


MIW

2018 ANNUAL REPORT



MIW MelroseWakefield
Healthcare

Proudly wellforce 

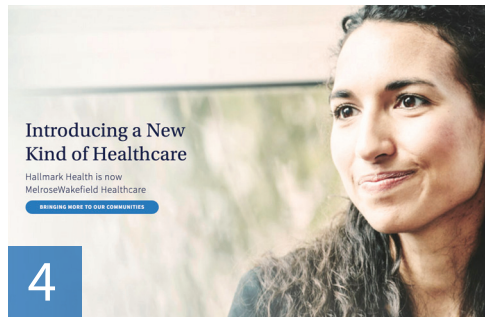
CONTENTS

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.



Message to Our Community 1

Robotic Technology Improves Surgical Experience 2

Neurosurgeons Enhance Quality of Life 3

New Brand, Same Top-Notch Care 4

2018 Highlights 5

Financial Overview 6

Philanthropy 7

Our Supporters 8

Produced by the Marketing and Communications Department at MelroseWakefield Healthcare.

Cover: MelroseWakefield Hospital continues to expand its neurosurgery services to local patients, providing treatment for a full range of conditions from back pain to brain tumors.

Photos: Cover, Tom Kates Photography; p. 4, David Sokol Wicked Local; all other photography by MelroseWakefield Healthcare.

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Growth and Positive Momentum for Our Organization



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

Fiscal year 2018 marked our second year as a member of Wellforce and continued to bring the promise of our partnership into reality. We focused our efforts on strengthening our collaborations with our peer members, Tufts Medical Center and Circle Health in Lowell, and on bringing greater access to specialty services to the communities we serve.

Some examples of this exciting growth are described in this annual reflection. We established robotic surgery services that offer patients advanced, minimally invasive surgical options that allow for the least postoperative pain and the quickest recovery. We expanded our neurosurgery services that provide treatment for a full complement of conditions from back pain to brain tumors. We celebrated 25 years of advanced cardiac care in the community and many other milestones that are raising the bar in local community care. With healthcare needs steadily moving to lower-cost settings, we took the bold initiative of setting into motion plans for a state-of-the-art ambulatory surgery center in the community. We accomplished all this while being successful financial stewards in a challenging healthcare market and making significant financial improvements.

To reflect and embrace our dynamic growth, we re-envisioned our brand and adopted a new name, MelroseWakefield Healthcare, and visual identity. Our new name reflects our ties to the greater north suburban Boston region that we serve, and our new, modern look demonstrates our growing clinical partnership with Tufts Medical Center. In addition, our employed physician group changed its name to Tufts Medical Center Community Care.

Serving our patients remains the foundation that drives all our endeavors. MelroseWakefield Healthcare with its rich history is well positioned for the future. We are confident in our continued growth and enthusiastic about what lies ahead in 2019 and beyond. We are deeply honored to lead MelroseWakefield Healthcare at such an exciting time.

Sue Sandberg, MBA, RN
Chief Executive Officer

James F. Herrington
Chair, Board of Trustees

Robotic Technology Improves Surgical Experience

Robotic technology is revolutionizing the experience of surgery, and MelroseWakefield Hospital is at the forefront of this innovation in surgical medicine.

On February 1, 2018, Adam Blau, MD, a fellowship-trained robotic surgeon, repaired three hernias for a patient in one minimally invasive operation, a technique that allowed for less postoperative pain and a quicker recovery. Dr. Blau was at the helm of the latest advancement in robotic surgical technology, the da Vinci Xi® surgical system, for the first robotic-assisted surgery at MelroseWakefield Hospital.

“Providing robotic-assisted surgery to our patients is part of MelroseWakefield Hospital’s focus on growing services and offering more advanced surgical options,” said Matthew Brown, MD, chief of surgery.

Dr. Brown and Dr. Blau lead the robotic surgery program at MelroseWakefield Hospital. Robotic-assisted surgery allows surgeons to perform many types of complex procedures with more precision, flexibility and control than is possible with conventional techniques.

A surgeon is always in full control of the surgery and robotic system. Through tiny incisions, robotic technology translates the surgeon’s hand movements into smaller, more precise movements of tiny instruments inside the patient’s body. The machine’s robotic arms and wrist-like joints can move 360 degrees in any direction and become virtual extensions of the surgeon’s eyes and hands. This allows for more effective, accurate surgical movements with unparalleled range of motion and control.

“The robotic instruments are very sophisticated relative to laparoscopic instruments,” said Blau. “These instruments have multiple joints. When you combine



(L to R) Dr. Matthew Brown and Dr. Adam Blau lead the robotic surgery program at MelroseWakefield Hospital, providing the latest advances in minimally invasive surgical medicine to patients locally.

these joints with robotic arm joints, you can make this instrument move in almost unlimited degrees of freedom, more than the human wrist.”

The state-of-the-art robotic system is changing the way patients experience surgery at MelroseWakefield Hospital. The technology’s precision translates to less invasive, quicker surgeries, which has significant benefits for patients.

“Patients who have robotic-assisted surgery often recover faster, have less postoperative pain, and need

little or no narcotic pain medicine compared to open and laparoscopic surgeries,” said Dr. Blau.

Robotics is the next frontier in surgery, and the possibilities to come are exciting. Plans are already in place to expand on the success of 2018 to offer even more robotic-assisted specialty surgeries in 2019.

“Patients don’t have to look far for the most advanced surgical experience. We are bringing it right here to their neighborhood,” said Dr. Brown.

Back Pain to Brain Surgery: Neurosurgeons Enhance Quality of Life



(L to R) Mina Safain, MD, and Marie Roguski, MD, provide greater local access to the full range of highly specialized neurosurgical care, including spine, neck and brain surgery, in our communities.

The brain and spine control everything we do. When they aren't working properly, either from injury or illness, the body doesn't work the way it should.

MelroseWakefield Hospital provides comprehensive back, neck and neurosurgery services in the community for conditions of the brain, spine and nerves to help local patients regain their abilities to lead a full life.

"Many of our patients are quite debilitated by their pain," said Mina Safain, MD, a fellowship-trained surgeon who established MelroseWakefield Hospital's neurosurgery services in 2017, in partnership with Tufts Medical Center.

Our team of neurosurgeons has expertise in a full range of nonsurgical, traditional and minimally invasive procedures, including treatment for back pain, spinal disorders, aneurysms and brain tumors. In 2018, the service built on the success of its first year and grew steadily, increasing patient visits, surgeries, and conditions that can be treated locally at MelroseWakefield Hospital, including complex spinal fusions and cranial hemorrhages. The service welcomed neurosurgeon Marie Roguski, MD, who is fellowship trained in neurosurgical oncology at Memorial Sloan Kettering Cancer Center and specializes in brain and spine tumors, supporting the growth.

Under the care of our neurosurgery team, local patients with debilitating conditions or life-threatening illnesses have recovered and regained their quality of life. From a patient who suffered from intense back pain after trying to lift a heavy object to a patient with vision impairment from a benign brain tumor, patients have a new lease on life.

"Surgery is life changing for these patients," said Dr. Safain.

Having this level of care available locally gives patients access to neurosurgical specialists who are close to home and part of the community.

"People want to stay local," said Dr. Roguski. "They want to be safe and to recover, all which can be done in the community where patients have much better support close to home."

The neurosurgery team is looking ahead at the possibilities to expand services even more in the coming year, including offering cranial surgeries onsite.

Of all their success at providing advanced services to meet the needs of the community, the neurosurgery team is most proud of the response from patients and the quality of life outcomes. A new national program shows that neurosurgery services at MelroseWakefield Hospital is scoring above the national average in quality of life, pain after surgery and surgical infection rates.

"Nothing is more gratifying than seeing patients participating in activities they hadn't been able to do just a few weeks earlier," said Dr. Safain.

New Brand, Same Top-Notch Care

MelroseWakefield Healthcare

In 2018, we proudly unveiled a new, modern brand identity to capture the energy and opportunities that distinguish us as a leader in regional community healthcare. To better reflect the region to which our care is provided, we changed our name to MelroseWakefield Healthcare and developed a fresh, new visual identity, including new logos.

Aligning with Tufts Medical Center

This new visual identity is complementary to the Tufts Medical Center identity, with the same fonts and colors, and demonstrates our growing clinical relationship and efforts to bring more advanced specialty services to our communities. We show that we are a member of Wellforce by using the “Proudly Wellforce” tag.

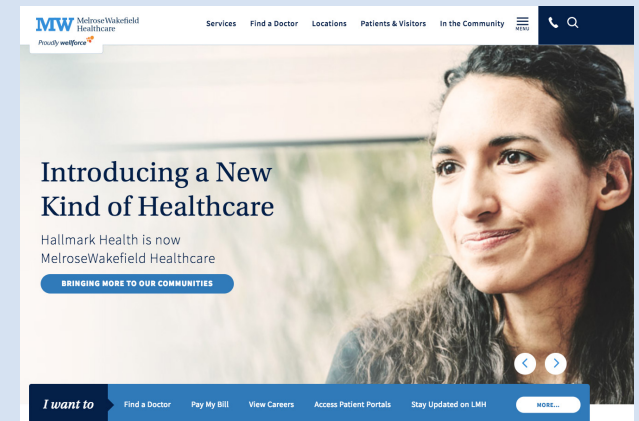
Our new MelroseWakefield Healthcare brand is designed to give our collective hospitals more prominence. The names of our local hospitals, Lawrence Memorial Hospital of Medford and MelroseWakefield Hospital, did not change. Each proudly displays its local name with its logo mark and by doing so more clearly communicates the hospital-based services we provide throughout our region of care. It is the result of a comprehensive process to understand what will set us apart in the market, which included research showing that patients greatly value their local relationships.

Our new brand also includes a new website, melrosewakefield.org. It features all our great services throughout our communities in a contemporary, user-friendly design that supports the growth of our brand and was recognized nationally in 2018 for outstanding design.

We are excited about this symbol of the advancements we are bringing to community-based healthcare.

Tufts Medical Center Community Care

In addition to the new MelroseWakefield Healthcare brand, our employed physician group, Hallmark Health Medical Associates, renamed its organization to Tufts Medical Center Community Care. The combination of the exceptional care offered by our providers with the Tufts Medical Center brand is making a strong statement in the market. This is an exciting new chapter for the organization as it continues to provide the best primary care and specialty services close to home for patients.



The new MelroseWakefield Healthcare website offers the latest in responsive design for ease of use on all devices. It received a Platinum eHealthcare Leadership Award for best site design in 2018.

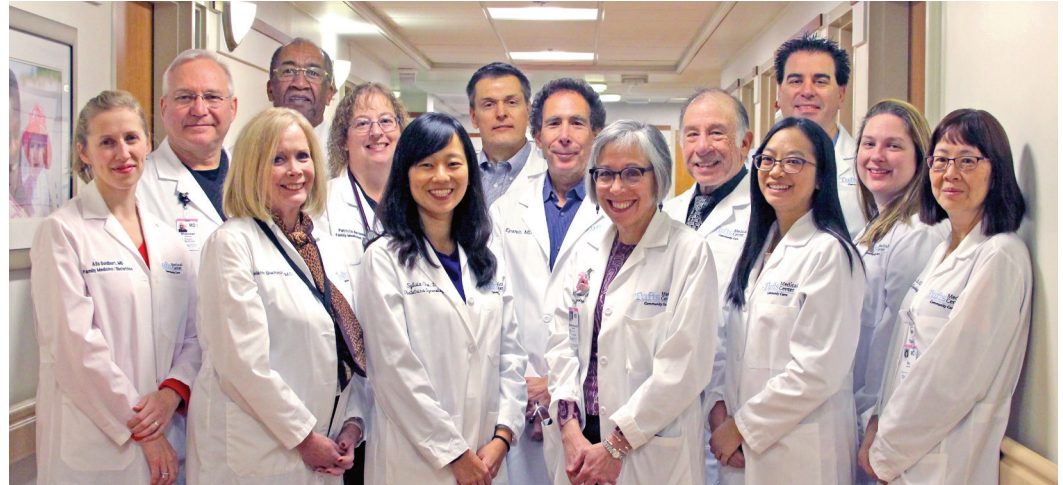


Our new visual identity aligns us with the same fonts and colors as Tufts Medical Center to demonstrate our growing clinical collaboration.



365

Every day, 365 days a year, we work to continually enhance quality and patient safety in our daily operations. As a result of this focus and dedication, we received exceptional results on our Joint Commission survey. After a thorough evaluation of our entire organization, we exceeded the bar in quality and safety for community hospitals.



40%

Tufts Medical Center Community Care is growing across many specialties, including the OB/GYN physician team that grew by 40 percent, offering more access to expert, compassionate care at life's most precious moments.

25

We proudly celebrated the 25th anniversary of our cardiac catheterization lab, which was the first of its kind to open in the region in 1993. Today MelroseWakefield Cardiovascular Center has become a regional leader in heart care. More than 3,000 procedures are performed per year, and 90 percent of cardiac patients stay in the community.



We reached more than 50,400 community members at more than 50 health events across our local communities, providing health screenings, educational activities and health resources to local residents.

50,400



Our Commitment to Quality and Stewardship

Fiscal year 2018 was a pivotal year for MelroseWakefield Healthcare. Our continued commitment to financial stewardship and drive toward operational excellence exceeded our strategic targets and yielded positive results. Rooted in our mission to provide high-quality healthcare in a community-based setting, our efforts to integrate efficiencies into our day-to-day operations better serves our patients and allows us to invest more in expanding patient care services. We look forward to continuing this progress and sustained growth in 2019.

Financial results for the fiscal years ending on September 30, 2018 and 2017.



Facts and Figures	2018	2017
Beds (operating)	293	293
Discharges	9,771	10,993
Emergency department visits	44,301	46,840
Births	794	870
Operating room cases	12,591	13,483
Physician office visits	139,015	165,893
Homecare visits	79,538	72,290
Hospice visits	14,156	13,747
Employees	2,634	2,756

Financial Performance*	2018	2017
Operating revenues	\$291,187	\$296,696
Operating expenses	<u>294,881</u>	<u>318,220</u>
Loss from operations	(3,694)	(21,524)
Nonoperating gains:		
Investment income	6,213	14,805
Other	<u>4,379</u>	<u>(895)</u>
Nonoperating gain – Net	<u>10,592</u>	<u>13,910</u>
Excess of revenue and gains over expenses	<u>\$6,898</u>	<u>\$(7,614)</u>

**in thousands*

Thank You for Your Support

Thanks to your generosity and investment in MelroseWakefield Healthcare, we raised \$2 million to advance our mission and provide patients more specialty care locally.

Our donors support excellence in patient care every day and the growth of vital services. This past year, we acquired the latest robotic surgical technology to offer patients advanced, minimally invasive surgical options locally that allow for quicker recovery with less postoperative pain. We celebrated the 25th anniversary of our cardiac catheter lab, the first of its kind in the region, that gives patients more advanced cardiac care close to home. MelroseWakefield Hospital began its renovation of labor and delivery suites to ensure the most up-to-date and patient-friendly experience for delivering mothers and their newborns. In an effort to provide comfort and healing, MelroseWakefield Breast Health Center started distributing post-mastectomy kits and specialty bras to patients. We also launched a Safe Sleep program where new parents who deliver at MelroseWakefield Hospital receive education on infant sleep safety and a Halo SleepSack®.

Our strength as a community-based healthcare provider flows from the generosity and support of the MelroseWakefield Healthcare community. We are deeply grateful for your contributions to our mission.

To make a charitable donation or learn more about how you can give, visit melrosewakefield.org/giving or call 781-338-7620.



More than 300 supporters helped make the annual Taste of Spring fundraiser a tremendous success. The event raised nearly \$60,000, with proceeds directly impacting the delivery of high-quality care, increased access to services, and community programs for generations of patients and families.



Taste of Spring featured delicacies from more than a dozen of the area's finest restaurants and specialty shops, as well as live and silent auctions.



The Stride for Healthy Communities 5K is a family friendly event open to all levels of participants 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.

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, 2017, through September 30, 2018.

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MIW Melrose Wakefield
Healthcare

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