



Holyoke Medical Center

2020 - 2023 Community Benefit
Implementation Strategy

Introduction

Holyoke Medical Center's Community Health Needs Assessment was completed in 2019. The results were reviewed and analyzed by Holyoke Medical Center leaders, the Community Benefits Advisory Committee, and the Patient and Family Advisory Committee. Together these groups worked to develop Holyoke Medical Center's 2020 Community Benefit Implementation Strategy.

Holyoke Medical Center's Community Benefit Implementation Strategy is the organization's multi-year guide to improving the health status of our community, particularly those most at risk, by targeting identified community health needs. We focus our Community Benefit activities by addressing unmet community health needs, while looking at our organizational strengths and mission "to improve the health of all people in our community." We also look to nurture partnerships with a broad range of collaborative community partners in order to increase our capacity, expand the reach of those we serve, and build relationships that unite us in achieving a common goal.

Holyoke Medical Center's Community Benefit Mission Statement states that Holyoke Medical Center will continue to collaborate with community partners to assess and improve the health needs of our residents. We will do this by providing resources, education, and services to address the needs of our community members who are most vulnerable.

Holyoke Medical Center understands that community wellness includes understanding the social determinants of health such as: employment and work conditions; education and literacy; childhood experiences; social support and coping skills; access to health services; food insecurity; gender, biology and genetics; healthy behaviors; social environment; physical environment; income and social status.

Our 2020 Community Benefit Implementation Plan includes the significant health needs Holyoke Medical Center will address.

About Holyoke Medical Center:

Holyoke Medical Center (HMC) is a 198-bed independent community hospital with over 1,300 employees serving individuals and families throughout the cities and towns of the Pioneer Valley. The medical staff includes more than 375 physicians and consulting staff. Holyoke Medical Center is a nationally-accredited hospital and is the first and only hospital in Western Massachusetts to obtain the prestigious accomplishment of becoming certified in the ISO 9001:2015 Quality Management System. HMC received the Top Hospital Award in 2016 and 2014 from the Leapfrog Group for excellence in quality of care and patient safety. This full-service hospital provides a complete line of inpatient and outpatient medical and surgical services, including an award-winning Stroke Service consistently recognized as one of the best in the state for the past decade and receiving the 2019 Get With The Guidelines®-Stroke Gold Plus & Target: Stroke Honor Roll Elite Plus Award from the American Heart Association/American Stroke Association. Holyoke Medical Center is a member of Valley Health Systems in Holyoke, which also includes the affiliates Holyoke Medical Group, Holyoke Visiting Nurse Association & Hospice Life Care, and River Valley Counseling Center. To learn more, visit www.holyokehealth.com.

2019 Holyoke Medical Center Community Health Needs Assessment Survey Results

387 people completed a 49-question online survey offered in English and Spanish

1. Top Health Related Concerns

- Substance use/addiction
- Mental health
- Obesity
- Cancer
- Diabetes
- Asthma
- Tobacco use
- Alzheimer's/dementia
- Stroke
- Birth defects



2. Top Environmental Related Concerns

- Low income/financial challenges
- Affordable housing
- Homelessness
- Limited access to healthy food
- Not enough exercise
- Unsafe neighborhoods
- Domestic violence
- Unemployment
- Poor air quality



3. Top Conditions Being Treated

- Sexually transmitted diseases
- Substance use/addiction
- Alzheimer's/dementia
- Chronic Obstructive Pulmonary Disease (COPD)
- Heart disease
- Diabetes
- Asthma
- Mental health issues
- Obesity/overweight
- High blood pressure



4. Top Mental Health Barriers

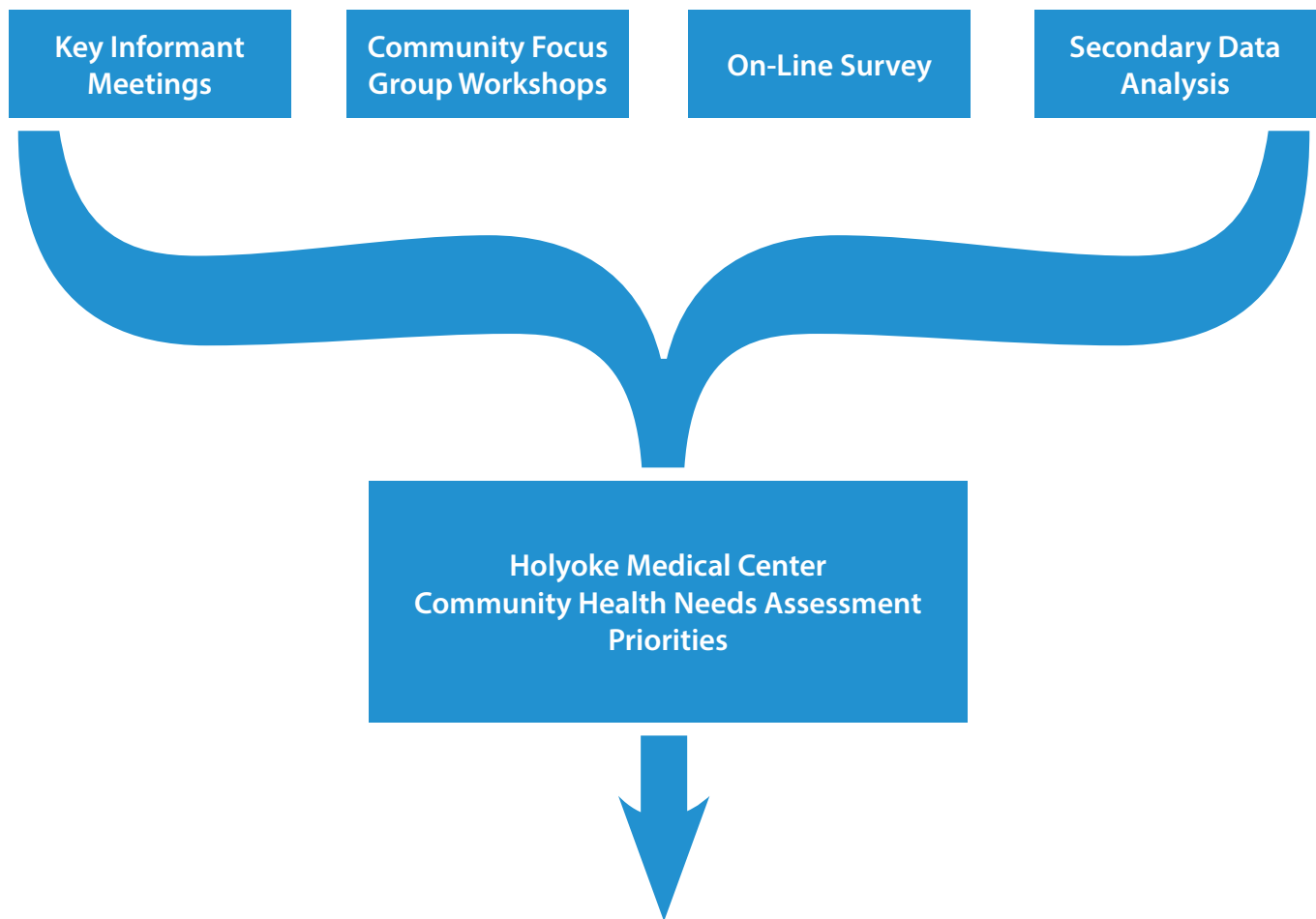
- Lack of insurance
- Can't get an appointment
- Hours are inconvenient
- Can't afford/too expensive
- Don't have transportation
- Insurance not accepted
- Don't know how to find a provider for child
- Can't take time off from work or caring for others



Holyoke Medical Center

HolyokeHealth.com

Holyoke Medical Center 2020 Community Health Needs Assessment Process



Holyoke Medical Center 2020 - 2023 Community Benefit Implementation Strategy

Access	Mental Health	Housing	Chronic Disease
Transportation	Trauma, Anxiety, and Depression	Homeless Outreach	Obesity
Food Insecurity	Addiction Training for Families		5210 Program

Access: Transportation

Access to care remains a significant and high priority for the communities that Holyoke Medical Center serves. There are many people that continually struggle with access to transportation and healthcare coverage.

Transportation Equity

Goal:

Increase transportation access.

Action:

- Analyze and make recommendations on Holyoke Medical Center markets transportation routes and door to door shuttle.
- Determine if there are any new approaches to increase awareness on the Holyoke Medical Center transportation services.
- Educate community based organizations on Holyoke Medical Center's transportation service.
- Work with community based organizations on the most efficient way to disseminate the information developed.
- Look at what other barriers people face when accessing HMC's transportation (i.e. car seats for children).
- Assess each patient's need for transportation at scheduled PCP appointments and provide information if a need is identified.
- Expand Lyft Pilot Program currently utilized through a grant.
- Review and plan on use of Lyft to reduce no show appointments.

Anticipated Impact:

- Gain a greater understanding of the barriers still existing within the current transportation services.
- Increased amount of residents and patients with an understanding of the transportation services available.
- Decrease missed doctors appointments by patients caused by transportation issues.
- Decrease unnecessary visits to the emergency room using high cost transportation, such as ambulance services.
- Increase usage of transportation services by mental health patients, especially those accepted in rehabilitation programs out of our area who would otherwise be unable to participate.

Collaboration:

- Holyoke Medical Center Leaders
- Community Navigation Department
- Primary Care Offices
- Community Health Advisory Committee
- Valet Park of America
- Transportation vendors, such as Lyft and Uber
- Community based organizations

Measurement:

- Number of people that ride our transportation service and door-to-door shuttle.
- Count of number of transportation barriers removed.
- Number of transportation barriers identified and resolved.

Access: Food Insecurity

Twenty percent of Holyoke Medical Center's service area receives SNAP benefits which is approximately 14,500 families.

SNAP benefit recipients are eligible for additional food incentives at participating farmers' markets, farm stands, mobile markets and community supported agriculture farm share programs through the Health Incentives Program (HIP), although many SNAP recipients are not aware of this benefit or know how to use it



Receive SNAP

20%

of total households

Holyoke Medical Center
Primary Service Area

33%

of total households

Holyoke, MA

22%

of total households

Chicopee, MA

8%

of total households

South Hadley, MA

12%

of total households

Massachusetts



Receive SNAP

14,501

Households

Holyoke Medical Center
Primary Service Area

4,988

Households

Holyoke, MA

4,952

Households

Chicopee, MA

505

Households

South Hadley, MA

313,019

Households

Massachusetts

Sources: US Census ACS 5-year

Research and Development of a Food Resource Guide

Goal:

To help reduce hunger and educate where food can be accessed in the community.

Action:

- Research and develop a "Holyoke Food Resource Guide" in both English and Spanish to be used by community based organizations and the hospital to hand out to clients.
- Distribute Holyoke Food Resource Guide to community based organizations with instructions on distribution.
- Train collaborating partners about how to use and distribute the materials.
- Distribute pamphlets in the primary care offices when food insecurity is identified during an assessment visit.
- Work on legislation to require all grocery stores to give their "unsold food" to the homeless or food pantries.
- Work with community based organizations to name an "act."

Anticipated Impact:

- Help reduce hunger
- Connect community members with food resources.
- Connect community members with fresh vegetables.

Collaboration:

- Community Navigation Department
- Local food banks (including mobile food bank)
- 5210 partners
- Community based organizations
- Primary care offices

Measurement:

- Track the number of people signing up for Food Assistance and SNAP benefits.
- Measure the population being managed by the Community Navigators for food insecurity.
- Increase the number of eligible Holyoke Medical Center patients to receive SNAP benefits.

Mental Health: Trauma, Anxiety, & Depression

Mental health challenges were mentioned as the #1 concern throughout the key informant meetings, surveys, and community focus group workshops. Challenges center around depression, anxiety, PTSD, childhood trauma, substance use and finding therapists, especially for children.

The County Health Rankings state that the average number of mentally unhealthy days in Hampden County is 4.5 days per month and in Hampshire County it is 4.3 days per month. According to the Public Health Institute of Western Massachusetts, there is a large percentage of 8th grade students that have felt sad or hopeless for two weeks in the past month, of which demographics played a significant factor:

- 41% of Asian students
- 37% of multicultural students
- 32% of Hispanic and Latino students
- 28% of other
- 27% of white students
- 24% of black and African American students

Adverse Childhood Experience (ACE) Training

Goal:

Form a coalition in the community that is interested in increasing awareness of Adverse Childhood Experience (ACE) principles and Train the Master Trainer Program.

Promote understanding and application of the ACE principles to improve the health and wellbeing of our community across an individual's lifespan.

Action:

- Continue to raise awareness of ACE.
- Raise funds necessary to bring the Train the Master Trainer Program further into the communities we serve.
- Identify 30 people to participate in the training.
- Work with community based organizations to cosponsor events.
- Offer free depression screenings, education, and SBIRT (Short Brief Intervention and Referral Treatment) screening at the community events.

Anticipated Impact:

- Create a common language for all community members in order to develop self-healing communities.
- Increase access to trained community mental health workers who can assess high risk behaviors and perform depression screenings.
- Improve timely access to mental health treatment for all community members.

Collaboration:

- River Valley Counseling Center
- Local Public Schools, including but not limited to Holyoke, South Hadley, and Chicopee
- Holyoke•Chicopee•Springfield HeadStart
- ROCA
- City of Holyoke

Measurement:

Number of people trained in the first year of the program.

Mental Health: Addiction/Overdose

Substance and alcohol use touches many families in one way or another and is one of the areas of most concern to our community members. Massachusetts ranked among the top ten states with the highest rates of drug overdose deaths involving opioids.

Support for Families

Goal:

Holyoke Medical Center's goal is to create educational opportunities for families who are dealing with a loved one's addiction. Increasing understanding of addiction as a disease, understanding of the recovery process as an individual process, overdose prevention education and access to peer support groups for families dealing with addiction and recovery.

Action:

- Develop opportunities to educate and support families by addressing various topics related to addiction and recovery including:
 - Overdose prevention training and Naloxone (Narcan) distribution.
 - Education surrounding recovery as an individual process-including Stages of Change.
 - How to access support.
 - Available treatments for alcohol and substance use disorders, including referrals to services available at the HMC Comprehensive Care Center and other community treatment providers.
 - Services in Holyoke to address alcohol and substance use.

Anticipated Impact:

- Increased support services and educational resources available to community members who are dealing with a loved ones addicted to opioids or other substances.
- Increased access to Narcan in the community.
- Greater understanding of how to access available treatments for alcohol and substance use disorders in the community.

Collaboration:

- River Valley Counseling Center
- Gandara: Hope for Holyoke
- Boston Medical Center
- Holyoke Medical Group and other local primary care offices
- Tapestry Health
- Providence Behavioral Health
- Learn to Cope

Measurement:

- The number of trainings provided in the community.
- Track the number of people that sign up and topics covered.
- Track the number of Narcan devices dispensed.

Housing: Homelessness

Homelessness continues to be an issue in our primary service area. In Western Massachusetts, 2,899 people are homeless on one given January night. One primary cause of homelessness is a lack of decent housing. In Massachusetts there are families who have been living in family shelter units for more than 3 years. Shelters must be a short term emergency response and we must get people into housing and then find support services to keep them in their housing.

Homeless Outreach

Goal:

Offer assistance to homeless individuals suffering with alcohol or substance use disorders, general health issues, and/or chronic wounds. Connect them with the needed transportation, education, and healthcare services.

Action:

- Provide harm reduction services and education to homeless substance users by referral and access to appropriate social services.
- Facilitate access to: substance use health care; sexual and reproductive health care; overdose prevention related care; and social service programs.
- Provide individuals with care packets to include: health information, wound care supplies and other personal care essentials.
- Offer workshops and/or “on-the-spot” training for individuals and families about addiction, treatment options and Narcan education.
- Provide wrap-around services to the homeless population.
- Provide information on free transportation to get to hospital appointments and services.

Anticipated Impact:

- Increase collaborations with local community organizations that are working with the homeless population.
- Increase use of safe practices amongst homeless drug users.
- Increase access to healthcare services amongst homeless in our community.

Collaboration:

- Community Navigation Department
- Tapestry Health
- River Valley Counseling Center
- Holyoke Public Schools

Measurement:

- Track number of homeless and substance users who agree to treatment.
- Track number who receive education, wound care, or referral.

Chronic Disease: Obesity

Reducing Obesity

People affected with obesity is widely acknowledged as one of the greatest public health challenges in the United States for children. Over the past 30 years, obesity rates among children and adolescents ages 2-19 increased nearly threefold from 6 to 17%. Obesity now affects more than one in six children in the United States. In Massachusetts, 14.4% of youth ages 10 to 17 have obesity. Between 40-70% of children with obesity will grow up and continue to suffer from obesity in adulthood and will be more likely to develop chronic health problems such as Type 2 diabetes and coronary heart disease.

Our survey shows that few residents exercise regularly and even fewer eat three servings of vegetables every day.

In Hampden County, 29% of adults are considered affected by obesity and 20% of adults in Hampshire County.

Healthy Cooking on a Budget

Goal:

To introduce healthy cooking ideas to community members with limited food supplies and/or food distributed by farmers markets and local food banks.

Action:

- Offer nutrition oriented cooking instruction at existing sites where food is distributed on how to cook the food provided.
- Help people understand the nutritional value of the foods prepared and any relationship to chronic illnesses.
- Help families plan for meals for the week based on the ingredients provided at the food bank and/or with seasonal vegetables.
- Provide information on 5210 program.

Anticipated Impact:

A community of people who are able to make more healthy choices with the foods they have available.

Collaboration:

- 5210 Working Group “Let’s Move Holyoke”
- Holyoke Community College Culinary Students
- Unidine Corporation
- Salvation Army
- Providence Ministries
- Holyoke Public Schools Culinary Program
- Holyoke Boys and Girls Club
- OneHolyoke CDC
- Holyoke Housing Authority
- En Lace de Familias
- Food Bank of Western Massachusetts
- YMCA of Greater Holyoke

Measurement:

- Track the number of people that go through the classes leaving with new meal ideas and meal plans for their families.
- Track the number of people who attend more than one class.

Chronic Disease: 5210 Program

Let's Move Holyoke 5210 is a community initiative that focuses on the promotion of healthy living. The initiative brings 5210 education into community messages and programs with the goal of increasing healthy eating and active living among children and adults to significantly reduce obesity rates. It uses a healthy living plan for children and family members as a way to set goals for lifestyle changes. 5210 stands for:

- 5 or more fruits and vegetables each day
- 2 hours or less of screen time (TV, Phone, Computer) each day
- 1 hour of physical activity each day
- 0 sugar sweetened drinks

5210 Community Programming: How Much Sugar is Too Much?

Goal:

Reinforce the importance of increasing healthy eating habits and active living among children and adults to significantly reduce obesity rates.

Action:

- Work with 5210 partners to educate the community on various aspects of healthy eating.
- Develop additional programming and tools for the 5210 partners to use to educate our audience.
- Develop a display case for all the partners to use to fill with curriculum ideas around healthy eating and exercise. The first promoted message will be around the amount of sugar in foods and drinks.
- At least 5 of the major partners will develop the “sugar display” strategically placed for families to observe, learn and ask questions.
- Evaluate program annually with community partners prior to the next 5210 subject being introduced in display case.

Anticipated Impact:

- Increased education and understanding of healthy eating, proper exercise, correct amount of screen time and new ways to prepare new foods shared amongst the 5210 partners.
- Community members making changes when shopping for food.

Collaboration:

- Holyoke Health Center
- City of Holyoke
- Holyoke Public Schools (Nursing)
- Valley Opportunity Council
- Holyoke•Chicopee•Springfield HeadStart
- Sodexo
- Holyoke Mass in Motion
- Holyoke, Chicopee WIC
- Greater Holyoke YMCA
- UMass Extension
- Nuestras Raices
- River Valley Counseling Center
- Food Bank of Western Massachusetts

Measurement:

Track the number of promotional displays created annually to be displayed at collaborating organizations.



On-Going Initiatives

The Holyoke Medical Center Community Benefit Strategic Implementation Plan has been created in response to the significant identified unmet health care needs.

Along with these new Community Benefit initiatives, Holyoke Medical Center will continue to address the following identified needs with on-going programs that have proven to be successful over time.

Access

Healthcare Insurance

Holyoke Medical Center Financial Assistance provides assistance to anyone unable to pay their medical bills. Financial assistance may include, but is not limited to, MassHealth, the Premium Assistance Payment Program operated by the Health Connector, the Children's Medical Security Plan, Health Safety Net, and Medical Hardship.

Holyoke Medical Center also offers appointments for people who have questions regarding their Medicare and/or Medigap insurance. Appointments are scheduled with a fully trained SHINE counselor.

Transportation

Holyoke Medical Center provides daily shuttle service to inner city shuttle stops near senior living facilities, public housing, Holyoke Health Center, River Valley Counseling Center, and in concentrated areas of people in need of transportation. People can ride the shuttle for free to a doctor's appointment, therapy, tests or just visit a relative.

Holyoke Medical Center also has door to door service for those patients that have difficulty getting to the bus stop. Our door to door service is offered to patients in Holyoke, South Hadley, and Chicopee.

Food Insecurity

Increase activity at our community dinner with our homeless population, especially homeless families.

Mental Health

Behavioral Health in the Primary Care Setting

HMC has integrated Community Mental Health Workers (CMHW) into their Holyoke Medical Group Primary Care settings to link any patient to mental health services and use tools such as SBIRT (Short Brief Intervention and Referral Treatment) to assess for high risk behaviors and refer patients to the appropriate provider. These same community mental health workers will be deployed into the community and work with other organizations such as Tapestry and One Holyoke CDC, other community based organizations, and to where many low income community members live who are at risk for depression and anxiety to do the same. CMHW attend various health fair events in the community and in schools in the surrounding communities providing real time screenings and information to access mental health care.

Quit Smoking Programs

Holyoke Medical Center Community Navigation currently provides 1:1 Tobacco Cessation Counseling to any willing participant. Trained smoking cessation counselors and a specialist are available in primary care offices and in the community to meet with patients. Counselors use the Stages of Change Model to identify how ready the patient is to quit smoking and provides a step by step approach. Smoking counselors attend health fair events throughout the year providing information and 1:1 on the spot counseling.

A Smoking Cessation Workshop is held weekly and is made up of four classes addressing the following topics:

- Setting and sticking to a quit date
- Learning more about your triggers to smoke and how to avoid them
- How to keep motivated and remain smoke free
- Developing coping skills to manage the mental and physical feelings associated with quitting

Community education programs are also offered on an as-requested basis throughout each year.

Alcoholics Anonymous

Holyoke Medical Center hosts an Alcoholics Anonymous support group that meets on Fridays from 8:30 p.m. to 9:30 p.m. and Sundays from 7 p.m. to 8 p.m.

Al-Anon meets Tuesdays from 6 p.m. to 7:30 p.m. and beginners meetings are at 5:45 p.m.

Chronic Disease

Asthma

Holyoke Medical Center's Community Navigation Department has collaborated with Revitalize CDC and the Western Massachusetts Public Health Institute to provide a coordinated Asthma Intervention Program called Holyoke Healthy Homes. The program combines: in-home education; identification of asthma triggers in the home through a detailed home assessment; home repair; and review of medical conditions with the goal of improving the quality of their housing, and reducing the use of the Emergency Room visits for children with chronic asthma conditions. This is all in addition to providing education, health assessments and some physical cleaning products that funds allow.

Diabetes Self Management Series

Holyoke Medical Center offers a free three-part series on diabetes self-management. The program offers a team approach in a round table discussion format to empower patients, their families and caretakers with the knowledge of the disease. These sessions are complimentary and include a Registered Nurse, Registered Dietitian and Pharmacist.

Community education programs are also offered on an as-requested basis throughout each year.

Weight Management Information Sessions

Holyoke Medical Center offers two options; surgical and non-surgical/medical weight loss. Patients pursuing bariatric surgery take an 8-class series to learn about what to expect after surgery from a nursing, nutrition, medical and social standpoint. All patients receive an extensive mental health assessment through River Valley Counseling Center to determine readiness for surgery. Follow-up mental health services such as individual and group therapy are offered to all patients for continued support. Those in the medical weight loss program take a 6-class nutrition focused series. All groups have access to education workshops, therapy groups, peer support and a grocery store tour.

Maternal and Child Health

The Birthing Center at Holyoke Medical Center offers the following services to patients:

Breastfeeding Class: Topics include whether to implement a schedule and how to deal with various issues that might arise. Mothers' partners are encouraged to attend. The class is offered monthly and is held between 7 p.m. - 9 p.m.

Prepared Childbirth Class: Holyoke Medical Center offers classes that include discussion on relaxation and breathing techniques; the birth process; how the baby develops; nutrition; environmental hazards in pregnancy; staying comfortable during pregnancy; newborn care; basics of breastfeeding and postpartum adjustments.

Birth Defects: As part of the 5210 Program, Holyoke Medical Center's Birthing Center will continue its work to increase breastfeeding rates of new mothers, a program that has been in effect for over 15 years.

Cancer

Holyoke Medical Center provides early screening for all kinds of cancer. We provide lung cancer screening, colon cancer screening, prostate prevention, breast cancer screening and smoking cessation workshops.

Annual workshops on advances in breast cancer diagnosis and treatment are offered. Program discusses the importance of screening and early detection, as well as new treatments available.

Cancer support group: offered monthly and open to all cancer patients and their caregivers.

Hispanic Breast Cancer Support Group: offers Spanish speaking breast cancer support. Open to all breast cancer patients and their caregivers. This group meets weekly and transportation is provided, if needed.

Stroke Services

The Holyoke Medical Center Stroke Services provides several community education programs and lectures each year, provided to the general public or specific healthcare professionals. These programs are offered on campus, at local senior centers, at various organizations, schools, health fairs, and through many local publications (print, radio, and TV).

The focus of the programs include stroke prevention, treatment, recognizing the signs and symptoms of stroke as well as the risk factors of stroke, seeking help FAST and calling 911 when symptoms first begin.

The Stroke Service also partners with the HMC Speech and Hearing Center. The Speech and Hearing Center conducts a Stroke Support Group which meets every week on Thursday mornings for two hours.

Exclusions

Community health concerns that will not be addressed in this Implementation Plan are as follows:

Dental Health

- Lack of access to dental care.
- This service is being provided by Holyoke Health Center where they have a robust dental health program partnering with Tufts University School of Dental Medicine.
- Holyoke Medical Center has a referral program to dentistry for ages under 21.
- Medicaid ACO participants under 21 will be referred to dental services and will be tracked as a quality measure in 2020.

Housing

- The Hospital's ACO is exploring a referral program with Way Finders Inc. to help connect patients to housing if they screen for housing insecurity.



Holyoke Medical Center

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