

25

**25 YEARS OF
COMMITMENT,
COLLABORATION
& CONNECTION**



MASSACHUSETTS
GENERAL HOSPITAL

CENTER FOR COMMUNITY
HEALTH IMPROVEMENT

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.

It is a life's work to continue to earn that trust by listening, partnering and following through.

Our Story

In 1990, a **Boston Globe Spotlight** report called out alarming disparities in mortality between Black and White babies born in the city. It posed the question — *What are Boston's renowned academic medical institutions doing to improve the health of their neighbors?*

In response, the Massachusetts Attorney General issued "community benefit" guidelines for acute care hospitals to engage with local communities to identify and address their most pressing public health problems. In 1995, what was then known as the "community benefit program" at Mass General was born.

We started with community health needs assessments in Chelsea, Revere and Charlestown — neighborhoods that have housed MGH health centers for decades. Our first hurdle was to build trust. We have learned that it is a life's work to continue to earn that trust by listening, partnering and following through.

A body of work began to develop based on our communities' most urgent health concerns — substance use, neighborhood safety, access to healthcare and other "social determinants of health," such as housing, food, education and more. Eventually, we organized our 38 programs to address these social determinants at the community, population and individual levels.

- We partnered to make **communities** healthier by doing things like advocating for bike and walking trails, healthier school food and becoming a trauma-sensitive city.
- We focused on the **population of youth**, promoting educational attainment for local public school students by offering career exposure, college readiness and leadership skills.
- Our remarkable team of community health workers, navigators, coaches and home visitors worked with **individual** patients to connect them to the services they need to live healthy lives.

Our Story (continued)

In 2007, the board of trustees, under the leadership of MGH President Peter L. Slavin, MD, added community health to the hospital's mission statement. A board committee on community health was formed, as was an internal governance committee. In 2014, a hospital-wide strategic plan led to a comprehensive initiative transforming care for patients with substance use disorders — with a focus on opioid disorders — the top health concern of our communities at that time.

Within the last five years, we have expanded the work and deepened our relationships to address social determinants in even more powerful ways. Our community health workers (CHWs) are a successful model to be replicated throughout the system. Coalitions in Chelsea, Revere and Charlestown have broadened their scope to address a myriad of issues including food insecurity, housing instability and the urgent need for mental health services. And, our MGH Youth Programs have grown to serve more than 1,000 students per year with high school and college graduation rates far exceeding local averages.

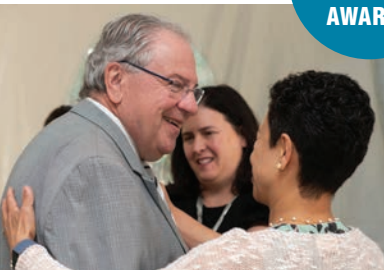
In 2019, for the first time, we conducted our community health needs assessments in collaboration with other hospitals, non-profit organizations and community stakeholders in Chelsea, Revere, Winthrop and Boston. Not surprisingly, housing affordability and economic mobility, as well as mental health and access to care, rose to the top of their priorities. Working with our partners, we are developing bold plans to address these challenging issues in even more innovative ways.

Over the past quarter century, the Mass General Center for Community Health Improvement has built the foundation with our communities to bring about transformative change in the social and economic conditions where people live and work so that they can lead healthier lives.

We are poised and ready to take on the challenges of the next 25 years.



HIGHLIGHTS AND AWARDS



2019 House Speaker Robert DeLeo, a strong supporter of our work, has joined us for many events over the years.



2018 Former First Lady of Massachusetts Diane Patrick gave the commencement address to MGH Youth Scholars.



2017 Senator Elizabeth Warren met with CCHI and MGH Chelsea staff to learn more about community health at Mass General.



2017 Chelsea, along with co-applicants CCHI and GreenRoots, won the Robert Wood Johnson Foundation (RWJF) Culture of Health Prize.



2015 MGH won the American Hospital Association's prestigious Foster G. McGaw Prize.



2011 MGH received the American Association of Medical College's Spencer Foreman Award for Outstanding Community Engagement.



2009 Revere CARES won the Community Anti-Drug Coalitions of America's Got Outcomes Award.

2000 Senator Edward Kennedy gave the keynote address at CCHI's 5th anniversary celebration.

1995-2005

PHASE 1:
Building Trust and Relationships with Communities

1995
MGH Center for Community Health Improvement (CCHI) founded.

1996
1st community health needs assessments completed.



1997
HAVEN created for survivors of domestic violence. 9,500+ people assisted with safety to date.

▲ **Revere CARES Coalition** established to prevent teen substance use. First of four coalitions to engage communities in prevention and policy and systems change.



1999
Chelsea Immigrant and Refugee Health Program started. 2,000+ Refugee Health Assessments completed to date. ▼

▲ **First Community Health Workers (CHWs)** assist patients with overcoming barriers to care. Today, our CHWs come from 20 countries and speak 22 languages.



2001
Cancer screening "navigation" for vulnerable patients begins at MGH Chelsea, Mattapan and Geiger Gibson Health Centers. 17,860 patients navigated since.



2003
Legal Initiative for Care (LINC), medical-legal partnership with Lawyers for Civil Rights, launches. 8,000+ patients assisted with housing, benefits and immigration.



2004
Charlestown Coalition formed to address the opioid crisis.

2002
Connect to Wellness opens to improve the health and well-being of seniors in Beacon Hill and West End and today serves 400+ seniors and disabled people.

Healthy Families America sends home visitors to new mothers at highest risk.



2006-2013

PHASE 2:
Integrating into the Hospital

2007
MGH incorporates a **commitment to community health** into its mission statement.

2008
Youth Programs expands from high school to grades 3-8 with focus on science, technology, engineering, math (STEM), in partnership with Boys and Girls Clubs of Boston.



2009
Food for Families screens patients for food insecurity and connects them to benefits and resources, including our food pantry. 250+ tons of food distributed since 2014.



2014
MGH launches **Substance Use Disorders Initiative** to transform treatment for patients. ▶



The **East Boston Alliance for Support, Treatment, Intervention and Education (EASTIE)** coalition established.

2011



Bicentennial Scholars Program created to support college completion for youth in MGH high school programs. 75% of students graduate from college in 5 years.

2010
Healthy Chelsea coalition formed as the result of a community health needs assessment identifying obesity as the city's top health concern.



2014-2020

PHASE 3:
Transformation and Growth

2015
Health Starts at Home program screens MGH Chelsea patients for housing instability and refers them to The Neighborhood Developers' CONNECT Program for housing and financial assistance. ▼



MGH Executive Committee on Community Health recommends that MGH become an "Anchor Institution," directing its economic activity to benefit local, underserved and/or communities of color.

Kraft Center for Community Health at MGH launches **Care in Reach** mobile addiction treatment and harm reduction program with Boston Health Care for the Homeless.

2018



◀ **Community Advisory Board (CAB)** created with diverse community leaders providing high-level oversight of community initiatives.



2019
▲ **First collaborative Community Health Needs Assessments** in Boston and North Suffolk (Chelsea, Revere, Winthrop).



MGH Center for Gun Violence Prevention launched.

2020
CCHI co-leads comprehensive effort to address inequities in **COVID outbreak**.
MassUp Grant awarded by the Health Policy Commission to focus on workforce development policies and programs with Chelsea and Revere.
MGH makes **\$4M+ investment in the community** to provide COVID relief, create and preserve affordable housing, and expand access to behavioral health services.

2020 — A Global Pandemic and a Reckoning on Race

Equity and Community Health Response to COVID-19

Equity has always been at the heart of community health work. Knowing the priorities and needs of our communities, it was no surprise that COVID-19 hit low-resourced neighborhoods and communities of color disproportionately. Crowded housing and more front-line workers concentrated in certain locations brought on by structural racism enabled COVID-19 to spread through communities with greater impact and speed. Our longstanding partnerships in Chelsea, Revere, Boston and other communities served as a precondition for a rapid response. We supported emergency food efforts in Chelsea — home delivery and food pantries — and contributed to an innovative debit card program for residents. A four-part system-wide Equity and Community Health plan was developed and deployed.

IDENTIFICATION	MITIGATION	ISOLATION	COMMUNICATION
21,361	94,237	153	5,000
COVID tests done in Chelsea from April 1st through November 1st.	'Care kits' distributed in communities, including masks, hand sanitizers and COVID info, from April through October.	Patients needing to isolate cared for by MGH doctors, nurses and social workers at local hotel from May to June.	Chelsea residents called by MGH volunteers to educate and connect to resources from May to June.

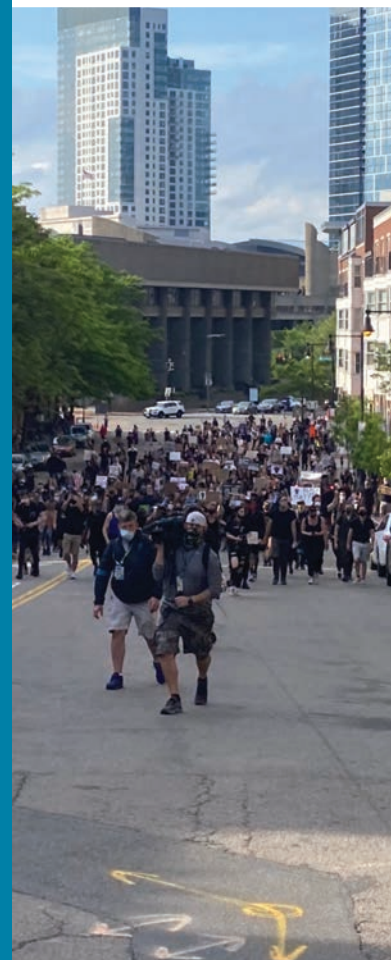
Confronting Racism as a Public Health Crisis

The death of George Floyd and others at the hands of police officers spurred protests here and across the nation. While communities of color were already disproportionately affected by the devastating health, social and economic consequences of the coronavirus, these latest racist incidents seemed too much to bear.

Recognizing racism as a public health crisis, we have reaffirmed the importance of our mission of “improving the health and well-being of the diverse communities we serve.” We have rededicated ourselves to partnering with others to root out racism and journey towards equity, humbly seeking out new perspectives and building new community partnerships. We are also looking inward as we embark on a center-wide strategic and operational plan which places anti-racism at its core. Our internal goals include diversifying our leadership team and working more intentionally on the policies and systems that prevent people of color from thriving.



Photo: Matt Stone @stonephotos



Investing in the Community

From July through October of 2020, Mass General invested **\$4M+** for community COVID-19 relief efforts as well as distributed Determination of Need funding to address community-identified priorities of youth substance use prevention, affordable housing, workforce development, and access to behavioral health services.

\$100,000+

Along with providing virtual summer employment and learning opportunities for **238** students at MGH, CCHI distributed more than **\$100,000** in grants to **4** community-based organizations to host an additional **35** young people in Boston and **63** in Chelsea.

Grantees: Hyde Square Task Force, Jamaica Plain • Caribbean Integration Community Development, Mattapan • Freedom House, Boston's Grove Hall Neighborhood • The Chelsea Collaborative, Chelsea

\$350,000*

CCHI awarded **14** Boston-based youth-serving organizations a one-time grant of up to **\$25,000** to support technology and other innovative methods to engage Boston middle- and high-school aged youth impacted by COVID-19.

Grantees: Action for Boston Community Development (ABCD) • Allston Brighton Substance Abuse Task Force • Charlestown Adult Education Center • Children's Advocacy Center of Suffolk County • DotHouse Health • Elevate Boston Foundation • Friends of the Children Boston • Maverick Landing Community Services • METCO, Inc. • Shooting Touch, Inc. • Sociedad Latina, Inc. • Center for Teen Empowerment, Inc. • Young Merchants Club • Zumix

\$3,380,000+*

Our Community health allocation committee, guided by the Community Advisory Board (CAB), awarded **7** applicants **\$3,380,420.32** to tackle Community Health Needs Assessment priorities of housing, increased access to behavioral health through use of community health workers, and workforce development. The total award includes a **\$1.1M** investment in partnership with LISC Boston to support affordable housing projects in Chelsea and Boston's Nubian Square.

Grantees: Action for Boston Community Development • Children's Services of Roxbury • The Family Van • English for New Bostonians • Madison Park Development Corporation • Women Encouraging Empowerment • Casa Myrna Vasquez

\$200,000+

Mass General contributed **\$200,000** to the “Chelsea Eats” pilot program. Along with the City of Chelsea, the Shah Family Foundation, and the United Way of Massachusetts Bay and Merrimac Valley, Chelsea Eats is providing **2,000** families with debit cards of **\$200** to **\$400** per month for food and other basic necessities.

*Funding made possible through the Massachusetts Determination of Need (DoN) process regulating community investment as hospital capital improvement projects are approved.

CCHI LEADERSHIP

Joan Quinlan, MPA
Vice President for Community Health

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

EXECUTIVE COMMITTEE ON COMMUNITY HEALTH

Jeffrey Ecker, MD, *Chair*
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Chelsea Green Roots
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Department*
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Human Services Revere*
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*Metropolitan Area
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Boys & Girls Club of Boston
Jennifer Lo, MD
*Boston Public Health
Commission Office of
Health Equity*
Manny Lopes
*East Boston Neighborhood
Health Center*
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*
Gladys Vega
Chelsea Collaborative

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Paul Edgerley
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

CCHI PROGRAMS

Access to Resources for
Community Health (ARCH)
Boston Health Care for the
Homeless Program (BHCHP)
at MGH
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/



***“Real change, enduring change, happens one step at a time.”** Justice Ruth Bader Ginsburg*



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