Food Bank, Medfield Employers and Merchants Organization, Needham Bank, Needham Business Association, Needham Community Council, Needham Community Farm, Needham Department of Public Health, Needham Housing Authority, Needham Farmer’s Market, Needham Track Club, North Hill, Parent Talk, Ripples of Hope, Sean D. Biggs Memorial Foundation, SPAN, SPAN-DS, Take Back the Night, Three Squares New England, Town of Dover, United India Association, William James College

Brief Description or Objective

To address the range of chronic and infectious diseases in the BID-Needham service area, the hospital focused on community education, the importance of screening, timely access to treatment and coordination of follow-up care.

Goal Description

Goal Status

Improve chronic disease management

To increase the proportion of adults with chronic disease who receive evidence-based treatment, BID-Needham partnered with Springwell and Hebrew Senior Life to offer chronic disease management programs in the community.

Improve chronic disease management.

BID-Needham made several pharmaceutical and medical donations to community organizations, including syringes to Needham Health Department, medications to the Needham Fire Department, epi-pens to the Needham Public Schools and AED's to Needham High School.

Improve chronic disease management.

Partnering with Needham Community Education, BID-Needham physicians and clinical staff conducted an educational class for the community called "Small Steps, Big Changes" for chronic disease prevention and management. 35 people attended the class.

Improve chronic disease management.

The hospital partnered with the Jewish Community Center of Boston to offer classes and programming for those with chronic diseases. Approximately 70 people attended classes on "Brain Fitness" and "Life with Parkinson's" classes.

Improve chronic disease management.

BID-Needham developed a partnership with local EMS to train first responders and allow them to identify a stroke in the field. When the EMS alerts the hospital of a stroke patient coming in, the patient is met at the door by registration, a nurse and a physician and taken to CT scan. This process expedites care for stroke patients, ensuring that they receive life-saving care as soon as possible.

Improve chronic disease management.

BID-Needham Emergency Department staff hosted training for three community EMT's. Trainees spent 40 hours each in the ED to train with a BID-Needham nurse.

Improve care transitions for those with chronic health conditions.

Stroke patients at BID-Needham are given an information booklet about strokes, medication, diet and other risk factors, to educate them on healthy living once they have had a stroke, and to encourage self-care upon discharge.

Improve care transitions for those with chronic health conditions.

The Congestive Heart Failure (CHF) department hired a 32-hour nurse, and are working towards capturing inpatient data to better serve our patients at hospital discharge and reduce overall admission rates.

Improve care transitions for those with chronic health conditions.

Patients, families, and community members serve on the Patient and Family Advisory Council (PFAC) with the focus being on finding ways to ensure all of our patients receive the highest quality of care in a safe and caring environment. The committee is looking at re-admission rates, as well as patient quality of care and access.

Goal Description

Goal Status

Increase chronic disease and cancer screenings.

In FY17 BID-Needham continued the “Be Seen, Get Screened” campaign. This campaign focused on educating the public on the importance of screening, particularly for breast cancer. The hospital utilized its presence at town fairs, races and their annual gala to communicate this message. An educational talk on this topic was also presented on this topic at the Needham Women’s Club. An estimated 1,000 people were educated about the importance of screening through this campaign.

Increase chronic disease and cancer screenings

BID-Needham was proud to host information sessions for heart month (February), Colorectal Cancer month (March) and Stroke month (May) in the hospital lobby, in order to provide information about prevention and management of these diseases.

Prevent Lyme disease.

This goal will be addressed in FY18.

Increase chronic disease and cancer screenings.

To ensure that patients are getting the proper care and coverage, BID-Needham employed two Certified Application Counselors (CAC) to help patients with insurance applications and renewals. In FY17 our financial counselors assisted 230 people with the enrollment process, and successfully enrolled 99 patients in MassHealth.

Improve care transitions for those with chronic health conditions.

BID–Needham’s Congestive Heart Failure team met monthly to evaluate readmission rates and at-risk patients. If the staff was concerned about a patient that had been discharged, a nurse made weekly calls to follow up with the patient.

Partners:

Hebrew Senior Life, Jewish Community Centers of Boston, Needham Community Education, Needham Fire Department, Needham Department of Public Health, Needham Public Schools, Needham Women’s Club, Springwell

Behavioral Health

Brief Description or Objective	The burden of mental illness and substance abuse is substantial. BID-Needham worked to integrate behavioral health into care, to reduce the burden of opioid use and to assist with enhanced care management.
Goal Description	Goal Status
Promote behavioral health/ primary care integration.	BID-Needham partnered with Riverside and APG (Affiliated Physician's Group) to fund a social worker at a local primary care physician's office, to address the demand for behavioral health services in the area. BID-Needham provided a grant that supported non-billable activities, free care, and urgent interventions for patients that have insurances that did not include Riverside in their panel. The social worker is at the Dedham Avenue practice, but will also see patients from other BIDHC practices. The LICSW works 33 hours per week and benefitted 60 patients in FY17.
Promote behavioral health/ primary care integration.	Within the hospital, a Psychologist is employed to provide psychiatric consultations on the inpatient units, and the hospital has a referring partnership with Riverside to provide evaluations, care and placements for behavioral health patients that come into the Emergency Department (ED).
Reduce burden of opioid use.	A representative from the hospital serves as the chair of the Prescription Drug Action Committee for the Substance Prevention Alliance of Needham (SPAN). The committee works to educate the community and providers on the risks of opioids and guidelines around prescribing. Some of the accomplishments of this committee from FY17 include a pharmacist workshop on prescribing opioids, a successful medication take-back day in Needham, and student-led education campaign on the risks of opioids at Needham High School. The committee also provided pill pods to the hospital, which were distributed through the inpatient pharmacy.
Reduce burden of opioid use.	"Grand Rounds" provider education workshops were hosted weekly at the hospital, on a variety of topics including "Overdose Prevention in Norfolk County: Protecting Your Patients and Your Practice." An average of 30 physicians and staff members attended each of the 38 workshops.
Reduce burden of opioid use.	The hospital provided NARCAN to the Needham Fire Department to use in emergency situations.

Behavioral Health (continued)

Goal Description	Goal Status
Identify those at risk and provide and enhanced care management.	The hospital supported several local behavioral health and substance use programs and organizations, including Riverside, Walker, Charles River Center and Dodging Addiction for Amy, and has referring relationships to ensure that patients are linked to appropriate services.
Identify those at risk and provide and enhanced care management	BID-Needham donated space for AA meetings and a post-partum support group.
Identify those at risk and provide and enhanced care management.	A representative from the hospital serves on the local Community Crisis Intervention Team (CCIT), a team consisting of the Needham Department of Public Health, first responders and local hospitals, schools and behavioral health organizations. The goal of the team is to address substance use, and to confidentially address chronic resident needs related to substance use disorders, mental health conditions and domestic violence. The team works together to provide resources, to enhance engagement in assessment and treatment, to break the cycle of recurring incidents, and to enhance health and wellness.

Partners:

AA, Charles River Center, Dodging Addiction for Amy, Needham Fire Department, Needham Department of Public Health, Needham Public Schools, Needham Police Department, Parent Talk, Riverside Community Cares, SPAN, Walker

Brief Description or Objective

The service area of BID-Needham has a larger population of older adults. The hospital has focused on this population to reduce falls and isolation, increase access to care and services, and to improve care transitions.

Goal Description

Goal Status

Reduce falls in community.

BID-Needham continued the work of its Falls Committee to identify and assist patients who are a fall risk, develop fall prevention programs, conduct post-fall analysis, develop educational/collateral materials for patients and family members, and offer diversionary activities for patients at risk of falling. Fall precautions for inpatients include low beds, double tread slippers and nurse support for activities. Additionally, a Quality Improvement effort has focused on determining the root causes of falls, in order to continue to reduce the rate of falls. The Falls Committee met on a monthly basis to review the program, falls that have occurred in the hospital (and near misses) and all the interventions mentioned above. The falls prevention program has been expanded to include the Housekeeping and Transport, Volunteer, Lab, Cardiology, and Outpatient departments. Finally, on an annual basis, Radiology Department staff complete an on-line competency on assessing patients for the risk to fall. This includes all patients, inpatient, ED and outpatient.

Reduce falls in community.

BID-Needham donated funds for new exercise equipment at the Dedham Council on Aging and “adopted” the fitness center at the Needham Council on Aging for one month. An average of 40 monthly memberships to the fitness center were used in Needham.

Reduce isolation of older adults.

Community programs that encourage enjoyment of the arts and socialization are sponsored by the hospital. These include the Needham Great Hall Concert Series, town fairs in Needham, Dedham, Medfield and Dover, holiday events in Needham including the tree lighting, 4th of July festival, and New Year’s Needham, and Needham block parties.

Support older adults and caregivers to age in place.

To further assist the undeserved and aging population, BID-Needham, in conjunction with the Needham Department of Public Health, continued to support the Traveling Meals program for seniors and those unable to provide nutritious meals for themselves. The hospital prepares and packages the meals, which are then delivered by Public Health volunteers. 8,146 meals were delivered in FY17.

Support older adults and caregivers to age in place.

The hospital sponsored the “Adventures in Creative Retirement” conference, hosted by The Osher Center for Lifelong Learning at Brandeis University. 175 people attended the conference focusing on retirement and aging, including health and wellness, housing, and community.

Healthy Aging (continued)

Goal Description

Goal Status

Reduce isolation of older adults.

The hospital funded lunch programs for seniors at the Westwood and Dover Councils on Aging to provide a place to socialize and enjoy a healthy meal.

Reduce isolation of older adults.

BID-Needham physicians and medical staff spoke on several pertinent health topics to aging groups in the hospital's service area. These educational talks were held at Councils on Aging, North Hill and Fox Hill on topics including hearing loss, fall prevention/ balance, mindfulness, sleep, advanced care planning and the aging brain. These talks not only provide an educational component, but also an opportunity to interact with others.

Increase access to palliative care.

BID-Needham served as a Hospice Foundation of America host for their "Being Mortal Project," and partnered with local community groups to offer 4 screenings of the FRONTLINE film Being Mortal, followed by physician-led discussions on advanced care planning including choosing a health proxy and palliative care. More than 200 people attended these events.

Increase access to palliative care.

Case managers from BID-Needham continued to meet with patients and families to discuss advanced care planning option and help them complete Health Care proxy documents, which are kept on file at the hospital. The hospital continued to build relationships with local palliative-hospice care facilities in order to assist patients with this transition.

Increase access to transportation services.

Taxi vouchers are issued to patients in need who cannot pay for transportation, due to hardship and are in need of a ride home from the hospital. BID-Needham provided 167 taxi vouchers during FY17 at a value of \$3,633.

Increase access to transportation services.

BID-Needham donated to The Ellie Fund to pay for taxi rides and/or gas gift cards for patients who could not afford their own rides or gas.

Increase access to transportation services.

The hospital sponsored the Needham Community Council's medical transportation program, which they expanded to include Uber and Lyft service, for those residents who could not otherwise get to medical appointments. A marketing staff person from the hospital also updated the Council's brochure for this program to increase awareness in the community.

Improve care transitions for older adults.

Case managers from BID-Needham worked closely with patients and families upon discharge to coordinate appropriate follow up and support services. The hospital's affiliation with Beth Israel Deaconess Healthcare allows improved communication with primary care physicians. Case management also built solid relationships with local care facilities including VNA and the Councils on Aging to provide resources and services.

Healthy Aging (continued)

Partners:
Brandeis Osher Center for Lifelong Learning, Dedham Council on Aging, Dover Council on Aging, The Ellie Fund, Fox Hill Village, Great Hall Performance Foundation, Hospice Foundation of America, Needham Community Council, Needham Council on Aging, Needham Department of Public Health, Needham Exchange Club, New Years Needham, North Hill, VNA Care Network, Westwood Council on Aging

Community Benefits Infrastructure

Brief Description or Objective In order to support the other areas of focus, BID-Needham will continue to build relationships with community partners, provide resources in the community, and increase collaboration among community groups to address healthcare reform and reduce health disparity.

Goal Description	Goal Status
The hospital is working with community organizations to provide a Community Benefits Infrastructure to support implementation of efforts in the other areas of focus.	A “Community Resource Group” was created and held 3 meetings in FY17. The group consists of local health departments, Councils on Aging, schools, senior housing, housing authorities, and other organizations dedicated to the health and wellbeing of residents. There are 45 people in the group, representing 29 organizations. The meetings and email list have proven to be a valuable way to share resources and communication about events, health needs and programming within the community.

Partners:
Avita of Needham, Charles River YMCA, CHNA 18, Dedham Council on Aging, Dedham Department of Public Health, Dedham Housing Authority, Dover Council on Aging, Family Promise MetroWest, Hebrew Senior Life, Greater Boston JCC, Needham Community Council, Needham Council on Aging, Needham Department of Public Health, Needham Farmer’s Market, Needham Housing Authority, Needham Parks & Recreation, Needham Public Schools, Newton Needham Regional Chamber, New Years Needham, North Hill, Riverside Community Cares, Substance Prevention Alliance of Needham (SPAN), VNA Care Network, Walker, Westwood Council on Aging, Westwood Department of Public Health,

Section V: Expenditures

Community Benefits Programs

Expenditures	Amount
Direct Expenses	\$ 341,653
Associated Expenses	\$ 15,845
Determination of Need Expenditures	\$ 0
Employee Volunteerism	\$ 11,717
Other Leveraged Resources	\$ 5,000

Net Charity Care

Expenditures	Amount
HSN Assessment	\$ 603,260
HSN Denied Claims	not specified
Free/Discount Care	\$ 287,238
Total Net Charity Care	\$ 890,498

Corporate Sponsorships	\$ 26,170
Total Expenditures	\$ 1,290,883
Total Revenue for FY 2017	\$ 85,016,856
Total Patient Care-related Expenses for FY 2017	\$ 72,564,740
Approved Program Budget for FY 2017	\$ 967,289
(*Excluding expenditures that cannot be projected at the time of the report.)	

Section VI: Contact Information

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Office of Community Relations
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