



**Annual Community Benefits Report**  
*for*  
**Fiscal Year 2008**



**Neighborhood  
Health Plan™**

*Your health. Our promise.*



## **Our Mission**

Neighborhood Health Plan (NHP), in partnership with the state, community health centers and other community responsive providers, develops and operates cooperative managed care systems that are member focused, quality driven, community-based, culturally responsive and financially viable in contemporary and future health care environments.

## ***Our Community Benefits Program Mission Statement***

Neighborhood Health Plan's (NHP) Community Benefits Program is central to our corporate mission and is integrated into our overall strategic planning and resource allocation processes. NHP created the following mission statement for our Community Benefits Program that more specifically addresses our relationships with the communities we serve:

Neighborhood Health Plan strives to improve the health and quality of life for people in the communities we serve. We recognize the value of community participation in identifying and meeting needs, and we work in partnership with community health centers and community-based organizations in Massachusetts to identify populations who are most at risk. When unmet needs are identified, NHP works with its community partners to meet those needs by providing resources and support to existing community-based programs and organizations and by helping to develop new programs and services.

## ***NHP Oversight, Program Organization and Management***

NHP's Board of Directors, supported by our Executive Committee, oversees and evaluates our Community Benefits Program. Their role includes, but is not limited to:

- Maintaining the Community Benefits Plan as an integral component of NHP.
- Providing guidance and direction on NHP's ongoing efforts to advance community programs and respond to community needs.
- Providing input on the Community Health Needs Assessment process.
- Serving as a link to and actively engaging community partners.
- Continually evaluating the Community Benefits Program and its ability to meet stated objectives and goals.
- Ensuring that NHP staff members are fully informed of the Community Benefits mission and associated programs.

## ***Our Targeted Populations and Programs***

NHP continually assesses, through formal and informal processes, the health care and other needs of populations residing in the communities we serve. Key criteria for programs to be implemented or funding to be provided by NHP to meet these needs are:

- Needs identified are community priorities as determined in partnership with community health centers (CHCs) and other community partners.
- Programs are at the community level.
- Programs are developed and implemented with input from community agencies and health care providers.

- Programs and/or funding result in an improvement in the quality of life for the target population.
- Outcomes are measurable.

In addition to these criteria, our target populations are selected and programs implemented based on data and information from NHP's Board of Directors, CHCs, our involvement with various community organizations and coalitions, NHP member data, needs assessment surveys, and other primary and secondary sources. Based on the information gathered for 2008, NHP focused our efforts on:

- Victims of domestic violence
- Our CHCs and the populations they serve
- Linguistically, racially and ethnically diverse populations

Detailed descriptions of NHP's activities in these three areas are included in the latter part of this report.

## ***Our Community Partners***

### ***NHP Domestic Violence Advisory Board***

The NHP Domestic Violence Advisory Board (DVAB) provides support, guidance and collaboration to NHP as it defines and executes our domestic violence (DV) plan. The DVAB is made up of both internal NHP members and external representatives from CHCs, our provider network and other external DV community agencies/organizations. The DVAB focuses on reviewing and providing feedback on the content and direction of the program to ensure that our internal and external initiatives are member focused, quality driven, community based and culturally responsive. The DVAB serves as the conduit to external resources and programs that provide opportunities for partnership or collaboration for the advancement of the DV program or regarding CHC specific activities related to DV.

### ***Community Health Centers***

NHP works in partnership with CHCs located throughout the Commonwealth to develop and implement our Community Benefits Plan. Our staff has daily contact with CHCs enabling us to gain valuable insight and feedback on the unmet health care and other needs of the communities we serve. Our Board of Directors includes CHC executive managers who provide input and guidance on the health care needs of specific populations. NHP also has an Advisory Board that consists of representatives from CHCs throughout Massachusetts. The objective of the Advisory Board is to provide NHP with feedback and recommendations on policies, procedures, and programs that respond to the varying needs of diverse constituencies.

### ***NHP Members***

NHP obtains helpful information from our members through a variety of informal and formal methods including member surveys, member calls, health fairs and other community events.

### ***Other Community Partners***

NHP leadership and staff participate in various coalitions and community events, including service on various boards, and work with a variety of community agencies. NHP's relationship building throughout the community has a continual impact and influence on the planning and development of our Community Benefits Program.

Additionally, NHP's Outreach Team is focused on providing accurate information and educational materials to the general public. Through our participation in various health and community fairs throughout the Commonwealth, we have developed close relationships with a variety of community groups. Some of the organizations we have worked with include:

- Adult education centers and community colleges
- Housing authorities
- Food distributors, food pantries and homeless centers
- Community learning centers
- Career centers
- Earned Income Tax Credit Coalition (EITC)
- YMCAs and YWCAs
- Churches
- Chambers of Commerce
- Schools
- Department of Transitional Assistance
- WIC programs
- Farmers' markets
- Other community and social service agencies

Our relationships with these organizations provide valuable insight into community needs.

### ***Major Programs and Initiatives: Victims of Domestic Violence***

Domestic Violence (DV), a barrier for those seeking health care and improved quality of life, remains a key issue for our CHCs and other community-based providers. NHP is committed to the development, expansion and enhancement of DV prevention and treatment programming both externally, in the communities we serve, and internally, within our workplace. As part of our multi-year DV initiative, NHP has focused on three areas: funding of existing efforts, developing new programs and coalition building.

# Committed to the prevention and treatment of domestic violence



## Neighborhood Health Plan (NHP) has committed to develop, expand or enhance domestic violence prevention and treatment programming at community health centers. Neighborhood Health Plan's Domestic Violence Initiative results to date:

### External Initiatives

- Funded and hired coordinator for the Community Outreach & Education Project of the Community Advocacy Program
- Established domestic violence-related performance goals for NHP's behavioral health vendor for 2006-2008
- Sponsored a survey with CAP of all Massachusetts community health centers to collect data on the domestic violence programs and services
- Published advertorials and articles on domestic violence in the *Metro* and *El Mundo* newspapers.

- Conducted extensive outreach and education of domestic violence issues for members, providers, employees and the general public through published articles in member, provider and employee newsletters. Article topics included:
  - Intimate Partner Violence and Pregnancy
  - The Medical Legal Partnership and Child Witness to Violence Collaboration
  - Dr. Peter Stringham, a violence prevention leader
  - Domestic Violence Prevention and Support Resources
  - Teen Dating Violence
- Hosted a free domestic violence training forum for CHC providers, January 2008
- Sponsored functions and collection drives for community agencies:
  - Gay Men's Domestic Violence Project
  - Casa Myrna Vasquez
  - Asian Task Force Against Domestic Violence
  - Child Witness to Violence
  - Respond
  - Community Advocacy Program



## Initiatives that are member focused, quality driven, community based, culturally responsive and sustainable.

### Internally-focused Activities

- Introduced "Workplace Violence (including DV)" policy
- Joined Employers Against Domestic Violence
- Formed NHP Internal Clinical Domestic Violence Committee
- Formed NHP Internal Domestic Violence Task Force
- Conducted training for NHP Clinical staff
- Began domestic violence screening of NHP members as part of Health Needs Assessment
- Conducted annual NHP employee cell phone drive to support CAP in 2006 and 2007
- Conducted employee contribution and matching campaign which raised \$5,640 for the Elizabeth Stone House
- Instituted NHP Employee Volunteerism program for DV and other community agencies
- NHP Diversity Committee hosted the following speaker forums for NHP staff:
  - Documentary *Defending Our Lives* with speakers Stacey Kabat and Marcia Gordon
  - A survivor from the Gay Men's Domestic Violence Project
  - Ruth Jones, JD, a law professor and expert on domestic violence related legal issues



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## ***Our Domestic Violence Initiative***

The goal of NHP's Domestic Violence Initiative is to advance the prevention and treatment of DV through increased awareness and education of providers, members and employees. NHP is dedicated to addressing the issue of DV and its impact on health care access, health outcomes and quality of life for victims. In 2008, NHP focused our efforts on the following activities:

- ***Provider Training Forum:*** In January 2008, NHP hosted a free, one-day training forum on DV for CHC network providers. The event, held at the Massachusetts Medical Society in Waltham, was open to all CHC staff. The training offered providers, in early stages of DV program development, an opportunity to learn more about DV prevention and intervention. Additionally, the event offered providers with established programs an opportunity to further enhance learning and to discuss the successes and challenges in their DV prevention and intervention efforts. The forum included a 'DV 101' session with trainers from the Community Advocacy Program (CAP) and a "Best Practice and Lessons Learned" session with a panel of clinical staff from three CHCs. Seventeen CHCs were represented. The majority of attendees were nurses, nurse practitioners, social workers and counselors. Clinicians were offered free continuing education credits for attending.
- ***Community Outreach Funding:*** NHP continued Community Outreach activities at the CAP in 2008. CAP, a partnership of seven CHCs, provides crisis intervention and a full range of critical counseling, support and advocacy services for victims of dating and domestic violence in Dorchester, Roxbury, South Boston and surrounding communities. CAP is the only collaboration of its kind in the country supporting CHC-based domestic violence services. CAP's Director is a member of NHP's DV Advisory Board. NHP has partnered with CAP to increase DV awareness at CHCs and local communities through outreach and education. In 2008, NHP provided direct financial support in the amount of \$60,000 to CAP.
- ***Cell Phone Collection Drive:*** During Domestic Violence Awareness month in October 2008, NHP employees donated used cell phones and accessories to CAP. CAP is reimbursed for donated phones by Shelter Alliance and Verizon's Hope Line New England. The funds raised support an Emergency Assistance Fund for survivors of dating and domestic violence. The fund provides financial assistance for food, relocation expenses, fixing broken windows and locks, security deposits, rent, childcare, food and more.

- **Holiday Drive for REACH and RESPOND:** NHP donated holiday gifts and household necessities to REACH and RESPOND, two DV service organizations in the Greater Boston area. NHP staff sponsored families from RESPOND's holiday wish list program in December 2008 and also donated items to REACH for families served by the agency. NHP employees' donations included household items such as toasters, sheets, gift cards, and toys for families in need.
- **Event Sponsorship:** As part of NHP's larger event sponsorship initiative, NHP provided sponsorship funding to a number of DV organizations, including the Asian Task Force Against Domestic Violence, and the CAP, for their fundraising events. These sponsorships totaled \$5,500 in 2008.
- **Outreach and Education:** NHP conducted extensive outreach and education to create greater visibility of DV issues for members, providers, employees and the general public through published articles in member, provider and employee newsletters. In addition, NHP published advertorials in the Metro newspaper.

### **Major Programs and Initiatives: Our Community Health Centers and the Populations They Serve**

NHP was founded and exists to work with CHCs and other community-responsive health care providers to meet the health care needs of our communities. A critical component of this mission is to undertake programs that help to improve the capacity and capability of the CHCs. NHP's activities in this area benefit all the patients of the CHCs with whom NHP works and strengthen the ability of the CHCs to provide culturally competent, quality health care to individuals, regardless of their ability to pay, and to improve the health status of their neighborhoods.

#### **Urgent Care Grant**

In collaboration with the Massachusetts League of Community Health Centers (MLCHC), NHP has identified and worked with CHCs that would benefit from the CHC Urgent Care Grant. NHP manages this program on behalf of the Massachusetts Executive Office of Health and Human Services, Division of Health Care Finance and Policy (EOHHS/DHCFP).

This grant program funded fifteen projects, representing twenty-one health centers. The projects were aimed at increasing urgent care access and decreasing avoidable Emergency Department (ED) utilization. Initial funding was provided by EOHHS/DHCFP for one year, 2007. NHP made a decision to extend the grant program from January through June 2008 utilizing NHP funds. NHP provided additional grant dollars to twenty-one health centers with the goal of

creating additional positive results and providing the programs with more time to become self-sustaining. Results included increased access to urgent and primary care services: 21,365 new visits were reported and over 30 clinical staff FTEs were hired under these grants. Analysis of ED utilization also showed positive results. When comparing NHP data in calendar year 2006 to calendar year 2007, the overall combined decrease for the grant funded sites was 2 percent. In 2008, NHP contributed \$1,476,342 in grant dollars to this program.

### ***Performance Improvement Team for Community Health (PITCH)***

In order to respond to requests from our CHCs for various types of assistance for improving their ability to meet community needs, NHP designed and implemented a Needs Assessment Survey. The results of the survey have been used by NHP's Performance Improvement Team for Community Health (PITCH) to identify the types of support needed by CHCs and to target and prioritize the work of PITCH. Areas identified by the survey were assistance with business planning and operations (including accounting and financial analysis) and design and implementation of clinical programs that can improve patient outcomes. The services of PITCH are provided free of charge by NHP and impact health care for all patients (at most of the CHCs, less than 10% of patients are NHP members).

PITCH's primary focus is to improve the capacity of health centers to provide care that is efficient, effective and high quality. PITCH is called upon to improve key service delivery touch points for patients including telephone access, appointment availability and wait times for service. The improvements are intended to benefit all health center patients. In 2008, the team worked with several CHCs to improve the patient experience.

In order to prioritize and select requests from CHCs, a PITCH member visits the CHC site to assess whether the project meets the following criteria:

- The project is focused on improvements that strengthen patient care and the health center's performance.
- There is a well-defined, manageable project scope.
- It is possible to gauge the degree of improvement through data analysis.
- The CHC team has the resources and skills required to assure success.
- The CHC's leadership is committed to the project and the change process.

In 2008, PITCH offered its services by conducting independent consulting projects at CHCs and coaching CHC teams engaged in a learning collaborative process to improve access and practice redesign.

# Changing the way health centers work . . . for the better



## Free, customized and confidential business performance solutions from Neighborhood Health Plan



*Performance Improvement Team for Community Health*

**Over the years, more than 25 health centers have invited Neighborhood Health Plan to pursue performance improvement with them. The team has consistently achieved positive results and excellent reviews from clients.**

### **ACTUAL CASE**

A community health center wants to increase the rate at which patients keep their scheduled appointments. They request that NHP conduct a study to determine the particular causes of missed appointments and propose remedies.

PITCH provided this study, working closely with two key health center leaders, and coordinated the effort through the health center's No-show Committee.

### **RECOMMENDATIONS**

Following discussions and research, PITCH recommended changes that the health center could make right away to increase the "show" rate for appointments and leverage the time freed up by cancellations in a more efficient way.

- Create smaller time interval to appointment and more convenience by using the existing system's "recall list" feature. Set up a reminder instead of an appointment. Call to schedule 1-2 weeks before the return date.
- Make appointment reminder calls two days in advance instead of one day.
- Set up and promote a 24-hour, direct-dial appointment cancellation line. Practice flyer mock-up delivered to client.

### **RESULTS**

The health center reports an improved "show" rate for appointments with the implementation of these changes.

### **MEASURES OF SUCCESS**

- Decreased appointment density
- Decreased time from booking to appointment

The Performance Improvement Team for Community Health (PITCH), founded in 1996, advises health centers on performance improvements that reduce cost, improve efficiency, and increase customer satisfaction.

The services of PITCH are confidential and free of charge to community health centers in the NHP network. Using a diagnostic approach to find a proposed problem at its source, the team offers solutions that address a specific problem and offers assistance to make the changes.

With the goal of improving customer service, the types of services that PITCH offers to clients include:

- Workflow recommendations to decrease the cycle time for patients' visits.
- Solutions for telephone systems to increase responsiveness to callers.
- Job design and staff development plans to strengthen teamwork.
- Communication materials for patients on effective use of available services.
- Strategies to sustain grant-funded programs and reach new market segments.



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The following table lists projects conducted in 2008:

CHC	Project Name	Goal	Status
A	Access to Urgent Care	Streamline the intake and triage process for patients who present to the Urgent Care department	Complete
B	Telephone Access	Study the current system and assess call center feasibility	Complete
C	Appointment Availability	Analyze provider schedules to identify areas for improvement	Complete
D	Clinical Teamwork	Balance workload and improve transitions and follow-through among team members	Complete
E	Staff Development	Provide tools and direction on the development of Medical Assistants for leadership roles	Complete
F	Telephone Workflow	Assess workflow and recommend changes to offer more efficient service	Complete

### ***The Northeast Access & Redesign Collaborative***

The Northeast Access & Redesign Collaborative, a learning collaborative approach to working with CHCs, is a system-wide improvement initiative NHP conducted in partnership with the MLCHC. This approach promotes information-sharing and creates opportunities to design, test and deploy new models of clinical care and service delivery. It also provides measurement tools and parameters to inform decision-making on resource allocation that is patient-centered, efficient and effective.

The Collaborative includes six Massachusetts CHCs that have formed cross-organizational teams to improve performance in the following areas:

- Patient access
- Office flow and efficiency
- Patient, provider and staff satisfaction
- Clinical outcomes
- Visit-related costs

The CHC teams achieved some notable improvements and gained new perspective on their ability to offer a better experience for patients that extends to primary care providers and clinical support staff. The teams are now focused on sustained improvement and are spread throughout their entire delivery system.

### **Other Community Health Center Programs**

**Electronic Medical Record:** In 2008, NHP provided \$6 million of funding to CHCs for readiness assessments and implementation of Electronic Medical Record and Electronic Practice Management (EMR/EPM). Five CHCs have benefited from EMR/EPM implementation support from NHP during this time, while 11 have received funds for EMR readiness preparation. In addition, NHP has contributed to the fund to build a reporting tool and data repository so that data from the EMR can be more easily used for decision making.

**Provider Loan Repayment:** The MLCHC recently received a national award for its primary care provider loan repayment program. The program offers medical and nursing school repayment to primary care physicians and Nurse Practitioners (NPs) who commit to practice at one of the community health centers in Massachusetts for two to three years. The initiative has increased health care access for more than 100,000 medically underserved and newly insured residents across the state. As a partner of the program, NHP made a three-year commitment of \$1.8 million to fund provider loan repayments. The first installment of \$600,000 was for 2008. To date, nine MDs, four NPs and one Doctor of Osteopathic Medicine, representing 12 CHCs, have had their loan repayment funded by NHP.

**Cultural Competency Training:** NHP is working in conjunction with the MLCHC and the Harvard Pilgrim Health Care Foundation to develop and provide training to providers across Massachusetts CHCs on diversity-related and cultural sensitivity awareness. In 2008, a total of 11 trainings were conducted, serving 187 people. The trainings were targeted to three groups of providers: nurses, behavioral health providers and MDs/NPs/PAs. NHP paid \$20,000 to fund these trainings.

**Funded Outreach Workers:** In the interest of fostering health care access, NHP continues to fund 10 bilingual outreach positions at nine CHCs to help in completing the insurance eligibility assessment process for patients and provide information regarding health insurance options. (The outreach workers are bilingual in a variety of languages depending upon the CHC and the language needed at each site.) NHP has \$250,000 budgeted per year for these outreach workers.

**Training - Center for Clinical Communication and Performance Outcomes (3CPO):** This collaboration with NHP, the MLCHC and the University of Massachusetts, plans and delivers a provider workshop series on communication expertise. NHP provided \$50,000 to fund the training and an additional \$240,000 in incentives for providers to attend the training. A total of 218 providers attended the sessions in 2008.

## **Major Programs and Initiatives: Linguistically, Racially and Ethnically Diverse Populations**

### **Diversity and Cultural Competency**

NHP recognizes that linguistics, culture, and other special needs are often barriers that influence an individual's disparate understanding of available health services. We are working in conjunction with the MLCHC and the Harvard Pilgrim Health Care Foundation to develop and provide training to providers across Massachusetts CHCs on diversity-related and cultural sensitivity awareness. We also believe that one of the best ways to serve a diverse population is to foster diversity within our own organization. Our Diversity Committee develops and implements programs that support the understanding of different cultures and customs, emphasize respect for all of our differences, and celebrate our similarities.

NHP's approach for ensuring network diversity includes:

- Analysis of member demographics and identification of predominant profiles. NHP has implemented multiple processes to collect race and ethnicity data from our membership. As of April 30, 2009, we have race and ethnicity data on 61.4 percent of our membership.
- Collection of data on languages spoken by contracted providers and their staff.
- Identification of gaps in languages spoken and increased recruiting efforts for providers with specific languages in areas where gaps exist.
- Appropriate matching of members and providers through provider and member services functions.
- Diversity-related and cultural sensitivity awareness training for providers.

NHP recently won the Rosoff Internal Diversity Initiative Award for the excellent work in fostering diversity within our organization. This premier New England award recognizes our efforts in recruiting and maintaining a diverse work force as well as acknowledges the success of our Diversity Committee's partnerships, programs and trainings. These programs are designed to support one or more of the following goals:

- Improve staff engagement
- Staff training and development in the areas of diversity, cultural competence and inclusion
- Support for the overall mission of NHP including project and initiatives on the corporate business plan with a diversity focus

### **Health and Social Care Management**

NHP believes that our members are best served by offering clinically relevant, quality focused, and culturally sensitive care management services. Our Care Managers play a coordination role

which varies according to the needs of the patient and the resources of the primary care practice. Our program can focus on adult and pediatric patients, and has multilingual and multicultural capability. NHP also has Social Care Managers on staff that work with Care Managers and help members access community-based services and programs such as public assistance, housing services, food programs, utilities assistance (gas, electric, phone), services for people with disabilities, making appointments and finding transportation.

### **Redetermination Reminders**

Gaps in health insurance coverage have been a critical problem for MassHealth and Commonwealth Care members as it interrupts the continuity of care for our members. If a MassHealth or Commonwealth Care member does not comply with the proof of eligibility requirement of the Commonwealth's annual redetermination process, they lose their eligibility status and health care coverage through NHP or any other Medicaid or Health Connector approved health plan. When the relationship between the member and NHP is severed during this period, the ongoing relationship and support is no longer available to the former member in terms of providing general health information and management of any specific health issues.

NHP has launched several initiatives to help reduce the frequency of members losing MassHealth eligibility through the redetermination process:

- Utilizing MassHealth's data, we "flag" these members in our enrollment system. Our Customer Care Center staff alerts the members about this important deadline.
- NHP's on-line referral and eligibility provider portal, NHPNet, provides real-time redetermination data for MassHealth and Commonwealth Care members. This data identifies patients scheduled for redetermination and the date the eligibility verification must be completed. Providers are encouraged to check the reports on daily basis so that timely assistance can be provided to patients whose eligibility is at risk.
- NHP's outbound messaging system provider, TeleVox, sends automated telephonic reminders to members.
- A reminder postcard is sent to all members who are unreachable by telephone.

### **Smart Neighbor**

NHP's community resource database, *Smart Neighbor*, provides information for the public at large and special groups within our communities, such as low-income groups, the elderly, disabled and homeless, and children with special health care needs. The database includes information about community programs, social services, and other public benefits and resources relevant to the community. *Smart Neighbor* is accessible through the NHP website (<http://www.nhp.org/SmartNeighbor/default.aspx>). Keyword search and drop list capabilities help to navigate the site easily and find information on various community and state programs and resources. NHP actively communicates and encourages other organizations to utilize this

resource to help in identifying potential resources and services for their clients. In order to ensure that *Smart Neighbor* provides the most current information possible, a rolling report has been implemented in which information is collected on a monthly basis. *Smart Neighbor* is updated biannually with the information collected during this rolling report. Currently the database contains over 400 resources or entries. NHP continually researches additional resources and is open to suggestions from the community.

**Thumbs Up Nutrition Booklet**

In collaboration with two NHP physicians, NHP produced a practical, easy to read nutrition guide, *Thumbs Up for Healthy Food Choices*, in 2006 for its members to demystify the process of shopping for healthy meals. The goal was to create a tool that would educate and encourage individuals and families to make healthy food choices, thereby, preventing or decreasing the risk of diseases often associated with unhealthy eating, such as diabetes, high blood pressure and heart disease.

The booklet uses a simple “thumbs up” and “thumbs down” graphic to identify healthier selections within each food category. *Thumbs Up* includes pictures of actual food products found in grocery stores and provides rating comparisons on a scale of 1 to 3 thumbs up or thumbs down. Ratings are based on whether a particular food is high or low in fiber, calories, sugar and fat content. For example, a cereal high in fiber and low in sugar has a rating of 3 thumbs up, while a cereal low in fiber and high in sugar rates as 3 thumbs down (see below).





January 23, 2009

To Whom It May Concern,

I am writing this letter in support of the "Thumbs Up" booklet that NHP supplies to our Health Center.

In our Pediatric Department we use the "Thumbs Up" booklets on a daily basis. We have a large population of overweight/obese children; many of the families that we see speak very little English. Not only does this book provide excellent suggestions for healthy food choices, it is presented in such a way that allows those with limited literacy skills (or primary languages other than English) to easily understand and utilize the resource. It is hard to keep enough on hand given the demand that we have for good/simple nutrition information.

We have a program at East Boston Neighborhood Health Center (EBNHC) called the "Let's Get Movin" program, this is a program that we have developed to try to tackle the childhood obesity problem in our population. The program is multifaceted but has an exercise component and nutrition information sessions for children as well as for parents. We use the "Thumbs Up" booklets for these families.

In addition, our Adult Medicine Department has a large Diabetes Collaborative and the nutritionist who works with diabetic patients uses these booklets in her sessions and has found them to be a great resource for her clients.

It is critical to have relevant, user-friendly resources to give to our patients when we discuss health issues. The "Thumbs Up" booklet is most certainly such a vital resource!

Sincerely,

A handwritten signature in black ink, appearing to read "Leslie J. Scherl".

Leslie J. Scherl, MD  
Medical Director- Pediatrics  
East Boston Neighborhood Health Center

Due to the positive feedback and perceived success of the booklet, it was re-published in 2007 in a bilingual format (English and Spanish). In 2008, NHP distributed approximately 77,000 of *Thumbs Up* to a variety of organizations including CHCs, schools, hospitals and other community-wide programs and organizations. These organizations include the Boston Public Health Commission, Let’s Get Moving Program, and the American Heart Association, among others.

**Contributions and Sponsorships**

NHP also contributes to the community through our charitable donations and sponsorships. In 2008, we contributed \$325,430 to a variety of organizations that focus on the wellbeing of our communities as shown in the table below.

2008 CONTRIBUTIONS/SPONSORSHIPS	
Type	Amount
Community Based	\$109,025
Community Relations	\$4,955
Diversity	\$26,250
Domestic Violence	\$5,500
Community Health Centers	\$99,700
Corporate Sponsorships	\$73,300
Other	\$6,700
TOTAL	\$325,430

Some of the organizations that benefited from these contributions include CHCs, the AIDS Actions Committee, La Alianza Hispana, American Diabetes Association, Asian Task Force Against Domestic Violence, Boston Center for Independent Living, Casa Myrna Vasquez, Cradles to Crayons, Fields Corner Main Street, Lynn Hispanic Scholarship Fund, the March of Dimes, Massachusetts Immigrant and Refugee Advocacy Coalition, among others.

## Community Benefits Program: Our 2008 Expenditures and 2009 Budget

Type	Estimated Total Expenditures 2008	Approved Program Budget for 2009*
Community Benefit Programs:		\$870,000
• Domestic Violence Initiative	.5 FTE + \$60,000	
• Urgent Care Grant	\$1,476,342	
• PITCH	1 FTE	1 FTE
• Electronic Medical Records for CHCs	\$6,000,000	
• Provider Loan Repayment	\$600,000	
• Provider Cultural Competency Training	\$20,000	
• 3CPO Training and Incentives	\$290,000	
• Outreach Worker Funding	\$247,916	
• Smart Neighbor	.3 FTE	.3 FTE
Net Charity Care or Uncompensated Care Pool Contribution	\$1,085,564	
Corporate Sponsorships	\$325,430	\$250,000

\*Excludes expenditures not identified at the time of this report.

## Community Benefits Program: Short and Long Term Goals

The overarching goal of NHP's Community Benefits Program is to improve the health status and quality of life for members of targeted populations and their communities.

Over the short-term, NHP will:

- Work with CHCs and other key community partners to develop programs and resources to meet the needs of specific populations.
- Continue to partner with grass roots organizations and health education and advocacy groups to address the health needs of their communities.
- Develop strategies to continuously identify members of selected populations.
- Work with community-based organizations and government agencies to craft long-term solutions to the problems affecting the lives of the populations identified by NHP and our community partners.
- Assess the effectiveness of the NHP Community Benefits Program in meeting our goals.

Over the long-term, NHP will continue to evaluate our Community Benefits Program and revise its efforts and target populations based on the assessment of existing programs and the identification of new needs through analysis of external data and how it relates to CHCs, and other community-based organizations. Specifically, our long-term goals are to:

- Evaluate, modify and expand initiatives for current and target populations.
- Continue to actively support and enhance the ability and capacity of CHCs to meet the health care needs of their communities.
- Continually improve upon NHP's ability and capacity to serve the diverse communities of Massachusetts.

## ***Our Budget and Goals for 2009***

### ***Approved Budget/Projected Expenditures***

For Fiscal Year 2009, NHP will continue to focus its community benefits efforts on victims of domestic violence, our CHCs and linguistically, racially and ethnically diverse populations. We currently anticipate that our projected expenditures will be \$1,120,000.

### ***Goals and Projected Outcomes***

#### ***Domestic Violence Initiative***

NHP will continue to advance the prevention and treatment of domestic violence through increased awareness and education of providers, members and employees.

#### ***PITCH – Performance Improvement Team for Community Health***

In 2009, the work of PITCH will continue as part of a larger initiative to transform clinical office practice, known as the Primary Care Medical Home Initiative (PCMHI), under the Massachusetts Executive Office of Health and Human Services.

#### ***Promoting Health Care Equity***

NHP will continue to work with providers, our community health centers and community-based organizations in activities related to improving health care equity.

#### ***Smart Neighbor***

NHP will continue to have this community resource database available for NHP members and the overall public. This resource database is continually updated, and suggestions for additional resources are appreciated and taken into account.

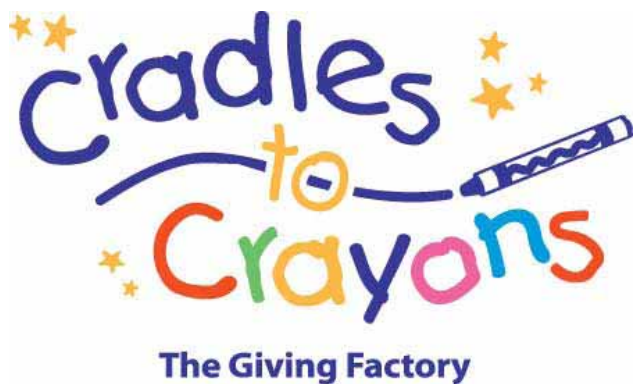
#### ***Employee Volunteerism***

NHP rolled out the implementation of a volunteerism policy in 2008 that allows NHP employees paid time away from work to provide volunteer services for activities endorsed by NHP. The purpose of the policy is to encourage our employees to lend their support to programs that positively impact the quality of life within the communities we serve and live in. Organizations that benefited from NHP volunteers in 2008 included the Pine Street Inn and Cradles to Crayons. We hope to increase our employee volunteer efforts in 2009.

Corporate partnerships that make a difference.



## NHP is a corporate sponsor—and more—to a non-profit that serves many of our members.



Neighborhood Health Plan has had a propitious relationship with Cradles to Crayons (C2C), a non-profit whose mission is to provide, free of charge, low-income and homeless children from birth to pre-teen the basic essentials they need to be safe, warm, ready to learn, and valued.

One year ago, NHP was a corporate sponsor for the first annual “Ready for School” school supplies fundraiser and the “Backpack-a-thon” where volunteers packed the supplies in backpacks for distribution. At that time, NHP became aware of C2C’s outreach need for warm winter clothing.

NHP employees responded to the needs of the children, many of whose families are members of Neighborhood Health Plan, by collecting almost 600 coats and 200 pairs of gloves during a coat drive.

Then, more clothing became available to children because of NHP’s relationship with the March of Dimes. Gymboree, a retailer of children’s clothing, looks to the March of Dimes

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***“We cannot thank you enough for being a connector for C2C in so many ways.”***

**Jennifer White, Cradles to Crayons  
Director of Development and Strategic Partnerships**

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to help distribute excess inventory. NHP was able to put the two non-profits together, and Gymboree clothing is now being distributed through C2C.

The Liberty Mutual Insurance Company then contacted C2C after reading an advertorial that NHP had produced and had published in Boston’s newspaper, *Metro*, describing the work of C2C. C2C was encouraged to apply for and, in fact, received a \$10,000 grant from the Liberty Mutual Foundation.

On August 15, 2008, NHP was again involved with C2C on both the corporate and employee level, participating in the second annual “Ready for School” fundraiser and the “Backpack-a-thon” on Boston’s City Hall Plaza. Once again, helping Cradles to Crayons make a difference in the lives of our members.

***Continued Evaluation of Our Community Benefits Program***

In 2009, NHP will continue to evaluate our Community Benefits Program and progress on our stated goals. Adjustments to the program will be made as necessary to ensure that we continue to have a significant impact on and provide a benefit to populations in most need.

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