

MIW

2019 ANNUAL REPORT

Dancing Through Cancer

Meghan, Breast Cancer Patient



MIW Melrose Wakefield
Healthcare

Proudly wellforce 

CONTENTS



Message to Our Community 1

Advancing Outpatient Care in Medford 2

Dancing Through Cancer 3

Lifesaving Heart Pump 4

New, Modern Labor and Delivery Suites 4

2019 Highlights 5

Financial Overview 6

Philanthropy 7

Our Supporters 8



Cover: Breast cancer patient and professional dancer Meghan is living cancer free and has returned to her dance career after receiving expert care at MelroseWakefield Breast Health Center in Stoneham.

Photos: Cover, Carly Vanderhayden; p. 4, bottom, flauntboston.com; p. 5, top left, David Sokol Wicked Local, bottom right, Richard Mandelkorn; all other photography by MelroseWakefield Healthcare.

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Our Mission

We are committed to providing, in a community-based setting, the highest quality healthcare to Boston's northern suburbs. By doing so, we strive to become the healthcare system of choice in the region for you and your family.

About MelroseWakefield Healthcare

MelroseWakefield Healthcare is a coordinated system of hospitals, physician practices and community-based services providing care for communities throughout north suburban Boston. We are distinguished by the range of clinical care and services we provide locally for the continuum of care.

Deeply Committed to Our Communities



(L to R) Sue Sandberg, MBA, RN, Chief Executive Officer of MelroseWakefield Healthcare, and James Herrington, Chair of the Board of Trustees.

As we reflect on the past year, we are excited by the positive changes made and dynamic growth achieved by our organization in support of our mission to provide outstanding community healthcare. Fiscal year 2019 was a time of bold initiatives and big ideas that strengthened our ability to deliver quality healthcare locally as the leading regional provider.

As a member of Wellforce, we continue to bring the promise of our partnership into reality. Most notably, Wellforce became an obligated group and achieved an inaugural BBB+ rating, successfully issuing \$430 million in bonds. For MelroseWakefield Healthcare, it meant we were able to successfully refinance debt and will have the ability to borrow millions of dollars for capital improvements.

A focus of our investments includes revitalizing services and building programs that provide care in the most appropriate setting for patients. In the following pages, you'll read about some of the exciting investments we are making to provide greater access to exceptional care in the community.

We renovated our Labor and Delivery suites to provide a more hotel-like experience with more conveniences and amenities for families. Our growing clinical partnership with Tufts Medical Center is resulting in a higher level of community services for cancer care, neurosurgery and heart care, including bringing the latest lifesaving heart-pump technology for high-risk cardiology stent procedures to MelroseWakefield Hospital.

Among our most exciting plans is our new state-of-the-art ambulatory surgery center in Medford at the Lawrence Memorial Hospital campus. Constructed within the footprint of the hospital building, the new facility is a joint venture between MelroseWakefield Healthcare, Shields Health Care Group and Tufts Medical Center Physicians Organization. It will provide outpatient surgery by leading orthopedic; gastroenterology; and ear, nose and throat surgeons, including specialists from Tufts Medical Center, locally for patients. With three operating rooms and two procedural rooms, the ambulatory surgery center will provide high-quality services in a lower-cost setting for patients.

Even with all that was achieved this past year, still we are looking forward to doing more in the coming year. We are deeply committed to bringing the right level of care and services to our communities for the benefit and ease of our patients.

Thank you to all of you – our patients, families, community partners, donors, volunteers, medical staff and colleagues. Your enduring support and partnerships make all that we achieve possible and inspire us every day to fulfill our mission, ensuring access to only the highest quality care locally.

Sue Sandberg, MBA, RN
Chief Executive Officer

James F. Herrington
Chair, Board of Trustees

New Facility Will Provide High-Quality, Lower-Cost Outpatient Surgery Locally

Advancing local healthcare by providing more of the services that patients will need was a key focus of the work in 2019.

More than 14 months of collaborative community work culminated in the unanimous approval by Medford City Council for the development of a state-of-the-art ambulatory surgery center at the Lawrence Memorial Hospital campus in Medford.

The new 16,000 square-foot ambulatory surgery center is a joint venture between MelroseWakefield Healthcare, Shields Health Care Group and the Tufts Medical Center Physicians Organization. As care advances, an ambulatory surgery center offers a cost-effective and convenient environment for patients that many patients and surgeons prefer.

The one-story facility, built within the existing footprint of the hospital building, will provide outpatient surgery by leading orthopedic; gastroenterology; and ear, nose and throat surgeons, including specialists from Tufts Medical Center, locally for patients.

“It is an example of how we are working to advance community healthcare,” said Sue Sandberg, MBA, RN, chief executive officer, MelroseWakefield Healthcare. “Massachusetts healthcare is among the most expensive, and our work to bring more services from academic Boston settings to community locations is fundamental to improving access and helping to lower cost.”

The development of the ambulatory surgery center is also key to the overall transformation of the Lawrence Memorial Hospital campus that will have a greater



A state-of-the-art surgery center is planned at the Lawrence Memorial Hospital campus to bring more of the services patients need locally.

focus on the services that patients need. “The future of the Lawrence Memorial Hospital campus is one of comprehensive outpatient care for patients of all ages in one convenient, easy-to-get-to location,” added Sandberg.

“Shields Health Care Group is thrilled to partner with MelroseWakefield Healthcare and the Tufts Medical Center Physicians Organization to bring this vision to life,” said Tom Shields, president and CEO of Shields. “This new ASC will feature cutting-edge technology that is changing the way that healthcare is delivered. For patients, it means getting care that is high quality and low cost, in an attractive and convenient setting near home.”

“I am excited about this project because it represents a further deepening of the affiliation between MelroseWakefield Healthcare and Tufts Medical Center,” said Dr. Charles Cassidy, chair of the Department of Orthopedics at Tufts Medical Center and professor and chair of Orthopaedic Surgery for Tufts University School of Medicine. “This ambulatory surgery center is an opportunity for us to collectively provide outstanding care to our patients in a more convenient and lower-cost setting.”

Construction of the ambulatory surgery center is expected to begin the beginning of the calendar year 2020 and take 12 to 14 months to complete.

Professional Dancer Overcomes Breast Cancer Thanks in Part to Early Detection

Meghan's first ever mammogram was at Lawrence Memorial Hospital of Medford and most likely saved her life.

Scheduled during the holiday season in December 2017, the 41-year-old mother and professional dancer almost postponed the appointment, but she decided to go ahead and check it off her list.

Two mammograms and one biopsy later, Meghan was diagnosed with DCIS (ductal carcinoma in situ), stage zero breast cancer, the most common type of breast cancer.

"Everyone told me I was lucky, but I didn't feel like it," she recalls.

Meghan started treatment with Salvatore Nardello, DO, medical director at MelroseWakefield Breast Health Center in Stoneham. Dr. Nardello is one of two fellowship-trained breast surgeons and part of a team of professionals at the center who are dedicated to ensuring women receive the best possible medical treatment in a supportive environment locally.

"I treat people not cancer," said Dr. Nardello. "When treating Meghan, a lot of the aspects of her care were around her love of dance and being a mom."

Following lumpectomy procedures, Meghan's test results showed that the disease was still present.

Through a multidisciplinary partnership with Tufts Medical Center, Dr. Nardello met with Abhishek Chatterjee, MD, an



Breast cancer patient Meghan (center right) credits Dr. Salvatore Nardello (center left) and her care team at MelroseWakefield Breast Health Center for the supportive and superior care she received.

oncoplastic surgeon specialist and chief of plastic surgery, to review Meghan's case. Together they recommended a mastectomy to ensure that all the cancerous cells could be removed.

Meghan had a second opinion at a leading Boston cancer center to explore her options, but she said, "I came right back to Stoneham. I got the same treatment plan and recommendations [in Boston], but the care didn't feel as personal. That's huge because when you're going through this situation you really need support."

Meghan had a skin-sparing mastectomy at Tufts Medical Center with Dr. Nardello and Dr. Chatterjee. The combined procedure removes the tumor and begins the breast reconstruction process in the same

surgery, which preserves more of the breast skin; avoids large, unsightly scars; and allows better reconstruction results.

"Although Meghan required a mastectomy, we are very progressive with breast conservation. A mastectomy with a big scar isn't what we do. All our patients right here in the community have access to this level of care," Dr. Nardello explained.

Just over a year after her reconstruction surgery, Meghan is living cancer free and has returned to her dance career. She plans to use it to help other women by launching a dance program for women with breast cancer.

"I'm doing great. I didn't feel lucky at the time, but I do now," she said.

Lifesaving Heart Pump at MelroseWakefield Hospital

Cardiologists and staff at MelroseWakefield Cardiovascular Center performed the first procedure using an Impella® pump.

The Impella pump is one of the newest advanced technologies in heart care, and it is available at MelroseWakefield Hospital – one of few community hospitals to provide this level of advanced technology and expertise for patients locally.

Impella is a tiny, temporary heart pump that is proven to be effective for treating high-risk heart failure. Once in place, it pumps blood for the left or right side of the heart during high-risk angioplasty procedures.

An example of the growing clinical services offered in collaboration with Tufts Medical Center, the first procedure was performed at MelroseWakefield Hospital by Laurence Conway, MD, medical director, Cardiology, and David Criss, MD, cardiologist from Tufts Medical Center.

In the last year, two patients have benefited from our team's use of this emergency, lifesaving device.



Our team of experts at MelroseWakefield Cardiovascular Center provides the latest advancement in cardiac care, the Impella heart pump, for the treatment of heart failure.

New, Modern Labor and Delivery Suites: A Welcomed Addition for Expectant Moms



Expecting parents now have the additional experience of welcoming their newest family members in our newly renovated Labor and Delivery suites.

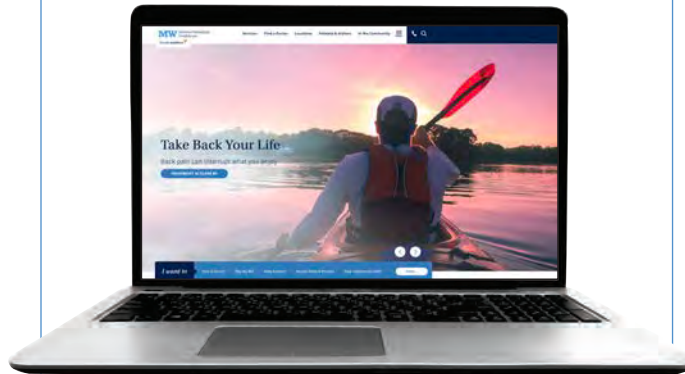
MelroseWakefield Hospital has put finishing touches on renovated delivery space designed to provide a more hotel-like experience for patients. The rooms feature the latest in comfort and design amenities, such as luxury showers, modern furnishings and lighting, charging stations for personal electronics, sleeping arrangements for partners, and abundant personal storage space.

“Having more luxurious surroundings in the hospital can help calm patients and make the experience less stressful,” said Kati Roe, MSN, RNC, director of Maternal-Newborn Services.

“Our physicians, nurses and staff take tremendous pride in delivering the next generation to the region,” said Daniel Witkowski, MD, chair, Department of OB/GYN at MelroseWakefield Hospital. “So many of our delivering parents tell us that they were born here, as were their parents. We want to make it an easy choice for them to keep those traditions. These renovations will enhance the levels of comfort and convenience that our patients are looking for in their birthing experiences.”

500

Robotic-assisted surgeries performed, exceeding expected milestone just 20 months after the first robotic-assisted surgery in February 2018



571,801

Visits and 2,025,905 page views of MelroseWakefield Healthcare and Tufts Medical Center Community Care websites combined

4



The number of intensive care unit nurses that completed our inaugural ICU nurse residency training program, growing access to local intensive care services



15%

Increase from 2018 in the number of Tufts Medical Center Community Care patient visits with 140 primary care doctors, nurse practitioners, physician assistants and specialists in 45 practices in 10 communities

200,000

Calls and counting answered by our Tufts Medical Center Community Care Patient Access Center. That's a lot of time spent helping patients and scheduling appointments!



Bold Initiatives Lead to Financial Strength

Fiscal year 2019 was a pivotal year for MelroseWakefield Healthcare Corporation. Through a number of bold initiatives, we continued down a path of foundational financial strength and operational excellence. These initiatives include the Wellforce system achieving a successful inaugural BBB+ bond rating, serving the system by providing access to capital investment dollars.

Financial results for the fiscal years ending on September 30, 2019 and 2018.

Facts and Figures	2019	2018
Beds (operating)	232	232
Discharges	9,542	9,771
Emergency department visits	38,748	44,301
Births	817	794
Operating room cases	12,401	12,583
Physician office visits	199,303	167,419
Homecare visits**	N/A	76,406
Hospice visits**	N/A	14,156
Employees	2,384	2,634

Financial Performance*	2019	2018
Operating revenues	\$279,024	\$291,187
Operating expenses	<u>281,083</u>	<u>294,881</u>
Loss from operations	(2,059)	(3,694)
Nonoperating gains:		
Investment income	7,920	6,213
Other	<u>(1,090)</u>	<u>4,379</u>
Nonoperating gain – Net	<u>6,830</u>	<u>10,592</u>
Excess of revenue and gains over expenses	<u>\$4,771</u>	<u>\$6,898</u>

**in thousands*

*** Fiscal year 2019 does not include Hallmark Health VNA and Hospice because as of October 1, 2018, it was merged into Home Health Foundation.*

Thank You for Your Continued Support and Generosity

Our mission at MelroseWakefield Healthcare has always been to provide the highest quality care in the community. Thanks to the generosity of our donors, we are able to support excellence in patient care every day and the growth of vital services.

This past year, we were able to make improvements throughout our facilities, improving access and comfort for patients and their families. At MelroseWakefield Hospital, we renovated the Labor and Delivery suites to ensure the most up-to-date and patient-friendly experience for mothers and their newborns. We also were able to purchase the latest equipment for several departments including cardiology, surgical services, emergency medicine and more. MelroseWakefield Breast Health Center expanded the distribution of post-mastectomy kits,

specialty bras and compression garments to help patients with their healing and comfort.

With the help of our donors, we focused on caregiver education, giving our employees the opportunity to further their skills and expertise. This included launching an Intensive Care Unit nurse training program allowing us to increase our capacity with high-acuity patients.

In addition to our excellent medical care, we support individuals and families in the community by providing

access to basic needs such as food, clothing and household supplies, health education, student mentoring, support groups, and health screenings. We partner with local agencies to offer health expertise, as well as act as a referral bridge for housing, substance-use services, and domestic violence prevention and advocacy.

On behalf of everyone who has been touched by MelroseWakefield Healthcare over the past year, thank you for your generosity. We remain deeply grateful.

There are many ways to give and support MelroseWakefield Healthcare. To learn more about how you can give, visit melrosewakefield.org/giving or call 781-338-7620.



(L to R) CEO Sue Sandberg, Sal Barbagallo from Subaru of Wakefield and breast surgeon Dr. Salvatore Nardello. MelroseWakefield Breast Health Center in Stoneham received a generous donation of high-quality, comfortable blankets from Subaru of Wakefield. The blankets are meant to help keep patients comfortable during treatments and at home.



The Stride for Healthy Communities 5K is a family friendly event in partnership with the Melrose Running Club. Proceeds benefit family health services such as community CPR training, nutritional support and other initiatives to keep our communities healthy.



(L to R) Rose Fisher, Joyce Cummings and Mike Connelly. MelroseWakefield Healthcare is one of 100 local nonprofits to receive grants of \$100,000 each through the Cummings Foundation's "100K for 100" program. The grant will fund capital projects at MelroseWakefield Hospital.

The generosity of our supporters makes it possible for MelroseWakefield Healthcare to continue its mission to bring advanced healthcare to patients locally.

Thanks to our contributors, we are able to develop, strengthen and grow our clinical and community services. We gratefully acknowledge our supporters who have contributed to us October 1, 2018, through September 30, 2019.

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