

PARTNERS CONTINUING CARE

Introduction

Partners Continuing Care is the Non-Acute Care Services Division of [Partners HealthCare](#). As a key part of [Partners integrated health care delivery system](#), [Partners Continuing Care is dedicated to providing a comprehensive array of rehabilitation, long term acute care, skilled nursing, home health care, and hospice services to patients and their families.](#)

This comprehensive and growing network maintains a strong presence throughout its communities, as well as, a broad range of collaborative relationships with community groups and health care providers throughout eastern New England. Spanning the continuum of care, the organization includes the Rehabilitation Hospital of the Cape and Islands, Partners Home Care, Partners Hospice, Partners Private Care, and the Spaulding Rehabilitation Network, which is comprised of Spaulding Rehabilitation Hospital, Shaughnessy-Kaplan Rehabilitation Hospital, Spaulding Hospital Cambridge, North End Rehabilitation and Nursing Center, and The Boston Center for Rehabilitative and Sub-Acute Care. Partners Continuing Care also has a joint partnership with Clark House Nursing Center at Fox Hill Village.

Spaulding Rehabilitation Network

In September of 2008, a new partnership was launched to better address the New England region's post acute care needs. The formation of the Spaulding Rehabilitation Network creates a unique convergence of comprehensive specialties to handle the demands of post-acute care in the 21st century.

The Spaulding Rehabilitation Network consists of its flagship, Spaulding Rehabilitation Hospital, Rehabilitation Hospital of the Cape and Island in Sandwich and long term acute care facilities Spaulding Hospital Cambridge, Shaughnessy-Kaplan Rehabilitation Hospital in Salem, as well as, three Boston-area skilled nursing facilities. As a member of Partners HealthCare, Spaulding Rehabilitation Network physicians work closely with their colleagues from other member institutions such as Massachusetts General Hospital and Brigham and Women's Hospital.

Spaulding Rehabilitation Hospital

For almost 40 years, Spaulding Rehabilitation Hospital, centrally located in the heart of Boston, has been helping individuals return to functional lives after illness or injury. Spaulding is the only rehabilitation hospital in New England ranked as a "Best Hospital" by *U.S. News & World Report* each year since 1995, with a rank of sixth nationally in

2009. Spaulding is the number one provider of rehabilitation services in New England, with more than 20 percent of the market share. It is the region's largest rehabilitation facility.

A hallmark of Spaulding's mission is its commitment to teaching and research. Spaulding is home to the Harvard Medical School's Residency Program in Physical Medicine and Rehabilitation, which is among the top five in the United States. Spaulding is a center of research with over 100 current studies, focusing on mobility, neurological disorders, musculoskeletal function, physical activity effect, rehabilitation engineering, and intervention assessment. A range of government organizations and private foundations fund the network's research protocols.

Mission Statement

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***

Rehabilitation Care for Publicly-Insured Populations

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.

Improving Access to Care

Spaulding's main campus 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 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. 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's outpatient centers handled more than 140,000 patient visits in FY2009.

Spaulding Continues its Collaborations with the US Military

In FY2009, Spaulding became part of the MGH and Red Sox Foundation's "Home Base Program", hosting the traumatic brain injury (BI) research and treatment component of the program, led by Dr. Ross Zafonte, VP of Medicine for Spaulding. The program will donate 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.

Spaulding also partnered with the New England Patriots for a second year this Veterans Day to honor soldiers. This year former Spaulding patient PFC Vincent Mannion served as honorary team captains in a ceremony prior to the Patriots-Dolphins Game Sunday November 8, 2009. Spaulding also hosted a group from Walter Reed Army Hospital of over 20 soldiers and guests from the New England area, flying them from Washington, transporting them to the game, participating in pre game ceremonies and then transporting them back to Washington.

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. During FY2009, Spaulding and MGH interpreters conducted more than 6,500 interpretations.

Serving the Special Needs Community

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.

The program has grown immensely during the last five years. In FY2009, outdoor activities ran for more than six months and had 550+ participants who completed more than 1,400 sports sessions.

Activities offered meet the needs of individual participants. For those up to the challenge of water sports, the program has kayaking, canoeing, and rowing. A 70-foot by 60-foot adaptive sports and recreation pier, located behind the hospital on the banks of the Charles River, allows participants to gain access to watercraft on the Charles.

In addition to serving inpatients and outpatients, Spaulding's adaptive sports and recreation program strives to serve the community at large. Through Spaulding's collaboration with AccesSport America and other local organizations, the program expanded to include year-round community programming, including basketball, fitness, and tennis, as well as, specialty outings that feature horseback riding, winter skiing, and hiking.

Quarterly Newsletter for Individuals with Disabilities

Spaulding produces *Disability Issues*, a newsletter dedicated to informing and aiding individuals with disabilities. The newsletter has a circulation of 6,000 and is directed to a readership of individuals with disabilities throughout the New England region, as well as, organizations that serve those individuals. Spaulding designs and prints the newsletter quarterly.

Strong Relationships with the National and Regional Advocacy Groups

Spaulding has special ties to the Greater Boston Chapter of the National Spinal Cord Injury Association. A representative of the group has an office on Spaulding's inpatient spinal cord injury unit. Together, Spaulding and the GBC/NSCIA run support groups for patients with spinal cord injury and their families.

Spaulding also works closely with the American Heart and Stroke Association on community outreach and education. Spaulding partners with the Brain Injury Association of Massachusetts (BIAMA) on creating education materials and staging community events throughout the year. A BIAMA member is also on site twice a month to connect with patients and families on post discharge resources and needs. SRH and BIAMA also partner on a bimonthly seminar "Brains at Risk" to educate DUI offenders on brain injuries, prevention, and safety.

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 on August 28th. Over 150 youth with disabilities from area 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, in partnership with the Boston Redevelopment Authority, Charlestown Waterfront Coalition, Piers Park Sailing Center and Courageous Sailing, hosted the first Adaptive Sailing and Sports Day on October 4, 2009 at the Harborview Apartments in the Charlestown Navy Yard. Over forty participants and their families from area groups such as Charlestown Special Townies and The Massachusetts Special Olympics were in hand for a day of free sailing, sports and education on adaptive sports opportunities in the area.

Spaulding-Framingham continued to expand the *In My Shoes: Disability Awareness Program*, creating a 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.

Serving its Community

Meeting Space for Community Groups

In support of individuals and groups who work hard to help themselves, Spaulding opens its doors as a place to hold their gatherings. Stroke support groups, Over Eaters Anonymous, the Aphasia Community Group, Boston Acquired Brain Injury Support Group, the Greater Boston Chapter of the National Spinal Cord Association, and the Chronic Pain Support Group, all have their regular meetings at Spaulding's main campus.

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 3rd annual 7 News/Partners Health Expo, on June 27 and 28. Over 75,000 people attended this health fair and Spaulding provided free stroke screenings and information, helmet product advice, and summer safety tips. Several Spaulding physicians provided free lectures as part of the event as well.

On October 12, 2009, the Spaulding therapists participated at the Tufts 10k event, offering free massages, stretching, and education to any runners. There were also materials and consultations on women's health and fitness education.

On October 25, 2009, Spaulding caregivers participated in the 2nd Annual Brazilian Community Health Fair. Spaulding provided valuable bi-lingual health care education on healthy living, disease prevention, and information on care access. Staff from Spaulding's admissions office offered consultations and information on options for insurances or free care.

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.

In FY2009, Spaulding's outpatient centers in Boston, Braintree, Framingham, Medford, and Wellesley published and mailed quarterly newsletters, *Spaulding's Community*

Connection's, providing information about health-related issues to approximately 10,000 patients and other members of the community.

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, 19 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 has also hosted research and clinical fellowships in collaboration with institutions such as Singapore General Hospital, University of Roma, University of Bologna, University of Padua, Italy, Rutgers University, and MIT. In the past year, the hospital hosted physicians and researchers from Taiwan, Korea, Turkey, Spain, Brazil, Switzerland, and Belgium who trained here from year long fellowships to two month rotations. 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.

Spaulding clinicians also visit homes, schools, and health care facilities to teach fellow clinicians about treatment innovations developed at the hospital. They exhibit posters for the educational benefit of their colleagues at professional conferences and meetings all over the country and even abroad.

Shaughnessy-Kaplan Rehabilitation Hospital

Scope of Service

Shaughnessy-Kaplan Rehabilitation Hospital is a 160-bed private, non-profit hospital located in historic Salem, Massachusetts. Shaughnessy has been providing care for residents of greater North Shore communities since 1975. Shaughnessy 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).

Shaughnessy-Kaplan 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 seven north shore communities: Salem, Marblehead (2), Lynn, Peabody, Middleton and Danvers. Shaughnessy-Kaplan is certified by Medicare and Medicaid, and accredited by JCAHO 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).

Shaughnessy's Mission

Shaughnessy-Kaplan Rehabilitation Hospital is committed to providing patient-centered, interdisciplinary medical and rehabilitation services to individuals in the communities we serve. The hospital strives to exceed customer expectations for high-quality medical care, rehabilitation, patient/family education and advocacy, and is committed to maximizing patient outcomes by providing specialized care in an integrated delivery system.

Commitment to the Community

Shaughnessy is committed to providing educational programs, medical and rehabilitation screenings, and other forms of outreach to our communities. Offerings in fiscal year 2009 included:

Community Education

Shaughnessy-Kaplan Physical Therapists provided sports injury prevention information to 500 community members at the North Shore Health & Wellness Expo at the North Shore Shopping Center on February 26th.

Melissa Aceto, PT, presented two community lectures to residents of Brightview Assisted Living in Danvers. The lectures ***“Managing Osteoporosis”*** and ***“Indications for Physical Therapy”*** were presented to over 40 residents of the Brightview community.

Shaughnessy-Kaplan staff from Physical Therapy, Occupational Therapy, Respiratory Therapy, and Nursing participated in a lecture series at Lynn Vocational Technical High School as part of their Career Development series.

Physical, Occupational and Speech/Language Therapists participated in a Shadow Program with area high schools, allowing high school students the opportunity to observe in a clinical setting as part of career education.

The Shaughnessy-Kaplan Clinical Nurse Educator completed Heartsaver CPR Training for local Girl Scout Troops in Salem.

Staff from SKRH provided injury prevention information regarding Tendonitis and Back Pain at the Beverly Council on Aging Senior Day in the Park at Lynch Park in Beverly. Approximately 250 seniors attended this community event in August.

Shaughnessy participated in the American Stroke Association's 13th Annual Awards and Caregiver Forum. Staff provided education about Stroke resources available at Shaughnessy-Kaplan. Partners' facilities were well represented at this annual educational and networking event that drew over 300 stroke survivors, caregivers, and providers.

Staff from Shaughnessy-Kaplan participated in the 2-day Partners/Channel 7 Health and Fitness Expo, the largest community health education program in New England. Some of the exhibits included Stroke prevention, balance assessment, injury prevention in runners, and use of Wii technology in rehabilitation.

Community Outreach

Staff from Shaughnessy's sports medicine division performed first aid and injury prevention screenings at the 4th Annual ***Down and Dirty Duathlon***. This was a collaborative sports medicine event between SKRH and B&S Fitness, a Salem-based fitness company. This 2.5-mile trail run, 5.9-mile mountain bike, and 2.5-mile trail run in the Lynn Woods attracted close to 100 community athletes.

Shaughnessy provided athletic training services to Salem High School, Marblehead High School, Peabody High School, and Masconomet Regional High School. The athletic trainers provide on-site first aid, preventative care, and rehabilitation for athletes in numerous sports.

Shaughnessy participated in the Eighth Annual ***"Triathlon by the Sea"*** sponsored by the Jewish Community Center of the North Shore in Marblehead. Sports medicine staff provided first aid and injury prevention screenings for the 300 athletes who participated.

Physical Therapists from Shaughnessy's Innovative Sports Medicine and area Orthopedic Surgeons conducted two Sports Injury Screenings at local YMCA centers throughout 2009. Over 20 people from the community participated in these free screenings.

The 12th Annual ***"Sowing the Seeds of Recovery"*** event was held on Shaughnessy's Therapeutic Deck Garden. This annual event encourages SKRH patients, families, and community members to plant a perennial plant in honor of their rehabilitation accomplishments.

Shaughnessy held its 12th Annual ***Deck Garden Summer Concert Series*** for patients, families and community members. This series consists of thirteen Sunday afternoon concerts with ice cream held on the Therapeutic Deck Garden.

The 15th Annual ***Shaughnessy Patient Reunion*** was held with approximately 150 of our former patients in attendance. This reunion is held every year to reconnect patients and staff and to celebrate patients' successes in rehabilitation.

Professional Education

Shaughnessy-Kaplan Rehabilitation Hospital presented an educational program for area nurse case managers titled, ***"Caring for Aging Skin"***. Dr. Jessica Fewkes, Dermatologist from Mass General Hospital, presented the lecture to 80 local and Boston nurse case managers.

Shaughnessy presented the professional education course ***"Shoulder Instability in the Athlete: Anterior, Posterior and Multidirectional Instability"*** for Athletic Trainers, PTs and PTAs. Speakers included Orthopedic Surgeon Dr. Mahlon Bradley, PedOrthotist and ATC Brad Shores, Derek Milone, SKRH PT Clinical Specialist and Kevin Samaha, ATC. Information about common foot injuries, injury management, and treatment strategies to optimize athletic performance was presented. A total of 85 professionals attended this program.

Clinical Nurse Specialist Deb Wilson, RN, CRRN was a guest lecturer at Salem State College School of Nursing, and also taught the Certification in Rehabilitation Nursing course at Spaulding hospital titled, ***"Nursing Rehabilitation of the Stroke and Traumatic Brain Injured Individual."***

Betty Hearne, OTR/CHT, Certified Hand Therapist, presented three lectures as a guest lecturer at Tufts University School of Occupational Therapy. The topics were ***"Common Disorders of the Wrist and Hand"***, ***"Management of Wounds"*** and ***"Common Disorders of the Shoulder."***

The 7th Annual Barbara Rosen Memorial Dinner Lecture hosted by Shaughnessy-Kaplan Rehabilitation Hospital was held in April. Maureen McKinnon Tucker, Gold Medalist in

the 2008 Paralympics, presented ***“Sail, Challenge, Inspire: Creating Inclusive Programs for People with Disabilities”***. This annual educational program is provided through an endowment from the Rosen family. Close to 100 Spaulding Rehab Network employees and area health care providers attended the program.

Shaughnessy presented the professional education course ***“The Aging Athletic Spine”*** to over 100 Athletic Trainers, PTs, OTs, and PTAs. Speakers included Neurosurgeon Dr. Terence Doorly and SKRH athletic trainers Kathy Moskal and Chris Ciampa. Topics included degenerative changes to the athletic spine, surgical versus non-surgical intervention, expected outcomes post-surgery and post-rehab, and the frontline of prevention.

“A Rehabilitation Education Symposium” was presented as part of National Rehab Week activities at Shaughnessy-Kaplan. Topics of the symposium included clinical updates in Stroke Rehabilitation, Traumatic Brain Injury Rehabilitation and use of Technology. Approximately 35 employees and professionals from the community attended the symposium.

Community Collaboration

Shaughnessy-Kaplan Rehabilitation Hospital works in partnership with community agencies through participation on committees, professional associations, affiliations with educational organizations, and volunteer programs. Some of the community partnerships in fiscal year 2009 included:

- Salem Commission on Disabilities
- North Shore Association for Retarded Citizens (ARC)
- Salem State College
- Boston University Sargent College
- Salem Chamber of Commerce
- Hospice of the North Shore
- Elder Services of the North Shore
- Help for Abused Women and Children (HAWC)
- American Stroke Association
- American Cancer Society
- Knights of Pythias
- Salem Garden Club
- Marblehead Chamber of Commerce
- Marblehead Counseling Center
- Peabody Chamber of Commerce
- Salem Police Department
- Salem Council on Aging
- Marblehead Council on Aging
- Marblehead Arrangers

- Beverly Council on Aging
- North Shore Elder Services
- Northeast Animal Shelter
- Friends of Lynn Woods
- Jewish Community Center of the North Shore
- Salem Parks and Recreation Department
- Salem Public Schools
- Gloucester Public Schools
- Danvers Public Schools
- Beverly Public Schools

Educational Collaboration

Shaughnessy-Kaplan Rehabilitation Hospital provided training and internship opportunities to over 100 students in fiscal year 2009. These included students in physical therapy, occupational therapy, speech-language pathology, and nursing. The following colleges and universities were represented in fiscal year 2009:

- Salem State College
- North Shore Community College
- Endicott College
- Northeastern University
- Simmons College
- MGH Institute of Health Professions
- American International College
- Boston University
- Emerson College
- Quinnipiac University
- Springfield College
- Tufts University
- University of New Hampshire
- University of New England
- University of Massachusetts-Lowell
- Worcester State College

Care to the Uninsured

Shaughnessy-Kaplan Rehabilitation Hospital does not participate in the Massachusetts' free care pool because of its designation as a specialty care hospital. Nonetheless, in fiscal year 2009, Shaughnessy provided \$50,000 of free care to patients in the form of outpatient therapy services. Shaughnessy also serves a large number of federally and state-supported programs, and cares for a large number of Medicare and Medicaid patients.

Rehabilitation Hospital of the Cape and Islands

Community Benefit Mission Statement

The Rehabilitation Hospital of the Cape and Islands (RHCI) is a 60-bed, not-for-profit, acute rehabilitation hospital. It is part of the Spaulding Rehabilitation Network. Opened in 1995, RHCI was developed to bring advanced rehabilitation care to residents of Cape Cod, the Islands, the South Shore, and South Coast regions of Massachusetts.

In addition to establishing comprehensive inpatient and outpatient programs, RHCI has developed numerous specialty programs to meet the needs of the community.

The mission of the Rehabilitation Hospital of the Cape and Islands 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**

RHCI 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 and referral sources 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**

RHCI also conducts a number of free, public service programs designed to:

- **Promote the health of residents through educational programs, often emphasizing prevention and early detection, and screenings**
- **Increase access to rehabilitation care by increasing awareness of the hospital's mission and services, often through collaborations with other organizations**

Key Accomplishments of Reporting Year

RHCI Prepares to Open Outpatient Center in Plymouth

RHCI's plans to open a new outpatient center in Plymouth moved into the construction phase in 2009. Construction delays in the new building which houses the center meant that the center did not open until January 2010.

The RHCI-Plymouth Outpatient Rehabilitation Center is a 6,200 sq. ft., state-of-the-art facility which is built on the model of RHCI's other successful outpatient clinics. Like

them, it offers comprehensive outpatient services, including physical, occupational and speech therapies plus rehabilitation medicine. The integration of a rehabilitation physician as an integral part of the team brings a new level of expertise to patients in Plymouth and surrounding towns. In particular, the medical-therapy team model enables coordinated care for patients with multi-disciplinary needs.

In addition to providing general orthopedic and neurologic rehabilitation, RHCI-Plymouth focuses on physical therapy for sports injuries and pain management.

Pilot Program Improves Access to Outpatient Physical Therapy

RHCI's outpatient volume has grown steadily in recent years, particularly at its flagship Sandwich center where demand for services has often exceeded space and staff availability. While a wait of up to two weeks for an evaluation and/or treatment is not detrimental for the majority of patients, many of whom have chronic issues, the growth in volume meant that RHCI could not offer expedited appointments for those with acute injuries.

RHCI's solution was to implement the Physical Therapy Access Pilot Project at its Sandwich and Yarmouth outpatient locations. The goal was to devise an alternate staffing and space model to allow greater flexibility to accommodate patients with acute needs. Changes included:

- Hiring additional physical therapists with expertise in treating acute sports and work injuries
- Implementing a new staffing model with built-in flexibility to respond to patients who needed to be seen within 24 – 72 hours
- Notifying community physicians regarding referral procedures to secure rapid appointments

RHCI also expanded treatment space at its Sandwich center by discontinuing an outpatient program that had occurred in a separate treatment area. By redistributing therapy and exercise equipment between two gyms, RHCI created space for the additional therapists in an environment conducive to patient comfort, privacy, and optimal communication with therapists.

As a result of these measures, patients' access to physical therapy improved from seven to ten business days to two to three business days. These improvements mean that patients with acute injuries now have greater access to comprehensive rehabilitation services. The pilot was so successful that RHCI has implemented similar procedures at all its outpatient centers, and extended the program to other disciplines.

RHCI's Parkinson's Center for Comprehensive Care Doubles Hours to Meet Demand

In 2005, RHCI enhanced and formalized its inpatient Parkinson's Disease Program as part of the creation of the Center for NeuroRecovery, a broad commitment to increase services for patients with neurological disabilities. In 2008, RHCI added an outpatient clinic to its array of Parkinson's services in response to a sudden gap in outpatient physician services for a significant population of patients with Parkinson's disease.

In its first months, the RHCI Parkinson's Center for Comprehensive Care held weekly clinic hours. Staffed by a neurologist and physical therapist specializing in neuro-rehabilitation, the Center offers a comprehensive assessment which includes: neurological evaluation; medication review and recommendations; mobility, self-care, emotional, and behavioral screenings. The holistic approach to care is designed to help the patient live as fully and independently as possible. Depending on the results of the evaluation, the patient may be referred for intensive inpatient rehabilitation, a structured wellness program, outpatient therapy services, or ongoing medical management through the Center.

After the first year and completion of the start-up phase, demand for services was such that the Center doubled clinic hours, adding a second clinic day in August 2009. Presently the Parkinson's Center for Comprehensive Care is held every Monday and Wednesday and accommodates an average of 14 to 18 patients per week, including initial evaluations and follow-up care.

Parkinson's Disease Community-Based Wellness Program Extends Independence

RHCI continues to expand the well-received Parkinson's Disease Community-Based Wellness Program. Developed by researchers at Boston University's Sargent College of Health and Rehabilitation Sciences, the program teaches specific exercises and strategies to delay onset or progression of the symptoms of PD. In 2006, RHCI began a collaboration with Boston University to offer the six-week program. Participants learn specific exercises to improve walking and balance, strengthen the muscles used in speech and breathing, preserve fine motor skills, and manage fatigue. The program also includes education about the disease, coping strategies, and support. The collaborative effort is supported in part by the Massachusetts Chapter of the American Parkinson's Disease Association.

In 2009 RHCI trained additional therapists to participate in the program and extended the region served by adding a new location, the Gleason Family WMCA in Wareham. RHCI therapists offered eight six-week sessions, three at the hospital's outpatient center in Sandwich, three at the Harwich Community Center, and two at the Wareham WMCA, effectively making the program accessible to those with PD across the Cape and in the

South Coast region. A total of 70 individuals with Parkinson's and related disorders participated. Of these, 64 (or 91 percent) exceeded their goals for improved function.

RHCI Adds Hospitalist to Medical Staff

RHCI expanded the scope of its medical staff expertise by recruiting an internist to complement the existing full-time staff of rehabilitation physicians and a neurologist. Sherri Tupper, M.D., is an internist experienced in critical care medicine who had previously served as a hospitalist in an acute care hospital. At a time when RHCI is seeing many more patients with complex conditions that require intensive medical management, her depth of knowledge makes her a valuable resource to patients, as well as, RHCI's medical staff. Dr. Tupper has also used her extensive teaching background to establish monthly teaching rounds for the nursing staff, focusing on disease states and treatment standards relevant to RHCI's patients.

RHCI Patient Sitter Program Expedites Admission for Neuro Patients

RHCI developed the Patient Sitter Program in response to the needs of Traumatic Brain Injured (TBI) patients. The program gives RHCI the flexibility to admit patients from the acute care hospital sooner. As a result, the patient may begin specialized and intensive neuro-rehabilitation earlier in the course of recovery.

Transferring a patient with a TBI from the acute care to the rehabilitation hospital setting can pose many challenges for the health care team. Often these patients present cognitive and behavioral challenges in addition to physical limitations. Restlessness, agitation, impaired thinking, and impulsivity must be constantly monitored to ensure the safety of the patient, staff, and others. Historically, a nurse or nurse's aide was assigned to the patient on a 24/7 basis to address these needs. When staffing was stretched or resources did not allow for one-on-one nursing care, these patients could not be transferred or begin intensive rehabilitation.

The RHCI Sitter Program provides one-one-one observation and companionship through a cadre of 17 sitters, who have been carefully screened and trained by the hospital's Neurobehavioral Social Worker. The program began in June 2009 with four trained sitters and had grown to 17 by the end of the fiscal year, and 30 by December 2009. Presence of the sitters enabled RHCI to admit 33 patients with brain injury and stroke during the program's first six months.

New Programs Enhance Quality and Patient Safety

Initiatives to improve quality of care and patient safety are at the core of RHCI's mission to provide excellence in rehabilitation care. In 2009, RHCI enacted several programs to enhance patient care and reduce the risk of preventable incidents.

- ***RHCI Rounding Program Reduces Falls, Pressure Sores***

RHCI is committed to reducing the incidence of preventable complications or events that can occur within a hospital setting. After piloting a nurse rounding program and redesigning it to be a multi-disciplinary model in 2008, RHCI fully implemented the program in 2009. The purpose of the program is to enhance the patient's experience and outcome by strengthening communications with the care team and proactively meeting the patient's needs.

RHCI's program is evidence-based and includes the best components of other successful programs tailored to meet the needs of RHCI's patient population. In addition to nurses and rehabilitation aides, physical, occupational, speech and respiratory therapists are involved. At each rounding visit the staff member checks on the patient's need for toileting assistance, pain medication, positioning, and other factors that relate to quality of care and the patient's experience. Staff regularly audit results and share the data with the team. The multi-disciplinary nature of the program plus the support of the leadership team are key components of the program's success.

RHCI's program has resulted in fewer falls and pressure sores and a decrease in patients' use of call-lights. An added benefit is an increase in both patient and staff satisfaction.

- ***Improvements in Documentation Enhance Patient Safety***

The transition from cumbersome paper records to an electronic medical record is acknowledged within the health care industry as an essential step to safeguard patient safety and to eventually reduce costs. Standards set by national regulatory agencies mandate that hospitals adopt electronic medical records by 2014.

In 2009, RHCI took significant steps towards that goal. Building upon prior creation of an electronic bedside medication verification system and nursing integration into the electronic medical record (EMR), RHCI in 2009 integrated therapies into the process. By eliminating most written documentation, the EMR reduces the risk of errors due to illegible writing, use of confusing terms or loss of documents. The EMR is integrated with RHCI's bedside medication verification system, which uses electronic bar code scanning and multiple safeguards to verify medication, dosage and patient identity, to reduce the possibility of medication errors. The next phase, which will integrate RHCI's medical staff into the online medical record, is scheduled for 2010.

RHCI also planned for implementation of the longitudinal medical record (LMR) for outpatient services in 2010.

Advance Bed Reservation Program

RHCI's Advance Bed Reservation Program facilitates the transition to rehabilitation for patients planning bilateral joint replacement surgery. The program allows patients who meet Medicare guidelines for acute rehabilitation following joint replacement surgery to

reserve their bed in advance of their surgery. In addition to reassuring patients that their post-operative needs are arranged, the program facilitates planning and clinical communication between the acute care hospitals and RHCI.

Patients who meet Medicare criteria for this program include those who:

- Have bilateral (double) hip or knee replacement surgery
- Have single hip or knee replacement surgery as long as they are 85 or older, are significantly obese, or have complicating medical conditions.

Growth of Physician and Outpatient Therapy Services

Outpatient physician, therapy and specialty services (such as audiology and radiology-assisted procedures) continued the recent trend of steady growth. Therapists and physicians provided care to patients in 86,317 visits, up two percent from 2008. RHCI's four outpatient centers are located in the Upper Cape, Mid-Cape, and Outer Cape regions, effectively bringing advanced rehabilitation services to residents across Cape Cod. RHCI rehabilitation physicians also see patients in the centers, ensuring that residents in the Cape's major geographic regions have convenient access to rehabilitation medicine expertise.

RHCI for Children, a regional resource for outpatient pediatric rehabilitation, is located near the hospital in Sandwich. It is easily accessible for families across the Cape, as well as, the South Shore and South Coast communities.

Among outpatient services are treatments for chronic pain. A number of RHCI physicians perform spine injections, radiofrequency treatment, and other procedures to alleviate one of the most common causes of pain and disability: chronic back pain. These procedures are done using videofluoroscopy guidance under local anesthetic in the hospital's x-ray suite. In 2009, physicians performed 1,033 procedures, up 11 percent from 2008.

RHCI Expands Pediatric Speech and Subspecialty Rehabilitation Services

The RHCI for Children Eileen M. Ward Rehabilitation Center, a free-standing outpatient pediatric center, serves children from birth to age 15 with a wide range of needs, including developmental delays, cerebral palsy and other congenital conditions, trauma, injuries, and learning disabilities. Services include physical, occupational and speech therapies and neuropsychology evaluations.

Specialized services, developed in response to community needs, include the Feeding and Swallowing Program and the Augmentative and Alternative Communication Program.

- **Feeding and Swallowing Program** - Since RHCI for Children opened, speech therapists have noted an increase in children with a need for specific therapy

services to address deficits in feeding and swallowing abilities. The increase is related to rising numbers of surviving premature infants and children with developmental delays. Children who have had tracheostomies, nasogastric feeding tubes, certain medications, and other procedures that can disrupt the natural feeding progression, and those with cerebral palsy, cleft palate, autism, and facial or throat asymmetry, are particularly at risk for feeding and swallowing dysfunction. These children may suffer from chronic gastrointestinal problems such as acid reflux, poor weight gain, growth disorders, and swallowing problems.

Approximately 90 families had children evaluated during the year. Some needed weekly visits and other required monthly treatments, including follow up visits with the dietician.

RHCI's Feeding and Swallowing Program offers a comprehensive team approach to diagnosing and treating these disorders. Family education and support are important components of the program. The team includes speech and language pathologists, a social worker, and dietitian. Children may also be evaluated by pediatric gastroenterologists from Massachusetts General Hospital for Children at the monthly Gastroenterology Clinic. The presence of physician specialists and the multi-disciplinary team allow for highly coordinated services for children with complicated needs.

- **Alternative and Augmentative Communication Program** – RHCI's Augmentative and Alternative Communication Program helps children with a variety of communication problems, including "late talkers," non-verbal communicators, children with autism, retardation, brain injury, muscular dystrophy and other disabilities.

RHCI therapists use a number of techniques, including sign language and devices known as voice output communication aids, or VOCAS. The program makes specialized services available in the community where families can readily use them.

- **Specialty Clinics** - RHCI for Children collaborates with pediatric specialists from Massachusetts General Hospital for Children (MGHFC) to make sophisticated pediatric medical expertise available in the community, where families can more readily access services. Clinics include:

- Pediatric Endocrinology
- Pediatric Gastroenterology and Nutrition
- Pediatric Nephrology
- Pediatric Neurology
- Pediatric Pulmonology

As a result of these collaborations, children needing diagnostic and treatment services from these highly specialized physicians can be assessed and followed in their own community, significantly reducing disruption of school, child care, and family schedules.

RHCI for Children plans to introduce orthopedic and genetics clinics in 2010.

- ***Pediatric Yoga***

RHCI for Children introduced yoga classes in 2009. The classes are led by a staff physical therapist who is a certified yoga instructor. Utilizing *the Radiant Child Yoga Program*, this self-pay program is designed to help preschool-age children develop balance, coordination and self-confidence through exercise and fun.

Adaptive Sports and Recreation Program Links Disabled with Community

RHCI's Adaptive Sports and Recreation Program, offered in collaboration with Cape-able Adventures, Inc., seeks to improve fitness, encourage social interaction and facilitate community involvement for people with disabling conditions. Activities are offered May through September and in 2009 included a bi-weekly cycling club, kayaking instruction and excursions, curling, overnight camping, and drum circles.

RHCI continued its popular ***Back in the Swing*** adapted golf program, which is funded in part by a grant from the United States Golf Association. Begun in 2001, the program is designed to help people with disabling conditions return to, or learn, golf as a means of re-engaging with the community after an illness or injury. The program has three components:

- ***Back in the Swing*** is a three-week program including instruction in adaptive golf techniques specific to the person's disability, and coaching with golf pros to apply the adaptive techniques to the game. Eight clinics were held at golf courses in Plymouth, Sandwich, Marstons Mills, and Brewster, including one program for children.
- ***Back on Course*** is an adapted golf program for graduates of *Back in the Swing*. This program continues the process of community reintegration by enabling golfers to play nine holes on a regulation course with the supervision of a therapist. One program was offered in 2009.
- Inpatient adapted golf program makes use of an on-site putting green and modified driving range to enhance the therapeutic experience for patients whose goals include returning to golf. Therapists use these resources to help patients improve walking, balance, hand function, cognitive function, range of motion and other abilities important to golf and other community activities.

In addition, outpatient adapted golf services are available at three of RHCI's outpatient centers.

Adopting Green Practices for a Sustainable Environment

RHCI introduced several practices or changes to procedures to improve efficiency, reduce waste and substitute green alternatives for conventional products. These included:

- Change to green cleaning agents

- Increase recycling of paper, glass and metal and reduce paper usage
- Give staff mugs and grocery totes to reduce use of Styrofoam cups and plastic bags
- Install motion sensor lighting to reduce electricity use in offices
- Offer organic food choices and dairy products free of growth hormones

Programs Educate Professionals, Consumers

RHCI commits resources every year to advance the knowledge of clinicians and educate health care consumers about prevention and rehabilitation-related topics. (See *Educating Health Care Providers and Community Outreach Activities* for details.)

Patients Served

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

- RHCI's Inpatient Program served 1,139 adults and adolescents from the Cape, Islands, South Shore, and South Coast regions.
- RHCI provided general and specialty outpatient services throughout the Upper, Mid, and Outer and Lower Cape regions. Staff provided a total of 74,727 therapy visits at RHCI's four outpatient centers. Patients served by location were:
 - RHCI in Sandwich, main hospital: 28,479
 - RHCI-Yarmouth: 18,783
 - RHCI-Orleans: 19,667
 - RHCI for Children: 7,798
- RHCI's medical staff also provided 7,416 outpatient physician visits at the hospital and its satellite outpatient centers.

Medicare Changes Mean End of Trial Admission Program

RHCI's Trial Admission Program (TAP) was established to assist a subset of patients who might otherwise not have access to inpatient acute rehabilitation. Often these were elderly individuals, or those with chronic or disabling conditions, experiencing a significant decline in functional ability but who were not sick enough to be admitted to an acute care hospital. Provided they met criteria established by Medicare, many of these were eligible for admission to RHCI for a comprehensive, four-day evaluation to assess the person's rehabilitation potential. Twenty-three patients were admitted to TAP during 2009.

Since inception, TAP has been a resource for persons with Parkinson's disease, prior stroke, multiple sclerosis, recurrent falls, and other potentially disabling conditions. The program was designed to reduce the patient's risk for further decline leading to a catastrophic event and/or subsequent loss of independence. At the end of the evaluation period, the team met with patient and family and made recommendations

for the best course of care. Options included intensive inpatient rehabilitation, outpatient therapy, physician follow-up, home care services, community-based supports, and, in some cases, moving into an assisted living or skilled nursing facility.

In August 2009, the Centers for Medicare and Medicaid Services announced that it would no longer allow admission to acute rehabilitation hospitals for the purpose of assessing the patient's ability to benefit from rehabilitation and/or other medical services, effective with discharges as of January 1, 2010. RHCI conducted a review of its TAP program and the likely impact of discontinuing the program on the community. In view of the population RHCI serves on the Cape, with its large percentage of retirees and the elderly, the RHCI leadership decided it was necessary to redesign TAP to ensure that vulnerable patients would still have access to inpatient rehabilitation.

RHCI Develops Direct Admission Program

To meet the needs of some of the patients formerly served through the Trial Admission Program, RHCI developed the Direct Admission Program (DAP). DAP provides access to intensive, multi-disciplinary inpatient rehabilitation directly from the home or emergency room. As a hospital, RHCI is allowed by Medicare to admit qualifying patients without a prior hospital stay. These patients must meet Medicare's requirements for acute rehabilitation. Criteria include:

- Patient must need to be seen by a physician at least three times per week
- Patient requires and is able to tolerate three hours of physical, occupational, and/or speech therapy at least five days per week
- The patient must reasonably be expected to actively participate in, and benefit significantly from, the intensive rehabilitation therapy program.
- The patient must be "sufficiently stable" to participate in an intense level of rehabilitation.

The Direct Admission Program was developed in 2009 and became effective January 1, 2010.

RHCI Closes Outpatient Cardiac Rehabilitation Program

While outpatient services continued to grow overall, RHCI made the difficult decision to discontinue three outpatient programs in 2009.

Enrollment in RHCI's long-standing outpatient Healthy Hearts Cardiac Rehabilitation Program had steadily declined in recent years due to an increase in the number of similar programs serving the area and the resulting decrease in referrals. Although RHCI had been subsidizing the program, the recession and reimbursement challenges made it impossible to continue absorbing the cost of offering the program. In February 2009, RHCI closed the program and two related wellness programs: a cardiac maintenance exercise program and a diabetes exercise program. To facilitate participants' transition

to other providers who could meet their needs, RHCI assisted with referrals and held a fitness fair where numerous community-based programs presented information.

Programs for Underserved Populations

RHCI is committed to developing programs that meet the rehabilitation needs of underserved populations, particularly persons with disabilities. Three ongoing programs helped improve the health and wellbeing of at-risk children and adults with disabling conditions.

- The ***Fit to Be Kids*** Pediatric and Adolescent Weight Management Program (formerly Kids at Heart) provided nutrition education, progressive exercise, and psychosocial support to children at risk for health problems due to obesity. The program was funded, in part, by the Massachusetts Vitamins Litigation Settlement. Three eight-week sessions were offered in FY2009 serving 17 children, three of whom were fully subsidized.
- **Adaptive Sports and Recreation Program** - Described in detail under Key Accomplishments, RHCI's Adaptive Sports and Recreation Program helps adults and children with disabling conditions regain access to the community through exercise and recreational sports activities. Adaptive golfing, cycling, kayaking, fishing, water skiing, drum circles, camping, and stunt kite flying were among the activities offered from May through September.
- **Lions Club Audiology Service Program** - RHCI and the Massachusetts Lions District 33-S Hearing Foundation, Inc. implemented the Audiology Service Program, which assists those with limited resources with the cost of purchasing hearing aides. The program covers charges not reimbursed by insurance for individuals who go through the application process and meet financial need and other qualifications. In its first year, the program assisted 15 individuals.

Outpatient Care Coordination

Many patients needing outpatient rehabilitation require assistance locating community resources, applying for MassHealth insurance, arranging for counseling, and other services. RHCI's outpatient care coordinator assists these individuals and families to identify local resources and makes referrals to providers as appropriate. RHCI provides this non-reimbursed service as part of its commitment to promote the maximum return to function and independence of its patients.

Supportive Services

RHCI recognizes that individuals who have survived devastating illness or injury and their families face long-term challenges related to work, education, family relationships and community involvement. Ongoing support can make a significant difference in

adjustment, well being and quality of life. To that end, RHCI conducts four supportive programs:

- The **Stroke Peer Visitation Program** completed its fifth full year in November. The program matches specially trained volunteers with new or home-bound stroke survivors, families and caregivers to offer support and education. The volunteers are themselves stroke survivors or family members/caregivers of stroke survivors, so they are able to speak from first-hand experience. Visits may occur in the home, assisted living facility, or nursing home. The model, developed by the National Stroke Association, recognizes the value of peer support based on actual experience.

RHCI also conducts the following monthly support groups:

- **Aphasia Community Group** - for survivors of stroke with impaired ability to process language and speak, and for their families and caregivers
- **Mild Brain Injury and Aneurysm Support Group** - for the brain-injury survivor seeking to return to work and greater community involvement
- **Stroke Survivors' Support Group** - for survivors of stroke and their families Meetings often include educational and inspirational presentations given by RHCI clinicians and guest speakers.

In addition, RHCI provides free meeting space for the following community-based support groups:

- Alcoholics Anonymous
- Fibromyalgia Support Group
- Food Addicts in Recovery
- Multiple Sclerosis Support Group
- Well Spouse Support Group

Wellness Programs Help Manage Chronic Illness, Promote Health

Exercise, coping strategies, stress management and other aspects of wellness programs can help relieve symptoms and improve well-being for persons with both chronic illnesses and recent injuries. As part of its commitment to promote the health of its community, RHCI offered the following wellness programs in 2009. These self-pay programs are offered at low cost.

Exercise Program for Persons with Arthritis

The Arthritis Foundation Exercise Program (formerly People with Arthritis Can Exercise) is offered for persons with arthritis by physical therapy staff from RHCI's Outpatient Program. The eight-week exercise and fitness program was developed by the National Arthritis Foundation and is held on an ongoing basis at Cape Cod Apartments and at RHCI in Sandwich.

Parkinson's Disease Wellness Program

The Parkinson's Disease Wellness Program is a six-week program to improve walking and balance, strengthen the muscles used in speech and breathing, preserve fine motor skills, and manage fatigue. The program also includes education about the disease, coping strategies, and support. The program is offered in Sandwich, Harwich, and Wareham. (See details under Key Accomplishments)

Massage Therapy

RHCI's massage therapy services are intended to complement treatment in the holistic management of disease and discomfort. A number of techniques are used to treat chronic neck and back pain, headaches, fibromyalgia, chronic fatigue, sports injuries, and orthopedic problems. Services are offered at RHCI's outpatient centers in Sandwich and Orleans. Massage therapy services are also available to RHCI inpatients.

Educating Health Care Providers

RHCI's mission includes expanding the knowledge and skills of clinicians by offering continuing education opportunities. In addition to a series of Grand Rounds offered to staff, RHCI serves as a site for ongoing training of physical and occupational therapists, participates in the ongoing Schwartz Rounds program, and conducts continuing education programs and in-services for clinicians at area hospitals and other practice settings.

Providing Clinical Experience for Nursing and Physical Therapy Students

RHCI contributes to the education of new health care professionals by serving as a site for clinical rotations:

- Ten student nurses in the Cape Cod Community College registered professional nurse program completed clinical rotations at RHCI.
- Forty-seven students in the Upper Cape Cod Regional Technical School's licensed practical nurse program completed clinical rotations at RHCI.
- RHCI was also an inpatient clinical site for three students in the doctoral physical therapy programs from Simmons College, Quinnipiac University, and a Massachusetts General Hospital clinical rotation; and an outpatient clinical site for five physical therapy students from Simmons College, University of Southern California, American International College, and the Massachusetts General Hospital program; a physical therapy assistant student from Bay State Community College; and two occupational therapy assistant students from Bristol Community College.

RHCI also assisted the Cape and Islands Workforce Investment Board/Youth Council by conducting a "Career for a Day" program for 30 middle school students.

Continuing Education Lectures, In-Services and Conferences

RHCI brings current information about rehabilitation and disease management to therapists, nurses, case managers, physician groups and others by conducting in-service and formal continuing education presentations at other institutions and agencies. RHCI physicians, case managers and therapists gave eight such presentations in FY2009. Audiences included community physicians and hospitalists, nurses, school nurses and nursing students, therapists, and outreach workers for elder services and other agencies.

Topics included:

- *Asthma Update*, to Cape Cod School Nurses Association
- *Autism for the Primary Care Practitioner*, Grand Rounds at Nantucket Cottage Hospital
- *Epilepsy and Seizures in the School-Age Child*, to Cape Cod School Nurses Association
- *Fibromyalgia Update*, Grand Rounds at Tobey Hospital
- *RHCI Services and Outcomes*, to Physicians of Cape Cod LLC group
- *The Fussy Eater: Diagnosing and Treating Feeding Problems in Young Children*, to school nurses, educators and other professionals
- *Trial Admission Program*, in-service to case managers at Falmouth Hospital and Epoch Assisted Living and Skilled Nursing facility staff
- *Update: Advanced Technologies for Treating Stroke*, at Nantucket Cottage Hospital

Staff also provided information about advances in rehabilitation care and RHCI programs at seven conferences, including:

- Case Management Society of New England Leadership Conference
- Brain Injury Association of MA Annual Conference
- Brain Injury Association of RI Annual Conference
- Case Management Society of New England Annual Conference
- Braintree Neuro Conference
- American Physical Therapy Association of MA Annual Conference
- American Parkinson's Disease Association of New England Regional Conference

Ongoing Staff Education

RHCI conducts a very active schedule of staff educational opportunities to foster the continuing clinical development of staff. RHCI offered 85 programs, including:

- In service programs for clinical and other staff, often given via teleconference in collaboration with Spaulding Rehabilitation Hospital
- RHCI Rounds, many in collaboration with community physicians and other providers, on a broad range of topics
- Schwartz Rounds, a program dedicated to fostering compassionate care developed by the Kenneth B. Schwartz Center in Boston. Three presentations attracted an

audience of therapy, nursing, physician, social work, administrative, and support service staff. Topics included challenges of working with young trauma patients, team communication during end-of-life care, and strategies for challenging patients

- Nursing rounds focused on medical issues relevant to RHCI's patient population, led by RHCI's hospitalist

Community Outreach Activities

Healthy Living Series

RHCI offered 13 Healthy Living presentations, including the Pediatric Lecture Series, reaching more than 850 participants. Topics included:

- Advances in Stroke Rehabilitation
- Behavioral Changes after Brain Injury: Strategies for Successful Family Living
- Beyond Picky Eating: Understanding the Basics of a Feeding Disorder
- Caring for Someone with Parkinson's Disease
- Carpal Tunnel Syndrome
- Maximizing Your Memory: Rehabilitation Strategies that Really Work
- Osteoarthritis: The Latest in Management and Treatment
- Positive Psychology and Parkinson's Disease: Strategies for Hope
- Rotator Cuff Injuries: The Latest in Surgery and Rehabilitation
- Staying in Control: Important Health Decisions You Need to Make Now
- The Latest Medical, Surgical and Therapeutic Options for Parkinson's Disease
- Understanding the Effects of Stroke on Your Loved One
- When You Don't Hear Well Anymore: The Latest in Hearing Aids and Coping Strategies

RHCI Speakers Bureau Helps Educate the Community

RHCI's Speakers Bureau includes physicians, therapists, nurses, case managers, and others who lecture on topics relating to prevention of illness and injury, advances in treatment, wellness and other rehabilitation subjects. In 2009, staff gave 37 presentations across the Cape and in South Coast and South Shore communities, reaching more than 1,400 people. Following is a sampling of topics:

- Advances in Parkinson's Disease
- Are you RoadSMART? Assessing Your Safety Behind the Wheel
- Autism Spectrum Disorders: Treatment Options for Families
- Caregiver Grieving after Brain Injury
- Cognition and Memory
- Coping Strategies for Stroke Survivors and Families
- Knowledge: Your First Step to Stroke Prevention
- Living Well with Arthritis
- Living Well with COPD

- Managing the Caregiver's Stress
- Maximizing Your Memory: Rehab Strategies that Work
- Osteoporosis
- Parkinson's Disease and Dementia
- Parkinson's Disease: It's More than a Movement Disorder
- Peripheral Neuropathy
- RHCI: Overview of Services
- Risky Business: The Link between Heart Disease and Stroke
- Slips, Trips and Broken Hips: How to Protect Yourself from Falls and Injuries
- Soft Tissue Pain: What the X-Rays Don't Show
- Stress and Aging

Health Fairs and Conferences for the Public

RHCI nurses, therapists and administrative staff provided screenings, interactive displays and informational tables at a dozen such events, reaching more than 2,000 people.

Venues included:

- Barnstable (Council on Aging) Senior Appreciation Expo
- Cape Cod YMCA Diabetes Education Fair
- Christ the King Church Health Fair
- CORD (Cape Organization for the Rights of the Disabled) Assistive Technology Fair
- Lower Cape Health Expo
- Massachusetts Brain Injury Association Caregiver's Conference
- Plymouth Chamber of Commerce Business Expo
- Shepley Products Employee and Customer Health Fair
- Southcoast Hospital Go Healthy Expo
- TRIAD Health Fair
- Village Fitness and Racket Club Health Fair

Classes

RHCI is the site of classes offered in conjunction with other organizations to promote the health of the community.

Brains at Risk

Massachusetts Chapter of the Brain Injury Association's program seeks to educate those who have entered the court system due to driving while under the influence of alcohol or drugs. The bi-monthly program is conducted at RHCI by a nurse case manager with extensive experience in brain injury rehabilitation. The goal of the program is to prevent future motor-vehicle related accidents and brain injury by exposing the juvenile and adult offenders to the consequences of brain injury, including accounts from actual

brain injury survivors. Referrals to the program are made primarily by the Barnstable, Falmouth, and Orleans district courts.

T'ai Chi for Persons with Multiple Sclerosis

RHCI makes space available for classes in t'ai chi offered for persons with multiple sclerosis. Classes are conducted by the Southeastern Chapter of the National Multiple Sclerosis Foundation.

Screenings, Blood Drives

Hearing Screenings

RHCI's audiologist conducts free monthly hearing screenings at the hospital. During the year, 38 people participated in the screening program.

Mobile Health Services

RHCI serves as a site for screening services conducted by staff at the Visiting Nurse Association's mobile health link van. The van visited RHCI on the first Monday of the month from 12:00 to 4:30 pm, providing free screening services for those with little or no health insurance coverage, for most of 2009. The VNA discontinued the service in the fall of 2009.

Blood Drives

RHCI was the site of two blood drives conducted by the American Red Cross.

Community Collaboration

RHCI works in partnership with community-based groups to offer educational and wellness programs, to provide meeting space for support groups, to introduce students to health care careers, and to inform community leaders about health care matters.

Organizations RHCI collaborated with in 2009 included:

- American Heart Association/Stroke Association, Northeast Affiliate
- American Parkinson's Disease Association, Massachusetts Chapter
- American Red Cross
- Arthritis Foundation
- Barnstable, Falmouth, and Orleans District Courts (Brains at Risk Program)
- Barnstable County Regional Emergency Planning Committee
- Boston University's Sargent College of Health and Rehabilitation
- Brain Injury Association, Massachusetts Chapter
- CAPEable Adventures, Inc.

- Cape Cod Canal Region Chamber of Commerce
- Cape Cod Community Care Resource Group
- Cape Cod Community College
- Cape Cod Hospital Stroke Committee
- Cape Cod Human Resources Group
- Cape Organization for the Rights of the Disabled
- Cape Cod, South Coast, and South Shore Hospital Community Networking Groups
- Community Leadership Institute of Cape Cod
- Gleason Family YMCA (Wareham)
- Harwich Community Center
- Massachusetts Lions District 33-S Hearing Foundation, Inc.
- National Multiple Sclerosis Foundation, Southeastern Massachusetts Chapter
- National Parkinson's Foundation, Cape Cod Chapter
- Olde Barnstable, Sandwich Hollows, Captain's, and Waverly Oaks golf courses
- Opencape Corporation (not for profit developing IT infrastructure)
- Plymouth Area Chamber of Commerce
- Regional Emergency Dispensing System (disaster preparedness, bioterrorism)
- Sandwich Chamber of Commerce
- Upper Cape Regional Technical School
- Visiting Nurse Association of Cape Cod

Support Groups Meeting at RHCI

As a community leader interested in collaborating with other organizations to promote community health, RHCI makes space available for the following monthly meetings, in addition to the support groups facilitated by RHCI staff (Aphasia Community Group, Mild Brain Injury and Aneurysm Support Group, and Stroke Survivors' Support Group):

- Alcoholics Anonymous
- Early Onset Alzheimer's (began in October 2009)
- Fibromyalgia Support Group
- Food Addicts in Recovery Anonymous (weekly)
- Mothers of Multiples (periodically)
- Multiple Sclerosis Support Group
- Well Spouse Support Group

Volunteering

RHCI supports the involvement of staff in community outreach activities through volunteer service. Among the organizations assisted by RHCI volunteers were:

- Alzheimer's Services of Cape Cod and the Islands
- Barnstable County's Power in Aging Committee
- Barnstable County Medical Reserve Corps – emergency preparedness and flu clinics

- CAPEable Adventures, Inc.
- Cape Cod Chamber of Commerce
- Cape Cod Community College Tri-Level Nursing Assistant Program Advisory Committee
- Cape Cod Medical Reserve Corps
- Cape Cod Symphony Orchestra
- Cape Cod Technology Council
- Case Management Society of New England
- Community Leadership Institute, Cape Cod
- Consumer Assistance Council
- Department of Public Health Brain Injury Task Force
- Hospice and Palliative Care of Cape Cod
- Human Relations Committee, Town of Harwich
- Massachusetts Association for Clinical Exercise Physiologists
- Massachusetts Brain Injury Support Group and Professional Council
- National Parkinson's Foundation newsletter, Cape Cod Chapter
- Opencape Corporation
- Our Lady of Victory Church, series of coaching sessions for the unemployed
- Sandwich Chamber of Commerce
- Sandwich Medical Reserve Corps
- Sandwich Personnel Board
- Special Education Parent Advisory Council, Town of Harwich
- Upper Cape Cod Regional Technical School, Practical Nurse Program Advisory Committee

Plans for FY2009

RHCI will continue developing and expanding programs and services to meet the community's need for high quality rehabilitation care.

Open RHCI Outpatient Center in Plymouth

RHCI's plans to open a new outpatient center in Plymouth neared completion as 2009 ended. The center will allow the introduction of comprehensive outpatient services to populations that can benefit from general and some specialty outpatient services. Anticipated areas of focus include physical therapy for sports injuries and pain management. The center would follow the model RHCI has developed elsewhere and provide physician and therapy services. The center opened in January 2010.

- Regions Served: South Shore, Upper Cape
- Health Indicator: The Plymouth area is experiencing rapid growth in population. The greatest growth is in the over 45 age group. Typically, this population has a high need for physical, occupational, and speech therapy services for both musculoskeletal and neurological conditions. Anticipated programs will promote

recovery after acute illness and injury and assist those with chronic conditions (including pain) to improve their level of function and enhance quality of life.

RHCI for Children Will Add Pediatric Orthopedic and Genetics Clinics

RHCI will introduce an Orthopedic Clinic and a Genetics Clinic at RHCI for Children. The clinics will be conducted by a pediatric orthopedic surgeon from Massachusetts General Hospital for Children and a pediatric geneticist from Children's Hospital Boston.

- Region served: Cape Cod and Southeastern Massachusetts
- Health Indicators: Many children birth to 15 in RHCI's service area require orthopedic surgery to correct abnormalities due to cerebral palsy and other congenital conditions, repair traumatic injuries, etc. Multiple visits with the surgeon are often necessary pre- and post-operatively. Locating an orthopedic clinic at RHCI-for-Children will facilitate management and coordination of the child's care, as well as, collaboration with therapists to promote optimum outcome and recovery.
- Similarly, children with conditions that have a suspected inherited component will have access to a thorough assessment, including family history, physical exam and, where warranted, genetic testing, plus genetic counseling. The genetic assessment will assist in determining diagnoses and course of treatment. Counseling will assist the family in understanding the implications of any genetic disorder short- and long-term for the patient as well as siblings and other family members.
- These clinics will bring highly regarded experts to the Cape to manage a broad range of conditions in a setting readily accessible to busy families. Benefits to families include: convenient access to high level expertise; less time away from school, work and social activities; reduced cost for travel, parking; less disruption to the child's and family's schedule.

Parkinson's Positive Psychology Program

RHCI's Health Psychologist has developed a program based on the principles of positive psychology to help patients with Parkinson's disease and their families live the highest quality of life possible. The six-week program includes two sessions per week and emphasizes principles and strategies to support emotional health and reinforce positive thinking and coping behaviors, and encourage adoption of stress management and other mind-body medicine techniques. The development of this program is a natural outgrowth of RHCI's existing services for those with Parkinson's disease and their families. The program was announced in September to allow for screening potential participants during the fall. The first session began in January 2010.

- Region served: Cape Cod, the Islands and Southeastern Massachusetts
- Health Indicators: The need for services to assist the Cape's large population of individuals with Parkinson's disease and related disorders has become apparent as demand for RHCI's Parkinson's Center for Comprehensive Care has grown. Presently staff see 14 to 18 patients per week at the Center. Given the progressive nature of

the disease and the severity of disability possible, patients and caregivers may experience grief, depression, stress, frustration, exhaustion and feelings of being overwhelmed.

Expand Aquatic Therapy Services

In January RHCI will introduce Aquatic Physical Therapy to the mid-Cape region thanks to a collaboration with Mayflower Place Retirement Community. Using Mayflower's pool, RHCI staff will offer water-based physical therapy for post-operative hip and knee replacement, back injury and other orthopedic and neurologic conditions. RHCI has offered aquatic therapy at its main facility in Sandwich for 15 years. The new location makes this beneficial form of therapy more readily accessible to residents of the mid-Cape.

Support Services for Amputees, Families

RHCI will continue efforts to establish a support group for amputees and families of patients facing serious injuries and illness.

- Region served: Primarily Upper Cape and adjacent communities
- Health Indicator: Annually RHCI cares for a number of new amputees. These individuals, plus those with prior amputations, face specific physical and psychological issues relating to both post-operative and long-term adjustment. A support group emphasizing education, problem-solving, and emotional support might benefit these patients as they seek to return to an active life while adapting to their new circumstances.
- Many of RHCI's patients require rehabilitation after a serious, often life-altering, event or injury, such as a stroke or brain injury. These conditions have major implications for family members who often assume new roles within the family and take on daily care-giver responsibilities. Helping these families understand and appropriately deal with the changing family dynamics and adopt a healthy coping strategy would be the goal of a family support group.

Adaptive Sports and Recreation Fair

RHCI and Cape-able Adventures will host an Adaptive Sports and Recreation Fair on Saturday, May 15. The purpose of the fair is to introduce persons with disabilities to a range of options for engaging with the Cape's natural and recreational resources in a supportive, peer environment. Attendees will see equipment and learn about the adaptive activities planned for 2010, including cycling, kayaking, golf, sailing, curling, drumming, stunt kite flying and more.

- Region served: Cape Cod, the Islands, South Shore, South Coast regions. Given the Cape's history as a tourist destination, this program has the potential to attract participants from a wider geographic area as well.

- Health indicators: Cape Cod offers an abundance of recreational resources appropriate for people with a wide range of disabilities, including paved cycling trails, lake-side campgrounds and beautiful golf courses. Primarily the program serves teens and adults with such conditions as stroke, cerebral palsy, brain injury, spinal cord injury, arthritis, amputation, multiple sclerosis, and more.

Continuing Care Retirement Community

In 2008, RHCI's planning for a small scale Continuing Care Retirement Community (CCRC) on a portion of RHCI's 43 acres advanced to the stage of selecting a retirement community development company. Changes in the economic climate and a reassessment of the market area resulted in a recommendation from the developer to reduce the scale of the project. In view of these circumstances, RHCI has deferred development of the property. RHCI will continue working with local authorities on permitting and other issues and will re-examine the scope of the project when market conditions are more favorable.

- Region served: Primarily Upper Cape and adjacent communities
- Health Indicator: RHCI's service area includes a large percentage of retirees and the elderly, groups particularly at risk for loss of function and disability. At the same time, this growing population could benefit from access to wellness programs, socialization, and proximity to nursing and medical services. Projections show growth in the 65 to 69 year-old population in the primary service area by 26 percent in next five years and in the 85+ population by 14 percent. The CCRC could include:
 - An independent living complex, for people who can manage their physical and daily self-care needs on their own but who want to enjoy some congregate meals and social activities
 - An assisted living facility, for those who need some help with daily activities, such as medications, meals, bathing, laundry, and socialization
 - A skilled nursing facility, for those who need significant medical and nursing care after an illness or surgery

Partners Home Care

Partners Home Care (PHC) is one of the region's largest home health care providers, offering a full array of certified home health, hospice, and private care services 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 Home Care provides 380,000 certified home care visits, 364,000 hours of private care services, and 40,600 days of hospice care on an annual basis.

Mission

Partners Home Care's commitment is to deliver compassionate home health care and community based services to enhance the quality of life for those the agency serves.

Community Support

Free and Under-Reimbursed Care

Partners Home Care's certified home health care division provides health services to 27,500 patients. Advances in medical research and leading-edge technologies enable the agency to offer a premium level of care that allows people to recover from illness and injury and manage chronic disease in the comfort of home. Care plans are established to meet the unique needs of every patient. Services include skilled nursing, physical therapy, occupational therapy, speech language therapy, medical social work, nutritional counseling, and personal care assistance through home health aides.

In fulfillment of its mission, the agency provides care for 424 patients who are uninsured, as well as, 1,227 patients who are covered by Medicaid, where the cost of care exceeds reimbursement.

PHC maintains a number of specialized disease management programs that help people manage chronic and complex illnesses at home, such as Infusion Therapy, Cardiac Care, Wound Care, and Maternal-Infant and Pediatrics. These specialized programs are staffed by clinicians with advanced training and often involve lengthier visits, requirements that come with increased costs that are often under-reimbursed by standard rates. While other home care agencies have stopped offering these programs due to inadequate reimbursement, PHC absorbs the un-reimbursed costs due to their significant role in enhancing the health of our patients and communities.

Helping Frail Elders Remain in Their Homes

Partners Private Care, a subsidiary of PHC 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. In 2009, Partners Private Care provided more than 103,000 hours of ASAP services, including home health, chores, adaptive housing, respite companions, home delivered meals, nutritional services, and senior companions.

Chronic Care Management

The management of chronic illnesses has become a critical issue in today's health care environment. Patients with chronic conditions represent the most complex and costly group of patients to manage. These numbers are predicted to increase as the growing number of baby boomers approach retirement age. At least 50 percent of home health patients have at least one chronic illness, and the numbers are increasing.

In FY2010, Partners Home Care will launch a Chronic Care Management program geared towards helping 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.

The Chronic Care Management Program includes five components:

- A patient-centered approach that engages patients, builds relationships and trust.
- A collaborative partnership with the Primary Care Physician and medical team that results in improved care and transition for the patient.
- A theory-based self-management approach, built on the principles of health coaching, evidence based clinical practice, and adult education, that equips patients with the knowledge and tools needed to help manage their disease process.
- The use of clinical specialists in consultative roles.
- Maximum use of advanced technology that includes telehealth monitoring and electronic exchange of information among providers.

This comprehensive chronic care management approach empowers the patient and family to take control of the disease process and has been proven to produce better outcomes, including:

- Improved health and overall quality of life
- Reduced hospitalizations, physician, and Emergency Department visits
- Reduced diagnostic work-ups and specialty consults
- Reduced medical expenses, including drug costs

Partners Hospice

Partners Hospice provides end of life care to adults and children with advanced life-limiting illnesses. The hospice's goal is to ensure that comfort and assistance is offered to patients and their loved ones by highly trained hospice professionals.

The symptoms of illness, as well as, the emotional and spiritual concerns of both the patient and family are addressed. A collaborative care plan is managed by an interdisciplinary team of physicians, nurses, social workers, home health aides, volunteers, and spiritual counselors.

The agency provides hospice care to patients in extended care facilities, assisted living facilities, hospitals, and homes throughout Greater Boston and surrounding communities.

Serving more than 950 patients last year, Partners Hospice offered 526 days of free care to the uninsured and served more than 100 patients who are covered by Medicaid or other insurance, where the cost of care exceeds reimbursement.

Palliative Care Consultation services are provided by physicians and nurse practitioners to address physical, emotional, and spiritual suffering of patients living with chronic and complex illnesses. Palliative Care can be offered in conjunction with any other curative interventions.

The GRACE Project - Specialized Care for Patients with Alzheimer's and Dementia

The GRACE Project is a philosophy of care that supports the unique needs of patients with Alzheimer's or dementia. Starting as a pilot program in Partners Hospice in 2010, the program will also be replicated for Partners Home Care and Private Care clients. The program's commitment is to nurture and enrich the lives of individuals with dementia and their families by enhancing emotional, spiritual and physical well being, and promoting peace and tranquility.

GRACE caregivers complete a rigorous training program that enables them to provide compassionate, highly effective, specialized care to patients and families coping with Alzheimer's and dementia. Care is customized to the needs and wishes of the patient and family:

- Improves quality of life to help patients find as much richness and enjoyment as possible.
- Supports the family in coping with the stress, depression, and emotions commonly experienced by loved ones.
- Protects patients' privacy and dignity. Gives patients as much choice and decision-making power as their condition allows.

- Uses specialized listening and communicating skills that help caregivers connect with patients.
- Includes effective management of delusional or confused thinking, and techniques to help lessen self-harming behaviors.
- Creates a safe, calming environment.
- Monitors symptoms, effectiveness of medications and treatment.
- Assists with toileting, hydration, eating, dressing, bathing, grooming, and sleeping.

Complementary Services:

- Aromatherapy
- Massage/healing touch
- Palliative Care Consultation
- Partners Lifeline and Medication Dispensing Service
- Comfort shawls
- Expressive art
- Tuck-In Service

Community Outreach

Partners Home Care and its family of services maintains a longstanding commitment to providing public health and outreach services that promote the overall health and well being of the communities served by the agency.

Health Clinics, Education, and Support Groups

Each month, PHC 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

Partners Hospice offers bereavement support groups and specialty programs, such as its Grieving with Holidays support program that are open to the community.

PHC further extends its resources by providing speakers and educational programs on such topics as:

- Medication Instruction
- Diet
- Diabetes
- Alzheimer's and Dementia
- Telemedicine Caregiver Training and Support
- Laryngectomy Support
- Palliative Care
- End of Life Care
- Chronic Care Management

PHC offers training and internships to nursing students from area colleges and universities such as Boston College, Lawrence Memorial/Regis College, Northeastern University, North Shore Community College, MGH Institute of Health Professions, Salem State College, and the University of Massachusetts.

Key Collaborations and Community Partnerships

PHC is active in a number of community organizations and health care groups, including:

- Abington Police
- Aging and Disability Consortium
- Alzheimer's Partnership
- American Heart Association - CPR Training, Bridgewater Office
- American Red Cross - Peabody, Framingham, Waltham, Quincy
- Asthma Network of Massachusetts
- Babysitter's Training Program, Bridgewater, East and West Bridgewater, Raynham
- Beverly Council on Aging
- Sunbridge Nursing Home, Beverly
- Boston Chamber of Commerce
- Bridgewater TRIAD – Public Safety Expo
- Bridgewater Council on Aging – Senior Day
- Brightview Assisted Living, Danvers
- Brooksby Village, Peabody
- Burlington - Nuance
- Carver Council on Aging – Safety Fair
- Case Management Society of New England
- Coloplast Advisory Panel
- Cranberry Hospice
- Danvers Council on Aging – Advanced Directives
- Danvers Rotary

- Duxbury Council on Aging
- East Bridgewater Council on Aging – Fairs, Teas, Safety, Health and Fitness
- Farm Pond Assisted Living
- Franklin House Health Care
- Fuller Village, Milton
- Geriatric Care Management Conference
- Gloucester Council on Aging
- Harvard University School of Public Health – Emergency Preparedness Training
- Hingham Council on Aging
- Hingham High School
- Holliston – Mission Springs
- Home Care Alliance of MA
- Hospice of the North Shore
- Hospice of North Shore Pediatric Palliative Care Program
- Hospice & Palliative Care Federation
- Ipswich – Cable Gardens
- Kennedy Senior Center, Natick
- Kingston – Emergency Preparedness, Health Fairs
- Laryngectomy Support Group, Salem
- Lynn – St. Stephen’s Tower
- Lynn Housing Authority
- Lynnfield Council on Aging
- Marshfield Senior Fair
- Marshfield Council on Aging – Screenings
- MassBay Community College
- MA Association of Councils on Aging
- MA Council of Home Health Aide Services
- MA Family Caregivers Association
- MA DPH Emergency Preparedness
- MA DPH Immunization
- Merrimack Elder Services
- Middleboro Council on Aging
- Milton Widowed Support Group
- Milton – Fuller Village
- Milton – Winter Valley
- Milton Board of Selectman
- Nahant – Women’s Club
- Natick Council on Aging
- Natick Diabetes Fair
- Newton Interagency Council
- Newton Needham Chamber of Commerce
- New England Region of the Wound, Ostomy, and Continence Nursing Society

- North Shore Elder Services
- North Shore Partnership for Compassionate End of Life Care
- North Shore Wellness Fair
- NSMC Diabetes Health Fair
- Oncology Nurses Association
- PACE – Elder Services Plan
- Peabody – Board of Health – Flood Assistance
- Peabody – Pilgrim Health Fair
- Peabody – Rosewood Skilled Nursing
- Pembroke Council on Aging
- Pilgrim Health Fair
- Quincy – Senior Resource Center
- Simon C. Fireman Community Center
- River Bay Club Senior Fair
- Rockland Chamber of Commerce
- Salem Council on Aging – Falls Prevention
- Salem HOPE Group
- Salem Mission Shelter Health Services Program, Salem
- Spinal Cord Symposium
- UMASS School of Nursing
- Waltham Chamber of Commerce, Waltham
- Waltham Geriatric Task Force, Waltham
- Wayland – Sunrise Assisted Living
- West Bridgewater Council on Aging
- Westwood – Fox Hill Village
- Whitman – Allergy/Epipen Response Program
- Whitman-Hanson Public Schools, Whitman, Hanson

Measuring the Commitment

In FY2009, approximately \$6.8 million worth of care was provided by Partners Continuing Care to people who could not afford to pay and had no or insufficient insurance. Overall, PCC contributed more than nine percent of patient care-related expenses to the community in FY2009.

Components in FY2009 Community Commitment (in \$ Millions)

Compiled According to a Broader Definition

Grants Obtained	0.3
Health Safety Net (HSN) Care and Bad Debt (at cost)	6.8
Medicaid Loss (at cost)	9.0
Medicare Loss (at cost)	(0.9)
Unreimbursed Expenses for Graduate Medical Education	0.8
Corporate Sponsorships	0.1
Linkage/In Lieu/Tax Payments	0.2
Total Broader Definition	16.3

Contact Information

For questions about this report, or for more information about the community benefit activities of Partners Continuing Care, please contact:

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