

## **Boston Medical Center 2019-2022 Implementation Strategy**

Unwavering in our long-standing commitment to address the health needs of our community, Boston Medical Center (BMC) has developed programs and initiatives beyond the traditional medical model. Core to fulfilling our public health mission and vision for health equity, our Community Benefits Programs and Initiatives aim to improve health outcomes among underserved populations in our community.

As the largest safety net hospital in New England, BMC serves a significant number of disadvantaged patients who live in our community. Approximately 57% of our patients are from underserved populations. Our patients are disproportionately and adversely affected by social determinants of health.

### **Community Health Needs Assessment**

In 2019, BMC conducted a comprehensive Community Health Needs Assessment (CHNA) in collaboration with community organizations, Boston residents, health centers, hospitals and the Boston Public Health Commission. The Boston Community Health Needs Assessment-Community Health Improvement Plan Collaborative (the Collaborative) formed to undertake the first Boston-wide CHNA and CHIP. Focusing on the social determinants of health and using a health equity lens, the Collaborative employed a participatory approach that engaged the community in every step of the CHNA.

### **Prioritization of Community Health Needs**

Boston Medical Center, other Collaborative members, community members, and community stakeholders undertook a transparent process to distinguish the most pressing community health needs based on the data collected for the CHNA.

A 100-member work group, comprised of representatives from the health care, public health and social service sectors together with community leaders and residents, selected the following shared values to guide prioritization of the CHNA findings: 1) burden: how much does this issue affect the health of Boston; 2) equity: will addressing this issue substantially benefit those most in need; 3) impact: can working on this issue achieve both short- and long-term change; 4) feasibility: is it possible to address this issue given infrastructure, capacity and political will; and 5) collaboration: are there existing groups across sectors willing to work together on this issue? Guided by these shared values, the work group distilled 19 issues identified by the CHNA into four key issues. BMC has identified six key issues:

- **Access to Services**
- **Housing**
- **Financial Security and Mobility**
- **Violence and Trauma**
- **Behavioral Health and SUD**
- **Food Insecurity**

These shared priorities informed Boston Medical Center's 2019 Implementation Strategy which serves as our roadmap for Community Benefits Programs and Initiatives for the next three years. We anticipate maintaining our recent level of resource investment over the next three years.

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Social Determinants of Health and Health Needs	Boston Medical Center Programs and Initiatives	Impact	Target Population(s)	Community Collaborators and BMC Teams
<p><b>HOUSING</b></p>	<ol style="list-style-type: none"> <li>1. Elders Living at Home Program (ELAHP)</li> <li>2. Good Food Markets at Bartlett Station</li> <li>3. Housing Prescriptions</li> <li>4. Boston Housing Authority Fund</li> <li>5. Metro Housing Boston Colocation Housing Support Services Program</li> <li>6. Housing Support Services at the Waldeck Building</li> <li>7. Community Builders Wellness Program at New Franklin</li> <li>8. Wellness Program at Dewitt Center</li> <li>9. Wellness and Support Services at Smith House</li> <li>10. Innovative Stable Housing Initiative (ISHI)</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>ELAHP</b> provides tailored housing services including housing stabilization, agency referrals.</li> <li>2. <b>Good Food Markets</b> will located at Bartlett Station and offer healthy, affordable groceries and prepared foods. The grocery will hire from the community and engage with the local community.</li> <li>3. A <b>Community Wellness Advocate</b> situated at BMC liaises with BHA when patients are in need of services or eviction prevention.</li> <li>4. <b>Unit upgrades</b> (reasonable accommodations for safety and accessibility) allow elderly and disabled residents to age in place.</li> <li>5. A <b>housing case manager</b> employed by Metro Housing Boston, but located at BMC, works with patients and enables them to access Metro Housing resources, such as fair housing advocacy, housing search, financial coaching, and intensive wrap-around case management services. A housing lawyer from Medical Legal Partnership Boston provides families with legal support.</li> <li>6. <b>On-site housing support services</b> staff work with Waldeck residents.</li> <li>7. The co-created Community Life 2.0 with <b>The Community Builders</b> supports the wellness needs and housing stability of New Franklin residents.</li> <li>8. <b>Wellness programming</b> support Madison Park Village residents and community members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Elders and disabled adults age 55 and older at imminent risk of losing housing</li> <li>2. Residents of Bartlett Station and surrounding Dudley Square neighborhood</li> <li>3. Referred homeless and housing instable patients and families</li> <li>4. Elderly and disabled individuals</li> <li>5. Homeless and housing instable families</li> <li>6. Individuals with mental health issues and/or disabilities</li> <li>7. Residents of The Community Builder’s New Franklin Apartments</li> <li>8. Residents (families, seniors, adults, children) in and around Madison Park Village</li> <li>9. Elderly residents of the Smith House, Madison Park Development Corporation</li> <li>10. Boston residents at risk of displacement, specifically targeting: families facing eviction; immigrants (undocumented and refugee); People of</li> </ol>	<ol style="list-style-type: none"> <li>1. Boston Housing Authority, Cambridge Housing Authority <b>BMC:</b> ELAHP</li> <li>2. Nuestra Comunidad Development Corporation</li> <li>3. Boston Housing Authority <b>BMC:</b> Pediatrics, ELAHP</li> <li>4. Boston Housing Authority</li> <li>5. Metro Housing Boston, Medical Legal Partnership Boston <b>BMC:</b> Pediatrics</li> <li>6. Codman Square Neighborhood Development Corporation</li> <li>7. The Community Builders</li> <li>8. Madison Park Development Corporation <b>BMC:</b> ELAHP</li> <li>9. Madison Park Development Corporation <b>BMC:</b> ELAHP</li> <li>10. Center for Community Health Education Research and Service, Inc., Boston Children’s Hospital, Brigham and Women’s Hospital, Health Resources in Action</li> </ol> <p>1-10 <b>BMC:</b> Cross-Functional Housing Team,</p> <p>1-10 BMC’s Housing Community Advisory Committee comprised of community organizations, Boston Public Health Commission and Massachusetts Department of Public Health</p>

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		<p>9. An <b>onsite wellness advocate and RN</b> provide wellness and support services tailored to elderly residents.</p> <p>10. ISHI engages the community in addressing housing issues and facilitates <b>family and resident led grantmaking</b> through three funding streams centered on housing stabilization: flex fund for resources to individuals and families to maintain or attain housing; upstream fund supporting policy and systems change efforts; and resident-led fund democratizing the grantmaking process and addressing root causes of housing instability.</p>	<p>Color; lesbian, gay, bisexual, transgender, and questioning youth; Black men who are single or a single parent; seniors; and persons with a criminal offender record; and neighborhoods that are particularly most at risk for displacement: East Boston, Mattapan, North Dorchester, and Roxbury</p>	
<p><b>MENTAL HEALTH AND SUBSTANCE USE</b></p>	<p><b>Mental Health:</b></p> <ol style="list-style-type: none"> <li>1. TEAM UP (Transforming and Expanding Access to Mental Health Care In Urban Pediatrics): The Child Mental Health Initiative</li> <li>2. Boston Emergency Services Team (BEST)</li> </ol> <p><b>Substance Use:</b></p> <ol style="list-style-type: none"> <li>1. Center for Addiction Treatment for AdoLescent/Young adults who use SubsTances (CATALYST)</li> <li>2. Project RESPECT (Recovery, Empowerment, Social Services, Prenatal care, Education,</li> </ol>	<p><b>Mental Health:</b></p> <ol style="list-style-type: none"> <li>1. <b>TEAM UP</b> builds the capacity of three local community health centers to deliver high quality, timely, evidence-based integrated behavioral health care to children and families.</li> <li>2. <b>BEST</b> provides a 24-hour comprehensive and integrated system of crisis evaluation, intervention, and treatment.</li> </ol> <p><b>Substance Use:</b></p> <ol style="list-style-type: none"> <li>1. <b>CATALYST</b> utilizes a developmentally-appropriate Office-Based Addiction Treatment model for youth.</li> <li>2. <b>Project RESPECT</b> focuses on the treatment of substance use disorders in pregnancy by combining obstetric, substance use recovery services, peer support, and behavioral health within a specialized prenatal clinic.</li> <li>3. <b>Faster Paths</b> rapidly evaluates, motivates, and refers patients with substance use disorders to a comprehensive care network of inpatient and outpatient detoxification,</li> </ol>	<p><b>Mental Health:</b></p> <ol style="list-style-type: none"> <li>1. Children with mental illness and their clinicians</li> <li>2. Adults, youth and children with mental illness who are experiencing a mental health related crisis</li> </ol> <p><b>Substance Use:</b></p> <ol style="list-style-type: none"> <li>1. Youth/teens with substance use disorders</li> <li>2. Pregnant women with substance use disorders</li> <li>3. Individuals with substance use disorders</li> <li>4. Individuals with substance use disorders in the Emergency Department</li> </ol>	<p><b>Mental Health:</b></p> <ol style="list-style-type: none"> <li>1. Lowell Community Health Center, Dimock Community Health Center, Codman Square Health Center <b>BMC:</b> Child and Adult Psychiatry</li> <li>2. Mental Health Court Criminal Justice Diversion Program at Boston Municipal Court Department’s Central Division West Roxbury and Roxbury sessions <b>BMC:</b> Adult Psychiatry</li> </ol> <p><b>Substance Use:</b></p> <ol style="list-style-type: none"> <li>1. Stanley Street Treatment and Resources, Manet Community Health Center, DotHouse Health, CareZone, Bridge Over Troubled Waters</li> <li>2. Boston Public Health Commission, Institute for Health and Recovery, Casa Esperanza</li> <li>3. Boston Public Health Commission</li> <li>4. Casa Esperanza, Dimock, Hope House, Boston Public Health Commission</li> </ol>

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	<p>Community and Treatment) 3. Faster Paths 4. Project ASSERT (Alcohol &amp; Substance Abuse Services, Education, and Referral to Treatment) 5. SOFAR (Supporting Our Families through Addiction and Recovery)</p>	<p>treatment, and aftercare services integrated with mental health and medical care. 4. <b>Project ASSERT</b> provides greater access to substance use treatment in the Emergency Department setting and includes a variety of social and community health support services. 5. <b>SOFAR</b> clinic is a comprehensive outpatient program for families impacted by substance use disorders.</p>	<p>5. Families affected by substance use disorder, including substance exposed children and parents who use substances</p>	<p>5. Parenting Journey <b>1-5 BMC:</b> Grayken Center for Addiction Medicine, General Internal Medicine, Pediatrics, Pediatric and Adult Psychiatry, OBGYN, Emergency Medicine</p>
<p><b>ACCESSING SERVICES</b></p>	<p>1. Birth Sisters and Centering Pregnancy 2. Center for the Urban Child and Healthy Family 3. Grow Clinic 4. Immigrant Health Center 5. Pediatric Assessment of Communication Clinic 6. Patient Navigation 7. Pediatric Pain Clinic 8. Transportation Services (Uber Health) 9. Supporting Parents and Resilient Kids Center (SPARK)</p>	<p>1. <b>Birth Sisters</b>, women who are trained to provide social support and education to mothers from their own communities during pregnancy, labor, and the postpartum period, help improve health outcomes of childbearing women at risk for poor maternal and infant outcomes. 2. <b>Center for the Urban Child and Healthy Family</b> revolutionizes the model of care for pediatric patients and their families, standing at the epicenter of clinical care, research, and the community. 3. <b>Grow Clinic</b> is an outpatient subspecialty clinic that provides comprehensive specialty medical, nutritional development, social services and dietary assistance to children. 4. The <b>Immigrant and Refugee Health Program</b> provides comprehensive and culturally appropriate, integrated primary care services to immigrant and refugee populations, including those seeking asylum, and promotes dignity, social justice, and human rights. 5. <b>Pediatric Assessment of Communication Clinic</b> (Autism Program) offers specialized outreach, training and advocacy services, forms effective</p>	<p>1. Childbearing women at risk for poor maternal and infant outcomes 2. Children and their families 3. Children with failure to thrive 4. Immigrant and refugee populations 5. Children with a variety of developmental issues including developmental language delay, ADHD, learning disabilities, school failure, autism spectrum disorder, anxiety disorder, behavioral problems and more 6. Oncology patients with one or more barriers to care 7. Children from infancy to 22 with acute, complex, and chronic pain</p>	<p>1. <b>BMC:</b> OBGYN 2. <b>BMC:</b> Department of Pediatrics, Center Family Advisory Board 3. Massachusetts Department of Public Health, Cradles to Crayons, Massachusetts Early Intervention <b>BMC:</b> Family Medicine, Emergency Department, NICU, Food Pantry, Children’s HealthWatch 4. Massachusetts Department of Public Health, Irish International Immigration Center, Greater Boston Legal Services, Political Asylum/Immigration Refugee Services, U.S. Office of Refugee Resettlement, United Nations, Physicians for Human Rights <b>BMC:</b> Integrated Behavioral Health, General Internal Medicine, Psychiatry, Social Work, OBGYN Refugee Women’s Health Group, Infectious Diseases, Family Medicine, Pediatrics, Pediatric Infectious Diseases, Emergency Medicine, Food Pantry, Interpreter Services 5. Boston Public Schools, Boston Special Education Parent Advisory</p>

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		<p>partnerships with schools, collaborates with local support organizations and draws upon a deep knowledge base of social service agencies to facilitate linkages to resources.</p> <ol style="list-style-type: none"> <li>6. <b>Patient Navigation</b> provides advocacy and case management to oncology patients who have at least one identified barrier to care.</li> <li>7. <b>Pediatric Pain Clinic</b> manages acute, complex, and chronic pain in children</li> <li>8. <b>Uber Health</b> brings patients to/from BMC for appointments.</li> <li>9. <b>SPARK</b> gives children skills needed to succeed in school and develop productive and rewarding adult lives.</li> </ol>	<ol style="list-style-type: none"> <li>8. Patients with transportation insecurity</li> <li>9. Children with medical, emotional, and behavioral challenges</li> </ol>	<p>Council, TILL Autism Support Center, Family TIES of Massachusetts, Special Education Child Mass, Boston Disability Task Force, Massachusetts Autism Commission, Massachusetts Early Act State Team, Massachusetts Advocates for Children B-SET Career Network, Tufts University Child Study &amp; Human Development, MIT Pricilla King Gray Center, Harvard University Child Advocacy Strand, Boston University Center for Autism Research Excellence</p> <ol style="list-style-type: none"> <li>6. <b>BMC:</b> Hematology and Medical Oncology</li> <li>7. Kids Kicking Cancer “Heroes Circle” program, UMass Worcester Mass College of Pharmacy and Health Sciences School of Acupuncture <b>BMC:</b> Departments of Pediatrics, Child Psychiatry, Physical Therapy, Integrative Medicine</li> <li>8. <b>BMC:</b> Multiple departments</li> <li>9. Massachusetts Department of Early Education and Care <b>BMC:</b> Pediatrics, Pediatric Infectious Diseases</li> </ol>
<b>FINANCIAL SECURITY AND ECONOMIC MOBILITY</b>	<ol style="list-style-type: none"> <li>1. StreetCred</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>StreetCred</b> provides free tax-preparation services through well-trained staff and volunteers who work with families to prepare their taxes and help them access the EITC and other tax-based programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. low- to moderate-income pediatric families</li> </ol>	<ol style="list-style-type: none"> <li>1. Boston Tax Help Coalition, Boston Health Care for the Homeless Program, South End Community Health Center, Boston Children’s Hospital <b>BMC:</b> Pediatrics, Center for the Urban Child and Healthy Family</li> </ol>
<b>VIOLENCE AND TRAUMA</b>	<ol style="list-style-type: none"> <li>1. Child Life Program (CLP)</li> </ol>	<ol style="list-style-type: none"> <li>1. The <b>CLP</b> team helps children express their feelings through play in a safe and supportive environment; advocates for children; offers support to effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Children and families who are experiencing stress associated with</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>BMC:</b> Department of Pediatrics and Domestic Violence Program</li> </ol>

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	<ol style="list-style-type: none"> <li>2. Child Witness to Violence Project (CWVP)</li> <li>3. Community Violence Response Team (CVRT)</li> <li>4. Domestic Violence Program (DVP)</li> <li>5. Violence Intervention Advocacy Program (VIAP)</li> </ol>	<p>work through pain management; offers children developmentally appropriate choices that increase feelings of independence, self-esteem, and trust; and assists with implementation of coping techniques during stressful situations.</p> <ol style="list-style-type: none"> <li>2. The <b>CWVP</b> team provides short- and long-term evidence based mental health counseling, outreach and consultation</li> <li>3. culturally sensitive and family-focused clinical services provided by the <b>CVRT</b> include crisis intervention, advocacy, case management, and trauma-focused counseling for adults, adolescents, and children (with a focus on age eight and over)</li> <li>4. <b>DVP</b> Safety and Support Advocates provide victims and survivors with crisis intervention/counseling; risk assessment and safety planning; assistance with accessing protective orders and victim compensation; accompaniment to court, legal, medical, housing and other appointments; referral to community-based DV advocacy/rape crisis counseling, medical/mental health services; emergency financial assistance; and other support as needed; DVP staff provide training and education for staff, students, and community groups for those interested in learning more about domestic violence and the role we all can play in addressing it.</li> <li>5. A <b>Violence Intervention Advocate</b> helps victims of violence avoid future violence and build a positive future by providing case management, safety planning, counseling, job and educational training</li> </ol>	<p>hospitalization and illness</p> <ol style="list-style-type: none"> <li>2. very young children who have been bystanders to domestic or community violence</li> <li>3. victims of community violence and their families, as well as family survivors of homicide victims from the Greater Boston area</li> <li>4. Community members and community groups; BMC employees, patients, staff and students</li> <li>5. Victims of violence and their families</li> </ol>	<ol style="list-style-type: none"> <li>2. <b>BMC:</b> Departments of Pediatrics, Emergency Medicine and Radiology</li> <li>3. Cambridge Center for Homicide Bereavement, Louis D. Brown Peace Institute, Beth Israel’s Homicide Support Services Program, Suffolk County DA’s Office, Justice Resource Institute SMART Team, Boston Police Department, Massachusetts Office of Victims Assistance, Serving Survivors of Homicide Victims Providers Network. <b>BMC:</b> VIAP, the Domestic Violence Program, the Emergency Department, Trauma Surgery, and Child Witness to Violence Program</li> <li>4. Boston Area Rape Crisis Center, Jane Doe Inc., Casa Myrna Vazquez <b>BMC:</b> Emergency Department, Family Medicine, Pediatrics, Community Violence Response Team, Child Witness to Violence Project</li> <li>5. Boston Police Department, Boston Center for Youth and Families, Boston Public Health Commission, Boston Public Schools, Youth Connect, Lois D. Brown Peace Institute, Mothers for Justice and Equality, the Roxbury Presbyterian Church/Social Impact Center, ROCA Boston, HiSet Programs, Boston Housing Authority, HomeStart, Safe and Successful Youth Initiative <b>BMC:</b> Emergency Department, Community Violence Response Team</li> </ol>
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		and connecting them to mental health and family support services.		
<b>FOOD INSECURITY</b>	<ol style="list-style-type: none"> <li>1. Rooftop Farm</li> <li>2. Preventive Food Pantry</li> <li>3. Teaching Kitchen</li> </ol>	<ol style="list-style-type: none"> <li>1. The <b>Rooftop Farm</b> provides patients with fresh produce grown on the BMC rooftop farm, the largest in Boston.</li> <li>2. The <b>Preventive Food Pantry</b> addresses nutrition-related illness and under-nutrition for low-income patients by providing them prescriptions for supplemental foods that best promote physical health.</li> <li>3. The <b>Teaching Kitchen</b> offers free cooking classes to promote a healthier lifestyle and better manage health.</li> </ol>	<ol style="list-style-type: none"> <li>1. BMC patients who have limited access to fresh produce</li> <li>2. BMC patients who have hunger-related illness or malnutrition <i>and</i> their families</li> <li>3. BMC patients who require special diets that support their health</li> </ol>	<ol style="list-style-type: none"> <li>1. Recover Green Roofs, Higher Ground Farm <b>BMC:</b> Support Services, Preventative Food Pantry, Teaching Kitchen, General Internal Medicine, Family Medicine</li> <li>2. Greater Boston Food Bank, Ocean State Job Lot, Lovin’ Spoonfuls, Whole Foods <b>BMC:</b> multiple BMC departments refer patients</li> <li>3. Greater Boston Food Bank, Ocean State Job Lot, Lovin’ Spoonfuls, Whole Foods <b>BMC:</b> Multiple BMC departments refer patients</li> </ol>