

Delaware Hospitals Leaders in our Communities

**A Report on Fiscal Year 2018
Community Benefit Activities**



Report Date: July 28, 2020

A Message from Our CEO



On behalf of Delaware's hospitals and health systems, I am pleased to present our Ninth Statewide Community Benefits Report. The Report serves as a tool for policymakers, hospitals, consumers, and the larger healthcare community, by explaining how hospitals provide public health and economic benefits to the State.

Most Delawareans are familiar with traditional hospital services, but few understand their broader and more far-reaching contributions. From providing financial assistance to addressing unmet health needs, our hospitals stand ready to serve as active and engaged members of their neighborhoods.

In Fiscal Year 2018, Delaware hospitals contributed **\$715 million** statewide in community benefit spending. This includes charity care, bad debt, losses on government sponsored health insurance and supporting an array of programs benefitting particular populations. Delaware hospitals also added \$6 billion to the State economy through economic output.

While the healthcare landscape continues to change and evolve, Delaware hospitals have repeatedly demonstrated their capacity to adapt, yet remain firmly and consistently grounded in their mission to provide high-quality healthcare services. I am confident they will continue to advance the health of all Delawareans and contribute to the economic viability of the state.

Sincerely,

A handwritten signature in blue ink that reads "Wayne A. Smith".

Wayne A. Smith
President & CEO
Delaware Healthcare Association

About this Report

Community benefits can be defined as a planned, managed, organized, and measured approach hospitals use to respond to identified community needs. Community benefits are integral to the mission of not-for-profit healthcare organizations and are the basis of their tax-exempt status.

Generally, a community benefit responds to an identified community need by meeting at least one of the following criteria:

- Improves access to health care services.
- Enhances health of the community.
- Advances medical or health knowledge.
- Relieves or reduces the burden on government or other community efforts.

The Delaware Healthcare Association biennially collects data to quantify total community benefit contributions from all Delaware hospitals. The data in this report represents Fiscal Year or Calendar Year 2018, depending on each hospital's budget cycle. Each hospital used its most accurate cost methodology, which might include cost-accounting systems, cost-to-charge ratio or other accounting best practices.



Fiscal Year 2018 Community Benefits

UNPAID COST OF PATIENT CARE	NET BENEFIT
Charity Care at Cost	\$52,812,961
Unpaid Cost of Public Programs	\$437,327,375
Bad Debt at Cost	\$52,968,844
Total Unpaid Costs of Patient Care	\$543,109,180

COMMUNITY BENEFIT SERVICES & PROGRAMS	NET BENEFIT
Community Health Improvement Services	\$14,138,568
Health Professions Education	\$60,189,700
Subsidized Health Services	\$54,105,088
Research	\$21,212,807
In-Kind Contributions	\$2,529,017
Community Building Activities	\$9,855,156
Community Benefit Operations	\$9,859,017
Total Community Benefit Programs	\$ 171,889,354

TOTAL COMMUNITY BENEFITS	\$714,998,534
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\$715 Million in Community Benefit Activities

Delaware hospitals provided nearly **\$715 million** in community benefits in Fiscal Year 2018. This total reflects programs and services in four main categories:

- **Unpaid Costs of Patient Care.** This includes charity care for the uninsured and underinsured; the unpaid costs of treating patients who have government sponsored health insurance; and bad debts, which include services for which hospitals anticipated, but did not receive payment for care.
- **Community Health Improvement Services.** A category that broadly describes healthcare services hospitals provide to their community, including preventative services, clinics, and health education.
- **Health Professions Education.** This includes graduate medical education, residency, preceptor, and other programs that train and financially support the next generation of healthcare professionals.
- **Other Community Benefit Services and Programs.** These reference research and other initiatives that may not be directly related to healthcare, but that address unmet community needs.

Unpaid Cost of Patient Care - \$543 Million

Delaware hospitals absorbed more than \$543 million in losses in Fiscal Year 2018 caring for the state's poor, uninsured, and other vulnerable populations. The total includes:

- \$52.8 million in unreimbursed charity care;
- \$53 million in bad debt;
- \$437.3 million in unpaid care for Medicare, Medicaid and Tricare patients.

Several points are worth mentioning regarding unpaid costs of patient care. Delaware hospitals treat all patients who enter their doors, regardless of their ability to pay. That is the law, and one which is aligned with each hospital's mission. Second, **in the absence of a public hospital, Delaware hospitals serve as a much-needed safety net.** Lastly, hospitals care during millions of patient visits each year through government health programs such as Medicare, Medicaid, and Tricare. These programs pay hospitals for care at rates well below the actual costs of delivering the care. Hospitals absorb those losses as part of their community benefit.

Community Health Improvement Services - \$14.1 million

Community health improvement services encompass health education, health promotion and wellness programs, clinics, health fairs, school-based wellness centers, and other programs and partnerships that target specific community health needs. Generally, these programs are offered in a variety of settings (i.e., inpatient, outpatient, school, home) and serve all ages from infants through senior citizens as well as the uninsured and the poor.

Health Professions Education - \$60.2 million

Delaware is already home to three regional teaching hospitals that provide graduate medical education, clinical education, and residency programs for physicians, nurses, and other healthcare professionals. The value of a well-trained healthcare workforce now and in the future is immeasurable.

Other Community Programs - \$97.56 million

Hospitals provide more than traditional healthcare services in their commitment to the health and well-being of the communities they serve. Community programs cover a wide array of community benefits, from medical research to financial donations to community building activities:

- \$54.1 million in subsidized health services (defined as programs/ services that hospitals provide to respond to a community need, despite financial losses associated with the program);
- \$21.2 million in health research;
- \$2.5 million in donations;
- \$9.85 million in community building activities; and
- \$9.86 in support of community benefit operations.



Community Benefit Program Highlights

Bringing More Primary Care Providers to Delaware

Several areas of our state are considered primary care shortage areas, and a 2018 report by the Delaware Department of Health and Social Services (DHSS) found that the number of primary care providers in Delaware continues to decline. At the same time, our population is increasing, further exacerbating the shortage.

Bayhealth is taking important steps to address primary care in Delaware. In 2018, Bayhealth began the process to launch graduate medical education (GME) programs for physicians who have recently graduated from medical school, also called residencies. In 2020, Bayhealth announced the Family Medicine Residency and Internal Medicine Residency Programs have both earned accreditation from the Accreditation Council for Graduate Medical Education (ACGME). With this accreditation, Bayhealth now has a confirmed start date of July 2021 for the first class of family medicine and internal medicine residents.



Pictured right is Brintha Vasagar, MD, MPH, FAAFP

“The family medicine residency will not only bring formal academics to our healthcare system but will also bring much needed primary care to our community,” said Bayhealth Family Medicine Residency Program Director Brintha Vasagar, MD, MPH, FAAFP. “We are committed to recruiting only the highest caliber medical students to join our first class of residents and establish a culture of excellence.”

The family medicine residents will report directly to Dr. Vasagar, while the internal medicine residents will report to Dr. Joseph Deutsch. All residents will work with a large faculty of attending physicians at Bayhealth.

“I look forward to recruiting and developing the next generation of physicians here at Bayhealth. With the assistance of the talented physicians in this community, I’m committed to delivering top-quality training so our residents can provide exceptional, valuable and meaningful care for this community,” said Bayhealth Internal Medicine Residency Program Director Joseph Deutsch, MD.



Joseph Deutsch, MD

One of the key benefits of both the Family Medicine and Internal Medicine Residency Programs is that they will provide more care to the community by licensed physicians. When

the Family Medicine Residency Program reaches full capacity, the 24 residents, in addition to the faculty, will add more than 30,000 patient care visits for the community each year. Once the Internal Medicine Residency Program is operating at full capacity, there will be 39 residents in the program. In addition to providing hospital care at both Kent and Sussex campuses, the Internal Medicine Residency Program will provide more than 20,000 primary care visits to the community each year.

Moreover, the goal of both residency programs is for many of the residents to ultimately choose to continue to provide care in our community.

Visit BayhealthGME.org to learn more about the exciting new program.

Bringing Technology to Our Communities to Deliver the Highest Quality Care

Since 2016, **Beebe Healthcare** has been a member of the Thomas Jefferson Neuroscience Network. This past year that partnership was expanded to add a robotic teleconferencing unit in Beebe's Emergency Department.

The Jefferson Expert Teleconsulting or JET unit is the region's first university-based, high-tech mobile robot system for acute stroke. This innovative partnership allows a board certified neurologist with the Jefferson Hospital for Neuroscience – one of U.S. News & World Report's Best Hospitals for Neurology and Neurosurgery – to videoconference with the Beebe team and patient to determine an immediate treatment plan. A timely diagnosis is critical during stroke care.



Shown with the Jefferson stroke robot in the Beebe Emergency Department are (left to right) Loretta Ostroski, Director of Patient Care Services; Susan Mross, Clinical Emergency Department Nurse; Sue Ann Newsham, Nurse Manager, Beebe Emergency Department; and Dr. Nick Perchiniak, Emergency Department physician.

When a patient comes into Beebe’s Emergency Department with a suspected stroke, the emergency teams spring into action to run tests and get a medical history on the patient. As soon as a stroke is suspected, the JET protocol is started.

The stroke robot provides Jefferson Network hospitals with 24/7 access to vascular neurologists and neurosurgeons for emergency consultation services. The goal is to complement the care provided by community neurologists and/or emergency physicians to those patients presenting with symptoms of a stroke.

The process starts with a phone call from Beebe’s emergency team to the Jefferson Neuroscience Network to reach the on-call stroke neurologist. Then the neurologist connects with the Beebe team via a mobile robotic system in the emergency room. The mobile robotic system allows the neurologist to speak directly to the team, the patient, and family members via secure videoconference technology. This allows the Jefferson neurologist to gather information, as well as to conduct a neurologic examination on the patient. The Jefferson neurologist can also review test results and medical history while on the teleconference.



Mary Frances Suter, DNP, Executive Director, Cardiac and Vascular Services at Beebe Healthcare, speaks to one of the Jefferson physicians via the JET robot.

“This system allows us to be more efficient when treating stroke patients,” said Nick Perchiniak, MD, of Sussex Emergency Associates, the team providing care in Beebe’s Emergency Department. “When it comes to stroke, time is brain, so it is very important to be able to diagnose and treat a stroke patient quickly. The Jefferson robot allows us to have quick access to their neurology experts within minutes of a patient’s arrival.”

Once the immediate treatment plan is put into action, the Beebe and Jefferson medical teams are able to make decisions about the best next steps for the patient, including transport to Jefferson if necessary.

Beebe will also be using the JET program at its recently opened South Coastal Health Campus near Millville.

In addition to the Jefferson stroke robot and videoconference system, Beebe’s Emergency Department also uses similar technology, often called telemedicine or telehealth, for psychiatric or behavioral health patients. This secure video conferencing allows Beebe team members to connect with specialists in the region, and for children, Beebe teleconferences directly with pediatric specialists at A.I. duPont/Nemours.

Investing in the Community to Address Social Determinants of Health

Recognizing that improving the health of the community requires interventions beyond hospital walls, **ChristianaCare** has launched a \$2 million Community Investment Fund. The fund supports partnerships to build the community's collective capacity to address social, behavioral and environmental factors that impact health.



Janice Nevin, M.D., MPH, President & CEO of ChristianaCare

“As we work to improve health for everyone — in all of the communities we serve — we recognize that we can’t do it alone,” said Janice E. Nevin, M.D., MPH, president and CEO of ChristianaCare.

“There are so many organizations in our community that are providing important, effective services that help people to lead healthier lives,” said Dr. Nevin. “Through these

investments, we can help them to sustain and grow these efforts, as we work together to make a positive impact on our community.”

This initiative has awarded 32 organizations with funding to support community health improvement initiatives focused on high-need communities.

“This is a commitment to the good health of our neighbors,” said Bettina Tweardy Riveros, chief health equity officer at ChristianaCare. “By partnering with these community organizations, we are aligning our resources to increase our effectiveness and impact in our community so all Delawareans can achieve their best health.”

The funded initiatives address a diverse array of health-related needs, including behavioral health, housing, food and workforce development. Awardees include AIDS Delaware, the Delaware Coalition Against Domestic Violence, Habitat for Humanity New Castle County, Ministry of Caring, TRIAD Addiction Recovery Services, YWCA Delaware Inc., and many more. By partnering with these organizations, ChristianaCare is working to improve the health of our communities.

Recipients were selected based on the quality of their proposals and implementation plans, and on the alignment of their proposals with the key priorities of ChristianaCare’s [Community Health Needs Assessment](#) and [Community Health Implementation Plan](#). The funded initiatives will be implemented throughout 2020. The application process for next year’s funding will open

in June 2020 and be available at christianacare.org/communityhealth.

Addressing Food Insecurity

Nanticoke is working to make sure their patients have the nutrition they need to heal. Someone who has to stay overnight in the hospital is often recovering from a serious illness or injury. They need good nutrition in order to heal. To address their food needs, Nanticoke has developed Healing Harvest -- originally developed as an inpatient food closet in March 2018.

Food boxes are available to all patients with identified food needs through the patient care process. When a patient is admitted to the hospital, the nurse doing the intake asks the patient a couple very simple questions: (1) have you had trouble accessing food in the past six months and (2) will you have trouble accessing food in the next six months? Based on the answers, a dietary consult is triggered. If a patient is then found to indeed be food insecure, they receive up to four bags of food upon discharge from the hospital. The bags include non-perishable food items as well as a voucher to a local food pantry for some perishable or fresh items. They also receive important information about state and local resources available in the community to help with long-term support.



Nanticoke's Healing Harvest food closet

The program began in March of 2018 and over the first year served just over 100 patients. The number of inpatients served in year two, more than doubled. Today, the food closet provides for about 15 to 20 inpatients each month.

In 2019, Nanticoke worked to expand the program. Today, food bags are customized to meet individual patient needs. For example, for patients experiencing challenges with housing, the bags may include items that have pop-top or easy open containers of food that don't need to be heated before eating. In 2019, Nanticoke also expanded the program to include patients receiving outpatient surgery and other high-risk patients, such as those receiving infusion or other cancer treatments.

In the Fall of 2019, a pilot program began to expand services to primary care providers and walk-in care centers in our physician network in response to care coordinators beginning to see a trend in the number of patients needing assistance and connection to additional support or social services. The addition of this expansion will be evaluated later this year to determine sustainability and impact on patients.

Working with the Community to Assist Children and Families

The **Nemours** Community Funding Program, based in the Delaware Valley, offers Nemours associates the opportunity to be reimbursed for community-based activities that they design and implement to benefit children and families.

In 2019, five separate initiatives were funded. These initiatives included:

- Stop the Bleed, which taught more than 100 school nurses and administrators how to use a pediatric tourniquet;
- EMS Skills Course, to prepare Pennsylvania EMT professionals for pediatric emergencies through simulation;
- Journey Unveiled, which provided a field trip for a group of teen girls involved in a local mentoring program, as well as educational sessions on healthy relationships and emotional health and creative ways to eat healthy and stay active;
- Garage Summer Nutrition, which provided fresh vegetables to more than 100 youth; and,
- Heart Health & AED Awareness, where students and staff from 11 local high schools received CPR Anytime kits and learned how to use AEDs.



Photo from a field trip of the Journey Unveiled program

Educating and Advocating for a Healthier Community

Smoking is the number one preventable cause of premature death and disease in the nation, killing more than 480,000 Americans, including 1,400 Delawareans annually. **Saint Francis Healthcare** engaged in anti-tobacco education and advocacy with local communities.

Since 95% of adults start smoking before the age of 21, Saint Francis Healthcare worked with the American Cancer Society Cancer Action Network as part of a state/federal coalition to raise the legal smoking age in Delaware from 18 to 21. Community Health and Well Being colleagues conducted legislative outreach to Delaware's federal congressional delegation, with Hill visits accomplished to all offices. "Tobacco 21" legislation passed in Delaware in April 2019 and in Congress in December 2019.

Community Health and Well Being colleagues also worked to educate the local community about the dangers of tobacco. They worked with 15 other Trinity Health hospitals across the country to negotiate the rights to screen the 2017 short film "Remembering Leonard Nimoy" (who passed away from COPD in 2015 from chronic obstructive pulmonary disorder which the actor attributed to his longtime smoking habit). The film was shown at 6 libraries, 2 elementary schools and a high school in the Wilmington area to supplement pre-existing anti-tobacco health education curricula.

Saint Francis also provides education as part of their Saint Clare Medical Outreach Unit – a fully equipped mobile medical office. Currently, the van provides screenings, education and primary health care to uninsured, federal program participants (e.g. Medicaid, Medicare), and



individuals with health insurance who face other barriers to care. The Van also partnered with the Dispensary of Hope, a local non-profit organization, to provide select prescription medications to uninsured individuals at no cost.

Reaching out to Veterans in Crisis

The **Wilmington Veterans Affairs (VA) Medical Center** Suicide Prevention Program is actively involved with Delaware communities through the outreach efforts of its Suicide Prevention Coordinators.

During COVID-19, Wilmington VA Suicide Prevention Coordinators provide digital community outreach events to adhere to physical distancing limitations through:

- Facebook Live with the Delaware chapter of the National Alliance on Mental Illness (NAMI) Homefront;
- Zoom community meetings with the Suicide Prevention Coalition of Delaware;
- Webinars with Military One Source; and
- Radio spots focused on Veteran mental health.

The Wilmington VA Suicide Prevention Coordinators maintain a constant presence in the community through involvement with local- and state-level organizations and initiatives such as:

- Delaware’s Lieutenant Governor Bethany Hall-Long’s Consortium for Mental Health Care in Delaware;
- Delaware Division of Substance Abuse and Mental Health (DSAMH) Behavioral Health and Aging report on Delaware seniors; and
- Local Recovery Town Hall Meetings held throughout the state.
- The Dover Mayor’s Challenge to End Suicide, which is chaired by the Delaware Commission on Veteran Affairs. Prior to COVID-19, the intent was for this program to expand statewide and use Dover program as a model.
- In-service trainings on VA services with the State of Delaware employees (Mobile Crisis Services) and other collaterals as requested.

Currently, Wilmington VA Suicide Prevention Coordinators are working to provide a virtual VA/ Military Mental Health Summit with the State of Delaware, the Delaware National Guard and the Dover Air Force Base.

Additionally, they provide consultation and follow-up for individuals at local Delaware mental health facilities. Consultation can involve both clinical review and in-person out-reach. Each Suicide Prevention Coordinator is reachable on a direct VA cell phone line to assist Veterans and community outreach. Different coordinators cover different areas as seen below:

Wilmington VA Medical Center Delaware Suicide Prevention Coordinators

- Kent Johnson, Northern Delaware – 302-275-5676
- April Filiaggi, Southern Delaware – 302-354-7052

Calls to Veterans Crisis Line (1-800-275-5676- #1) are referred to local suicide prevention coordinators for follow-up services. Follow-up is provided to all Veteran callers regardless of VA enrollment.



Economic Contributions

No community benefit report would be complete without mentioning the economic benefits hospitals bring to their communities.

The Healthcare and Social Services sector is the largest non-agricultural employment sector in Delaware and ChristianaCare is the largest private sector employer in the state. In 2018, Delaware hospitals employed 23,068 employees, with annual hospital payroll totaling over \$1.62 billion.

In addition, Delaware hospitals spent over \$3.2 billion on goods and services from other businesses.¹ These goods and services from other businesses create additional economic value for the community. With these “ripple effects” included, each hospital job supports about two additional jobs and every dollar spent by a hospital supports almost \$2.00 of additional business activity. The effect of hospital expenditures on total state economic output is over \$6 billion.²

Delaware hospital jobs are among the most attractive employment opportunities in the state.

Economic Impact At-a-Glance

Hospital Jobs: 23,068

Average Salary: \$70,550

State and Local Taxes Paid: \$61,535,848

Hospitals support 45,726 jobs in Delaware (10.23% of jobs in the State) and generate \$6,041,665,769 in economic activity.³

¹ Source: AHA analysis using BEA RIMS-II (2007/2016) multipliers for hospital NAICS Code 622000, released March 2018, applied to Health Forum, 2016 AHA Annual Survey of Hospitals Data.

² *Ibid*

³ *Ibid*

Delaware Hospitals Assisting the Community Through COVID-19

While the data presented in this Community Benefit Report focuses on the year 2018, it would be remiss to not discuss the exceptional efforts Delaware hospitals and health systems have undertaken in battling the coronavirus (COVID-19) this year. These efforts have greatly benefitted the community but have come with significant financial cost for our hospitals.



Since the first cases were confirmed in Delaware, our hospitals stepped up to respond with screening and testing for COVID-19 to identify positive cases and help stop the spread of the virus. As of July 15, Delaware hospitals conducted over 95,600 COVID-19 tests -- the majority of tests in the state. Hosting a COVID-19 testing site is a major undertaking requiring staff time, testing supplies, adequate personal protective equipment, follow up and ongoing care for those that test positive.

Delaware hospitals also took extraordinary steps to ensure adequate capacity and safety measures were put in place to meet an expected surge in coronavirus patients. In March 2020, each hospital suspended non-urgent, non-critical surgeries and appointments to open up hospital beds for COVID-19 patients. Visitor policies were changed so that no guests, with few exceptions, were allowed in the hospital to keep patients safe from potential exposure to COVID-19 and everyone who enters the hospital doors gets screened for coronavirus.

Ensuring there were enough health care workers to meet additional COVID-19 patient volume was also part of Delaware hospitals' response to the pandemic. For example, health systems partnered with Delaware Technical Community College in virtual job fairs during the pandemic to recruit additional health care workers needed to respond to the crisis.

Hosting and staffing COVID-19 testing events, ceasing non-urgent surgeries and procedures, and hiring additional staff to meet patients' needs during the pandemic have been extremely beneficial as Delaware battles the pandemic. However, these efforts had a significant financial impact on our hospitals. The Delaware Healthcare Association surveyed its acute care and pediatric hospital members in May 2020 and found that in total, Delaware hospitals were losing \$5.66 million per day -- nearly \$170 million per month -- during the COVID-19 pandemic. While some federal funding has been provided as relief for Delaware hospitals, as of the survey date, it only covered approximately two weeks' worth of losses.

As Delaware hospitals resume more normal operations, they will continue to monitor and be prepared to once again take precautionary measures to protect our communities should a resurgence of the pandemic occur.

About the Delaware Healthcare Association

The Delaware Healthcare Association (DHA) was formed in 1967 to assist Delaware hospitals in working on issues concerning health care and the hospital industry.

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

The primary role of the Association is to serve as a leader in the promotion of effective change in health services through collaboration and consensus building on health care issues at the State and Federal levels.

DHA's vision is to be the leading and respected voice for hospitals and health care delivery systems in Delaware working together to deliver compassionate, accessible, high quality, financially sustainable health care to the patients and communities they serve.

Our mission is to provide policy and advocacy leadership in creating an excellent environment for enabling every Delawarean to be as healthy as they can be.

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Dover, DE 19904-4802
www.deha.org



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 Campus

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

Bayhealth – Sussex Campus

100 Wellness Way
Milford, Delaware 19963
(302) 422-3311
bayhealth.org

Beebe Healthcare

424 Savannah Road
Lewes, DE 19958
(302) 645-3300
beebehealthcare.org

ChristianaCare - Newark Campus

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

ChristianaCare - Wilmington Campus

501 W. 14th Street
Wilmington, DE 19801
(302) 733-1000
christianacare.org

Nanticoke Memorial Hospital

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

Saint Francis Healthcare

701 North Clayton Street
Wilmington, DE 19805
(302) 421-4100
stfrancishealthcare.org

Wilmington VA Medical Center

1601 Kirkwood Highway
Wilmington, DE 19805-4917
(302) 994-2511
<https://www.wilmington.va.gov>

****Note that the community benefit data does not include the Wilmington VA Medical Center.***