

888 Mair



Raising the bar
in community
health care



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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Cover: Hallmark Health opened a new medical office building in Wakefield to bring care closer to the community.



A message to our neighbors

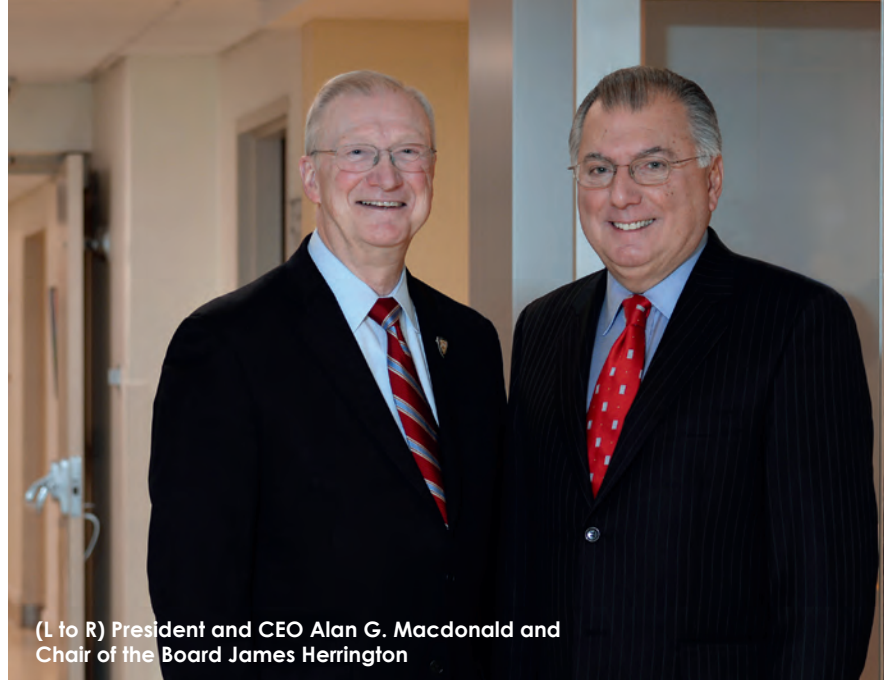
It was a productive and historic year at Hallmark Health, marked by growth and collaboration among our new Wellforce colleagues.

We began 2017 by joining Wellforce as a third and equal founding member with Tufts Medical Center and Circle Health. Through the year, we expanded access to academic medicine locally; welcomed new members to our medical staff; grew our primary care and specialty physician services; opened a new medical office building in Wakefield; and announced plans to provide an ambulatory surgery center in Medford at the Lawrence Memorial Hospital campus. Generous support from our donors and sponsors enabled us to modernize several hospital units at Melrose-Wakefield Hospital and to continue our thriving community benefits programs. Our Mobile Food Market, in its fifth year of serving local families with food insecurity in collaboration with the Greater Boston Food Bank, was recognized with a national Program of Excellence Award as a top 10 health care program in the country for charitable service.

This annual report highlights a few of the many ways Hallmark Health is providing specialized medical care locally and raising the bar in community health. In particular, our clinical programs in 2017 with Tufts Medical Center have brought specialized services in areas such as academic-level cancer care in Stoneham; neurosurgery at Melrose-Wakefield Hospital with onsite surgical treatments for brain and spine conditions; increased comprehensive cardiovascular services with new treatments for cardiac arrhythmias; and a broadened medical



Alan G. Macdonald
President and Chief Executive Officer



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

training program that includes Tufts Medical Center general surgery residents, providing them with valuable experience in community care.

As we build our clinical depth, we remain connected and committed to all levels of patient care. For example, in these pages we hear from a patient who received time-critical emergency stroke care at Melrose-Wakefield Hospital that enabled him to make a full recovery. It is one example among thousands of the dedication to excellence by Hallmark Health's physicians and nurses to provide high-quality services professionally and personally to each and every patient.

Finally, this year I announced my plans to retire as president and chief executive officer of this tremendous organization. Continuing as a volunteer trustee, I leave my role on Hallmark Health's staff with gratitude for all who have made our progress possible – colleagues, medical staff, patients and families, supporters, and volunteers. It has been the privilege of a lifetime to work alongside a team of the most caring and talented people who inspire me every day. Through their good work, all may be assured that Hallmark Health will continue to advance the standard of care for patients in our communities, both in 2018 and for generations to come.



James Herrington
Chair, Board of Trustees

Advancing cancer care close to home



In a collaborative effort with Hallmark Health, providers such as (R) Julie Fu, MD, hematologist/oncologist, and (L) Christina Cipriani, RN, work together at Tufts Medical Center Cancer Center in Stoneham to provide the resources of academic medicine with the personal touch of a community setting.

When the diagnosis is cancer, you want the most advanced treatments.

As a leader in cancer care in the community for decades, Hallmark Health continued to bring advancements to its patients this year through a unique collaboration with Tufts Medical Center. Drawing on the synergies within the Wellforce network, Hallmark Health and Tufts Medical Center combined the highly specialized resources of a Boston academic medical center with the convenience and personalized attention of a community cancer center.

In September 2017, Hallmark Health cancer services in Stoneham became part of Tufts Medical Center to establish the Tufts Medical Center Cancer Center. The new partnership brings a higher level of coordinated, expert care to patients in our communities.

“With this collaboration, patients have the best of both worlds, where and when they need it,” said Julie Fu, MD, a fellowship-trained hematologist/oncologist who joined Hallmark Health Medical Associates and the cancer services team in Stoneham this year.

With this collaboration, more cancer care stays in the community for the benefit of patients.

There is more convenient access to clinical trials, a comprehensive genetics program, and a larger, more robust cancer registry. Community and academic medicine providers communicate on behalf of patients easier and more often, including a bimonthly joint tumor board.

“With cancer, you need a team of experts behind you,” said Dr. Fu. “Patients can get that locally better than ever before without the hassle of traveling, delays in patient care and personal stress.”

Dr. Fu remains an active clinical researcher at Tufts Medical Center, with an expertise in the late effects of Hodgkin lymphoma and amyloidosis, a rare protein misfolding disorder.

“We are able to see a lot more complicated patients in the community now,” she said.

The center has managed treatments locally for its first patients with an aggressive type of brain cancer and an acute type of leukemia, providing the same level of specialized care that historically required patients to travel to Boston.

On the horizon, Dr. Fu and her colleagues in Stoneham are already exploring ways to further strengthen the bridge between community clinicians and academic medicine, including the potential to open new clinical trials locally.

“It’s exciting what is possible in the community,” said Dr. Fu. “I am so impressed with the quality of care here and the focus on giving the best patient care.”

New neurosurgery program brings elite expertise

Surgically treatable diseases of the brain and spine can now be treated locally at Melrose-Wakefield Hospital.

The hospital launched a new neurosurgery program in August 2017, providing treatment for all neurosurgical diseases affecting the brain, spine and peripheral nerves.

“Neurosurgical care is needed and can be accomplished in the community at the same high standards as an academic medical center,” said Mina Safain, MD, a fellowship-trained neurosurgeon who leads the program.

Dr. Safain specializes in treatment of complex, traumatic, degenerative and oncological conditions of the brain and spine including minimally invasive surgical techniques. He sees patients and performs surgeries locally at Melrose-Wakefield Hospital and at Tufts Medical Center for particularly complex procedures. All patients receive follow-up and routine care in the community.

“From a surgical standpoint, patients are receiving an excellent level of quality care at Melrose-Wakefield Hospital,” said Dr. Safain.

The program was developed thanks to a dual effort by Hallmark Health and Tufts Medical Center when the two came together as part of Wellforce in January 2017. Melrose-Wakefield Hospital invested in specialized equipment, training and staff, including Dr. Safain and a full-time physician assistant, Ran Ku, PA, to fill a gap in neurosurgery services in the local area.

“My primary drive as a neurosurgeon is to take care of people,” said Dr. Safain. “It’s best to do that in the community because it’s where people live and work.”

The program has grown quickly and steadily, performing multiple spinal surgeries and doubling clinical outpatient consultations each month. The program has also brought a higher level of specialized care to the hospital, which is now caring for patients with less complex intracranial hemorrhages and performing complex spinal fusions.

Dr. Safain also performs minimally invasive surgery to treat brain tumors utilizing an endoscope in which the procedure is done through the natural opening through the nose rather than an open cranial incision. While these complex surgeries are

performed in Boston, Dr. Safain sees patients for follow-up care locally, giving them easier access to advanced expertise closer to home.

Future expansion of the program is planned through additional neurosurgeons and more complex neurosurgeries.

“With the right team and training, we can do really technical neurosurgery in the community,” said Dr. Safain. “That is the vision we are building.”



(R) Mina Safain, MD, neurosurgeon, and (L) Ran Ku, PA, physician assistant, perform specialized spine surgery at Melrose-Wakefield Hospital.

Specialty cardiology services heal the heart



Michael Mazzini, MD, electrophysiologist, uses advanced imaging technology to perform cardiac ablation procedures, a minimally invasive treatment for irregular heartbeat, at Melrose-Wakefield Hospital.

Local patients' hearts are beating stronger than ever. Melrose-Wakefield Hospital introduced new arrhythmia services this year at the Cardiovascular Center to bring a higher level of cardiac care to the community. We continue to grow cardiovascular services in collaboration with Tufts Medical Center, a national leader in cardiac care.

"I've become a real believer that if you have the resources to provide high-quality services, you should provide care in the community setting," said Michael Mazzini, MD, director of arrhythmia services and the electrophysiology lab at Melrose-Wakefield Hospital.

Cardiac electrophysiology services were first established last year to compliment the leading-edge cardiology services at Melrose-Wakefield Hospital. Electrophysiology services were built upon the center's expertise in pacemaker implantations and include implantable cardioverter defibrillators. In 2017, services were expanded to include ablation procedures – an effective treatment for abnormal heart rhythms caused by problems with signals being sent by electrical pathways of the heart. The procedure rounds out the full range of arrhythmia treatments now offered along with our comprehensive cardiovascular services. Melrose-Wakefield Hospital is a leader among regional community hospitals

providing four modalities of cardiovascular care in one center.

Electrophysiologists can be described as "electricians for the heart." They diagnose and treat the full spectrum of conditions related to abnormal heart rhythms (arrhythmias) such as fainting, a too-fast heart rate (tachycardia), a too-slow heart rate (bradycardia), problems with the rate or rhythm of the heartbeat (atrial fibrillation) and more.

Procedures are performed in the new cardiac catheterization laboratory equipped with advanced technology by staff specially trained in cardiac mapping and cardiac ablations.

"We're fortunate to have such dedicated and skilled individuals at the Cardiovascular Center,"

Dr. Mazzini said. "We have an incredible group of physicians, nurses and radiology technologists, and our lab has the same modern technology as an electrophysiology lab at an academic medical center."

Providing these services locally is meeting with positive patient feedback.

"Having the resources to provide medical management, diagnostic testing, and minimally invasive electrophysiology studies and treatments right here at Melrose-Wakefield Hospital ensures that patients can receive their care in the most convenient, familiar and comfortable setting," said Dr. Mazzini.

New developments for the electrophysiology program in 2018 include strengthening collaboration with Tufts Medical Center for patients who require a more complex level of care. Dr. Mazzini will treat his most complex patients at Tufts Medical Center. Melrose-Wakefield Hospital will welcome a new electrophysiologist, Ann Garlitski, MD, codirector of the New England Cardiac Arrhythmia Center, who will perform electrophysiology procedures onsite.

"With collaboration among specialists, we can enhance our ability to provide electrophysiology services in the most appropriate setting for patients," Dr. Mazzini said.

Emergency stroke care: A patient's perspective

Mark Bryand was preparing to walk his dogs, Dozer and Greta, when he had a stroke at his home in Melrose. He credits the emergency department team at Melrose-Wakefield Hospital for his full recovery.



“It was surreal to say the least. I thought, ‘This can’t be happening,’” said Mark Bryand as he recalled experiencing a stroke in late 2016.

The 53-year-old Melrose resident was recovering from an acute cough and was at home with a friend. About to walk the dog, he leaned over to tie his sneakers and “felt strange.” His friend was speaking, but Bryand couldn’t comprehend the words. Thinking he simply needed fresh air, he felt confused and soon discovered that he was unable to stand. Bryand’s friend called 911.

“The ambulance arrived within five minutes, and we were at Melrose-Wakefield Hospital in another five,” Bryand said. “By the time I got there, they already had a teleneurology consult set up, so the neurologist was virtually in the room.”

Although Bryand thought he was lucid and communicating, he had trouble finding words, was using random words and was experiencing weakness on his right side.

Bryand described his care as “happening really quickly.” His evaluation, CT scan results and neurology consult confirmed the appropriateness of administering tPA – a clot-busting medication used to potentially reverse permanent effects of stroke.

“Within half an hour after I was given the tPA, I was starting to speak coherently again,” he said.

He now knows the clot that caused his stroke travelled to his brain from his carotid artery, which had torn as a result of his severe cough.

Today, Bryand is doing well and back to work full-time as a geriatric case manager at Massachusetts General Hospital in Boston. As a nurse at MGH, he fully understands what could have happened if he had not received quick care. Having a local stroke program was vital to his treatment and recovery.

“My phenomenal doctor and nurses at Melrose-Wakefield Hospital were very caring, compassionate and well-qualified to provide the emergency stroke care I needed,” said Bryand.

“I think about it all the time. What would have happened had they not been there?”

Highlights for 2017



(L to R) Tufts Medical Center surgical residents, including George Baison, MD, and Libby Tsytsikova, MD, train at Melrose-Wakefield Hospital as part of the surgical residency program with Matthew Brown, MD, chair of the Department of Surgery.

Tufts Medical Center surgical residents train at Hallmark Health

The Melrose-Wakefield Hospital general surgery program welcomed Tufts Medical Center first and third year surgical residents as part of their postgraduate training. Led by Matthew Brown, MD, chair of the Department of Surgery, the surgical rotation program provides greater perspective on quality community care.

Cardiovascular services recognized at Fenway Park

The Cardiovascular Center at Melrose-Wakefield Hospital was recognized by WEEI Red Sox Radio Network at Fenway Park for its service to the community through CPR training at local high schools. Each year, the CPR training program trains an average of 1,000 students in lifesaving CPR techniques and equips them with a CPR training kit to teach others the skill.

Mobile Food Market receives Program of Excellence Award

Jackson Healthcare presented the Mobile Food Market with the Program of Excellence Award as part of their 2017 Hospital Charitable Service Awards. The program was chosen among the country's top 10 hospital-sponsored programs that positively impact local communities. In collaboration with the Greater Boston Food Bank, the market reaches approximately 450 households each month and has distributed more than 1 million pounds of nutritious food since it launched in 2012.



(L to R) Laurence Conway, MD, medical director of the cardiovascular service line; Salil Midha, MD, chief of cardiology; and Medford High School physical education teachers were recognized at Fenway Park.

Achieving Excellence



Jackson Healthcare presented a Program of Excellence Award to the Mobile Food Market team at a celebration with local dignitaries and community partners.



COACHH recognized as model program

Collaborative Outreach and Adaptable Care at Hallmark Health was recognized locally and nationally as a model program for providing care to individuals with substance use disorders. The program was featured regionally on Boston 25 News and in national news by the American Hospital Association. The program will continue its work next year as part of our accountable care organization.

3-D tomosynthesis improves breast cancer detection

Hallmark Health brought 3-D tomosynthesis (3-D mammography) to its imaging sites, providing easier access to the advanced technology for its patients. The technology produces more accurate images, especially in dense breast tissue, offering more reliable results in the detection of breast cancer.

Hallmark Health community volunteers make a difference

This year, Hallmark Health employees staffed and volunteered at more than 60 health events across 10 local communities, reaching more than 40,000 community members. Our employees offered health screenings, hosted fun and educational activities, and connected local residents with health resources and services.



(L to R) Boston 25 News anchor interviewed Carol Plotkin, LICSW, executive director of COACHH, and Beth Lucey, LICSW, social work supervisor, on the COACHH program.



Hallmark Health certified mammographers are specially trained in the latest imaging technology to better detect breast cancer.



A team of nursing students, pharmacists and physical therapists were among the employees who staffed more than 60 health fairs throughout our communities.

New medical office building brings care to community

This fall, Hallmark Health opened the doors to welcome patients at its new Melrose-Wakefield Medical Building in Wakefield.

The state-of-the-art medical office building provides easier access to physicians, rehabilitation services, laboratory services and more to our communities.

“For a number of years, we have talked about having opportunities in the community for the patient base to come to us without having to be in a hospital to take care of their immediate clinical needs,” explained Alan G. Macdonald, president and chief executive officer.

Melrose-Wakefield Medical Building was designed with our patients in mind. It offers a patient-centered design and conveniences with ample free parking, walking distance to the Greenwood commuter rail train stop, extended hours and onsite laboratory services.

“The true excitement began when we had patients first enter this beautiful building and begin to receive high-quality health care,” said Nicole Bloor, MD.

Dr. Bloor and colleagues Davis Bu, MD, and John Mudrock, MD, primary care physicians with Hallmark Health Medical Associates, are among the first physicians to practice in the new space, and more providers are to come. They and their team of professionals provide comprehensive primary care with a patient-centered approach, offering health education, laboratory services, and convenient extended hours.

“The building may be new, but our duty, our drive, and our unwavering commitment to evidence-based medicine each and every day is not,” said Dr. Bloor.

Melrose-Wakefield Rehabilitation Services also relocated to the new building from Corey Street in Melrose. In their new, fully modernized therapy suite, the team provides a full range of services, including physical therapy, occupational therapy, hand therapy and audiology services.

The investment in the new medical building reflects Hallmark Health’s commitment to continue to serve the health needs of our communities for generations to come.

At a ribbon-cutting ceremony in November 2017, James Herrington, chair of the Board of Trustees, said, “I couldn’t be prouder to be standing here today at this building and understanding what it means ... as the first of several such efforts like this to bring us into the communities that we serve.”



See a video of the grand opening of our Melrose-Wakefield Medical Building at hallmarkhealth.org/MWMB.



Financial overview

In fiscal year 2017, Hallmark Health Corporation and Affiliates remained focused on our mission to provide high-quality health care in a community-based setting while upholding financial stewardship. We advanced our strategic plans to invest in patient care services and continued to integrate efficiencies into our day-to-day operations to better serve our patients.

Financial results for the fiscal years ending on September 30, 2017 and 2016.

Facts and figures	2017	2016
Beds (operating)	293	293
Discharges	10,993	11,266
Emergency department visits	46,840	48,708
Births	870	944
Operating room cases	13,483	13,408
Physician office visits	165,893	139,015
Home care visits	72,290	79,538
Hospice visits	13,747	12,579
Employees	2,756	2,848

Financial performance	2017	2016
Operating revenues	\$296,695,696	\$294,566,796
Operating expenses	318,219,661	316,842,611
Loss from operations	(21,523,965)	(22,275,815)
Nonoperating gains:		
Investment income	14,805,189	8,954,477
Other	(895,675)	(1,064,291)
Nonoperating gain – Net	13,909,514	7,890,186
Excess of revenue and gains over expenses	<u>\$7,614,451</u>	<u>\$(14,385,629)</u>

Philanthropy

Our mission at Hallmark Health has always been to provide access to the highest-quality care in the community. Thanks to the generosity of our donors through local partnerships and individual giving, we are able to advance the work we do every day to bring the best care possible to residents in our area.

This year, donors made it possible to grow our programs and services further into the community. We are pleased to report that we were able to direct funds to support renovations in the endoscopy waiting area and maternity unit at Melrose-Wakefield Hospital, purchase new equipment for our emergency departments, and support activities at the Dutton Adult Day Health Center and North Suburban Child and Family Resource Network. We also established a fund at Hallmark Health Breast Health Center that will help educate and provide post-mastectomy kits to patients. Through our annual Stride for Healthy Communities 5K Walk and Run, we continued to provide educational programs such as CPR training for high school students and nutritional guidance and support for families.

In this report is our annual list of contributors, reflecting giving across many initiatives. There are many ways to give and support Hallmark Health. To learn more, including legacy giving opportunities, contact the Fund Development Department.

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

Laurence Conway, MD
Medical Director, Cardiovascular Service Line
Chair, Development Committee

Roselyn Fisher
Chief Development Officer
781-338-7623
rfisher@hallmarkhealth.org
www.hallmarkhealth.org/giving



Hallmark Health presented the Stoneham Auxiliary Fire Department with an automated external defibrillator with funds from the Stride for Healthy Communities 5K Walk and Run. Pictured: Stoneham Fire Explorers, Stoneham Auxiliary Fire Chief Rick Hastings, and Roselyn Fisher and Laurence Conway, MD, of Hallmark Health.



This year's annual Taste of Spring fundraiser drew a record crowd and raised its largest proceeds to date to support oncology and family health services. Pictured L to R: Lisa Donovan, Kiss 108 morning radio personality; Alan G. Macdonald, Hallmark Health president and CEO; and Susan Green, Wellforce CFO.

Our supporters

The generosity of our supporters makes it possible for Hallmark Health to continue its mission to bring advanced health care 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 Hallmark Health in fiscal year 2017, October 1, 2016, through September 30, 2017.

\$250,000+

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Every effort was made to accurately reflect each contributor from October 1, 2016, through September 30, 2017. If you find an error, please accept our sincere apology and contact the Fund Development Department at 781-338-7620.

*Deceased

Hallmark Health is a comprehensive system of community hospitals, outpatient centers, primary care and specialty physicians, and visiting nurse and hospice programs serving north suburban Boston. The system includes the following facilities and services.

Melrose-Wakefield Hospital, Melrose

Lawrence Memorial Hospital of Medford

Tufts Medical Center Cancer Center, Stoneham

Breast Health Center, Stoneham

Center for Radiation Oncology, Stoneham

Hallmark Health Medical Center, Reading

Hallmark Health Medical Associates, primary care
and specialty physician group

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Design: Tony Andrade

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 **Hallmark Health**

170 Governors Avenue
Medford, MA 02155

www.hallmarkhealth.org



HallmarkHealth



@HallmarkHealth