



Supporting Our Communities

COMMUNITY HEALTH

— Improvement —

Report

2016



UNIVERSITY of MARYLAND
SHORE REGIONAL HEALTH





About

University of Maryland Shore Regional Health

As the regional health care network of the Mid-Shore, University of Maryland Shore Regional Health (UM SRH) provides comprehensive health care services for the residents of Caroline, Dorchester, Kent, Queen Anne's and Talbot counties on Maryland's Eastern Shore.

Consisting of more than 2,500 employees, a medical staff of 390, and board members and volunteers, UM SRH works with its community partners to provide high-quality health care and to fulfill the organization's mission of *Creating Healthier Communities Together*.

In addition to three hospitals — UM Shore Medical Center at Chestertown, UM Shore Medical Center at Dorchester and UM Shore Medical Center at Easton — our diverse health care network includes: UM Shore Emergency Center at Queenstown; UM Shore Medical Pavilions at Chestertown, Easton, Dorchester and Queenstown; the Regional Cancer Center; the Clark Comprehensive Breast Center; Leh Women's Center at Chestertown; UM Shore Nursing and Rehabilitation Center at Chestertown; UM Shore Home Care; UM Chester River Home Care; a broad array of outpatient centers; and physician practices under the umbrella of University of Maryland Community Medical Group (UM CMG).

UM SRH is committed to improving the health of all residents in our five-county region. Every three years, a community health needs assessment (CHNA) is conducted that identifies, evaluates and prioritizes the most serious health needs in the region, including many chronic diseases. The CHNA drives the planning process and plays a key role in developing effective strategies to improve the health and wellness of our communities.

Our comprehensive community health improvement program includes charity care, subsidized health services, screenings, health fairs and community health services and financial contributions to community-based health organizations. We are also dedicated to providing wellness and educational programs, facilitating economic development programs, and fostering community partnerships with other local entities, including government agencies and civic and nonprofit organizations.

There are many community benefit activities and services that extend beyond our walls to meet the health needs of communities we serve. As described in this report, our community benefits program utilizes a strategic approach to improve access and enhance care delivery by prioritizing interventions needed to coordinate health initiatives for community members. We invite you to read about how we address the health needs in our community.



Chestertown



Dorchester



Easton



Queenstown

A Message to Our Community

Hospitals nationwide are becoming more involved in population health management to improve the health of the wider communities they serve as well as their patients. At University of Maryland Shore Regional Health, our mission, *Creating Healthier Communities Together*, reflects our commitment to building community partnerships that will help us foster better health outside the walls of our hospitals and outpatient facilities, while enhancing access to care and the overall quality of life in the five counties we serve.

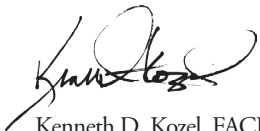
We are proud and gratified that so many of our UM Shore Regional Health team members are highly engaged in this endeavor. They understand that in our largely rural and geographically expansive region, the broad range of individual health determinants includes individual behavior, transportation, access to care, chronic disease management, preventive care and health education. They have risen to the challenges of meeting our communities' health needs by strengthening existing partnerships with community agencies and organizations, while also launching new initiatives to address the challenges of our specific populations.

In so many health arenas — addiction services, diabetes and endocrinology, cancer, home-based care, comprehensive rehabilitation services, stroke recovery, men's health and women's health, to name just a few — UM Shore Regional Health doctors, nurses and other care providers are out in the community providing screenings, education and support services, and speaking to groups in churches and community centers. They also participate in health fairs and other wellness events, serve on inter-agency committees, and support fundraisers and awareness programs that benefit individual patients, their families and the community at large. The extraordinary dedication and energy of our team members is strengthening UM Shore Regional Health's leadership as a positive force in the lives of the 170,000 men, women and children who live, learn and work in our five-county region.

This report describes some of the highlights of the community health improvement programs and activities conducted by UM Shore Regional Health. The value of our community benefit programs and services, including charity care, exceeds \$35 million, but the value is stronger than money. It is building healthier communities and our steadfast commitment to helping our patients and their families enjoy their best health and quality of life.

On behalf of our devoted staff, physicians and allied health care providers, we thank you for your contributions and interest in the 2016 UM Shore Regional Health Community Health Improvement Report.

Sincerely,



Kenneth D. Kozel, FACHE
President and Chief Executive Officer
UM Shore Regional Health



Kathleen McGrath
Regional Director, Outreach and Business Development
UM Shore Regional Health



Kenneth D. Kozel, FACHE



Kathleen McGrath



Ask the Expert presentations happen “on the air” as well as in community settings throughout the five-county region. Shown are Doris Allen, BSN, RN, CDE, lead educator for UM Center for Diabetes and Endocrinology at UM Shore Regional Health, Anna Antwi, CRNP, diabetes treatment provider with the Center, and Jules McCauley, on-air personality for WCEI radio 96.7 FM.

Ask the Expert Takes Health Information on the Road and on the Air

Making expert, up-to-date health information accessible to a widely dispersed, rural population can be a significant challenge. At University of Maryland Shore Regional Health (UM SRH), this challenge is met in part through the Ask the Expert series, which takes physicians, advanced practice care providers and nurse educators “on the road” throughout the 2,710 square-mile region served by UM SRH to speak on health care issues. Ask the Expert presentations are offered free of charge in convenient venues such as libraries and community centers, enabling local citizens to more easily access information from health care experts.

During Fiscal Year 2016, 19 Ask the Expert sessions (3 in Caroline County, 4 in Dorchester, 4 in Kent, 3 in Queen Anne’s, and 5 in Talbot) covered these topics:

- Accessible Care, Comprehensive Support: Cancer Prevention and Support
- Keeping Your Child Safe on the Field: How to Prevent Sports-Related Injuries
- Living a Healthy Life with Diabetes
- Minimally Invasive Spinal Surgery
- Palliative Care and Advance Care Planning
- Preventing Falls
- Stroke Signs, Symptoms and Recovery

“Palliative care and advance care planning are complex topics that lend themselves well to in-person discussion,” says Madeline Steffens, BSN, CHPN, program coordinator for UM SRH Palliative Care, who assisted Lakshmi Vaidyanathan, MD, Palliative Care medical director, with Ask the Expert presentations around the region. “Talking with people face to face is always a good way to share information that will benefit them or their loved ones,” she adds.

UM SRH used local media and the UM SRH website as another means of providing health care information to the wider population. Ask the Expert interviews, conducted on local radio station WCEI, brought the voices of UM SRH practitioners in cancer care, neurology and neurosurgery, diabetes, palliative care, rehabilitation and stroke to thousands of listeners tuned in during morning drive time. Podcasts of these interviews were posted on the UM SRH website and promoted in subsequent radio advertising so that those who had not heard the live interview could access the information online.

19

Ask the Expert sessions covered a variety of topics.



Merry Webb, BSN, Shore Behavioral Health nurse who works with Bridge Clinic patients, and Jacki Crawford, BSN, manager, Shore Behavioral Health.

Bridge Clinic Assists Behavioral Health Patients in Transition from Inpatient Care

In January 2016, Shore Behavioral Health launched the Bridge Clinic, which assists patients who are in need of psychiatric assistance and support immediately following discharge from an inpatient behavioral health treatment program.

“Too often, patients who have been hospitalized for behavioral health issues either have not been in the care of a community behavioral health provider and/or are delayed in getting an appointment,” says Jacki Crawford, BSN, manager, Shore Behavioral Health (SBH). “For up to 90 days, the Bridge Clinic ‘bridges the gap’ between a patient’s discharge and his or her first connection with a permanent mental health care provider in the community.”

The Bridge Clinic’s services include:

- Providing therapy coverage for patients until they can be connected to an outpatient mental health care provider
- Contacting patients after discharge to remind them of appointments and make sure they understand their discharge orders
- Collaborating with community mental health providers and resources to keep patients safe and from needing emergency care
- Providing walk-in urgent care as well as scheduled appointments
- Offering a weekly support group

“Calling patients is key — we make roughly 150 calls every month to make sure that discharged patients understand their discharge summaries, have their medications and are able to get the follow-up care they need,” says Merry Webb, BSN, a member of the nursing team at SBH who works with clinic patients. The Bridge Clinic saw 275 patients in its first six months.

“The support group has been an especially strong success,” Webb adds. “Sometimes we have as many as 15 people show up. They can each bring one family member or support person, and they all find it beneficial to hear each other’s stories and share information.”

Providers serving Bridge Clinic patients are Eric Anderson, MD, FAPA, medical director, Shore Behavioral Health; Saeed Salehinia, MD, and Manjula Borge, MD, staff psychiatrists. They are affiliated with University of Maryland Community Medical Group, a network of University of Maryland Medical System providers, all serving the people of Maryland.

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Kelly Marchetti, MSPT, clinical specialist at UM Shore Regional Health's Balance Center, is the lead physical therapist for the "Stepping On" workshops that help older people reduce their fall risk. At left, Marchetti is shown introducing balance testing to a patient at the Center.

Helping Seniors Stay Active and Safe

More than one-third of adults 65 or over fall each year and for that older population, falls are the leading cause of injury, trauma-related hospital admission and death. Moreover, 35 percent of people who fall become less active, which can cause a decline in their mobility and independence.

For University of Maryland Shore Regional Health, fall risk reduction is a particularly important strategy in its mission of *Creating Healthier Communities Together*. The largely rural, five-county region served by UM SRH is home to an older population. In fact, as of 2015, the U.S. Census Bureau reported that while just 14.1 percent of Marylanders are over 65, in Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties, the 65-plus population constitutes 21 percent of the population. (Ranking highest for the percentage of residents in this age group are Talbot County, at 27.2 percent, and Kent County, at 25.3 percent.)

To offer a means for older residents to reduce their fall risk, staff from the UM SRH Balance Center partnered with MAC — Maintaining Active Citizens — the designated area agency on aging for the Lower Shore, to offer MAC's 6-week fall risk-reduction class, Stepping On, free of charge in the Mid-Shore region. The first Stepping On class was held at the Caroline County Senior Center in Denton and the second at Christ Church in St. Michaels. With the assistance of UM SRH physical therapists, Kelly Marchetti, MSPT, clinical specialist at the Balance Center, facilitated the sessions, which provided information on exercise, vision, safety and medications as well as balance and strength training.

A total of 35 seniors enrolled in the classes and follow-up surveys generated enthusiastic feedback. One participant wrote, "I am more upbeat about reversing my decline and am feeling more physically active."

Marchetti found it especially gratifying to help participants avoid injury and maintain their independence. "I thoroughly enjoyed being out in the communities sharing simple techniques that help people increase their safety. We will continue to offer the class around our region so that others may benefit," she says.

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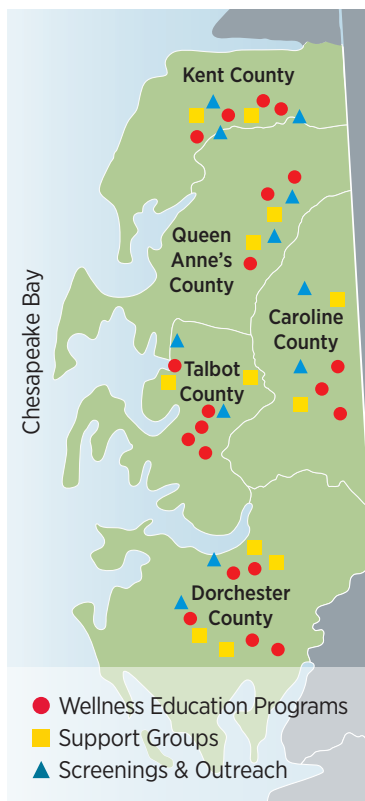


The Birthing Center at UM Shore Medical Center offers a monthly Breastfeeding Support Group. Shown with lactation nurse Carol Leonard, RC, IBCLC, RLC (standing) are Katie Fitzhugh with daughter, Aubree; Jacki Payne with son, Bowen; and Megan Smith with daughter, Lucy.

Guided Peer Support Promotes Better Health Management

Support groups, classes and screenings are important resources offered by UM Shore Regional Health to help citizens identify and manage a variety of health conditions. During Fiscal Year 2016, our medical and allied health care professionals conducted health screenings, classes and support group meetings in Cambridge, Chestertown, Denton, Easton and Grasonville.

These resources empower individuals with risk factors for chronic disease, as well as those who have been diagnosed, to take an active and informed role in managing their health. Most support groups and free classes are open to family members, who gain better understanding of the challenges posed by chronic disease and strategies to assist their loved one.



“Our screenings, support groups and classes are led by dedicated health care professionals whose goal is to augment peer support with evidence-based strategies that enable people to achieve and maintain their best possible health,” says Kathleen McGrath, director of Outreach and Business Development for UM SRH.

Research has shown that peer support is a critical and effective strategy for ongoing health care and sustained behavior change for people with chronic diseases and other conditions. Studies have found that social support:

- Reduces morbidity and mortality rates, as well as the use of emergency services
- Increases life expectancy and knowledge of a disease
- Improves self-reported health status and self-care skills, including medication adherence

UM SRH’s free screenings, classes and support groups focus on the following health issues:

- Addiction and mental illness
- Alzheimer’s disease
- Breast cancer
- Cancer
- Childbirth (labor and delivery, breastfeeding and parent education)
- Diabetes
- Heart disease
- Prostate cancer
- Skin cancer



Community Health Planning Council Members, 2016

Kathleen McGrath, Chair; Walter Atha, MD; Robert Carroll, MBA; Kevin Chapple, PharmD, BCPS; Jacki Crawford, BSN, RN-BC; Anna D'Acunzi; Adelaide (Addie) Eckardt, Maryland State Senator - District 37; Stephen Eisemann, BS, RRT; Iris Lynn Giraudo, RN, BSN; Rita Holley, MS, BSN, RN; Ruth Ann Jones, EdD, MSN, RN, NEA-BC; Mary Jo Keefe, RN, BSN, MSM; Brian Leutner, MBA, RT (R) (T); John Mistrangelo, ACSW, LCSW-C; Chris Pettit; Patricia Plaskon, PhD, LCSW-C, OSW-C; Linda Porter; Trish Rosenberry, MS, BSN, RN; Bill Roth; Sharon Stagg, DNP, MPH, RN; Elizabeth Todd, MS, BSN, RN-IV; Greg Vasas; Adam Weinstein, MD; Patti Willis

Community Health Needs Assessment (CHNA)

University of Maryland Shore Regional Health's Community Health Needs Assessment (CHNA) is conducted every three years in partnership with multiple local agencies and organizations, including the health departments that serve Caroline, Dorchester, Kent, Queen Anne's and Talbot counties. The last CHNA was completed in 2016.

The CHNA is conducted to describe the population's health status, identify areas for health improvement, determine factors that contribute to health issues and identify resources that can be mobilized to address population health improvement.

The CHNA assessment helps UM SRH to better understand the health status and needs of the community and to develop programs that will benefit the community. This is accomplished by:

- Defining gaps in community health and developing strategies to assist in closing those identified gaps
- Informing the community about health services and other resources available regionally within the five-county area
- Developing partnerships and collaborations that impact the CHNA's select initiatives

UM SRH has a dedicated Community Health Planning Council, comprised of physicians, nurses and other clinicians and executives. For the 2016 CHNA, UM SRH adopted the Association for Community Health Improvement's (ACHI) 6-step methodology, which includes focus group sessions, listening sessions and online surveys. Additional sources of data were utilized from various federal, state and local agencies, as well as private consulting and research groups, including:

- U.S. Census Bureau
- Maryland Vital Statistics Administration
- Mid-Shore Regional Health Improvement Coalition
- Maryland Department of Health and Mental Hygiene
- Office of Minority Health and Health Equity
- Robert Wood Johnson County Health Rankings & Roadmap

Through the CHNA process, the communities' health care needs are prioritized and an implementation strategy is developed to address those identified as most pressing. Conducting CHNAs and making them available to the public meets requirements under the Patient Protection and Affordable Care Act (ACA), and must be in compliance with HSCRC (Health Services Cost Review Commission) and IRS regulations. UM SRH CHNA assessments are made available to the public and can be found on our website at UMShoreRegional.org/chna.



Shown at Pleasant Day Adult Day Care in Cambridge are: Melissa Eigenbrode, RN, community case worker, Shore Wellness Partners (SWP); Rita Holley, MS, BSN, regional director, Home Care for UM Shore Regional Health; SWP client Therman Chester; and Sara Hopkins, social worker for SWP.

CHNA Implementation Plan

UM Shore Regional Health's most recent Community Health Needs Assessment, conducted in 2016, identified the following top health concerns:

- Chronic disease management (obesity, hypertension, diabetes, tobacco use)
- Behavioral health
- Access to care
- Cancer
- Outreach and education (preventive care, screenings, health literacy)

Analysis revealed the same top health concerns and top health barriers with little deviation from the overall Maryland Department of Health and Mental Hygiene State Health Improvement Process (DHMH SHIP) county data.

UM SRH determined that by focusing on these issues the greatest transformation in population health would be achieved in the Mid-Shore region. An implementation plan was developed for each priority, with key activities to improve care coordination and health education in community settings. The Steering Committee also incorporated the identified priorities with those of DHMH SHIP. Three of the top priorities addressed in the Fiscal Year 2016 (FY 16) implementation plan are as follows:

Diabetes

To address diabetes-related emergency department visits, the implementation plan incorporated Shore Wellness Partners (SWP), which provides medical case management services at no charge. SWP focuses on patients with chronic disease, high utilizers of acute health care services, uninsured and those not eligible for skilled home care services. In FY 16, SWP staff made 1,538 client and provider visits, with 159 new clients joining.

Heart Disease/Stroke

For patients affected by heart disease and stroke, UM SRH provides an anti-thrombosis clinic at no charge. Those who qualified were provided close medication monitoring and educational resources to prevent adverse outcomes and to reduce hospital visits related to over/under anticoagulation. During FY 16, a total of 1,750 patients were served at UM Shore Medical Centers at Chestertown and Easton.

Clark Comprehensive Breast Cancer

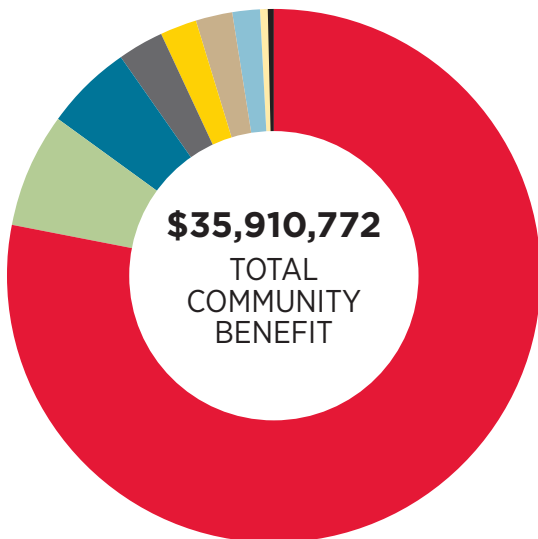
Clark Comprehensive Breast Center's Wellness for Women (WFW) Program addresses breast cancer by providing uninsured and underinsured women with age- and risk-specific mammography screenings and clinical breast exams at no charge. WFW provided 201 screenings during FY 16, while case workers completed 1,876 patient visits and managed a total of 376 patients, nine percent newly diagnosed with breast cancer.



During 2016, UM Shore Regional Health renewed its longstanding partnership with Chesapeake College in Wye Mills, Maryland. Shown are Chesapeake College President Barbara Viniar, PhD, and UM SRH President and CEO Ken Kozel, MBA, FACHE, signing the 2016-19 agreement in the College's Health Professions and Athletics Center.

Community Benefits Financial Contributions for Fiscal Year 2016

■ Mission Driven Health Care Services	\$ 28,055,921
■ Charity Care	\$ 2,482,493
■ Health Professional Education	\$ 1,909,100
■ Medicaid Assessments	\$ 1,065,367
■ Community Health Services	\$ 777,888
■ Community Building Activities	\$ 757,580
■ Financial Contributions	\$ 623,848
■ Community Benefit Operations	\$ 122,445
■ Foundation Funded Community Benefit	\$ 116,130





Financial Assistance Policy

If you cannot pay for all or part of your care from our hospitals, you may be able to get free or lower cost services.

PLEASE NOTE:

1. We treat all patients needing emergency care, no matter what they are able to pay.
2. Services provided by physicians or other providers may not be covered by the hospital Financial Assistance Policy. You can call 800-876-3364 ext. 8619 if you have questions.

HOW THE PROCESS WORKS:

When you become a patient, we ask if you have any health insurance. We will not charge you more for hospital services than we charge people with health insurance. The hospital will:

1. Give you information about our financial assistance policy, or
2. Offer you help with a counselor who will help you with the application.

HOW WE REVIEW YOUR APPLICATION:

The hospital will look at your ability to pay for care. We look at your income and family size. You may receive free or lower costs of care if:

1. Your income or your family's total income is low for the area where you live, or
2. Your income falls below the federal poverty level if you had to pay for the full cost of your hospital care, minus any health insurance payments.

PLEASE NOTE: If you are able to get financial help, we will tell you how much you can get. If you are not able to get financial help, we will tell you why not.

HOW TO APPLY FOR FINANCIAL HELP:

1. Fill out a Financial Assistance Application Form.
2. Give us all of your information to help us understand your financial situation.
3. Return the Application Form to us.

PLEASE NOTE: The hospital must screen patients for Medicaid before giving financial help.

OTHER HELPFUL INFORMATION:

1. You can get a free copy of our Financial Assistance Policy and Application Form:
 - Online at umshoreregional.org/patients/financial-assistance
 - In person at the Financial Assistance Department – UM Shore Regional Health
29515 Canvasback Drive, Easton, MD 21601
 - By mail: call 800-876-3364 ext. 8619 to request a copy
2. You can call the Financial Assistance Department if you have questions or need help applying. You can also call if you need help in another language. Call: 800-876-3364 ext. 8619





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