Introduction

Mount Auburn Hospital (MAH) is a regional teaching hospital of Harvard Medical School located in Cambridge, Massachusetts serving the citizens and communities of metropolitan Boston. Incorporated in 1871, MAH is a not-for-profit, charitable institution with a dual mission of providing clinically excellent care with compassion and teaching students of medicine and the health professions. The Hospital’s motto “Excellence with Compassion” is proudly evident on each employee and physician identification badge as a clear and present reminder of these important commitments to patients.

Mount Auburn Hospital addresses the identified health needs in the community and provides community residents with a wide range of services consistent with our community health mission statement: *Mount Auburn Hospital is committed to improving the health and wellbeing of community members by collaborating with community partners to reduce barriers to health, increase prevention and/or self-management of chronic diseases and increase the early detection of illnesses.*

To address health concerns identified in the 2015 community health needs assessment MAH has articulated programs and goals that will positively impact the health of MAH communities.

At the community level MAH will increase the health and well-being of community members by:

- Implementing evidenced based programs
- Supporting Community Health Network Area (CHNA) 17, local departments of public health, police, fire and first responders
- Supporting the Charles River Community Health Center (CRCHC)

At the individual level we will increase the health and well-being of community members by:

- Facilitating connections to health care and public health insurance enrollment
- Increasing hope, empowerment and/or confidence
- Increasing understanding of prevention and the importance of the early detection of illnesses
- Increasing positive health behaviors and decreasing negative health behaviors.
Target Areas and Priority Populations

MAH community benefits are aimed at improving the health and well-being of community members who live Arlington, Belmont, Cambridge, Somerville, Waltham, and Watertown. For the purpose of this report these communities will be referred to as MAH communities.

Community benefit efforts will be focused on vulnerable community members of all ages. The most vulnerable populations include low income and racial/ethnic minority community members; non-English speaking community members and community members who have physical and or mental illnesses. Special populations also include community members served by Charles River Community Health Center and students of the Cristo Rey High School.

How the Implementation Plan was Developed and Adopted

Guiding Principles

During the development of this implementation plan MAH first reviewed the Massachusetts Attorney General’s and the Internal Revenue Service’s guidelines. In Massachusetts hospitals are encouraged to address the following statewide health priorities: supporting health care reform, reducing health disparities, improving chronic disease management and promoting wellness in vulnerable populations. The Internal Revenue Service guidelines outline the following federal priorities: improving access to care, advancing medical knowledge, enhancing community health and relieving or reducing government burden.

Next, MAH considered the same principles that had guided the assessment process:
- people in MAH communities see the identified health concern as a problem
- the identified health concern affects all six MAH communities
- measurable and sustainable change can be made on the identified health concern in three years
- there are resources related to the identified health concern upon which new activities can built
- the identified health concern affects vulnerable populations

Finally, MAH reviewed an evaluation of current MAH community benefit programing, including a recommendation of whether or not to continue each program.

Community Health Needs Assessment

The most recent community health needs assessment was completed in September 2015. A copy of this assessment is available by visiting www.mountauburnhospital.org or by calling 617-499-5625. An advisory group of 22 community members, including those affiliated with public
health departments, community based organizations, members of CHNA 17 and MAH staff, helped guide the assessment process and evaluate the data. Relevant quantitative and qualitative data from over 800 community members were reviewed during this process.

The 2015 assessment was conducted by MAH in three phases (see chart). During each phase engaged community members participated in prioritizing activities. These activities helped to guide and focus the assessment as well as provide information for the final implementation plan.

Phases 1 and 2 involved collecting community wide quantitative and qualitative data and sharing results with the advisory group. The main health concerns identified during the assessment were:

1. obesity and inactive living,
2. poor self-management (and prevention) of chronic disease,
3. mental health issues,
4. substance abuse,
5. access to health care services and
6. support of broad public health concerns.

In Phase 3 engaged community members participated in a collaborative group sharing process utilizing the World Café methodology\(^1\). During this meeting 42 community members articulated a deeper understanding of the first four identified health concerns. Participants were asked to consider and prioritize the needs of vulnerable populations.

The following questions helped inform the implementation plan:

- What are the underlying causes surrounding the identified health concern?
- What is currently being done to address the identified health concern that is effective? In other words, what works well?
- What could be done in the next three years to improve or solve the identified health concern? What is actually doable? What barriers currently exist?

In addition to answering these questions community members articulated that there was

- synergy between the identified health concerns
- a need to align current activities addressing each identified health concern
- a need for communication between organizations doing similar work including resource sharing

\(^1\) [http://www.theworldcafe.com/key-concepts-resources/world-cafe-method](http://www.theworldcafe.com/key-concepts-resources/world-cafe-method)
likely disparities among community members who have language and cultural barriers and are of lower socio-economic status.

Community Benefit Goals and Activities

Throughout this process, MAH and engaged community members recognized that the causes of community health needs are complex and challenging to articulate. Equally challenging is the task of addressing these needs in meaningful ways. To meet this challenge MAH has developed an array of programs aimed at addressing all the identified health concerns. This plan was approved by the MAH Board of Trustees on October 27th, 2015.

To address the identified health concerns MAH has identified four overarching goals:

1. Increase the capacity of CHNA 17 to fulfill its mission to promote healthier people and healthier communities by providing funding, technical assistance and steering committee membership.

2. Increase the capacity of local departments of public health to address identified health concerns by providing funding.

3. Increase the capacity of the Charles River Community Health Center to serve vulnerable community members by providing funding and program support.

4. Implement the following programs aimed at addressing identified health concerns.

Priority 1: To address obesity and inactive living:

<table>
<thead>
<tr>
<th>Goals</th>
<th>Partners</th>
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<tr>
<td>• Increase awareness about benefits of healthy eating and active living in vulnerable community members</td>
<td>Charles River Community Health Center, Cambridge Learning Center, Waltham Family School, Project Literacy,</td>
</tr>
<tr>
<td>• Decrease the number of individuals and families who suffer from food insecurity</td>
<td></td>
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<tr>
<td>• Increase the number of elders who feel confident they can be active and prevent a fall</td>
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</tbody>
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**Activities**
- Provide community health education in settings comfortable to vulnerable community members
- Support local Food and Activity Councils
- Conduct food drives
- Offer the Matter of Balance™ fall prevention program
- Provide belly binders to vulnerable pregnant women who have manual labor jobs
- Enroll community members in SNAP

**Priority 2: To address chronic disease self-management:**

**Goals**
- Provide community health education in settings convenient to vulnerable community members.
- Maintain and increase the number of vulnerable elders and disabled adults who have access to personal emergency response systems.
- Increase the number of community members who receive health screenings

**Activities**
- Listen and Learn-Community Health Education
- Blood Pressure Screenings
- Breast Cancer Screenings
- Oral Cancer Screening
- Offer Chronic Disease Self-Management classes
- Provide personal emergency response systems to vulnerable community members
- Social work connection to community based organizations

**Priority 3: To address mental health:**

**Goals**
- Decrease stigma associated with mental health
- Increase understanding about mental health issues
- Increase hope, empowerment and/or confidence in vulnerable community members

**Activities**
- Bereavement Support Group
- Mind Body Group
- Safe Beds Program
- Rooming In Program
- Mental Health Grants in collaboration with CHNA 17
- Emotional CPR™
- Post-Partum Support Group
- Look Good Feel Better
- Support for NAMI Family to Family
- Cancer Survivorship
- Watertown Social Services Support
- Space for MS support group
- Doula program
- Collaborate on Mental Health/Substance Abuse CHIP with Cambridge Health Department
- Prenatal Group Program at Charles River Community Health Center

### Priority 4: To address substance abuse:

**Goals**
- Increase the number of community members who are able to stop smoking
- Increase the number of community members who are aware of substance abuse resources
- Increase hope, empowerment and/or confidence in community members affected by Substance Abuse

**Activities**
- Smoking Cessation
- Space for AA, SMART recovery
- Create and maintain resources for substance abuse
- Collaborate on Mental Health/Substance Abuse CHIP with Cambridge Health Department
- Collaborate with Cambridge Police Department and other key stakeholders

**Partners**
- American Cancer Society, Quitworks, AA, SMART Recovery, Cambridge Police

### Priority 5: To address health access:

**Goals:**
- Screen and enroll community members who qualify for health insurance coverage under the Affordable Care Act
- Maintain or increase the number of vulnerable women who receive perinatal care at CRCHC
- Facilitate connection to health care when transportation is a barrier

**Activities**
- Certified Application Counselors (CAC)
- Certified Application Counselors at CRCHC
- Direct support for CRCHC
- Transportation support for vulnerable patients

**Partners**
- CRCHC, Door 2 Door, Ambassador Cab

### Priority 6: To address broader public health issues:

**Goals:**
- Promote healthcare workforce development
- Teach and train local police, fire and first responders about

**Partners**
- Christo Rey High School, Cambridge Learning
emergency medicine
- Maintain connections between the hospital and community based organizations

Center, local police, fire and first responder agencies

**Activities**
- Work Study with Christo Rey
- Watertown High School Students program
- Community health education with ESOL students
- Training of local police, fire and first responders
- Social work meetings
- Attend community meetings
- Safe Kids, Safe Babies

MAH has designated appropriate resources to Community Benefits. The budget is expected to be approximately $1,000,000. Recognizing that community benefit planning is ongoing and will change with continued community input, the MAH community benefit plan will evolve. Senior management and the Board of Trustees are committed to assessing information and updating the plan as needed.