Community Benefits

STRATEGIC IMPLEMENTATION PLAN (SIP) 2023-2025

An action plan in response to 2022 Community Health Needs Assessment (CHNA)

Adopted by the Baystate Health Board of Trustees on January 10, 2023
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Introduction

2022 Community Health Needs Assessment

In 2022 Baystate Wing Hospital (Baystate Wing) completed a comprehensive Community Health Needs Assessment (CHNA) in support of its mission to improve the health of the people in our community by identifying significant health needs in the geographic area served by the hospital and prioritizing the allocation of hospital resources to meet identified needs. This assessment was created in collaboration with the Coalition of Western Massachusetts Hospitals/Insurer (Coalition), a partnership between eight non-profit hospitals, clinics, and insurers in the region, along with a diverse consultant team including Public Health Institute of Western Massachusetts, Franklin Regional Council of Governments, Collaborative for Educational Services and Pioneer Valley Planning Commission. Baystate Wing’s 2022 CHNA included a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection including input from the public health experts, community stakeholders, and community members with lived experience. The complete report is available electronically at www.baystatehealth.org/communitybenefits.

2022-2025 Strategic Implementation Plan Overview

This Strategic Implementation Plan (SIP) serves as an accompaniment to the 2022 CHNA by identifying specific strategies to address significant health needs identified in the CHNA. These strategies include things such as community benefit programs, Baystate Health system strategy plans, community grant investments, coalition participation, and regional collaborations. In short, the SIP is an action plan that answers the question of how the hospital plans to advance the health of its community given the CHNA findings. Baystate Wing anticipates significant health needs, priority populations, and available resources may change over time. Therefore, a flexible approach was applied in the development of the SIP. The hospital views the SIP as a “LIVING” document. Due to the evolving climate in health care, each hospital’s financial health year to year remains unknown; therefore hospital resources and inputs may increase, decrease, or need to be modified. In addition, community context can be a driver for change in the SIP. The work plans included in the SIP provides an opportunity for Baystate Wing to be strategic and focused, yet flexible in its community health improvement planning efforts.

Baystate Wing’s SIP documents the intentional efforts and actions of the hospital, in partnership with its Community Benefits Advisory Council (CBAC), and with support from the Baystate Health Strategy team, to prioritize and identify the means through which the hospital will address (or not address) significant health needs identified in the 2022 CHNA, over a three year period, fiscal years 2023 through 2025.

The completion of the 2022 CHNA and SIP, and subsequent approval and adoption by the Baystate Health Board of Trustees on September 13, 2022 and January 10, 2023, respectively, complies with federal and state requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and pursuant to the requirements of Section 501(r) of the Internal Revenue Code by the Internal Revenue Service (IRS), as well as the Massachusetts Office of the Attorney General (AG).
Strategic Implementation Plan

Selection of Priority Focus Areas

The Baystate Wing CBAC, with oversight from the Office of Government and Community Relations, was the key decision making body when selecting the focus areas of the 2022 CHNA and current SIP. New to the CHNA process this year was an aim to narrow in on key social determinants of health and/or health conditions in order to streamline the report and go deeper on certain topics. Before the qualitative research began, the CBAC had a “vote by consensus” on what would be this hospital’s set of deep dive focus areas. A facilitated dialogue was held where members’ nominated the focus areas they felt most warranted a deeper research lens in their region. In addition to considering the 2019 CHNA priorities, CBACs were encouraged to think about the criteria highlighted in Table 1: Context, Relevance, Impact and Feasibility. The CBAC determined to carry over the same 2022 CHNA focus areas into the SIP.

As Baystate Wing learns and grows through each CHNA and SIP cycle, it strives to achieve greater alignment with Baystate Health’s strategic plan and system-level initiatives that are a response to community health needs. This iteration of the SIP engaged the Baystate Health Strategy Team given Baystate Health’s unique position to respond to community health needs by leveraging its regional health system’s resources. Baystate Wing’s resources and overall alignment with the health system’s mission, goals, and strategic priorities were taken into consideration.

Table 1. Criteria Considered for Selection of Baystate Wing’s Priority Focus Areas

<table>
<thead>
<tr>
<th>CONTEXT</th>
<th>RELEVANCE</th>
<th>IMPACT</th>
<th>FEASIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the current landscape?</td>
<td>How important is it?</td>
<td>What will we get out of it?</td>
<td>Can we do it?</td>
</tr>
<tr>
<td>• 2019 CHNA &amp; IS priorities</td>
<td>• Burden of the problem:</td>
<td>• Lives touched</td>
<td>• Operational (hospital) capacity</td>
</tr>
<tr>
<td>• Hampden County Health Improvement Planning (CHIPS) efforts</td>
<td>– Economic Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Community-based efforts (asset map)</td>
<td>– Magnitude</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hospital operational programs and services</td>
<td>– Severity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hospital Community Benefits programs and activities</td>
<td>– Urgency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hospital external investments of time, talent, and treasure</td>
<td>• Focus on Equity and Accessibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Community Voice (gathered through 2022 CHNA community engagement qualitative data collection)</td>
<td>• Can move the needle and demonstrate measurable outcomes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Proven/effective strategies to address multiple wins</td>
<td></td>
</tr>
</tbody>
</table>

| | | • Can identify easy short-term wins |
Summary of Priority Focus Areas

**Mental Health & Substance Use**

**PRIORITY 1: MENTAL HEALTH & SUBSTANCE USE**

**Priority Populations:** Youth (primary), older adults

In addition to the already complicated needs around mental health and substance use for adults, the Coalition of Western MA Hospitals and Insurers have selected Youth Mental Health as a regional priority for all entities. A goal in 2023 will be to adopt a Coalition wide strategy to address this need through community collaboration.

*See section 6a “Regional Focus Area: Youth Mental Health” in CHNA*

**Goal:** Increase access to prevention, treatment, and recovery support for all individuals with mental and/or substance use diagnosis, with a specialized focus on youth.

**Objective 1.1** Enhance community and provider capacity to advocate for mental health and substance use disorder treatment and prevention through education, training and coalition building.

**Current Strategies:**
- Serve on the Hampden County Health Improvement Plan – Behavioral Health Community Team
- Participate as a member of the Hampden County Addiction Taskforce
- Promote Words Matter Campaign internally and in community
- Collaborate with and promote work of the Quaboag Hills Substance Use Alliance

**Objective 1.2** Increase access to equitable mental health and substance use treatment.

**Current Strategies:**
- Construction of Behavioral Health Hospital
- Distribution of Harm Reduction Kits in ED
- Increase promotion of and municipal participation in the Hampden County Municipal First Responder Narcan Initiative
- Collaborate with the QHSUA and the Western Mass Training Consortium to promote the availability of the expanding Recovery Center of HOPE in downtown Ware
- Promote utilization of 413Cares and Look4Help websites as portals to community resources

**New Strategies:**
- Expand integration of care in primary care settings through BeHealthy Accountable Care Organization

**Objective 1.3** Increase access to prevention-based and/or peer-support initiatives.

**Current Strategies:**
- Increase utilization of Medication and Sharps Kiosks
- Collaborate with and promote work of the Quaboag Valley Substance Use Alliance
- Collaborate with the QHSUA and the Western Mass Training Consortium to promote the availability of the expanding Recovery Center of HOPE in downtown Ware
### Violence & Trauma

**PRIORITY 2: VIOLENCE & TRAUMA**

**Priority Populations:** Youth, Older adults

Interpersonal and collective violence affect health directly, via death and injury, as well as indirectly through the trauma that affects mental health and healthy relationships. Baystate Wing prioritized an analysis of intimate partner or domestic violence.

*See section 6c “Deeper Dive: Violence and Trauma” in CHNA*

**Goal:** Decrease the prevalence of violent incidents and increase trauma informed care ability among community residents and providers.

**Objective 2.1:** Increase access to violence prevention-based initiatives

**Current Strategies:**
- Promote the Hampden County Health Improvement Plan – Public Safety, Violence and Injury Prevention Community Team Strategies
- Behavioral Health Network (BHN) Domestic Violence Advocate

**New Strategies:**
- Promote the utilization of “A Call for Change” Helpline

**Objective 2.2** Increase community and provider capacity to advocate for violence prevention/trauma informed care through training and coalition building

**Current Strategies:**
- Promote the Baystate Family Advocacy Center
- Promote the Hampden County Health Improvement Plan – Public Safety, Violence and Injury Prevention Community Team Strategies

**Objective 2.3** Promote injury prevention through campaigns and community-based services

- Increase regional “Stop the Bleed” trainings

### Access to Basic Needs

**PRIORITY 3: ACCESS TO BASIC NEEDS**

*As defined: housing, food, transportation, and other*

**Priority Populations:** Youth, Older Adults

Communities in Hampden County differ in terms of population density and infrastructure. Access to and availability of basic needs varies from rural communities to the urban core. Average income and wealth also vary tremendously across...
the communities served by Baystate Wing affecting residents’ ability to access and afford housing, food, and transportation.

See section 6d “Deeper Dive: Lack of Resources to Meet Basic Needs” in CHNA

**Goal:** For all priority populations to have stable access to basic needs and/or emergency assistance as needed.

**Objective 3.1:** Enhance knowledge of, and access to, community resources and referrals

**Current Strategies:**
- Promote utilization of 413Cares
- Promote the utilization of Look4Help
- Better Together Grant: Seeds of Hope
- Enhance Baystate Health Wellness on Wheels (WOW Bus) partnership with Highland/Hillside Villages
- Increase community engagement with Behavioral Health Network Planned Approach To Community Health (PATCH) program

**New Strategies:**
- Strengthen the Behavioral Health Community Partner program through the BeHealthy Accountable Care Organization (ACO)

**Objective 3.2** Increase employee and student community giving opportunities

**Current Strategies:**
- Facilitate Toy Drive
- Facilitate Back to School Giving
- Fund and promote PURCH Give Back program

**Objective 3.3** Increase food security in all communities served

- Increase employee and community volunteerism related to mobile food pantry

**Objective 3.4** Increase BH’s presence and support in the local housing sector

- Recruit CBAC member to represent housing sector

**3.5 Increase investment into local transportation initiatives**

- Be a funding partner of the Quaboag Valley Community Development Corporation (CDC) Quaboag Connector
- Promote the utilization of the Quaboag Connector for Convenient Care

**Financial Health & Well-being**
# PRIORITY 4: FINANCIAL HEALTH & WELL-BEING

**Priority Populations:** Youth, Older Adults

Financial well-being is defined as a state of being where a person can meet all of their financial obligations, feel secure about their financial future, and be able to make decisions that allow them to enjoy life. Though similar to financial well-being, financial health is the dynamic relationship between a person’s economic resources as they impact a person’s physical, mental, and social well-being.

*See section 6b “Financial Health and Well-being” in CHNA*

## Goal: To advance the economic dignity of families in the community and increase opportunities to build financial wellness and stability.

**Objective 4.1:** To provide financial programs and services to employees and patients to decrease financial burdens

**Current Strategies:**
- Increase patient awareness and utilization of Baystate financial counseling services
- Enhance employee utilization of Baystate Neighbors Program

**Objective 4.2** Invest in community-based wealth creation strategies and programs that enhance community members’ confidence in financial management

**Current Strategies:**
- Better Together Grant: QVCDC Financial Fitness Program
- Better Together Grant: Seeds of Hope
- Better Together Grant: Education to Employment (E2E) with QVCDC and town of Ware
- Continue partnership with Ware Fire Department to provide Advanced Paramedic Training
Monitoring and Evaluation

Monitoring and evaluation of the SIP will take place annually in collaboration between the Baystate Health Office of Government and Community Relations and Baystate Wing CBAC. Twice a year the SIP will be presented to the Baystate Board Governance Committee to report back on progress and evaluation. The SIP narrative and work plan are posted on the Baystate Health website and will be updated as revisions are made.

Partnerships

As part of the monitoring plan for this document, Baystate Wing is committed to keeping a door open for new partnerships and collaborations. The appendix lists many of our current partners engaged with the SIP strategies. Should your organization be interested in a potential partnership related to a SIP focus area, please reach out the Office of Government and Community Relations at governmentcommunity@baystatehealth.org.

Significant Health Needs Not To Be Addressed

No health care system or hospital facility, including Baystate Health and Baystate Wing, can address all the significant health needs identified in its CHNA. Table 2 lists the significant health needs identified in the 2022 CHNA that were not selected as priority focus areas by Baystate Wing for the SIP. It’s important to note that although Baystate Wing has decided not to take direct action in the SIP on the other significant health needs due to limited resources (time, talent, and treasure), this is not to say that the hospital is not addressing the needs in other ways through clinical service lines or as a community partner. The table includes examples of clinical and operational efforts to address these needs. To learn more about Baystate Wing’s direct and indirect efforts to address these needs, please contact the Baystate Health Office of Government and Community Relations and/or view our annual Community Benefits Report, as filed with the MA Attorney General, and available on our website at www.baystatehealth.org/communitybenefits.

There are various organizations in the local area that are leaders and/or key collaborators in addressing these health needs at the community level. In order to learn more about these initiatives and programs, please visit the 413Cares community resource database linked here or Look4Help linked here.

TABLE 2: Significant Health Needs Not Being Addressed

<table>
<thead>
<tr>
<th>Significant Health Need</th>
<th>Hospital Efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Crisis</td>
<td>Asthma Care:</td>
</tr>
<tr>
<td></td>
<td><a href="https://www.baystatehealth.org/services/pulmonary/asthma">https://www.baystatehealth.org/services/pulmonary/asthma</a></td>
</tr>
<tr>
<td></td>
<td>Environmental Sustainability:</td>
</tr>
</tbody>
</table>
# Community Benefits

## Strategic Implementation Plan (SIP)

FY 2022-2025

Baystate Medical Center

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### Barriers to Care:

- **Insurance and Health Care Related Challenges**
- **Limited Availability of Providers**
- **Need for Increased Cultural Humility**
- **Lack of Care Coordination**
- **Health Literacy and Language Barriers**

### Convenient Care:


### Dispatch Health:

- [https://www.dispatchhealth.com/locations/massachusetts/springfield/](https://www.dispatchhealth.com/locations/massachusetts/springfield/)

### Financial Counseling:


### Primary Care and Family Medicine:

- [https://www.baystatehealth.org/services/primary-care](https://www.baystatehealth.org/services/primary-care)

### UMass Chan Medical School-Baystate Population-Based Urban & Rural Health (PURCH):

- [https://www.baystatehealth.org/education-research/education/umms-baystate-campus/purch](https://www.baystatehealth.org/education-research/education/umms-baystate-campus/purch)

### Virtual Care:

- [https://www.baystatehealth.org/services/telehealth](https://www.baystatehealth.org/services/telehealth)

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### Chronic Conditions

*Such as asthma, cancer, diabetes and heart disease*

- **Asthma Care:**
  - [https://www.baystatehealth.org/services/pulmonary/asthma](https://www.baystatehealth.org/services/pulmonary/asthma)

- **Cancer Program:**
  - [https://www.baystatehealth.org/services/cancer](https://www.baystatehealth.org/services/cancer)

- **Diabetes Care:**
  - [https://www.baystatehealth.org/services/endocrinology/diabetes](https://www.baystatehealth.org/services/endocrinology/diabetes)

- **Heart and Vascular Program:**
  - [https://www.baystatehealth.org/services/heart](https://www.baystatehealth.org/services/heart)

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### Infant and Perinatal Health

- **Pregnancy and Childbirth:**
  - [https://www.baystatehealth.org/services/obgyn/pregnancy](https://www.baystatehealth.org/services/obgyn/pregnancy)

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### Alzheimer’s Disease

- **Age and Dementia Friendly Palmer Council (Member):**
<table>
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<tr>
<th>Age Friendly Ware Committee (Member):</th>
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</table>
Regional Health System Initiatives

Because of Baystate Health’s position as a four-hospital health system and its commitment to health equity, it is important whenever possible to develop regional strategies that address common needs across our communities served. Given each hospital’s unique community context, the health system is challenged to think strategically in maintaining an equitable distribution of system resources that are not one-size fits all solutions. Serving urban, suburban and rural areas, the initiatives described below demonstrate Baystate Health’s commitment to applying a regional lens to its community work. The aim is for these initiatives to broadly impact the goals and objectives described in the SIP.

Baystate Health Anchor Mission

Baystate is an “anchor institution.” By definition, an anchor institution is a place-based organization tied by its mission to the long-term well-being of the communities it serves, particularly the communities in which its facilities and programs reside. Baystate’s Board of Trustees and leadership have consistently validated this role through historic practice and through current partnerships with other civic, business, and community partners to address social and economic root causes that influence health.

As an anchor institution, Baystate leverages its economic output through three pillars: local hiring, local sourcing and place-based investing; simultaneously addressing Baystate’s operational needs and social determinants of health in its communities. Baystate’s anchor institution role takes many forms, including, creating new vehicles for community engagement, purchasing from local businesses, developing high quality educational and health services, local hiring and contracting, and catalyzing community economic development. It is through prioritizing and targeting these investments that Baystate also aims to address social and economic root causes that influence health.

Baystate’s Community Benefits Program falls under the pillar of place-based investing. By allocating discretionary operating dollars to address community health needs, Baystate aims to support sustainable solutions that address economic, racial, social, and environmental resource disparities. Baystate’s anchor mission is realized through community health improvement efforts in which it makes direct community investments through sponsorships, community benefits grants, social impact investments, and underwriting for community building and direct support to community-based non-profits. Investments and grant making through episodic Determination of Need (DoN) Community Health Initiative (CHI) funding and the establishing of the Baystate Charter Academy School are a few examples of how Baystate’s anchor mission is realized.

Baystate Health Behavioral Health Hospital
Baystate Health and Kindred Behavioral Health plan to open the Baystate Behavioral Health Hospital in the Fall 2023 in Holyoke. The 150-bed facility aims to help meet the growing community need for mental health services and treatment and will include 24 pediatric and adolescent beds, 120 semi-private rooms and 30 private rooms for the Commonwealth of Massachusetts Department of Mental Health. The new hospital aims to increase patient access to Baystate Health’s specialty inpatient behavioral healthcare by more than 50%. More information on the facility can be read here.

Health Equity and REaLLD and SOGI Data

Baystate signed the American Hospital Association (AHA) #123forEquity Pledge Campaign in 2015. Health Equity can be defined as the attainment of the highest level of health for all people, where everyone has a fair and just opportunity to attain their optimal health regardless of race, ethnicity, disability, sexual orientation, gender identity, socioeconomic status, geography, preferred language, and other factors that affect access to care and health outcomes. Baystate’s goal is to imbed health equity within the organization and to guide standard reoccurring health care practices and fundamental health policy decisions so that equity becomes the accepted mindset for how it serves patients and the community.

As part of its commitment, one of Baystate’s health equity goals is to increase the collection and use of race, ethnicity, language preference, location, disability and other socio-demographic (REaLLD) data, as well as Sexual Orientation and Gender Identity (SOGI) data. Research has shown that racial and ethnic disparities in health care have an impact on quality, safety, cost, and risk management. These impacts have been known for some time as documented and acknowledged by the Agency for Healthcare Research and Quality (AHRQ), Institute of Medicine (IOM), National Quality Forum, and the Joint Commission. There are established methods that can be adapted locally for increasing collection and utilization of REaLLD and SOGI data.

Initiative Goals:
- Conduct the initial discovery to identify the challenges to collect the REaLLD and SOGI data consistently across all BH systems and close gaps.
- Review and update enterprise wide polices & procedures, training documentation and workflows related to REaLLD and SOGI
- Establish the reports & metrics related to Clinical Health Equity. An Equity Dashboard allows us to see, at a glance, possible racial/ethnic disparities for further inquiry and integrates equity into quality efforts.

The Alliance for Digital Equity

The Alliance for Digital Equity (the Alliance) emerged from a broad community engagement and conversation process led by Baystate Health’s Vice President for Community Health, Frank Robinson, in summer 2020. The conversations involved over 150 individuals from Hampden, Hampshire, and Franklin counties, gathering online during the course of three meetings. The focus of the project was to frame an understanding of the digital divide in Hampden, Hampshire, and Franklin counties of Western Massachusetts. In fall 2020, a group of approximately 30 individuals, representing a breadth of organizations, followed up with the goal of bringing attention and action to the digital equity issues that were highlighted from the summer conversations. This community engagement has culminated in a robust list of initiatives including but not limited to: the Library Digital Equity Network, Older Adults Digital Communities Network, Affordable Connectivity Program Outreach and Enrollment mini grant process and
the future development of a Virtual Regional Digital Resource Center. Up to date information about the Alliance activities can be found at www.AllianceForDigitalEquity.com.
Conclusion

Baystate Health’s Office of Government and Community Relations, in partnership with the four CBACs, would like all readers to know that this document is not exhaustive. All staff and contributors have captured Baystate’s key activities to the best of our ability at this time, recognizing that there are many initiatives under community benefits, operations, and clinical services lines that also may be addressing the focus areas and other community needs. The goal is to build on this document annually as a way of maintaining accountability and transparency with our community.

If you are interested in reading more about Baystate Health’s impactful work, we encourage you to review the resources linked below.

BAYSTATE HEALTH ANNUAL REPORT
https://2021.bhannualreport.org/

BAYSTATE HEALTH’S COMMUNITY BENEFITS ATTORNEY GENERAL REPORTS

BAYSTATE HEALTH FOUNDATION ANNUAL REPORT
https://www.baystatehealth.org/giving/annual-report

BAYSTATE HEALTH PATIENT AND FAMILY ADVISORY COUNCIL (PFAC) ANNUAL REPORTS
https://www.baystatehealth.org/about-us/community-programs/health-initiatives/patient-family-advisory-council

BAYSTATE MEDICAL CENTER NURSING REPORT
https://www.baystatehealth.org/about-us/annual-reports

BAYSTATE MEDICAL PRACTICES ANNUAL REPORT
https://www.baystatehealth.org/about-us/annual-reports
Appendices

SIP Work Plan Development Partners

In developing the SIP and Work Plans, Baystate Wing partnered with its CBAC; which included the following internal and external stakeholders:

- Baystate Health Foundation (BHF)
- Baystate Medical Practices (BMP) Quabbin Pediatrics
- Baystate Office of Diversity and Inclusion (D&I)
- Baystate Wing Hospital Administration
- Brookfield Institute
- Growing a New Heart
- Hardwick Youth Center and Food Pantry
- Monson Savings Bank
- Quaboag Hills Community Coalition (QHCC)
- Quaboag Hills Substance Use Alliance
- Quaboag Valley Community Development Corporation (QVCDC)
- Town of Belchertown
- Town of Palmer
- Town of Ware
- University of Massachusetts Medical School (UMMS) – Baystate Population-based Urban Rural Community Health (PURCH)
- Ware Council on Aging
- Ware Public Schools
- YMCA at Scantic Valley
## Detailed Work Plan Strategy Tables

<table>
<thead>
<tr>
<th>PRIORITY FOCUS AREA</th>
<th>MENTAL HEALTH AND SUBSTANCE USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIORITY POPULATION</td>
<td>Youth (primary), Older adults</td>
</tr>
<tr>
<td>GOAL</td>
<td>Increase access to prevention, treatment, and recovery support for all individuals with mental and/or substance use diagnosis, with a specialized focus on youth.</td>
</tr>
<tr>
<td>OBJECTIVE</td>
<td>Enhance community and provider capacity to advocate for mental health and substance use disorder treatment and prevention through education, training and coalition building.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>INDICATOR OR MEASURE OF SUCCESS</th>
<th>HOSPITAL RESOURCE INPUT(S)</th>
<th>COMMUNITY PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1</td>
<td>Serve on the Hampden County Health Improvement Plan (HCHIP) – Behavioral Health Community Team</td>
<td>Active and consistent meeting participation and sharing of content</td>
<td>In-kind</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Visit website to learn more about specific metrics:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="https://www.pvpc.org/HCHIP">https://www.pvpc.org/HCHIP</a></td>
<td></td>
</tr>
<tr>
<td>1.1.2</td>
<td>Participate as a member of the Hampden County Addiction Taskforce</td>
<td>Active and consistent meeting participation and sharing of content</td>
<td>In-kind</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Visit website to learn more about progress on objectives:</td>
<td></td>
</tr>
<tr>
<td>1.1.3</td>
<td>Promote Words Matter Campaign internally and in community</td>
<td>Enhance community knowledge and commitment to anti-stigma</td>
<td>Hospital-Based Community Benefits Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase # of Words Matter pledges</td>
<td></td>
</tr>
<tr>
<td>1.1.4</td>
<td>Collaborate with and promote work of the Quaboag Hills Substance Use Alliance</td>
<td>Community connected with education and resource connection through alliance initiatives</td>
<td>In-kind</td>
</tr>
</tbody>
</table>

<p>| OBJECTIVE | 1.2 | Increase access to equitable mental health and substance use treatment. |</p>
<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>INDICATOR OR MEASURE OF SUCCESS</th>
<th>HOSPITAL RESOURCE INPUT(S)</th>
<th>COMMUNITY PARTNERS</th>
</tr>
</thead>
</table>
| 1.2.1 | Construction of Behavioral Health Hospital | Completion and addition of 150 beds  
Community voice/feedback on impact of care quality | Other Hospital Activities | Kindred Behavioral Health |
| 1.2.2 | Distribute harm reduction kits in the emergency department | # of harm reduction kits distributed | Hospital-Based Community Benefits Activity |
| 1.2.3 | Increase promotion of and municipal participation in the Hampden County Municipal First Responder Narcan Initiative | # of municipalities enrolled in initiative  
# of Narcan utilized by municipalities | Hospital-Based Community Benefits Activity |
| 1.2.4 | Promote the availability of the expanding Recovery Center of HOPE in downtown Ware | Increase awareness of recovery center services in the community | |
| 1.2.5 | Promote utilization of 413Cares and Look4Help websites | Increased searches and website engagement  
Successful community member engagement with program/services | Determination of Need (DoN) Community Health Initiatives (CHI) Funding | Public Health Institute of Western MA |
| 1.2.6 | Expand integration of care in primary care settings through BeHealthy Accountable Care Organization (NEW) | TBD | Other Hospital Activities |

**OBJECTIVE 1.3**

Increase access to prevention-based and/or peer-support initiatives.

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<tr>
<th>STRATEGIES</th>
<th>INDICATOR OR MEASURE OF SUCCESS</th>
<th>HOSPITAL RESOURCE INPUT(S)</th>
<th>COMMUNITY PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1</td>
<td>Increase utilization of Medication and Sharps Kiosks</td>
<td>Weight of medication and sharps collected</td>
<td>Other Hospital Activities</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Collaborate with and promote work of the Quaboag Hills Substance Use Alliance</td>
<td>TBD</td>
<td>In-kind</td>
</tr>
<tr>
<td>-------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-----</td>
<td>---------</td>
</tr>
<tr>
<td>1.3.3</td>
<td>Collaborate with the QHSUA and the Western Mass Training Consortium to promote the availability of the expanding Recovery Center of HOPE in downtown Ware</td>
<td># of residents connected with community health workers and/or other peer services</td>
<td>In-kind</td>
</tr>
</tbody>
</table>
## Community Benefits

### Strategic Implementation Plan (SIP) FY 2020 - 2022

<table>
<thead>
<tr>
<th>PRIORITY FOCUS AREA</th>
<th>VIOLENCE &amp; TRAUMA</th>
</tr>
</thead>
</table>

### PRIORITY POPULATION
Youth, Older Adults

### GOAL
Decrease the prevalence of violent incidents and increase trauma informed care ability among community residents and providers.

### OBJECTIVE 2.1
Increase access to violence prevention-based initiatives

<table>
<thead>
<tr>
<th>STRATEGIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Promote the Hampden County Health Improvement Plan – Public Safety, Violence and Injury Prevention Community Team Strategies</td>
<td>Active and consistent meeting participation and sharing of content</td>
<td>Hospital-Based Community Benefits Activity</td>
</tr>
<tr>
<td></td>
<td>Visit website to learn more about specific metrics: <a href="https://www.pvpc.org/HCHIP">https://www.pvpc.org/HCHIP</a></td>
<td>In-kind</td>
<td>MA DPH System-wide CHI</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Behavioral Health Network (BHN) Domestic Violence Advocate</td>
<td>Patients report trusting relationship with domestic violence advocate. Patients connected with safety planning and risk assessments.</td>
<td>Hospital-Based Community Benefits Activity</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Promote utilization of “A Call for Change” Helpline for intimate partner violence (NEW)</td>
<td>Increased community awareness and utilization of helpline</td>
<td>In-kind</td>
</tr>
</tbody>
</table>

### OBJECTIVE 2.2
Increase community and provider capacity to advocate for violence prevention/trauma informed care through training and coalition building

<table>
<thead>
<tr>
<th>STRATEGIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2.2.1</td>
<td>Promote the services offered by Baystate Family Advocacy Center</td>
<td>TBD</td>
<td>Hospital-Based Community Benefits Activity</td>
</tr>
</tbody>
</table>
2.2.3 Serve on the Hampden County Health Improvement Plan – Public Safety, Violence and Injury Prevention Community Team

<table>
<thead>
<tr>
<th>STRATEGIES</th>
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<th>HOSPITAL RESOURCE INPUT(S)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase regional Stop the Bleed trainings</td>
<td># of trainings held</td>
<td>Hospital-Based Community Benefits Activity</td>
<td>Public Health Institute of Western MA</td>
</tr>
</tbody>
</table>

OBJECTIVE 2.3 Promote injury prevention through campaigns and community-based services
## Community Benefits

### Strategic Implementation Plan (SIP)

#### FY 2020 - 2022

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### PRIORITY FOCUS AREA

**ACCESS TO BASIC NEEDS***

*As defined: housing, food, transportation and other*

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### PRIORITY POPULATION

Youth

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### GOAL

For all priority populations to have stable access to basic needs and/or emergency assistance as needed.

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### OBJECTIVE

Enhance knowledge of, and access to, community resources and referrals

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<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 Promote utilization of 413Cares</td>
<td>Increased searches and website engagement</td>
<td>Determination of Need (DoN) Community Health Initiatives (CHI) Funding</td>
<td>Public Health Institute of Western MA</td>
</tr>
<tr>
<td>3.1.2 Promote utilization of Look4Help</td>
<td>Increased searches and website engagement</td>
<td>DoN CHI</td>
<td>Community Action Pioneer Valley</td>
</tr>
<tr>
<td>3.1.3 Better Together Grant: Seeds of Hope</td>
<td>At risk youth 16-25 years old receive assistance to help with housing, education, and more.</td>
<td>DoN CHI</td>
<td>Quaboag Hills Community Coalition</td>
</tr>
<tr>
<td>3.1.4 Enhance Baystate Health Wellness on Wheels (WOW Bus) partnership with Highland/Hillside Villages</td>
<td># of community events</td>
<td>Other Hospital Activities</td>
<td>Highland/Hillside Villages</td>
</tr>
<tr>
<td>3.1.5 Increase community engagement with Behavioral Health Network Planned Approach To Community Health (PATCH) program</td>
<td># of youth enrolled in the PATCH program</td>
<td>In-kind</td>
<td></td>
</tr>
<tr>
<td>3.1.6 Strengthen the Behavioral Health Community Partner program through the</td>
<td>TBD</td>
<td>Other Hospital Activities</td>
<td></td>
</tr>
</tbody>
</table>
## Community Benefits

### Strategic Implementation Plan (SIP)

**Baystate Wing Hospital**

**FY 2020 - 2022**

<table>
<thead>
<tr>
<th>Community Benefits Activity</th>
<th>OBJECTIVE</th>
<th>STRATEGIES</th>
<th>INDICATOR OR MEASURE OF SUCCESS</th>
<th>HOSPITAL RESOURCE INPUT(S)</th>
<th>COMMUNITY PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BeHealthy Accountable Care Organization (ACO) (NEW)</td>
<td>3.2</td>
<td>Increase employee and student community giving opportunities</td>
<td>3.2.1 Facilitate Toy Drive</td>
<td>Employee engagement</td>
<td>Hospital-Based Community Benefits Activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td># of children served</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.2 Facilitate Back to School Giving</td>
<td>Employee engagement</td>
<td>Hospital-Based Community Benefits Activity</td>
<td># of students served</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.3 Fund and promote PURCH Give Back program</td>
<td># of organizations served</td>
<td>Community Benefits Discretionary Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3</td>
<td>Increase food security in all communities served</td>
<td>3.3.1 Increase employee and community volunteerism related to mobile food pantry</td>
<td># of employees who volunteer at pantry</td>
<td>In-kind</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.4</td>
<td>Increase BH’s presence and support in the local housing sector</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### OBJECTIVE

**3.5**

*Increase investment into local transportation initiatives*

<table>
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</table>
| **3.5.1**  | Be a funding partner of the Quaboag Valley Community Development Corporation (CDC) Quaboag Connector | Community actively utilizing Connector for transportation  
# of annual rides | Community Benefits Discretionary Grants | Quaboag Valley Community Development Corporation (CDC) |
| **3.5.2**  | Promote the utilization of the Quaboag Connector for Convenient Care | # of patients served  
Patients report high satisfaction with urgent care and telehealth visits | Other Hospital Activities |
## PRIORITY FOCUS AREA

### FINANCIAL HEALTH & WELL-BEING

### PRIORITY POPULATION

Youth

### GOAL

To advance the economic dignity of families in the community and increase opportunities to build financial wellness and stability.

### OBJECTIVE

To provide financial programs and services to employees and patients to decrease financial burdens

<table>
<thead>
<tr>
<th>STRATEGIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.1.1 Increase patient awareness and utilization of Baystate financial counseling services</td>
<td># of patients engaged with financial counselors</td>
<td>Hospital-Based Community Benefits Activity</td>
<td></td>
</tr>
<tr>
<td>4.1.2 Enhance employee utilization of Baystate Neighbors Program</td>
<td># of employees who received loan</td>
<td>Other Hospital Activity</td>
<td></td>
</tr>
</tbody>
</table>

### OBJECTIVE

Invest in community-based wealth creation strategies and programs that enhance community members’ confidence in financial management

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>4.2.1 Better Together Grant: QVCDC Financial Fitness Program</td>
<td>Grantees to report to CBAC on grant activities once a year. Please reach out to Office of G&amp;CR to learn about grantee evaluation plan</td>
<td>Determination of Need (Don) Community Health Initiative (CHI)</td>
<td>Quaboag Valley Community Development Corporation</td>
</tr>
<tr>
<td>4.2.2 Better Together Grant: Seeds of Hope</td>
<td>Grantees to report to CBAC on grant activities once a year. Please reach out to Office of G&amp;CR to learn about grantee evaluation plan</td>
<td>DoN CHI</td>
<td>Quaboag Hills Community Coalition</td>
</tr>
<tr>
<td>4.2.3 Better Together Grant: Education to Employment</td>
<td>Grantees to report to CBAC on grant activities once a year. Please reach out to Office of G&amp;CR to learn about grantee evaluation plan</td>
<td>DoN CHI</td>
<td>Town of Ware</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Quaboag Valley Community Development Corporation</td>
</tr>
<tr>
<td>4.2.4</td>
<td>Continue partnership with Ware Fire Department to provide Advanced Paramedic Training</td>
<td># of community members who completer training</td>
<td>Community Benefits Discretionary Grants In-kind</td>
</tr>
</tbody>
</table>
Hospital Resource Inputs

Table 3 describes the various types of hospital resources that serve as potential inputs to inform, support, and implement strategies aligned with the five priority focus areas.

Table 3. Hospital Resource Inputs

<table>
<thead>
<tr>
<th>HOSPITAL RESOURCE INPUT</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Benefits Discretionary Grants</td>
<td>Funded through hospital operations. Support in the form of mini-grants for community-based programs; short-term initiatives that address health needs identified in the hospital’s 2019 CHNA and with a focus on priority populations. Budget and reporting requirements.</td>
</tr>
<tr>
<td>Community Education and Training</td>
<td>Funded through hospital operations, DoN CHI funding, or in-kind capacity building through content knowledge and expertise in the specific areas of chronic disease, mental health, health promotion, health education, behavior change, and systems and policy change to assist grantees (and broader community) in the development and implementation of evaluation plans to foster capacity-building, as well as diversify resource development.</td>
</tr>
<tr>
<td>Community Relations Investments</td>
<td>Funded through hospital operations. Sponsorship support of community-based organizations and events that promote health and wellness, and improve the quality of life for residents.</td>
</tr>
<tr>
<td>Determination of Need (DoN) Community Health Initiatives (CHI) Funding</td>
<td>Funded through hospital operations. Episodic funding that is triggered by hospital capital projects that require a DoN application and approval by MDPH. Five percent of the total value of the project is invested over a 3-5 year period through a transparent Request for Proposal (RFP) process that is overseen by the CBAC. Routine reporting and program evaluation requirements.</td>
</tr>
<tr>
<td>External Grant</td>
<td>A third-party (private, state, federal) grant awarded to the hospital or community-based organization.</td>
</tr>
<tr>
<td>Grant Writing</td>
<td>Hospital funded and/or sponsored grant writer(s) services for community-based organizations, grantees and non-grantees, and other community partners. Services may include one or more of a combination of the following: prospecting research for viable grant opportunities, proposal development (critique, edit, and revise proposals), and additional advisory/consulting support.</td>
</tr>
<tr>
<td>Hospital-Based Community Benefits Activity</td>
<td>Existing hospital-based, staff driven activities that meet IRS and AG community benefits criteria; address unmet needs, work with priority populations, address CHNA significant health needs and SIP priority focus areas, and are not for marketing purposes.</td>
</tr>
<tr>
<td>In-kind</td>
<td>Support in the form of hospital staff and time, meeting space, materials, food, printing, and/or other needs.</td>
</tr>
<tr>
<td>Other Hospital Activities</td>
<td>Hospital operational activities that are part of the hospital’s day-to-day business, but also contribute to addressing significant health needs, directly or indirectly.</td>
</tr>
</tbody>
</table>