Community Benefits Report

Fiscal Year 2022

Beth Israel Lahey Health
Beth Israel Deaconess Medical Center

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SECTION I: SUMMARY AND MISSION STATEMENT

Beth Israel Deaconess Medical Center (BIDMC) is a member of Beth Israel Lahey Health (BILH). The BILH network of affiliates is an integrated health care system committed to expanding access to extraordinary patient care across Eastern Massachusetts and advancing the science and practice of medicine through groundbreaking research and education. The BILH system is comprised of academic and teaching hospitals, a premier orthopedics hospital, primary care and specialty care providers, ambulatory surgery centers, urgent care centers, community hospitals, homecare services, outpatient behavioral health centers, and addiction treatment programs. BILH's community of clinicians, caregivers and staff includes approximately 4,000 physicians and 35,000 employees.

At the heart of BILH is the belief that everyone deserves high-quality, affordable health care. This belief is what drives BILH to work with community partners across the region to promote health, expand access, and deliver the best care in the communities BILH serves. BIDMC's Community Benefits staff are committed to working collaboratively with its communities to address the leading health issues and create a healthy future for individuals, families and communities. While BIDMC oversees local Community Benefits programming and community engagement efforts, Community Benefits is under the purview of the BILH Chief Diversity, Equity and Inclusion Officer. This structure makes sure that Community Benefits efforts, prioritization, planning and strategy align and/or are integrated with local hospital and system strategic and regulatory priorities and efforts to ensure health equity in fulfilling BILH's mission – *We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity* and values, encompassed by the acronym *WE CARE:*

- ***W****ellbeing - We provide a health-focused workplace and support a healthy work-life balance*
- ***E****mpathy - We do our best to understand others' feelings, needs and perspectives*
- ***C****ollaboration - We work together to achieve extraordinary results*
- ***A****ccountability - We hold ourselves and each other to behaviors necessary to achieve our collective goals*
- ***R****espect - We value diversity and treat all members of our community with dignity and inclusiveness*
- ***E****quity - Everyone has the opportunity to attain their full potential in our workplace and through the care we provide.*

The mission of BIDMC is to serve our patients compassionately and effectively, and to create a healthy future for them and their families. Our mission is supported by our commitment to personalized, excellent care for patients; a workforce committed to individual accountability, mutual respect, and collaboration; and a commitment to maintaining our financial health. The Medical Center is also committed to being active in the community as well. Service to community is at the core and an important part of our mission. We have a

covenant to care for the underserved and to work to change disparities in access to care. We know that to be successful we need to learn from those we serve.

More broadly, BIDMC's Community Benefits mission is fulfilled by:

- **Involving BIDMC's staff**, including its leadership and dozens of community partners in the Community Health Needs Assessment (CHNA) process as well as in the development, implementation, and oversight of the hospital's three-year Implementation Strategy (IS);

- **Engaging and learning from residents** throughout BIDMC's Community Benefits Service Area (CBSA) in all aspects of the Community Benefits process, with special attention focused on engaging diverse perspectives, from those, patients and non-patients alike, who are often left out of similar assessment, planning and program implementation processes;

- **Assessing unmet community need** by collecting primary and secondary data (both quantitative and qualitative) to understand unmet health-related needs and identify communities and population segments disproportionately impacted by health issues and other social, economic and systemic factors;

- **Implementing community health programs and services** in BIDMC's CBSA that address the underlying social determinants of health, barriers to accessing care, as well as promote equity to improve the health status of those who are often disadvantaged, face disparities in health-related outcomes, experience poverty, and have been historically underserved;

- **Promoting health equity** by addressing social and institutional inequities, racism, and bigotry and ensuring that all patients are welcomed and received with respect and have access to culturally responsiveness care; and

- **Facilitating collaboration and partnership within and across sectors** (e.g., state/local public health agencies, health care providers, social service organizations, businesses, academic institutions, community health collaboratives, and other community health organizations) to advocate for, support, and implement effective health policies, community programs, and services.

The following annual report provides specific details on how BIDMC is honoring its commitment and includes information on BIDMC's CBSA, community health priorities, priority cohorts, community partners, and detailed descriptions of its Community Benefits programs and their impact.

Priority Cohorts

BIDMC's CBSA includes the Boston neighborhoods of Allston/Brighton, Bowdoin/Geneva, Chinatown, Fenway/Kenmore, Mission Hill and Roxbury, the City of Chelsea, and the towns

of Brookline, Burlington, Lexington, Needham, Newton (Chestnut Hill) and Peabody.[1] In FY 2022, BIDMC conducted a comprehensive and inclusive CHNA that included extensive data collection activities, substantial efforts to engage BIDMC's partners and community residents, and thoughtful prioritization, planning, and reporting processes. These activities were in full compliance with the Commonwealth's updated Community Benefits Guidelines for FY 2019. While BIDMC is committed to improving the health status and well-being of those living throughout its entire CBSA, per the Commonwealth's updated community benefits guidelines, BIDMC's FY 2023 - 2025 Implementation Strategy (IS) will focus its Community Benefits resources on improving the health status of those who face health disparities, experience poverty, or who have been historically underserved living in its CBSA.

Based upon BIDMC's FY 2022 CHNA, the community characteristics that were thought to have the greatest impact on health status and access to care in its CBSA were issues related to age, race/ethnicity, language, gender identity, immigration status, household composition, and economic security. There was consensus among interviewees, focus groups, and community listening session participants that people of color, recent immigrants, and non-English speakers were more likely to have poor health status and face systemic challenges accessing needed services than white, English speakers who were born in the United States. These segments of the population are impacted by language and cultural barriers that limit access to appropriate services, pose health literacy challenges, exacerbate isolation, and may lead to discrimination and disparities in access and health outcomes.

For its FY 2023 – 2025 IS, BIDMC will work with its community partners, with a focus on Chelsea and the Boston neighborhoods of Allston/Brighton, Bowdoin/Geneva, Chinatown, Fenway/Kenmore, Mission Hill and Roxbury, to develop and/or continue programming to improve well-being and create a healthy future for all individuals and families. In recognition of the health disparities that exist for certain segments of the population, BIDMC's Community Benefits investments and resources will focus on the improving the health status of the following priority cohorts:

- Youth
- Low-Resourced Populations
- Older Adults
- Racially, Ethnically and Linguistically Diverse Populations
- LGBTQIA+; and
- Families Affected by Violence and/or Incarceration.

Basis for Selection

Community health needs assessments; public health data available from government (public school districts, Massachusetts Department of Public Health, federal agencies) and private resources (foundations, advocacy groups); and BIDMC's areas of expertise.

[1] In August 2021, BIDMC expanded its licensed sites causing Burlington and Peabody to be added to BIDMC's Community Benefits Service Area. These municipalities are not included in the FY 19 CHNA or FY 20-22 Implementation Strategy.

Key Accomplishments for Reporting Year

BIDMC's most recent CHNA and IS were conducted and approved by the BIDMC Board of Trustees during the fiscal year ended September 30, 2022. That CHNA and IS will inform the Community Benefits mission and activities of BIDMC for the fiscal years ending September 30, 2023; September 30, 2024; and September 30, 2025.

This report covers BIDMC's fiscal year ending September 30, 2022. The previous CHNA and accompanying IS were approved by the BIDMC Board before September 30, 2019 and informed the BIDMC's Community Benefits initiatives for the fiscal years ending September 30, 2020; September 30, 2021; and September 30, 2022. As such, the accomplishments and activities included in this section as well as in Section IV: Community Benefits Programs relate to the CHNA and Implementation Strategy approved as of September 30, 2019.

Program accomplishments include:

- Continued to support increased capacity of primary care and OB/GYN practices at five affiliated health centers
- Continued community-based specialty care services
- Provided culturally and linguistically appropriate care for patients through cancer navigation, interpreter services, and multilingual patient education
- Addressed social determinants of health, in particular violence prevention, through the Center for Violence Prevention and Recovery (CVPR), Bowdoin Street Health Center's (BSHC) Neighborhood Trauma Team and other initiatives
- Increased access to behavioral health services through the implementation of the Collaborative Care model
- Continued workforce development through summer internships for underserved youth, pipeline programs, and training programs for adults
- Address food insecurity through BSHC's purchase and distribution of fresh fruits and vegetables to patients and community members; and the Dimock Center distributed gift cards for groceries
- Continued to fund seven organizations to address housing affordability, six organizations to address jobs and financial security, and seven organizations to address behavioral health through BIDMC's Community-based Health Initiative
- Funded four neighborhood-specific collectives in Boston and Chelsea through the Healthy Neighborhoods Initiative
- Conducted research that supports the understanding of health disparities

Plans for Next Reporting Year

In FY 2022, BIDMC conducted a comprehensive and inclusive CHNA that included extensive data collection activities, substantial efforts to engage BIDMC's partners and community residents, and thoughtful prioritization, planning, and reporting processes. These activities were in full compliance with the Commonwealth's updated Community Benefits Guidelines for FY 2019. In response to the FY 2022 CHNA, BIDMC will focus its FY 2023

- 2025 IS on four priority areas. These priority areas collectively address the broad range of health and social issues facing residents living in BIDMC's CBSA who face the greatest health disparities. These four priority areas are:

- Equitable Access to Care
- Social Determinants of Health
- Mental Health and Substance Use
- Complex and Chronic Conditions.

These priority areas are aligned with the statewide health priorities identified by the Executive Office of Health and Human Services (EOHHS) in 2017 (i.e., Chronic Disease, Housing Stability/Homelessness, Mental Illness and Mental Health, and Substance Use Disorders). BIDMC's priorities are also aligned with the priorities identified by the Massachusetts Department of Public Health (DPH) to guide the Community-based Health Initiative (CHI) investments funded by the Determination of Need (DoN) process, which underscore the importance of investing in the Social Determinants of Health (i.e., built environment, social environment, housing, violence, education, and employment).

The FY 2022 CHNA provided new guidance and invaluable insights on quantitative trends and community perceptions being used to inform and refine BIDMC's efforts. In completing the FY 2022 CHNA and FY 2023 - 2025 IS, BIDMC, along with its other health, public health, social service, and community partners, is committed to promoting health, enhancing access and delivering the best care to all who live and/or work in its CBSA, regardless of race, ethnicity, language spoken, national origin, religion, gender identify, sexual orientation, disability status, immigration status, or age. As discussed above, based on the FY 2022 CHNA's quantitative and qualitative findings, including discussions with a broad range of community participants, there was agreement that for BIDMC's FY 2023 - 2025 IS, it will work with its community partners, with a focus on Chelsea and the Boston neighborhoods of Allston/Brighton, Bowdoin/Geneva, Chinatown, Fenway/Kenmore, Mission Hill and Roxbury, to develop and/or continue programming to improve well-being and create a healthy future for all individuals and families. In recognition of the health disparities that exist for certain segments of the population, BIDMC's Community Benefits investments and resources will focus on the improving the health status, addressing disparities in health outcomes, and promoting health equity for its priority cohorts, which include youth; low-resourced populations; older adults; racially, ethnically and diverse populations; LGBTQIA+; and families affected by violence and/or incarceration.

BIDMC will partner with clinical and social service providers, community-based organizations, public health officials, elected/appointed officials, hospital leadership and other key collaborators throughout its CBSA to execute its FY 2023 – 2025 IS.

- **Equitable Access to Care**
    - BIDMC will work with the Bowdoin Street Health Center to support its Community Health Worker program

  - BIDMC will continue to partner with CCA health centers to increase access to primary care and specialty care services, including OB/GYN and maternal child health services
  - BIDMC will work to provide and promote career support services and career mobility programs in partnership with Jewish Vocational Services (JVS), The Partnership, Inc., and other organizations
  - BIDMC's Center for Diversity, Equity, and Inclusion will support research aimed at providing more equitable care for patients and community members by working with organizations including the Student National Medical Association and Harvard Medical School

- **Social Determinants of Health**
  - BIDMC will work with grantees such as Bridge Over Troubled Waters and the Innovative Stable Housing Initiative (ISHI) to invest in housing programs that stabilize or create access to affordable housing
  - BIDMC will partner with grantees such as Community Servings and Sociedad Latina to strengthen the local workforce and address unemployment and underemployment
  - BIDMC will promote thriving neighborhoods and enhance community cohesion and resilience through partnerships with Healthy Neighborhoods Initiative Collectives and organizations including the Louis D. Brown Peace Institute and the Boston Public Health Commission
  - BIDMC will work to increase mentorship, leadership, training, and employment opportunities for youth and young adults through partnerships with organizations such as Action for Boston Community Development (ABCD), the Boston Private Industry Council, and the YMCA of Greater Boston
  - BIDMC's Center for Violence Prevention and Recovery partners with Jane Doe, Inc., The Network/La RED, Casa Myrna, and other organizations to Build community awareness, advocate for policy change, and provide supportive care for victims of violence and trauma
  - BIDMC will promote healthy eating and active living through partnerships with community-based organizations like About Fresh, Fair Foods, and the Champion Tae Kwan Do Center, among other organizations

- **Mental Health and Substance Use**
  - BIDMC will work with grantees such as Boston Chinatown Neighborhood Center and Fathers' Uplift to invest in community behavioral health services
  - BIDMC will implement evidence-based programs such as the Collaborative Care Model in partnership with the CCA health centers

- **Complex and Chronic Conditions**
  - BIDMC will provide preventive health information, services, and support for those at risk for complex and/or chronic conditions and support evidence-based chronic disease treatment and self-management programs through

programs in partnership with the CCA health centers, Dana Farber Cancer Institute, the Joslin Diabetes Center, and other organizations and institutions

Hospital Self-Assessment Form

Working with its Community Benefits Leadership Team and its Community Benefits Advisory Committee (CBAC), the BIDMC Community Benefits staff completed the Hospital Self-Assessment Form (Section VII, page 56). BIDMC Community Benefits staff also shared the Community Representative Feedback Form with its CBAC members who participated in BIDMC's CHNA and asked them to submit the form to the AGO website.

SECTION II: COMMUNITY BENEFITS PROCESS

Community Benefits Leadership/Team
BIDMC's Board of Trustees along with its clinical and administrative staff is committed to improving the health and well-being of residents throughout its CBSA and beyond. World-class clinical expertise, education and research along with an underlying commitment to health equity are the primary tenets of its mission. BIDMC's Community Benefits Department, under the direct oversight of BIDMC's Board of Trustees, is dedicated to collaborating with community partners and residents and will continue to do so in order to meet its Community Benefits obligations. Hospital senior leadership is actively engaged in the development and implementation of BIDMC's Implementation Strategy (IS), ensuring that hospital policies and resources are allocated to support planned activities.

It is not only BIDMC's Board of Trustee members and senior leadership who are held accountable for fulfilling BIDMC's Community Benefits mission. Among BIDMC's core values are the recognition that the most successful Community Benefits programs are implemented organization wide and integrated into the very fabric of the hospital's culture, policies, and procedures. A commitment to Community Benefits is a focus and value manifested throughout BILH and BIDMC's structure and reflected in how care is provided at the hospital and in affiliated practices.

While BIDMC oversees local Community Benefits programming and community engagement efforts, Community Benefits is under the purview of the BILH Chief Diversity, Equity and Inclusion Officer. This structure makes sure that Community Benefits efforts, prioritization, planning, and strategy focus on equity and align and are integrated with local and system strategic and regulatory priorities to ensure health equity in fulfilling BILH's mission – *We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity* and values, encompassed by the acronym *WE CARE:*

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- ***E**quity - Everyone has the opportunity to attain their full potential in our workplace and through the care we provide*

The BIDMC Community Benefits program is spearheaded by a team of Community Benefits senior leaders including the Vice President and Director of Community Benefits. The Vice

President of Community Benefits has direct access to and is accountable to the BIDMC President and also reports directly to the BILH Chief Diversity, Equity and Inclusion Officer. It is the responsibility of these leaders to ensure that Community Benefits is addressed by the entire organization and that the needs of cohorts who have been historically underserved are considered every day in discussions on resource allocation, policies, and program development.

This structure and methodology are employed to ensure that Community Benefits is not the purview of one office alone and to maximize efforts across the organization to fulfill the mission and goals of BILH and BIDMC's Community Benefits program.

Community Benefits Advisory Committee (CBAC)
The BIDMC Community Benefits Advisory Committee (CBAC) works in collaboration with BIDMC's hospital leadership, including the hospital's governing board and senior management to support BIDMC's Community Benefits mission to serve its patients compassionately and effectively, and to create a healthy future for them, their families, and BIDMC's community. The CBAC provides input into the development and implementation of BIDMC's Community Benefits programs in furtherance of BIDMC's Community Benefits mission. The membership of BIDMC's CBAC aspires to be representative of the constituencies and priority cohorts served by BIDMC's programmatic endeavors, including those from diverse racial and ethnic backgrounds, age, gender, sexual orientation and gender identity, as well as those from corporate and non-profit community organizations.

The BIDMC CBAC met on the following dates:
December 14, 2021
March 22, 2022
May 24, 2022
June 28, 2022
September 8, 2022

Community Partners
BIDMC recognizes its role as a tertiary/academic resource in a larger health system and knows that to be successful it needs to collaborate with its community partners and those it serves. BIDMC's CHNA and the associated IS were completed in close collaboration with BIDMC's staff, community residents, community-based organizations, clinical and social service providers, public health officials, elected/appointed officials, hospital leadership and other key collaborators from throughout its CBSA. BIDMC's Community Benefits program exemplifies the spirit of collaboration that is such a vital part of BIDMC's mission.

BIDMC currently supports numerous educational, outreach, community health improvement, and health system strengthening initiatives within its CBSA. In this work, BIDMC collaborates with many of its local community-based organizations, public health departments, municipalities and clinical and social service organizations. BIDMC has particularly strong relationships with many of the community health centers that operate in its CBSA. These health centers, that are part of the Community Care Alliance (CCA), are

critical components of the health care safety net in the communities in which they operate. In 2022, the CCA health centers provided primary care medical, dental, behavioral health, and enabling services to approximately 106,809 patients. The CCA health centers include:

- Bowdoin Street Health Center[2]
- Charles River Community Health
- The Dimock Center
- Fenway Health and Sidney Borum Jr. Health Center
- South Cove Community Health Center

These health centers are ideal Community Benefits partners because they are rooted in their communities and, as they are predominantly federally qualified health centers, are mandated to serve low-income, historically underserved populations. These community partners have been a vital part of BIDMC's community health strategy since 1968. Historically, BIDMC has relied heavily on its CCA partners, as well as a number of other key community health partners, to implement its Community Benefits initiatives. In this regard, BIDMC has leveraged CCA's expertise and the vital connections that these organizations have with the residents and other community-based organizations that operate in the communities they serve.

BIDMC is also an active participant in the Integrated North Suffolk Community Health Needs Assessment (iCHNA) and Boston CHNA- Community Health Improvement Plan (CHIP) Collaborative. Joining with such grassroots community groups and residents, the Boston Public Health Commission (BPHC), Massachusetts DPH, and academic partners, BIDMC strives to create a vision for both city-wide and neighborhood-based health improvement.

See Appendix A on page 67 for a comprehensive listing of the community partners with which BIDMC collaborated with on its FY 2020 – 2022 IS, as well as on its FY 2022 CHNA.

[2] Bowdoin Street Health Center, a member of CCA, is owned and licensed by BIDMC and is not a federally qualified health center.

SECTION III: COMMUNITY HEALTH NEEDS ASSESSMENT

The FY 2022 Community Health Needs Assessment (CHNA) along with the associated FY 2023-2025 Implementation Strategy was developed over a twelve-month period from September 2021 to September 2022. These community health assessment, planning, and implementation efforts fulfill the Commonwealth of Massachusetts Attorney General's Office and federal Internal Revenue Service's (IRS) requirements. More specifically, these activities fulfill BIDMC's need to conduct a community health needs assessment, engage the community, identify priority health issues, inventory community assets, assess impact, and develop an Implementation Strategy. However, these activities are driven primarily by BIDMC's dedication to its mission, its covenant to cohorts who have been historically underserved, and its commitment to community health improvement.

As mentioned above, BIDMC's most recent CHNA was completed during FY 2022. FY 2022 Community Benefits programming was informed by the FY 2019 CHNA and aligns with BIDMC's FY 2020-FY2022 Implementation Strategy. The following is a summary description of the FY 2022 CHNA approach, methods, and key findings.

Approach and Methods
The FY 2022 assessment and planning process was conducted in three phases between September 2021 and September 2022, which allowed BIDMC to:

- assess community health, defined broadly to include health status, social determinants, environmental factors and service system strengths/weaknesses;
- engage members of the community including local health departments, clinical and social service providers, community-based organizations, community residents and BIDMC's leadership/staff;
- prioritize leading health issues/population segments most at risk for poor health, based on review of quantitative and qualitative evidence;
- develop a three-year Implementation Strategy to address community health needs in collaboration with community partners, and;
- meet all federal and Commonwealth Community Benefits requirements per the Internal Revenue Service, as part of the Affordable Care Act, the Massachusetts Attorney General's Office, and the Massachusetts Department of Public Health.

BIDMC's Community Benefits program is predicated on the hospital's commitment to promoting health and well-being, addressing health disparities, and working to achieve health equity. Health equity - the attainment of the highest level of health for all people - requires focused and ongoing efforts to address inequities and socioeconomic barriers to accessing care, as well as the current and historical discrimination and injustices that underlie existing disparities. Throughout the CHNA process, efforts were made to understand the needs of the communities that BIDMC serves, especially the population segments that are often

disadvantaged, face disparities in health-related outcomes, and who have been historically underserved. BIDMC's understanding of these communities' needs is derived from collecting a wide range of quantitative data to identify disparities and clarify the needs of specific communities and comparing it against data collected at the regional, Commonwealth and national levels wherever possible to support analysis and the prioritization process, as well as employing a variety of strategies to ensure community members were informed, consulted, involved, and empowered throughout the assessment process.

Between October 2021 and February 2022, BIDMC conducted 85 one-on-one interviews with key collaborators in the community, facilitated 22 focus groups with segments of the population facing the greatest health-related disparities, and community listening sessions that engaged 226 participants. In addition, BIDMC's BILH partners, BID Needham and LHMC, conducted a community health survey, which gathered information from more than 1,400 community residents from BID Needham's and LHMC's CBSAs, including 346 residents from Needham, 155 residents of Burlington, and 180 residents of Peabody. BID Needham and LHMC shared this information with BIDMC. The Boston Public Health Commission fielded a COVID-19 Health Equity Survey in December 2020/January 2021; as such, BIDMC, based on recommendations from the Boston CHNA-CHIP Collaborative Steering Committee, opted not to field the BILH Community Health Survey in Boston. This survey of a random sample of over 1,650 residents in multiple languages examined issues related to job loss, food insecurity, access to services, mental health, vaccination, and perceptions of risk around COVID-19. The North Suffolk Public Health Collaborative also fielded a community health survey. The survey collected data from 1,401 respondents from Chelsea, Revere, and Winthrop. Results were stratified by community, age group, gender, race, ethnicity, and language.

The articulation of each specific community's needs (done in partnership between BIDMC and community partners) is used to inform BIDMC's decision-making about priorities for its Community Benefits efforts. BIDMC works in concert with community residents and leaders to design specific actions to be collaboratively undertaken each year. Each component of the plan is developed and eventually woven into the annual goals and agenda for BIDMC's Implementation Strategy that is adopted by BIDMC's Board of Trustees.

Summary of FY 2022 CHNA Key Health-Related Findings

Equitable Access to Care

- Individuals identified a number of barriers to accessing and navigating the health care system. Many of these barriers were at the system level, meaning that the issues stem from the way in which the system does or does not function. System level issues included providers not accepting new patients, long wait lists, and an inherently complicated healthcare system that is difficult for many to navigate.
- There were also individual level barriers to access and navigation. Individuals may be uninsured or underinsured, which may lead them to forego or delay care. Individuals may also experience language or cultural barriers - research shows that these barriers

contribute to health disparities, mistrust between providers and patients, ineffective communication, and issues of patient safety.

Social Determinants of Health

- The social determinants of health are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. These conditions influence and define quality of life for many segments of the population in the CBSA. Research shows that sustained success in community health improvement and addressing health disparities relies on addressing the social determinants of health that lead to poor health outcomes and drive health inequities. The assessment gathered a range of information related to economic insecurity, education, food insecurity, access to care/navigation issues, and other important social factors.
- There is limited quantitative data in the area of social determinants of health. Despite this, information gathered through interviews, focus groups, survey, and listening sessions suggested that these issues have the greatest impact on health status and access to care in the region - especially issues related to housing, food security/nutrition, and economic stability.

Mental Health and Substance Use

- Anxiety, chronic stress, depression, and social isolation were leading community health concerns. The assessment identified specific concerns about the impact of mental health issues for youth and young adults, the mental health impacts of racism, discrimination, and trauma, and social isolation among older adults. These difficulties were exacerbated by COVID-19.
- In addition to the overall burden and prevalence of mental health issues, residents identified a need for more providers and treatment options, especially inpatient and outpatient treatment, child psychiatrists, peer support groups, and mental health services.
- Substance use continued to have a major impact on the CBSA; the opioid epidemic continued to be an area of focus and concern, and there was recognition of the links and impacts on other community health priorities, including mental health, housing, and homelessness. Individuals engaged in the assessment identified stigma as a barrier to treatment and reported a need for programs that address common co-occurring issues (e.g., mental health issues, homelessness).

Complex and Chronic Conditions

- Chronic conditions such as cancer, diabetes, chronic lower respiratory disease, stroke, and cardiovascular disease contribute to 56% of all mortality in the Commonwealth

and over 53% of all health care expenditures ($30.9 billion a year). Perhaps most significantly, chronic diseases are largely preventable despite their high prevalence and dramatic impact on individuals and society.

For more detailed information, see the full FY 2022 BIDMC Community Health Needs Assessment and Implementation Plan Report on the hospital's website.

SECTION IV: COMMUNITY BENEFITS PROGRAMS

Priority Health Need: Access to Care **Program Name: Community Based Primary and Specialty Care**		
Brief Description or Objective	Community Health Centers (CHC) are in a unique position to provide accessible, culturally sensitive, linguistically appropriate primary care and specialty care services, including outreach, preventive, and enabling services to diverse medically underserved communities. The health centers that BIDMC supports are rooted in their communities, understand the unique social, cultural, and health-related needs of those they serve, and are better equipped than any organization to meet these needs. A number of BIDMC specialties (e.g., OB/GYN, Infectious Disease, etc.) and ancillary services (e.g., radiology, lab) are provided on-site at the health centers. The CHCs also have access to teaching and growth opportunities including the Linde Family Fellowship Program (LFFP). The LFFP provides early and midcareer physician leaders with an opportunity to develop expertise and skills in primary care leadership, including practice management and innovation.	
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention	☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By the end of FY22, BIDMC will increase the number of patients receiving primary care, OB/GYN, and specialty care at affiliated CHCs from 119,184 patients in FY21.	In FY22, the number of patients seen at affiliated CHCs increased to 125,946.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, BIDMC will increase the number of specialists practicing at CHC sites from 31 in FY21.	In FY22, 35 BIDMC specialists practiced at CHC sites.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care
Program Name: Primary Care Navigation

Brief Description or Objective	In collaboration with Beth Israel Lahey Health, primary care sites within the BIDMC network are enhancing their existing care model at the sites serving the largest number of Black and Hispanic patients with uncontrolled diabetes. These sites will embed a clinical pharmacist and a patient navigator within the care team to improve patient access and reduce barriers to implementing diabetes care plans.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
At the participating primary care sites, achieve at least a 20% reduction in A1c level among Black and Hispanic patients with A1c > 9% in FY22.	As of October 2022, the percentage of Black patients with A1c level > 9% decreased by 8.9%, and the percentage of Hispanic patients with A1c level > 9% decreased by 7.8%.	Program Year: Year 1 Of X Years: Year 2 Goal Type: Outcome Goal
At the participating primary care sites, achieve at least a 20% reduction in rates of no-documented A1c-test among Black and Hispanic patients in FY22.	As of October 2022, the percentage of Black patients with missing A1c tests decreased by 18.5%, and the percentage of Hispanic patients with missing A1c tests decreased by 16.7%.	Program Year: Year 1 Of X Years: Year 2 Goal Type: Process Goal

Priority Health Need: Access to Care **Program Name: Community Care Alliance**	
Brief Description or Objective	BIDMC was instrumental in helping its affiliated and/or licensed health centers form a network called the Community Care Alliance (CCA). By collaborating on clinical and administrative issues, the CCA helps its members continue to provide high-quality, cost-effective healthcare services by collectively contracting for services and funding, as well as sharing resources and expertise for the benefit of their patients and communities. BIDMC is committed to strengthening the capacity of its five affiliated CHCs in the CBSA: Bowdoin Street Health Center (BSHC), The Dimock Center, Fenway Health and Sidney Borum Jr. Health Center, Charles River Community Health (CRCH), and South Cove Community Health Center. The partnership takes many forms: recruitment, retention, financial support and credentialing of physicians and mid-level providers, BIDMC admitting privileges and access to managed care contracts, Harvard Medical School appointments and teaching opportunities, BIDMC-sponsored educational programs, and access to Up-to-Date. BIDMC's Mystery Shopping process ensures that ambulatory sites are adhering to quality standards related to patient safety and satisfaction. By engaging a team of "mystery shoppers" to monitor incoming patient calls, BIDMC provides prompt feedback to health center staff in order to improve responsiveness and the ability to provide efficient, patient-focused assistance at every interaction.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, BIDMC's Mystery Shopping team will shop BSHC four times each month, totaling 48 shops per year.	The Mystery Shopping team shopped BSHC four times each month, totaling 48 shops per year.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC specialists will practice at CCA health centers.	In FY22, 35 BIDMC specialists practiced at CCA health centers.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will conduct 12 Office of the Inspector General (OIG) reviews on CHC employee and vendor lists, to ensure compliance with state and federal standards.	BIDMC has continued monthly regulatory OIG reviews for all CHC personnel and vendors.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care **Program Name: Trauma, Emergency Management and Public Health Surveillance**	
Brief Description or Objective	BIDMC's robust Emergency Management program is highly involved in local, city, state, and regional emergency preparedness systems and a leader in the hospital emergency management field. BIDMC is a regular participant in citywide committees, drills, task forces, project and plan development, and meetings including those for citywide mass casualty events. This program includes BIDMCs health center partners in planning, training, and exercises. During the COVID-19 pandemic response, BIDMC Emergency Management has continuously been in contact with citywide hospitals, public health entities, education partners, and first responder agencies.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☒ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, BIDMC will conduct a multi-unit evacuation exercise after conducting thorough Evacuation Plan review with key support stakeholders and training frontline staff in the use of evacuation equipment.	Goal was completed with the successful evacuation functional exercise in September 2022.	Program Year: Year 1 Of X Years: Year 1 Goal Type: Process Goal

Priority Health Need: Access to Care **Program Name: Culturally and Linguistically Responsive Care**		
Brief Description or Objective	BIDMC was one of the first hospitals with an Interpreter Services Department and has a proven track record in helping patients overcome linguistic barriers to care, expanding interpreter services capacity and resources every year. Free interpreter services are available to non-English speaking, limited-English speaking, deaf, and hard-of-hearing patients. These services are provided in person; by phone using a portable speaker phone to connect patients, their care team, and an interpreter; and through a video-based remote interpreter service using a computer to connect patients with an interpreter. Professional interpretation services in hundreds of languages are available 24/7.	
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention	☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, BIDMC will increase Interpreter Services department interactions.	The number of interpreter services interactions (in-person, telephone, video, and ASL) totaled 299,428 in FY22 compared to 271,357 in FY21.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, BIDMC Interpreter Services will decrease average response time to below 5 minutes for staffed languages.	In FY22 BIDMC achieved its goal of decreasing average response time to under 4 minutes for staffed languages.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care
Program Name: Geographically Isolated Communities

Brief Description or Objective	To address access to care challenges in the Outer Cape region, BIDMC continues to offer on-site medical specialty care services, including infectious disease services, digital radiology and mammography screening. BIDMC continues to support the Med-Flight helicopter program which transports those living in isolated areas that need emergency medical services. For patients and families who are a long distance from home, BIDMC provides housing assistance through programs such as Hospitality Homes or specially adapted apartments for those undergoing bone marrow transplantation. A staff member helps patients find lodging with Room Away from Home.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
BIDMC will continue to address unmet medical needs for rural Cape Cod.	In FY22, BIDMC continued to address unmet needs for rural Cape Cod.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
BIDMC will continue to provide access for remote communities to quaternary care.	In FY22, BIDMC continued to provide access for remote communities to quaternary care.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
Each year the BIDMC Social Work Department will provide housing support to patients in need of short- or long-term housing.	In FY22 housing support was provided to 54 individuals.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care
Program Name: Care Connection

Brief Description or Objective	Care Connection is a dedicated resource to help patients and/or their referring physicians connect to primary and specialty care service. A number of services benefit the Community Health Centers (CHC) and their patients, including the Find a Doctor call center, the Doctor-to-Doctor call center, and Care Connections Inpatient Discharge Follow Up program that helps CHC patients who were admitted to BIDMC arrange follow-up care after discharge.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
The Care Connection department offers a number of services that benefit the CHCs and aims to provide consistent level of service.	The Care Connection department is currently at the end stage of installing the Salesforce application software for more efficient workflows and consistent levels of service.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
BIDMC's Care Connection Department will facilitate access through referrals to and from community primary care providers.	The Care Connection call center made 1,162 appointments/referrals to or from CHCs in FY22.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In the Doc-to-Doc Group, BIDMC's Care Connection Department will answer 85% of calls with an abandonment rate of 1% in FY22.	In FY22, the Doc-to-Doc group of the BIDMC Care Connection Department processed 2,377 calls with a service level of 85% and an abandonment rate of 1%.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In the Find a Doc group, BIDMC's Care Connection Department will answer 78% of calls with an abandonment rate of 3.9% in FY22.	In FY22, the Find a Doc group of the BIDMC Care Connection Department processed 10,838 calls with a service level of 78% and abandonment rate of 3.9%.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care **Program Name: Seamless Continuity of Care**		
Brief Description or Objective	As patients move between community-based and hospital-based care (ambulatory specialty care, Emergency Department (ED) or inpatient hospitalization), it is imperative that providers in both settings have accurate, real-time clinical information. BIDMC has harnessed technology to ensure this communication through Health Information Exchange (HIE) enhancements. BIDMC also remains an important part of the Commonwealth's state healthcare information exchange (Mass HIWay). BIDMC provides ongoing reference lab services to The Dimock Center and South Cove Community Health Center, with results being delivered directly to each site's electronic health record (EHR) via an electronic interface.	
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention	☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
Through FY22, BIDMC will continue to contribute to the Mass HIWay initiative.	BIDMC continues to share Meaningful Use data, including immunizations and public health surveillance data with the state via the Mass HIWay. BIDMC continues to work with the CHCs on their connections to the HIWay.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
Through FY22, BIDMC will continue sending inpatient and ED discharge summaries with the expanded primary care network.	BIDMC continues to share patient's daily discharge information with an expanded primary care network including BIDHC and Atrius Health.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care
Program Name: Care to Uninsured and Underinsured in Underserved Communities

Brief Description or Objective	BIDMC's on-site retail pharmacy and specialty pharmacy has a patient co-payment assistance program for patients with family income at or below 300% of the federal poverty level. The retail pharmacy is registered as a Health Safety Net (HSN) pharmacy and provides courtesy fills for low-income patients to ensure those without insurance leave with their medication. To support patients in accessing medications through the HSN pharmacy program, BIDMC employs patient assistance staff. BIDMC also subsidizes inpatient psychiatric services for those most in need by providing compassionate and evidence-based treatment to patients who present as a threat to themselves or others, or who are unable to care for themselves due to mental illness. Additionally, throughout BIDMC's Community Benefits Service Area, BIDMC subsidizes primary care services provided by BIDMC's Affiliated Physicians Group and Healthcare Associates (HCA).
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
BIDMC Pharmacy will expand services to Bowdoin Street Health Center including Medication Authorization, patient assistance, and an ambulatory clinical pharmacist.	BIDMC Pharmacy expanded these services to Bowdoin Street Health Center.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
BIDMC will screen and enroll eligible patients into entitlement programs.	Staff screened 315,578 patients for eligibility and enrolled 31,251 patients into entitlement programs. Of these patients 15,703 were enrolled in MassHealth and 6,639 uninsured patients utilized Health Safety Net.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
The Retail pharmacy will aim to meet 100% of requests for adherence packaging and talking scripts and provide home delivery for patients with difficulty accessing the medical center for pick up.	The Retail pharmacy is meeting requests for adherence packaging, talking scripts and providing home delivery.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Access to Care **Program Name: Boston Healthy Start Initiative**	
Brief Description or Objective	The Boston Healthy Start Initiative (BHSI) is a grant funded program designed to improve birth outcomes and eliminate birth outcome disparities among women in Boston. BHSI allows Bowdoin Street Health Center (BSHC) to provide a dedicated Community Health Worker (CHW) to support its high-risk prenatal patients. As one of five sites funded by the Boston Public Health Commission, BSHC serves pregnant Black women by providing support and case management, making connections to a skilled public health nurse, engaging and supporting fathers or significant others, and providing support around maternal and child nutrition, including breastfeeding support.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By the end of FY22, the Healthy Start Family Partner will serve 100 clients total including 50 pregnant and 50 others (interconception/parenting).	In FY22, the Family Partner served 251 total patients including 104 prenatal mothers, 48 postnatal mothers, and 99 children.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Chronic Disease Management **Program Name: Diabetes, Hypertension, and Asthma**	
Brief Description or Objective	With more than 50% of disease attributable to health behaviors, BIDMC and its affiliated and/or licensed Community Health Center (CHC) providers collaborate on interventions to promote positive behavior change and eliminate barriers to adopting healthier lifestyles. BIDMC's affiliated federally qualified health centers (FQHC) also screen and educate patients for diabetes, hypertension and asthma, provide evidence-based care and treatment, and work with BIDMC to ensure access to needed specialty care. BIDMC also supports the Live and Learn Diabetes Program at Charles River Community Health (CRCH), which proactively contacts diabetes patients who are overdue for care.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By 9/30/2022, <30% of CRCH patients ages 18-75 with a diagnosis of diabetes will have HBA1c > 9% or no test recorded.	For the year, 31.5% of CRCH patients ages 18-75 with a diagnosis of diabetes had an HBA1c>9% or no test recorded. The metric was met for three of the four quarters. In August CRCH implemented its diabetes interdisciplinary team consisting of a provider, medical assistant, nurse educator, behavioral health clinician and community health worker. Additionally, CRCH will be implementing a clinical pharmacy program and will assign a pharmacist to work with the team.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal
By 9/30/2022, 75% of CRCH patients 18-85 years of age with hypertension will have hypertension controlled (<140/90).	For the year, 55% of patients 18-85 years of age with hypertension were in control. Q3 and Q4 showed increased percentages (61.5 and 66.70 respectively). CRCH now has an interdisciplinary primary care team in place to work to improve scores.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal
By 9/30/22, 100% of CRCH Medical Assistants (MAs) will be trained to use EMR prompts to identify health center patients with diabetes when they come in for care for any reason.	CRCH is currently meeting this metric. Additionally, they have established a diabetes primary care team with an assigned MA to assist with pre-visit planning and follow-up.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

By 9/30/22, CRCH MA's will proactively reach out to patients in need of care by using diabetes registry and documentation of A1C checks within the last 12 months, with a goal of 69%.	CRCH MA's reached out to patients in need of care.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, CRCH will hold at least two Diabetes Nurse Education sessions.	In FY22, CRCH held 17 Diabetes Nurse Education sessions in Brighton and Waltham (combined).	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, the percent of CCA FQHC adults with diabetes whose condition is controlled (HbA1c < 9) will be higher than 70%.	In FY22, the percent of CCA FQHC adults with diabetes whose condition was controlled (HbA1c < 9) was 70%.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal
In FY22, the percent of CCA FQHC adults with hypertension whose blood pressure is < 140/90 will increase from 51% in FY21.	In FY22, the percent of CCA FQHC adults with hypertension whose blood pressure was < 140/90 was 59%.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal
The affiliated federally qualified health centers will continue to serve patients with diabetes, hypertension, and asthma.	The health centers collectively served 7,844 patients with diabetes; 16,528 patients with hypertension; and 4,061 patients with persistent asthma in FY22.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Chronic Disease Management **Program Name: Community Health Workers**	
Brief Description or Objective	The Community Health Worker (CHW) program at Bowdoin Street Health Center (BSHC) involves integrating a CHW into the care of patients with complex medical and social needs who often struggle with adherence to care. CHWs work alongside medical home team-based nurse care managers and social workers to provide integrated care management to existing high risk patients referred by the multidisciplinary Care Management Team (CMT) and providers.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By the end of FY22, BSHC CHWs will provide supportive intervention to at least 200 referred patients.	In FY22, CHWs responded to 533 patient referrals.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, CHWs will respond to at least 100 on-call requests for intervention.	In FY22, CHWs responded to 45 on-call requests for intervention.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
Throughout FY22, each CHW will carry a case load of at least 30 patients and provide ongoing support and intervention to those 30 patients.	In FY22, CHWs carried an average case load of at least 20 patients and provided ongoing support and intervention to those patients.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Chronic Disease Management
Program Name: Reducing Disproportionate Burden of Cancer in Diverse Communities

Brief Description or Objective	BIDMC's Social Work department supports cancer patients by helping them understand social security benefits, disability benefits, insurance coverage and other financial programs. Additionally, they provide temporary housing to individuals undergoing treatment. Patients and families are also connected to individuals who have been in similar circumstances for support.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
In FY22, BIDMC will increase the number of mammograms done at CHCs from 350 mammograms at Fenway Health, and 756 mammograms at South Cove Community Health Center in FY21.	On-site mammography services were offered at Fenway Health and South Cove Community Health Center. In FY22, 747 patients received mammograms at Fenway Health and 4,718 patients received mammograms at South Cove Community Health Center.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
Each year BIDMC patients will have access to a Cancer Patient Navigator.	In FY22, the BIDMC Cancer Patient Navigators worked with 211 unique patients and totaled 573 encounters.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC's Social Work Department will offer cancer support groups.	In FY22, BIDMC offered 4 types of cancer support groups.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will provide low-income individuals with mammograms.	In FY22, BIDMC provided 3,163 mammograms to low-income individuals.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will provide low-income individuals with colon cancer screenings.	In FY22, BIDMC provided 2,463 colon cancer screenings to low-income individuals.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will participate in the Patient Navigator Network.	In FY22, the Patient Navigator Network met virtually to discuss barriers and solutions to ensure quality and effective integration of navigation services.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Chronic Disease Management
Program Name: HIV/HCV Coinfection Screening, Prevention, and Treatment

Brief Description or Objective	A BIDMC infectious disease consultant is contracted with The Dimock Center to provide screening, care, and education regarding Human Immunodeficiency Virus (HIV)/Hepatitis C Virus (HCV) co-infection on-site at The Dimock Center every week. The care and service include a special focus on access to care, initiation, and completion of state-of-the-art HCV therapy. Making these services available at The Dimock Center reduces access barriers for patients who are particularly vulnerable and who otherwise might not receive the latest regimen or be able to access or complete treatment. This program also has a BIDMC infectious disease liaison from The Dimock Center to the BIDMC Liver Center for full engagement and advocacy for vulnerable patients to promote successful treatment outcomes.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
By the end of FY22, The Dimock Center will screen over 80% of HIV+ patients for HCV.	96% of HIV+ patients were screened for HCV.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, the number of visits to The Dimock Center attended by an infectious disease physician will be 50 visits over 6 months.	93 visits were attended by an infectious disease physician in the last 6 months of FY22.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, the number of HIV/HCV co-infected patients who have begun HCV treatment will be at least 4.	The number of HIV/HCV co-infected patients who have begun HCV treatment was 3.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Active Living and Healthy Eating Programs

Brief Description or Objective	The Wellness Center at Bowdoin Street Health Center (BSHC) contains a demonstration kitchen, a large exercise room for dance and physical activity classes, and a gym with work-out equipment. The Wellness Center offers Bowdoin/Geneva residents the opportunity to learn and practice healthy habits in their own neighborhood. The Fitness in the City (FITC) program offered by BSHC is a team-based approach to weight management that actively involves a provider, nutritionist, and case manager in ongoing care planning for each participant. The intervention includes referrals to physical activities, connection to nutrition resources, and referral to mental health counseling when appropriate. Body Mass Index (BMI) checkups for all children who are obese or at-risk for obesity are monitored on a regular basis. To address food insecurity, BSHC partners with local organizations to increase access to healthy foods. Fair Foods is a community-based organization that works with other non-profits, community groups and religious organizations to distribute fruits and vegetables to Boston-area residents. BSHC has partnered with the Boston Public Health Commission to distribute Farmers Market coupons that can be used at any City of Boston Farmers Market during summer and fall. Information about additional food-related resources such as food distribution sites and EBT and SNAP is also made available in multiple languages. To address food insecurity caused and/or exacerbated by COVID-19, BIDMC partnered with Community Health Centers (CHC) and other organizations to improve food access. The Dimock Center addressed food insecurity among patients and community residents through a gift-card based program which provides flexibility and independence for individuals to purchase necessary food and household items.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
In FY22, BSHC will provide case management for youth ages 5 - 18 to address issues related to childhood obesity.	In FY22, youth met virtually and participated in facilitated group discussions with topics ranging from healthy eating to stress caused by COVID-19.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BSHC will distribute farmer's market coupons for individuals to use at City of Boston Farmers Markets.	BPHC provided 250 booklets per month of $50 coupons that could be used at any City of Boston Farmers Market during the summer and fall. BSHC participated in its distribution campaign from July 2022 – October 2022.	Program Year: Year 1 Of X Years: Year 1 Goal Type: Process Goal

In FY22, BSHC will distribute healthy food to Boston-area residents.	In FY22, BSHC purchased 300 bags through Fair Foods and distributed them free to patients and community members.	Program Year: Year 1 Of X Years: Year 1 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health **Program Name: Public Safety**	
Brief Description or Objective	Public safety is of concern within BIDMC's local neighborhoods, including the Bowdoin/Geneva area. BIDMC's police and public safety presence contributes to a sense of well-being. The medical center has an excellent cooperative working relationship with the Boston Police Department (BPD) and provides support in the Longwood Medical Area and to Bowdoin Street Health Center (BSHC). BIDMC's officers are deputized by the Suffolk County Sheriff's Department and granted special police powers by the Massachusetts State Police.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22 Public Safety will implement a preventive maintenance schedule for all exterior call boxes, parking garage call boxes and panic switches at nurse's stations and admin areas.	No updates to this goal due to staff shortages.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Environmental Sustainability

Brief Description or Objective	BIDMC is actively engaged in creating a vibrant, sustainable community that fosters healthy lifestyles, enhances quality of life, and improves environmental conditions. BIDMC collaborates with grass-roots level partners and city and state government to address environmental determinants that impact health status. As part of BIDMC's commitment to enhancing the physical environment, BIDMC maintains bus stops, Joslin Park, and other green spaces near its campus. Within the hospital, BIDMC is implementing an Environmental Strategic Plan, spearheaded by BIDMC's multi-departmental Sustainability Committee. BIDMC's operational practices will have a direct impact on its communities and BIDMC will always have the responsibility to evaluate business practices to ensure that "we do no harm" for the future of our patients and our staff. BIDMC is committed to conserving natural resources, reducing its carbon footprint, fostering a culture of sustainability, and advancing cost-saving opportunities. BIDMC pledges to continually improve environmental performance by balancing economic viability with environmental responsibility.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
By 2025, BIDMC will reduce employee single-occupancy vehicle rate and vehicle miles traveled by cumulative goal of 15% from a baseline of 2019.	Single-occupancy vehicle rate increased by 7.8% and vehicle miles also increased by 5.3%	Program Year: Year 3 Of X Years: Year 4 Goal Type: Outcome Goal
By 2030, BIDMC will reduce organizational emissions by 50% and achieve net-zero by 2050 from a baseline of 2016.	BIDMC reduced organizational emissions by 17.3% in FY22 from a baseline of 2016.	Program Year: Year 3 Of X Years: Year 9 Goal Type: Outcome Goal
By 2030, BIDMC will have achieved Zero Waste (80% diversion from landfill or incineration).	BIDMC achieved 56.8% diversion in FY22 (increased 6% from FY21).	Program Year: Year 3 Of X Years: Year 9 Goal Type: Process Goal
By the end of FY22, BIDMC Food Services will increase total sustainable and local food & beverage spend to over 20%.	BIDMC purchased 17.7% sustainable and local food & beverage in FY22 (increased 1.7% from FY21).	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal

Priority Health Need: Social Determinants of Health **Program Name: Village in Progress Program in Bowdoin/Geneva Neighborhood**	
Brief Description or Objective	Bowdoin Street Health Center's (BSHC) Village in Progress (VIP) program supported by the Boston Public Health Commission works to prevent violence by building knowledge, capacity, and community cohesion, while also providing tools and improving health care access. The Bowdoin/Geneva VIP outreach team includes a resident Block Captain and a VIP Coordinator who engage in a door-to-door campaign and community organizing activities. Particular focus areas of VIP are to strengthen resident and community engagement; increase access to leadership opportunities for youth; coordinate community actions in the event of homicides and shootings to promote peace and non-violence; and a commitment to changing the expectation of violence in the community to ensure residents in the Bowdoin/Geneva neighborhood have access to quality services, resources, and support.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By the end of FY22, VIP will continue to sustain communities and empower residents by building knowledge, capacity, and community.	VIP continues to sustain communities and uplift residents.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Center for Violence Prevention and Recovery

Brief Description or Objective	Through its Center for Violence Prevention and Recovery (CVPR), BIDMC leads the way in developing a continuum of education, outreach, and treatment interventions to respond to victims of interpersonal, sexual, community violence, and homicide bereavement. It is also a leader in developing programming to address secondary traumatic stress among domestic violence and medical service providers. In response to sexual, domestic, and/or interpersonal violence, CVPR provides individual and group support and counseling (inpatient and outpatient), trauma-informed policies and programs, and advocacy. For those patients with severe safety concerns following interpersonal assault, BIDMC provides Safebeds, a place for a survivor to remain in the hospital overnight. CVPR's community violence initiatives include neighborhood-based support groups, individual counseling, outreach, training, and advocacy. CVPR's human trafficking intervention program will provide training to medical professionals and offer identification and acute intervention for patients entering the medical system.
Program Type	☐ Direct Clinical Services ☒ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
By the end of FY22, CVPR will provide support and therapeutic intervention to victims of domestic violence, sexual assault and community violence in the Greater Boston Area.	CVPR provided support to 606 victims of domestic, sexual, and community violence in the Greater Boston area in FY22.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, CVPR will provide services to survivors of sexual violence in the Emergency Department.	In FY22, CVPR provided direct services to 29 survivors of sexual violence.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
CVPR will provide free overnight stays for domestic violence victims without safe shelter.	In FY22, CVPR provided free overnight stays to 9 domestic violence victims who were without safe shelter.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, CVPR will provide education and outreach services to 50 health centers, colleges and universities, and other community groups around sexual assault, interpersonal violence, community violence, secondary traumatic stress, and human trafficking.	In FY22, CVPR provided training to 33 employees in health centers, colleges and universities, and other community groups around sexual assault, interpersonal violence, community violence, secondary traumatic stress, and human trafficking.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

By the end of FY22, CVPR will provide 50 peace circles to community members in the Greater Boston area.	In FY22, CVPR provided 33 peace circles to community members in the Greater Boston area. This goal was impacted by staffing issues.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health **Program Name: Neighborhood Trauma Team**	
Brief Description or Objective	Bowdoin Street Health Center (BSHC) is the lead agency for the Bowdoin Geneva Greater Four Corners Neighborhood Trauma Team (NTT). As the lead healthcare agency, BSHC partners with Greater Four Corners Action Coalition (GFCAC) and provides outreach to individuals, families, and neighborhoods impacted by community violence. The NTT functions as a hub team comprised of a licensed clinical social worker, a Family Partner/Community Health Worker, other staff members throughout the health center, and community organizers from GFCAC. The NTT assesses trauma-related community needs to support and deliver prevention, response, and short- and long-term recovery services. These services are intended to support existing neighborhood strategies and all services are free and private to residents impacted by community violence.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
By the end of FY22, NTT will respond to every incident of homicide or stabbing within BSHC's catchment area and offer outreach to victims and impacted residents.	NTT responded to 22 incidents occurring within the BSHC catchment area.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, BSHC will provide direct therapeutic sessions to children, adults, and their families who have been impacted by violence.	BSHC provided direct therapeutic sessions to children, adults, and families impacted by violence.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Youth Leadership

Brief Description or Objective	The Youth Leadership Program (YLP) at Bowdoin Street Health Center (BSHC) serves youth ages 14-17 and is focused on helping teens in the Bowdoin/Geneva neighborhood develop strong personal leadership skills, contribute to positive community change and violence prevention, while earning a stipend in the process. BIDMC and YMCA Achievers are collaborating to meaningfully engage with youth from BIDMC's Community Benefits Service Area to inform the Community Health Needs Assessment. Youth gain work experience and knowledge about how healthcare institutions in their neighborhoods influence community health while providing valuable input and insights to inform BIDMC strategy.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
YLP will recruit youth leaders to participate in a 12-week session to learn about creating peaceful communities, financial literacy, civics, healthy eating and nutrition and health education for teens.	23 youth leaders were recruited in FY22.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will increase youth engagement in the Community Health Needs Assessment process.	In collaboration with the YMCA of Greater Boston, BIDMC worked with five youth to provide work experience and involve them in the triennial Community Health Needs Assessment.	Program Year: Year 2 Of X Years: Year 2 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Education and Workforce Development

Brief Description or Objective	BIDMC is strongly committed to workforce development programs that enhance the skills of its diverse employees and provide career advancement opportunities. BIDMC offers incumbent employees pipeline programs to train for professions such as a Patient Care Technician, Central Processing Technician and Associate Degree Nurse Resident. BIDMC's Employee Career Initiative provides career and academic counseling, academic assessment, and pre-college and college-level science courses to employees at no charge, along with tuition reimbursement, competitive scholarships and English for Speakers of Other Languages (ESOL) classes. BIDMC is also committed to making employment opportunities available to qualified community residents through training internships conducted in partnership with community agencies and hiring candidates referred by community programs. Lastly, BIDMC provides paid summer jobs to introduce high school students to careers in the medical field.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
In FY22, Workforce Development will continue to encourage community referrals and hires.	In FY22, 85 job seekers were referred to BIDMC and 18 referrals from our community partners were hired.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, Workforce Development will continue to hire young people from the community for summer jobs, returning to an in-person format.	In FY22, Workforce Development hired 27 high school aged young people referred by our community partners for paid summer jobs.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Outcome Goal
In FY22, Workforce Development will offer two paid trainings for community members to train to Patient Care Technician (PCT) roles.	In FY22, BIDMC trained 21 community members to the PCT role and hired 20 community members to that role.	Program Year: Year 1 Of X Years: Year 1 Goal Type: Process Goal
In summer 2022 BIDMC will host 20 students in the Summer Health Corps program which provides teenagers with education about healthcare careers through service, career panels, mentoring and tours. 25% of participants will be from the CBSA.	In Summer 2022, BIDMC hosted 20 students in the Summer Health Corps program.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Community-based Health Initiative: Housing Affordability Grants

Brief Description or Objective	BIDMC, through its Community-based Health Initiative (CHI), is investing in local organizations to reduce homelessness, reduce displacement, and increase home ownership by low-income individuals and families. To date, BIDMC has awarded funds to seven organizations for a three-year grant period which began January 2021. The funded organizations are: • Asian Community Development Corporation (ACDC): Working with the Chinese Progressive Association (CPA) to help low-income immigrants in Chinatown achieve housing stability and reduce displacement • BAGLY: Launching Host Homes (HH) program to support unstably-housed and homeless LGBTQ+ youth between the ages of 18-24 • Bridge Over Troubled Waters: Expanding outreach efforts to homeless youth and young adults (YYA) to provide housing interventions to those reached • City Life/Vida Urbana: Working to stabilize low-income families by halting a wave of current and expected no-fault evictions caused by rapid development through its Anti-Displacement Zones for Health: Roxbury program • Fenway Community Development Corporation (FCDC): Changing city and state housing policy to stop displacement through coalition-based tenant and resident organizing • Metro Housing|Boston: Conducting a rigorous study to determine if modifying the rent calculation in the Housing Choice Voucher Moving to Work program will have an impact on reducing cliff effects for working families • Opportunity Communities: Piloting a home ownership program to benefit households harmed by housing discrimination BIDMC also awarded funding to the Upstream Fund of the Innovative Stable Housing Initiative (ISHI). The Upstream Fund invests in organizing and coalition building efforts that are geared towards advancing policy and systems change, within and across four areas of focus: anti-displacement; tenant protections; community control of land; and asset building.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**

Over the grant period, CHI grantees will make progress toward reducing homelessness, reducing displacement, increasing homeownership, and implementing advocacy/policy change to address housing affordability for residents who live, work, and play in Boston.	CHI grantees have begun program implementation and data collection to measure progress against this goal. As of the end of FY22, the housing grantees had enrolled 345 participants in their programs, hired 12 staff, and trained 152 staff/volunteers.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Outcome Goal
Over the grant period, CHI grantees will increase their evaluation capacity.	CHI grantees increased their evaluation capacity by attending 5 Evaluation Learning Collaborative sessions and participating in quarterly individual technical assistance meetings with CHI independent evaluator.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Community-based Health Initiative: Jobs and Financial Security Grants

Brief Description or Objective	BIDMC, through its Community-based Health Initiative, is investing in local organizations to increase employment and earnings and increase financial security. To date, BIDMC has awarded funds to six organizations for a three-year grant period which began January 2021. The funded organizations are: • BAGLY: Providing wraparound services to Host Home participants including, but not limited to, job preparedness and skill building • Bridge Over Troubled Waters: Providing evidence-based services to homeless youth for acquisition of job-specific and soft skills • Community Servings: Launching a food-based social enterprise as part of the re-design of its Teaching Kitchen culinary training transitional jobs program • English for New Bostonians: Expanding the English for Immigrant Entrepreneurs program that enables business owners/employees/aspiring entrepreneurs to improve English, expand customer markets, access business assistance, and support recovering local economies • Metro Housing|Boston: Reimbursing the difference between pre-tax gross and post-tax net income on a monthly basis to show the long-term financial impact of providing equal financial opportunity to working families • Sociedad Latina: Expanding its Latino, English Learner, and Immigrant Youth program which allows youth to participate in year-round paid internships In addition, BIDMC awarded a three-year grant beginning January 2022 to La Colaborativa's year-round youth employment program.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
Over the grant period, CHI grantees will make progress toward increasing employment and earnings and increasing financial security for residents who live, work, and play in Boston.	CHI grantees have begun program implementation and data collection to measure progress against this goal. As of the end of FY22, the jobs and financial security grantees had enrolled 284 participants in their programs, hired 9 staff, and trained 39 staff/volunteers.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Outcome Goal
Over the grant period, CHI grantees will increase their evaluation capacity.	CHI grantees increased their evaluation capacity by attending 5 Evaluation Learning Collaborative sessions and participating in quarterly individual technical assistance meetings with CHI independent evaluator.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health **Program Name: Community-based Health Initiative: Healthy Neighborhoods**	
Brief Description or Objective	BIDMC, through its Community-based Health Initiative, launched its Healthy Neighborhoods Initiative (HNI) to build neighborhood and resident capacity and facilitate collective action to address neighborhood-specific concerns that may vary depending on geography, demographics, resource availability, and other factors. Selected collectives will use funds awarded through HNI to address specific opportunities in their community, drawing on the strengths found in each neighborhood.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, two community collectives in Boston developed project proposals based on community engagement activities and began implementation.	In FY22, the BIDMC Allocation Committee approved project proposals from Healthy Bowdoin Geneva and We're Here for You: Fenway/Kenmore. Both collectives began implementing their projects.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC's Allocation Committee will select two community collectives, one each from Chinatown and the City of Chelsea.	In FY22, BIDMC's Allocation Committee selected one community collective in Chinatown and one in the City of Chelsea.	Program Year: Year 1 Of X Years: Year 2 Goal Type: Process Goal
In FY22, two community collectives engaged with the community to determine priority areas for investment.	In FY22, the Chinatown HOPE and Chelsea HNI collectives each conducted inclusive, community-driven/led processes by holding at least three community engagement opportunities that were open to the public and advertised broadly to residents.	Program Year: Year 1 Of X Years: Year 2 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health **Program Name: Boston CHNA-CHIP Collaborative**	
Brief Description or Objective	The Boston CHNA-CHIP Collaborative, of which BIDMC is a founding member, is an initiative among a number of stakeholders - community organizations, health centers, hospitals and the Boston Public Health Commission - formed to undertake the first city-wide Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) for the City of Boston. This Collaborative aims to achieve the benefits of broad partnership around a Boston-based CHNA and CHIP, including deeper engagement of key community and organizational stakeholders; enhanced alignment of defined priorities and strategies; maximal allocation of resources; coordination of implementation strategies for collective impact and a healthier Boston.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☒ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, maximize resources from all entities and encourage collaborative initiatives.	Collaboration is taking place across working groups.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
BIDMC will participate in a city-wide CHNA-CHIP process that is transparent, inclusive and comprehensive.	BIDMC actively participated in the FY22 CHNA process and development of the FY23-25 CHIP. A representative from BIDMC co-led the community engagement working group.	Program Year: Year 1 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Social Determinants of Health
Program Name: Infrastructure to Support Community Benefits Collaborations across BILH Hospitals

Brief Description or Objective	All Community Benefits staff at each Beth Israel Lahey Health (BILH) hospital have worked together to plan, implement, and evaluate Community Benefits programs. Staff have worked together to conduct the FY22 Community Health Needs Assessment, understand state and federal regulations, build evaluation capacity, and collaborate on implementing similar programs. BILH, in partnership with Mass General Brigham (MGB), has developed a Community Benefits (CB) database. This database is part of a multi-year strategic effort to streamline and improve the accuracy of regulatory reporting, simplify the collection of and access to standardized CB financial data, and create a uniform, system-wide tracking and monitoring model.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☒ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
By September 30, 2022, in partnership with MGB, create and implement a database that collects all necessary and relevant IRS, AGO, PILOT, Department of Public Health (DoN), and BILH Community Benefits data to more accurately capture and quantify CB/CR activities and expenditures.	All FY22 regulatory reporting data were entered into the Community Benefits Database.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By September 30, 2022, plan and carry out the Community Health Needs Assessment and create the Implementation Strategy to address the priorities that is approved by the hospital Board of Trustees.	All 10 BILH Community Benefits hospitals received Board of Trustee approval on their Community Health Needs Assessment and Implementation Strategies.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Behavioral Health and Substance Use **Program Name: Community-Based Health Initiative: Behavioral Health Grants**	
Brief Description or Objective	BIDMC, through its Community-based Health Initiative, is investing in local organizations to increase access to high-quality and culturally and linguistically appropriate mental health and substance use services. To date, BIDMC has awarded funds to nine organizations: • African Community Development of New England (ACEDONE): Enhancing its current capacity to serve the mental health needs of the African immigrant community in Roxbury in culturally-informed ways • BAGLY: Providing free mental health and behavioral health wraparound services to Host Home participants • Boston Chinatown Neighborhood Center (BCNC): Expanding its capacity to provide Mental Health First Aid (MHFA) and hosting a series of virtual workshops to raise awareness on mental health issues and reduce the cultural stigma about seeking support services • Bridge Over Troubled Waters: Providing evidence-based behavioral health care, harm reduction, motivational interviewing, cognitive behavioral therapy, dialectical behavior therapy, and crisis prevention to homeless youth • Charles River Community Health (CRCH): Launching a bi-lingual/bicultural program to build its capacity to provide integrated care with the primary care providers that serve Limited English Proficient (LEP) patients • Fathers' Uplift: Providing a combination of emotional, behavioral, and physical health support for fathers struggling with substance abuse, trauma, racism, a history of incarceration, and/or systemic barriers • Greater Boston Chinese Golden Age Center (GBCGAC): Implementing Healthy IDEAS (Identifying Depression, Empowering Activities for Seniors), a depression self-management system designed to detect and reduce the severity of depressive symptoms in older adults with chronic conditions and functional limitations • North Suffolk Mental Health Association: Providing intensive case management exclusively for uninsured and underinsured Chelsea immigrant residents • The Family Van: Adapting and delivering Problem Management Plus (PM+), an evidence-based behavioral health intervention led by Community Health Workers for people experiencing mild to moderate depression and anxiety
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
Over the grant period, CHI grantees will make progress toward improving mental health and substance use outcomes for residents who live, work, and play in Boston.	CHI grantees have begun program implementation and data collection to measure progress against this goal. As of the end of FY22, the behavioral health grantees had enrolled 386 participants in their programs, hired 31 staff, and trained 172 staff/volunteers.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Outcome Goal
Over the grant period, CHI grantees will increase their evaluation capacity.	CHI grantees increased their evaluation capacity by attending 5 Evaluation Learning Collaborative sessions and participating in quarterly individual technical assistance meetings with CHI independent evaluator.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Behavioral Health and Substance Use **Program Name: Facilitating Access**	
Brief Description or Objective	To increase access to mental health services, BIDMC has implemented the Collaborative Care model, a nationally recognized primary care–led program that specializes in providing behavioral health services in the primary care setting. The services, provided by a Beth Israel Lahey Health licensed behavioral health clinician, include counseling sessions, phone consultations with a psychiatrist, and coordination and follow-up care. The behavioral health clinician works closely with the primary care provider in an integrative team approach to treat a variety of medical and mental health conditions. Bowdoin Street Health Center (BSHC) also works to integrate behavioral health services into their primary care clinic through the Integrated Behavioral Health Clinician (IBHC). The IBHC provides co-located, collaborative care within the primary care clinic and serves as a consultant to primary care staff to provide clinical interventions for patients that are based on brief, functional assessments rather than traditional specialty mental health assessments and interventions. BIDMC's Social Work department provides support groups to individuals to help establish a community of support. The hospital provides over 10 different support groups to provide a network for individuals experiencing medical difficulties ranging from cancer to pregnancy loss to COVID-19 survivors.
Program Type	☒ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, BIDMC will increase access to behavioral health services through the Collaborative Care model.	BIDMC provided behavioral health services to 933 patients in FY22 through the Collaborative Care model.	Program Year: Year 2 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, BSHC's Behavioral Health (BH) Team will provide at least 150 Integrated Behavioral Health Consultations in the Primary Care Clinic.	In FY22, BSHC's BH Team provided approximately 200 Integrated Behavioral Health Consultations in the Primary Care Clinic.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, the BSHC Primary Integrated Behavioral Health Clinician will provide at least 600 individual therapy sessions.	In FY22, the Primary Integrated Behavioral Health Clinician provided 699 individual therapy sessions.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
Every year the BIDMC Social Work Department will provide support groups for patients.	In FY22, the Social Work team held support groups that met 108 times, serving a total of 570 patients.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Behavioral Health and Substance Use **Program Name: Substance Use Services**		
Brief Description or Objective	Screening, Brief Intervention, and Referral to Treatment (SBIRT) is an evidence-based approach to the delivery of early intervention and treatment services for youth and people with substance use disorders and those at risk of developing substance use disorders. SBIRT screening quickly assesses severity of substance use and helps providers identify appropriate treatments. SBIRT is recommended by the Institute of Medicine. Patients are asked about alcohol use, and those with an identified issue are provided discharge instructions including contacts for alcohol use counseling. BIDMC also has an Opioid Care Committee that works to prevent Opioid Use Disorder and to improve the care of patients with an Opioid Use Disorder. The goals of the committee includes implementing a comprehensive team approach to addiction treatment; achieving best practices for opioid use in assessment, treatment, and continuity of care for acute and chronic pain management; improving management and control systems for opioid use and misuse; and complying with Federal and State regulatory requirements regarding opioid management.	
Program Type	☒ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention	☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	**Goal Status**	**Goal Year and Type**
In FY22, SBIRT will increase collaborations among internal and external partners.	SBIRT has increased collaboration with the psychology and addiction, med/surgery and emergency department teams. Additionally, they have strengthened relationships with the Dimock Center and Habit OPCO for outpatient treatment.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

Priority Health Need: Equitable Care
Program Name: Center for Diversity, Equity, and Inclusion

Brief Description or Objective	The Center for Diversity, Equity, and Inclusion, formerly the Office for Diversity and Inclusion, was created and charged with working with Department Chairs to increase recruitment and retention of under-represented minority and women faculty, and to oversee data collection on health care disparities at BIDMC. The Center for Diversity, Equity, and Inclusion actively participates in unconscious bias training and works with the Center for Education to improve recruitment and retention of medical professionals from underrepresented groups. The Center for Diversity, Equity, and Inclusion also participates in several informal activities and events aimed at increasing awareness of the relevance of professional diversity for the expert and compassionate treatment for BIDMC's diverse family of patients. Beth Israel Lahey Health (BILH) has also created a multi-year plan to guide its efforts to nurture and sustain a diverse, equitable and inclusive organizational culture and to make meaningful and lasting change for its patients, employees, and communities.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☐ Total Population or Community Wide Intervention ☒ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
By the end of FY22, a professional Underrepresented in Medicine (UriM) recruitment will be made with trainees from all departments.	The professional UriM recruitment video is 50% complete.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY23, a data-driven approach to the recruitment of URiM faculty will be developed. We expect a 15% increase in the number of URiM faculty recruited.	Not yet started.	Program Year: Year 1 Of X Years: Year 2 Goal Type: Process Goal

Priority Health Need: Equitable Care
Program Name: Evidence-Based Strategies and Research

Brief Description or Objective	The Institute of Medicine's report, Unequal Treatment, focused the nation's attention on disparate care and health outcomes among the U.S. populace. BIDMC's clinical and research community embraced the challenges of advancing knowledge about the root causes of racial and ethnic health disparities and developing evidence-based strategies to improve health status of affected groups. This research enterprise frequently extends beyond BIDMC's campus, involving collaboration with other Harvard Medical School (HMS) affiliates. The Dana Farber/Harvard Cancer Center (DF/HCC)'s Initiative to Eliminate Cancer Disparities is one example where seven institutions are working together on community education and outreach campaigns as well as efforts to make state-of-the-art cancer care accessible to communities of color through clinical trial enrollment and enhanced culturally competent care in hospitals. BIDMC also participates in the Boston Breast Cancer Equity Coalition (BBCEC), which is made up of Boston hospitals, MA Department of Public Health, Boston Public Health Commission and various other organizations that serve racially/ethnically diverse populations in Boston. The vision of the BBCEC is to eliminate the differences in breast cancer care and outcomes by promoting equity and excellence in care among all women of different racial/ethnic groups in the City of Boston.
Program Type	☐ Direct Clinical Services ☐ Community Clinical Linkages ☒ Total Population or Community Wide Intervention ☐ Access/Coverage Supports ☐ Infrastructure to Support Community Benefits

Program Goal(s)	Goal Status	Goal Year and Type
In FY22, BIDMC will advance knowledge about causes and remedies of health disparities.	Researchers/clinicians engaged in health disparities research efforts through 57 unique research studies.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
By the end of FY22, Nurse Navigators will identify and enroll 85 medically underserved patients with breast cancer in the social needs assessment program.	In FY22, Nurse Navigators enrolled the last cohort of BIDMC patients into the Translating Research into Practice program. Funding for this program ended in May 2022.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal
In FY22, BIDMC will participate in multi-institutional collaborations to reap synergies and share knowledge.	In FY22, BIDMC faculty and staff participated in DF/HCC, Harvard Catalyst, Harvard School of Public Health, BBCEC, and other multi-institutional collaborations.	Program Year: Year 3 Of X Years: Year 3 Goal Type: Process Goal

SECTION V: EXPENDITURES

Item/Description	Amount	Subtotal Provided to Outside Organizations (Grant/Other Funding)
CB Expenditures by Program Type		
Direct Clinical Services	$5,657,719	$2,189
Community-Clinical Linkages	$5,416,032	$1,813
Total Population or Community Wide Interventions	$8,753,835	$4,451,454
Access/Coverage Supports	$18,288,369	$4,237,174
Infrastructure to Support CB Collaborations	$155,946	$0
Total Expenditures by Program Type	$38,271,901	$8,692,630
CB Expenditures by Health Need		
Chronic Disease	$18,606,554	
Mental Health/Mental Illness	$4,448,328	
Substance Use Disorder	$3,340,835	
Housing Stability/Homelessness	$2,193,699	
Additional Health Needs Identified by the Community	$9,682,484	
Total by Health Need	$38,271,901	
Leveraged Resources		
Total Leveraged Resources	$4,861,754	
Net Charity Care Expenditures		
HSN Assessment	$14,074,010	
Free/Discounted Care	N/A	
HSN Denied Claims	$1,167,411	
Total Net Charity Care	$15,241,421	
Total CB Expenditures	$58,375,076	

Additional Information	
Net Patient Services Revenue	**$1,674,048,000**
CB Expenditure as % of Net Patient Services Revenue	**3.49%**
Approved CB Budget for FY23 (*Excluding expenditures that cannot be projected at the time of the report)	$58,375,076
Bad Debt	**$14,605,323**
Bad Debt Certification	**Yes**
Optional Supplement	Total Charity Care is $93,975,767 and includes BIDMC's payment of $15,241,421 to the Health Safety Net; $54,792,433 in unreimbursed Medicare Services; $9,336,590 in unreimbursed MassHealth Services; and $14,605,323 in bad debt. In addition, BIDMC made a contribution of $3,591,273 representing BIDMC's voluntary PILOT payment to the City of Boston, which contributes to the health and well-being of individuals residing in its Community Benefits Service Area. Additionally, BIDMC paid $748,943 to the Center for Health Information and Analysis (CHIA) and $243,762 to the Health Policy Commission (HPC). In addition to the above amounts, Beth Israel Lahey Health contributed $1 million to The Latino Equity Fund and the New Commonwealth Racial Equity and Social Justice Fund in support of addressing health disparities related to hypertension, diabetes and obesity and further integration and alignment, particularly regarding stakeholder engagement and convening with the Health Equity Compact.
Comments	

SECTION VI: CONTACT INFORMATION

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SECTION VII: HOSPITAL SELF-ASSESSMENT FORM

Hospital Self-Assessment Form – Year 1

Note: This form is to be completed in the Fiscal Year in which the hospital completed its triennial Community Health Needs Assessment

I. Community Benefits Process:

1. Community Benefits in the Context of the Organization's Overall Mission:
   - Are Community Benefits planning and investments part of your hospital's strategic plan? ☒Yes ☐No
   - If yes, please provide a description of how Community Benefits planning fits into your hospital's strategic plan. If no, please explain why not.

     BIDMC is a member of Beth Israel Lahey Health (BILH). While BIDMC oversees local Community Benefits programming and community engagement efforts, Community Benefits is under the purview of the BILH Chief Diversity, Equity and Inclusion Officer. This structure ensures that Community Benefits efforts, prioritization, planning and strategy align and/or are integrated with local hospital and system strategic and regulatory priorities and efforts to ensure health equity in fulfilling BILH's mission – **We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity.**

2. Community Benefits Advisory Committee (CBAC)
   - Members (and titles):
     Alberte Altine-Gibson, Manager of Community Health, Bowdoin Street Health Center; Flor Amaya, Director of Public Health, Department of Human Services and Public Health, City of Chelsea; Walter Armstrong, Senior Vice President, Capital Facilities and Engineering, BIDMC; Maia Betts, Chief Behavioral Health Officer, The Dimock Center; Elizabeth Brown, Chief Executive Officer (CEO), Charles River Community Health; Alexandra Chéry Dorrelus, Co-Director, Louis D. Brown Peace Institute; Shondell Davis, Community Trauma Healing Specialist, Cory Johnson Center for Post-Traumatic Healing; Lauren Gabovitch, Community Resource Specialist, BIDMC; Richard Giordano, Director of Policy and Community Planning, Fenway Community Development Corporation; Nancy Kasen, Vice President, Community Benefits and Community Relations, Beth Israel Lahey Health (BILH); Barry Keppard, Public Health Director, Metropolitan Area Planning Council; Kira Khazatsky, Chief Operating Officer, Jewish Vocational Services; Angie Liou, Executive Director, Asian Community Development Corporation; Marsha Maurer, Senior Vice President for Patient Care

Services and Chief Nursing Officer, BIDMC; James Morton, President and CEO, YMCA of Greater Boston; Sandy Novack, Social Worker, Universal Access Council; Alex Oliver-Davila, Executive Director, Sociedad Latina; Kelina (Kelly) Orlando, Executive Director, Ambulatory Operations, BIDMC; Triniese Polk, Director of Racial Equity and Community Engagement, Boston Public Health Commission; Joanne Pokaski, Assistant Vice President, Workforce Development, BILH; Jane Powers, Chief of Staff, Fenway Health; Richard Rouse, Advisory Board Member and former Executive Director, Mission Hill Main Streets; Melody Route-Satchell, Practice Manager, BIDMC; Robert Torres, Director of Community Benefits, BIDMC; LaShonda Walker-Robinson, Community Resource Specialist, BIDMC; Fred Wang, Trustee Advisor Emeritus, BIDMC

- Leadership:
  Peter Healy, President, BIDMC; Walter Armstrong, Senior Vice President, Capital Facilities, BIDMC; Jo Ayoub, Vice President, Human Resources, BIDMC; Mike Cullen, Chief Financial Officer, BIDMC; Dave Flanagan, Senior Director, Capital Facilities, BIDMC; Nancy Kasen, Vice President, Community Benefits and Community Relations, Beth Israel Lahey Health; Marsha Maurer, DNP, RN, Senior Vice President, Patient Care Services, Chief Nursing Officer; Sam Skura, Chief Operating Officer, BIDMC; Anthony Weiss, MD, Chief Medical Officer, BIDMC

- Frequency of meetings:
  BIDMC's CBAC met quarterly during FY 2022 and also attended the hospital's annual Community Benefits public meeting.

3. Involvement of Hospital's Leadership in Community Benefits:
   Place a checkmark next to each leadership group if it is involved in the specified aspect of your Community Benefits Process.

	Review Community Health Needs Assessment	Review Implementation Strategy	Review Community Benefits Report
Senior leadership	☒	☒	☒
Hospital board	☒	☒	☐
Staff-level managers	☒	☒	☒
Community Representatives on CBAC	☒	☒	☒

For any check above, please list the titles of those involved and describe their specific role:

At BILH, our belief that everyone deserves high-quality, affordable health care is at the heart of who we are and what drives our work with our community partners. The organizations that are now part of BILH have always been deeply committed to serving their communities. Working collaboratively with our community partners, our Community Benefits Committee (CBC) and the Community Benefits team, such commitment is shared by staff at all levels within BIDMC:

Hospital Board:

- BIDMC Board of Trustees – reviewed and approved its CHNA and adopted its Implementation Strategy; Chair of the Board of Trustees attended a community listening session
- BIDMC Community Benefits Advisory Committee - oversaw CHNA and Implementation Strategy process

Senior Leadership:

- Pete Healy, President - Designated a member of the senior leadership team to the CBAC and participated in the approval process
- Walter Armstrong, Senior Vice President, Capital Facilities – participated as a CBAC member
- Marsha Maurer, Chief Nursing Officer and Senior Vice President of Patient Services - participated as a CBAC member

Staff-level Managers:

- Nancy Kasen, Vice President of Community Benefits and Community Relations, and Community Benefits team - designed, managed and conducted CHNA, managed prioritization process, drafted Implementation Strategy
- Robert Torres, Director of Community Benefits and Community Relations – led BIDMC community engagement efforts
- Barbara Sarnoff Lee, Senior Director of Social Work and Patient/Family Engagement – participated in Implementation Strategy development

BILH Community Benefits Committee (CBC):

- BILH CBC - guided the process for the system

4. <u>Hospital Approach to Assessing and Addressing Social Determinants of Health</u>
   - How does the hospital approach assessing community needs relating to social determinants of health? (150-word limit)

   BIDMC undertook a robust, collaborative and transparent assessment and planning process. The approach involved extensive quantitative and qualitative data collection and substantial efforts to engage community residents, with special emphasis on population segments often left out of assessments. The assessment

was supported by BIDMC's Community Benefits Advisory Committee. The Community Benefits Advisory Committee is comprised of community members, service providers, and other stakeholders that either live in and/or work in BIDMC's CBSA. BIDMC's Implementation Strategy (IS) reflects the hospital and the CBAC's prioritization of the following social determinants of health: healthy neighborhoods, healthy eating and active living opportunities, violence prevention, housing affordability and home ownership, workforce development and the creation of employment opportunities, and environmental sustainability.

- How does the hospital incorporate health equity in its approach to Community Benefits? (150-word limit)

  BIDMC and BILH are committed to health equity, the attainment of the highest level of health for all people, required focused and ongoing societal efforts to address avoidable inequalities, socioeconomic barriers to care, and both historical and contemporary injustices. Throughout BIDMC's assessment process, BIDMC worked to understand the needs of populations that are often disadvantaged, face disparities in health-related outcomes, and are deemed most vulnerable. BIDMC's IS is rooted in health equity and was developed with a focus on reaching the geographic, demographic and socioeconomic segments of populations most at risk, as well as those with physical and behavioral health needs in the hospital's CBSA.

- How does the hospital approach allocating resources to Total Population or Community-Wide Interventions? (150-word limit)

  BIDMC's IS includes a diverse range of programs and resources to addresses the prioritized needs within the BIDMC Community Benefits Service Area. The majority of BIDMC's community benefits initiatives are focused on cohorts and sub-populations due to identified disparities or needs. BIDMC's strategies include increasing access to care through support of the Community Care Alliance and supporting the Violence Intervention and Prevention Program in the Bowdoin/Geneva neighborhood. Additionally, BIDMC collaborates with many community partners to own, catalyze and/or support total population and community-wide interventions including Fenway Community Development Corporation, La Colaborativa, and the Boston Public Health Commission.

II. Community Engagement

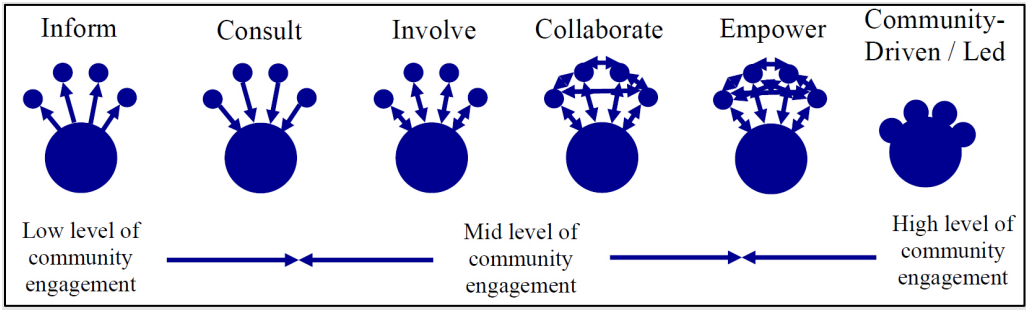
1. Organizations Engaged in CHNA and/or Implementation Strategy
   Use the table below to list the key partners with whom the hospital collaborated in assessing community health needs and/or implementing its plan to address those

needs and provide a brief description of collaborative activities with each partner. Note that the hospital is not obligated to list every group involved in its Community Benefits process, but rather should focus on groups that have been significantly involved. Please feel free to add rows as needed.

Organization	**Name and Title of Key Contact**	**Organization Focus Area**	**Brief Description of Engagement** (including any decision-making power given to organization)
Community Care Alliance	Dr. Charles Anderson, President and Chief Executive Officer, The Dimock Center; Samantha Taylor, Executive Director, Bowdoin Street Health Center; Elizabeth Browne, Executive Director, Charles River Community Health; Ellen LaPointe, Chief Executive Officer, Fenway Health; Eugene Welch, Executive Director, South Cove Community Health Center	Community health centers	The Community Care Alliance (CCA) is a partnership among the community health centers affiliated with BIDMC. BIDMC supports CCA-affiliated health centers through technical assistance, resource sharing, and direct financial support. CCA-affiliated community health centers assisted in expanding BIDMC's community engagement efforts in high need and historically underserved communities during the CHNA and IS process. CCA leadership hold positions on the committee overseeing the CHNA process.
Fenway Community Development Corporation	Richard Giordano, Director of Policy and Community Planning; Iris Tan, Marketing and Development Director	Housing organizations	The Fenway Community Development Corporation (CDC) serves over 1,000 neighborhood residents each year to help improve access to jobs, education, healthcare, housing, open space, public transit, and the arts. Fenway CDC is an important participant and collaborator in BIDMC's CHNA and IS. Their long history in the neighborhood helps to reach Fenway/Kenmore residents who have experienced some of the harshest effects of gentrification.
La Colaborativa	Dinanyili Del Carmen Paulino, Chief Operations Officer	Social service organizations	BIDMC supports the expansion of La Colaborativa's year-round youth employment program in Chelsea. This program includes intensive work-readiness training and youth placement in a diverse range of paid work experiences.
Boston Public Health Commission	Triniese Polk, Director of Racial Equity and Community Engagement	Local health department	BIDMC engages with BPHC on a number of programs, including the Farmer's Market Coupon program,

	and Dr. Bisola Ojikutu, Executive Director		Safe Routes to Schools, emergency preparedness efforts, and the Boston Health Start Initiative. Additionally, BIDMC collaborated with the BPHC to assess the health needs of the community by leveraging existing data, and capturing further data to inform the CHNA and IS.

2. Level of Engagement Across CHNA and Implementation Strategy
   Please use the spectrum below from the Massachusetts Department of Public Health[3] to assess the hospital's level of engagement with the community.



For a full description of the community engagement spectrum, see page 11 of the Attorney General's Community Benefits Guidelines for Non-Profit Hospitals.

A. Community Health Needs Assessment
Please assess the hospital's level of engagement in developing its CHNA and the effectiveness of its community engagement process.

Category	Level of Engagement	Did Engagement Meet Hospital's Goals?	Goal(s) for Engagement in Upcoming Year(s)
Overall engagement in assessing community health needs	Empower	Goal was met.	Collaborate
Collecting data	Empower	Goal was met – BIDMC built capacity for community residents to co-facilitate/facilitate focus groups and breakout sessions during listening sessions.	Collaborate

[3]

Defining the community to be served	Collaborate	Starting several months before launching the CHNA, BIDMC worked with its CBAC to identify the communities to be engaged and ways to engage them.	Collaborate
Establishing priorities	Empower	Working with BILH, BIDMC actively engaged with the CBAC and the community to identify and select priorities.	Collaborate

- For categories where community engagement did not meet the hospital's goal(s), please provide specific examples of planned improvement for next year:

  BILH and BIDMC are committed to continuing to build our capacity to engage with the community and to foster community member capacity for facilitation and evaluation.

B. Implementation Strategy

Please assess the hospital's level of engagement in developing and implementing its plan to address the significant needs documented in its CHNA and the effectiveness of its community engagement process.

Category	**Level of Engagement**	**Did Engagement Meet Hospital's Goals?**	**Goal(s) for Engagement in Upcoming Year(s)**
Overall engagement in developing and implementing filer's plan to address significant needs documented in CHNA	Collaborate	Goal met – community listening sessions with breakout sessions facilitated by community members, with active CBAC engagement in prioritization discussions and decisions.	Collaborate
Determining allocation of hospital Community Benefits resources/selecting Community Benefits programs	Collaborate	Goal met – FY 2022 was the last year of BIDMC's FY 2020 – 2022 Implementation Strategy (IS) and its CBAC was informed regarding how CB resources were allocated. BIDMC will collaborate with its CBAC to select programs to invest its resources in for the FY 2023 – 2025 IS.	Collaborate
Implementing Community Benefits programs	Collaborate	Goal met – FY 2022 was the last year of BIDMC's FY 2020-2022 Implementation Strategy (IS). BIDMC will be collaborating with the community on new and existing programs for its FY 2023-2025 IS.	Collaborate

Evaluating progress in executing Implementation Strategy	Involve	Goal met - BILH and BIDMC held multiple evaluation workshops to build evaluation and data capacity of community organizations, CBAC members and community residents.	Collaborate
Updating Implementation Strategy annually	Inform	Goal met – FY 2022 was the last year of the current FY2020-2022 IS. BILH and BIDMC are working to develop, track and share data on a routine basis with the CBAC.	Collaborate

- For categories where community engagement did not meet the hospital's goal(s), please provide specific examples of planned improvement for next year:
  Click or tap here to enter text.

3. Opportunity for Public Feedback
   Did the hospital hold a meeting open to the public (either independently or in conjunction with its CBAC or a community partner) at least once in the last year to solicit community feedback on its Community Benefits programs? If so, please provide the date and location of the event. If not, please explain why not.

In FY22, BIDMC held four CBAC meetings that were open to the public as well as an annual meeting. These meetings were held via Zoom on December 14, 2021, March 22, 2022, May 24, 2022, and September 8, 2022 (and the annual meeting was held on June 28, 2022). BIDMC is committed to having transparent and open CBAC meetings. In an effort to engage the community during these meetings, each CBAC meeting had a dedicated time for public comments. BIDMC also accepted written public comments up to five business days prior to a meeting. Meeting agendas were posted online seven business days prior to each meeting and all meeting materials (slides, minutes, etc.) were posted on the website within five business days after a meeting. Additionally, four newsletters were sent out to inform the community about the CHI and other Community Benefits updates. Additionally, BIDMC shared highlights of its Community Benefits program at meetings throughout its CBSA when engaging with the community during the 2019 triennial CHNA.

4. Best Practices/Lessons Learned
   The AGO seeks to continually improve the quality of community engagement.

   - What community engagement practices are you most proud of? (150-word limit)

     BIDMC is most proud of its committed CBAC and the long-standing relationships it has with many community-based organizations, the public health department, and other government partners. BIDMC is proud of their collaboration with these and other organizations that allowed BIDMC to engage

with historically underserved cohorts. BIDMC is particularly proud of how it was able to reach community members who had not previously been engaged.

- What lessons have you learned from your community engagement experience? (150-word limit)

Working collaboratively with other hospitals, community-based organizations, public health agencies, and area coalitions enhances the level and quality of BIDMC's community engagement efforts.

III. Regional Collaboration

1. Is the hospital part of a larger community health improvement planning process?

☒Yes ☐No

- If so, briefly describe it. If not, why?

For its FY 2022 CHNA, Beth Israel Lahey Health (BILH) took the unique approach of designing and implementing a system-wide, highly coordinated CHNA and prioritization process across each of the system's 10 licensed hospitals, including BIDMC, encompassing 49 municipalities and six Boston neighborhoods. While BIDMC focuses its Community Benefits resources on improving the health status of those in its CBSA experiencing the significant health disparities and barriers to care, this system-wide approach enhances opportunities for collaboration and alignment with respect to addressing unmet need and maximizing impact on community health priorities. Together, BILH hospitals are identifying efficient ways to share information, address health needs, and identify common indicators to measure programmatic impact.

BIDMC's Community Benefits staff also gathered information from two other assessments conducted by organizations or collectives of organizations in Boston and/or Chelsea: 1) The Boston Community Health Needs Assessment-Community Health Improvement Plan Collaborative (Boston CHNA-CHIP Collaborative), and 2) The North Suffolk Public Health Collaborative Community Needs Assessment. Nancy Kasen, Beth Israel Lahey Health's Vice President of Community Benefits and Community Relations, served as the founding Co-Chair of the Boston CHNA-CHIP Collaborative Steering Committee and continues to serve on its Steering Committee and workgroups. Robert Torres, BILH's Director of Community Benefits for the Boston region, served as the Co-Chair of the Community Engagement Workgroup for the 2022 CHNA.

Kelina Orlando, BIDMC Executive Director of Ambulatory Operations served on The North Suffolk Public Health Collaborative Community Needs Assessment Steering Committee and participated in the primary data collection process. The Steering Committee was responsible for monitoring the completion of assessment tasks, coordinating communication efforts with key partners and the public-at-large, and making final decisions on priority areas and strategies. Robert Torres, BILH's Director of Community Benefits for the Boston region, and Danelle Marable, BILH's Director of Data and Evaluation for Community Benefits and Community Relations, worked with the Steering Committee to help design data collection tools.

2. If the hospital collaborates with any other filer(s) in conducting its CHNA, Implementation Strategy, or other component of its Community Benefits process (e.g., as part of a regional collaboration), please provide information about the collaboration below.

- Collaboration:
  BIDMC worked collaboratively with each of the 9 other hospitals in the BILH system to design and implement a system-wide, highly coordinated CHNA and prioritization process across each of the system's 10 licensed hospitals.

- Institutions involved in BILH coordinated CHNA:
  - Anna Jaques Hospital
  - Beth Israel Deaconess Hospital - Milton
  - Beth Israel Deaconess Hospital - Needham
  - Beth Israel Deaconess Hospital - Plymouth
  - Beth Israel Deaconess Medical Center
  - Beverly and Addison Gilbert Hospitals
  - Lahey Hospital and Medical Center
  - Mount Auburn Hospital
  - New England Baptist Hospital
  - Winchester Hospital
- Institutions involved in Boston CHNA-CHIP Collaborative: Beth Israel Deaconess Medical Center, Black Boston COVID-19 Coalition, Boston Children's Hospital, Boston Healthcare for the Homeless Program, Boston Medical Center, Boston Public Health Commission, Brigham and Women's Hospital, Brigham and Women's Faulkner Hospital, Dana-Farber Cancer Institute, East Boston Neighborhood Community Health Center, Harbor Health Services, Madison Park Development Corporation, Massachusetts Eye and Ear,

Massachusetts General Hospital, Massachusetts League of Community Health Centers, Mattapan Food and Fitness Coalition, Tufts Medical Center, Urban Edge

- Institutions involved in 2021-22 North Suffolk Community Needs Assessment: City of Chelsea, City of Revere, Town of Winthrop, BIDMC, Cambridge Health Alliance, Chelsea Collaborative, Community Action Programs Inter-City (CAPIC), East Boston Neighborhood Health Center, For Kids Only, GreenRoots, Healthy Chelsea, Massachusetts General Hospital, Melrose-Wakefield HealthCare, Metropolitan Area Planning Council, Mystic Valley Elder Services, North Suffolk Mental Health Association, The Neighborhood Developers, Revere Cares, Revere Healthy Communities Initiative, Winthrop CASA

- Brief description of goals of the collaboration:
  BIDMC collaborated with the other 9 hospitals in the BILH system to add rigor to the hospitals' assessments and planning processes, promoting alignment across hospital efforts and strengthening relationships between and among BILH hospitals, community partners and the community-at-large.

  The Boston CHNA-CHIP Collaborative aims to achieve sustainable positive change in the health of the city by partnering with communities, sharing knowledge, aligning resources, and addressing root causes of health inequities.

  The North Suffolk Community Needs Assessment explores the community health strengths and challenges that matter most to people in the communities of Chelsea, Revere, and Winthrop, with the goal of developing strategies to address the community's health needs and identified issues.

- Key communities engaged through collaboration:
  BIDMC collaborated with the other 9 hospitals in the BILH system to engage the 49 municipalities and six Boston neighborhoods (Allston/Brighton, Bowdoin/Geneva, Chinatown, Fenway/Kenmore, Mission Hill, and Roxbury) that were part of the individual Community Benefits Service Areas from each of the licensed hospitals. Through collaborations with the Boston CHNA-CHIP Collaborative and the North Suffolk Community Needs Assessment, BIDMC also engaged with the entirety of the City of Boston and with Winthrop and Revere.

- If you did not participate in a collaboration, please explain why not:
  N/A

Appendix A: Partners

FY22 Partner	Level of Community Engagement	FY22 Partner	Level of Community Engagement
A Better City	Consult	Health Care for All	Collaborate
A Room to Grow	Involve	Health Imperatives	Collaborate
About Fresh	Collaborate	HMS Diversity Affiliates	Collaborate
Action for Boston Community Development (ABCD)	Involve	Hospitality Homes	Consult
Adcare Treatment Center	Collaborate	International Institute of New England	Involve
African Bridge Network	Involve	Jane Doe Inc.	Collaborate
AIDS Action Committee	Consult	Jasmine Grace Outreach	Involve
AIDS Support Group of Cape Cod	Consult	Jewish Community Center (JCC) of Greater Boston	Collaborate
Alzheimer's Association of MA (Waltham)	Consult	Jewish Family and Children's Service	Consult
American Chinese Christian Education & Social Services, Inc.	Inform	Jewish Vocational Services	Involve/Collaborate
Asian American Civic Association	Inform	Joe Andruzzi Cancer Fund	Involve
Asian Community Development Corporation	Community Driven/Led	Josiah Quincy Elementary School	Community Driven/Led
Atrius Health	Collaborate	Joslin Diabetes Center	Collaborate
Audubon Circle Neighborhood	Consult	Junior Achievement of Northern NE	Involve
BAGLY, Inc.	Community Driven/Led	Just a Start	Involve
Believe in Success	Involve	Justice Resource Institute (JRI) in Boston	Involve
BEST Corp	Involve	La Colaborativa	Community Driven/led
Beth Israel Lahey Health Primary Care	Community Driven/Led	La Alianza Hispana (Boston)	Consult
Beth Israel Lahey Health Primary Care – 1000 Broadway	Community Driven/Led	Leukemia & Lymphoma Society	Inform
Boston Area Rape Crisis Center (BARCC)	Collaborate	Louis D. Brown Peace Institute	Empower
Boston Center for Independent Living	Collaborate	Madison Park Technical High School MA Program	Collaborate
Boston Children's Hospital	Collaborate	Mainspring	Inform
Boston Chinatown Neighborhood Center	Community Driven/Led	Massachusetts College of Art and Design	Collaborate
Boston Comprehensive Treatment Center	Involve	Mass Hire	Collaborate
Boston Elder Services	Involve	Massachusetts Commission for the Blind	Involve

Boston Emergency Medical Services	Empower	Massachusetts Commission for the Deaf and Hard of Hearing	Involve
Boston Fire Department	Collaborate	Massachusetts Department of Children and Families	Involve
Boston Green Academy	Empower	Massachusetts Department of Environmental Protection (MassDEP)	Delegate
Boston Health Care for the Homeless Program	Consult	Massachusetts Department of Public Health	Collaborate
Boston Hospital Collaboration for Community Violence	Involve	Massachusetts Department of Transitional Assistance	Inform
Boston Housing Authority	Involve	Massachusetts Department of Transportation (MassDOT)	Inform
Boston Living Center	Involve	Massachusetts General Hospital	Collaborate
Boston MedFlight	Involve	Massachusetts Health Information Highway	Involve
Boston Medical Center	Collaborate	Massachusetts HIV Drug Assistance Program	Involve
Boston Police Department	Collaborate	Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA)	Inform
Boston Private Industry Council (PIC)	Collaborate	Massachusetts Institute of Technology	Empower
Boston Public Health Commission	Collaborate	Massachusetts Insurance Commission	Consult
Boston University Law Clinic	Involve	Massachusetts Rehabilitation Commission	Consult
Boston University School of Public Health	Collaborate	Massachusetts State Police	Collaborate
Bowdoin Geneva Main Streets	Community Driven/Led	Medical Academic and Scientific Community Organization (MASCO)	Collaborate
Bowdoin Street Health Center	Empower	Medical Intelligence Center	Collaborate
Boys and Girls Club of Boston	Involve	Meetinghouse Hill Civic Association	Community Driven/Led
Brigham and Women's Hospital	Collaborate	Metro Housing|Boston	Community Driven/Led
Brigid's House of Hope	Collaborate	Millenium Training Institute	Involve
Brockton Area Multi Service Inc. (BAMSI)	Consult	Mount Auburn Hospital	Collaborate
Bunker Hill Community College	Involve	New England AIDS Education and Training Center	Consult
Cambridge Community Learning Center	Involve	Newton North High School	Involve
Cambridge Health Alliance	Collaborate	North Shore Community College	Involve
Cape Verdean Association of Boston	Community Driven/Led	Northeastern University	Inform
CAPIC, Inc.	Community Driven/Led	Operation ABLE of Greater Boston	Involve
Casa Myrna	Delegate	Operation P.E.A.C.E.	Consult
Catholic Charities Boston	Collaborate	Opportunity Communities	Community Driven/Led
CHADD Mentoring Course, HMS	Inform	Outer Cape Health Services	Collaborate
Charles River Community Health	Collaborate	PAIR Project	Involve

Chelsea Black Community	Community Driven/Led	Partners for World Health	Collaborate
Chelsea Community Connections	Community Driven/Led	Peer Health Exchange	Empower
Chinatown Main Street	Community Driven/Led	Pine Street Inn	Involve
Chinatown Resident Association	Community Driven/Led	Practice Green Health	Inform
Chinese Progressive Association	Community Driven/Led	Private Industry Council	Collaborate
Circle of Hope	Collaborate	Project Home Again	Collaborate
City Life/Vida Urbana	Community Driven/Led	Project Place	Involve
City of Boston Emergency Management Office	Collaborate	RIA, Inc.	Collaborate
City of Boston's Green Ribbon Commission	Inform	Riverside Community Care	Involve
Community Research Initiative	Involve	ROCA	Community Driven/Led
Community Servings	Community Driven/Led	Room to Grow	Involve
Community Work Services	Involve	Rose Kennedy Greenway Conservancy	Community Driven/Led
Conference of Boston Teaching Hospitals (COBTH)	Collaborate	Roxbury Community College	Involve
Cradles to Crayons	Involve	Roxbury Tenants of Harvard	Involve
Dana Farber Cancer Institute	Collaborate	Ryan White Dental Program	Involve
Dorchester Catholic Parishes	Community Driven/Led	SCALE (Somerville Public Schools)	Involve
Dorchester Food Co-Op	Community Driven/Led	Sexual Assault Nurse Examiner (SANE) Program	Collaborate
Duet Inc	Involve	Sexual Assault Unit of Disabled Persons Protection Commission	Consult
Ellie Fund	Inform	Sociedad Latina	Community Driven/Led
English for New Bostonians	Community Driven/Led	South Cove Community Health Center	Collaborate
Eversource	Consult	Sportsmen Tennis and Enrichment Center	Collaborate
Fair Foods (Boston)	Inform	St. Mary's Center for Women and Children	Community Driven/Led
Family Nurturing Center	Collaborate	St. Peter's Teen Center	Collaborate
Father Bill's	Inform	Steps to Success	Involve
Fathers' Uplift	Community Driven/Led	The Dimock Center	Collaborate
Fenway Alliance	Consult	The Family Van	Community Driven/Led
Fenway Civic Association	Consult	The Latino Medical Student Association	Collaborate
Fenway Community Center	Consult	The Neighborhood Developers	Community Driven/Led
Fenway Community Development Corporation	Community Driven/Led	The Network/La Red	Collaborate
Fenway Health	Community Driven/Led	The Partnership, Inc.	Empower
First Source	Involve	The Student National Medical Association, National and NE Chapter	Collaborate
Found in Translation	Consult	Trustees of Reservations	Collaborate

Friends of Geneva Cliffs	Community Driven/Led	Tufts Medical Center	Collaborate
Friends of Ronan Park	Community Driven/Led	U.S. Environmental Protection Agency (EPA)	Collaborate
GLAAD	Inform	United Cerebral Palsy of MetroBoston	Involve
Greater Boston Chinese Golden Age Center	Community Driven/Led	UP Academy Dorchester School	Community Driven/Led
Greater Boston Employment Collaborative	Involve	Victim Rights Law Center	Consult
Greater Boston Food Bank	Inform	Victory Programs	Involve
Greater Bowdoin Geneva Neighborhood Association	Community Driven/Led	Viridian Apartments	Involve
Greater Four Corners Action Coalition	Empower	WilmerHale Legal Services (also known as the Legal Service Center)	Collaborate
GreenRoots	Community Driven/Led	Work Opportunities Unlimited	Involve
Hack Diversity	Collaborate	YMCA of Greater Boston	Community Driven/Led
Harvard Medical School	Collaborate	YMCA Training, Inc.	Collaborate