



**HCFA**  
Health Care For All  
MASSACHUSETTS

**PFAC**  
MASSACHUSETTS  
PATIENT & FAMILY ADVISORY COUNCILS  
*Making a Difference in Care*

## PFAC Annual Report Form

Health Care For All (HCFA) advocates for health justice in Massachusetts by working to promote health equity and ensure coverage and access for all. HCFA uses direct service, policy development, coalition building, community organizing, public education and outreach to achieve its mission. HCFA envisions a day when everyone in Massachusetts has the equitable, affordable, and comprehensive care they need to be healthy.

### Why complete an annual report for my PFAC?

Under Massachusetts law, hospital-wide PFACs are required to write annual reports by October 1<sup>st</sup> each year. These reports must be made available to members of the public upon request. As in past years, HCFA is requesting a copy of each report which will be posted on HCFA's website, <https://hcfama.org/pfac/>. HCFA recommends using this template to assist with information collection, as well as the reporting of key activities and milestones.

### What will happen with my report and how will HCFA use it?

We recognize the importance of sharing of information across PFACs. Each year, we:

- make individual reports available online
- share the data so that PFACs can learn about what other groups are doing

### Who can I contact with questions?

Please contact us at [atappan@hcfama.org](mailto:atappan@hcfama.org) or call us at 617-275-2982.

Please email completed forms to [PFAC@hcfama.org](mailto:PFAC@hcfama.org).

**Reports should be completed by October 1, 2022.**

# 2022 Patient and Family Advisory Council Annual Report Form

The survey questions concern PFAC activities in fiscal year 2021 only: (July 1, 2021 – June 30, 2022).

## Section 1: General Information

1. **Hospital Name:** Mass General Brigham, Salem Hospital  
81 Highland Ave.  
Salem MA, 01970

*NOTE: Massachusetts law requires every hospital to make a report about its PFAC publicly available. HCFA strongly encourages the completion of an individual report for each hospitals-wide PFAC.*

2a. **Which best describes your PFAC?**

- We are the only PFAC at a single hospital – **skip to #3 below**  
 We are a PFAC for a system with several hospitals – **skip to #2C below**  
 We are one of multiple PFACs at a single hospital  
 We are one of several PFACs for a system with several hospitals – **skip to #2C below**  
 Other (Please describe):

2b. Will another PFAC at your hospital also submit a report?

- Yes  
 No  
 Don't know

2c. Will another hospital within your system also submit a report?

- Yes  
 No  
 Don't know

3. **Staff PFAC Co-Chair Contact:**

- 2a. Name and Title:  
2b. Email:  
2c. Phone:  
 Not applicable

4. **Patient/Family PFAC Co-Chair Contact:**

- 3a. **Name and Title:** Jim Feldman, Community Chair  
3b. **Email:** jamesFLD@msn.com  
3c. **Phone:** 978-998-5223  
 Not applicable

5. **Is the Staff PFAC Co-Chair also the Staff PFAC Liaison/Coordinator?**

- Yes – skip to #7 (Section 1) below  
 No – describe below in #6

6. **Staff PFAC Liaison/Coordinator Contact:**

- 6a. **Name and Title:** Jessica Connick, CPXP; Patient Experience Specialist and Human Rights Officer  
6b. **Email:** jaconnick@partners.org  
6c. **Phone:** 978-354-3227  
 Not applicable

## Section 2: PFAC Organization

**7. This year, the PFAC recruited new members through the following approaches (check all that apply):**

- Case managers/care coordinators
- Community based organizations
- Community events
- Facebook, Twitter, and other social media
- Hospital banners and posters
- Hospital publications
- Houses of worship/religious organizations
- Patient satisfaction surveys
- Promotional efforts within institution to patients or families
- Promotional efforts within institution to providers or staff
- Recruitment brochures
- Word of mouth/through existing members
- Other (Please describe)
  - Director of Volunteers
- N/A – we did not recruit new members in FY 2022

**8. Total number of staff members on the PFAC: 7**

**9. Total number of patient or family member advisors on the PFAC: 5**

**10. The name of the hospital department supporting the PFAC is:** Quality and Patient Safety Department

**11. The hospital position of the PFAC Staff Liaison/Coordinator is:** Patient Experience Specialist, Human Rights Officer

**12. The hospital provides the following for PFAC members to encourage their participation in meetings (check all that apply):**

- Annual gifts of appreciation
- Assistive services for those with disabilities
- Conference call phone numbers or “virtual meeting” options
- Meetings outside 9am-5pm office hours
- Parking, mileage, or meals
- Payment for attendance at annual PFAC conference
- Payment for attendance at other conferences or trainings
- Provision/reimbursement for childcare or elder care
- Stipends
- Translator or interpreter services
- Other (Please describe):
- N/A

### Section 3: Community Representation

*The PFAC regulations require that patient and family members in your PFAC be “representative of the community served by the hospital.” If you are not sure how to answer the following questions, contact your community relations office or check “don’t know.”*

**13. Our hospital’s catchment area is geographically defined as:**

- Salem Hospital’s primary service area includes the cities/towns of Lynn, Salem, Peabody, Marblehead, Swampscott, Danvers, Saugus, Lynnfield, and Nahant.
  - Our secondary service area spans cities and towns within Route 93, north and west of Malden.
- Don’t know

**14. The racial and ethnic groups in these areas include (please provide percentages; if you are unsure of the percentages check “don’t know”):**

	RACE						ETHNICITY	
	% American Indian or Alaska Native	% Asian	% Black or African American	% Native Hawaiian or other Pacific Islander	% White	% Other	% Hispanic, Latino, or Spanish origin	
14a. Our defined catchment area	0%	4%	7%	0%	80%	9%	20%	<input type="checkbox"/> Don’t know
14b. Patients the hospital provided care to in FY 2021	0%	3%	6%	0%	84%	6%	18%	<input type="checkbox"/> Don’t know
14c. The PFAC patient and family advisors in FY 2021	8%	0%	0%	0%	92%	0%	0%	<input type="checkbox"/> Don’t know

**15. The languages spoken in these areas include (please provide percentages; if you are unsure of the percentages select “don’t know”):**

	Limited English Proficiency (LEP) %	
15a. Patients the hospital provided care to in FY 2022	9.7%	<input type="checkbox"/> Don’t know
15b. PFAC patient and family advisors in FY 2022	0%	<input type="checkbox"/> Don’t know

15c. What percentage of patients that the hospital provided care to in FY 2021 spoke the following as their primary language?

	%
Spanish	9.3%
Portuguese	0.9%
Chinese	0.1%
Haitian Creole	0.2%
Vietnamese	0.1%
Russian	0.5%
French	0.1%
Mon-Khmer/Cambodian	0.4%
Italian	0.1%
Arabic	0.2%
Albanian	0.2%
Cape Verdean	0.0%

Don't know

15d. In FY 2022, what percentage of PFAC patient and family advisors spoke the following as their primary language?

	%
Spanish	0%
Portuguese	0%
Chinese	0%
Haitian Creole	0%
Vietnamese	0%
Russian	0%
French	0%
Mon-Khmer/Cambodian	0%
Italian	0%
Arabic	0%
Albanian	0%
Cape Verdean	0%

Don't know

**16. The PFAC is undertaking the following activities to ensure appropriate representation of our membership in comparison to our patient population or catchment area:**

- Finalizing the development of PFAC PowerPoint for Patient Information TV channel to recruit patients and/or family members.
- Finalizing the development of postcards to be mailed by the Patient and Family Relations department to patients and/or family members to increase community recruitment.
- PFAC member reached out to Lynn Community Health Center to recruit new members.

**Section 4: PFAC Operations**

**17. Our process for developing and distributing agendas for the PFAC meetings (choose):**

- Staff develops the agenda and sends it out prior to the meeting
- Staff develops the agenda and distributes it at the meeting
- PFAC members develop the agenda and send it out prior to the meeting
- PFAC members develop the agenda and distribute it at the meeting
- PFAC members and staff develop agenda together and send it out prior to the meeting. (Please describe below in #17a)
- PFAC members and staff develop agenda together and distribute it at the meeting. (Please describe below in #17a)
- Other process (Please describe below in #17b)
- N/A – the PFAC does not use agendas

**17a. If staff and PFAC members develop the agenda together, please describe the process:**

The next month's agenda is drafted at the end of each meeting with input from all members. Agenda items may be added during the month by emailing the chair prior to the next month's meeting. Final agenda is emailed to all members prior to the meeting.

**17b. If other process, please describe:**

**18. The PFAC goals and objectives for 2022 were: (check the best choice):**

- Developed by staff alone
- Developed by staff and reviewed by PFAC members
- Developed by PFAC members and staff
- N/A – we did not have goals for FY 2022– **Skip to #20**

**19. The PFAC had the following goals and objectives for 2022:**

1. Recruitment of new community members
2. Increase diversity recruitment to accurately represent the hospital's community
3. Use of social media to promote PFAC

**20. Please list any subcommittees that your PFAC has established:**

1. Membership and Recruitment
2. Executive Committee

**21. How does the PFAC interact with the hospital Board of Directors (check all that apply):**

- PFAC submits annual report to Board
- PFAC submits meeting minutes to Board
- Action items or concerns are part of an ongoing "Feedback Loop" to the Board
- PFAC member(s) attend(s) Board meetings
- Board member(s) attend(s) PFAC meetings
- PFAC member(s) are on board-level committee(s)
- Other (Please describe):
- N/A – the PFAC does not interact with the Hospital Board of Directors

**22. Describe the PFAC's use of email, listservs, or social media for communication:**

The Salem Hospital PFAC uses email for communicating among members between meetings.

- N/A – We don't communicate through these approaches

**Section 5: Orientation and Continuing Education**

**23. Number of new PFAC members this year: 2**

**24. Orientation content included (check all that apply):**

- "Buddy program" with experienced members
- Check-in or follow-up after the orientation
- Concepts of patient- and family-centered care (PFCC)
- General hospital orientation
- Health care quality and safety
- History of the PFAC
- Hospital performance information
- Immediate "assignments" to participate in PFAC work
- Information on how PFAC fits within the organization's structure
- In-person training
- Massachusetts law and PFACs
- Meeting with hospital staff
- Patient engagement in research
- PFAC policies, member roles and responsibilities
- Skills training on communication, technology, and meeting preparation
- Other (Please describe below in #24a)
- N/A – the PFAC members do not go through a formal orientation process

24a. If other, describe:

**25. The PFAC received training on the following topics:**

- Concepts of patient-family-centered care (PFCC)

- Health care quality and safety measurement
- Health literacy
- A high-profile quality issue in the news in relation to the hospital (e.g. simultaneous surgeries, treatment of VIP patients, mental/behavioral health patient discharge, etc.)
- Hospital performance information
- Patient engagement in research
- Types of research conducted in the hospital
- Other (Please describe below in #25a)
- N/A – the PFAC did not receive training

**25a. If other, describe:**

1. Update from the Relationship Based Care Committee. Discussion centered on the trauma that the staff have gone through during the pandemic and the plan to start a Healing Place. (August 2021)
2. Explanation provided about the state of the Emergency Department (ED) during COVID to present and what the hospital leadership is focusing on for ED Waiting Room solutions. (September 2021)
3. Presentation by the Director of Compliance, Quality and Patient Safety Department, on how the hospital is actively preparing for The Joint Commission survey. There are multiple activities going on and everyone has a key stake in the process. (March 2022)
4. Presentation by the Director of Compliance, Quality and Patient Safety Department, on the update of the Patient Bill of Rights. (March 2022)
5. Presentation by Nurse Director of Davenport 7 on the recent establishment of a new dialysis suite specifically dedicated to in-house dialysis patients. (March 2022)
6. Presentation by Shapley Bulfinch Architects - provided an update on the design of the new Davenport 4 lobby. As a result of PFAC input at the original presentation last year, the hospital's non-denominational chapel will be moved to this area making it more easily accessible to a greater volume of people. (April 2022)
7. Presentation by Nurse Directors of Davenport 8 and 9 on the work that is currently being done regarding Fall Prevention and PFAC provided feedback. (April 2022)
8. Presentation by the Senior Program Manager of Marketing on Salem Hospital campus updates regarding rebranding and wayfinding. (May 2022)
9. Explanation was provided about each floor getting their own safe to house patient valuables in hope of decreasing losses. (June 2022)
10. Six PFAC members attended the MGB 6<sup>th</sup> Annual Patient Experience Summit entitled "Building the Patient Experience of the Future" held on June 2, 2022.

**Section 6: FY 2021 PFAC Impact and Accomplishments**

*The following information concerns PFAC activities in the fiscal year 2022.*

**26. Please share the following information on the PFACs accomplishments and impacts:**

26a. What were the three greatest accomplishments/impacts of the PFAC related to providing feedback or perspective?

Accomplishment/Impact	Idea came from (choose one)
<b>Accomplishment/Impact 1:</b> Based on the recommendation of the PFAC to move the chapel to the new main entrance, a non-denominational chapel for prayer and meditation is now included in the new plans.	<input checked="" type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input
<b>Accomplishment/Impact 2:</b> We reviewed and updated the PFAC Charter.	<input checked="" type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input
<b>Accomplishment/Impact 3:</b> We reviewed and updated the PFAC website.	<input checked="" type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input

26b. What were the three greatest accomplishments/impacts of the PFAC related to influencing the institution's **financial and programmatic decisions**?

Accomplishment/Impact	Idea came from (choose one)
<b>Accomplishment/Impact 1:</b>	<input type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input
<b>Accomplishment/Impact 2:</b>	<input type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input
<b>Accomplishment/Impact 3:</b>	<input type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input

26c. What were the three greatest accomplishments/impacts of the **PFAC related leading/co-leading programs and initiatives**?

Accomplishment/Impact	Idea came from (choose one)
<b>Accomplishment/Impact 1:</b> Continued virtual meetings to continue being the voice of the patient during the pandemic.	<input checked="" type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input
<b>Accomplishment/Impact 2:</b> Developed PFAC Elevator Speech.	<input checked="" type="checkbox"/> Patient/family advisors of the PFAC <input type="checkbox"/> Department, committee, or unit that requested PFAC input

**Accomplishment/Impact 3:**  
Fall Prevention Signage was finalized after the feedback from PFAC.

- Patient/family advisors of the PFAC
- Department, committee, or unit that requested PFAC input

**27. The five greatest challenges the PFAC had in FY 2022:**

**Challenge 1:** Recruiting new members.

**Challenge 2:** Increasing the diversity of PFAC members

**Challenge 3:** Trying to increase our visibility among the hospital-wide community.

**Challenge 4:** Given the rise in COVID patients in the hospital during surges made it difficult for our hospital staff members to attend meetings.

**Challenge 5:** Many hospital committees that PFAC members attend were put on hold due to the same reason as above.

N/A – we did not encounter any challenges in FY 2022

**28. The PFAC members serve on the following hospital-wide committees, projects, task forces, work groups, or Board committees:**

- Behavioral Health/Substance Use
- Bereavement
- Board of Directors
- Care Transitions
- Code of Conduct
- Community Benefits
- Critical Care
- Culturally Competent Care
- Discharge Delays
- Diversity & Inclusion
- Drug Shortage
- Eliminating Preventable Harm
- Emergency Department Patient/Family Experience Improvement
- Ethics
- Institutional Review Board (IRB)
- Lesbian, Gay, Bisexual, and Transgender (LGBT) – Sensitive Care
- Patient Care Assessment
- Patient Education
- Patient and Family Experience Improvement
- Pharmacy Discharge Script Program
- Quality and Safety
- Quality/Performance Improvement
- Surgical Home
- Other (Please describe):
- N/A – the PFAC members do not serve on these – **Skip to #30**

**29. How do members on these hospital-wide committees or projects report back to the PFAC about their work?**

The information is verbally reported at monthly meetings.

**30. The PFAC provided advice or recommendations to the hospital on the following areas mentioned in the Massachusetts law (check all that apply):**

- Institutional Review Boards
- Patient and provider relationships
- Patient education on safety and quality matters
- Quality improvement initiatives
- N/A – the PFAC did not provide advice or recommendations to the hospital on these areas in FY 2020

**31. PFAC members participated in the following activities mentioned in the Massachusetts law (check all that apply):**

- Advisory boards/groups or panels
- Award committees
- Co-trainers for clinical and nonclinical staff, in-service programs, and health professional trainees
- Search committees and in the hiring of new staff
- Selection of reward and recognition programs
- Standing hospital committees that address quality
- Task forces
- N/A – the PFAC members did not participate in any of these activities

**32. The hospital shared the following public hospital performance information with the PFAC (check all that apply):**

**32a. Complaints and serious events**

- Complaints and investigations reported to Department of Public Health (DPH)
- Healthcare-Associated Infections (National Healthcare Safety Network)
- Patient complaints to hospital
- Serious Reportable Events reported to Department of Public Health (DPH)

**32b. Quality of care**

- High-risk surgeries (such as aortic valve replacement, pancreatic resection)
- Joint Commission Accreditation Quality Report (such as asthma care, immunization, stroke care)
- Medicare Hospital Compare (such as complications, readmissions, medical imaging)
- Maternity care (such as C-sections, high risk deliveries)

**32c. Resource use, patient satisfaction, and other**

- Inpatient care management (such as electronically ordering medicine, specially trained doctors for ICU patients)
- Patient experience/satisfaction scores (e.g. HCAHPS - Hospital Consumer Assessment of Healthcare Providers and Systems)
- Resource use (such as length of stay, readmissions)
- Other (Please describe):
- N/A – the hospital did not share performance information with the PFAC – **Skip to #35**

**33. Please explain why the hospital shared only the data you checked in Q 32 above:**

Information requested by PFAC was shared.

**34. Please describe how the PFAC was engaged in discussions around these data in #32 above and any resulting quality improvement initiatives:**

Information was presented to PFAC at monthly meetings as requested, discussed, and feedback was provided.

**35. The PFAC participated in activities related to the following state or national quality of care initiatives (check all that apply):**

35a. National Patient Safety Hospital Goals

- Identifying patient safety risks
- Identifying patients correctly
- Preventing infection
- Preventing mistakes in surgery
- Using medicines safely
- Using alarms safely

35b. Prevention and errors

- Care transitions (e.g., discharge planning, passports, care coordination, and follow up between care settings)
- Checklists
- Electronic Health Records –related errors
- Hand-washing initiatives
- Human Factors Engineering
- Fall prevention
- Team training
- Safety

35c. Decision-making and advanced planning

- End of life planning (e.g., hospice, palliative, advanced directives)
- Health care proxies
- Improving information for patients and families
- Informed decision making/informed consent

35d. Other quality initiatives

- Disclosure of harm and apology
- Integration of behavioral health care
- Rapid response teams
- Other (Please describe):
- N/A – the PFAC did not work in quality of care initiatives

**36. Were any members of your PFAC engaged in advising on research studies?**

- Yes
- No – Skip to #40 (Section 6)

**37. In what ways are members of your PFAC engaged in advising on research studies? Are they:**

- Educated about the types of research being conducted
- Involved in study planning and design
- Involved in conducting and implementing studies
- Involved in advising on plans to disseminate study findings and to ensure that findings are communicated in understandable, usable ways
- Involved in policy decisions about how hospital researchers engage with the PFAC (e.g. they work on a policy that says researchers have to include the PFAC in planning and design for every study)

**38. How are members of your PFAC approached about advising on research studies?**

- Researchers contact the PFAC
- Researchers contact individual members, who report back to the PFAC
- Other (Please describe below in #38a)
- None of our members are involved in research studies

38a. If other, describe:

**39. About how many studies have your PFAC members advised on?**

- 1 or 2
- 3-5
- More than 5
- None of our members are involved in research studies

**Section 7: PFAC Annual Report**

*We strongly suggest that all PFAC members approve reports prior to submission.*

**40. The following individuals approved this report prior to submission (list name and indicate whether staff or patient/family advisor):**

Jessica Connick, Staff PFAC Liaison/Coordinator  
Donna Barrett, staff  
Ralph McHatton, staff  
Suzanne Nevins, staff  
Rosemary Henchey, staff  
Kathleen Clune, staff  
Carrie Arietta, staff  
James Feldman, PFAC Chair (patient/family advisor)  
Evelyn Wilson, PFAC Vice Chair (patient/family advisor)  
Carol Dullea, patient/family advisor  
Dr. Brian Rachmaciej, patient/family advisor  
Mary Ellen Tobey, patient/family advisor

**41. Describe the process by which this PFAC report was completed and approved at your institution (choose the best option).**

- Collaborative process: staff and PFAC members both wrote and/or edited the report
- Staff wrote report and PFAC members reviewed it
- Staff wrote report
- Other (Please describe):

Massachusetts law requires that each hospital's annual PFAC report be made available to the public upon request. Answer the following questions about the report:

42. We post the report online.

- Yes, link: [https://nsmc.partners.org/patients\\_and\\_visitors/patient\\_family\\_advisory\\_council](https://nsmc.partners.org/patients_and_visitors/patient_family_advisory_council)  
 No

43. We provide a phone number or e-mail address on our website to use for requesting the report.

- Yes, phone number/e-mail address: 978-354-3543  
[https://nsmc.partners.org/patients\\_and\\_visitors/patient\\_family\\_advisory\\_council](https://nsmc.partners.org/patients_and_visitors/patient_family_advisory_council)  
 No

44. Our hospital has a link on its website to a PFAC page.

- Yes, link: [https://nsmc.partners.org/patients\\_and\\_visitors/patient\\_family\\_advisory\\_council](https://nsmc.partners.org/patients_and_visitors/patient_family_advisory_council)  
 No, we don't have such a section on our website