



LOWELL GENERAL HOSPITAL

Lowell General Hospital

Community Benefits Report

FISCAL YEAR 2008

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I. Mission Statement

A. Mission Statement

Lowell General Hospital is committed to improving the overall health status of our community and, specifically, the health problems of medically underserved populations. This mission is achieved by identifying existing and future health needs in the community, and addressing those needs through new or existing health initiatives, including education, prevention, and screening programs, both independently and in collaboration with other community resources.

B. Approval

Lowell General Hospital's Community Benefits Plan is developed by the Community Benefits Advisory Board, an interdisciplinary team consisting of staff throughout various departments and service areas of the hospital. Once completed, the plan is approved by the hospital's senior leadership, at which time it is submitted for review and approval by the hospital's Board of Directors. The Community Benefits Plan is an integral part of the hospital's 2005 – 2010 Strategic Plan, which is reviewed and revised annually 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

The Manager of Community Health & Education serves as the Manager of the Community Benefits Plan and program, responsible for ensuring that the plan is written, approved, and implemented. The Manager works in partnership with the Community Benefits Advisory Board, an interdisciplinary team from departments across the hospital. The Manager of Community Health & Education reports to the Vice President of Administration, who reports directly to the President and Chief Executive Officer. The President and Chief Executive Officer reports to the Board of Directors, which has final review and approval of the Community Benefits Plan and process.

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

Lowell General Hospital's Community Benefits Plan is communicated to Hospital staff at all levels of the organization through the Hospital's Strategic Plan quarterly reports, the employee intranet, and weekly employee newsletter, 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 Benefits Plans.

Community Benefits information is disseminated to the public through promotional materials, including its Annual Report, its website for patients and general public, 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 Community Benefits 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 Benefits Plan to deliver Community Benefits programs that address these unmet community health needs.

B. Information sources

Data collected to support the Community Benefits 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
- Greater Lowell Health Alliance of the Community Health Network Area 10

C. **Summary of findings**

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

- **Population/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% (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 medically uninsured, twice the state average.
- **Chronic Disease**: The World Health Organization (WHO) states improved healthcare has led to the world population living with one or more chronic conditions for decades, placing new and long-term demands on our health care systems. If not successfully managed and prevented, chronic conditions are projected to be the leading cause of disability throughout the world by the year 2020. They will also become the most expensive problems faced by our health care systems.
- **Cancer Deaths**: According to the Massachusetts Department of Public Health, Lowell has a higher number of total cancer deaths than the Massachusetts state average. Lowell’s area age-adjusted rate of cancer is 209.3, while Massachusetts age-adjusted rate is 184.2.
- **Hypertension**: The Massachusetts Department of Public Health states the Black, Hispanic, and Asian populations in Northern Massachusetts all have high/above average hypertension rates at hospital discharge. The Massachusetts state average is 39 persons with high/above average blood pressure per 100,000 at hospital discharge. The black population has 146, Hispanics have 71, Asians have 40, and Whites have 27 persons at discharge.
- **Diabetes**: 2005 Diabetes statistics show that 20.8 million people, or 7% of the U.S. population, have diabetes. The American Diabetes Association reports the prevalence of diabetes among people aged 20 years or older (2005) as follows: All men and women age 20 years or older: 20.6 million, or 9.6%. Men and

women age 60 years or older: 10.3 million, or 20.9%. Men 20 years or older: 10.9 million, or 10.5%. Women 20 years or older: 9.7 million, or 8.8%.

- **Teen Pregnancy and Birth Rates:** 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% (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). In 2007, Lowell experienced 54.2 teen births per 1,000 females aged 15-19 years, compared to 22.0 for Massachusetts. Lowell has an average of 11.3% births to adolescent mothers, compared to the state average of 6.2%.
- **Low Birth Weight:** The Black and Asian populations in Northern Massachusetts have statistically elevated rates of low-birth weight babies (born under 5.5 pounds).The Massachusetts Department of Public Health states the low birth weight state average as 7.9%, while the Black population has 11% and the Asian population is at 10.3%. Lowell has an average 9.1% low birth weight babies, which is higher than the 7.9% average.
- **Prenatal Care:** 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, in 2007, the city of Lowell had one of the lowest proportions 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. In 2007, only 70.5% of Lowell mothers received adequate prenatal care, compared to 82.8% for Massachusetts, as measured by the Adequacy of Prenatal Care Utilization Index.
- **Tobacco Use:** The National Cancer institute reports that cigarette smoking causes 87% of lung cancer deaths and is responsible for most cancers of the larynx, oral cavity and pharynx, esophagus, and bladder. Smoking is also a risk factor for kidney, pancreatic, cervical, and stomach cancers. The Massachusetts Department of Public Health reports 11.2% of births in Lowell were to mothers who smoked during their pregnancy. Whites had the highest rates of smoking during pregnancy. The estimated number of smokers (adults, age 18+) in several Greater Lowell communities is significantly higher than the overall rate for Massachusetts: Lowell, 26.7% (47% higher); Dracut, 20.8% (15% higher); and Billerica, 21.7% (20% higher). Cigarette smoking among middle age adults (age 45 to 64) is 45% higher in Lowell (26.9%) than statewide (18.5%). Cigarette smoking among seniors (age 65 and older) is 14% higher in Lowell (8.9%) than statewide (7.9%). The rate of smoking during pregnancy is 52% higher than the state average. Dracut and Billerica are 16% higher. Mortality from lung cancer is 86% higher among males and 46% higher among females in Billerica compared to the state of Massachusetts. Dracut is 20% higher in females; Tewksbury is 35% higher in males and 45% higher among females; Lowell is 25% higher in males and 31% higher in females. The rate of hospitalizations for lung cancer is 62%

higher among females in Tewksbury and 31% higher among males in Tewksbury compared to the state of Massachusetts; 17% higher among females in Dracut; 17% higher among females and 31% higher among males in Billerica; 30% higher among males in Chelmsford; 14% higher among males in Lowell. Whites have the highest smoking rates, followed by Hispanics and then blacks. Lowell has the third highest rate of lung cancer in the state.

- **Substance Abuse Treatment:** Admissions to DPH-funded treatment programs are higher in Lowell than the Massachusetts average, according to the Massachusetts Department of Public Health. The crude rate of admission for the state is 1,569, while Lowell's admission rate is higher at 1,967. Injection drug user admission to DPH funded treatment programs is almost twice as high as the state average, where Lowell has an area crude rate of 843, and the state's crude rate is 482.
- **Environmental Health:** As stated by the World Health Organization, over five million children per year die from illnesses and other conditions caused by the environments that surround them.
- **Poverty & Food:** The U.S. Department of Agriculture (USDA) reported that in 2006, 35.5 million people lived in households considered to be food insecure. According to the USDA, "... food insecurity refers to the lack of access to enough food to fully meet basic needs at all times due to lack of financial resources". Of these 35.5 million, 22.9 million are adults (10.4% of all adults) and 12.6 million are children (17.2% of all children). Black (21.8%) and Hispanic (19.5%) households experienced food insecurity at far higher rates than the national average.
- **Child Literacy Rates:** According to the White House Conference on Global Literacy, every year 35% of American children start school without the language skills they need to learn to read. The National Center for Family Literacy (NCFL) states 20%, of America's children five years old and under lives in poverty. According to the NCFL, "by age four, children who live in poor families will have heard 32 *million* fewer words than children living in professional families.
- **Child Safety:** The National Center for Statistics and Analysis reports a total of 784 pedal cyclists were killed in motor vehicle crashes in 2005. Children ages 14 and under accounted for 16% of these fatalities. In this 14-and-under age group, males accounted for 79% of the total fatalities. In 2005, a total of 45,000 pedal cyclists were injured in motor vehicle traffic crashes. About 30% (or an estimated 14,000 injuries) were children age 14 and younger.
- **Asthma:** In general, more children than adults are going to emergency rooms for asthma treatment. According to the Massachusetts Department of Public Health, the children's state rate is 808 persons per 100,000 ER visits, with the black population showing 1,485 children's asthma visits in Northern Massachusetts per 100,000. The Hispanic rate is also higher than the state rate, at 1,077 visits

per 100,000. In Lowell, the area age-adjusted rate is higher than the state, at 192.9, versus the state asthma rate of 140.1.

- **Stress:** The National Institute for Occupational Safety and Health states 40% of workers reported their jobs were very or extremely stressful, and 25% view their jobs as the number one stressor in their lives. A 2007 Study from the American Psychological Association found one-third of Americans feel they are living with extreme stress. About half of Americans (48%) feel that their stress has increased over the past five years. A 2004 APA study showed 54% of Americans are concerned about the level of stress in their everyday lives. The National Institutes of Health says research now shows that such long-term activation of our bodies “stress system” can have hazardous, even lethal effects on the body, such as increasing the risk of obesity, heart disease (including high blood pressure, high cholesterol, chest pain, and irregular heartbeats), depression, and a variety of other illnesses.
- **Obesity:** As in other health disparities, obesity varies within a community by race, with the black population leading at a 56-64% overweight/obesity rate in Northern Massachusetts, as stated by the Massachusetts Department of Public Health. The MDPH also reports the state obesity average in Massachusetts is 21%, with Hispanics showing a 24% obesity rate. Whites have an obesity rate of 18%.
- **Nursing Shortage:** Currently, the United States is in the middle of a nursing shortage that will greatly increase as the baby boomer population ages and the need for health care grows. According to a report released by Dr. Peter Buerhaus and colleagues (March 2008), the shortage of RNs in the U.S. could reach as high as 500,000 by the year 2025. A July 2007 report by the by the American Hospital Association stated U.S. hospitals need approximately 116,000 RNs to fill current vacant positions nationwide.

IV. Community Participation

Community participation is achieved primarily through the Greater Lowell Health Alliance of the Community Health Network Area 10 (CHNA 10). Until 2008, the Greater Lowell Health Alliance and CHNA 10 were separate organizations, each with a mission to improve the overall health of the community. A Community Health Network Area (CHNA) is a coalition that is comprised of public, non-profit and private sectors working together to build healthier communities through community-based prevention planning and health promotion. Created in 1992 by the Massachusetts Department of Public Health, the CHNA initiative involves 351 cities and towns in 27 different networks throughout Massachusetts. The Alliance, a community-wide coalition of health, education and civic leaders, was created by Lowell General Hospital in 2005 and funded by the hospital.

In 2008, the Alliance assumed the leadership role in combining the Greater Lowell Health Alliance with CHNA 10 and providing its primary funding. The blending of these two organizations has strengthened their efforts to foster and improve community health and eliminated duplication of efforts. Members of the new Alliance include the leadership of health, educational, cultural, civic, and social service 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.

The mission of the Greater Lowell Health Alliance for the CHNA 10 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.”

The organization is headed by an Advisory Board, and members of the public are invited to join the Alliance’s Healthy Weight Task Force, Tobacco Task Force and Cultural Competence Task Force, and to attend bi-monthly network meetings, which are used to assess community needs and develop the Community Benefits Plan goals and strategies.

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 four key target areas for its Community Benefits Plan: Chronic Diseases and Conditions (including diabetes, cancer, cardiovascular disease, infectious diseases, and tobacco and substance abuse), Family Health (including maternal/child health, healthy aging, weight management, stress management, literacy, and poverty), General Community Health and Quality (including quality of life, emergency management, and environmental health), and Support of the Healthcare Profession (including nursing and allied healthcare professionals and medical education).

B. Choice of target populations

The target population served by Lowell General Hospital's Community Benefits 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 making 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. Among those specific target populations, based on the findings of our needs assessment, are Lowell's black, Hispanic, and Asian populations, which are reported to have above average hypertension rates, above average teen birth rates, and lower birth weights; at-risk populations for infectious disease (AIDS, tuberculosis and hepatitis B); and tobacco users in Lowell, which reports the third highest lung cancer rate in Massachusetts and a smoking rate 50% higher than the state average.

C. Strategies and goals

Lowell General Hospital's Community Benefits Plan for 2008 focuses on four key areas of services: Chronic Diseases and Conditions, Family Health, General Community Health and Quality, and Support of the Healthcare Profession.

CHRONIC DISEASES AND CONDITIONS

CANCER

- Goal** Lowell General Hospital has a long-term goal to reduce the yearly number of cancer deaths in our community.
- Objectives**
- Reduce the overall cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 160 per 100,000 people (age adjusted) from our 2004/2005 baseline rate of 208.9 people per 100,000. The actual 2008 rate was 224.7.
 - Reduce the breast cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 22.3 per 100,000 women (age adjusted) from our 2004/2005 baseline rate of 27.1 per 100,000 women. The actual 2008 rate was 27.2.
 - Reduce the colorectal cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 13.9 per 100,000 people (age adjusted) from our 2004/2005 baseline rate of 20.7 people per 100,000. The actual 2008 rate was 16.6.
 - Raise awareness of cancer prevention, early detections, and treatment options.
 - Increase patients and families' cancer knowledge and coping skills across the continuum through educational support groups.
 - Expand the number of residents screened for cancer in an effort to increase early detection.
 - Seek to improve survival rates and quality of life through support of cancer patients.
- 2008 Strategies**
- Provide one free informational program to the public each quarter. We will also provide information at one health fair per quarter at local businesses and community centers.
 - Offer at least two children-based and two adult support groups per month for our patients and families.
 - Institute a Breast Health Navigator to help patients with abnormal mammograms. Our social work staff will work with families on a one-to-one basis and provide group programs based on requested need.
 - Provide interactive educational programs to educate cancer patients and their families on relevant cancer issues. We will offer at least two programs per year

that educate our current patients on relevant cancer issues, with a specific focus in 2008 on genetics.

- Provide cancer screenings that are free to the general public, including at least one skin screening, one prostate screening, and one colorectal cancer screening per year.
- 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.

CARDIOVASCULAR HEALTH

Goal Lowell General Hospital has a goal to improve the overall cardiovascular health of our community, including a long-term goal to reduce cardiovascular deaths.

- Objectives**
- Reduce the coronary heart disease death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 166 per 100,000 (age adjusted) from 2004/2005 baseline of 171.3. The 2008 actual rate was 126.7.
 - Raise awareness of cardiovascular disease prevention, early detections, and treatment options.
 - Work with community partners to increase the activity level (and health status) of community residents.
 - Expand the number of residents screened for cardiovascular disease.
 - Form new partnerships and strengthen existing partnerships to expand and enhance education, screening, and support programs.

- 2008 Strategies**
- Offer cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings. We will provide one family screening event and one women's health screening event at LGH, as well as a screening as part of our "Go Red for Women" campaign in February. We will target two community-based health fairs and two business sites for free screenings.
 - Expand the "Heart and Soles" walking program at the Simon/Pheasant Lane Mall to include other screenings and quarterly seminars, blood pressure tracking cards and education on the importance of hydration, in addition to monthly blood pressure screenings.
 - Partner with the American Heart Association's "Go Red for Women" campaign by developing a February campaign to include a free public event at the Tsongas Arena to educate women on their risks for heart disease. Our CEO will also reach out to other local businesses, encouraging them to participate in this awareness campaign. We will work on a "Lunch and Learn" traveling series for businesses and develop a survivor display that could travel throughout the Merrimack Valley.
 - Provide FAST and stroke education to the community. We will reach out to at least two community organizations (such as Girls Inc, YMCA, Boys & Girls Club) and offer a 30-minute program about FAST- including video and crossword puzzles.
 - Continue "Dance for Your Heart" quarterly events, promoting fun ways that

people can help reduce their risks of cardiovascular disease.

- Develop a heart failure management program to help those in the community independently manage their heart failure, offered monthly and be free of charge. Two programs will be offered each month, one on nutrition and one on symptom management.

DIABETES

- Goal** Lowell General Hospital has a goal to reduce the overall incidence of and deaths related to diabetes in the Greater Lowell area.
- Objectives**
- Reduce the overall rate of clinically diagnosed diabetes in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 2.5% from our 2004/2005 baseline of 5.5%. The actual 2008 rate was 6.4%.
 - Increase education of the community on prevention and treatment for diabetes.
 - Strengthen partnerships with community organizations to better utilize resources in outreach to the diabetes and general population.
- 2008 Strategies**
- Offer Diabetes Management classes through our Registered Dietitians in diabetes series in the fall and the spring.
 - Offer a Diabetes Support Group in collaboration with Visiting Nurse Association of Greater Lowell.
 - Participate in Visiting Nurse Association Advisory Council on Diabetes with LGH dietitians.
 - Offer diabetes education and blood glucose screenings at community-based health fairs and events at least two times per year.
 - Utilize various media to provide public education on diabetes, including expanding resources in *For Your Health*, the hospital's quarterly health information newsletter distributed to 125,000 homes, as well as LGH-sponsored "Focus on Health", a weekly health information program on WUML, the University of Massachusetts Lowell public radio station.

SUBSTANCE ABUSE

- Goal** Lowell General Hospital has a long-term goal to reduce the rate of substance abuse admissions to DPH-funded treatment programs and the overall rates of substance abuse rates in Lowell.
- Objectives**
- Assume a leadership role in community efforts to reduce substance abuse.
 - Provide hospital resources for substance abuse reduction programs.
- 2008 Strategies**
- Take an active role in the community substance abuse roundtable.
 - Host Al-Anon weekly meetings at Lowell General Hospital.

TOBACCO USE

Goal	Lowell General Hospital has a goal to reduce the rates of smoking and lung cancer in the City of Lowell, as well as reduce the numbers of women smoking during pregnancy.
Objectives	<ul style="list-style-type: none"> • Reduce cigarette smoking among adults age >18 in the Greater Lowell CHNA 10 area to the Healthy People 2010 goal of 12% from our 2004/2005 baseline of 20%. The 2008 actual rate was 13.5%. • Increase the numbers of people enrolled in tobacco cessation programs. • Raise awareness and education about dangers of tobacco use in children.
2008 Strategies	<ul style="list-style-type: none"> • Provide free “Freedom from Smoking” classes to the public four times per year. • Offer a free monthly smoking cessation support group. • Participate in prevention programs in the schools through the Greater Lowell Health Alliance and American Lung Association. • Take an active role in “Ready, Set, Quit!” smoking cessation program through the state of Massachusetts. • Adhere to and promote a tobacco-free environment on all hospital campuses.

INFECTIOUS DISEASE

Goal	Lowell General Hospital has a long-term goal to significantly reduce the incidence or and deaths from AIDS/HIV, Tuberculosis, and Hepatitis B in the City of Lowell, bringing Lowell incident rates more in line with the Massachusetts average.
Objectives	<ul style="list-style-type: none"> • Raise awareness and increase education of general public and at-risk populations about prevention, detection and management of infectious diseases. • Strengthen community partnerships to maximize efficiency and efficacy of resources.
2008 Strategies	<ul style="list-style-type: none"> • Partner with Lowell Community Health Center to provide AIDS awareness and education utilizing the LGH-sponsored “Focus on Health” radio program on WUML, UMass Lowell’s public radio station. • Participate in the “World AIDS Day” program. • Work with the Cambodian Mutual Assistance Association to provide infectious disease education to the Cambodian population. • Utilize “Focus on Health” programming and “For Your Health” community newsletter to increase awareness on these diseases.

CHRONIC DISEASE

Goal	Our goal is to assist those in the community suffering from chronic diseases manage their conditions and live to their full potential.
Objectives	<ul style="list-style-type: none"> • Increase the knowledge base and resources for Merrimack Valley residents with diabetes and other chronic diseases to manage their health and lead

- active and fulfilling lives.
- Seek to improve survival rates and quality of life through support of individuals with chronic diseases.
- 2008 Strategies**
 - Partner with Elder Services of the Merrimack Valley to offer the Chronic Disease Self-Management Program (CDSMP), developed through the School of Medicine at Stanford University. We will offer this program twice per year, once in the fall and once in the spring, free of charge.
 - Partner with Elder Services of the Merrimack Valley to offer a bi-monthly support group for those suffering from chronic illnesses.

FAMILY HEALTH

MATERNAL & CHILD HEALTH

- Goal** Lowell General Hospital has a goal to reduce teen pregnancy rates, improve low birth weight and prenatal care indicators, improve child safety statistics, and improve asthma management in the Greater Lowell area.
- Objectives**
- Reduce the infant mortality rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 4.5 per 1,000 live births from our 2004/2005 baseline rate of 5.3 per 1,000 live births. The 2008 actual rate was 4.7%.
 - Improve the percent of women that initiate maternal prenatal care in the first trimester in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 90% from our 2004/2005 baseline of 80.1%. The 2008 actual rate was 76.4%.
 - Increase the number of mothers who breastfeed in the early postpartum period in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 75%. The 2008 actual rate was 71.5%.
 - Reduce the number of teen pregnancies by increasing awareness and education of teen-agers and their families about safe sex and risks of pregnancy.
 - Reduce the number of childhood injuries and fatalities by raising awareness of children and their families about bicycle and pedestrian safety, as well as general safety issues.
 - Improve the health and safety of our community's children by educating parents about prenatal and postnatal care of children, management of asthma, and general parenting skills.
- 2008 Strategies**
- Utilizing LGH-sponsored "Focus on Health" radio program on WUML (UMass Lowell's public radio station) to provide information and education to public on various maternal and child health topics.
 - Provide breastfeeding outreach through certified lactation consultants who will visit all family practice and OB/GYN offices and 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 LCHC to increase programs for teen pregnancy.
- Improve newborn care by discharging all new mothers with an infant care DVD to help with infant care after discharge.
- Expand offerings of postnatal wellness programs to include strategies and information on infant care, when to call pediatricians, and what to expect. Partner with Pediatrics West to offer a free four week series at least three times in the year.
- Participate with community agencies to offer a free “bicycle safety rodeo” to children in the community in May in the Tsongas Arena parking lot.
- Educate parents and children about management of asthma by providing information on the “Focus on Health” radio show, offering asthma education in the *For Your Health* community newsletter, and providing written information at school based health fairs.
- Offer parenting education programs designed for new fathers bi-monthly through our “Boot Camp for New Dads” program.
- Convene a Child Safety Fair in October, partnering with the local fire departments, police departments, sheriff’s office and other agencies to provide education, demonstrations, and activities.
- Increase access to CPR/first aid training to parents by increasing the number of classes offered at LGH (make them monthly) and continue offer classes at a discounted rate in our partnership with Trinity EMS.
- Develop preconception education programs for those considering pregnancy, including a “Meet the Providers” night to encourage adequate prenatal care.
- Partner with Tufts Floating Hospital for Children and local pediatricians to provide a series on parenting education topics.
- Offer scholarships and interpreters to ensure access to all individuals for maternal and child health programs.
- Establish flu shot clinics for children and offer flu shots at a free fall festival program.

HEALTHY AGING

Goal	Lowell General Hospital has a goal to increase the awareness and education of individuals who are aged 55+ to empower them to make good health decisions to improve their survival rates and quality of life.
Objectives	<ul style="list-style-type: none">• Take an active and leadership role in educating our aging population.• Increase the number of 55+ attendees of education programs.
2008 Strategies	<ul style="list-style-type: none">• Develop and host programs designed for those who are 55+ to include a monthly healthy aging series with focused topics for the over 55 population.• Provide programs at locations convenient for this population, such as local senior centers.

WEIGHT MANAGEMENT

Goal	Lowell General Hospital has a long-term goal to reduce the rates of obesity in Greater Lowell.
Objectives	<ul style="list-style-type: none"> • Reduce the proportion of adults who are obese (based on BMI) in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 15% from our 2004/2005 baseline of 28.5%. The 2008 actual rate was 20.7%. • Raise awareness of obesity-related issues facing children and adults. • Increase access to education and free or reduced-cost fitness programs to children and adults
2008 Strategies	<ul style="list-style-type: none"> • Sponsor walking programs at the Simon/Pheasant Lane Mall and Riverwalk area in Lowell. • Take a leadership role in the Healthy Weight Task Force of the Greater Lowell Health Alliance. • Provide a variety of physical fitness programs for the community, including a “Shape Up, Lowell!” in partnership with the YMCA, to be offered outdoors in the spring and fall. • Offer weight management classes through our registered dietitians as part of a “Create Your Weight” program three times per year. • Provide weight management and healthy eating information at community-based health fairs and events. • Utilize the LGH-sponsored “Focus on Health” radio program (a weekly program on WUML, UMass Lowell’s public radio station) on weight management and health eating information. • Offer educational lectures and support groups through our Center For Weight Management and Bariatric Surgery.

STRESS

Goal	Lowell General Hospital has a goal to reduce overall stress levels in individuals and families, reducing risk of disease and improving quality of life.
Objectives	<ul style="list-style-type: none"> • Increase public access to stress management programs and techniques • Raise awareness of the dangers of stress.
2008 Strategies	<ul style="list-style-type: none"> • Expand relationships in media to provide education and information on mind-body therapies on TV and in print media. • Reach out to community businesses to provide stress reduction and conflict resolution programs. • Provide free Reiki clinics for the public at least two times per year. • Provide stress management information at community health fairs and events quarterly.

LITERACY

Goal	Lowell General Hospital has a long-term goal to improve literacy rates among children in the Greater Lowell area.
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- Objectives**
- Reach thousands of school-age children with literacy programs.
 - Provide much-needed books to children of reading age who may otherwise not have access to reading materials.
- 2008 Strategies**
- Structure a literacy program in which LGH donates age-appropriate books to every child admitted to the hospital.
 - Team up with the Simon/Pheasant Lane Mall to host a book drive and reading event.
 - Work to develop a reading group with “celebrity readers” for children age eight and under.

POVERTY

- Goal** Lowell General Hospital has a long-term goal to reduce the number of hungry children, adults and families throughout Greater Lowell.
- Objectives** Provide resources to the community to improve the quality of food that is available to individuals and families.
- 2008 Strategies**
- Conduct ongoing food drives throughout the year in partnership with the hospital’s Food & Nutrition Department.
 - Provide cooking demonstrations that educate people on low-cost, healthy foods and provide free samples.

GENERAL COMMUNITY HEALTH AND QUALITY

GENERAL HEALTH/QUALITY OF LIFE

- Goal** Lowell General Hospital is committed to using its resources – its people, clinical skills, financial assets, and compassion – to improve the overall health and quality of life in the Greater Lowell area it serves.
- Objectives**
- Strengthen the community’s social, cultural, health, and environmental status through judicious distribution of financial and in-kind donations.
 - Improve the community’s cultural diversity and competency.
 - Improve the overall health status of the community through community-based health education and screenings.
- 2008 Strategies**
- Allocate at least \$75,000 in financial donations to worthy organizations with a mission to improve the social, cultural, health, and environmental status of the Greater Lowell Community. We will form a committee, under the leadership of the Vice President of Administration, to review donation requests and distribute funds.

- Provide support and assistance through LGH’s Cultural Diversity Committee to community organizations that work to improve the cultural diversity and cultural competency of our community.
- Develop and strengthen partnerships with community-based Second Language Training programs to assist LGH employees, friends and family to seek training programs as needed.
- Take an active role in community-based health fair and screening events on various health topics throughout the year, including at least one community health fair per quarter providing blood pressures, body fat analysis, body mass index, cancer information, smoking cessation and other requested services.
- Provide free health education programs on a variety of topics, including a bi-monthly Healthy Aging Series at local senior centers on aging topics, and free parenting programs four times a year.
- Launch a Women’s Health Initiative on health topics of interest to women of all ages, starting with a women’s health series designed specifically to address health concerns by women.
- Continue to build interpreter capacity in the city through the “Bridging the Gap” programs.
- 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, Substance Abuse, and Gang Violence.
- Provide meeting space and administrative support to the Greater Lowell Health Alliance.
- Expand and revise *For Your Health* newsletter 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.
- Serve as host site for at least three American Red Cross blood drives.

EMERGENCY MANAGEMENT

Goal	Lowell General Hospital will take a lead role in ensuring that the Greater Lowell Community has resources and training to be prepared in the event of an emergency.
Objectives	<ul style="list-style-type: none"> • Strengthen coordination between Lowell General Hospital and various community and state agencies in emergency preparedness and response. • Raise awareness and education among public about disaster preparedness and response.
2008 Strategies	<ul style="list-style-type: none"> • Participate in community/regional emergency drills and exercises to ensure reliable response and communications in conjunction with the Massachusetts Emergency Management Agency (MEMA), Massachusetts Department of Public Health, and the Greater Lowell Emergency Planning Committee. • Designate a representative to serve on the Regional Emergency Planning Committee of Greater Lowell, Region 3 Hospital DPH Preparedness Committee

and the Regional Board of Health to coordinate the hospital's efforts in community or regional emergency response.

- Serve as a receiving site for mass casualty incidents.
- Share the responsibility for the emergency activities to promote interoperability between the facility and the community with other community and state response agencies.
- Provide LGH incident commander/liaison officer as a contact with command representatives from community agencies during activation of the EMP following NIMS guidelines.
- Participate in community-wide education efforts to train citizens on their roles in disaster response and family preparedness.

ENVIRONMENTAL HEALTH

Goal Lowell General Hospital will utilize its resources both within the hospital and in the community to improve the environmental health of the community.

Objectives

- Increase recycling at Lowell General Hospital.
- See new ways to protect and preserve the environment both within the hospital and in community.

2008 Strategies

- Incorporate "green" building standards for energy conservation and preservation of the environment in the hospital's new \$135 million expansion.
- Purchase and use "green" and environmentally friendly products throughout the hospital.
- Establish a hospital-wide recycling program to reduce waste, including staff education and community participation.
- Challenge the hospital's newly formed "Green Team" to develop new initiatives to reduce waste and conserve energy.
- Participate in the neighborhood cleanup events as part of Earth Day 2009.

SUPPORT OF THE HEALTHCARE PROFESSION

PROMOTION OF NURSING AND ALLIED HEALTH PROFESSIONS

Goal Lowell General Hospital has a long-term goal to reduce the shortage of qualified nurses and other professional healthcare workers.

Objectives

- Address the shortage of healthcare professionals by promoting and supporting the healthcare field for future healthcare workers.
- Work to improve the quality, stability and diversity in the Greater Lowell healthcare workforce.

2008 Strategies

- Partner with UMass Lowell to provide classroom space, equipment, on-site technical support, on-site safety training for instructors, coordination of

scheduling, and parking for graduate programs in Health Management & Policy.

- Foster partnerships with community-based workforce development programs to address issues of quality, stability and diversity in the Greater Lowell healthcare workforce. The Greater Lowell Health Alliance/CHNA Cultural Competency Committee will conduct a survey of area businesses to determine needs and then develop programs based on identified needs.
- Participate in a “Shadow-a-Nurse program”, working with local high schools to partner nurses with high school students to help promote nursing as a profession.
- Partner with local colleges and universities to be a host site for clinical and practicum experience for students in nursing and other health professions.
- Provide clinical instructors and supervision from our radiology staff to students in the Radiology Department through the Massachusetts College of Pharmacy, School of Health and Sciences and Northern Essex Community College.
- Designate a staff member to sit on the Advisory Committee of the Massachusetts College of Pharmacy, School of Health Sciences and University of Massachusetts Lowell Nursing Program and Northern Essex Community College Radiology Program.

MEDICAL EDUCATION

Goal	Lowell General Hospital has a goal to improve the quality of clinical practice through educational processes, based on established needs, perceived practice gaps or shortcomings in the delivery of patient care.
Objectives	Provide continuing medical education to all members of the medical staff, non-staff physicians, and medical ancillaries as well as administration, nursing and ancillary personnel involved in patient care.
2008 Strategies	<ul style="list-style-type: none">• Provide weekly Grand Rounds educational forums for all community physicians, including those not affiliated with the Hospital.• Dedicate 50% of staff time in the Health Science Library (a Master Degree Library Professional and assistant) to providing Continuing Medical Education, in addition to 100% of the time of the Continuing Medical Education Director.

D. Process and considerations for determining a budget

The Community Benefits budget is aligned with the Hospital's overall Strategic Plan, as well as the budgets of each department and service line. The Community Benefits budget is spread across the organization, determined in conjunction with the overall budget of the Hospital, appropriately 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 Benefits Plan is part of the Hospital's Strategic Plan, which is approved by the Hospital's Board of Directors. A team comprised of the Vice President of Administration, the Manager of Community Health and Education, and the Community Benefits Advisory Board oversees implementation of the LGH Community Benefits Plan.

The Hospital's Community Benefit Plan is reviewed, revised and updated quarterly by the Hospital's Board of Directors to assure that the Plan addresses the identified health needs of the Hospital's service area population. The Manager of Community Health and Education works closely with individual departments throughout the year, monitoring and evaluating their Community Benefit plans and expenditures. Evaluation of Lowell General Hospital's Community Benefit Plan effectiveness is based in part 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 Health Alliance for the Community Health Network Area 10, 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. The Vice President of Administration meets regularly with the Manager of Community Health and Education to review community requests and evaluate their community benefit value. 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.
- Be realistic and achievable.

VI. Progress Report: Activity During Reporting Year

A. 2008 Lowell General Hospital Community Benefit Expenditures

TYPE	ESTIMATED TOTAL EXPENDITURES FOR 2008		APPROVED PROGRAM BUDGET FOR 2009*
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses (2) Associated Expenses (3) Determination of Need Expenditures (4) Employee Volunteerism (5) Other Leveraged Resources	\$1,059,796 \$22,665 \$10,014 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	\$29,282 \$2,250 N/A \$29,216 N/A	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION		\$1,882,934	
LOSS ON MEDICAID PROGRAMS		\$6,073,722	
CORPORATE SPONSORSHIPS		\$187,009	
		TOTAL \$9,296,888	\$10,931,397

B. Major Programs and Initiatives

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 charitable contributions, and various other initiatives to address four major areas: Chronic Diseases and Conditions, Family Health, General Community Health and Quality, and Support of the Healthcare Profession. In 2008 Lowell General Hospital dedicated thousands of staff hours by employees at all levels to support these initiatives, with a total charitable salary expenditure of \$385,092.

2008 Programs/Initiatives for Chronic Diseases and Conditions

In 2008 Lowell General Hospital provided a variety of programs designed to reduce chronic diseases and conditions in our target population and assist and improve the quality of lives of those dealing with these diseases. These programs included dozens of community health and education initiatives, including free cancer and cardiovascular education programs and screenings to hundreds of at-risk residents. LGH President Normand Deschene provided a leadership role, serving as Chairman of the American Heart Association's "Go Red for Women" campaign. Lowell General Hospital expended \$46,835 to support programs addressing chronic disease, including \$18,843 for heart health programs and \$13,937 for cancer programs.

Cancer Program Highlights

Lowell General Hospital provided dozens of education, screening, and prevention programs for community members throughout 2008. Most of the expenses for these programs were funded through the TeamWalk for CancerCare. However, TeamWalk funds did not cover the hours of staff time each month of The Cancer Center's two oncology social workers to plan, participate in and evaluate these programs.

- Provided multiple free cancer screenings to men and women in the community, serving 115 people.
- Provided at least two child-based and two adult Cancer Support Groups each month to increase patient and family knowledge and coping skills through education and support.
- Hosted "CLIMB" (Children's Lives Include Moments of Bravery), a program developed by the Children's Treehouse Foundation, designed to help children and their parents cope with cancer.
- Hosted a cancer survivorship program to enhance cancer survivors' quality of life and educate survivors on ongoing programs, activities and opportunities to empower their lives. In partnership with TeamWalk for CancerCare and the Livestrong Foundation.
- Held a free Freedom from Smoking Program, a smoking cessation program for adults provided by the American Lung Association.
- Provided an education program on genetic testing for inherited cancer susceptibility along with advantages and disadvantages of testing.

Cardiovascular Program Highlights

- Offered LGH-sponsored cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings.
- Implemented "Go Red for Women" program in collaboration with the American Heart Association to increase awareness of heart disease in women, with a public event at the

Tsongas Arena in Lowell and an initiative by the LGH CEO encouraging other businesses to participate in this awareness campaign.

- Provided “Dance for Your Heart” quarterly event. Served 78 people.
- Offered CPR courses and life safety information to service area residents, including working with local schools to increase CPR education among children.
- 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 a series of mind-body programs to help community members manage health issues and improve overall health, including Yoga of the Heart, Mindfulness-based Stress Reduction, Reiki training, and heart rhythm meditation.
- Offered monthly Blood Pressure Screenings, quarterly seminars and ongoing information at the LGH-sponsored “Pheasant Lane Mile,” a one-mile walking program at the Pheasant Lane Mall. Served 235 people.
- Initiated a Heart Failure Management Program, helping those in the community independently manage their heart failure. Offered monthly free of charge. Served 25 people.
- Offered a Pacemaker Support Group, providing quarterly support for those with pacemakers, featuring education and support.

Diabetes Program Highlights

- Participated in the Greater Lowell Visiting Nurse Advisory Council on Diabetes.
- Offer Diabetes Management classes through our Registered Dietitians in diabetes series in the fall and the spring.
- Offered diabetes education and blood glucose screenings at two community-based health fairs and events.

Substance Abuse and Tobacco Use Program Highlights

- Hosted weekly Al-Anon meetings at Lowell General Hospital, serving 262 people.
- Took an active leadership role in the “Ready, Set, Quit!” anti-smoking program through the state of Massachusetts.
- Offered a free monthly smoking cessation support group for adult men and women.
- Participated in prevention programs in the schools through the Greater Lowell Health Alliance and American Lung Association.
- Provided a leadership role in the Greater Lowell Health Alliance’s Tobacco Task Force.

Infectious Disease Program Highlights

- Partnered with Lowell Community Health Center to provide AIDS awareness and education, utilizing the LGH-sponsored “Focus on Health” radio program on WUML, UMass Lowell’s public radio station.
- Participated in the “World AIDS Day” program.
- Worked with the Cambodian Mutual Assistance Association to provide infectious disease education to the Cambodian population.

Chronic Disease Program Highlights

- Partnered with Elder Services of the Merrimack Valley to offer a bi-monthly support group for those suffering from chronic illnesses. Served 52 people.
- Partnered with Elder Services of the Merrimack Valley to offer the Chronic Disease Self-Management Program (CDSMP), developed through the School of Medicine at Stanford University.

2008 Programs/Initiatives for Family Health

In 2008 Lowell General Hospital provided dozens of programs to provide education, instruction and support in living healthier lives, from preparing for and raising children to healthy aging. Total Family Health program expenditures for 2008 were \$42,777, including \$13,734 for childbirth and prenatal education, \$12,518 for new parent education, \$5,164 for weight management, and \$10,098 for breastfeeding.

Maternal and Child Health Program Highlights

- Provided multiple safety and health fairs for children throughout the year, including a free flu shot clinic; a child safety fair in partnership with area fire departments, police departments, sheriff's office, and other public service agencies; a "bicycle rodeo"; and a "Healthy Kids Day" event with the Greater Lowell YMCA. Served over 500 youth.
- Provided breastfeeding outreach through certified lactation consultants who visited family practice and OB/GYN offices and 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.
- Offered parenting education programs designed for new fathers bi-monthly through our "Boot Camp for New Dads" program.
- Provided a series of free Maternity and Pediatric specialty workshops on a variety of topics, including baby's dental care, smart and safe sex, and teen behavior, through a partnership with Lowell General Hospital pediatricians, specialists from Tufts-NEMC/Floating Hospital and other community specialists.
- Offered 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.
- Hosted multiple support groups throughout the year, including a weekly New Mothers Support Group led by RNs/Lactation Consultants; a Perinatal Loss Support Group; a support group for parents of children with Down syndrome; and a support group for parents who are experiencing or have recently experienced a divorce.
- Offered CPR/first aid training to parents, with a goal to reduce childhood injuries and death. Served 83 people.

Healthy Aging Program Highlights

- Developed and hosted a series of programs designed for those who are 55+ to empower them to make good health decisions to improve their survival rates and quality of life. Programs were held at area senior centers to best meet the needs of the target population. Topics included "The Fuel You Need to Feel Your Best", a program on proper hydration and nutrition, held at the Pelham Senior Center.

Weight Management Program Highlights

- Offered educational lectures and support groups through our Center for Weight Management and Bariatric Surgery, serving 207 people.
- Provided weight management and healthy eating information at community-based health fairs and events, serving 230 people.
- Assumed a leadership role in the Healthy Weight Task Force of the Greater Lowell Health Alliance.
- Provide a variety of physical fitness programs for the community, including a “Shape Up, Lowell!” in partnership with the YMCA. Served 110 people.
- Offered two weight management classes through our registered dietitians as part of a “Create Your Weight” program. Served 30 people.

Poverty and Literacy Program Highlights

- Conducted a food drive in partnership with the hospital’s Food & Nutrition Department and provided a cooking demonstration that educate people on low-cost, healthy foods and provide free samples.
- Developed a Literacy Advisory Board to plan and structure a literacy program to address literacy program.

Stress Program Highlights

- Provided stress management information at community health fairs and events quarterly. Served 234 people.
- Reached out to community businesses to provide stress reduction and conflict resolution programs. Served 71 people.

2008 Programs/Initiatives for General Community Health and Quality

Lowell General Hospital’s mission to improve the general health and quality of our target population is fulfilled through community health and education initiatives; our affiliation and collaboration with the Lowell Community Health Center (LCHC) and Visiting Nurse Association (VNA) of Greater Lowell; environmental and emergency preparedness; and charitable support of health, educational and cultural organizations in our community. Our commitment to general community and health in quality in 2008 totaled \$380,922, including a \$200,000 contribution to LCHC, \$158,245 for leadership/participation in community organizations, \$14,544 for participation in community health fairs and programs, and \$6,573 for Emergency Preparedness.

General Health/Quality of Life Highlights

- Many employees and senior management at Lowell General Hospital represent the Hospital on the Boards of Directors of many local non-profit charities and the City Manager’s Domestic Violence Task force, 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 \$158,245 of staff time.
- LGH provided donations and sponsorships for many local charitable and non-profit organizations in 2008 with a goal to improve the overall quality of our community through

cultural, educational and health initiatives. These sponsorships totaled \$187,009 in 2008 and included such organizations as:

- Girls, Inc.
 - House of Hope
 - United Veterans Report
 - Lowell Senior Center
 - Boys & Girls Club of Greater Lowell
 - Community Teamwork, Inc.
 - American Heart Association
 - Merrimack Valley Food Bank
 - Alternative House
 - Greater Lowell YMCA
 - Puerto Rican Festival
 - Greater Lowell Indian Cultural Association
 - United Teen Equality Center
- LGH offered valuable information on important health topics for the community through multiple vehicles: LGH paid \$7,000 for a peer-reviewed web-based health information site for consumers on the hospital's website. *For Your Health*, a free quarterly LGH newsletter with health information articles, was mailed to 125,000 service area households at a cost of \$81,085. LGH provided a \$15,000 donation to University of Massachusetts Lowell to underwrite *Focus on Health*, a 15-minute weekly radio talk show on health care topics, aired on WUML-FM, 91.5, the University's public radio station. More than 25 LGH employees and physicians committed more than 50 hours preparing for and giving guest appearances on *Focus on Health*. Total expenditures exceeded \$20,283 for 2008.
 - LGH hosted and/or offered meeting space for support groups for a variety of conditions such as arthritis, sleep apnea and depression.
 - LGH served as a Red Cross Blood Drive hosting site multiple times during the year.
 - 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 2008 were \$5,780.
 - The Cultural Competency Committee supported community organizations that work to improve cultural diversity and cultural competency in our community. Expenditures for 2008 were \$4,142.
 - LGH provided community education forums free to the public on a variety of topics, including "Mind over Bladder", serving 150 people, and "Positive Outlook = Positive Outcome", serving 97 people.

Emergency Preparedness Program Highlights

The Emergency Management Coordinator at Lowell General Hospital committed over 100 hours in education and training of community members and government officials in emergency preparedness, beyond her required role at LGH. In addition, she spent work time each month with city and regional officials, the Federal Emergency Management Agency and the Massachusetts Emergency Management

Agency, and prepared education programs to improve citizen response to disasters. Total expenditures were \$6,573.

Environmentally Focused Initiatives Highlights

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. In 2008 the team dedicated staff time to meet and discuss mission and short- and long-term objectives. The team achieved their goal to have a hospital-wide recycling program in 2008, including staff education and community participation. Every employee received a free mug to reduce the use of Styrofoam coffee cups, at a cost of \$4,154.

2008 Programs/Initiatives for Support of the Healthcare Profession

Lowell General Hospital provided leadership and support in advancement of the healthcare profession, particularly addressing the critical nursing shortage, through hospital-education partnerships and ongoing education for physicians, nurses and students. Total expenditures in 2008 were \$211,420, including \$110,205 for hosting of nursing students and \$98,212 for medical education.

Promotion of Nursing and Allied Professions Program Highlights

- 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 totaled \$110,205. Initiatives included:
 - Hosting more than 150 nursing students from area colleges and high schools, including Middlesex Community College, Greater Lowell Technical High School, Rivier College, University of Massachusetts Lowell, and Northern Essex Community College.
 - Providing “Shadow a Nurse” days for 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.
- LGH partnered with University of Massachusetts Lowell to provide classroom space, equipment, on-site technical support, and on-site safety training for instructors for graduate programs in Health Management and Policy.

Medical Education Program Highlights

- 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.
- The hospital dedicated approximately 50% of staff time in the Health Science Library (a Master Degree Library Professional and assistant) was dedicated to providing Continuing Medical Education, in addition to 100% of the time of the Continuing Medical Education Director. The percentage of their salaries totaled \$64,064 in 2008.

Charity Care

In addition to the services Lowell General Hospital provides to the community as either a community benefit or a community service program, LGH also provides the following:

- a. \$7,924,339 in unreimbursed Medicare Services
- b. \$6,073,722 in unreimbursed MassHealth Services
- c. \$5,810,819 in unreimbursed Health Safety Net Services
- d. \$0 in services that are written off as part of our internal financial assistance program
- e. \$1,882,934 total payment made to fund the Health Safety Net
- f. \$157,379 payment to cover our hospital's portion of the operational assessment of the Division of Health Care Finance and Policy

\$21,849,193 Total Charity Care

VII. Next Reporting Year

A. Approved Budget/Project Expenditures

For Fiscal 2009, Lowell General Hospital has approved an estimated budget of \$10,931,397 for total costs related to Community Benefits. These projected expenditures include:

- \$1,172,165 for direct and associated costs of Community Benefits and Community Services
- \$2,160,000 for net charity care, or uncompensated care pool contribution
- \$ 7,373,722 for loss on Medicaid programs.

This budget constitutes 7.48% of the Hospital's projected patient care-related expenses for Fiscal 2009.

B. Anticipated Goals and Outcomes

CHRONIC DISEASES AND CONDITIONS

CANCER

- Goal** Lowell General Hospital has a long-term goal to reduce the yearly number of cancer deaths in our community.
- Objectives**
- Reduce the overall cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 160 per 100,000 people (age adjusted) from our 2004/2005 baseline rate of 208.9 people per 100,000.
 - Reduce the breast cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 22.3 per 100,000 women (age adjusted) from our 2004/2005 baseline rate of 27.1 per 100,000 women.
 - Reduce the colorectal cancer death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 13.9 per 100,000 people (age adjusted) from our 2004/2005 baseline rate of 20.7 people per 100,000.
 - Raise awareness of cancer prevention, early detections, and treatment options.
 - Increase patients' and families' cancer knowledge and coping skills across the continuum through educational support groups.
 - Expand the number of residents screened for cancer in an effort to increase early detection.
 - Seek to improve survival rates and quality of life through support of cancer patients.
- 2009 Strategies**
- Provide two free informational programs per year. We will also provide information at two health fairs per year at local businesses and community centers.
 - Offer at least two children-based and two adult support groups per month for our patients and families.
 - Enhance the Breast Health Navigator position in community events to educate the public about the importance of early detection and screenings through our Radiology department. Our Cancer Center social work staff will work with families on a one-to-one basis and provide group programs based on requested need.
 - Provide interactive educational programs to educate cancer patients and their families on relevant cancer issues.
 - Provide cancer screenings that are free to the general public at least two times a year (e.g. skin screening, prostate screening, oral cancer screening).
 - Form new partnerships to support our cancer patients and family members (e.g. survivorship issues, end-of-life issues, therapeutic cancer massage).

CARDIOVASCULAR HEALTH

Goal Lowell General Hospital has a goal to improve the overall cardiovascular health of our community, including a long-term goal to reduce cardiovascular deaths.

- Objectives**
- Reduce the coronary heart disease death rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 166 per 100,000 (age adjusted) from 2004/2005 baseline of 171.3.
 - Raise awareness of cardiovascular disease prevention, early detections, and treatment options.
 - Work with community partners to increase the activity level (and health status) of community residents.
 - Expand the number of residents screened for cardiovascular disease.
 - Form new partnerships and strengthen existing partnerships to expand and enhance education, screening, and support programs.

- 2009 Strategies**
- Offer cardiovascular screening programs free to the community, including blood pressure, cholesterol, and blood glucose screenings. We will provide one family screening event and one women’s health screening event at LGH, as well as a screening as part of our “Go Red for Women” campaign in February. We will target two community-based health fairs and two business sites for free screenings.
 - Enhance the “Heart and Soles” walking program at the Simon/Pheasant Lane Mall to include a heart health fair, in addition to other screenings and quarterly seminars, blood pressure tracking cards and education on the importance of various heart health topics.
 - Partner with the American Heart Association’s “Go Red for Women” campaign by developing a February campaign to include a free public event at the Tsongas Arena to educate women on their risks for heart disease. Our CEO will also reach out to other local businesses, encouraging them to participate in this awareness campaign. We will work on a “Lunch and Learn” traveling series for businesses and develop a survivor display that could travel throughout the Merrimack Valley.
 - Continue “Dance for Your Heart” quarterly events, promoting fun ways that people can help reduce their risks of cardiovascular disease.
 - Develop a heart failure management program to help those in the community independently manage their heart failure, offered monthly, free of charge.

DIABETES

Goal Lowell General Hospital has a goal to reduce the overall incidence of and deaths related to diabetes in the Greater Lowell area.

- Objectives**
- Reduce the overall rate of clinically diagnosed diabetes in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 2.5% from our 2004/2005 baseline of 5.5%.
 - Increase community education on prevention and treatment for diabetes.

- Strengthen partnerships with community organizations to better utilize resources in outreach to the diabetes and general population.

2009 Strategies

- Offer Diabetes Management classes through our Registered Dietitians in diabetes series in the fall and the spring.
- Participate in Visiting Nurse Association Advisory Council on Diabetes with LGH dietitians.
- Offer diabetes education and blood glucose screenings at community-based health fairs and events at least two times per year.
- Hire a Certified Diabetes Educator to provide diabetes education at hospital and community events.
- Utilize various media to provide public education on diabetes, including expanding resources in *For Your Health*, the hospital's quarterly health information newsletter distributed to 125,000 homes.

SUBSTANCE ABUSE

Goal Lowell General Hospital has a long-term goal to reduce the rate of substance abuse admissions to DPH-funded treatment programs and the overall rates of substance abuse rates in Lowell.

Objectives

- Assume a leadership role in community efforts to reduce substance abuse.
- Provide hospital resources for substance abuse reduction programs.

2009 Strategies

- Assume an active role in the community substance abuse roundtable.
- Host Al-Anon weekly meetings at Lowell General Hospital.
- Host a weekly Alcoholics Anonymous group for women.

TOBACCO USE

Goal Lowell General Hospital has a goal to reduce the rates of smoking and lung cancer in the City of Lowell, as well as reduce the numbers of women smoking during pregnancy.

Objectives

- Reduce cigarette smoking among adults age >18 in the Greater Lowell CHNA 10 area to the Healthy People 2010 goal of 12% from our 2004/2005 baseline of 20%.
- Increase the numbers of people enrolled in tobacco cessation programs.
- Raise awareness and education about dangers of tobacco use in youth.

2009 Strategies

- Provide free "Freedom from Smoking" classes to the public four times per year.
- Participate in prevention programs in the schools through the Greater Lowell Health Alliance and American Lung Association.
- Take an active role in "Ready, Set, Quit!" program through the state of Massachusetts.
- Adhere to and promote a tobacco-free environment on all hospital campuses.

INFECTIOUS DISEASE

- Goal** Lowell General Hospital has a long-term goal to significantly reduce the incidence or and deaths from AIDS/HIV, Tuberculosis, and Hepatitis B in the City of Lowell, bringing Lowell incident rates more in line with the Massachusetts average.
- Objectives**
- Raise awareness and increase education of general public and at-risk populations about prevention, detection and management of infectious diseases.
 - Strengthen community partnerships to maximize efficiency and efficacy of resources.
- 2009 Strategies**
- Partner with Lowell Community Health Center to provide AIDS awareness and education.
 - Participate in the “World AIDS Day” program.
 - Utilize *For Your Health* community newsletter to increase awareness on these diseases.

CHRONIC DISEASE

- Goal** Our goal is to assist those in the community suffering from chronic diseases manage their conditions and live to their full potential.
- Objectives**
- Increase the knowledge base and resources for Merrimack Valley residents with diabetes and other chronic diseases to manage their health and lead active and fulfilling lives.
 - Seek to improve survival rates and quality of life through support of individuals with chronic diseases.
- 2009 Strategies**
- Partner with Elder Services of the Merrimack Valley to offer the Chronic Disease Self-Management Program (CDSMP), developed through the School of Medicine at Stanford University. We will offer this program twice per year, once in the fall and once in the spring free of charge.
 - Partner with Elder Services of the Merrimack Valley to offer a bi-monthly support group for those suffering from chronic illnesses.

FAMILY HEALTH

MATERNAL & CHILD HEALTH

- Goal** Lowell General Hospital has a goal to reduce teen pregnancy rates, improve low birth weight and prenatal care indicators, improve child safety statistics, and improve asthma management in the Greater Lowell area.

Objectives

- Reduce the infant mortality rate in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 4.5 per 1,000 live births from our 2004/2005 baseline rate of 5.3 per 1,000 live births.
- Improve the percent of women that initiate maternal prenatal care in the first trimester in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 90% from our 2004/2005 baseline of 80.1%.
- Increase the number of mothers who breastfeed in the early postpartum period in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 75% from our 2004/2005 baseline of 62.1%.
- Reduce the number of teen pregnancies by increasing awareness and education of teen-agers and their families about safe sex and risks of pregnancy.
- Reduce the number of childhood injuries and fatalities by raising awareness of children and their families about bicycle and pedestrian safety, as well as general safety issues.
- Improve the health and safety of our community's children by educating parents about prenatal and postnatal care of children, management of asthma, and general parenting skills.

2009 Strategies

- Provide breastfeeding outreach through certified lactation consultants who will visit all family practice and OB/GYN offices and 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 LCHC to increase programs for teen pregnancy.
- Expand offerings of postnatal wellness programs to include strategies and information on infant care, when to call pediatricians, and what to expect. Partner with Pediatrics West to offer a free four-week series at least three times during the year.
- Participate with community agencies to offer a free "bicycle rodeo" safety fair to children in the community in May in the Tsongas arena parking lot.
- Educate parents and children about management of asthma by providing information in the *For Your Health* community newsletter, and providing written information at school-based health fairs.
- Offer parenting education programs designed for new fathers bi-monthly through our "Boot Camp for New Dads" program.
- Increase access to CPR/first aid training to parents by increasing the number of classes offered at LGH (make them monthly) and continue offer classes at a discounted rate in our partnership with Trinity EMS.
- Develop preconception education programs for those considering pregnancy, including a "Hickory Dickory Doc" night to encourage adequate prenatal care.
- Partner with Tufts Floating Hospital for Children and local pediatricians to provide a series on important parenting education topics.
- Offer scholarships and interpreters to ensure access to all individuals for maternal and child health programs.
- Establish flu shot clinics for children and offer flu shots at a free fall festival

program.

- Offer Babysitting Basics trainings to teens to help reduce childhood injuries.
- Offer free sex education classes for both parents and teens at least twice a year.

HEALTHY AGING

Goal Lowell General Hospital has a goal to increase the awareness and education of individuals who are aged 55+ to empower them to make good health decisions to improve their survival rates and quality of life.

Objectives

- Take an active and leadership role in educating our aging population.
- Increase the number of 55+ attendees of education programs.

2009 Strategies

- Develop and host programs designed for those who are 55+ to include a monthly healthy aging series with focused topics for the over 55 population,
- Provide programs at locations convenient for this population such as local senior centers.

WEIGHT MANAGEMENT

Goal Lowell General Hospital has a long-term goal to reduce the rates of obesity in Greater Lowell.

Objectives

- Reduce the proportion of adults who are obese (based on BMI) in the Greater Lowell CHNA 10 area to the Healthy People 2010 Goal of 15% from our 2004/2005 baseline of 28.5%.
- Raise awareness of obesity-related issues facing children and adults.
- Increase access to education and free or reduced-cost fitness programs to children and adults

2009 Strategies

- Sponsor walking programs at the Simon/Pheasant Lane Mall and Riverwalk area in Lowell.
- Take a leadership role in the Healthy Weight Task Force of the Greater Lowell Health Alliance.
- Provide a variety of physical fitness programs for the community, including a “Shape Up, Lowell!” in partnership with the YMCA, to be offered outdoors in the spring and fall.
- Offer weight management classes through our registered dietitians as part of a “Create Your Weight” program three times per year.
- Provide weight management and healthy eating information at community-based health fairs and events.
- Offer educational lectures and support groups (Healthy Bodies/Healthy Lives) through our Center for Weight Management and Bariatric Surgery.
- Sponsor and provide leadership for the Walk from Obesity to be held in Lowell in September.

STRESS

- Goal** Lowell General Hospital has a goal to reduce overall stress levels in individuals and families, reducing risk of disease and improving quality of life.
- Objectives**
- Increase public access to stress management programs and techniques
 - Raise awareness of the dangers of stress.
- 2009 Strategies**
- Expand relationships in media to provide education and information on mind-body therapies on TV and in print media.
 - Reach out to community businesses to provide stress reduction and conflict resolution programs.
 - Provide free Reiki clinics for the public at least two times per year.
 - Provide stress management information at community health fairs and events quarterly.

LITERACY

- Goal** Lowell General Hospital has a long-term goal to improve literacy rates among children in the Greater Lowell area.
- Objectives**
- Reach thousands of school-age children with literacy programs.
 - Provide much-needed books to children of reading age who may otherwise not have access to reading materials.
- 2009 Strategies**
- Develop a Literacy Advisory Committee, a partnership among the hospital, local libraries, teachers, and physicians.
 - Structure a literacy program in which LGH donates age-appropriate books to every child admitted to the hospital.
 - Team up with the Simon/Pheasant Lane Mall to host a book drive and reading event.
 - Work to develop a reading group with “celebrity readers” for children age eight and under.

POVERTY

- Goal** Lowell General Hospital has a long-term goal to reduce the number of hungry children, adults and families throughout Greater Lowell.
- Objectives** Provide resources to the community to improve the quality of food that is available to individuals and families.
- 2009 Strategies**
- Conduct ongoing food drives throughout the year in partnership with the hospital’s Food & Nutrition Department.
 - Provide cooking demonstrations that educate people on low-cost, healthy foods and provide free samples.

GENERAL COMMUNITY HEALTH AND QUALITY

QUALITY OF LIFE

- Goal** Lowell General Hospital is committed to using its resources – its people, clinical skills, financial assets, and compassion – to improve the overall health and quality of life in the Greater Lowell area it serves.
- Objectives**
- Strengthen the community’s social, cultural, health, and environmental status through judicious distribution of financial and in-kind donations.
 - Improve the community’s cultural diversity and competency.
 - Improve the overall health status of the community through community-based health education and screenings.
- 2009 Strategies**
- Allocate at least \$150,000 in financial donations to worthy organizations with a mission to improve the social, cultural, health, and environmental status of the Greater Lowell Community. We will form a committee, under the leadership of the Vice President of Administration, to review donation requests and distribute funds.
 - Provide support and assistance through LGH’s Cultural Diversity Committee to community organizations that work to improve the cultural diversity and cultural competency of our community.
 - Develop and strengthen partnerships with community-based Second Language Training programs to assist LGH employees, friends and family to seek training programs as needed.
 - Take an active role in community-based health fair and screening events on various health topics throughout the year, including at least one community health fair per quarter providing blood pressures, body fat analysis, body mass index, cancer information, smoking cessation and other needed services.
 - Launch a Women’s Health Initiative on health topics of interest to women of all ages, starting with a women’s health series designed specifically to address health concerns by women.
 - Build interpreter capacity in the city through the “Bridging the Gap” programs.
 - Provide 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, Substance Abuse, and Gang Violence.
 - Provide meeting space and administrative support to Greater Lowell Health Alliance.
 - Expand and revise *For Your Health* newsletter to provide more health information to community residents.
 - Develop a “Get Med Smart” campaign to educate the general public on the importance of maintaining current medication listings.

EMERGENCY MANAGEMENT

- Goal** Lowell General Hospital will take a lead role in ensuring that the Greater Lowell Community has resources and training to be prepared in the event of an emergency.
- Objectives**
- Strengthen coordination between Lowell General Hospital and various community and state agencies in emergency preparedness and response.
 - Raise awareness and education among public about disaster preparedness and response.
- 2009 Strategies**
- Participate in community/regional emergency drills and exercises to ensure reliable response and communications in conjunction with the Massachusetts Emergency Management Agency (MEMA), Massachusetts Department of Public Health, and the Greater Lowell Emergency Planning Committee.
 - Designate a representative to serve on the Regional Emergency Planning Committee of Greater Lowell, Region 3 Hospital DPH Preparedness Committee and the Regional Board of Health to coordinate the hospital's efforts in community or regional emergency response.
 - Serve as a receiving site for mass casualty incidents.
 - Share the responsibility for the emergency activities to promote interoperability between the facility and the community with other community and state response agencies.
 - Provide LGH incident commander/liaison officer as a contact with command representatives from community agencies during activation of the EMP following NIMS guidelines.
 - Participate in community-wide education efforts to train citizens on their roles in disaster response and family preparedness.

ENVIRONMENTAL HEALTH

- Goal** Lowell General Hospital will utilize its resources both within the hospital and in the community to improve the environmental health of the community.
- Objectives**
- Increase recycling at Lowell General Hospital.
 - Seek new ways to protect and preserve the environment both within the hospital and in community.
- 2009 Strategies**
- Incorporate "green" building standards for energy conservation and preservation of the environment in the hospital's new \$135 million expansion.
 - Purchase and use "green" and environmentally friendly products throughout the hospital.
 - Establish a hospital-wide recycling program to reduce waste, including staff education and community participation.
 - Challenge the hospital's newly formed "Green Team" to develop new initiatives to reduce waste and conserve energy.
 - Participate in the neighborhood cleanup events as part of Earth Day 2009.

SUPPORT OF THE HEALTHCARE PROFESSION

PROMOTION OF NURSING AND ALLIED HEALTH PROFESSIONS

- Goal** Lowell General Hospital has a long-term goal to reduce the shortage of qualified nurses and other professional healthcare workers.
- Objectives**
- Address the shortage of healthcare professionals by promoting and supporting the healthcare field for future healthcare workers.
 - Work to improve the quality, stability and diversity in the Greater Lowell healthcare workforce.
- 2009 Strategies**
- Partner with UMass Lowell to provide classroom space, equipment, on-site technical support, on-site safety training for instructors, coordination of scheduling, and parking for graduate programs in Health Management & Policy.
 - Foster partnerships with community-based workforce development programs to address issues of quality, stability and diversity in the Greater Lowell healthcare workforce.
 - Participate in a “Shadow-a-Nurse program”, working with local high schools to partner nurses with high school students to help promote nursing as a profession.
 - Partner with local colleges and universities to be a host site for clinical and practicum experience for students in nursing and other health professions.
 - Provide clinical instructors and supervision from our radiology staff to students in the Radiology Department through the Massachusetts College of Pharmacy, School of Health and Sciences and Northern Essex Community College.
 - Partner with clinical internship programs for Radiology and Nuclear Medicine.

MEDICAL EDUCATION

- Goal** Lowell General Hospital has a goal to improve the quality of clinical practice through educational processes, based on established needs, perceived practice gaps or shortcomings in the delivery of patient care.
- Objectives**
- Provide continuing medical education to all members of the medical staff, non-staff physicians, and medical ancillaries as well as administration, nursing and ancillary personnel involved in patient care.
- 2009 Strategies**
- Provide weekly Grand Rounds educational forums for all community physicians, including those not affiliated with the Hospital.

- Dedicate 50% of staff time in the Health Science Library (a Master Degree Library Professional and assistant) to providing Continuing Medical Education, in addition to 100% of the time of the Continuing Medical Education Director.

VIII. **Contact Information**

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IX. Appendix

Greater Lowell Health Alliance Membership

The Greater Lowell Health Alliance of the Community Health Network Area 10 is comprised of healthcare providers, business leaders, educators, civic and community leaders with a mission to identify and address healthcare issues facing the Greater Lowell community. By raising awareness and providing resources for our communities, schools, civic and business leaders, and healthcare providers, we empower them to make decisions and take actions that will lead to an improvement in the overall health of our communities.

The membership is comprised of representatives from 64 community organizations and agencies.

Executive Board

Greater Lowell Health Alliance of the Community Health Network Area 10

Executive Director

Win Brown
VP, Administration
Lowell General Hospital

Organization	Member	Position
African Assistance Center	Carole Jamina	
Lowell Public Schools	Chris Scott	Superintendent
City of Lowell	Bernard Lynch	City Manager
Community Member	M. Patricia Crane	Lowell Resident
Middlesex Community College	Carole Cowan	President
Latin American Health Institute	Oscar Patino	Associate Director
Saints Medical Center	Kevin Coughlin	Vice President
Lowell Community Health Center	Dorcas Grigg-Saito	Executive Director
UMASS- Lowell	Craig Slatin	School Health & Environment
Lowell General Hospital	Normand Deschene	President/CEO
VNA of Greater Lowell	Nancy Pettinelli	Executive Director

Membership of Greater Lowell Health Alliance of Community Health Network Area 10

African Advisory Board - Lowell Community Health Center
African Assistance Center
Aging and Disability Resource Consortium
Alternative House
American Cancer Society
Anne Sullivan Center
Asian Task Force
Billerica House of Corrections
Blue Cross Blue Shield of MA
CAB Health and Recovery Services, Inc.
Catholic Charities
Center for Family Development
Community Health Education Center of Lowell
Chelmsford Board of Health
City of Lowell
City of Lowell Health Department
Cambodian Mutual Assistance Association
Community Teamwork Inc.
Elder Services of the Merrimack Valley
Family Continuity Programs Inc.
F.O.C.U.S. Program
Genesis Health Care
Girl Scouts of Spar and Spindle Council
Greater Lawrence Community Action Council - MV Lead Prevention Program
Greater Lowell Community Foundation
Greater Lowell YMCA
GRIP Program - Justice Resource Institute
Habit Opco, Inc.
Institute for Health & Recovery
Latin American Health Institute
Lowell Community Health Center
Lowell Department of Social Services
Lowell General Hospital
Lowell Hannaford
Lowell House, Inc.
Lowell Police Department
Lowell Public Schools
Lowell Senior Center
Lowell Transitional Living Center
Massachusetts Alliance of Portuguese Speakers
Massachusetts Department of Public Health - Shaken Baby Syndrome Prevention Initiative
Massachusetts Health Operations - Member Education Unit
Massachusetts Society for the Prevention of Cruelty to Children
Medicaid Planning Group

Mental Health Association of Greater Lowell
Merrimack Valley AHEC
Merrimack Valley Legal Services
Middlesex Community College
Middlesex County Sheriff's Department
New England Center for Health Communities
ONE Lowell
Pawtucketville Neighborhood Association
Project BEAM (Billerica Early Assistance Model) Early Intervention
Project Bread
Radius Northwood Healthcare Center
Rape Crisis Center of Greater Lowell
Saints Medical Center
South Bay Early Intervention
Statewide Head Injury Program
Tewksbury Department of Health
Trinity EMS
University of Massachusetts Lowell
Visiting Nurse Association of Greater Lowell
Westford Board of Health