

# Expanding access to expert care locally



Hallmark Health President and CEO Alan G. Macdonald and Wellforce CEO Norm Deschene look ahead to a new partnership.

## Our mission

Our mission at Hallmark Health is to provide in a community-based setting the highest-quality health care to the communities in Boston's northern suburbs.



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## A message to our neighbors



(L to R) President and CEO Alan G. Macdonald and Chairman of the Board James Herrington

It was a pivotal year at Hallmark Health as we continued to bolster our mission to serve our communities as the leading provider of high-quality health care locally.

In 2016, we expanded our expertise and services in a number of vital patient care specialties, including gastroenterology, neurology and orthopedics. We marked the 10-year anniversary of our Cancer Center in Stoneham that brought our cancer services into one comprehensive facility and continues to offer advanced cancer therapies in the ease of a community setting. Through the dedicated efforts of its staff, Lawrence Memorial Hospital of Medford received designation as a NICHE facility, highlighting our expertise in geriatric specialty services. We gratefully received support from both new and longstanding donors and sponsors, including a grant from Cummings Foundation that allowed us to update our telemetry capabilities. Notably, we successfully completed an affiliation with Wellforce, the parent company of Tufts Medical Center and Circle Health (Lowell General Hospital). As a third founding member of Wellforce, Hallmark Health will be a leading expert in community care, bringing a new level of service close to where our patients live.

Each story in the following pages reflects our commitment to expanding access to exceptional care. For example, we highlight our work in colon cancer prevention through the launch of our Stress-Free Colon Cancer Prevention Program, how we use teleneurology technology to rapidly diagnose and treat life-threatening neurologic symptoms, and our advanced orthopedic surgery that provides greater long-term benefits for patients. As a capstone for our many achievements, we share with you more about how our partnership with Wellforce will support our future growth and ensure a strong foundation of quality local health care in our communities for decades to come.

Indeed, 2016 was a year of progress that leaves us poised to continue to raise the bar in health care for our patients and communities. As we look to 2017 and beyond, we are energized by the possibilities to come.

Thank you for your many contributions to Hallmark Health's success – patients, families, community partners, donors, volunteers, medical staff and colleagues. Your enduring support makes our work possible and inspires us to strive every day to fulfill our mission to provide the greatest access to high-quality health care to the communities that we care about so deeply.

  
Alan G. Macdonald  
President and Chief Executive Officer

  
James Herrington  
Chairman, Board of Trustees

# Preventing a preventable cancer

*An improved colon cancer screening process*



Michael Newman, MD, president and chief medical officer of Hallmark Health Medical Associates, led the creation of our Colon Cancer Prevention Program.

The Stress-Free Colon Cancer Prevention Program strives to make getting screened as easy and comfortable as possible.

Telling a patient he or she has late-stage colon cancer, a cancer that is preventable and treatable when detected early, is the most difficult part of the job for Michael Newman, MD, as a physician and medical director of the Division of Gastroenterology at Hallmark Health.

Colon cancer is the second leading cause of cancer deaths in the United States, but it is preventable with routine screenings.

“I’ve had patients come to me already in the late stages of cancer because they were too afraid to get a colonoscopy,” said Dr. Newman.

Dr. Newman recognized a troublesome trend in which patients were declining their recommended colon cancer screenings. Many patients worried about what they perceived as a potentially uncomfortable experience, inconvenient or off-putting preparation, and stressful waiting periods for results. He set out to alleviate these concerns and make it easy for people to get the lifesaving screenings.

“I wanted to find a way to put people’s minds at ease,” he said.

Dr. Newman led a group of physicians, nurses and administrators to design a program that breaks down barriers and encourages more patients to get colon cancer screenings. The result is the new Stress-Free Colon Cancer Prevention Program at Melrose-Wakefield Hospital and Lawrence Memorial Hospital of Medford.

The program provides personalized services to support patients and addresses concerns that often cause patients to put off getting screened. Specifically, the Colon Cancer Prevention Program offers patients a range of anesthetic options to keep them comfortable during the screening,

varied and customized preparation options, and screening results within two business days, significantly faster than most other services.

The program is delivered by board-certified gastroenterologists in the safety of a hospital. A highly trained nursing team provides a nurturing and comfortable environment, and nurse navigators work with patients to create individualized plans and streamline the process.

“The program is uniquely situated for having conversations with patients and finding the right screening and support they need,” said Aarti Kakkar, MD, gastroenterologist.

The services are all an effort to prevent a preventable cancer.

“If we find polyps during a colonoscopy, we can remove them, which removes their potential for developing into cancer,” Dr. Kakkar said.

Colon cancer develops from polyps in the colon, also called the large intestine. Polyps are growths that can become cancer over time. A colonoscopy is uniquely effective compared to other screenings, such as stool-based tests, because only during a colonoscopy can physicians identify and remove precancerous polyps. When a polyp is removed, it can no longer turn into cancer. A screening can also find colon cancer in an early stage when it is small, it has not spread and treatment is most effective. Most people whose colon cancer is found early live a normal life span.

“The goal is to find polyps before they develop cancer or to diagnose cancer early so it’s treatable,” added Dr. Kakkar.

Recommendations for when and how often to get a colonoscopy differ depending on the person and his or her medical and family history. Patients should talk to their primary care physicians about when they should be screened, but it is recommended for everyone age 50 and older.

From the launch of the Colon Cancer Prevention Program in March 2016 through the end of the fiscal year in September, more than 70 percent of patients who had previously declined a colonoscopy were screened.

Dr. Newman hopes that by making the screening process as unintimidating and accessible as possible, patients will be proactive about talking to their doctors and scheduling a screening.

“Our goal is to try to prevent colon cancer for every patient,” said Dr. Newman.



(L to R) Aarti Kakkar, MD, and Christopher Leung, MD, are among the expert gastroenterologists at Hallmark Health.

## Growing neurology services

### *Teleneurology gives patients immediate access to specialized care*

Neurologic symptoms can be signs of a life-threatening condition. Rapid diagnosis and treatment are crucial.

With teleneurology services at Melrose-Wakefield Hospital and Lawrence Memorial Hospital of Medford, the medical staff has 24-hour access to inpatient consults for emergent and emergency care. Teleneurology removes the boundaries of time and distance and allows physicians to diagnose and treat patients more quickly and accurately.

Hallmark Health physicians, physician assistants or nurses consult in real time with neurologists at Massachusetts General Hospital in Boston by phone or at the patient's bedside via videoconference. The service supplements the care available from staff neurologists and offers enhanced access to specialized care.

"Questions are handled live," said Steven Sbardella, MD, chief medical officer and emergency room physician. "It's as if the neurologist is there in person."

The remote neurologist interacts directly with the patient, with the assistance of the local care team, and is able to observe how the patient moves, communicates and comprehends. The consultation allows the care team to quickly determine the best course of treatment.

Teleneurology provides around-the-clock access to additional expertise in our emergency departments and inpatient units. For acute emergent cases, the consult is activated within five minutes of the request. Nonemergent inpatient neurology consults are available weekdays and scheduled the same day, typically in less than four hours. The teleneurology service serves patients with a variety of neurologic conditions including stroke, spinal cord injuries, multiple sclerosis, seizures, tremors, dizziness and loss of sensation.

Teleneurology enhances the primary stroke center services at Melrose-Wakefield Hospital and Lawrence Memorial Hospital and provides a higher level of specialty care in the community. Both hospitals are designated stroke centers by the Massachusetts Department of Public Health, meeting exceptional standards of care.

"Treating stroke is extremely time sensitive," said Dr. Sbardella. "However, stroke symptoms are not always clear cut."

For stroke patients, a lifesaving thrombolytic drug called tPA can limit the damage caused by blockages, yet timing and physician expertise are essential factors when making a diagnosis and prescribing the therapy. Teleneurology links the hospitals to the necessary expertise in minutes. The remote neurologist evaluates and assesses the patient collaboratively with the local care team and a joint decision is made for the patient's care. When appropriate, tPA is administered within one hour of the patient's arrival, well under the three-hour time window for the medication to be most effective.

"With this treatment, patients have a greater chance of regaining previous function," said Dr. Sbardella.

Nearly 200 patients benefited from the teleneurology service between its March 2016 launch and the end of the fiscal year in September, and the number continues to grow.

The teleneurology service, in addition to the staff neurologists, allows more patients to receive the best possible care while remaining in the community.

"The service gives patients and families the chance to stay near their homes and still get the best care," said Dr. Sbardella.



Hina Malik, MD, coordinates a neurologic consult using the teleneurology service.

Teleneurology removes the boundaries of time and distance and allows physicians to diagnose and treat patients more quickly and accurately.

# Innovating in orthopedics

*Computer and robotic technology take the guesswork out of knee surgery*

## Advanced surgical robotic capabilities provide long-term benefits to knee replacement patients.

After living with persistent pain, most knee replacement patients just want relief and to get back to a normal way of life as soon as possible.

Hallmark Health is offering exactly that with new surgical capabilities at Melrose-Wakefield Hospital.

“We are offering a better way to perform surgery that provides patients a higher level of long-term reliability and comfort,” said Lenny Dabuzhsky, MD, orthopedic surgeon.

Dr. Dabuzhsky is a leading surgeon who performs robotic-assisted total knee replacement surgery, a leading-edge technique that makes surgery more precise and

recovery quicker. Dr. Dabuzhsky was one of the first adopters when the technology became available in 2012 and is the only surgeon in Massachusetts who performs the technique.

The advanced technology is an innovative leap in surgical precision for joint replacements. It allows the surgeon to use real-time computer images to customize the position of the knee implant to the unique anatomy of the patient with unparalleled accuracy. For patients, this less-invasive procedure often translates to quicker recovery and better long-term results.

“The technology allows extremely precise planning, execution and verification of knee replacements that give patients a more natural-feeling knee,” said Dr. Dabuzhsky.

The procedure begins with 3D images of the patient’s anatomy taken by the device’s computer. The surgeon uses this virtual 3D model to plan an optimal implant fitting based on the patient’s unique dimensions. The computer model allows the surgeon to preplan the operation and to simulate the fitting and resulting range of motion prior to surgery.

“I can try a few different ways to get the best results,” said Dr. Dabuzhsky.

During the procedure, the surgeon uses the robot to assist with performing surgery. The robot aligns cut angles based on the computer-simulated plan. The machine will not let the surgeon skip steps and shuts down if the surgeon deviates too far from the correct position.

The procedure is therefore less invasive than traditional methods.

“With this technique, I manipulate the soft tissue around the knee much less,” said Dr. Dabuzhsky. “There is less guesswork and less trauma to the surrounding tissue.”

Robotic-assisted technology provides long-term benefits to knee replacement patients. The rate of recovery is much faster, requiring little to no hospital stay, and patients are often back to regular activities in weeks instead of months. Patients also experience greater range of motion and improved longevity of the knee implant.

“A substantial percentage of patients say their knees feel more natural,” Dr. Dabuzhsky reported. “Patient satisfaction is the bottom line for me as a surgeon.”

Knee replacements using robotic-assisted technology are 50 percent less likely to need revision surgery in the years following the replacement and have a much lower rate of complications that require readmission to the hospital.

“This is the future of joint replacement surgery,” said Dr. Dabuzhsky.



Lenny Dabuzhsky, MD, creates a preoperative plan for a customized knee replacement fitting using 3D model technology.

# Partnering for a strong future

## *Hallmark Health joins Wellforce to expand access to top-level care*

Dedicated to ensuring local access to high-quality health care services that are vitally important to our communities, we began the year on a quest to seek out and secure the right relationship with the right organization that will support our future growth needs and commitment to value. And we succeeded.

In 2016, Hallmark Health successfully completed an agreement to affiliate with Wellforce, the parent company of Tufts Medical Center and Circle Health (including Lowell General Hospital), to bring a greater level of care and access to services to our patients and communities. Hallmark Health officially joined Wellforce as a third and equal founding member of the network on January 1, 2017.

“We are excited to embark on this new and important chapter in the history of Hallmark Health. With our Wellforce colleagues, we are committed to creating a new level of service and bringing the resources we need to care for patients in our communities for generations to come,” said Alan G. Macdonald, president and chief executive officer of Hallmark Health.

The completed affiliation agreement wraps up a year-long thoughtful and thorough process to align with an organization that sees value in community health care and can bring resources to help Hallmark Health evolve and deliver on our promise to provide exceptional care for our communities.

In Wellforce, we have found a strong, innovative partner that shares our values for expert, compassionate and affordable community care. Wellforce is committed to supporting care in the community while providing the expertise of a renowned academic medical center.

“We are extremely pleased to welcome Hallmark Health into Wellforce,” said Norm Deschene, chief executive officer of Wellforce. “We share a commitment to local

With our Wellforce colleagues, we are committed to creating a new level of service for our patients and communities.



(L to R) Alan G. Macdonald, President and CEO of Hallmark Health, and Norm Deschene, CEO of Wellforce

communities and to delivering the right care in the right place for patients. We look forward to building a strong and valuable partnership for years to come.”

Wellforce is a different kind of health care system compared to the Massachusetts market. Members maintain their autonomy to run their organizations while each benefits from clinical collaboration, population health initiatives, integrated care and operational efficiencies that come with a broader network.

Hallmark Health will play a central role in shaping the priorities of the Wellforce system and the future of health care, not just in our communities but across eastern Massachusetts.

“Our staff and physicians are looking forward to the tremendous collaboration that is about to begin,” said Macdonald.

In 2017, Melrose-Wakefield Hospital and Lawrence Memorial Hospital will work closely with fellow Wellforce member Tufts Medical Center to develop new and expanded clinical opportunities in specialty care, while maintaining local governance and guidance over decisions that impact services. As always, we will deliver the same skilled and personalized care our patients have come to expect.

This is the start of a great partnership that illuminates a bright future for Hallmark Health.

### Who is Wellforce?

**4 COMMUNITY HOSPITALS**  
Melrose-Wakefield Hospital  
Lawrence Memorial Hospital of Medford  
Lowell General Hospital – Main Campus  
Lowell General Hospital – Saints Campus

**1 ACADEMIC MEDICAL CENTER**  
Tufts Medical Center

**1 CHILDREN'S HOSPITAL**  
Floating Hospital for Children

**2,900 PHYSICIANS**

**12,000 EMPLOYEES**

# Highlights for 2016

Hallmark Health Cancer Center in Stoneham celebrated its 10-year anniversary.



### Cancer Center celebrates 10 years

In the fall of 2016, Hallmark Health celebrated the 10-year anniversary of the Cancer Center in Stoneham. The center provides local access to a full range of prevention, detection, diagnosis, treatment and survivorship services. In the last decade, thousands of patients have received advanced medical care in the center's nurturing environment. While the cancer program dates back to the 1970s, the Cancer Center's state-of-the-art facility brought together under one roof all the cancer specialties at Melrose-Wakefield Hospital and Lawrence Memorial Hospital of Medford. Today, the dedicated team of oncology professionals is proud to serve the needs of local communities with exceptional compassion and excellence.

### Addiction prevention extends into community

Hallmark Health launched a significant initiative called COACHH (Collaborative Outreach and Adaptable Care at Hallmark Health) as part of the organization's overall addiction prevention and treatment efforts. COACHH is an integrated care model that addresses the root causes of addictions, including underlying medical, social and economic needs of opioid users. The program extends services into the community to better reach the people who need them. Funded by a grant from the Massachusetts Health Policy Commission's Community Hospital Acceleration, Revitalization and Transformation Investment Program, the program aims to help people before an overdose occurs.

Sleep medicine specialist Meena Mehta, MD, is the medical director of the Sleep Medicine Center.



### New Sleep Medicine Center promotes better sleep

Our Sleep Medicine Center at Lawrence Memorial Hospital of Medford opened in 2016. The new center offers complete care and services in the diagnosis, treatment and management of sleep disorders. The newly designed space combines the latest in sleep technology with the comforts of a home-like environment, complete with private bedroom suites. By providing thoughtful treatment and management of sleep disorders, patients can experience significant improvement in symptoms and associated health risks. The Sleep Medicine Center has exceeded projected patient volumes by five times in its first year.

### Physician network expands specialties

Hallmark Health Medical Associates continued its focus on expanding access to specialty services and growing its base of primary care physicians. HHMA welcomed new primary care and specialist physicians to the network, including experts in neurology, obstetrics, gastroenterology and orthopedics. HHMA primary care physician practices continued to implement medical home models, and four practices achieved NCQA level 3 recognition as patient-centered medical homes, demonstrating HHMA's commitment to providing comprehensive, personal care. As HHMA continues to attract highly trained providers, we continue to expand services and choices for our communities.

The specially trained staff at Lawrence Memorial Hospital of Medford helped achieve the hospital's NICHE designation.



### NICHE designation enhances care of older adults

Lawrence Memorial Hospital of Medford received designation as a NICHE facility. NICHE (Nurses Improving Care for Healthsystem Elders) is a leading nursing program designed to improve care for older patients through evidence-based, interdisciplinary approaches. Staff completed the NICHE Leadership Training Program, which provides a framework for addressing the particular social and physical needs of older patients. Many of the nursing staff have become NICHE certified geriatric resource nurses, bringing a specialized level of expertise to the inpatient units. The NICHE designation signifies the hospital's continued commitment to providing excellence in geriatric specialty services.

### VNA and Hospice bolsters patient care

Hallmark Health VNA and Hospice once again ranked among the top-achieving 2016 Home Care Elite, a recognition of top-performing Medicare home care agencies in the country. With a long-standing reputation for excellence and compassion, the team increased its service delivery by expanding collaboration with physician practices and strengthening communication among home care teams, physicians and patients. The VNA and Hospice focused on key programs that showcase excellence in patient care, including the Bone and Joint Program, an at-risk falls reduction initiative, the new Palliative Consultation Program, and the Home Care Academy that mentors new nurses.

## ACHIEVING EXCELLENCE



A QUALITY PROGRAM OF THE AMERICAN COLLEGE OF SURGEONS



# Financial overview

In fiscal year 2016, Hallmark Health Corporation and Affiliates remained focused on our mission to provide access to the highest-quality health care programs locally. We made significant investments in core infrastructure and our ambulatory strategy. We continued to respond to the opportunities and changes in the health care industry, concentrating on enriching patient care.

*Financial results for the fiscal years ending on September 30, 2016 and 2015.*

<b>Facts and figures</b>	<b>2016</b>	<b>2015</b>
Beds (operating)	293	318
Discharges	11,266	11,740
Emergency department visits	48,708	50,956
Births	944	941
Operating room cases	13,408	13,144
Physician office visits	139,015	119,628
Home care visits	79,538	81,515
Hospice visits	12,579	11,484
Employees	2,848	2,837
<b>Financial performance</b>	<b>2016</b>	<b>2015</b>
Operating revenues	\$294,566,796	\$294,778,556
Operating expenses	318,550,987	303,865,492
Loss from operations	(23,984,191)	(9,086,936)
Nonoperating gains:		
Investment income	8,954,478	9,990,479
Other	644,084	1,160,219
Nonoperating gain – Net	9,598,562	11,150,698
Excess of revenue and gains over expenses	<u>\$(14,385,629)</u>	<u>\$2,063,762</u>

# Philanthropy

## Giving at Hallmark Health

The mission of Hallmark Health is to provide access to the highest-quality care in the community. Every day we hear from individuals and local businesses alike about how much they value our lifesaving work and the compassion and excellence in care they have experienced. Through local partnerships and individual giving, the philanthropic generosity of our communities helps to advance outstanding medical care across our services, ensuring that patients have the very best treatment options.

This year, charitable donors made it possible to grow our programs and services further into the community. We are pleased to offer new therapies to improve the quality of life for our patients at Hallmark Health Cancer Center. The Hopes Fund helps improve daily life for cancer patients by providing alternative therapies, such as massage, acupuncture and Reiki, to help alleviate the side effects of treatments. Similarly, we were able to provide complementary therapies for palliative care and hospice patients to help manage pain and foster comfort.

Additionally, through a generous grant from Cummings Foundation, we outfitted our surgical orthopedic unit at Melrose-Wakefield Hospital with cardiac telemetry capabilities so patients can remain in

the same room for the duration of their stays, enhancing their comfort and the unit's specialized care.

We also continued popular educational and support programs. We prepared more than 900 adolescents to perform lifesaving CPR through American Heart Association CPR training in local high schools. We provided dozens of health education and screening initiatives for women and seniors. Our bariatric patients gained encouragement in ongoing support groups, and local families enjoyed hundreds of parent education workshops and family play-and-learn groups through the North Suburban Child and Family Resource Network.

These achievements would not be possible without our devoted donors. To learn more about how you can give, including legacy planning opportunities, please contact the Fund Development Department.

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*We are proud recipients of the generous \$100K for 100 grant from Cummings Foundation, which enabled us to enhance our telemetry capabilities. Pictured L to R: William S. Cummings, founder and president of Cummings Foundation, and Joseph Abate, MD, Cummings Foundation trustee, at the 2016 Grantee Celebration.*



# Our supporters

Our supporters make our work possible. We gratefully acknowledge the generosity of our supporters who have contributed to Hallmark Health from October 1, 2015, through September 30, 2016.

## \$100,000 and more

Cummings Foundation Inc.

## \$50,000–\$99,999

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## \$25,000–\$49,999

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