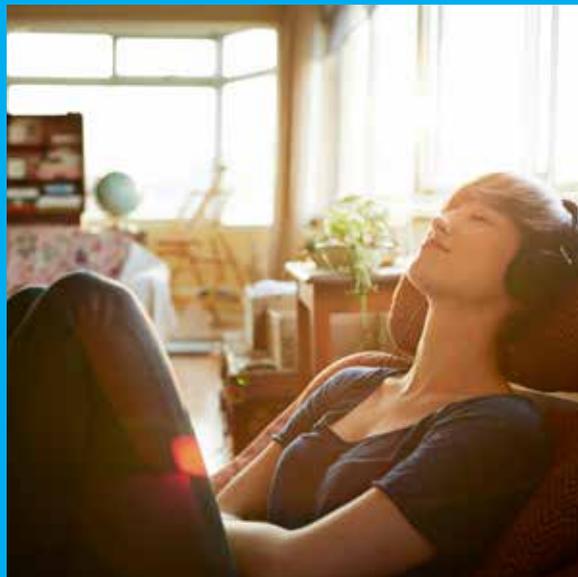


Steward Health Care System

2016 Community Impact Report



Steward



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“I believe everybody in America has a right to quality health care in the community.”

–Dr. Ralph de la Torre, Steward Chairman and CEO

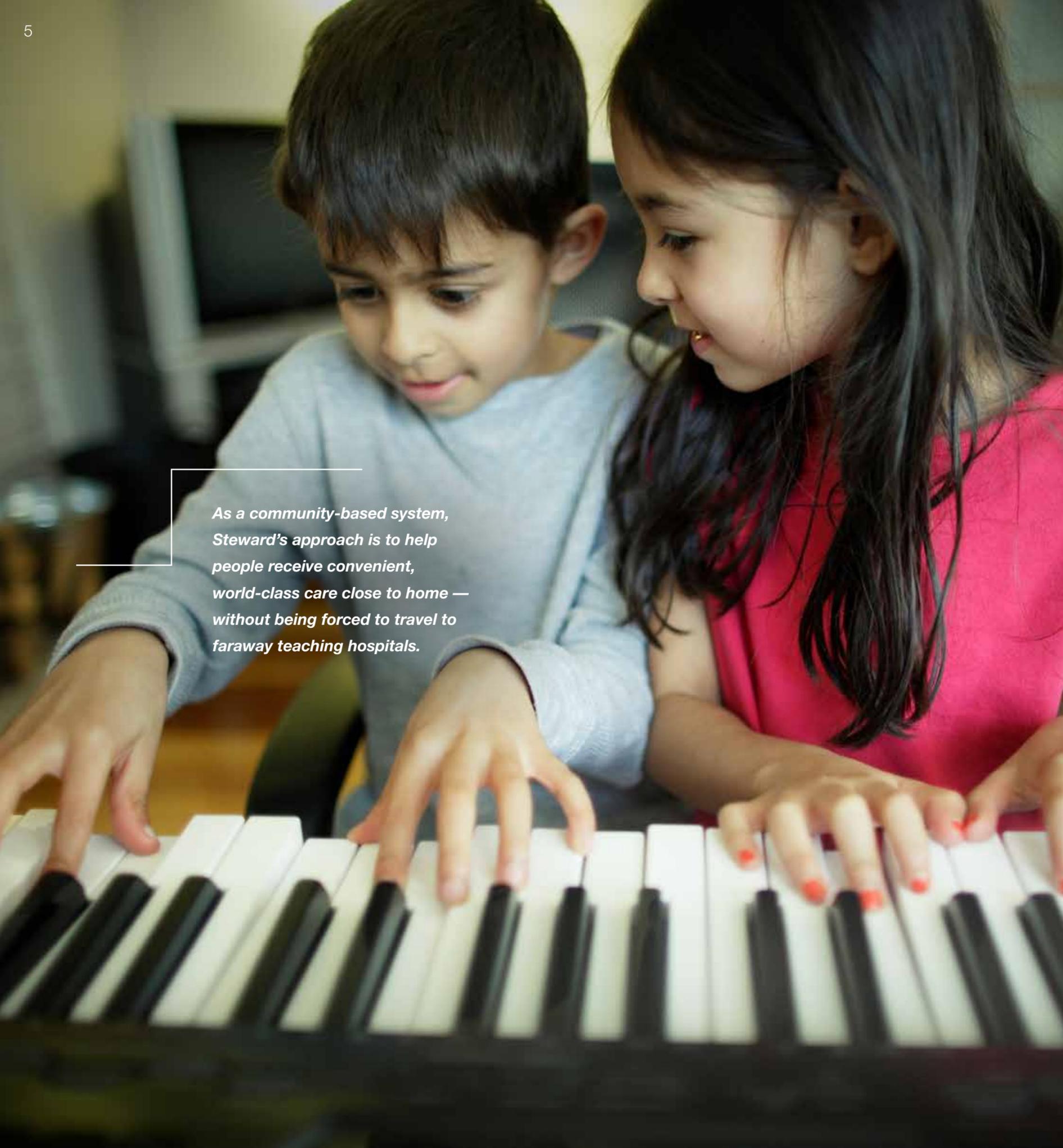
Community Impact

Steward is making a profound impact on the communities it serves. The health system partners with a diverse set of dedicated and community-based charities, advocates, and agencies that are all striving to improve the health and well-being of local residents.

Whether sponsoring flu clinics in Dorchester, playing a lead role in combating the Commonwealth's opioid crisis, distributing vouchers for the farmers market in Brockton, helping to prevent suicides in Haverhill, contributing expertise to a family safety project in Methuen, or participating in any of its many other programs, Steward is working around the clock to improve the health and the lives of Massachusetts families and to strengthen the communities they live in.

A photograph showing a woman with dark hair tied back, wearing a striped tank top, washing her hands in a white sink. She is looking down at her hands. A young girl with blonde hair, wearing a black patterned tank top, is leaning in from the right, smiling broadly and looking at the woman's hands. The background is a brightly lit room with shelves and various items, suggesting a community center or a public facility.

Steward is an integral part of the communities where it operates, and that commitment is backed up by significant investments in fostering good health, good jobs, better lives, and stronger communities.



As a community-based system, Steward's approach is to help people receive convenient, world-class care close to home — without being forced to travel to faraway teaching hospitals.

About Steward

An Eastern Massachusetts care system whose commitment to communities runs deep.

Steward partners with grassroots organizations and local governments to understand the unique needs of each community, and tailors its efforts to achieve the greatest impact. With a footprint that encompasses more than 150 Massachusetts cities and towns, Steward draws on the scale and experience of its more than 17,000 employees to make essential contributions to the public health and the public good across Eastern Massachusetts. The impact of Steward's investments on area charities and community benefits is often felt most in the communities where the needs are the greatest.

Areas of Impact



Employment Impact on the Community

As one of the Commonwealth's largest providers of living-wage jobs with affordable health coverage, Steward invests in the people and workers of Massachusetts.

Steward hospitals and clinics are often the largest employers in their respective cities or towns, offering high-quality local jobs with good wages and exceptional benefits for a broad range of workers. The vast majority of Steward's blue-collar and technical workforce is eligible for free college tuition benefits to advance their career pathways — an education benefit unrivaled by any other private employer in the Commonwealth.



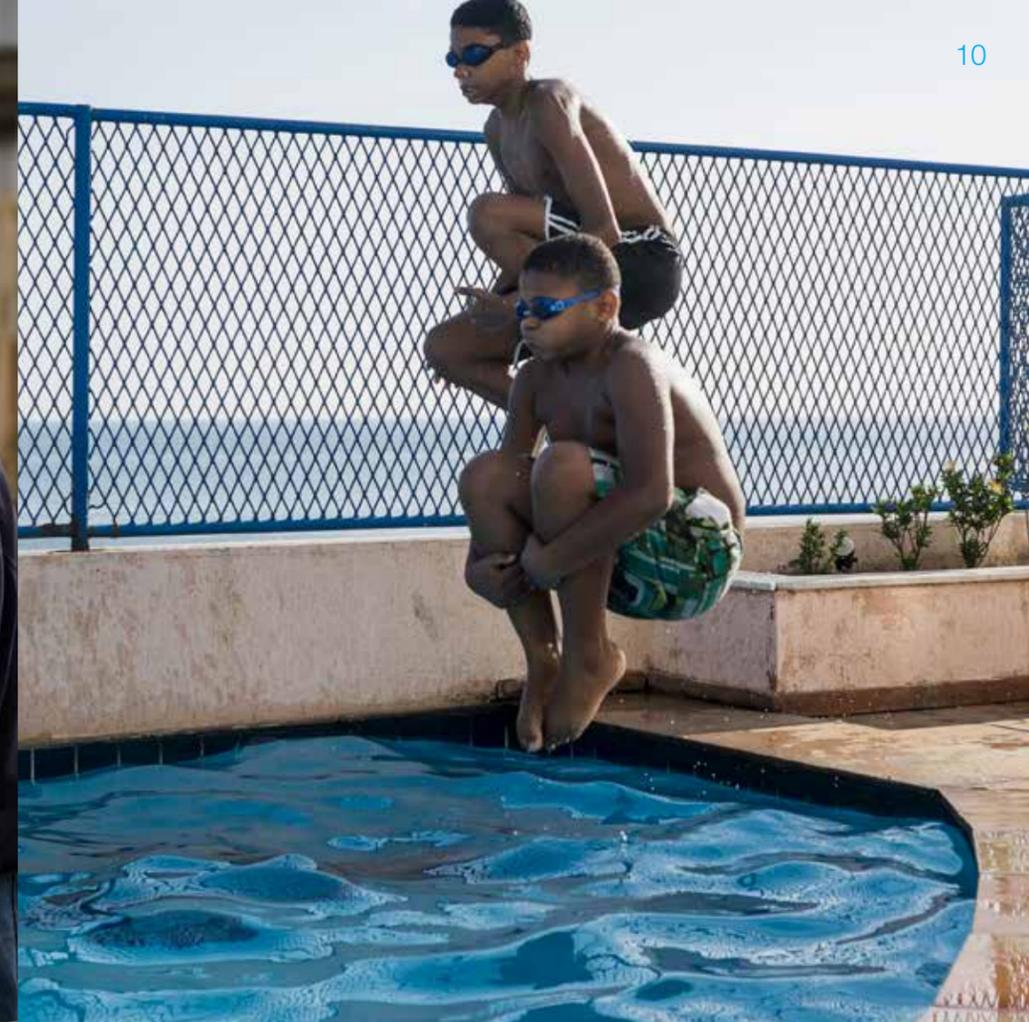
Economic Impact on the Community

Steward's total economic impact was estimated at \$8.4 billion for 2011 and 2012.¹

The economic impact of Steward, including direct employment, construction spending, and the ripple effects on local businesses, is profound. And as Steward invests, its communities get stronger.

Steward has transformed local hospitals into major local taxpayers that contribute tens of millions of dollars per year in property taxes that cities and towns are allocating to the areas of highest need, such as police, firefighters, and schools.

¹ "The Economic Impact of Steward Health Care System on the Massachusetts Economy: 2010-2012."



Health Impact on the Community

Steward invests in patients, keeping people healthy through an innovative coordinated care model aimed at helping people get back to their families, their jobs, and good health, rather than back to the hospital.

Medical services offered by Steward are often more affordable² than those provided by competitors, which helps hold down health insurance premiums and out-of-pocket expenses for Massachusetts' businesses and families.

Many of these efforts are concentrated in the Commonwealth's poorest communities. Steward has never shied away from operating in underserved cities and towns where unemployment is higher, incomes are lower, and many residents rely on Medicaid and Medicare for insurance coverage.

² Massachusetts Office of Attorney General, "Reports on Steward Health Care System Pursuant to 2010 and 2011 Assessment & Monitoring Agreements."

Community Investments

Steward invests in community partnerships, providing resources and expertise to magnify the success of local agencies and charities.

Each community has its own specific needs, and solutions are designed and implemented at the local level with community partners. Additionally, Steward has leveraged its scale and resources to implement four programs that cut across multiple communities.



Farmers Market Support

Steward's financial support for farmers markets addresses food security and improves the viability of the markets, thus helping to make them available for all community residents. The Farmers Market Program allows community members who are diagnosed with or at risk for chronic illness, such as diabetes, to establish the good eating habits they learn about from their providers. Eligible patients can earn vouchers by attending chronic disease self-management classes, visiting with a community health worker, or seeing a primary care physician. Educated, empowered individuals reinforce healthy food choices by redeeming their vouchers at the markets.

Community Health Advocacy

Federal, state, and private initiatives offer an array of benefits, such as subsidized housing, health insurance, and nutrition assistance, but unfortunately the people the programs are designed to help often have difficulty navigating the bureaucracy to take advantage of what is available. The same individuals are sometimes exploited by employers, landlords, and others because they are not aware of their rights and do not know where to turn for recourse. The Community Health Advocacy Program provides resources to help residents identify and apply for specific programs, and to obtain help when they encounter barriers.



Behavioral Health Navigation

Behavioral health and substance abuse problems plague our communities. Hospitals and physician offices face challenges in helping these patients, many of whom present in emergency departments (EDs) with acute issues. Steward stations licensed behavioral health providers as Behavioral Health Navigators (BHNs) in its hospital EDs to bridge the gap between physical and behavioral health in order to improve health outcomes and quality of care. BHNs provide emergency mental health crisis evaluations, make referrals to primary care and substance abuse treatment, provide smoking cessation counseling and referrals, work with families of patients, and develop care plans for high utilizers of the emergency department — many of whom have substance abuse disorders.



Interpretive Services

Steward has invested extensively in interpretive services to enable patients to communicate with Steward clinicians in their preferred language, with the assistance of culturally competent medical interpreters. In-person interpreters are provided for more common languages, including Portuguese, Spanish, Chinese, and Russian. iPad-based video interpretation is being rolled out for 17 languages, and interpretation in more than 200 additional languages is accessed by telephone. Steward places an emphasis on conducting interpretation of especially sensitive topics — such as cancer diagnosis and initial treatment — with an in-person interpreter present. Steward also leads among community providers in instilling cultural competence in its staff to prepare them to interact effectively with patients and families from various cultural, religious, and ethnic backgrounds.



Individual Community Impact Reports

Steward leverages the local knowledge, community ties, and distinctive skills of community partners in order to achieve its community-level goals. Agencies such as YMCAs, neighborhood health centers, and emergency services are already doing great work on the front lines to bolster community health and well-being. Steward participates in joint programs with these partners and provides direct financial support and in-kind resources. As described in the community profiles, community organizations speak highly of their partnerships with Steward. They call Steward a true partner whose value extends far beyond the hard dollars received. Steward's expertise, empathy, cultural competency, and depth of commitment are widely cited.

Beyond these programs, the company's core operations are very substantial contributors to the well-being of its communities. As documented in a 2013 report compiled by Health Business

Group, Steward directly and indirectly supports approximately 33,000 jobs in Eastern Massachusetts, with a total economic impact of \$8.4 billion and capital expenditures of close to \$300 million. Unlike its major tax-exempt peers, Steward pays almost \$20 million in local property taxes, providing communities with resources to invest in teachers, firefighters, and other local services. Steward pays higher wages than the average among Massachusetts employers, and pays all of its workers a living wage that exceeds the minimum wage by at least \$3.50.

Each community has its own rich story to tell. The following pages highlight the socioeconomic profile of each community, along with local needs, key Steward initiatives, and commentary from community partners. Taken as a whole, the report presents a portrait of a wide swath of Eastern Massachusetts communities and the impressive impact of Steward and its partners.

