



LOWELL GENERAL HOSPITAL

Lowell General Hospital

Community Benefit Report

FISCAL YEAR 2007

October 1, 2006 – September 30, 2007

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I. Mission Statement

A. Mission Statement

The mission statement of Lowell General Hospital is “Patients First in Everything We Do”. Supporting the Hospital’s mission statement are five pillars on which we build to serve our patient and community: People, Service, Quality, Financial and Growth. Within the Quality pillar is the Hospital’s Community Benefit mission: “To lead the community in improving community health status and access to care.” The goal of the 2007 Lowell General Hospital Community Benefit Plan was to fulfill this mission by focusing on following five (5) specific services:

1. Improved Community Health Status and Access to Care
2. Cardiovascular Care
3. Oncology Care
4. Maternal and Child Health
5. Obesity and Diabetes

B. Approval

Lowell General Hospital’s Community Benefit Plan is an integral part of its 2005 – 2010 Strategic Plan, which focuses on five (5) Pillars of Excellence: People, Service, Quality, Financial and Growth. The Hospital’s strategic goals, objectives and actions steps are identified within these five Pillars of Excellence and are reviewed and revised annually. Under the Quality Pillar of Excellence, objectives and action steps were adopted by the Hospital’s Board of Directors to meet the Hospital’s Vision for “improved community health and access to quality care for all”.

II. Internal Oversight and Management of Community Benefits Program

A. Management structure

Subsequent to adoption of the LGH Strategic Plan, the hospital reorganized its various departments to better integrate the Hospital’s strategic objectives, including community health improvement, into the hospital’s organizational and fiscal structure. We reorganized our services, programs and resources to more effectively address the needs of our patients, as well as the community we serve “outside the walls of the organization,” through community health improvement initiatives.

B. Method for sharing information about community benefits mission/programs with staff at all levels of the institution

Lowell General Hospital’s Community Benefit Plan is communicated to Hospital staff at all levels of the organization, through the Hospital’s Strategic Plan, as well as Hospital management meetings at both the Departmental and Supervisory level. Criteria for staff evaluation include their ability to meet the objectives of LGH’s Strategic and Community Benefit Plan.

Community Benefit information is disseminated to the public through LGH's promotional materials, including its Annual Report, weekly employee newsletter titled *Heartbeat*, and the Hospital's quarterly newsletter *For Your Health*, mailed to Greater Lowell residents and also available in locations throughout the Hospital campus and its satellite facilities.

III. Community Health Needs Assessment

A. Process, including participants

Through the Hospital's Strategic Planning process, extensive research was conducted to identify community health needs and gaps in area health services, in collaboration with its affiliates (Lowell Community Health Center and the Visiting Nurse Association of Greater Lowell), other community health providers, as well as feedback from colleagues in other health care settings, coalitions, and community agencies that serve underserved, minority, and poor populations and people in special need. Through this process, Lowell General Hospital developed its Community Benefit Plan to deliver Community Benefit programs that address these unmet community health needs.

B. Information sources

Data collected to support the Community Benefit Plan included the compilation of a comprehensive inventory of all programs and activities provided by the Hospital, its affiliates, and other community health providers, as well as the collection and analysis of data that profiled the health status and healthcare needs of the service area population, based on:

- Healthy People 2010 National Report
- U.S. Census data
- *The Health of the Merrimack Valley Report*
- Patient diagnostic data
- Lowell General Hospital market research throughout the communities we serve, to assess community health care issues and unmet needs
- Requests for services
- Value of uncompensated services provided each year
- Patient/caregiver surveys
- Physician surveys
- Clinician reports
- Health disparities data
- Feedback from colleagues in other health care settings, coalitions, and community agencies that serve underserved / minority / poor populations and people in special need

Lowell General Hospital's affiliate, Lowell Community Health Center, uses a community-oriented primary care strategy that integrates federal CLAS (Culturally and Linguistically Appropriate Services) standards. Needs assessment methodologies include:

- Key community health status indicators from local, state, and national data sets.
- Program specific evaluations developed by lead evaluators from research institutions such as Brandeis University and the University of Massachusetts Lowell.
- Leading health indicators for Massachusetts, which are also in alignment with Healthy People 2010 standards.
- Specific indicators of concern for Lowell compared to the state and HP 2010, including overweight and obesity, cancer and CVD deaths, sexual risk-taking behavior among adolescents, substance abuse, mental health, diabetes, and access to care.
- Community focus groups, population specific surveys, and key informant interviews.

C. **Summary of findings**

Community Needs Assessment demographic and health status data indicate that Greater Lowell is an area of great need.

- **Ethnicity** – According to the 2000 Census, there are 105,167 people living in Lowell; 16.5% are Asian, 4% Black, 14% Hispanic, 69% White and 6.5% are of “other” ethnic backgrounds. Twenty-two percent (22%) of the Lowell population is foreign born, compared to 12% of the Massachusetts population. Lowell is the home of the second largest concentration of resettled Cambodians in the United States and the third largest Cambodian community outside of Cambodia. These diverse populations face barriers to health care access such as language, fear due to immigration status, lack of provider understanding about their cultural beliefs and practices, low literacy or illiteracy, and poverty.
- **Poverty** – In 1999, 14% of families and 17% of individuals in Lowell lived in poverty, about double the State poverty rates of 7% and 9%, respectively. According to the 2000 Census, a single female heads approximately one-third of families in Lowell. More than 28% of Lowell's children live in poverty, which is more than two times the 13% Massachusetts State childhood poverty level. It is estimated that 19% or 20,000 Lowell residents are uninsured, twice the State average.
- **Lowell Community Health Center Population** – The majority of patients served by the Lowell Community Health Center (LCHC) have MassHealth, another 10% have private health insurance or HMO coverage, 7% have Medicare, and 20% are uninsured; and 95% live at or below the poverty level. Almost half of LCHC's patient population is under 18 years of age, and the majority of women are in their childbearing years. In 2007, 37% of patients were White/non-Hispanic; 28% were Latino; 27% were Asian (primarily Cambodians) and 8% were African immigrants. Almost 60% of patients were best served in a language other than English.

- Healthy People 2010 Goals - The Greater Lowell region significantly exceeds the Healthy People 2010 Goals for coronary heart disease deaths, cigarette smoking in adults, overall cancer deaths, breast cancer deaths, colorectal cancer deaths, infant mortality, obesity, and clinically diagnosed diabetes.
- Greater Lowell is below the goal in prenatal care in the first trimester and breastfeeding in the early postpartum period. According to the Massachusetts Department of Public Health, Lowell has the second lowest proportion of mothers receiving adequate prenatal care. In 2006, only 68.5% of Lowell mothers received adequate prenatal care, compared to 84.2% for Massachusetts, as measured by the Adequacy of Prenatal Care Utilization Index.
- Teen Pregnancy – Lowell has the 8th highest teen pregnancy rate in Massachusetts. In 2006, Lowell experienced 50.9 teen births per 1,000 females aged 15 – 19 years, compared to 21.3 for Massachusetts. Twenty-two percent (22%) of these births were to mothers who had at least one previous live birth. (Source: Massachusetts Department of Public Health, Center for Health Information, Statistics, Research and Evaluation, 2006).

IV. Community Participation

Community participation is achieved through the Community Health Network Area 10, a Lowell General Hospital-funded coalition of health care providers in the Greater Lowell area. Since its inception, Lowell General Hospital has solely funded and participated in the CHNA 10 efforts to foster and improve community health. Lowell Community Health Center and the VNA of Greater Lowell are also active members of the CHNA 10.

In 2005, Lowell General Hospital created the Greater Lowell Health Alliance with a mission to improve the overall health of the community. Members of the Alliance include the leadership of health and educational institutions in the Greater Lowell area, including Lowell General Hospital, Saints Medical Center, UMass Lowell, Lowell Community Health Center, Middlesex Community College, the Visiting Nurse Association of Greater Lowell, Lowell Public Schools, and the City of Lowell (see complete membership list in Appendix, page 41).

The mission of the Greater Lowell Health Alliance is “To create a strategic alliance of leading community organizations that will collaborate to identify, coordinate, strengthen and/or develop effective, culturally competent programs and services that will quantifiably and continuously improve the health status of the Greater Lowell community.”

V. Community Benefits Plan

A. Process of development of the Plan

For the development of Lowell General Hospital's Strategic Plan and Community Benefits Plan, the Hospital collaborated with area health organizations and coalitions (as described in Sections III and IV) to assess the community need. In response to the data gathered, the Hospital identified five key target areas for its Community Benefit Plan: Improved Community Health Status and Access to Care, Cardiovascular Care, Oncology Care, Maternal and Child Health, and Obesity and Diabetes.

B. Choice of target populations

The target population served by Lowell General Hospital's Community Benefit Plan is comprised of an estimated 300,000 people residing in the hospital's primary service area towns of Lowell, Billerica, Chelmsford, Dracut, Dunstable, Tewksbury, Tyngsboro, and Westford, MA and Pelham, NH. LGH's primary service area incorporates all Massachusetts' towns, which make up the Greater Lowell CHNA 10 area.

As referenced in Section IIIC, throughout Lowell General Hospital's service area, LGH and its affiliates - Lowell Community Health Center (LCHC) and VNA of Greater Lowell - serve the low-income, medically underserved population, many of whom have no other access to healthcare services. No area resident is denied medically necessary care because of a lack of ability to pay. A sliding scale is used for uninsured or underinsured patients and for those in financial hardship.

Through its close working relationships with LCHC and the VNA, Lowell General Hospital targets populations and programs not addressed by its affiliates, eliminating duplication of services and ensuring that education and services reach a greater breadth of our targeted populations.

C. Strategies and goals

1. Improved Community Health Status and Access to Care

Overall Long-term goals

- Develop community outreach and education programs regarding weight management
- Develop community diabetic education programs
- Participate in Cambodian Community Health Project with a goal to eliminate health care disparities in cardiovascular disease and diabetes for Lowell Cambodian population
- Partner with LCHC, VNA and physician practices to provide screening and wellness programs for obesity and diabetes

a. Greater Lowell Health Alliance

Long-term GLHA goals

- Establish criteria for identifying health issues that pose a significant threat to the well being of the Greater Lowell community to be used as a baseline to assess needs and measure improvement.
- Adapt current available disease data to include specific data relevant to the Greater Lowell community to be used as a baseline to assess needs and measure improvement.
- Identify and inventory individual health-related efforts of leading corporations.
- Identify and evaluate opportunities where healthcare services are not being provided and develop strategies to address high priority needs.
- Research and adopt, when appropriate, best practice, evidenced-based initiatives that have proven successful in altering the behaviors of specific populations as related to documented incidence of specific diseases or other health-related issues in the Greater Lowell community.
- Develop an integrated, collaborative plan of action to increase and enhance both the qualitative and quantitative measures for success.
- Provide leadership in creating expanded partnerships within the Greater Lowell network of health care providers to achieve specific measures in meeting the national Healthy People 2010 goals.
- Identify, explore, and expand opportunities for funding targeted initiatives.

Short-term (2007) GLHA goals

- Establish a Healthy Weight Task Force to generate awareness and solutions to address childhood obesity
- Establish a Tobacco Prevention and Cessation Task Force to work with schools to ensure adequate education to children about dangers of smoking.

b. Goals of the Community Health and Wellness Plan

- Continue the 55+ Health Programming – Monthly Healthy Aging topics to help the over 55 population including information on Alzheimer’s disease, falls prevention, low vision, and foot problems.
- Offer the Chronic Disease Self-Management Program, developed through the School of Medicine at Stanford University, to provide individuals with diabetes and other chronic illnesses with skill tools to help them manage their health and maintain active and fulfilling lives.
- Offer physical activity programming at Lowell’s Riverwalk for the general public.

- Initiate a Diabetes Support Group in collaboration with VNA of Greater Lowell and Lowell General Hospital.
- Build interpreter capacity in the city, through a CHNA-funded citywide training for interpreters and a “training the trainers” program for interpreters.

1. Cardiovascular Care

Long-term Cardiovascular Goals

- Reduce the coronary heart disease death rate in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
171.3*	166*	128.9*

- Reduce cigarette smoking among adults age >18 in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
20%	12%	18.8%

* Age adjusted rate per 100,000 population

- Develop partnership with American Heart Association.
- Expand wellness programs.
- Develop community outreach and education programs regarding coronary heart disease with physician offices.
- Participate in Cambodian Community Health Project with a goal to eliminate health care disparities in cardiovascular disease and diabetes for Lowell Cambodian population.
- Develop smoking cessation community-wide programs.

Short-term (2007) Cardiovascular Goals

- Continue to offer LGH and VNA of Greater Lowell sponsored cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings.
- Expand the Pheasant Lane Mall Walking Program to include other screenings and quarterly seminars, in addition to monthly blood pressure screenings currently provided to walkers participating in the program.
- Fully implement “Go Red for Women” programming in collaboration with the American Heart Association to increase awareness of heart disease in women.
- Offer educational seminars on risk factors for heart disease.

- Offer CPR courses and life safety information to service area residents, including working with local schools to increase CPR education among children.
- Participate in FAST training to increase LGH providers' knowledge of ways to help their patients and members of the community become more aware of stroke risk factors and prevention measures.
- Offer sessions of Smoking Cessation programs in conjunction with our Tobacco Free Campus and our Tobacco Task Force of the Greater Lowell Health Alliance.
- Offer Smoking Prevention grant funding programs to local schools.
- Offer a new Pacemaker Support Group.
- Offer "Dance for your Heart" programs to provide exercise for fun and heart disease prevention on a quarterly basis.

2. Oncology Care Goals

Long-term Oncology Goals:

- Reduce the overall cancer death rate in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
208.9*	160*	208.9*
- Reduce the breast cancer death rate in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
27.1**	22.3**	24.5**
- Reduce the colorectal cancer death rate in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
20.7*	13.9*	20.4*

* Age adjusted rate per 100,000 population

** Age adjusted rate per 100,000 female population

Short-term (2007) Oncology Goals

- Join TD BankNorth and Team Walk for Cancer Care in The Drive Against Prostate Cancer to bring a 39-foot mobile Prostate Cancer Screening Van to Lowell offering free prostate cancer screenings to area men in June.
- Evaluate and form new partnerships to support our cancer patients and family members regarding survivorship issues, end of life issues, therapeutic cancer massage, and mastectomy/lumpectomy products.
- Join the Massachusetts Comprehensive Cancer Control Coalition, to assist them in their goal to reduce death and suffering due to cancer and host a conference in May.

- Continue programs to educate the Greater Lowell community regarding cancer issues and recommended cancer screening guidelines. Expand Complementary Services to cancer patients.

3. Maternal and Child Health

Long-term Maternal and Child Health Goals

- Reduce the infant mortality rate in the Greater Lowell CHNA 10 area
 - | <u>2004/2005 Baseline</u> | <u>Healthy People 2010 Goal</u> | <u>2007 Actual</u> |
|---------------------------|---------------------------------|--------------------|
| 5.3* | 4.5* | 5.3* |
- Improve the percent of women that initiate maternal prenatal care in the first trimester in the Greater Lowell CHNA 10 area
 - | <u>2004/2005 Baseline</u> | <u>Healthy People 2010 Goal</u> | <u>2007 Actual</u> |
|---------------------------|---------------------------------|--------------------|
| 80.1% | 90% | 77.4% |
- Increase the number of mothers who breastfeed in the early postpartum period in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
62.1%	75%	69.5%

* Per 1,000 live births

- Work with obstetricians, pediatricians, family practitioners and LCHC regarding first trimester prenatal care interventions.
- Develop community outreach and education programs re: healthy pregnancies and infants.

Short-term (2007) Maternal and Child Health Goals

- Offer parenting education programs designed for “new Dads”.
- Expand teen parenting programs.
- Offer child passenger safety programs with local police departments.
- Convene a Child Safety Fair.
- Offer a Baby Signs Program.
- Add CPR to Babysitting Basics Program.
- Offer a First Aid training Program for children.
- Provide physician led monthly parenting lectures.
- Offer Postnatal Programs.

4. Obesity and Diabetes Care Goals

Long-term Obesity and Diabetes Goals

- Reduce the proportion of adults who are obese (based on BMI) in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
28.5%	15%	20.7%

- Reduce the overall rate of clinically diagnosed diabetes in the Greater Lowell CHNA 10 area

<u>2004/2005 Baseline</u>	<u>Healthy People 2010 Goal</u>	<u>2007 Actual</u>
5.5%	2.5%	6.4%

- Develop community outreach and education programs regarding weight management.
- Develop community diabetic education programs.
- Participate in Cambodian Community Health Project with a goal to eliminate health care disparities in cardiovascular disease and diabetes for Lowell Cambodian population.
- Partner with LCHC, VNA and physician practices to provide screening and wellness programs re: obesity and diabetes.

Short-term (2007) Obesity and Diabetes Goals

- Offer Pediatric Weight Loss programs.
- Healthy Weight Task Force – Continue collaboration with different community agencies to establish the Work Group’s positive reputation in the community.
- Strategic Plan to Reduce Obesity – Finalize the Healthy Weight Task Force’s strategic plan to reduce obesity in the community (through Greater Lowell Health Alliance).
- Benchmark Data on Obesity – Identify benchmark data to measure current rates of obesity in the population for public education, planning and future comparative purposes.
- Community Walking Program – Create a Community Walking Program within each agency that participates in the Healthy Weight Task Force.
- Lowell Walking Map - Develop a walking map for Lowell that provides the distance between landmarks, as well as the time and number of steps it takes to walk there.
- Public Information Campaign - Pursue media coverage of the Healthy Weight Task Force’s plans, efforts, and accomplishments to reduce obesity in the area.

D. Process and considerations for determining a budget

The Community Benefit Plan budget is aligned with the Hospital's overall Strategic Plan and is determined in conjunction with the overall budget of the Hospital and its affiliates, based on the availability of resources. Allocation among the various programs is based on priority, community need and evaluation of program effectiveness.

E. Process for reviewing, evaluating and updating the Plan

Lowell General Hospital's Community Benefit Plan is part of the Hospital's Strategic Plan, which is approved by the Hospital's Board of Directors. A management team comprised of the Vice President of Administration, the Manager of Community Health and Education, and the Director of Planning and Research oversees implementation of the LGH Community Benefit Plan.

The Hospital's Community Benefit Plan is reviewed, revised and updated annually to assure that the Plan addresses the identified health needs of the Hospital's service area population. Evaluation of Lowell General Hospital's Community Benefit Plan effectiveness will be based on benchmark data presented in the Objectives section of this report (e.g., reduce obesity, heart disease deaths, infant mortality, etc.), compared to future data measures for these objectives provided by data sources such as Healthy People 2010, Mass CHIP Department of Public Health Reports and others, as appropriate.

As new community needs are identified by a variety of sources - including the Greater Lowell Community Health Network CHNA10, Lowell's Cambodian Mutual Assistance Association, community needs reports from the Northeast Center for Healthy Communities, and Mass CHIP - the Plan may be modified to adequately address the community's most compelling health needs. Modification of the LGH Community Benefit Plan will be based on the following criteria, to assure that all Lowell General Hospital's Community Benefit Programs:

- Effectively address an identified community health need.
- Target at-risk, medically underserved and minority populations.
- Efficiently utilize hospital resources to positively impact community health status indicators.
- Are realistic and achievable.

VI. Progress Report: Activity During Reporting Year

A. 2007 Lowell General Hospital Community Benefit Expenditures

TYPE	ESTIMATED TOTAL EXPENDITURES FOR 2007		APPROVED PROGRAM BUDGET FOR 2008*
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses (2) Associated Expenses (3) Determination of Need Expenditures (4) Employee Volunteerism (5) Other Leveraged Resources	\$370,097 \$46,182 N/A N/A N/A	*Excluding expenditures that cannot be projected at the time of the report.
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses (2) Associated Expenses (3) Determination of Need Expenditures (4) Employee Volunteerism (5) Other Leveraged Resources	\$191,618 \$89,483 N/A \$125,745 N/A	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION		\$3,200,154	
LOSS ON MEDICAID PROGRAMS		\$6,508,208	
CORPORATE SPONSORSHIPS		\$79,170	
	TOTAL	\$10,610,657	\$12,895,584

B. Major Programs and Initiatives

2007 Programs/Initiatives for Improved Community Health Status and Access to Care

Lowell General Hospital's mission to improve the overall health status and access to care of our target population is fulfilled through our community health and education initiatives, our leadership in the Greater Lowell Health Alliance (GLHA), our affiliation and collaboration with the Lowell Community Health Center (LCHC) and Visiting Nurse Association (VNA) of Greater Lowell, our support of the healthcare profession, and various other initiatives. Our financial support of these partnerships in 2007 included a \$172,082 contribution to LCHC and \$10,200 for the administration and leadership of GLHA.

Community Health and Education programs served thousands of people throughout Greater Lowell, providing valuable health information, screenings, and education. In 2006-2007, LGH restructured and significantly expanded community outreach and education programs through new LGH Community Health and Education Department. The two-person Community Health and Education staff is focused exclusively on these community programs, in addition to producing the annual Community Benefits report. Their salaries, supplies, and outsourcing of the report totaled \$160,353 in 2007.

These community education forums were free or provided at a discounted rate to the public:

- 55+ Health Programming – Monthly Healthy Aging topics to help the over 55 population including information on Alzheimer's disease, falls prevention, low vision, and foot problems.
- Chronic Disease Self-Management Program, developed through the School of Medicine at Stanford University, to provide individuals with Diabetes and other chronic illnesses with skill tools to help them manage their health and maintain active and fulfilling lives.
- Physical activity programming at Lowell's Riverwalk for the general public.
- Holiday Stress Buster program to reduce stress during the holiday season.
- Dust off your Dreams... Discover your Passion! - Signature Seminars Featuring Maya Balle, MCC, CPCC and Maureen Weisner, PCC, CPCC.
- Yoga and Meditation to reduce stress and improve overall health.

Support Groups

- LGH Arthritis Support Group provides a supportive group environment for arthritis sufferers to learn and share information to better deal with their illness.
- Al-Anon/Alateen, a fellowship of relatives and friends of alcoholics who believe their lives have been affected by someone else's drinking.

Nutrition Programs (additional programs found under "Obesity and Diabetes" Initiatives):

The Hospital's Food and Nutrition Department provided educational resources to various community groups:

- Provided information at multiple support groups: Prostate Support Group (nutrition and cancer), Breastfeeding Support Group (nutrition while breast-feeding and infant nutritional needs), Pacemaker Support Group (healthy grilling), and Smoking Cessation Support Group.
- Presented a Grand Rounds topic for physicians: "Is it Just Calories?"

Health Fairs

LGH offered a wide variety of free or low-cost screenings for conditions such as cardiac health, skin cancer, cholesterol, high blood pressure, diabetes, pulmonary assessment, and weight management. These screenings are offered at the Hospital and within the community, including employee wellness events at area businesses.

Community Collaborations

Lowell General Hospital provided staff and leadership for many community organizations seeking to improve the health of the community, including:

- Lowell Women’s Week Programming committee, bringing a variety of programs in March to empower and educate women.
- City Manager’s Task Force against Domestic Violence, planning and hosting Domestic Violence Awareness Month in October, planning trainings, awareness breakfast, candlelight vigil, and family safety night.
- Red Cross Blood Drive hosting site.
- Community Health Network Area-10
 - Member of the CHNA10 networking events that provide educational topics to community health agencies.
 - Member of the CHNA 10 Cultural Competency Committee—brought a \$30,000 Interpreter training program to Lowell which included a 25-person training entitled “Bridging the Gap” to Lowell area interpreters and also provided a 10-person “Train the Trainer”. This group, led by coordinators and interpreters from LCHC, will be providing ongoing trainings in the Lowell Area and will be creating a self sustaining interpreter training program for the greater Lowell area.
- Greater Lowell Health Alliance
 - Met monthly with city leaders to discuss Lowell’s Health status. (Provided meeting space and administrative support).
 - The Healthy Weight Task Force worked with the Lowell Public Schools and the Massachusetts Safe Routes to School Program to develop a pilot walk to school program at the Abraham Lincoln Elementary School in Lowell. Expenditures for the Healthy Weight Task Force (including staff time, meeting space, materials and food) totaled \$8,700 in 2007.
 - The Alliance created a Tobacco Task Force to begin to look at the High levels of tobacco use in the Greater Lowell Area and its affect on Cancer Rates. To support the Lowell Public Schools who currently provide no tobacco prevention programming due to lack of funding, the group committed to provide tobacco prevention presentations to all 5th grade classes in the 2007-2008 school year. As part of this task force, Lowell General Hospital also took the lead and made its entire campus Tobacco Free. Expenditures for the task force and tobacco-free campus totaled \$13,903 in 2007.

Public Information

The Hospital’s Marketing and Public Relations Department devoted approximately 25 percent of its staff time to researching, writing, and distributing community health information in support of the Community Benefits Plan and Community Health and Education program. The percentage of staff time totaled \$44,368 in 2007.

The Lowell General Hospital web site provided valuable information on health topics for doctors, nurses, patients, families, and community members. LGH paid \$30,000 to provide Healthvision, a respected, peer-reviewed web-based health information site for consumers. The LGH site includes a Health Science Library with comprehensive organized listing of health and business websites for professionals and consumers, as well as an extensive physician education portal.

For Your Health is a free quarterly LGH newsletter mailed to 125,000 service area households, which contains up-to-date- health information, covering a wide range of health topics. In 2007, *For Your Health* provided information to the community including the following topics: childhood asthma, smoking prevention and cessation, adolescent sports injuries, cold weather fitness, handling medical emergencies, breast health, and early detection of cancer. Staff time and newsletter production costs totaled \$122,987 in 2007.

Focus on Health is a 15-minute weekly radio talk show, sponsored by LGH, featuring timely topics on medicine and the healthcare industry. The segment airs during the Sunrise Program on WUML-FM, 91.5, the University of Massachusetts Lowell-licensed station. In 2007, Focus on Health provided informational programs to the community including: self defense, end-of-life decisions, accessing health information, osteoporosis, weight management, stroke prevention and early detection, childhood asthma, healthy pregnancy, cardiac disease, stress reduction, prostate cancer, smoking cessation, and childhood obesity. More than 25 LGH employees and physicians committed more than 50 hours preparing for and giving guest appearances on Focus on Health. Lowell General Hospital also provided a \$15,000 donation to University of Massachusetts Lowell to underwrite Focus on Health. Total expenditures exceeded \$16,950 for 2007.

Continuing Medical Education

Lowell General Hospital provided weekly Grand Rounds educational forums for all community physicians, including those not affiliated with the Hospital. The Hospital scheduled the topics and speakers, provided meeting space and audio/visual equipment, and also taped the sessions and posted the videos on the Hospital's Health Science Library. Approximately 50 percent of staff time in the Health Science Library (a director and assistant) was dedicated to providing Continuing Medical Education, in addition to 100 percent of the time of the Continuing Medical Education Director. The percentage of their salaries totaled \$38,713 in 2007.

2007 Programs/Initiatives for Cardiovascular Care

Lowell General Hospital sought to fulfill our mission to improve cardiovascular health in our community through a series of free education forums, CPR training, and support groups. LGH President Normand Deschene provided a leadership role, serving as Chairman of the American Heart Association's Learn and Live Lowell program.

Community forums

- Offered LGH and VNA of Greater Lowell-sponsored cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings.
- Women's Health Day, providing screenings for blood pressure, cholesterol, body mass index, and body fat analysis, and workshops in women and heart disease, osteoporosis, and weight management. Served 57 women.
- Dance for Your Heart: Belly Dancing, providing exercise and nutrition. 30 women served.
- Love Your Heart, providing information on the risk factors for Heart Disease. 19 people served
- Heart Health Education Table at Lowell Devils Games (December 17, 27 and January 12)
- Implemented "Go Red for Women" program in collaboration with the American Heart Association to increase awareness of Heart disease in women. Offered "Go Red for Women" event with the Lowell Devils, distributed heart attack warning sign information to 1,000 attendees.
- CPR and healthy eating information at the Taste of Culture sponsored by the International Institute (April 28).
- American Heart Association Live and Learn Lowell Education series. LGH provided Heart Health information for men at MacKay's Hardware in Westford, Mass. (August 18).
- Westford Health Fair. Offered Heart Health and Pulse Oximetry (June 23).
- Monthly Blood Pressure Screenings at the Pheasant Lane Mall. For many years, Lowell General Hospital has co-sponsored "*Pheasant Lane Mile*," a one-mile walking program at the Pheasant Lane Mall. To date, hundreds of registered walkers have improved their cardiovascular fitness through this popular program. The Hospital's Cardiac Rehabilitation Program also offers monthly blood-pressure screenings and information on cardiac health to members. There is no cost to join the program. In 2007 LGH expanded the program to include other screenings and quarterly seminars, in addition to monthly blood pressure screenings currently provided to walkers participating in the program.
- Offered CPR courses and life safety information to service area residents, including working with local schools to increase CPR education among children. Teamed up with Trinity EMS and Chelmsford High School to provide over 200 "CPR Anytime" kits to students to bring home and educate family members.
- Participated in FAST training in both English and Spanish in the community to increase LGH providers' knowledge of ways to help their patients become more aware of stroke risk factors and prevention measures.
- Offered sessions of Smoking Cessation programs in conjunction with our Tobacco Free Campus and our Tobacco Task Force of the Greater Lowell Health Alliance.
- Offered Smoking Prevention grant funding programs of \$5,000 each (funded by TeamWalk for CancerCare) to local schools.
- Offered a new Pacemaker Support Group.

- Offered a series of mind-body programs to help community members manage health issues and improve overall health. These included Yoga of the Heart, Mindfulness-based Stress Reduction, Reiki training, and heart rhythm meditation.
- LGH and Trinity EMS teamed up to offer CPR certification and Friends and family non- certification classes at a discounted affordable rate in our efforts to educate as many people in the community on CPR.
 - CPR, AED & First Aid Combo Class- Six-hour combo class for participants to become certified in BASIC CPR/AED/FIRST AID. Served 252 people.
 - Friends & Family CPR- Participants will learn to recognize the signs and symptoms of heart attack, cardiac arrest and stroke. Served 117 people.
- Introduced a new Pacemaker-Implantable Cardioverter Defibrillator (ICD) Support Group, offering support to Pacemaker and ICD recipients, and their families and friends in the Greater Lowell area.
- Lowell Stroke Awareness Task Force, of which LGH is a member, continued to work towards increasing community awareness about strokes through education regarding early recognition of stroke signs and symptoms to maximize life saving services.

2007 Programs/Initiatives for Oncology Care

Lowell General Hospital provided dozens of education, screening, and prevention programs for community members throughout 2007. Most of the expenses for these programs were funded through the TeamWalk for CancerCare. However, TeamWalk funds did not cover the 52 hours of staff time each month of The Cancer Center's two oncology social workers to plan, participate in and evaluate these programs. That percentage of their salaries totaled \$22,368 in 2007.

- Offered Cancer Awareness and Education Programs to the general public including monthly Cancer awareness displays in the Cancer Center Lobby, Hospital Main Lobby, LGH Surgery Center and LGH Medical Building.
- Appeared for cancer education session on Chelmsford Cable Television.
- Provided Prostate Cancer Awareness and Stroke Awareness Information at the Puerto Rican Festival on July 8. Also a sponsor of the event.
- Teamed up with the Lowell Spinners to educate spectators about the importance of protecting skin by using sunscreen.
- Worked with community and national agencies to provide ongoing education programs and services to patients, their families and the community through the American Cancer Society, Leukemia and Lymphoma Society, American Lung Association, and FitCorp, Inc.
- Held a Freedom from Smoking Program, a smoking cessation program for adults provided by the American Lung Association.
- Established new relationship with local chapter of Leukemia and Lymphoma Society to provide support services for their patients throughout the Merrimack Valley. Working to build a support group at LGH.
- Enhanced survivorship support services:
 - In fall 2006 became member of New England Coalition for Cancer Survivorship and the Massachusetts Comprehensive Cancer Control Coalition.
 - In spring 2007 LGH hosted the regional meeting for the Massachusetts Comprehensive Cancer Control Coalition. Staff member is member of planning committee for the Massachusetts Cancer Survivorship Summit in May 2008.
- Provided multiple free cancer screenings to the community, including:
 - Oral cancer screening of 25 people.
 - Skin cancer screening of 117 individuals, as part of American Academy of Dermatology program.
 - Prostate cancer screening of 22 men.
 - Joined TD BankNorth & Team Walk for Cancer Care to bring a 39-foot mobile Prostate Cancer Screening Van to Lowell in June, providing free prostate cancer screenings to 44 area men.
- Developed Healing through the Arts program, offering free workshops to community in November and December 2006 and January 2007.
- Created an Adolescent Smoking Prevention Program: Gave \$5,000 TeamWalk-funded grants to two public schools (Dracut and Tyngsboro) to provide smoking prevention programs. Used staff time to develop and execute process.
- Sponsored the Survivors' Reception at American Cancer Society Relay for Life in Westford.
- Offered free massage and Reiki therapy.

- Provided health professional education regarding cancer prevention, screening, education, and treatment, including multidisciplinary conferences – The Cancer Center provides LGH staff and community provider education through Multidisciplinary Cancer Conferences at least five (5) times during a calendar year. These conferences provide information on community needs, prevention, detection, and effectiveness of current cancer care modalities.
- Provided Cancer Support Groups including:
 - Living with Breast and GYN Cancers – For women with breast or gynecological cancers.
 - Caring for a Loved One – For caregivers involved in providing care to a loved one.
 - Look Good Feel Better – a program of the American Cancer Society helping women cope with the appearance-related side effects of cancer treatment.
 - Living with Cancer – For patients/families with cancer.
 - “Us TOO” Prostate Cancer Support Group – For men with prostate cancer.
 - Now What...Life After Loss – bereavement group for family and friends.
 - “What About Me?” and “What About Me, Jr.?” – For children ages 7 to 10 and 11 to 17 to help deal with a loved one’s cancer or loss.
 - Teen Support Group.
 - Life After Loss – Adult Bereavement Support Group.
 - Children’s Bereavement Group.
 - Teen Bereavement Group.

2007 Programs/Initiatives for Maternal and Child Health

In 2007 The Regional Center for Maternal/Child Health provided a variety of Parent and Family educational programs with a goal to provide a healthier childbirth and child-rearing experience, and specifically to reduce infant mortality and increase the number of breastfeeding mothers. For those families unable to afford the class fee, Lowell General Hospital offered a scholarship program so these classes are available to all. Lowell General Hospital provided a part-time Parent and Family Education Coordinator who is solely dedicated to evaluating the needs of the community and creating programs designed to meet those needs. Her salary, supplies, and cost of the programs (minus any program fees charged) totaled \$51,677 in 2007.

Maternity and pediatric community forums in 2007 included:

- Hosted a series of health and safety programs for parents and children, including a program for expecting parents on the proper use child safety seats (in partnership with the Lowell Police Department), a bicycle safety fair, family nutrition, identifying childhood foot programs (with a free foot screening), and safety in sports and play.
- Lowell General Hospital pediatricians and specialists from Tufts-NEMC/Floating Hospital partnered on a series of free Maternity and Pediatric specialty workshops on topics including genetics and obesity, gastro-esophageal reflux disease, and teen behavior.
- Lowell General Hospital staff served on Girls, Inc.'s "Girls with Goals" planning committee and provided a first aid workshop and free first aid kit to all participants at an annual conference for girls grades 4-7.
- Offered parenting education programs designed for new fathers.
- Added CPR to Babysitting Basics Program.
- Sponsored the Lil' Iguana program to go to the Roudenbush Community Center in Westford and educated over 100 young children on a variety of safety topics.
- Held "Score for your Health" event at LGH. Provided workshops and information on weight management, asthma, stress and parenting, blood pressure, smoking prevention/cessation, injury prevention, childproofing the home, CPR, home disaster kits, helmet safety, heart attack and stroke information to over 100 local families.
- Provided Breastfeeding and Baby Safety Fairs. LGH teamed up with Babies R Us to provide lactation and baby safety information to the community at Babies R Us community fairs (April 14, June 9, September 8).
- Sponsored Harvard Vanguard Medical Associates' "Reach out and Read" program.

Prenatal, Postnatal, and Parenting Classes and Programs:

- Postnatal Yoga - This free series was created in 2007 for the mother who has recently given birth (from 8 weeks to 24 months ago) to have time to relax and get the body back in shape.
- Childbirth Education, breastfeeding, and sibling programs, including Hypnobirthing, Prepared Childbirth (six-week course and one-day course), and Refresher Childbirth. Scholarships were given to any participants unable to pay the course fee. Interpreters were provided free of charge to any participants who needed them.

Maternal and Child Health Support Groups

- New Mothers Support Group meets weekly (led by RN's/Lactation Consultants) as a drop-in support group for new mothers. This group provides a place for mothers to come with questions and concerns about breastfeeding and new parenting.
- Perinatal Loss Support Group meets monthly and provides support and comfort when a family has suffered a loss through miscarriage, ectopic, stillbirth or neonatal death. To help parents through this difficult time, we offer free counseling and support from other families who have shared a similar loss.
- Celebrating Our Special Gifts: A Down syndrome LGH Support Group provides support and education for the parents of children with Down syndrome.

2007 Programs/Initiatives for Obesity and Diabetes Care

Lowell General Hospital attacked our goal to reduce the incidence of obesity and diabetes through two major initiatives: the Healthy Weight Task Force of the Greater Lowell Health Alliance and community education programs and support groups of the Hospital's Center for Weight Management. Providing the primary leadership and resources for the Healthy Weight Task Force, Lowell General Hospital expended \$8,700 in 2007 for its programs and initiatives. The Center for Weight Management expenditures for staff hours and outreach totaled \$4,914 in 2007. The Hospital's Food and Nutrition Department also provided educational forums on both weight management and diabetes.

Healthy Weight Task Force Initiatives:

- Strategic Plan to Reduce Obesity. Worked on the Healthy Weight Task Force's strategic plan to reduce obesity in the community (through GLHA)
- Benchmark Data on Obesity. Began to identify benchmark data to measure current rates of obesity in the population for public education, planning and future comparative purposes
- Community Walking Program. Created a Community Walking Program within each agency that participates in the Healthy Weight Task Force
- Public Information Campaign. Pursued media coverage of the Healthy Weight Task Force's plans, efforts, and accomplishments to reduce obesity in the area. Resulted in placements of articles on Community Walking Program.

Community Education and Support Initiatives:

The nurses and dietitians of the Center for Weight Management and the Food and Nutrition Department provided free education and information programs throughout the community, including:

- Center for Weight Management hosted monthly information sessions about obesity and available methods of addressing it. In 2007 more than 700 people attended these information sessions.
- Staff provided information sessions for elementary schools twice in 2007, providing nutrition information to fourth grade classes.
- Gave presentation to the Lowell Rotary Club on weight management.
- Partnered with the YMCA to bring a physical activity and nutrition program entitled "Shape Up Lowell!" to the community. LGH also partnered with the YMCA to offer a "Play it Safe" sports safety program at the YMCA featuring information on sports injury and mouth guard safety. LGH also was a major sponsor of Kids Day at the YMCA.
- Created and held a three-part Diabetes Series on Healthy Eating with Diabetes, Carbohydrate Counting, and Surviving the Holidays with Diabetes.
- Participated in Lowell VNA Diabetes Advisory Board.
- Provided informational tables on nutrition, exercise and weight management at multiple community events, including "One Lowell World Cup", a multi-cultural soccer tournament; Healthy Lifestyle Expo at the YMCA; and health fairs at the Town of Billerica, Middlesex Community College, and Enterprise Bank.
- Sponsored the "Heart & Soles" Mall Walking Program at the Pheasant Lane Mall for over 200 walkers per week, including monthly blood pressure clinic and a monthly health education table.

Additional Community Benefits Programs and Initiatives

Community Sponsorships

LGH provided donations and sponsorships for many local charitable and non-profit organizations in 2007 with a goal to improve the overall quality of our community. These sponsorships totaled \$79,170 in 2007 and included:

- Lowell Association for the Blind
- Lowell Boys and Girls Club
- House of Hope
- Salvation Army
- Girls Incorporated
- Big Brother/Big Sister of Greater Lowell
- The Community Family, Inc.
- Elder Services Alzheimer's Conference
- American Red Cross
- Ghanaian Community of Greater Lowell
- Community Teamwork, Inc.
- D'Youville Foundation
- African Cultural Association
- United Way of Merrimack Valley
- Alternative House
- Cambodian Mutual Assistance Association
- Greater Lowell YMCA

Community Service

Many employees and senior management at Lowell General Hospital represent the Hospital on the Boards of Directors of many local non-profit charities, providing hundreds of hours of service to these organizations. Each member of our senior management team gives an average of 10 hours each month at an estimated expenditure of \$125, 745 of staff time. These organizations included Boys & Girls Club of Greater Lowell (for which LGH President Norm Deschene serves as Chairman of the Board of Directors and LGH Vice President Winfield Brown serves as Vice-Chairman), Big Brother Big Sister of Greater Lowell and Nashoba Valley, Lowell Transitional Living Center, House of Hope, Lowell Telecommunications Corporation, D'Youville Senior Care, Greater Lowell YMCA, and Girls Incorporated of Greater Lowell.

Community Support for Emergency Preparedness

The Emergency Management Coordinator at Lowell General Hospital committed over 250 hours in education and training of community members and government officials in emergency preparedness, beyond her required role at LGH. Susan Connolly, R.N., volunteered 26 hours in 2007 to provide Citizens Emergency Response Training to community members. In addition, she spent 20 hours of work time each month assisting city and regional officials with emergency planning, including instruction of incident command classes and education with the Federal Emergency Management Agency and the Massachusetts Emergency Management Agency. Meeting space is provided by LGH for many of these sessions. Total expenditures were \$14,181.

Support for Clinical Research

As members of the Hospital's IRB, the Clinical Research Review Committee, seven employees of Lowell General Hospital commit one to two hours a month to reviewing research studies to ensure that participants' rights are protected and that federal regulations are followed. In addition, the Administrator of the CRRC, Bill Wyman, dedicates eight hours a month to researching and preparing materials. Meeting space is provided by LGH. Total expenditures for staff time and supplies in 2007 were \$6,402.

Support and Leadership in Advancing the Healthcare Profession

Lowell General provided dozens of staff hours to host nursing students at the Hospital, as well as to educate high school and college students about the value of healthcare professions and to give them a first-hand look at healthcare careers. Expenditures to provide these services exceeded \$7,500. Initiatives included:

- Hosting more than 300 nursing students from area colleges and high schools, including Middlesex Community College, Greater Lowell Technical High School, Rivier College, University of Massachusetts Lowell, Northern Essex Community College, Shawsheen Valley Technical High School, Northeastern University (paramedic students), and Massachusetts Bay Community College (paramedic students).
- Providing "Shadow a Nurse" days for seven area high schools, providing a full day of tours, education, and first-hand experience in a healthcare environment.
- Giving talks at nursing schools and colleges to promote nursing as a career.

Environmentally Focused Initiatives

In 2007 Lowell General Hospital established a "Green Team", a team of Hospital staff to address ways in which the Hospital can protect our environment. The team dedicated staff time to meet and discuss mission and short- and long-term objectives. The team set a goal to have a hospital-wide recycling program in 2008, including staff education and community participation. Staff time dedicated to meetings and planning totaled \$930.

VII. Next Reporting Year

A. Approved Budget/Project Expenditures

For Fiscal 2008, Lowell General Hospital has approved an estimated budget of \$12,868,206 for total costs related to Community Benefits. These projected expenditures include:

- \$1,017,097 for direct and associated costs of Community Benefits and Community Services
- \$3,036,218 for net charity care, or uncompensated care pool contribution
- \$8,814,891 for loss on Medicaid programs.

This budget constitutes 7.7 percent of the Hospital's projected patient care-related expenses for Fiscal 2008.

B. Anticipated Goals and Outcomes

2008 Goals/ Program Initiatives for Improved Community Health Status and Access to Care

Lowell General Hospital will expand and enhance support programs, educational forums, and screening opportunities for the diverse populations of Greater Lowell in an effort to help community members make better health decisions and increase utilization of health services. The Hospital will also provide education and counseling for community members in obtaining adequate health insurance.

Community Education

- Expand relationships in media to provide education and information on mind-body therapies on television and in print media.
- Establish a Corporate Wellness Program, reaching out to community businesses to provide stress reduction and conflict resolution programs.
- Provide a Reiki clinic for the public.
- Continue senior health clinics, community wellness messages broadcast on WCAP, free health services and other services listed above.
- Continue the 55+ Health Programming – Monthly Healthy Aging topics to help the over 55 population including information on Alzheimer's disease, falls prevention, low vision, and foot problems.
- Offer the Chronic Disease Self-Management Program, developed through the School of Medicine at Stanford University, to provide individuals with Diabetes and other chronic illnesses with skill tools to help them manage their health and maintain active and fulfilling lives.
- Initiate a Diabetes Support Group in collaboration with VNA of Greater Lowell.

- Build interpreter capacity in the city, through a CHNA-funded citywide training for interpreters and a “training the trainers” program for interpreters.
- Provide community support groups for arthritis, substance abuse, and addictive behaviors.
- Provide health information, screenings, and education at health fairs within the hospital and in the community.
- Continue providing staff and leadership for community organizations seeking to improve the health of the community, including Lowell Women’s Week, Lowell City Manager’s Task Force Against Domestic Violence, and the Community Health Network Area-10.
- Serve as a host site for Red Cross blood drives.
- Greater Lowell Health Alliance. Meet monthly with city leaders to address issues relevant to Lowell’s Health status. Provide meeting space and administrative support.
- Expand *For Your Health* newsletter from 12 pages to 16 pages to provide more health information to community residents.
- Renew *Focus on Health* underwriting contract to continue to provide 15-minute weekly radio talk show on topics on medicine and the healthcare industry.
- Continue weekly Grand Rounds educational forums for community physicians.
- Establish a hospital-wide recycling program to reduce waste, including staff education and community participation. Seek new ways and set new goals to protect the environment through the Hospital’s “Green Team”.

2008 Goals/ Program Initiatives for Cardiovascular Care

Lowell General Hospital will expand and enhance support programs, educational forums, and screening opportunities for the diverse populations of Greater Lowell in an effort to reduce the coronary heart disease death rate and reduce cigarette smoking in the Greater Lowell CHNA 10 area, in addition to improving overall cardiovascular health. Goals for 2008 include:

- Offer LGH and VNA of Greater Lowell-sponsored cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings.
- Expand the Pheasant Lane Mall Walking Program to include other screenings and quarterly seminars, blood pressure tracking cards, and education on importance of hydration, in addition to monthly blood pressure screenings currently provided to walkers participating in the program.
- Host “Go Red for Women” program in collaboration with the American Heart Association in February 2008, including a “Red Out Event” with the Lowell Devils hockey team, featuring free screenings and education.
- Expand FAST training to youth programs to increase LGH providers’ knowledge of ways to help their patients become more aware of stroke risk factors and prevention measures.
- Offer sessions of Smoking Cessation and “Ready, Set, Quit” programs in conjunction with our Tobacco Free Campus and our Tobacco Task Force of the Greater Lowell Health Alliance.
- Expand Smoking Prevention grant funding programs to City of Lowell Schools.
- Offer “Dance for your Heart” programs on a quarterly basis to provide fun exercise for heart disease prevention.
- Develop comprehensive cardiac risk screening program.

2008 Goals/Program Initiatives for Oncology Care

Lowell General Hospital will expand and enhance support programs, educational forums, and screening opportunities for the diverse populations of Greater Lowell in an effort to reduce the overall cancer death rate, reduce the breast cancer death rate, and reduce the colorectal cancer death rate in the Greater Lowell CHNA 10 area. Goals for 2008 include:

- Form new partnerships to support our cancer patients and family members regarding survivorship issues, end of life issues, therapeutic cancer massage, and mastectomy/lumpectomy products.
 - Join the Massachusetts Comprehensive Cancer Control Coalition in their goal to reduce death and suffering due to cancer. As member of planning committee, participate in planning and hosting the Massachusetts Cancer Survivorship Summit in May 2008.
 - Develop community relationship with local dentist to develop outreach program for education about oral cancer and to provide an oral cancer screening.
 - Establish a partnership with Whistler House Museum of Art to bring art exhibit “Oncology on Canvas” to community.
 - Develop a children’s hospice support program with area hospices.
 - Enhance relationships with the New England Coalition for Cancer Survivorship and the Massachusetts Comprehensive Cancer Control Coalition.
 - Build a Leukemia and Lymphoma support group in collaboration with the local chapter of the Leukemia and Lymphoma Society.
- Develop a support program for parents of children affected by cancer.
- Develop a support program for parents to assist them in parenting while ill.
- Provide free cancer screenings to the community, including oral cancer screening, prostate cancer screening, and skin cancer screening as part of American Academy of Dermatology program.
- Expand and enhance Tobacco Prevention and Cessation Task force of the Greater Lowell Health Alliance.
 - Expand upon Adolescent Smoking Prevention Program by providing smoking prevention programs to the Lowell Public Schools.
 - Reduce the number of current smokers through “Ready, Set, Quit”
- Sponsor the Survivors’ Reception at the American Cancer Society’s local Relay for Life.

2008 Goals/Program Initiatives for Maternal and Child Health Care

Lowell General Hospital will expand and enhance support programs, educational forums, and services for the diverse populations of Greater Lowell in an effort to reduce the infant mortality rate, improve the percentage of women that initiate maternal prenatal care in the first trimester, and increase the number of mothers who breastfeed in the early postpartum period in the Greater Lowell CHNA 10 area, in addition to improving the overall health of pregnant mothers, infants, and children. Goals for 2008 include:

- Provide series of free physician-led monthly specialty forums on pregnancy, childbirth, and pediatric issues relevant to the target population, in partnership with specialists from Tufts-New England Medical Center/Floating Hospital. Topics to include Pregnancy after 35 and Your Child's Heart.
- Provide breastfeeding outreach through certified lactation consultants who will visit all family practice and OB/GYN offices and the Lowell Community Health Center with packets of information in multiple languages to encourage expectant mothers to consider and discuss the breastfeeding option during the prenatal period.
- Work with Lowell Community Health Center to increase programs for prevention of teen pregnancy.
- Offer parenting education programs designed for new fathers.
- Convene a Child Safety Fair.
- Expand CPR training in Babysitting Basics Program.
- Offer a First Aid training program for children.
- Improve newborn care by discharging all new mothers with an infant care DVD to help with infant care post-discharge.
- Expand offerings of postnatal wellness programs.
- Establish a Literacy Program through the Pediatric Unit:
 - Volunteers hosting reading groups and encouraging kids to take a book home from a provided reading cart.
 - Team up with the Simon Malls to do a book drive and reading event in the spring.
 - Raise funds through the Lowell General Hospital Ball for Community Initiatives.
 - Work with the Pollard Library in Lowell to develop a reading group with healthcare professional "celebrity readers" for kids 8 and under.
- Establish annual flu shot clinics for children each fall at a wellness event, targeting 100 to 200 children.

2008 Goals/Program Initiatives for Obesity and Diabetes Care

Lowell General Hospital will expand and enhance support programs, educational forums, and screening opportunities for the diverse populations of Greater Lowell in an effort to reduce the rate of obesity and reduce the rate of clinically diagnosed diabetes in the Greater Lowell CHNA 10 area, in addition to enhancing the community's knowledge to help them make better overall health choices. Goals for 2008 include:

- Benchmark Data on Obesity – Complete the identification of benchmark data to measure current rates of obesity in the population for public education, planning and future comparative purposes.
- Community Walking Program – Expand the Community Walking Program within agencies that participate in the Healthy Weight Task Force.
- Lowell Walking Map - Develop a walking map for Lowell that provides the distance between landmarks, as well as the time and number of steps it takes to walk there.
- Public Information Campaign - Pursue media coverage of the Healthy Weight Task Force's plans, efforts, and accomplishments to reduce obesity in the area.

VIII. Contact Information

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Appendix

Greater Lowell Health Alliance Membership

Bernie Lynch	City Manager	City of Lowell
Carole Cowan	President	Middlesex Community College
David Wegman	Dean	University of Massachusetts Lowell
Dorcas Grigg-Saito	Executive Director	Lowell Community Health Center
Kevin Coughlin	Vice President	Saints Medical Center
Michael Guley	President/CEO	Saints Medical Center
Norm Deschane	President/CEO	Lowell General Hospital
Pat Crane	Community Member	
Win Brown	VP Administration	Lowell General Hospital
Nancy, Pettinelli	President	Visiting Nurse Association
Karla Baehr	Superintendent	Lowell Public Schools
Michael Cassidy	Asst Business Mgr	Lowell Public Schools
Lisa Breen	Dir. Planning & Research	Lowell General Hospital
Chris Morin	Tobacco Control Officer	City of Lowell
Ron Knight	Director of Security	Saints Medical Center
	Director, Southeast Asian Resources for Culture and Health	
Sidney Liang	Dean of Enrollment	Lowell Community Health Center
Thomas Taylor	Nursing Department	University of Massachusetts Lowell
Ann Montminy	Director CWM	Middlesex Community College
Christine LaBrecque	Director of Safe and Drug Free Schools	Lowell General Hospital
Clarie Golas	Nursing Department	Lowell Public Schools
Cynthia Butters	Assistant Professor/PT Dept.	Middlesex Community College
Deirda Murphy	Director, Health Services	University of Massachusetts Lowell
Dorothy O'Connell	Clinical Nutrition Coordinator	Middlesex Community College
Elizabeth Goodrow	RN	University of Massachusetts Lowell
Julie Ferreira	Director	Harvard Vanguard Medical Assoc.
Frank Singleton	Director, Transportation	Lowell Health Dept.
John Descoteuax	Coordinator of Student Activities	Lowell Public Schools
Jonathon Crockett	Nursing Department	Middlesex Community College
Katherine Gehly	Acting Athletic Director	Middlesex Community College
Dennis Krysiak	Community Liaison	Lowell High School
Lynda Graham-Meho	Community Outreach Coordinator	Mass. Department of Public Health
Marilyn Graham	Outreach Worker	WIC
	Director, Academic Administration	Lowell Community Health Center and Senior Center
Munty Pot	Nurse	University of Massachusetts Lowell
Pauline Ladebauche	Professor of Nursing	Harvard Vanguard Medical Assoc.
Sally Faggella	Associate Professor	University of Massachusetts Lowell
Susan Reece	Community Health Educator	Clinical Lab and Nutrition
Thomas Wilson	Manager, Comm. Health & Education	Lowell General Hospital
Julie Handy		Lowell General Hospital
Michelle Muller		Lowell General Hospital