

Boston Medical Center 2022-2025 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 disinvested populations in our community.

As the largest safety-net hospital in New England, BMC serves a significant number of disinvested patients who live in our community. Approximately 59% of our patients are economically and socially marginalized. Our patients are disproportionately and adversely affected by social determinants of health.

Community Health Needs Assessment

In 2022 and for the second time, 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 in 2019 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 2019 and 2022 CHNAs.

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 among the many identified through the data collected for the CHNA.

A 62-member Collaborative 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?; 5) Collaboration/engagement: Are there existing groups across sectors willing to work together on this issue?; and 6) Data: Do we have data to support this objective and strategy?

The Collaborative work group distilled multiple issues identified by the CHNA into four key issues. Guided by the same shared values, BMC has identified six key issues that reaffirm our 2019 priorities for action:

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

These shared priorities inform Boston Medical Center's 2022 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.

Social Determinants of Health and Health Needs	Boston Medical Center Programs and Initiatives	Impact	Target Populations	Community Collaborators and BMC Teams
<p>HOUSING</p>	<ol style="list-style-type: none"> 1. Elders Living at Home Program (ELAHP) 2. Housing Prescriptions 3. Boston Housing Authority Reasonable Accommodations Fund 4. Metro Housing Boston Colocation Housing Support Services Program 5. Community Builders Wellness Program at New Franklin 6. Living Well at Home Project 7. Innovative Stable Housing Initiative (ISHI) 8. Housing to Health Program 9. BMC CEDAC Investment 10. BMC <i>Investment in Metropolitan Area Planning Council</i> (MAPC) 11. ELAHP Transitional Housing Programs 	<ol style="list-style-type: none"> 1. ELAHP provides tailored homelessness prevention services including housing stabilization, housing search and placement, intense case management, and agency referrals. 2. The Housing Prescriptions program provides housing navigation and stabilization services to help those who are eligible to access and maintain permanent supportive housing through Boston Housing Authority. 3. Unit upgrades (reasonable accommodations for safety and accessibility) allow elderly and disabled residents to age in place. 4. A housing case manager 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 MLPB provides families with legal support. 5. The co-created Community Life 2.0 with The Community Builders supports the wellness needs and housing stability of New Franklin residents. 	<ol style="list-style-type: none"> 1. Elders and disabled adults age 55 and older at imminent risk of losing housing 2. Referred homeless and housing instable patients who are BACO members and enrolled in Complex Care Management 3. Elderly and disabled individuals 4. Homeless and housing instable families 5. Residents of The Community Builder’s New Franklin Apartments 6. Elderly residents of Smith House in Madison Park Village (Roxbury) and Manning Apartments in Cambridge 7. Boston residents at risk of displacement, specifically targeting: families facing eviction; immigrants (undocumented and refugee); People of 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 	<ol style="list-style-type: none"> 1. Boston Housing Authority, Cambridge Housing Authority BMC: ELAHP; BMC Health System 2. Boston Housing Authority BMC: Multiple Depts. 3. Boston Housing Authority 4. Metro Housing Boston, MLPB BMC: Pediatrics, Emergency Dept., Ob-Gyn, Health Leads 5. The Community Builders 6. Madison Park Development Corporation, Cambridge Housing Authority BMC: ELAHP 7. Center for Community Health Education Research and Service, Inc., Boston Children’s Hospital, Brigham and Women’s Hospital, Health Resources in Action 1-8 BMC: Cross-Functional Housing Team 1-8 BMC’s Housing Community Advisory Committee comprised of community organizations, Boston Public Health Commission and Massachusetts Department of Public Health 8. Metro Housing Boston, Family Aid Boston, MLPB, Boston Children’s Hospital. BMC: Dept. of Pediatrics 9. Community Economic Development Assistance Corporation (CEDAC)

		<p>6. An onsite community wellness advocate and RN provide wellness and support services tailored to elderly residents.</p> <p>7. ISHI engages the community in addressing housing issues and facilitates family and resident-led grantmaking 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>8. The Housing to Health Program in the Department of Pediatrics is a multidimensional strategy for responding to a range of housing and homelessness issues among patient families.</p> <p>9. BMC loan to Community Economic Development Assistance Corporation (CEDAC). The purpose of this loan is to partially capitalize loans under the Accelerating Investments in Health Communities (AIHC) initiative. This loan to three affordable housing developments will include some financing for new construction.</p> <p>10. As evaluator for BMC’s DoN, MAPC is developing and implementing an evaluation plan to assess the impacts and effects on</p>	<p>neighborhoods that are particularly most at risk for displacement: East Boston, Mattapan, North Dorchester, and Roxbury</p> <p>8. Families who are homeless or at imminent risk of homelessness</p> <p>9. Low to middle income families</p> <p>10. BMC itself and the patients and families it serves</p> <p>11. Homeless men and women who are referred to ELAHP for assistance</p>	<p>10. Metropolitan Area Planning Council (MAPC) BMC: Multiple Departments</p> <p>11. Boston Housing Authority, Bay Cove Services, Cambridge Housing Authority; BMC: ELAHP</p>
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<p>MENTAL HEALTH AND SUBSTANCE USE</p>	<p>Mental Health</p> <p>1. TEAM UP (Transforming and Expanding Access to Mental Health Care in Urban Pediatrics): The Child Mental Health Initiative</p> <p>2. Boston Emergency Services Team (BEST)</p> <p>Substance Use</p> <p>1. Center for Addiction Treatment for AdoLescent/Young adults who use SubsTances (CATALYST)</p> <p>2. Project RESPECT (Recovery, Empowerment, Social Services, Prenatal care, Education, Community and Treatment)</p> <p>3. Faster Paths</p>	<p>Mental health</p> <p>1. TEAM UP builds the capacity of seven local community health centers to deliver high quality, timely, evidence- based integrated behavioral health care to children and families.</p> <p>2. BEST provides a 24-hour comprehensive and integrated system of crisis evaluation, intervention, and treatment.</p> <p>Substance Use</p> <p>1. CATALYST utilizes a developmentally appropriate Office-Based Addiction Treatment model for youth.</p> <p>2. Project RESPECT 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.</p>	<p>Mental Health</p> <p>1. Children with mental illness and their clinicians</p> <p>2. Adults, youth and children with mental illness who are experiencing a mental health-related crisis</p> <p>Substance Use</p> <p>1. Youth/teens with substance use disorders</p> <p>2. Pregnant women with substance use disorders and their newborns</p> <p>3. Individuals with substance use disorders</p> <p>4. Individuals with substance use disorders in the Emergency Department</p> <p>5. Families affected by substance use disorder, including substance-exposed children and</p>	<p>Mental Health</p> <p>1. Lowell Community Health Center, Dimock CHC, Codman Square Health Center, Greater New Bedford NHC, Brockton NHC, DotHouse Health, South Boston CHC</p> <p>BMC: Child and Adult Psychiatry</p> <p>2. Mental Health Court Criminal Justice Diversion Program at Boston Municipal Court Department’s Central Division West Roxbury and Roxbury sessions, Bay Cove Human Services, North Suffolk Mental Health Assoc., MGH Acute Psychiatry Services, Cambridge Hospital Psych. Emergency Services</p> <p>BMC: Adult Psychiatry</p> <p>Substance Use</p> <p>1. Stanley Street Treatment and Resources, Manet Community Health Center, DotHouse Health, CareZone, Bridge Over Troubled Waters</p>

	<ol style="list-style-type: none"> 4. Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) 5. SOFAR Supporting Our Families through Addiction and Recovery) 	<ol style="list-style-type: none"> 3. Faster Paths rapidly evaluates, motivates, and refers patients with substance use disorders to a comprehensive care network of inpatient and outpatient detoxification, treatment, and aftercare services integrated with mental health and medical care. 4. Project ASSERT provides greater access to substance use treatment in the Emergency Department setting and includes a variety of social and community health support services. 5. SOFAR clinic is a comprehensive outpatient program for families impacted by substance use disorders. 	<p>parents who use substances</p>	<ol style="list-style-type: none"> 2. Institute for Health & Recovery, BPHC, Bay Cove, Victory Programs, BHN family residential treatment program, Mass. Dept. of Children & Families, Dimmock Health Center, Access to Recovery 3. Boston Public Health Commission 4. Casa Esperanza, Dimock, Hope House, Boston Public Health Commission 5. Parenting Journey <p>1-5 BMC: Grayken Center for Addiction Medicine, General Internal Medicine, Pediatrics, Pediatric and Adult Psychiatry, OBGYN, Emergency Medicine</p>
<p>ACCESSING SERVICES</p>	<ol style="list-style-type: none"> 1. Birth Sisters and Centering Pregnancy 2. Center for the Urban Child and Healthy Family 3. Grow Clinic 4. Immigrant and Refugee Health Center 5. Pediatric Assessment of Communication Clinic 6. Patient Navigation 7. Pediatric Pain Clinic 8. Transportation Services (Uber Health) 9. Child Passenger Safety 10. Cribs for Kids 11. Margaret M. Shea Adult Day Health Program 	<ol style="list-style-type: none"> 1. Birth Sisters, 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. Center for the Urban Child and Healthy Family revolutionizes the model of care for pediatric patients and their families, standing at the epicenter of clinical care, research, and the community. 3. Grow Clinic is an outpatient subspecialty clinic that provides comprehensive specialty medical, nutritional development, social 	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. BMC: OB/GYN 2. BMC: Department of Pediatrics, Center Family Advisory Board 3. Massachusetts Department of Public Health, Cradles to Crayons, Massachusetts Early Intervention BMC: Family Medicine, Emergency Department, NICU, Food Pantry, Children’s HealthWatch, Brockton Neighborhood Health Center 4. Massachusetts Dept. 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 BMC: Integrated Behavioral

	<p>12. Pediatric Comprehensive Care Program 13. Pediatric Mobile Services 14. Cancer Support Groups 15. BMC HealthNet Plan</p>	<p>services and dietary assistance to children.</p> <p>4. The Immigrant and Refugee Health Program 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.</p> <p>5. Pediatric Assessment of Communication Clinic (Autism Program) offers specialized outreach, training and advocacy services, forms effective 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> <p>6. Patient Navigation provides advocacy and case management to oncology patients who have at least one identified barrier to care.</p> <p>7. Pediatric Pain Clinic manages acute, complex, and chronic pain in children.</p> <p>8. Uber Health brings patients to/from BMC for appointments.</p> <p>9. The Child Passenger Safety Program ensures that all newborns leaving the hospital have an appropriate car seat prior to discharge home. Check up events for older children’s carseats are also regularly conducted.</p>	<p>7. Children from infancy to 22 with acute, complex, and chronic pain</p> <p>8. Patients with transportation insecurity</p> <p>9. Newborns and older children during checkup events.</p> <p>10. Newborns and young toddlers</p> <p>11. Adults with physical or mental impairments who are unable to function alone during the day.</p> <p>12. Children with overlapping, complex needs, often as a result of abuse or neglect, domestic violence, or SUD.</p> <p>13. Children and families who have been unable to travel to BMC for healthcare and those who have been unable to purchase necessary childcare and food supplies</p> <p>14. Cancer patients/survivors in 16 different groups divided by cancer and patient types</p> <p>15. Low income, disinvested, disabled and elderly populations</p>	<p>Health, General Internal Medicine, Psychiatry, Social Work, OB/GYN Refugee Women’s Health Group, Infectious Diseases, Family Medicine, Pediatrics, Pediatric Infectious Diseases, Emergency Medicine, Food Pantry, Interpreter Services</p> <p>5. Boston Public Schools, Boston Special Education Parent Advisory 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 & Human Development, MIT Pricilla King Gray Center, Harvard University Child Advocacy Strand, Boston University Center for Autism Research Excellence</p> <p>6. BMC: Hematology and Medical Oncology</p> <p>7. Kids Kicking Cancer “Heroes Circle” program, UMass Worcester Mass College of Pharmacy and Health Sciences School of Acupuncture BMC: Departments of Pediatrics, Child Psychiatry, Physical Therapy, Integrative Medicine</p> <p>8. BMC: Multiple departments</p> <p>9. Public Safety officers who are trained Child Passenger Safety Technicians (CPSTs)</p> <p>10. National Cribs for Kids Program</p>
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<p>FINANCIAL SECURITY AND ECONOMIC MOBILITY</p>	<ol style="list-style-type: none"> 1. StreetCred 2. Nubian Markets at Bartlett Station 3. BOS Collaborative- 4. Pathways Program 5. Career Compass Programs 	<ol style="list-style-type: none"> 1. StreetCred 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. 2. Nubian Markets, located at Bartlett Station, will offer healthy, affordable groceries and prepared foods. The grocery will hire from the community and engage with the local community. 3. BOS Collaborative is focused on assisting people in disinvested neighborhoods get to higher paying jobs in the healthcare and other sectors. 4. Pathways for employees to increase upward mobility to manager roles 5. Career compass provides career upskilling courses such as Excel for increasing skills to get to higher paying jobs. 	<ol style="list-style-type: none"> 1. Low- to moderate- income pediatric families 2. Residents of Bartlett Station and surrounding Dudley Square neighborhood 3. Low to moderate income individuals 4. BMC employees 5. BMC employees 	<ol style="list-style-type: none"> 1. Boston Tax Help Coalition, Ascend at the Aspen Institute, Claneil Foundation, Greater Boston Legal Services, Mass. Office of the Treasurer BMC: Pediatrics, Center for the Urban Child and Healthy Family 2. Nuestra Comunidad Development Corporation, Mass. Housing Investment Corp., Kresge Foundation, BMC. 3. Jewish Vocational Services, New England United for Justice, Dudley Street Neighborhood Initiative 4. BMC Multiple Departments 5. Jewish Vocational Services
<p>VIOLENCE AND TRAUMA</p>	<ol style="list-style-type: none"> 1. Child Life Program (CLP) 2. Child Witness to Violence Project (CWVP) 3. Community Violence Response Team (CVRT) 4. Domestic Violence Program (DVP) 5. Violence Intervention Advocacy Program (VIAP) 6. Good Grief Program 	<ol style="list-style-type: none"> 1. The CLP team helps children express their feelings through play in a safe and supportive environment; advocates for children; offers support to effectively 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. 	<ol style="list-style-type: none"> 1. Children and families who are experiencing stress associated with hospitalization and illness 2. Very young children who have been bystanders to domestic or community violence 3. Victims of community violence and their families, as well as family survivors of homicide victims from the Greater Boston area 	<ol style="list-style-type: none"> 1. BMC Department of Pediatrics and Domestic Violence Program 2. BMC Departments of Pediatrics, Emergency Medicine and Radiology 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 for Victims Assistance, Serving

		<p>2. The CWVP team provides short- and long-term evidence-based mental health counseling, outreach and consultation.</p> <p>3. Culturally sensitive and family-focused clinical services provided by the CVRT include crisis intervention, advocacy, case management, and trauma-focused counseling for adults, adolescents, and children (with a focus on age eight and over).</p> <p>4. DVP 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.</p> <p>5. A Violence Intervention Advocate helps victims of violence avoid future violence and build a positive future by providing case management, safety planning, counseling, job and educational</p>	<p>4. Community members and community groups; BMC employees, patients, staff and students impacted by domestic violence, community groups</p> <p>5. Victims of violence and their families</p> <p>6. Urban children and youth who have suffered multiple, traumatic losses</p>	<p>Survivors of Homicide Victims Providers Network. BMC: VIAP, the Domestic Violence Program, the Emergency Department, Trauma Surgery, and Child Witness to Violence Program</p> <p>4. Boston Area Rape Crisis Center, Jane Doe Inc., Casa Myrna Vazquez BMC: Emergency Department, Family Medicine, Pediatrics, Community Violence Response Team, Child Witness to Violence Project</p> <p>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 BMC: Emergency Department, Community Violence Response Team</p> <p>6. BMC: Developmental and Behavioral Pediatrics, SPARK Center</p>
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		<p>training and connecting them to mental health and family support services.</p> <p>6. The Good Grief Program provides trauma-informed, culturally responsive therapeutic services to children (age 0-18) impacted by death and acute loss.</p>		
FOOD INSECURITY	<ol style="list-style-type: none"> 1. Rooftop Farm 2. Preventive Food Pantry 3. Teaching Kitchen 	<ol style="list-style-type: none"> 1. The Rooftop Farm provides patients with fresh produce grown on the BMC rooftop farm, the largest in Boston. 2. The Preventive Food Pantry addresses nutrition-related illness and under- nutrition for low-income patients by providing them with prescriptions for supplemental foods that best promote physical health. 3. The Teaching Kitchen offers free cooking classes to promote a healthier lifestyle and to better manage health. 	<ol style="list-style-type: none"> 1. BMC patients who have limited access to fresh produce 2. BMC patients who have hunger-related illness or malnutrition and their families 3. BMC patients who require special diets that support their health 	<ol style="list-style-type: none"> 1. Recover Green Roofs, Higher Ground Farm BMC: Support Services, Preventative Food Pantry, Teaching Kitchen, General Internal Medicine, Family Medicine 2. Greater Boston Food Bank, Ocean State Job Lot BMC: Multiple BMC departments refer patients. 3. Greater Boston Food Bank, Ocean State Job Lot BMC: Multiple BMC departments refer patients.