MASSACHUSETTS GENERAL HOSPITAL
COMMUNITY HEALTH 2018 Annual Report
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 are measurable and have proven impact.
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  
President, Massachusetts General Hospital

Joan Quinlan  
Vice President for Community Health

Patricia F. Ribakoff  
Chair, Trustee Committee on Community Health

Katrina A. Armstrong, MD  
Physician-in-Chief  
Chair, Executive Committee on Community Health
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.
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.

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.

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

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

- Rated Children’s Health Excellent or Very Good: 42.9% upon enrollment, 61.2% one year later.
- Rated Own Health Excellent or Very Good: 31.8% upon enrollment, 40.9% one year later.
- Reported Depression: 44.6% upon enrollment, 23.2% one year later.

Upon Enrollment  |  12 months after enrollment
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

- **High School Graduation Rate**
  - MGH Youth Scholars: 100%
  - Boston Public Schools: 73%

- **Matriculation to College**
  - MGH Youth Scholars: 96%
  - Boston Public Schools: 55%

- **College Graduation Rate**
  - 5-year: MGH Youth Scholars: 75%
  - 6-year: Boston Public Schools: 52%


*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.

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.
ENGAGING COMMUNITIES TO BUILD A CULTURE OF HEALTH

Building a culture of health in our communities requires partnering with grassroots organizations, local government, the faith-based community, businesses, schools, police, and residents (young and old). MGH gives leadership support to four multi-sector coalitions—the Charlestown Coalition, EASTIE, Healthy Chelsea and Revere CARES—providing staff, resources, evaluation services and communications assistance to tackle health challenges such as substance use, obesity, food insecurity and trauma.

IMPACT

- **Community partners** worked with our coalitions, serving more than 150,000 residents.
- **Parents** committed to talking to their kids about the dangers of vaping as part of a Revere CARES pledge drive.
- **Charlestown and East Boston students** participated in Life Skills training, an evidence-based substance use and violence prevention program.
- **People** participated in 8 trainings in Chelsea designed to build the community’s capacity to respond to trauma, increase community resilience, and adopt trauma sensitive practices and policies for the city.
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.

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.

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.
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.
**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.
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/ecochn
- 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.

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

**ECOCH members**

Katrina Armstrong, MD, Chair
Joan Quinlan, Executive Sponsor
Leslie Aldrich
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Shea Asfaw
Gaurdia Banister, PhD
Stephen Bartels, MD
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Jeannette McWilliams
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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 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/

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**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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