

Organization Information

Organization Name: Nantucket Cottage Hospital
Address: 57 Prospect Street
City, State, Zip: Nantucket, Massachusetts 02554
Website: www.nantuckethospital.org
Contact Name: Gary Shaw FACHE
Contact Title: President and CEO
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Contact Address: 57 Prospect Street
(Optional, if different from above)
City, State, Zip: Nantucket, Massachusetts 02554
(Optional, if different from above)

Organization Type: Hospital
For-Profit Status: Not-For-Profit
Health System: Partners HealthCare
Community Health Network Area (CHNA): Cape and Islands Community Health Network(CHNA 27),
Regions Served: County-Nantucket,

Mission and Key Planning/Assessment Documents

Community Benefits Mission Statement:

Reflecting a strong tradition of caring and sense of community, the mission of Nantucket Cottage Hospital (NCH) is to be the island's primary source of a full range of health and wellness services. NCH assumes the leadership role within the community by collaborating with other local organizations to ensure availability of an integrated array of healthcare services and to respond to needs of the increasingly diverse and expanding Nantucket community.

Led by a proficient and dedicated cadre of physicians, management, staff, and volunteers, the NCH team provides services in a confident, compassionate, respectful and responsive manner; is fiscally responsible; and is prepared to respond to every healthcare need either directly, from within the community, or indirectly, through an extensive network of off-island healthcare partners.

NCH will promote wellness for people of all ages through prevention, education and readily accessible healthcare services in an effort to improve the general health, vitality and quality of life for all Nantucket residents and visitors.

Target Populations:

Name of Target Population	Basis for Selection
The most vulnerable who live on and visit this remote year-round community and summer resort island	Qualitative and quantitative needs assessments

Publication of Target Populations:

Marketing Collateral, Website

Community Health Needs Assessment:

Date Last Assessment Completed:

2018 Update for 2021 in process.

Data Sources:

Community Focus Groups, Consumer Groups, Hospital, Interviews, Other, 2015 Nantucket Quality of Life Survey, Nantucket Community Health Improvement Plan process, 2017 Community Health Improvement Plan (Healthy Nantucket 2020)

CHNA Document: [NCH FY18 CHNA CHIP - FINAL.PDF](#)

Implementation Strategy:

Implementation Strategy Document: [NCH-CHNA-FY18.PDF](#)

Key Accomplishments of Reporting Year:

The following programs highlight NCH's continued commitment to our community's health and well-being:
Community Health Initiative

In FY20, Nantucket Cottage Hospital awarded \$381,500 in grant funding to 14 non-profit recipients through its Community Health Initiative, which seeks to address the island's most pressing health issues through collaborative, innovative, and sustainable programs. The hospital sought proposals in four areas: behavioral health; women's and children's health; access to healthcare; and access to housing. These priorities were identified by the island community following a comprehensive process that included public forums and prioritization sessions. The resulting document, the Nantucket Community Health Improvement Plan, is better known as Healthy Nantucket 2020 and served as the roadmap for the Community Health Initiative grant process. Community volunteers vetted grant proposals and made recommendations for the Community Health Initiative funding available through the hospital's Determination of Need for a new hospital facility.

During this collaborative and participatory process, dozens of community groups, organizations, and individuals contributed valuable insight and perspectives.

Subsidizing Behavioral Health Ambulance Transports

Citing declining insurance reimbursements and rising transportation costs, the island's only ambulance service as well as off-island ambulance companies will not transport patients from Nantucket to mainland facilities (primarily behavioral health patients). Nantucket Cottage Hospital is now subsidizing these ambulance transports (an average of \$6,000 per transport) to ensure island patients can get the appropriate care. These patients are ineligible for transport by MedFlight, so must be transported by ambulance via the ferries. In FY20, NCH incurred costs of \$192,374 to subsidize these ambulance transports.

Operational Support for Island Health Partners

Nantucket Cottage Hospital supports several island-based health organizations by providing operational space at no cost. During FY20, NCH provided, at no cost, operating space to Fairwinds Nantucket Counseling Center, which provides mental health and addiction recovery services and Health Imperatives, a health and human services agency supporting low-income and vulnerable families.

Health and Wellness Screenings

Nantucket Cottage Hospital aims to provide health and wellness screenings to the island community at low or no cost. While the hospital's annual health fairs - the Be Well Children's Health Fair, as well as the Island Health Fair + Elder Expo - could not be held this year due to the COVID-19 pandemic, hospital nursing and administrative staff facilitated a drive-through flu shot clinic to safely and conveniently provide influenza vaccines to 5,236 individuals, as well as free mammograms to nine uninsured Nantucket women who qualified during Breast Cancer Awareness Month.

Nurses Training Program and Community Outreach

Through courses at Massachusetts General Hospital and on the NCH campus, approximately 60 Nantucket Cottage Hospital nurses continued their professional education in general and specialty nursing skills. The COVID-19 pandemic prevented the hospital from participating as it typically does in the "School-to-Career" and Pathways programs with Nantucket High School, which offers students interested in careers in medical fields the opportunity to "shadow" professionals in various NCH departments including nursing, imaging, laboratory and sports medicine.

Social Services

The Nantucket Cottage Hospital Social Services Department provides social work services to patients of Nantucket Cottage

Hospital and our community at large. Community members can self-refer for appointments and be seen free of charge on an as-needed basis, regardless of English proficiency, documentation status, insurance status or other potential barriers to care. These appointments range from education and referral to mental health resources, helping veterans access their VA benefits, applications with the Department of Mental Health, assistance navigating guardianship, assistance with the disability determination process for SSDI and SSI benefits, education about advanced directives (healthcare proxies power of attorney, MOLST etc.), assistance with subsidized housing applications, helping seniors and other eligible adults sign up for Medicare and understand their benefits. In FY20, NCH provided 10,014 encounters to the community totaling over 3,692 hours.

Medicare Part D program enrollment

Nantucket Cottage Hospital's Social Services Department advises and counsels qualified Medicare recipients in the annual drug coverage open enrollment and change period, all for no charge. In FY20, the department assisted 208 Medicare patients review their prescription plans during the Medicare Part D Open Enrollment Period.

Scholarships

The Nantucket Cottage Hospital Beinecke Scholarships are intended to further the education and training of island residents in

medical and health care fields by helping to finance their studies. The scholarship fund is open to graduates of Nantucket High School, employees of Nantucket Cottage Hospital and any other island resident who can satisfy the guidelines and requirements. The Beinecke Scholarship Fund focuses on six areas of health care study and training. Nursing is the fund's first priority, followed by radiology and imaging services, laboratory services, pharmaceutical fields, physician and physician assistant studies, as well as physical therapy training. In FY20, Nantucket Cottage Hospital distributed \$63,000 in scholarships to 55 individuals.

Support of NARCAN Program and Island First Responders

Nantucket Cottage Hospital has a memorandum of agreement with the Nantucket police and fire departments establishing a program for the use of Narcan and automated external defibrillators under the medical control supervision of NCH's medical director. The hospital's medical director assumed responsibility for all medical control aspects of the program, reviews all uses of AEDs and Narcan by first responders for quality assurance, and approved training programs for the use of Narcan. In FY20, Nantucket Cottage Hospital purchased and dispensed Narcan kits to NPD and NFD. Nantucket Cottage Hospital also donated glucose tubes, EPI-PENS, Aspirin, and Adult & Pediatric Albuterol Nebes to NFD EMS as well flu vaccines for NPD/NFD staff totaling \$12,130.

Supplies Provided to Nantucket EMS

Nantucket Cottage Hospital's materials management department provided various supplies at no cost to the Nantucket Fire Department, which serves as the island's EMS service. These supplies included: slings, nebulizers, surgical tape, bandages, oxygen masks, gauze, sharps, wipes and other items. In FY20, Nantucket Cottage Hospital provided \$940.92 in supplies to the Nantucket Fire Department.

Certified Application Counselors

Nantucket Cottage Hospital Certified Application Counselors (CACs) provide information about the full range of insurance programs offered by EOHHS and the Health Connector. Our CACs help individuals complete applications or renewals; work with the individual to provide required documentation; submit applications and renewals for the Insurance Programs; interact with EOHHS and the Health Connector on the status of such applications and renewals; and help facilitate enrollment of applicants or beneficiaries in insurance programs. In FY20, NCH Certified Application Counselors filed 1,067 applications for Masshealth or ConnectorCare insurance plans.

Public Education and Health Care Awareness

In FY20, through the Nantucket Cottage Hospital Foundation office and its communications staff, the hospital released public service announcements, social media posts, and placed paid advertising weekly with local media to increase awareness of COVID-19 prevention and mitigation, as well as cancer, tick borne diseases, and other health issues. This included the fourth annual "Women + Wellness" event, which was virtual this year, featuring speakers from Nantucket Cottage Hospital and the island community.

Plans for Next Reporting Year:

Nantucket Cottage Hospital anticipates continuing or repeating the majority of its fiscal year 2020 community benefits in the fiscal year 2021, and implementing the ongoing and new initiatives to:

- Facilitate the ongoing action planning and implementation of the Nantucket Community Health Improvement Plan.
- Sustain a robust Community Health Initiative program in relation to the Factor 9 process of the Determination of Need application for the new hospital project, distributing the fifth and final phase of roughly \$4.2 million funding through a collaborative grantmaking process.
- Continue the NCH PFAC's focus on cultural groups as part of its outreach effort to Nantucket's various ethnic groups to engage them and learn about their perceptions of healthcare on the island.
- Increase patient access to primary, specialist and tertiary care, with an emphasis on primary care physicians and adding certified healthcare providers in specialties most needed or in greatest demand by local patients.
- Recruit and retain high-caliber medical staff and professionals to support future program needs.
- Use technology including telemedicine to improve patient care and service.
- Engage in or lead more collaborative community relationships to improve on-island healthcare and wellness.

Self-Assessment Form: [Hospital Self-Assessment Update Form - Years 2 and 3](#)

Community Benefits Programs

Certified Application Counselors

Program Type Access/Coverage Supports

Program is part No

**of a grant or
funding
provided to an
outside
organization**

Program Description Nantucket Cottage Hospital Certified Application Counselors (CACs) provide information about the full range of insurance programs offered by EOHHS and the Health Connector. Our CACs help individuals complete an application or renewal; work with the individual to provide required documentation; submit applications and

renewals for the Insurance Programs; interact with EOHHS and the Health Connector on the status of such applications and renewals; and help facilitate enrollment of applicants or beneficiaries in Insurance Programs. In FY20, NCH CACs contributed to the estimated 65 patient financial counselors that served patients who needed assistance with their coverage.

Program Hashtags Prevention,

Program Contact Information Brooke Alexander, Mass General Brigham Community Health

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Provide information about the full range of insurance programs offered by EOHHS and the Health Connector.	In FY20, NCH CACs contributed to the estimated 65 patient financial counselors that served patients who needed assistance with their coverage.	Process Goal	Year 2 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Education,

Health Issues Social Determinants of Health-Access to Health Care, Social Determinants of Health-Uninsured/Underinsured,

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** All,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Massachusetts General Hospital	www.massgeneral.org

Community Health and Wellness Screenings

Program Type Access/Coverage Supports

Program is part of a grant or funding provided to an outside organization No

Program Description Nantucket Cottage Hospital aims to provide health and wellness screenings to the island community at low or no cost. While the hospital’s annual health fairs - the Be Well Children’s Health Fair, as well as the Island Health Fair + Elder Expo could not be held this year due to the COVID-19 pandemic, hospital nursing and administrative staff facilitated a drive-through flu shot clinic to safely and conveniently provide influenza vaccines to 5,236 individuals, as well as free mammograms to nine uninsured Nantucket women who qualified during Breast Cancer Awareness Month.

Program Hashtags Community Education, Health Screening, Prevention,

Program Contact Information Chris Glowacki

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame

To provide free or low-cost health screenings to the island community.	Hospital nursing and administrative staff facilitated a drive-through flu shot clinic to safely and conveniently provide influenza vaccines to 5,236 individuals, as well as free mammograms to nine uninsured Nantucket women who qualified during Breast Cancer Awareness Month.	Outcome Goal	Year 3 of 3
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EOHHS Focus Issues Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,

DoN Health Priorities Built Environment,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Massachusetts General Hospital	http://www.massgeneral.org
Briarpatch Pediatrics	http://www.briarpatchpedi.com
Bite Size Dental	http://www.bitesizeack.com
ACK Eye	http://www.ack-eye.com

Community Health Initiative

Program Type Infrastructure to Support CB Collaboration

Program is part of a grant or funding provided to an outside organization No

Program Description In FY20, Nantucket Cottage Hospital awarded \$381,500 in grant funding to 14 non-profit recipients through its Community Health Initiative, which seeks to address the island’s most pressing health issues through collaborative, innovative, and sustainable programs. The hospital sought proposals in four areas: behavioral health; women’s and children’s health; access to healthcare; and access to housing. These priorities were identified by the island community following a comprehensive process that included public forums, prioritization sessions and input from the hospital’s 2015 Community Health Needs Assessment. The resulting document, the Nantucket Community Health Improvement Plan, is better known as Healthy Nantucket 2020 and served as the roadmap for the Community Health Initiative grant process. Community volunteers vetted grant proposals and made recommendations for the Community Health Initiative funding available through the hospital’s Determination of Need for a new hospital facility. During this collaborative and participatory process, dozens of community groups, organizations, and individuals contributed valuable insight and perspectives.

Program Hashtags Prevention,

Program Contact Information Chris Glowacki,

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
To address the island's most pressing health issues through grant		Process Goal	Year 3 of 5

funding that supports collaborative, innovative, and sustainable programs.	In FY20, Nantucket Cottage Hospital awarded \$381,500 in grant funding to 14 non-profit recipients through its Community Health Initiative		
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EOHHS Focus Issues Housing Stability/Homelessness, Mental Illness and Mental Health, Substance Use Disorders,

DoN Health Priorities Housing,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
National Alliance on Mental Illness	www.nami.org
Health Imperatives Nantucket	www.healthimperatives.org/nantucket
Maria Mitchell Association	www.mariamitchell.org
Sustainable Nantucket	www.sustainablenantucket.org
Nantucket Community School	www.Npsk.org
Nantucket Affordable Housing Trust Fund	www.nantucket-ma.gov
Addiction Solutions â€ Nantucket	Not Specified
Housing Nantucket	www.housingnantucket.org
Nantucket Safe Harbor for Animals	Nishanimals.org
Nantucket Public Schools	Npsk.org
Nantucket Community Television	Nctv18.org
Nantucket Boys & Girls Club	Nantucketboysandgirlsclub.org

Medicare Part D program enrollment

Program Type Access/Coverage Supports

Program is part of a grant or funding provided to an outside organization No

Program Description Nantucket Cottage Hospitalâ€™s Social Services Department advises and counsels qualified Medicare recipients in the annual drug coverage open enrollment and change period, all for no charge. In FY20, the department assisted 208 Medicare patients review their prescription plans during the Medicare Part D Open Enrollment Period.

Program Hashtags Community Education,

Program Contact Information Sarah Chotkowski,

Program Goals:

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Goal Description	Goal Status	Goal Type	Time Frame
Advise and counsel Medicare recipients.	In FY20, the department assisted 208 Medicare patients review their prescription plans during the Medicare Part D Open Enrollment Period	Process Goal	Year 3 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Education,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** Elderly,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Not Specified	Not Specified

NARCAN And Other Drugs/Training Supplied to First Responders

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description Nantucket Cottage Hospital has a memorandum of agreement with the Nantucket police and fire departments related to a program for the use of Narcan and automated external defibrillators under the medical control supervision of NCH’s medical director. The hospital’s medical director assumed responsibility for all medical control aspects of the program, reviews all uses of AEDs and Narcan by first responders for quality assurance, and approved training programs for the use of Narcan. In FY20, Nantucket Cottage Hospital purchased and dispensed Narcan kits to NFD and NPD. Nantucket Cottage Hospital also donated glucose tubes, EPI-PENS, Aspirin, and Adult & Pediatric Albuterol Nebbs to NFD EMS as well flu vaccines for NPD/NFD staff totaling \$12,130.

Program Hashtags Health Professional/Staff Training,

Program Contact Information Martha Lake Greenfield; Dave Small

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
To continue the use of Narcan and automated external defibrillators by first responders in the fire and police departments.	In FY20, Nantucket Cottage Hospital purchased and dispensed Narcan kits to NFD and NPD. Nantucket Cottage Hospital also donated glucose tubes, EPI-PENS, Aspirin, and Adult & Pediatric Albuterol Nebbs to NFD EMS as well flu vaccines for NPD/NFD staff totaling \$12,130	Outcome Goal	Year 3 of 3

EOHHS Focus Issues Substance Use Disorders,

N/A,

DoN Health Priorities

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Nantucket Fire Department	www.nantucket-ma.gov
Nantucket Police Department	www.nantucket-ma.gov

Nurses Training and Community Outreach

Program Type Community-Clinical Linkages

Program is part of a grant or funding provided to an outside organization No

Program Description Through courses at Massachusetts General Hospital and on our hospital campus, approximately 60 Nantucket Cottage Hospital nurses continued their professional education in general and specialty nursing skills. The COVID-19 pandemic prevented the hospital from participating as it typically does in the “School-to-Career” and Pathways programs with Nantucket High School, which offers students interested in careers in medical fields the opportunity to “shadow” professionals in various NCH departments including nursing, imaging, laboratory and sports medicine.

Program Hashtags Community Education, Mentorship/Career Training/Internship,

Program Contact Information Michelle Epps, CNO,

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Continue the education of the Nantucket Cottage Hospital nursing staff and provide opportunities for high school and college students to learn from NCH staff members.	In FY20, approximately 60 NCH nursing staff received training from MGH & participated in various conferences and seminars by NCH.	Process Goal	Year 3 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Education, Employment,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** Adults, Teenagers,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Disability Status,

Partners:

Partner Name and Description	Partner Website
Nantucket High School	www.npsk.org

Operational Support for Island Health Partners

Program Type Infrastructure to Support CB Collaboration

Program is part of a grant or funding provided to an outside organization No

Program Description Nantucket Cottage Hospital supports several island-based health organizations by providing operational space at no cost. During FY20, NCH provided operating space to Fairwinds Nantucket Counseling Center, which provides mental health and addiction recovery services and Health Imperatives, a health and human services agency supporting low-income and vulnerable families.

Program Hashtags Health Screening, Prevention, Support Group,

Program Contact Information Chris Glowacki

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Continue to support Nantucket-based health organizations providing critical services to vulnerable populations on the island.	In FY20, Nantucket Cottage Hospital provided operational space to two island-based health organizations at no cost.	Process Goal	Year 3 of 3

EOHHS Focus Issues Mental Illness and Mental Health, Substance Use Disorders,

DoN Health Priorities Education, Social Environment,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** LGBT Status, Refugee/Immigrant Status,

Partners:

Partner Name and Description	Partner Website
Fairwinds - Nantucket's Counseling Center	www.fairwindscenter.org
Health Imperatives	www.healthimperatives.org

Public Education and Health Care Awareness

Program Type Community-Clinical Linkages

Program is part of a grant or funding provided to an No

outside organization

Program Description In FY20, through the Nantucket Cottage Hospital Foundation office and its communications staff, the hospital released public service announcements, social media posts, and placed paid advertising weekly with local media to increase awareness of COVID-19 prevention and mitigation, as well as cancer, tick borne diseases, and other health issues. This included the fourth annual “Women + Wellness” event, which was virtual this year, featuring speakers from Nantucket Cottage Hospital and the island community.

Program Hashtags Community Education,

Program Contact Information Chris Glowacki

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Increase community awareness around important health issues.	In FY20, public service announcements, social media & paid advertising were placed in local media to increase health awareness and prevention.	Process Goal	Year 3 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Education,

Health Issues Not Specified

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** Adults,
 - **Race/Ethnicity:** All,
 - **Language:** English,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Not Specified	Not Specified

Scholarships

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description A special endowed fund, created by the late Nantucket businessman and civic leader Walter Beinecke, Jr., is intended to further the education and training of island residents in medical and health care fields by helping to finance their studies. The scholarship fund is open to graduates of Nantucket High School, employees of Nantucket Cottage Hospital and any other island resident who can satisfy the guidelines and requirements. The Beinecke Scholarship Fund focuses on six areas of health care study and training. Nursing is the fund’s first priority, followed by radiology and imaging services, laboratory services, pharmaceutical fields, physician and physician assistant studies, as well as physical therapy training. In FY20, Nantucket Cottage Hospital distributed \$63,000 in scholarships to 55 individuals.

Program Hashtags Community Education, Health Professional/Staff Training, Mentorship/Career Training/Internship,

Program Contact Information Heather Nardone

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
To further the education and training of island residents in medical and health care fields by helping to finance their studies.	In FY20, Nantucket Cottage Hospital distributed \$63,000 in scholarships to 55 individuals.	Outcome Goal	Year 3 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Education, Employment,

Health Issues Social Determinants of Health-Education/Learning,

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** Adults, Teenagers,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Nantucket High School	www.npsk.org

Social Services

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description The Nantucket Cottage Hospital Social Services Department provides social work services to patients of Nantucket Cottage Hospital and our community at large. Community members can self-refer for appointments and be seen free of charge on an as-needed basis, regardless of English proficiency, documentation status, insurance status or other potential barriers to care. These appointments range from education and referral to mental health resources, helping veterans access their VA benefits, applications with the Department of Mental Health, assistance navigating guardianship, assistance with the disability determination process for SSDI and SSI benefits, education about advanced directives (healthcare proxies power of attorney, MOLST etc.), assistance with subsidized housing applications, helping seniors and other eligible adults sign up for Medicare and understand their benefits. In FY20 we provided 10,014 encounters to the community over 3,692.87 hours.

Program Hashtags Community Education, Prevention,

Program Contact Information Sarah Chotkowski,

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Provide social services to the Nantucket community that otherwise would not exist.	In FY20 the NCH Social Services Department documented 10,014 encounters to the community over 3,692.87 hours of providing services.	Outcome Goal	Year 3 of 3

Housing Stability/Homelessness, Mental Illness and Mental Health,

EOHHS Focus Issues

DoN Health Priorities Education, Housing, Social Environment,

Health Issues Health Behaviors/Mental Health-Mental Health, Social Determinants of Health-Affordable Housing,

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Disability Status, Domestic Violence History, Veteran Status,

Partners:

Partner Name and Description	Partner Website
Not Specified	Not Specified

Subsidizing Behavioral Health Ambulance Transports

Program Type Direct Clinical Services

Program is part of a grant or funding provided to an outside organization No

Program Description Citing declining insurance reimbursements and rising transportation costs, the private ambulance companies that previously transported patients from Nantucket to mainland facilities (primarily behavioral health patients) stopped coming to the island in 2017. Nantucket Cottage Hospital is now subsidizing these ambulance transports (an average of \$6,000 per transport) to ensure island patients can get the appropriate care. These patients are ineligible for transport by MedFlight, so must be transported by ambulance via the ferries.
In FY20, NCH incurred costs of \$192,374 to subsidize these ambulance transports.

Program Hashtags Prevention,

Program Contact Information Michelle Epps, Chief Nursing Officer and VP for Patient Care,

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Ensure island patients, especially behavioral health patients, have access to safe and efficient ambulance transport to the mainland when necessary.	In FY20, NCH covered the cost of all needed ambulance transports, incurring costs of \$192,374to subsidize these transports to the mainland.	Outcome Goal	Year 3 of 3

EOHHS Focus Issues Mental Illness and Mental Health, Substance Use Disorders,

DoN Health Priorities N/A,

Health Issues Health Behaviors/Mental Health-Mental Health, Substance Addiction-Substance Use,

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** Rural,
 - **Gender:** All,
 - **Age Group:** Adults, Children, Teenagers,
 - **Race/Ethnicity:** All,

- **Language:** All,
- **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Cape Cod Ambulance	Not Specified

Supplies Provided to Nantucket EMS

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization No

Program Description Nantucket Cottage Hospital's materials management department provided numerous supplies at no cost to the Nantucket Fire Department, which serves as the island's EMS service. These supplies included: slings, surgical tape, bandages, oxygen masks, gauze, sharps, and other items. In FY20, Nantucket Cottage Hospital provided \$940.92 in supplies to the Nantucket Fire Department.

Program Hashtags Not Specified

Program Contact Information Dave Henry, NCH materials manager

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
To provide needed supplies to Nantucket's EMS workers who work collaboratively with hospital staff to care for patients.	In FY20, Nantucket Cottage Hospital provided \$940.92 in supplies to the Nantucket Fire Department.	Process Goal	Year 3 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities N/A,

Health Issues Not Specified

Target Populations

- **Regions Served:** Nantucket,
- **Environments Served:** Rural,
- **Gender:** All,
- **Age Group:** Adults,
- **Race/Ethnicity:** All,
- **Language:** All,
- **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Nantucket Fire Department	www.nantucket-ma.gov

Interpreter Services

Program Type Access/Coverage Supports

Program is part of a grant or funding provided to an No

outside organization

Program Description The Interpreter Services program assures access to quality health care for non-English speaking and deaf and hard of hearing patients and families by providing language interpretation and translation of key health care documents.

Program Hashtags Community Education,

Program Contact Information Sarah Munsen, Social Services manager

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
To assure access to quality health care for non-English speaking and deaf and hard of hearing patients and families by providing language interpretation and translation of key health care documents	We have 8 interpreters available, as well as an on-call service for additional languages.	Outcome Goal	Year 1 of 3

EOHHS Focus Issues N/A,

DoN Health Priorities Social Environment,

Health Issues Other-Hearing, Social Determinants of Health-Access to Health Care, Social Determinants of Health-Language/Literacy,

- Target Populations**
- **Regions Served:** Nantucket,
 - **Environments Served:** All,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,
 - **Additional Target Population Status:** Refugee/Immigrant Status,

Partners:

Partner Name and Description	Partner Website
Not Specified	Not Specified

The Mass. League's CHC Provider Loan Repayment Program

Program Type Access/Coverage Supports

Program is part of a grant or funding provided to an outside organization Yes

Program Description Mass General Brigham collaborates with the Massachusetts League of Community Health Centers (Mass. League) and other organizations to ensure patients have access to primary care close to home. Toward that end, since 2007, Mass General Brigham has provided annual funding to support the administration of state-wide educational loan repayment programs for primary care providers and other clinicians and grant programs to retain existing clinicians. The Mass. League has worked with a variety of funders to support these initiatives over the past 13 years, including Bank of America, Mass. Dept. of Public Health, Mass. Dept. of Mental Health, and MassHealth. Several hundred clinicians, including primary care physicians, nurse practitioners, dentists, and social workers have benefited from these programs.

Program Hashtags Community Health Center Partnership, Health Professional/Staff Training,

Tavinder Phull, MPH MBA, Mass General Brigham Community Health

Program Contact Information

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
Expand the state's supply of primary care providers at community health centers.	The Mass. League's CHC Provider Loan Repayment Program: Since 2007, more than 300 providers have committed to work in a community health center for up to three years in exchange for loan repayment.	Outcome Goal	Year 4 of 4
Encourage retention of primary care providers at community health centers.	Since 2009, more than 80 special project grants have been awarded to providers at Massachusetts community health centers.	Process Goal	Year 4 of 4

EOHHS Focus Issues N/A,

DoN Health Priorities N/A,

Health Issues Chronic Disease-Diabetes, Health Behaviors/Mental Health-Mental Health, Social Determinants of Health-Access to Health Care,

- Target Populations**
- **Regions Served:** All Massachusetts,
 - **Environments Served:** All,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All, Somerville
 - **Language:** All,
 - **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
Mass League of CHCs	https://www.massleague.org/

Rize Massachusetts

Program Type Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization Yes

Program Description RIZE Massachusetts Foundation (RIZE) was founded in response to the opioid overdose crisis. RIZE is dedicated to expanding access to treatment and other services for opioid use disorder (OUD), measuring the effectiveness of our work, and replicating programs achieving the greatest impact. To date, RIZE has distributed over \$7.0 million in grants to more than fifty Massachusetts organizations. RIZE's focus areas are: Care - comprehensive, compassionate, and sustainable approaches to prevention, harm reduction, treatment, and recovery; knowledge - data, commissioned research, and evaluation to expand the evidence base and inform policy; and; human impact - efforts to reduce the economic impact on workers, businesses, and communities. We conduct our work mainly in three ways: grantmaking; policy and research; and convenings.

Program Hashtags Community Health Center Partnership, Health Professional/Staff Training, Prevention, Research, Support Group,

Program Contact Information RIZE Massachusetts Foundation, Inc. 101 Huntington Ave., Suite 1300, MS 0111 MA 02199

Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
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<p>Partner with relevant organizations to inform state and local actors and other stakeholders to align thinking and approaches to SUD policy and services.</p>	<p>In 2019, RIZE launched Together in Recovery: Supporting Informed Decisions (TiR) to address the philosophical divides that arise in OUD treatment. The main goals are to foster an accessible, integrated treatment and recovery community in Massachusetts that champions evidence-based approaches, supports multiple pathways of recovery, and puts people in charge of their treatment choices.</p> <p>Through a Change Team of diverse influencers, RIZE convened eight regional and one statewide meeting to examine the many challenges associated with OUD treatment. We heard about the barriers that exist for both people seeking treatment and those in long-term recovery from advocates, providers, parents, and school administrators, among others. We then took the data gathered across the state to finalize a Priorities for Action document that embraces a unified vision representing varied perspectives of treatment.</p> <p>One of these priorities is to create and disseminate a Your Rights in Recovery toolkit. The toolkit is a turnkey, digital educational tool and resource individuals and families can access on RIZE’s website. It addresses issues such as rights related to recovery pathways, family resources, housing, education, employment, and the criminal justice system. The content is available in both English and Spanish and was launched at a live webinar with Attorney General Maura Healey on April 8, 2021.</p>	<p>Outcome Goal</p>	<p>Year 2 of 4</p>
<p>Provide effective and compassionate services and supports to people with OUD; address barriers to care for people with OUD; and support the staff who are providing services to people with OUD by equipping them to do their work effectively, compassionately, and sustainably.</p>	<p>To date, RIZE has distributed over \$7 million in grants to more than 60 Massachusetts organizations.</p> <p>To further advance our racial equity agenda, RIZE implemented our Innovations in Anti-Racism to Address the Overdose Crisis program. This program provides grants to four Massachusetts organizations creating meaningful results in fighting racism and improving access to evidence-based addiction treatment by reducing the stigma and structural barriers faced by Black, Indigenous, People of Color (BIPOC). We also partnered with the Cambridge Health Alliance Health Equity Research Lab (HER Lab) to perform the evaluation for this program.</p>	<p>Outcome Goal</p>	<p>Year 4 of 4</p>
<p>COVID-19 Rapid Response Grants</p>	<p>In response to these challenges, we partnered with the Boston Resiliency Fund, a COVID-19 related philanthropic rapid response effort, and were awarded a grant of \$250,000 that we matched in-full. RIZE is working closely with the city of Boston Mayor’s Office of Recovery Services to help front-line health care workers that serve people with OUD. Support was given to residential programs and organizations assisting with outdoor comfort stations that provide harm reduction services, screening for COVID-19, and connections to care and treatment for individuals experiencing homelessness. These community contributions are in addition to rapid response grants RIZE awarded to our frontline community partners in March. These two funding initiatives total \$705,000.</p>	<p>Outcome Goal</p>	<p>Year 1 of 1</p>

- EOHHS Focus Issues** Substance Use Disorders,
- DoN Health Priorities** Social Environment,
- Health Issues** Substance Addiction-Opioid Use, Substance Addiction-Substance Use,
- Target Populations**
- **Regions Served:** All Massachusetts,
 - **Environments Served:** All,
 - **Gender:** All,
 - **Age Group:** All,
 - **Race/Ethnicity:** All,
 - **Language:** All,

- **Additional Target Population Status:** Not Specified

Partners:

Partner Name and Description	Partner Website
AIDS Support Group Cape Cod	Not Specified
Boston Healthcare for the Homeless Program	Not Specified
Boston Public Health Commission	Not Specified
Brandeis University	Not Specified
Brockton Neighborhood Health Center	Not Specified
Cambridge Health Alliance	Not Specified
Center for Human Development	Not Specified
Charlestown HealthCare Center " MGH	Not Specified
City of Chelsea	Not Specified
City of Everett	Not Specified
City of Medford	Not Specified
Community Healthlink	Not Specified
Fenway Health	Not Specified
FrameWorks Institute	Not Specified
Geiger Gibson Community Health Center	Not Specified
Greater Lawrence Family Health Center	Not Specified
Greater Roslindale Medical and Dental Center	Not Specified
Harbor Health Services	Not Specified
Health Resources in Action	Not Specified
HRH413	Not Specified
Institute for Community Health	Not Specified
Kraft Center at MGH	Not Specified
Life Connection Center	Not Specified
Lynn Community Health Center	Not Specified
Malden Overcoming Addiction	Not Specified
Massachusetts Health Policy Forum at Brandeis University	Not Specified
Massachusetts Taxpayers Foundation	Not Specified
Mattapan Community Health Center	Not Specified
Municipal Naloxone Bulk Purchasing Program (Commonwealth of MA)	Not Specified
New Health Charlestown	Not Specified
Police Assisted Addiction Recovery Initiative (PAARI)	Not Specified

Recovery Research Institute	Not Specified
Rhode Island Hospital	Not Specified
Shatterproof	Not Specified
The Philanthropic Initiative	Not Specified
Tufts University School of Dental Medicine	Not Specified
Tufts University School of Medicine	Not Specified
University of Massachusetts Medical School's Center for Health Law and Economics	Not Specified

Expenditures

Total CB Program Expenditure **\$626,073.00**

CB Expenditures by Program Type	Total Amount	Subtotal Provided to Outside Organizations (Grant/Other Funding)
Direct Clinical Services	\$10,101.00	\$0.00
Community-Clinical Linkages	\$51,155.00	\$50,500.00
Total Population or Community-Wide Interventions	\$175,834.00	\$168,671.00
Access/Coverage Supports	\$281,101.00	\$76,249.00
Infrastructure to Support CB Collaborations Across Institutions	\$107,882.00	\$106,500.00

CB Expenditures by Health Need	Total Amount
Chronic Disease with a Focus on Cancer, Heart Disease, and Diabetes	\$10,976.00
Mental Health/Mental Illness	\$55,138.00
Housing/Homelessness	\$96,233.00
Substance Use	\$54,479.00
Additional Health Needs Identified by the Community	\$409,247.00

Other Leveraged Resources \$473,528.00

Net Charity Care Expenditures	Total Amount
HSN Assessment	\$346,372.00
HSN Denied Claims	\$29,121.00
Free/Discount Care	\$128,898.00
Total Net Charity Care	\$504,391.00

Total CB Expenditures: \$1,603,992.00

Additional Information **Total Amount**
Net Patient Service Revenue: \$50,947,000.00

CB Expenditure as Percentage of Net Patient Services Revenue: 3.15%

Approved CB Program Budget for FY2021: \$1,603,992.00

(*Excluding expenditures that cannot be projected at the time of the report.)

Comments (Optional): Not Specified

Optional Information

Hospital Publication Describing CB Initiatives: Not Specified

Bad Debt: Not Specified

Bad Debt Certification: Not Certified

Mass General Brigham (MGB) System Commitments:

In addition to commitments made by the member hospitals, Mass General Brigham makes system investments aimed at:

- Leveraging our business practices around inclusive local hiring and workforce development, local and diverse sourcing and place-based investing to tackle underlying causes of poor health outcomes in the communities we serve.
- Addressing critical public health issues impacting all of our communities. In response to the opioid overdose crisis, RIZE Massachusetts Foundation is dedicated to expanding access to treatment and other services for opioid use disorder (OUD).
- Ensuring access to primary care close to home. MGB provides administrative support to the Mass League of Community Health Centers Provider Loan Repayment Program that recruits primary care physicians to work at community health centers.
- Ensuring access to care for our low income community residents by supporting state program enrollment. MGB Community Health staff provide education and support across the system to ensure that patients on MassHealth, Health Safety Net, and the subsidized Connector plans can access care smoothly across the system.

Optional Supplement:

Nantucket Cottage Hospital is the only hospital on the island of Nantucket, and is the island's largest private employer. The hospital has engaged with stakeholders across the community to develop its Community Health Improvement Plan in 2017 which has guided the investment of DoN funds associated with the construction of the new hospital that opened in 2019. These funds have been targeted to address the critical needs areas identified by the community: access to health care; access to housing; women and children's health; and behavioral health.

As the only hospital on Nantucket and the only entity engaged in COVID-19 testing and the care of COVID-19 patients, Nantucket Cottage Hospital was the leader in community education regarding prevention and consulted throughout the past year with the town on its emergency mitigation measures. Hospital staff were reassigned to open a drive-through COVID-19 evaluation and testing site on March 16, 2020, which has been open ever since. Hospital leadership responded to the immediate community need for free, low barrier COVID-19 testing and prevention resources, and has since provided more than 25,000 COVID-19 tests and distributed more than 3,000 care kits (including masks, sanitizer, as well as prevention information and a local resource guide in multiple languages). Nantucket Cottage Hospital successfully lobbied the state to secure a "Stop the Spread" testing site to provide free asymptomatic COVID-19 tests on the island, which is also staffed by NCH employees. The hospital worked with its Social Services Department and community volunteers to ensure that all COVID-19-related information and updates were translated into Spanish, Portuguese and Bulgarian, so these groups were able to access and understand information regarding testing and prevention and access. In partnership with the Town of Nantucket, NCH also opened the island's COVID-19 vaccination clinic and has been responsible for providing staffing to administer all vaccinations on the island.