



MASSACHUSETTS GENERAL HOSPITAL
CENTER FOR COMMUNITY HEALTH IMPROVEMENT

2017 ANNUAL REPORT



MASSACHUSETTS
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CENTER FOR COMMUNITY
HEALTH IMPROVEMENT



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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.

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 have proven impact.

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Dear Friends,

We are so pleased to present the 2017 Annual Report for the Massachusetts General Hospital Center for Community Health Improvement (CCHI).

This past year has been a remarkable one for CCHI and community health at the hospital. It has also been a challenging and uncertain time for many in our communities. But our commitment to our most vulnerable is steadfast and unwavering. Mass General is the 2nd largest provider of healthcare to uninsured or underinsured patients in the City of Boston, and the 3rd largest provider in the Commonwealth. And our community health centers in Charlestown, Chelsea, Everett and Revere served nearly 70,000 patients last year.

With 38 innovative programs, CCHI works with patients and residents in Chelsea, Revere and the neighborhoods of Boston to address the social determinants of health—issues such as housing, food, education, substance use, trauma and violence. This past year, we worked with more than 15,000 individual patients to help them address their social determinants, with more than 1,000 youth to promote their educational attainment, and with 200+ partners across the communities to impact local conditions that affect health such as opportunities for physical activity and access to healthy food.

In July, we welcomed the Kraft Center for Community Health to MGH. With a renewed focus on delivering more direct services in the community, Kraft *CareZONE*, a mobile health van, was launched in the West End and Dudley Square neighborhoods of Boston—hotspots for opioid overdoses. *CareZONE* will be another important tool in the battle against the opioid crisis.

The issue of race and racism dominated the headlines in 2017, nationally and locally. Closing the gap in health disparities has long been a strategic priority and a strongly held value. At CCHI, 25 staff participated in the Race Dialogues, a structured program of the YWCA for groups to talk openly about experiences of race and racism, identify barriers to inclusion, and work together to create solutions. Another group is slated to begin in 2018 as we continue to take an unflinching look at the role of race in our workplace and in our communities.

What follows is a snapshot of our work over the past year. It does not capture the full depth and breadth of our programs and community health across the institution, but we are proud to share these highlights. We appreciate your support and your interest and look forward to being in touch throughout 2018.

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>



Caring for Vulnerable Populations



Many in our communities struggle with poverty, low educational attainment, language barriers and other challenges that contribute to significant health disparities. In response, CCHI helps individuals overcome these challenges with innovative programs, from helping parents engage with their children to making referrals to critical services like housing and mental health. Our goal is to strengthen families while making a lasting, positive impact on health.

COMMUNITY HEALTH WORKER (CHW) SPOTLIGHT

Hailing from 25 countries and speaking a combined 21 languages, our CHWs are a diverse group of committed individuals who fill a variety of roles in our communities. They include:

- Cancer navigators who guide patients to potentially lifesaving screenings, like mammograms and colonoscopies, for diagnosis and care
- Complex patient population coordinators who work with patients with complex medical and psychosocial needs
- Home visitors who support high-risk new mothers and their babies from pregnancy through the child's third birthday
- Violence prevention staff who advocate for survivors of domestic or street violence
- Recovery coaches who support the recovery of those with substance use disorders
- Refugee and immigrant health coordinators who connect new arrivals in this country with health and other support services



Partners HealthCare is participating in the **MassHealth ACO (Accountable Care Organization)**. CHWs will play a critical role in this effort, helping to address the social determinants of health by linking our most vulnerable patients to the health care, social and other services they need. CCHI is co-leading the Partners Community Health Worker Collaborative, alongside leadership from Brigham and Women's Hospital, creating a model that can be shared across the system and replicated elsewhere.

CARING FOR VULNERABLE POPULATIONS—
BY THE NUMBERS

814

patients received cancer screenings.

34% of those who received colonoscopies had precancerous lesions removed.

4% were diagnosed with cancer.

178

families worked with MGH Chelsea's medical-legal partnership—achieving a 98% success rate around issues such as securing Social Security benefits, preventing evictions and improving living conditions.

700

families connected with Revere's Healthy Steps and Parents as Teachers programs, and Chelsea's Healthy Families America, programs that support families to reduce their stress and build protective buffers for their children.

840

patients with complex medical needs reached 89% of their personal health goals.

100

patients enrolled in Chelsea's Health Starts at Home intervention, a collaboration with the CONNECT program, which helps families in need find or maintain stable housing.



New and Noteworthy

◇ In 2017, MGH Chelsea's **Food for Families** program moved to a larger space and expanded its hours of operation, which doubled the amount of food distributed to more than 101,000 pounds.

◇ In partnership with Boston Senior Home Care, the **Connect to Wellness** program now provides services for 400+ low-income older and disabled adults who live in three buildings near MGH, helping them maintain independence as they age.



* **PROFILE**
From Refugee to Community Health Worker

A teacher in Eritrea, **Tenshin Samuel** was forced to flee his country when conflict broke out—eventually teaching fifth grade in an Ethiopian refugee

camp before settling in the United States. Upon arriving in Massachusetts, Tenshin was connected with the Chelsea Refugee Health Assessment Program, which provides immigrants and refugees with culturally responsive health care.

Inspired by the program, Tenshin, who speaks three languages, began working at MGH Chelsea, where he assists refugees from war-torn countries by helping them with everything from finding a primary care physician to locating housing and employment. Currently, Tenshin is taking the required courses to attend nursing school so that he can eventually play an even bigger role in improving the health and wellness of his people and his community.



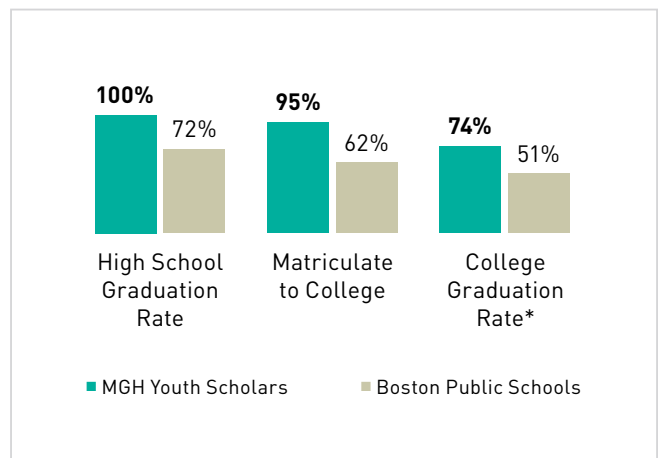
Empowering Youth and Promoting Educational Attainment



When it comes to health and well-being, the role of education cannot be overstated. Our CCHI Youth Programs provide positive after-school activities, career exposure and college readiness, and summer job opportunities to equip Boston, Chelsea and Revere public school students with the academic and life skills they need to thrive.

For grades 3 to 8, STEM (science, technology, engineering and math) clubs are hosted in partnership with the Boys & Girls Clubs. Science fair mentoring and summer internships are also provided for seventh and eighth graders. By high school, students can participate in the four-year Youth Scholars program which includes intensive college preparation and exploration. While attending college, Alumni from our Youth Scholars program are provided with paid work experience related to their career interests, and they can take advantage of opportunities to network with MGH employees and departmental leadership.

THE OUTSTANDING SUCCESS OF MGH YOUTH SCHOLARS



*Youth Scholars college graduation rate is projected for May 2018; BPS rate is 6-year college graduation rate

YOUTH PROGRAMS—BY THE NUMBERS

365

MGH staff and faculty engaged as mentors, coaches and supervisors for **15,730** volunteer hours.

198

youths employed in **60** MGH departments through the highly successful summer jobs program.

1,000

youth served.



PROFILE From MGH Youth Scholar to MGH Nurse

The youngest of five children born to Salvadoran immigrants, **Jenny Bermudez** grew up in Chelsea, where she always dreamed of becoming a nurse. During her junior and senior years of high school, Jenny participated in our Youth Scholars Program, which exposes underrepresented high school students to health and science career paths. As a Youth Scholars alumna, she continued to receive coaching and support, and worked as a patient care associate alongside her mentor, Jennifer Mills, RN—going on to become the first in her family to graduate from college. This past year, Jenny's dreams were realized when she was hired as a full-time registered nurse at MGH. She says, "Everyone at MGH CCHI is part of my family, and through them I took part in opportunities that benefited me both personally and professionally. I am so grateful to be here today, a recent nursing grad with a job at one of the world's greatest hospitals."



Engaging Communities Through Coalitions



MGH provides leadership support to four multi-sector coalitions: the Charlestown Coalition, Revere CARES, Healthy Chelsea and the EASTIE Coalition. CCHI provides staff, resources and evaluation services, and works closely with community stakeholders—including local government, faith-based organizations, schools, law enforcement and families—to address urgent health challenges, such as substance use, obesity and trauma.

Together, our coalitions serve more than 150,000 residents through dozens of programs that engage youth in substance use prevention activities, inspire healthy eating and active living, and address community violence and trauma.



The **Revere CARES** coalition celebrated their 20th anniversary. Massachusetts Speaker of the House Robert DeLeo came out to congratulate Director Sylvia Chiang and the entire community.

As one of the winners of the 2017 Robert Wood Johnson Foundation Culture of Health Prize, Chelsea was honored for its unwavering, innovative and collaborative efforts to help residents live healthier lives. The award recognized the city's progress in addressing substance use, pollution, obesity, homelessness and violence. The **Healthy Chelsea Coalition** and the **MGH Chelsea Community Health Improvement team** were cited for their efforts in making healthy food choices easier, working toward secure and affordable housing for all, tackling substance use, bolstering immigrant and refugee health, and addressing trauma in the community. "Being nationally recognized for this work, despite the many health challenges this community has faced and that still exist, reflects the community's resilience and commitment to one another," said Leslie Aldrich, Executive Director of CCHI. Aldrich served as co-applicant for the Culture of Health Prize along with Greenroots' Executive Director, Roseann Bongiovanni, community partner.

COMMUNITY COALITIONS—BY THE NUMBERS

200+

community partners and organizations collaborated with our four coalitions.

81%

increase in healthy menu items chosen by **1,545** students at Chelsea High School.

747

parents signed a pledge to talk to their kids about the dangers of drugs and alcohol during the Revere CARES annual pledge drive.

593

Charlestown and East Boston students participated in Life Skills, an evidence-based prevention curriculum.

3,100

Chelsea students participated in **981,289** Fitness Minutes, physical activity in the classroom.

TACKLING SUBSTANCE USE IN THE COMMUNITY—
BY THE NUMBERS

232

clients in recovery or struggling with addiction were connected to much-needed resources through Charlestown's Community Navigator.

68.2

pounds of prescription drugs were collected at the Charlestown Coalition's annual Take Back event.

Preventing and Reducing Harm from Substance Use Disorders

Substance use disorders, violence and trauma are among our top priorities. These challenges require a comprehensive approach, from the individual to the community level.

In response to our 2012 Community Health Needs Assessments completed in Chelsea, Revere and Charlestown, in which residents identified substance use, particularly opioids, as their greatest concern, MGH's **Substance Use Disorders (SUDs) Initiative** was developed with the goal of making evidence-based treatment readily available across the system. The MGH SUDs Initiative is focused on redesigning care at all levels and is a collaboration between CCHI; the departments of Medicine, Psychiatry, Social Work and Nursing; Mass General community health centers; and the Boston Health Care for the Homeless Program.

Community coalitions play an important role in addressing substance use. They provide positive activities for youth and families, educate and raise awareness, and work to decrease access to substances and reduce the stigma associated with SUDs. They also help community members navigate support and treatment.

350

residents were trained in NARCAN® use and overdose prevention at 25 events offered through partnerships with the Boston Public Health Commission and other local groups.

\$225,000

in federal funding awarded to the Healthy Chelsea Coalition to combat youth substance use disorders locally and regionally.

New and Noteworthy



The Charlestown Coalition partnered with the **Boston Police Department's Opioid Overdose Squad** to respond to local overdoses. When Officer Linda Stanford receives a report of an overdose in Charlestown, she

and Shannon Lundin, the Coalition's community outreach coordinator, respond to the affected individual and family members by providing appropriate support and resources, including overdose-reversing medication and information about support groups, needle exchanges and inpatient and outpatient options.

Addressing Violence and Trauma

Experiencing or witnessing violence and other traumatic events can have a significant impact on the health of individuals and communities—particularly in vulnerable areas that have limited resources and services. At CCHI, we are working to close that gap and build individual and community resilience through a number of initiatives in the hospital and in our communities.



VIOLENCE AND TRAUMA SERVICES AND PROGRAMS— BY THE NUMBERS

750+

individuals who witnessed, experienced or are living with violence received supportive services through our Violence Intervention Advocacy Program (VIAP), Police Action Counseling Team (PACT) or Helping Abuse & Violence End Now (HAVEN) programs.

89

victims of community violence received assistance from VIAP in recovering from physical and emotional trauma.

596

survivors of intimate partner abuse were helped by our HAVEN program.

68

children who witnessed or experienced violence received clinical intervention through PACT, a partnership with the Chelsea Police Department.

The Charlestown Coalition supports a **Trauma Response Group** funded via a grant from the Boston Alliance for Community Health. The program aims to bridge racial divides and develop capable community responders who can be called upon when tragedies occur. With facilitation from two MGH Charlestown Community Health Center mental health clinicians, informal, diverse leaders—often sought out by youth—are building relationships and trust and developing a common language to help reduce deep-rooted race-based tension in the community.

The **Healthy Chelsea Coalition** is working to make Chelsea a more trauma-sensitive city. Through a grant received by the Chelsea Police Department and a partnership of community organizations supported by The Neighborhood Developers, the coalition holds training sessions to teach people about the mental and physical effects of trauma, how to recognize the signs of someone who has experienced trauma, and the steps required to create systems and policies to ensure that residents are not re-traumatized.



“It has been an honor to be the inaugural chair of ECOCH and to lead the way in integrating the terrific work CCHI has done in the community with the clinical and academic missions of MGH.”

Katrina A. Armstrong, MD
MGH Physician-in-Chief

MGH EXECUTIVE COMMITTEE ON COMMUNITY HEALTH

The Executive Committee on Community Health (ECOCH) was formed in 2014 to guide the community health work of the hospital and to put community health on a level playing field with other components of the MGH mission that have executive committees. The inaugural chair is Katrina Armstrong, MD, physician-in-chief, Department of Medicine.

The charge to ECOCH 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.”

ECOCH is guided by the findings of the triennial community health needs assessments and implementation plan, conducted by the **Center for Community Health Improvement**, as well as the hospital’s community health strategic plan. To improve health across populations and across the life course, ECOCH has a focus on social and economic determinants of health.

Key accomplishments of ECOCH:

- Developed guidelines for **clinical departments** to engage in community health, leading to the appointment of community champions in 16 of 19 departments
- **Awarded grants** to eight of those clinical departments to promote community health projects
- Created a video on **social determinants of health** that was seen by every employee and continues to be seen at new employee orientation
- Inspired a **citywide health care collaborative** around the collection of social determinant data
- Hosted two symposia on community health **research**, each of which attracted 150 researchers
- Successfully advocated for an **Anchor Institution** strategy at Partners HealthCare, Mass General, and Brigham and Women’s Hospital. The anchor strategy is about directing some of the economic activity of the system when hiring, purchasing, investing and building to low-income local communities.

Future directions include a continued focus on social determinants, access to high-quality care for low-income patients and collaborating with the Diversity and Inclusion Committee around issues of race and racism.

CCHI LEADERSHIP

Joan Quinlan, MPA
Vice President for Community Health

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

BOARD COMMITTEE ON COMMUNITY HEALTH

Katrina A. Armstrong, MD
William Maurice Cowen
Timothy G. Ferris, MD
Charles K. Gifford
Jonathan A. Kraft
Carl J. Martignetti
Diane B. Patrick
Patricia F. Ribakoff
Peter L. Slavin, MD
Barry R. Sloane

EXECUTIVE COMMITTEE ON COMMUNITY HEALTH

Katrina A. Armstrong, MD, *Chair*
Joan Quinlan
Margarita Alegria, PhD
Gaurdia Banister, PhD
Jean Bernhardt, PhD
O’Neil Britton, MD
David F. M. Brown, MD
Debra Burke, DNP
Lauren Cook
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Anne Thorndike, MD
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Sarah Wakeman, MD
Eric M. Weil, MD
Dean Xerras, MD



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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–Based
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 Children (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)

For a full list of MGH CCHI programs, descriptions and data, visit
<http://www.massgeneral.org/cchi/Community-Benefit-Report-MA-Attorney-General.pdf>.

