



Sixth Annual Statewide Community Benefit Report 2013





On behalf of Delaware’s hospitals and health systems, we are pleased to present our sixth Statewide Community Benefit Report. This Report has served as a tool for policymakers, hospitals, patients, and the broader healthcare community with its focus on the public health and economic benefits hospitals provide to communities throughout the State.

Most Delawareans are familiar with the traditional healthcare services that our hospitals provide, but few understand the broader and more far-reaching contributions our hospitals make to their

service areas. From providing financial assistance for the needy to addressing unmet health needs, our hospitals stand ready to serve as active and engaged members of their neighborhoods.

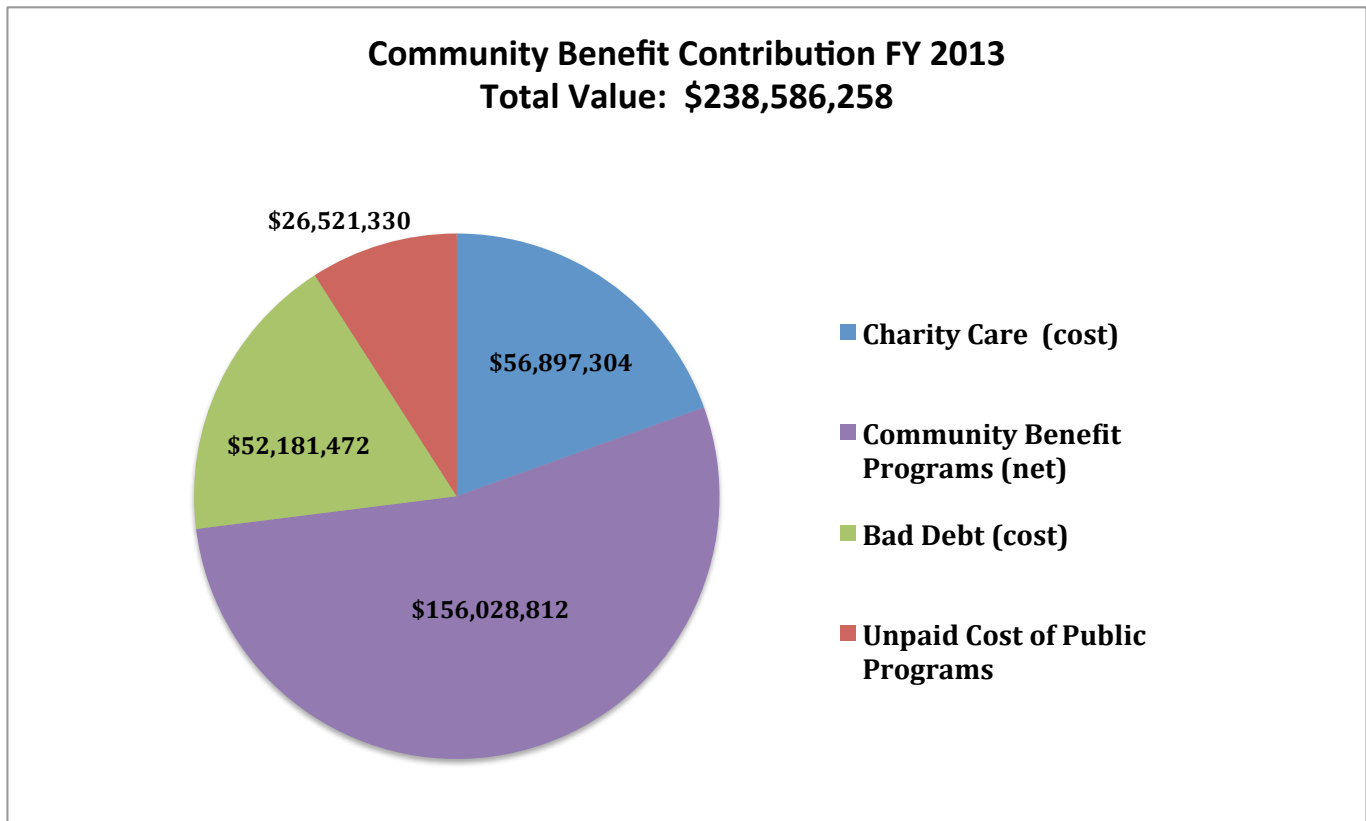
This report highlights the benefits hospitals provide to their patients and their communities. In Fiscal Year 2013, Delaware hospitals contributed a total of \$238.6 million statewide in community benefit spending, and added \$5 billion to the State economy through economic output.

While the healthcare landscape may continue to change and evolve, Delaware hospitals remain firmly grounded in their mission to provide high-quality healthcare services to their communities. I am confident that they will continue to improve the health of all Delawareans.

Sincerely,

Wayne A. Smith
President & CEO
Delaware Healthcare Association

Combined Community Benefit Contributions Fiscal Year 2013 \$238.6 Million Total All Hospitals



Category Definitions

Community Benefit Programs

- Community Health Improvement
- Health Professions Education
- Subsidized Health Services
- Research
- Financial and In-Kind Donations
- Community Building Activities
- Community Benefit Operations

Charity Care

The cost of services which are not billed to patients due to their inability to pay, or who meet certain financial criteria according to hospital policies.

Bad Debt

The cost of services which are billed, but deemed uncollectible.

Shortfalls (Unpaid Cost of Public Programs)

The difference between the cost of services delivered and government payment.

Economic Impact on State & Local Economy

Economic Impact of Delaware Hospitals	
Total Direct Expenditure (\$Millions)	\$2,662
Delaware Output Multiplier	1.8967
Total Output/Income Generated (\$ millions)	\$5,050
Hospital Payroll (\$ millions)	\$1,495
Delaware Earnings Multiplier	1.5948
Total Household Earnings Generated (\$ millions)	\$2,384
Number of Hospital Jobs (Full and Part-Time)	21,339
Delaware Employment Multiplier	2.0789
Delaware Full Time Jobs Created	44,362

Source: Avalere Health, using BEA RIMS-II (2002/2010) multipliers for hospital NAICS Code 622, released 2012, applied to American Hospital Association Survey data for CY 2012.

Financial Assistance Policies

All Delaware hospitals have financial assistance policies to help eligible uninsured and underinsured individuals pay for the care they receive. Hospitals cooperate and assist patients in fulfilling financial responsibility, including assistance with enrollment in public or private insurance programs, charity-based programs, or other third-party payment programs. Various factors are considered to determine how much assistance can be provided, but in general, financial assistance is based on the published Federal Poverty Level scale. Patient financial needs are evaluated by the hospital and used to determine qualification for assistance.

More detailed information about payment assistance policies and charity care may be found on each hospital's website.

Community Benefit Programs

Delaware hospitals spent \$157.1 million on community benefit programs in Fiscal Year 2013. This is an increase of \$43.4 million since Fiscal Year 2012 and an almost \$60 million increase since Fiscal Year 2011.

Community benefit spending supports a wide range of activities including community health improvement projects, health professions education, research, and subsidized health services. Some examples of community benefit programs are highlighted on the following pages. These programs address four categories of unmet health needs determined by hospital community health needs assessments completed in 2013.

The four categories of unmet health needs are:

- Reducing obesity.
- Cancer prevention and control.
- Improving access to healthcare services with a special emphasis on accessing mental health services.
- Improving infant and maternal health services.



Reducing Obesity

Plus 3 Network

Healthier Sussex County, a collaboration between Beebe Healthcare, Nanticoke Health Services and Bayhealth – Milford Memorial, has partnered with the Plus 3 Network to focus on decreasing the percentage of overweight and obese residents of Sussex County by encouraging them to be more physically active.



Plus 3 Network's program is designed to inspire individuals to participate in daily activities using charitable giving and healthy competition as the motivation for participating.

As part of the Healthier Sussex County, members enrolled in the Plus 3 Network will be raising funds in support of Sussex Outdoors – a campaign focused on making families aware of opportunities for outdoor activities.

Employee Wellness

By providing an organizational focus on education, diet, and exercise, Bayhealth aims to improve the quality of life for its patients and employees. Healthier options are offered in Bayhealth's cafeteria with appropriate labeling, and free classes have been scheduled on how to read food labels, calculate BMI, and other healthy lifestyle centered activities.

Additionally, the Be Healthy Bayhealth initiative aims to provide a comprehensive resource that utilizes all aspects of health promotion such as offering tips and resources for healthy activities, active events in the community, health mentoring, and a health blog.

Prescription for Health

As part of a multi-prong approach, the Healthier Sussex Task Force plans to extend the current Prescription for Health program. Participating doctors, concerned about growing numbers of overweight children, write a "prescription for health" for children with a BMI 85% or above. Parents or guardians are given a booklet and are encouraged to get outside with their kids and record outdoor experiences in the booklet's activity log. The booklet includes three free passes to Trap Pond State Park.

The Prescription for Health program has improved family access to state parks, and increased overall awareness of outdoor recreation opportunities in Sussex County.



Disease Prevention

Smoking Cessation

Delaware's acute care hospitals are partners in the Million Hearts initiative, a national effort to reduce strokes and heart attacks by 1 million by 2017.

Smoking cessation is a key component of Million Hearts. Hospitals are engaging their employees, patients, and larger

communities in promoting and stressing the importance of smoking cessation to cardiovascular disease prevention. The effort is critical to Delaware where cardiovascular disease is responsible for 1 of every 3 deaths.



Cancer Screening and Treatment Programs

Bayhealth is expanding its free or reduced price screenings and treatment programs to the larger Kent County community. Health navigators improve patient access as well as patient knowledge about the efficacy of breast cancer screening and treatment.

Similarly, Bayhealth is giving free prostate cancer screenings in order to give individuals that are at risk for prostate cancer easier access to resources that may help them prevent malignant carcinomas from developing.

Bayhealth is also assessing the implementation of a low dose computed tomography (LDCT) program. Academic research has shown significant benefits with respect to LDCT lung cancer screenings for individuals meeting certain criteria (ages 55-74, heavy smokers or heavy smokers who quit less than 15 years ago.).

Nanticoke Health Services, as a member of the Healthier Sussex Task Force, and several urologists, oncologists, and primary care providers established a pilot program consisting of education and guidelines for prostate cancer screening and testing. The goal is to establish and implement evidenced based screening and care for the Sussex County community.



Access to Healthcare Services

Family Centered Medical Home (FCMH)

Nemours' FCMH provides patients with enhanced access to care, the ability to develop and sustain quality relationships with their provider and healthcare team, as well as building relationships with specialist to expand care in the community.

FCMH also allows Nemours' practices to become proactive in the care of their patient population, and the ability to shift the care from emergency care to prevention and health promotion. Nemours is working toward National Committee for Quality Assurance accreditation as an FCMH by the end of 2014 for three pilot clinics.

In Sussex County, Nanticoke Health Services is also working toward patient-centered medical home certification for Nanticoke's Physician Network practices to better meet community needs through better population health management.

Optimizing Health Outcomes for Children

The specific aim of this project is to reduce asthma-related Emergency Department use among pediatric Medicaid patients in Delaware by 50 percent, and asthma-related hospitalizations by 50 percent by 2015, with incremental declines in 2013 and 2014. It is Nemours' plan that the model of care currently being used for asthma will be applied to other disease classifications in the future.



Student Health Collaboration

A multidisciplinary team from Nemours, the Delaware Department of Education, and Delaware School Nurses Association was formed to develop a means to facilitate the exchange of critical medical/educational information between school nurses and Nemours' clinicians.

Using NemoursLink (a secured web-based portal), this program improves the communication between school nurses and Nemours' providers by providing the nurses with access to the student's electronic health record with proper parental consent. Over 1,000 Nemours' patients have enrolled in this program with 227 school nurses having NemoursLink access.

Medical Home without Walls

Introduced recently at Christiana Care Health System, Medical Home without Walls works with uninsured, medically complex, high utilizers of both the Emergency Department and hospital acute care. The healthcare team helps patients establish relationships with primary care and specialty care providers, in addition to connecting them with the resources they need for housing, food, financial assistance, jobs, support groups, transportation, and

mental and/or behavioral health programs. They assist with access to insurance and financial resources when necessary.

Independence At Home

To better serve the chronically ill population, Christiana Care Health System is one of 16 hospitals in the country selected to be part of a three-year demonstration project through CMS, called Independence at Home. The program provides comprehensive primary care to chronically ill Medicare patients in their homes.

Project Engage

Christiana Care Health System is expanding access to mental health services. Project Engage will be expanded to include both Emergency Departments and the Wilmington Hospital Health Center. Project Engage is a peer-to-peer intervention program offering treatment to chronic substance abusers who frequent the Emergency Department or who are hospitalized.

**Crisis and Psychiatric Evaluation
Emergency Services**

Another way Christiana Care Health System will increase access to mental health services is by expanding the Crisis and Psychiatric Evaluation Emergency Services

program by doubling the number of beds, increasing coverage to 24/7, recruiting 3 full-time physicians, and providing teleconsults from the Wilmington Emergency Department to both the Christiana Emergency Department and the Middletown Emergency Department.

Telepsychiatry

Hospitals located in southern Delaware are exploring or expanding telepsychiatry services to increase access to mental health services, providing ready access to a mental health professional. The goal of telepsychiatry is to improve patient outcomes for individuals that are seen in the Emergency Department with psychological conditions.

CAREs Program

Beebe Healthcare's transitional care initiative provides interdisciplinary care for super utilizers. The primary goal is to reduce utilization, improve quality of life and teach sustainable transition skills. It also provides chronic disease care and education, behavioral health support and referral to community based resources. Piloted in early 2012, the program continues to be expanded with promising results – an estimated 240 patients a year are provided with additional care and

support through their transition from hospital to home.

Saint Clare Van

The Saint Clare Van, operated through Saint Francis Healthcare, is a mobile medical office offering a comprehensive program of medical care, outreach and education to those who are most in need in the Wilmington community. A new van was deployed recently and new partnerships with specialists have been developed. Bi-lingual services were also expanded to meet the growing needs of the hospital's community.



Similarly, Saint Francis Healthcare provides medical services to the City of Newark, through the Center of Hope. The Center has a particular sensitivity to those who may be undocumented or otherwise disconnected from traditional medical programs.



Improving Infant and Maternal Health

Prenatal Care

Expectant mothers in the Hispanic and African-American community in Sussex County will benefit from increased access to prenatal education offered by Nanticoke Health Services. Targeted outreach and education to increase the number of mothers who receive early pre-natal care is the best assurance of infant health, especially in the first trimester.



Bayard House

Saint Francis Healthcare provides weekly presentations to women of the Bayard House, a program operated by Catholic Charities to provide a home for women who are expecting a child. The presenters are nurses, doctors, dieticians, and administrators. There are two program tracks: one addresses good health for the moms and healthy choices for the babies. The second addresses life skills including career preparation,

education, parenting, interview skills, and looking/being your best.



Tiny Steps

In addition to Bayard House, Saint Francis Healthcare is improving the available care of women and babies in the community through their Tiny Steps Program.

In a state with an alarmingly high infant mortality rate, the Tiny Steps Program is fostering healthy pregnancies, healthy babies and healthy families.

Operating out of the Family Practice Center at Saint Francis Hospital and the Center of Hope in Newark, Tiny Steps offers complete prenatal and maternity care, bilingual health classes, patient/parent education and counseling to all expectant mothers, regardless of their financial circumstances.

About the Report

This report includes financial data from Delaware's hospitals, all of which are not-for-profit. Each hospital used its most accurate cost methodology, which might include cost-accounting systems, cost-to-charge ratio or other accounting best practices.

About the Delaware Healthcare Association

Established in 1967, the Delaware Healthcare Association is a statewide trade and membership services organization that exists to represent and serve hospitals, health systems, and related healthcare organizations in their role of providing a continuum of appropriate, cost-effective, quality care to improve the health of the people of Delaware.

The Association provides members with the resources needed to stay current about healthcare issues, and their impact; promotes effective change in the provision of healthcare services through collaboration and consensus building on healthcare issues at the State and Federal levels; and provides effective advocacy, representation, timely communication, and information to Association members.

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Member Hospitals Reporting Community Benefit Information

Nemours/Alfred I. duPont Hospital for Children

1600 Rockland Road
Wilmington, DE 19803
(302) 651-4000
nemours.org

Bayhealth - Kent General

640 S. State Street
Dover, DE 19901
(302) 674-4700
bayhealth.org

Bayhealth - Milford Memorial

21 West Clarke Avenue
Milford, DE 19963
(302) 422-3311
bayhealth.org

Beebe Healthcare

424 Savannah Road
Lewes, DE 19958
(302) 645-3537
beebehealthcare.org

Christiana Care Health System - Newark Campus

4755 Ogletown-Stanton Road
Newark, DE 19718
(302) 733-1000
christianacare.org

Christiana Care Health System - Wilmington Hospital

501 W. 14th Street
Wilmington, DE 19801
(302) 733-1000
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Nanticoke Health Services

801 Road 535
Seaford, DE 19973
(302) 629-6611
nanticoke.org

St. Francis Healthcare

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Wilmington, Delaware 19805
Phone 302.421.4100
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