



MASSACHUSETTS GENERAL HOSPITAL COMMUNITY HEALTH

2018 Annual Report



MASSACHUSETTS
GENERAL HOSPITAL

CENTER FOR COMMUNITY
HEALTH IMPROVEMENT



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HEALTH IMPROVEMENT

Working with our community and hospital partners, the Massachusetts General Hospital Center for Community Health Improvement (CCHI) brings together people and resources to address challenging health problems and foster sustainable improvement. Focusing on the social determinants of health, we seek to eliminate health inequities based on socioeconomic status, race and ethnicity. We leverage prevention, early intervention and treatment approaches that are measurable and have proven impact.

MISSION

To improve the health and well-being of the diverse communities we serve.

VISION

We envision healthy, safe and thriving communities where all people have equitable access to employment, food, education, housing and a high-quality health care system that addresses these and other social determinants of health.





Dear Friends and Colleagues,

At Mass General, we are proud of our commitment to the health of the community, and our singular focus is to achieve health equity for all local residents, regardless of race, ethnicity or income.

We have a lot of work to do. There is currently an almost 15 year gap in life expectancy—73.2 to 88.1 years—between Roxbury and Back Bay, and similar disparities exist in Chelsea and East Boston. We are committed to collaborating with others to close that gap over the next decade.

Our strategies to achieve health equity include working with community partners to increase access to health care and to address what are known as the “social determinants of health”—factors such as housing, education and employment

that account for 80% of health status. What does that look like in our communities?

- A recent immigrant from Central America successfully obtained housing by working with an attorney through our medical/legal partnership at MGH Chelsea with the Lawyers for Civil Rights.
- A Boston teenager will be the first in his family to attend college next year as a result of his participation in the MGH Youth Scholars Program. The program provided career exposure, college readiness preparation and will support him through college.
- Students in the Chelsea public schools are being offered healthier, higher quality food choices thanks to the work of the Healthy Chelsea Coalition and the advocacy of its youth group.

2018 saw many important developments:

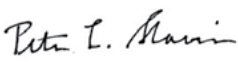
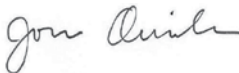


The Kraft Center for Community Health launched a mobile addiction program in January that reached thousands of the most vulnerable on the streets of Boston with harm reduction and treatment services.

Two first ever collaborative community health needs assessments were launched. In Boston, Mass General and other hospitals are working together in this unprecedented effort with the city, health centers and other community-based agencies. In Revere, Chelsea and Winthrop, we are co-leading the North Suffolk Regional Collaborative health needs assessment. Partnering will help us address health equity in a more powerful and impactful way.

Mass General’s first Community Advisory Board was assembled. This body will advise us on our overall community health agenda and the distribution of funds for community health improvement resulting from major capital projects (Determination of Need).

We are proud to share highlights of 2018 in the following pages. Thank you for your interest and support, and we look forward to being in touch over the year.

Best,

			
Peter L. Slavin, MD <i>President, Massachusetts General Hospital</i>	Joan Quinlan <i>Vice President for Community Health</i>	Patricia F. Ribakoff <i>Chair, Trustee Committee on Community Health</i>	Katrina A. Armstrong, MD <i>Physician-in-Chief Chair, Executive Committee on Community Health</i>

IMPROVING ACCESS TO CARE

Mass General is dedicated to bringing high quality, equitable care to the diverse communities we serve. Many in our local communities struggle with poverty, low literacy, language barriers and other challenges to health and well-being. Community health workers (CHWs) and navigators connect patients to health care and other services that affect health (housing, food, legal help and more) with the goal of strengthening families and having a lasting, positive impact on patients' lives.



IMPACT

111,618 **Lbs. of food** were served to 178 MGH Chelsea HealthCare Center patients through the Food for Families food pantry.

89% **Of the 700+ patients** working with CHWs achieved their health goals, including medication adherence, connection to community-based resources and success with health related behaviors such as increased physical activity and healthy eating.

84% **Of patients** with complex medical needs reported their health status as Very Good or Good, up from 65% when first referred.

715 **Patients** received navigation assistance for cancer related appointments. Of the 108 colon cancer screenings performed, 70 pre-cancerous lesions were removed.



Taking a Stand on Immigrant Health

This past year a multi-disciplinary team of physicians, social workers, community health workers and others formed the MGH Immigrant Health Coalition. In December, MGH

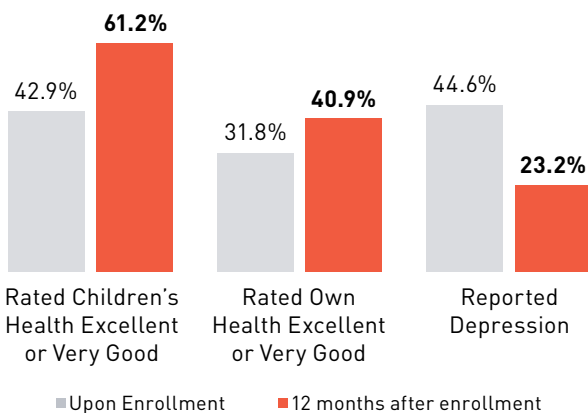
Chelsea HealthCare Center leadership joined with the Lawyers for Civil Rights in opposing the administration’s proposed “public charge rule” which would force people to choose between health care or other necessities and permanent residency. And, across the hospital and in our health centers, employees staffed information tables helping to spread the “Migration is Beautiful” message.

SPOTLIGHT

Health Starts at Home

When families don’t have stable housing, the risk for poor health outcomes significantly increases. Through our Health Starts at Home (HSaH) initiative sponsored by the Boston Foundation, patients are screened for housing instability, and those most at risk for homelessness are referred to [CONNECT](#), a multi-agency one-stop shop that helps people secure stable housing, gain skills, find jobs and manage finances.

Significant Improvements in Health Reported by Caretakers One Year After Enrollment in HSaH (n=120)



Legal Initiative for Care



Mass General and the [Lawyers for Civil Rights](#) are celebrating 15 years of partnership through our LINC (Legal Initiative for Care) program. This past year, attorney hours were extended, increasing the number of people served. Many of the 328 new clients

were identified as complex need, high risk patients with multiple interrelated medical and legal problems. Successful outcomes included 66 people obtaining or retaining disability benefits, 38 getting housing or avoiding eviction, and 25 acquiring citizenship. Guardianships were secured, debt cases resolved and more cases are pending.

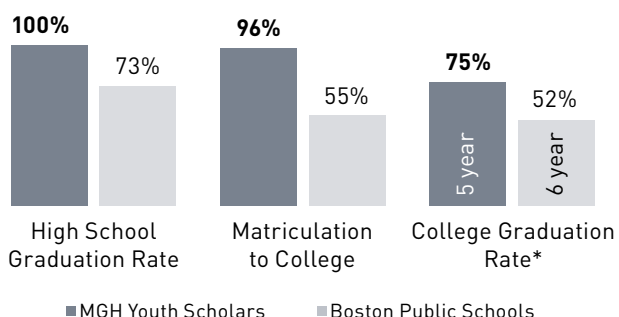
PROMOTING EDUCATIONAL ATTAINMENT AND EMPOWERING YOUTH

Engaging with youth cuts across all of our strategies as today's young people are tomorrow's workforce and community leaders. In 2018, we worked with more than 2,100 youth in our core educational programs from third grade through college, through our summer jobs initiative and with community youth groups.

Promoting Educational Attainment

Recognizing the connections between educational attainment and lifetime health and socioeconomic status, MGH Youth Programs make long-term educational investments in the lives of young people. We engage and excite students in science, technology, engineering and math (STEM) while exposing them to health careers. In high school, we focus on college readiness, and in college we provide coaching, support and up to \$5,000 in scholarship funding.

The Outstanding Success of MGH Youth Scholars



BPS Data Source: *Reaching for the Cap and Gown: Progress Toward Success Boston's College Completion Goals for Graduates of Boston Public Schools*. The Boston Private Industry Council and Abt Associates, 2016.

*MGH Youth Scholars High School Class of 2014.



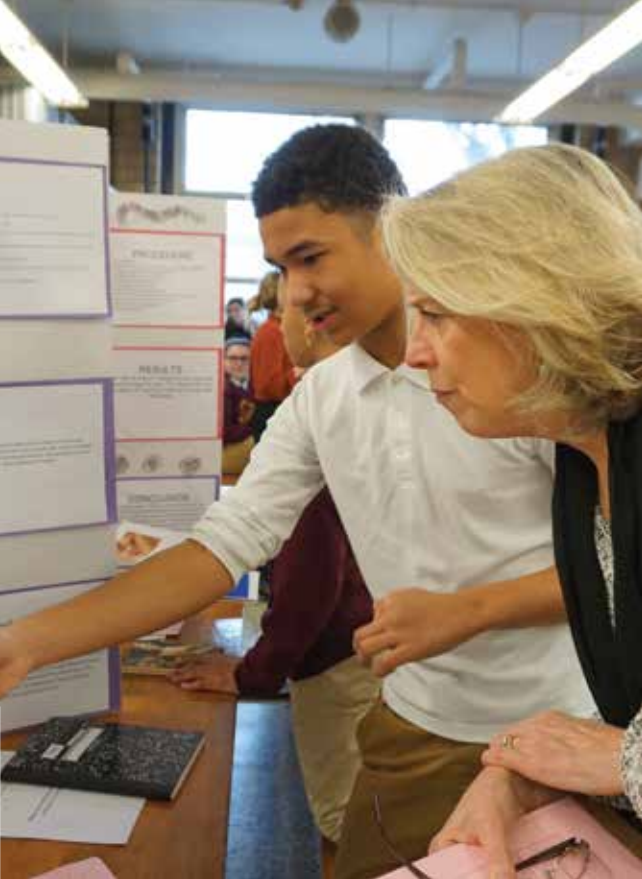
IMPACT

650 Youth from local public schools in Boston, Chelsea and Revere participating in our core educational programs.

400 MGH staff and faculty serving as mentors and supervisors to our students.

27 MGH Youth Scholars college graduates employed, 13 at a Partners Hospital.

6 MGH Youth Scholars alumni enrolled in graduate school, with one attending medical school in the fall, and 5 graduate school applications pending.



Building Community Leaders

Our community coalitions bring together passionate young people eager to make a difference and advocate for changes in their communities.

Students from the **Healthy Chelsea Youth Food Movement (YFM)** successfully advocated for higher quality, culturally

appropriate food at the high school and championed other causes related to food justice.

The **Charlestown Coalition's Turn It Around (TIA)** youth group stewarded a neighborhood beautification project and hosted a prescription drug take back event along with other community activities.

Revere CARES's Youth Health Leadership Council (YHLC) advocated for youth jobs at the Youth Jobs Rally at the Massachusetts State House, led a workshop on recycling at the Revere Beach clean-up day and hosted a self-care fair at the high school.

SPOTLIGHT

Employing Youth Through Summer Jobs

Massachusetts General Hospital was the No. 1 employer of Boston, Chelsea and Revere high school students for the summer of 2018. Two hundred forty (240) students were employed across 80+ departments in the hospital.



Recruiting and Empowering Young Men of Color

There is a large gap in representation of males of color in the STEM industry, and of the roughly 160,000 African American male students who graduate high school each year, fewer than half apply to four-year schools. To better address this crisis, we are increasing our efforts to recruit and empower more young men of color. We have partnered with [Becoming a Man](#), a school based program serving young men of color in Boston at risk for poor academic outcomes. In 2018, we provided 16 BAM students with paid summer jobs, and we are expanding our recruitment of BAM participants for the 2019 MGH Youth Scholars high school program.

Addressing Violence and Trauma

Trauma and violence unfortunately occur at high rates in our local communities. Whether from gun violence on the streets of Boston, domestic violence in the home, or the fear and concern experienced by immigrants and refugees on the streets where they live, trauma has a profound impact on health and well-being.

Through hospital and community programs like HAVEN (Helping Abuse & Violence End Now) and VIAP (Violence Intervention Advocacy Program), we address intimate partner and community violence and assist victims with physical and emotional recovery, empowering them to make positive changes in their lives.



Mass General Center for Gun Violence Prevention

Gun violence is a national public health epidemic, and in 2019 Mass General is launching a new Center for Gun Violence Prevention. Under the direction of Peter Masiakos, MD, and Chana Sacks, MD, the center is dedicated to advancing the health and safety of children and adults through injury and gun violence prevention research, clinical care, education and community engagement.



SPOTLIGHT



Chelsea Holds Affordable Food Summits

Access to quality, affordable food is a significant issue in our communities, especially in Chelsea where nearly 30% of the patients at our health center screened positive for food insecurity. One hundred and twenty (120) participants attended two Chelsea Healthy & Affordable Food (CHAF) summits, strengthening partnerships and formulating action steps. Under the stewardship of [Healthy Chelsea](#),



the group is working toward greater coordination with community partners to yield systemic, community-wide solutions that tackle hunger and create greater access to healthy and affordable food.



Charlestown Transforms Neighborhood Park

The [Charlestown Coalition](#) received a *City of Boston 2018 Love Your Block* mini-grant for a neighborhood beautification project. With the funding, the Coalition's youth

group Turn it Around, along with community partners and residents, spent weeks restoring a neglected park at the Mt. Vernon Street Plaza in Charlestown. The newly renovated Peace Park—dedicated to those who have died from substance use and community violence—was unveiled at a ceremony in June. A peace walk through the neighborhood followed the dedication, with more than 100 residents participating.

PREVENTING, REDUCING HARM FROM AND TREATING SUBSTANCE USE DISORDERS

Tackling substance use disorders requires both a hospital and a community-based approach. The MGH Substance Use Disorders (SUDs) Initiative grew out of our community health needs assessment in 2012 and is focused on redesigning care at all levels to ensure that patients have access to evidence-based treatment, readily available and standardized across the system.



IMPACT

5,219 **Visits** with 747 patients provided by the Bridge Clinic, an outpatient clinic providing transitional care.

2,583 **Consults** with inpatients with substance use disorders provided by the Addiction Consult Team (ACT).

599 **Visits** through the HOPE clinic, an outpatient addiction program launched in April for pregnant and postpartum moms and their families.

18,340 **Contacts** with recovery coaches since SUDs program launch, resulting in 44% increase in attendance at outpatient primary care and behavioral visits, 25% decrease in inpatient admissions, and 13% decrease in emergency dept. visits.*

*6 months pre-recovery coach engagement compared to 6 months post.

SPOTLIGHT



Supporting Boston's Youth SUDs Prevention Plan

Boston's first ever Youth Substance Use Prevention Strategic Plan was unveiled in July. The plan was developed by the Mayor's Office of Recovery Services in collaboration with Mass

General and other community partners, with support from the Blue Cross Blue Shield Foundation of Massachusetts (BCBSFMA). Dr. Peter Slavin, Mass General President, announced that the hospital would invest \$1.3 million dollars in grant funding over the next five years to support implementation of the plan which seeks to support collaborations and community engagement across the city and help Boston to collect neighborhood data to identify health disparities. In 2018, four Boston based coalitions received grants, with more funding slated to be released in 2019.



KRAFT CENTER FOR COMMUNITY HEALTH

Incubating and developing solutions to the most difficult, real-world community health problems; executing solutions locally; and, spreading the best solutions with local and national partners.

CareZONE

In January, The Kraft Center for Community Health launched *CareZONE*, a mobile health initiative providing clinical care, harm reduction services and access to addiction treatment to those in Boston at highest risk of overdose. Guided by precise, data-driven hotspotting, *CareZONE* is deployed to areas with high rates of opioid use and overdose—stabilizing individuals, initiating medication assisted treatment (MAT) and linking people to long term community-based care. The Boston Health Care for the Homeless Program (BHCHP) and the Boston Public Health Commission’s AHOPE program serve as clinical and harm reduction partners.

3,800+ **Contacts** with people with substance use disorders.

1,400 **Naloxone** kits distributed.

41,000 **Syringes** distributed.

131 **Buprenorphine** prescriptions provided by clinical team, with 69% for patients returning to van for refills.

SPOTLIGHT



Trefler Cancer Care Equity Grants

With generous support from Pamela and Alan Trefler and [The Trefler Foundation](#), in September the Kraft Center announced the recipients of the Trefler Cancer Care Equity pilot grants. Three

local community health centers—Charles River Community Health, Codman Square Health Center, and the Dimock Center—were awarded \$50,000 each to launch innovative projects aimed at reducing inequities in cancer care.

EXECUTIVE COMMITTEE ON COMMUNITY HEALTH

Established in 2014, ECOCH is the internal governance and oversight body for community health at Mass General. ECOCH's charge is to promote community health improvement and ensure health equity, leveraging all four components of the MGH mission—patient care, teaching, research and community health.



This past year, ECOCH developed a three-year strategic plan, forming three new subcommittees focused on:

- Social Determinants of Health—Recognizing and addressing the social determinants that affect the health of patients and communities.
- Access—Providing care that is affordable, available and accessible for all patients.
- Race Equity—Creating, embedding and sustaining a race equity framework at MGH.

Key accomplishments also included:

- Launched ECOCH website: www.massgeneral.org/ecocho/
- Awarded \$166,000+ in grant funding to 7 MGH grantees who proposed creative, innovative ways of incorporating community health and health equity into their work.
- Increased hospital engagement in community health by convening meetings for community health champions from 17 clinical departments.
- Hosted symposium on the social determinants of health attended by nearly 200 Mass General employees with keynote speaker Sandro Galea, MD, MPH, DrPH, Dean and Robert A. Knox Professor, Boston University School of Public Health.



Darlene Hightower, JD, Associate Vice President, Rush Medical Center.

SPOTLIGHT

ECOCH co-sponsored an event with CCHI where hospital leadership and community partners came

together to learn about West Side United, an initiative to reduce the gap in Black and White mortality by 50% by 2030 on the West Side of Chicago.

ECOCH members

Katrina Armstrong, MD, *Chair*
Joan Quinlan, *Executive Sponsor*
Leslie Aldrich
Margarita Alegria, PhD
Shea Asfaw
Gaurdia Banister, PhD
Stephen Bartels, MD
Jean Bernhardt, PhD
Joseph Betancourt, MD
O'Neil Britton, MD
Debra Burke, DNP
Mary Susan Convery
Marcela del Carmen, MD
Jeffrey Ecker, MD
Matthew Fishman
Efren Flores, MD
Jonathan Gonzalez
Debra Jacobson
Ron Kleinman, MD
Wendy Macias-Konstantopoulos, MD
Jeannette McWilliams
Nicté Mejía, MD
James Morrill, MD, PhD
Beverly Moy, MD
Elena Olson
Roger Pasinski, MD
Joy Rosen
Derri Shtasel, MD
Jennifer Tan, MD
Elsie Taveras, MD
Anne Thorndike, MD
Maria Troulis, DDS
Sarah Wakeman, MD
Dean Xerras, MD

Community Advisory Board

Inspired by new community benefit guidelines from the Massachusetts Attorney General (AG) and the Mass Department of Public Health (DPH), Mass General has invited diverse community leaders to serve on the newly formed Community Advisory Board (CAB).

Tom Ambrosino
Chelsea City Manager

Roseann Bongiovanni
Chelsea Green Roots

Prabal Chakrabarti
Federal Reserve Bank of Boston

Dan Cortez
City of Chelsea Police Department

Dianne Curtin
*Community Action Programs
Inter-City, Inc.*

Lori D'Alleva
Charlestown Adult Education

Kim Hanton
*North Suffolk Mental Health
Addiction Services*

Barry Keppard
Metropolitan Area Planning Council

Grace Lichaa
Boys & Girls Clubs of Boston

Jennifer Lo, MD
*Boston Public Health Commission
Office of Health Equity*

Manny Lopes
*East Boston Neighborhood
Health Coalition*

Rafael Mares
The Neighborhood Developers

Nancy Martinez
Charlestown Resident Alliance

Captain Amy O'Hara
City of Revere Police Department

Luis Prado
City of Chelsea Health & Human Services

Dimple Rana
*City of Revere Healthy
Community Initiatives*

Jeff Stone
North Suffolk Public Health Collaborative

Gladys Vega
Chelsea Collaborative

Josh Vadala, EdD
*Revere Public Schools
Assistant Superintendent*

Trustee Committee on Community Health

The Trustee Committee on Community Health's charge includes reviewing the community health needs assessment process and its results; advising on strategies to address identified needs, their implementation and outcomes; staying informed on accessibility of care for all at the hospital; and, serving as ambassadors of the hospital's community health agenda within the MGH and the local communities.

Katrina Armstrong, MD
William "Mo" Cowan
Timothy G. Ferris, MD
Charles K. Gifford
Jonathan A. Kraft

Carl J. Martignetti
Diane B. Patrick
Patricia F. Ribakoff, *Chair*
Peter L. Slavin, MD
Barry R. Sloane

Community Health Leadership

Joan Quinlan, MPA
Vice President for Community Health

Leslie Aldrich, MPH
*Executive Director, Center for
Community Health Improvement*

Elsie Taveras, MD, MPH
*Executive Director, Kraft Center
for Community Health*

Partnership is at the core of community health improvement.
We'd like to thank our community partners for their
dedication, collaboration and shared vision for building
a healthier future for everyone in our communities.

CCHI Programs

Access to Resources for
Community Health (ARCH)
Boston Health Care for the Homeless
Program (BHCHP) at MGH
Building a Healthier Charlestown:
Charlestown Educational Collaborative
Building a Healthier Charlestown:
Healthier Living through Good Food
and Exercise
Cancer Navigation Program
Charlestown Coalition
Charlestown Family Support Circle
Charlestown Smart Choices
Grant Program
Chelsea High School Student
Health Center
Chelsea Immigrant and
Refugee School Program
Complex Patient Population
Community Health Worker Program
Connect to Wellness
EASTIE Coalition

Healthy Chelsea Coalition
Helping Abuse and Violence
End Now (HAVEN)
Hepatitis C Program
Living Tobacco Free
MGH Boys and Girls Club
of Boston Partnership
MGH Chelsea Food for Families
MGH Chelsea Health Starts at Home
MGH Chelsea Healthy
Families America
MGH Chelsea Legal Initiatives
for Care (LINC)
MGH Chelsea Medical
Interpreter and Community
Health Worker Services
MGH Chelsea Pediatric
Asthma Program
MGH Chelsea Police Action
Counseling Team (PACT)
MGH Chelsea Prenatal
Outreach Program

MGH Chelsea Refugee
Health Assessments
MGH Youth Programs &
Youth Scholars
Office-Based Opiate
Treatment Program
Revere Adolescent Health Initiative
Revere CARES Coalition
Revere Family Planning Program
Revere Healthy Steps for
Young Children
Revere High School-Based
Health Center
Revere on the Move
Revere Youth Zone
Stay in Shape Program
Violence Intervention
Advocacy Program (VIAP)

www.massgeneral.org/cchi/

Kraft Center for Community Health

CareZone Mobile Health Program
Trefler Program for Cancer Equity
The First One Thousand Days

www.kraftcommunityhealth.org

Mass General Hospital SUDs Initiative

www.massgeneral.org/substance-use-disorders-initiative.aspx





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