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Summary and Mission

New England Baptist Hospital (NEBH) is a member of Beth Israel Lahey Health (BILH). BILH was established with an appreciation for the importance of caring for patients and communities in new and better ways. BILH brings together an exceptional array of clinical organizations spanning the full continuum of health care delivery – academic [insert name of hospital] and teaching hospitals, community hospitals, ambulatory and urgent care centers, behavioral health programs, and home care – in a shared mission to expand access to great care and advance the science and practice of medicine through groundbreaking research and education.

At the heart of BILH is the belief that everyone deserves high-quality, affordable health care and this belief is what drives us to work with community partners across the region to promote health, expand access, and deliver the best care in the communities BILH serves. BILH’s Community Benefits staff are committed to working collaboratively with BILH’s communities to address the leading health issues and create a healthy future for individuals, families, and communities.

The mission of New England Baptist Hospital is to transform the lives of those we serve by promoting wellness, restoring function, lessening disability, alleviating pain, and advancing knowledge in musculoskeletal diseases and related disorders. NEBH is also committed to being active in our community.

New England Baptist Hospital is committed to collaborating with community partners and residents across Boston to identify areas of special need in musculoskeletal disease and collaborate on programs to address these needs, with special focus on underserved populations through outreach, education and provision of services to address musculoskeletal health.

NEBH works with all segments of the population but in recognition of its strong ties to its surrounding community and its specific clinical expertise, NEBH focuses its community benefit efforts on improving the health and well-being of the low income, underserved populations living in Mission Hill and Roxbury and on musculoskeletal health. NEBH currently operates educational, outreach, and community-strengthening initiatives, collaborates with many of the community’s leading service organizations.

The following annual report provides specific details on how NEBH is honoring its commitment and includes information on NEBH’s Community Benefits Service Area (CBSA), community health priorities, target populations, and community partners, as well as detailed descriptions of its community benefits programs and their impacts.

More broadly, the NEBH’s Community Benefits mission is fulfilled by:

- **Involving the NEBH staff**, including its leadership, and dozens of community partners in the community health assessment process as well as in the development, implementation, and oversight of the Implementation Strategy;

- **Engaging and learning from residents** from throughout the NEBH’s service area in all aspects of the community benefits process, including assessment, planning, implementation, and evaluation. In this regard, special attention is given to engaging diverse perspectives from those who are not patients of NEBH and those who are often left out of these assessment, planning, and program implementation processes;

- **Assessing unmet community need** by collecting primary and secondary data (both quantitative and qualitative) to identify unmet health-related needs and to characterize those in the community who are most vulnerable and face disparities in access and outcomes;

- **Implementing community health programs and services** in NEBH’s Community Benefits Service Area that is geared towards improving current and future health status of individuals, families, and communities by removing barriers to care, addressing social determinants of health, strengthening the healthcare system, and working to decrease the burden of the leading health issues;

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

- **Facilitating collaboration and partnership** within and across sectors (e.g., public health, health care, social service, business, academic, and community health) to advocate for, support, and implement effective health policies, community programs, and services.
NEBH’s Community Benefits Service Area (CBSA) includes Mission Hill/Roxbury, MA. NEBH FY 2019 Community Health Needs Assessment’s (CHNA) findings, on which this report is based, clearly show that low income and racially/ethnically diverse populations living in Boston’s neighborhood of Mission Hill/Roxbury.

While NEBH is committed to improving the health status and well-being of those living throughout its entire service area, per the Commonwealth’s updated community benefits guidelines, NEBH’s Implementation Strategy will focus on the following most at-risk priority populations in the Mission Hill/Roxbury – Low Income, Racially/Ethnically Diverse, Children/Youth and Families, and Older Adults.

**Basis for Selection**
Community health needs assessments; public health data available from government (MDPH, Boston Public Health Commission, federal agencies) and private resources (foundations, advocacy groups); NEBH’s areas of expertise.

**Key Accomplishments of Reporting Year**
While NEBH’s most recent CHNA was completed during FY 2019, unless otherwise noted, the accomplishments highlighted in this report are based upon priorities identified and programs contained in NEBH’s FY 2017-2019 Implementation Strategy (IS):

NEBH collaborated with the community on much needed transportation for seniors. NEBH financially supports the Mission Link bus. The bus provides much needed transportation for the seniors living in Mission Hill.

Aging Well at Roxbury Tenants of Harvard (RTH) - NEBH collaborated with RTH on three programs, Easy Steps Program, an exercise class for seniors that concentrates on strength, balance, flexibility, fall safety and endurance; Walk and Talk, a walking group that walks twice a week; and Healthy Moves, a program for seniors that have competed the East Steps Program. This program focused on building upon the strength, balance, flexibility, and endurance learned in Easy Steps as well as an educational series that included classes on cognitive thinking, fall prevention and nutrition.

To help with food insecurity and access, NEBH provided food to over 72 families/residents of Mission Hill. Families were given food during the fall and winter holidays. Food is also provided to supplement student and family food needs, as meals are not served by the Boston school system during vacations. NEBH also provided food and Stop & Shop gift cards to residents of the Pine Street Inn’s Doe House and collaborated with Roxbury Tenants of Harvard (RTH) and Fair Foods to offer fresh fruits and vegetables at a discount for the residents of RTH.

To help with senior isolation in Mission Hill/Roxbury, NEBH collaborated with the Mission Hill Senior Legacy Project on a number of activities, including the quarterly birthday party, annual Senior Prom and the Sr. Celtics fitness program. These activities have been very successful with over 130 seniors attending each event. These programs keep seniors active and moving and also help with the isolation/depression problem with the elderly.

NEBH partners with Morgan Memorial, Goodwill and Madison Park High School in Roxbury to offer a one-year, school-to-work internship through the Project SEARCH High School Transition Program. The program provides real-life work experience combined with training and independent living skills to help youths with significant disabilities make successful transitions from school to productive adult life. Four students participated in the program. NEBH provides a weekly stipend. This stipend helps to promote financial independence, allows students to contribute to their family’s rent, groceries, and other expenses, and reinforces the financial literacy and responsible spending skills students are learning in the classroom at Madison Park.

NEBH collaborated with the Boston Celtics on Sr. Celtics and Jr. Celtics. The Sr. Celtics program encourages elderly members of the Mission Hill/Roxbury community to maintain an active lifestyle through participation in fitness and health education classes. Celtics players, legends and New England Baptist Hospital staff led seniors in group workouts and discussed the benefits of physical exercise. The Jr. Celtics program challenges over 600 3rd-5th graders to develop their basketball game through skills, drills and leadership training.

Twelve students from Mission Hill/Roxbury/Boston were gainfully employed for the summer through the Meredith Cameron Youth Opportunity Internship at NEBH.

NEBH provided much needed household items and warm winter clothing to 122 community members.

NEBH collaborated with the Boston Public Library, Friends of the Parker Hill Branch to offer a weekly Yoga class for Older Adults.

**Plans for Next Reporting Year**
In FY 2019, NEBH conducted a comprehensive and inclusive Community Health Needs Assessment (CHNA) that included qualitative and quantitative data collection, robust community engagement activities, and an inclusive prioritization process. These activities were in full compliance with the Commonwealth’s updated Community Benefits Guidelines for FY 2019. In response to the FY19 CHNA, NEBH will focus its FY 2020 – 2022 Implementation Strategy on the following priority areas. These priority areas collectively address the broad range of health and social issues facing residents living in NEBH’s CBSA who face the greatest health disparities. These priority areas are:

1) Social Determinants of Health and Access to Care
2) Chronic/Complex Conditions and their Risk Factors
It should also be noted that 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). New England Baptist Hospital’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 19 CHNA provided new guidance and invaluable insight on quantitative trends and community perceptions that are being used to inform and refine NEBH’s efforts. In completing the FY 2019 CHNA and FY 2020-FY 2022 Implementation Strategy, NEBH, along with its other health, public health, social service, and community partners, is committed to improving the health status and well-being of all residents living throughout its CBSA. As discussed above, based on the assessment’s quantitative and qualitative findings, including discussions with a broad range of community participants, there was an agreement that NEBH’s FY 2020-2022 IS should prioritize certain demographic, socio-economic and geographic population segments that have complex needs, face barriers to care and service gaps, as well as other adverse social determinants of health. These factors put these segments at greater risk, limit their access to needed services, and can often lead to disparities in health outcomes. More specifically, the FY 2019 CHNA identified the importance of supporting initiatives that targeted low income populations, children/youth and families, older adults, and racially/ethnically diverse populations.

NEBH partners with a number of community-based organizations and service providers to execute its Implementation Strategy, including public agencies, social service providers, and businesses.

**Enhance Access to Care and Reduce the Impact of Social Determinants**

NEBH is committed to improving the health status and well-being of all residents living throughout its CBSA. Certainly all geographic, demographic, and socioeconomic segments of the population face challenges of some kind that can hinder their ability to access care or maintain good health. Regardless of age, race/ethnicity, income, family history, or other characteristics, everyone is impacted in some way by health-related risks. With this in mind, NEBH’s IS includes activities that will support residents throughout its CBSA, across all segments of the population.

In recognition of the considerable health disparities that exist in some communities, NEBH focuses the bulk of its Community Benefits resources on improving the health status of low income and underserved populations living in the Boston neighborhoods of Mission Hill and Roxbury.

While there are certainly segments of the populations in Brookline, Chestnut Hill, and Dedham that are vulnerable and underserved, the greatest disparities exist in Boston. In order to maximize the impact of its Community Benefits resources, NEBH’s Community Benefit Committee (CBAC) voted to prioritize and focus NEBH’s attention on the more urban, high-need communities in NEBH’s CBSA.

Based on the findings from the breadth of NEBH’s assessment activities, further efforts were made to prioritize certain population segments by race/ethnicity, socio-economic status, and other factors. More specifically, the CBAC and the Community Benefits Senior Leadership Team (SLT) voted to prioritize: 1) Children, youth and families, 2) Older adults, 3) Low to moderate income populations, 4) Individuals with chronic/complex conditions, and 5) Racially/ethnically diverse populations, and limited-English speakers.

The following outlines NEBH’s goals for addressing the priority populations and community health priorities identified above.

**Social Determinants of Health and Access to Care**

**Enhance Access to Care and Reduce the Impact of Social Determinants**

**Reduce Elder Falls and Promote Aging in Place**

**Increase Access to Healthy Foods and other Basic Household Needs**

**Promote Violence Prevention and Address Trauma (Safe Neighborhoods/Community Cohesion)**

**Increase Job Opportunities for Youth and Adults**

**Decrease Transportation Barriers**

**Chronic/Complex Conditions and their Risk Factors**

**Enhance Access to Health Education, Screening, Referral, and Chronic Disease Management Services in Clinical and Non-Clinical Settings**

**Reduce the prevalence of Tobacco Use**

**Increase Physical Activity and Healthy Eating**
It is important to note that there are community health needs that were identified by NEBH’s assessment that, due to the limited burden that these issues present and/or the feasibility of having an impact in the short- or long-term on these issues, were not prioritized for investment. Namely, education and behavioral health were identified as community needs but these issues were deemed by the CBAC and the SLT to be outside of NEBH’s primary sphere of influence and have opted to allow others in its CBSA, the Greater Boston region, and the Commonwealth to focus on these issues. This is not to say that NEBH will not support efforts in these areas. NEBH remains open and willing to work with hospitals across Beth Israel Lahey Health’s network, with COBTH, and other public and private partners to address these issues, particularly as part of a broad, strong collaborative.

The community health priorities that have been prioritized by the CHNA. The goals, objectives and strategic intentions on which NEBH will focus are included in NEBH’s Implementation Strategy.

**Self-Assessment Form:**

Working with its Community Benefits Leadership team and its Community Benefits Advisory Committee (CBAC), the NEBH Community Benefits team completed a self-assessment form. Additionally, the NEBH Community Benefits team shared and solicited the Community Representative Feedback Form to many CBAC and community stakeholders who participated in the NEBH’s CHNA.

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**Section II: Community Benefits Process**

**Community Benefits Leadership/Team and Community Benefits Advisory Committee (CBAC):**

The membership of NEBH’s Community Benefits Advisory Committee (CBAC) aspires to be representative of the constituencies and priority populations of NEBH’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. Senior management is actively engaged in the development and implementation of the Community Benefits plan, ensuring that hospital policies and resources are allocated to support planned activities.

It is not only the Board and senior leadership that are held accountable in fulfilling NEBH’s Community Benefits mission. Consistent with NEBH’s core values is the recognition that the most successful community benefits programs are those that are implemented organization-wide and integrated into the very fabric of the NEBH’s culture, policies and procedures.

NEBH is a member of BILH. While NEBH oversees local Community Benefits programming and community engagement efforts, Community Benefits is under the purview of the BILH Chief Strategy Officer. This structure ensures that Community Benefits efforts, prioritization, planning and strategy align and/or are integrated with local and system strategic and regulatory priorities.

The NEBH Community Benefits Program is spearheaded by the Director of Community and Government Relations. The Director of Community and Government Relations has direct access and is accountable to the NEBH President and the BILH Vice President of Community Benefits and Community Relations, the latter of whom reports directly to the BILH Chief Strategy Officer. It is the responsibility of these senior managers to ensure that Community Benefits is addressed by the entire organization and the needs of the underserved populations are considered every day in discussions on resource allocation, policies, and program development.

This is the structure and methodology employed to ensure that Community Benefits is not the purview of one office alone and to maximize the extent to which efforts across the organization are fulfilling the mission and goals of community benefits.

**Community Benefits Advisory Committee Meetings**

Meetings were held: November 8, 2018, March 6, 2019, June 26, 2019 and August 27, 2019.
**Community Partners**

The Hospital’s community partners include:

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<tr>
<th>Community Partner</th>
<th>Organization</th>
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<tr>
<td>ABCD Parker Hill/Fenway Neighborhood Service Center</td>
<td>Alice Heyward Taylor Housing Development</td>
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<td>Arthritis &amp; Lupus Support Group</td>
<td>Arthritis Foundation, Greater Boston Chapter</td>
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<td>Boston Building Materials Resource Center</td>
<td>Boston Celtics</td>
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<td>Boston Center for Youth and Family Services</td>
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<td>Boston Public Library, Mission Hill Branch</td>
<td>City of Boston Age Strong Commission</td>
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<td>City of Boston Mayor’s Office</td>
<td>City of Boston, Parks and Recreation Department</td>
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<td>Fair Foods</td>
<td>Fireside Chat AA Group</td>
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<tr>
<td>Friends of McLaughlin Park</td>
<td>Madison Park High School</td>
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<td>Maurice J. Tobin Community Center</td>
<td>Maria Sanchez House</td>
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<tr>
<td>Mission Church</td>
<td>Mission Church Hispanic Committee</td>
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<tr>
<td>Mission Link</td>
<td>Mission Hill Crime Committee</td>
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<td>Mission Hill Elementary School</td>
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<td>Mission Hill Main Streets</td>
<td>Mission Hill Neighborhood Housing Services</td>
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<td>Mission Hill Road Race</td>
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<td>Mission Main Task Force</td>
<td>Morgan Memorial Goodwill Industries</td>
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<td>One Gurney Street Apartments</td>
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<td>Project Search</td>
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<td>Roxbury Tenants of Harvard</td>
<td>Sociedad Latina</td>
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The New England Baptist Hospital recognizes its role as a specialty musculoskeletal care resource in a larger health system and knows that to be successful it needs to collaborate with its community partners and those it serves. New England Baptist Hospital’s Community Health Needs Assessment (CHNA) and the associated Implementation Strategy were completed in close collaboration with New England Baptist Hospital’s staff, its health and social service partners, and the community at-large. New England Baptist Hospital’s community benefits program exemplifies the spirit of collaboration that is such a vital part of New England Baptist Hospital’s mission.

New England Baptist Hospital serves and collaborates with all segments of the population. However, in recognition of its long-standing ties to specific Mission Hill/Roxbury and the health disparities that exist for these communities, New England Baptist Hospital focuses its community benefits efforts on improving the health status of the low income, underserved populations living in Mission Hill/Roxbury.

New England Baptist Hospital currently supports educational, outreach, community health improvement, and health system strengthening initiatives within the Commonwealth. New England Baptist Hospital has particularly strong relationships with many of the community organizations that operate in its Community Benefits Service Area.

These community partners have been a vital part of New England Baptist Hospital’s community health improvement strategy for many years.

New England Baptist Hospital’s Board of Directors along with its clinical and administrative staff is committed to improving the health and well-being of residents throughout its service area and beyond.

World-class clinical expertise and education along with an underlying commitment to health equity are the primary tenets of its mission. New England Baptist Hospital’s Community Benefits Department, under the direct oversight of New England Baptist Hospital’s Board of Directors, is dedicated to collaborating with community partners and residents and will continue to do so in order to meet its community benefits obligations.

New England Baptist Hospital was founded in 1893 as a single-room dispensary that provided free medical care for the community’s poor.

The Hospital has expanded since then and is now the premier regional provider for orthopedic surgery and the treatment of musculoskeletal diseases and disorders. But our commitment to serving our community continues.
Section III: Community Health Needs Assessment

The FY 2019 Community Health Needs Assessment (CHNA) along with the associated FY 2020 - 2022 Implementation Strategy was developed over a ten-month period from October 2018 to August 2019. 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 the New England Baptist Hospital’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 New England Baptist Hospital’s dedication to its mission, its covenant to the underserved, and its commitment to community health improvement.

As mentioned above, New England Baptist Hospital’s most recent CHNA was completed during FY 2019 but its FY 2019 community benefits programming was informed by the FY 2016 CHNA and aligns with New England Baptist Hospital’s FY 2017 – FY 2019 Implementation Strategy. The following is a summary description of the FY 2019 CHNA approach, methods, and key findings.

Approach and Methods
In October 2018, NEBH hired John Snow, Inc. (JSI), a public health consulting firm based in Boston to integrate the information gathered across these concurrent assessments and augment the information gathered where appropriate. NEBH worked with JSI to ensure that the final NEBH CHNA, including elements across all of its separate parts, engaged the necessary community constituents, incorporated comprehensive quantitative and qualitative information for all of the communities in its CBSA, and fulfilled Commonwealth and Federal Community Benefits requirements.

The FY 2019 CHNA was conducted in three phases, which allowed New England Baptist Hospital to: 1) compile an extensive amount of quantitative and qualitative data, 2) engage and involve key stakeholders, New England Baptist Hospital clinical and administrative staff, and the community at-large, 3) develop a report and detailed strategic plan, and 4) comply with all Commonwealth Attorney General and Federal IRS community benefits requirements. Data sources included a broad array of publicly available secondary data, key informant interviews, and four community forums.

New England Baptist Hospital’s Community Benefits program is predicated on the notion of partnership and dialogue with its many communities. New England Baptist Hospital’s understanding of these communities’ needs is derived from discussions with and observations by healthcare and health-related workers in the neighborhoods as well as more formal assessments through available public health data, focus groups, surveys, etc. This data was then augmented by demographic and health status information gleaned from a variety of sources including The Massachusetts Department of Public Health, The Boston Public Health Commission, federal resources such as the Institute of Medicine, and Centers for Disease Control and Prevention, and review of literature relevant to a particular community’s needs.

The articulation of each specific community’s needs (done in partnership between New England Baptist Hospital and community partners) is used to inform New England Baptist Hospital’s decision-making about priorities for community benefits efforts. New England Baptist Hospital works in concert with community residents and leaders to design specific actions to be undertaken each year. Each component of the plan is thus developed and eventually woven into the annual goals and agenda for the New England Baptist Hospital’s Community Benefits Plan that is adopted by the Board of Director.

In conducting this assessment and planning process, it would be difficult to overstate NEBH’s commitment to community engagement and a robust, collaborative, transparent, and objective process. Rather than conducting one-single assessment, NEBH’s Community Benefits staff participated in and gathered information from a series of concurrent, comprehensive assessments. These assessments were conducted by organizations or collectives of organizations throughout Boston. Involvement in these efforts allowed NEBH to leverage resources, and implement a robust and inclusive CHNA and IS process. Involvement in these concurrent assessments also facilitated important collaboration between NEBH and health service organizations across Boston. These partners were very productive and will have a lasting positive impact when it comes to future assessments and community health improvement efforts.

The following are brief descriptions of each of the component parts of NEBH’s overall assessment. Collectively, the efforts described below exemplify NEBH’s commitment to a comprehensive, inclusive, engaged, collaborative assessment and planning process. The efforts also show NEBH’s commitment to understanding unmet need, the underlying social determinants of health, and community engagement.

Boston Community Health Needs Assessment - Community Health Improvement Plan Collaborative (Boston CHNA-CHIP Collaborative)
NEBH’s Community Benefits staff participated in the development and implementation of a collaborative citywide community health needs assessment involving dozens of service providers and the Boston Public Health Commission. This assessment, called the Boston Community Health Needs Assessment – Community Health Improvement Plan Collaborative (Boston CHNA-CHIP Collaborative) was facilitated through the Conference of Boston Teaching Hospitals (COBTH) and was an enormous, unprecedented effort between twelve Boston area teaching
hospitals and academic medical centers, numerous community health centers, the Boston Public Health Commission, other community based organizations and community residents. The assessment focused on the social determinants of health through the lens of health equity; it aimed to uncover and understand how and why individuals in certain Boston neighborhoods or population groups experience disparities in health outcomes and barriers to care based on socioeconomic status, race and ethnicity, language, health status, sexual orientation, gender identity, and other factors. The overall approach was participatory and collaborative, engaging community residents and stakeholders throughout the CHNA process.

The Boston CHNA-CHIP Collaborative collected and analyzed secondary data on a wide range of issues from a variety of sources to identify community characteristics, barriers to care, risk factors, and disparities in health outcomes. There was a particular focus on collecting data to characterize the social determinants of health (e.g., housing, transportation, and socioeconomic status) and to stratify data by Boston neighborhood, as well as by race/ethnicity, age, income, and other characteristics. The assessment also included a robust community engagement and qualitative information gathering effort, including a community health survey, focus groups, and key informant interviews.

The Boston CHNA-CHIP Collaborative also conducted an extensive series of prioritization and planning meetings to facilitate the development of a citywide Community Health Improvement Plan (CHIP). Finally, the Boston CHNA-CHIP Collaborative developed a summary and full report of findings, which was drawn on extensively to develop this report.

**Beth Israel Lahey Health (BILH) and Other Hospital Community Health Needs Assessment and Community Engagement Activities**

NEBH partnered with hospitals within the BILH system (i.e., Beth Israel Deaconess Medical Center and Beth Israel Deaconess Hospital – Needham) as well as other hospitals in Boston (i.e., Brigham and Women’s Hospital, Dana-Farber Cancer Institute, Boston Children’s Hospital). These hospitals operate in NEBH CBSA and, as a result, efforts were made to share information and align community engagement and assessment activities.

In addition to leveraging the activities of the Boston CHNA-CHIP Collaborative and other hospital CHNA efforts, NEBH benefited from information gathered by Beth Israel Deaconess Medical Center and Beth Israel Deaconess Hospital-Needham.

**Summary of Key Health-Related Findings from FY 2019 CHNA**

**Social Determinants of Health and Access to Care**

- **Social Determinants of Health (e.g., economic stability, education, and community/social context) Continue to Have a Massive Impact on Many Segments of the Population.** The dominant theme from the assessment’s key informant interviews, survey, focus groups and community meetings was the continued impact that the underlying social determinants of health are having on the CBSA’s low income, underserved, diverse population cohorts. More specifically, determinants such as poverty, employment opportunities, housing, violence, transportation, racial segregation, literacy, provider linguistic/cultural competency, social support, and community integration limit many people’s ability to care for their own and/or their families’ health.

- **Disparities in Health Outcomes Exist in NEBH’s CBSA by Race/Ethnicity, Foreign Born Status, Income, and Language:** There are major health disparities for residents living in NEBH’s CBSA. This is particularly true for racially/ethnically diverse, foreign born, low income, and non-English speaking residents living in the Boston neighborhoods of Mission Hill and Roxbury. The impact of racism, barriers to care, and disparities in health outcomes that these populations face are widely documented in the literature and confirmed by the data captured by this assessment.

  It is crucial that these disparities be addressed and, to this end, NEBH’s Implementation Strategy (IS) continues to include a myriad of programs, strategic interventions, and services that are carefully targeted to address these disparities. However, it is critical to note that there is a multitude of individual, community and societal factors that work together to create these inequities. The underlying issue is not only race/ethnicity, racism, income, or language but rather a broad array of interrelated social issues including economic opportunity, education, crime, transportation, and community cohesion.

**Chronic / Complex Conditions and their Risk Factors**

- **High Rates of Chronic and Acute Physical Health Conditions (e.g., heart disease, hypertension, cancer, and asthma).** The assessment’s quantitative data clearly shows that many communities in NEBH’s CBSA have high rates for many of the leading physical health conditions (e.g., heart disease, hypertension, cancer, and asthma). In many communities, these rates are statistically higher than Commonwealth rates, indicating a particularly significant problem. However, even for those communities where the rates are not statistically higher, these conditions are still the leading causes of premature death.
- **High Rates of the Leading Health Risk Factors** (e.g., Lack of Nutritional Food and Physical Activity, Alcohol/Illicit Drug Use, and Tobacco Use). One of the leading findings from the assessment is that many communities and/or population segments in NEBH’s CBSA have high rates of chronic physical and behavioral health conditions. In some people, these conditions have underlying genetic roots that are hard to counter. However, for most people these conditions are widely considered preventable or manageable. Addressing the leading risk factors is at the root of a sound chronic disease prevention and management strategy.

**Behavioral Health (Mental Health and Substance Use)**

- **High Rates of Substance Use** (e.g., Alcohol, Prescription Drug/Opioids, Marijuana) and Mental Health Issues (e.g., Depression, Anxiety, and Stress). The impact of social determinants was the lead finding, but a close second was the profound impact of behavioral health issues (i.e., substance use and mental health) on individuals, families and communities in every geographic region and every population segment in NEBH’s CBSA. Depression/anxiety, suicide, alcohol use, opioid and prescription drug use, and marijuana use are major health issues and are having a significant impact on the population as well as a burden on the service system. The fact that physical and behavioral health are so intertwined compounds the impact of these issues. Of particular concern are the increasing rates of opioid use and the impacts of trauma.

- **Limited Access to Behavioral Health Services**, Particularly for Low Income, Medicaid Covered, Uninsured, Foreign Born, Non-English speakers, and those with Complex/Multi-faceted Issues. Despite the burden of mental health and substance use on all segments of the population, there is an extremely limited service system available to meet the needs that exist for those with mild to moderate episodic issues or those with more serious and complex, chronic conditions. Efforts need to be made to expand access, reduce barriers to care (including stigma), and improve the quality of primary care and specialized behavioral health services.

- **It is crucial that these disparities be addressed and, to this end, New England Baptist Hospital’s FY 17-19 CHIP continues to include a myriad of programs, strategic interventions, and services that are carefully targeted to address these disparities.** However, it is critical to note that there is a multitude of individual, community and societal factors that work together to create these inequities. The underlying issue is not only race/ethnicity, foreign born status, or language but rather a broad array of inter-related issues including economic opportunity, education, crime, and community cohesion. Arguably, these are the leading determinants of health for all urban communities in the United States, and they are daunting challenges. Many of Boston’s major academic and healthcare institutions, including New England Baptist Hospital have been at the heart of this national dialogue for decades. New England Baptist Hospital is committed to doing what it can to address these factors and every priority area and goal in New England Baptist Hospital’s FY 16-19 CHIP is structured to address health disparities and inequities in some way.
To eat healthier diets, people need better access to healthy, affordable food. NEBH is committed to providing access to healthy and affordable food to the residents that live in the Mission Hill community. NEBH collaborated with Roxbury Tenants of Harvard (RTH) and Fair Foods on the $2 A Bag program to offset the cost of fresh fruits and vegetables.

<table>
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<tr>
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<tbody>
<tr>
<td>There is a major need for access to affordable fresh fruits and vegetables in Mission Hill. NEBH is committed to helping provide healthy food to community residents by offsetting the cost.</td>
<td>Every month over 100 residents at Roxbury Tenants of Harvard (RTH) are able to purchase fresh fruits and vegetables at half the cost through Fair Foods $2 A Bag program and NEBH. NEBH is working with the staff at RTH to offer the $2 A Bag program twice a month.</td>
<td>Outcome Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** – Community Clinical Linkages

**Program is part of a grant or funding provided to an outside organization** - Yes

**Program Hashtags** - Prevention

**EOHHS Focus Issues** - Not Specified

**DoN Health Priorities** - Not Specified

**Health Issues** Chronic Disease - Overweight and Obesity, Other: Nutrition, Overweight and Obesity, Social Determinants of Health - Access to Healthy Food, Social Determinants of Health - Income and Poverty, Social Determinants of Health - Nutrition

**Target Populations**

- **Regions Served:** Boston - Mission Hill
- **Environments Served:** Urban
- **Gender:** All
- **Age Group:** All
- **Race/Ethnicity:** All
- **Language:** All
- **Additional Target Population Status:** Not Specified

**Partners:**


**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Aging Well in Place

Brief Description or Objective
Increase physical activity in older adults with a focus on strength, balance, flexibility and fall prevention.

NEBH collaborates with RTH to offer three programs for seniors, Easy Steps program, Healthy Moves and a Walking Group. Programs focus on strength, balance, flexibility, endurance and fall prevention. As well as keeping seniors active and moving.

<table>
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<tbody>
<tr>
<td>The Easy Steps and Healthy Moves programs for seniors concentrates on strength, balance, flexibility and education about fall prevention. It also encourages relaxation and breathing to focus the mind and deal with stress.</td>
<td>Easy Steps and Healthy Moves are programs for seniors that focus on strength, balance, flexibility, endurance, nutrition and fall prevention. Every week, between 15-20 elder residents participate in the Easy Steps and Healthy moves programs. Residents have reported that they feel healthier, stronger and have more energy.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>Osteoporosis is a major public health threat for an estimated 54 million Americans age 50 and older. Twenty percent of non-Hispanic Caucasian and Asian women aged 50 and older are estimated to have osteoporosis, and 52 percent are estimated to have low bone mass. The Massachusetts Department of Public Health (DPH) has identified osteoporosis as a public health issue and established the Osteoporosis awareness program. Physical activity can improve the overall health and well-being of older adults. Even modest levels of activity, done each day for a total of 30 minutes, can prevent or control osteoporosis and weight gain.</td>
<td>NEBH supports a walking group serving between 30-40 women and men between the ages of 40 and 90 from all ethnic backgrounds at each session. The group walks two times a week. The Hospital also offers educational programs such as stretching, eating healthy, etc. to this group. The group has reported having more energy and like having the opportunity to meet people that live in their housing development. Ninety percent of the walking group is Asian with the other ten percent being Latino and Russian.</td>
<td>Outcome Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type – Total Population or Community-Wide Interventions
Program is part of a grant or funding provided to an outside organization - Yes
Program Hashtags – Community Education, Prevention
EOHHS Focus Issues - Chronic Disease with focus on Cancer, Heart Disease, and Diabetes
DoN Health Priorities - Not Specified
Health Issues Chronic Disease-Hypertension, Chronic Disease-Osteoporosis, Chronic Disease-Overweight and Obesity, Health Behaviors/Mental Health-Physical Activity, Health Behaviors/Mental Health-Stress Management, Other: Arthritis, Other: Nutrition, Other: Osteoporosis/Menopause, Other: Safety - Home, Overweight and Obesity, Physical Activity, Social Determinants of Health-Education/Learning, Social Determinants of Health-Nutrition

Target Populations
Regions Served: Boston-Mission Hill
Environments Served: Urban
Gender: All
Age Group: Adult-Elder
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified
Age Group: Adult-Elder
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Arthritis and Lupus Support Group

**Brief Description or Objective**
To provide support and education to residents of Boston with Rheumatoid Arthritis and Lupus.

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<tbody>
<tr>
<td>To address access, education, treatment and support the needs of people with Rheumatoid Arthritis and Lupus, especially in underserved residents in the City of Boston.</td>
<td>Every month, 12-15 people with Arthritis and or Lupus attend the support group. The group leader is always available for questions and calls from potential group members. The group leader is always looking for new members and sends out a monthly mailing to the group and potential members.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** – Total Population or Community-Wide Interventions
**Program is part of a grant or funding provided to an outside organization** - No
**Program Hashtags** – Support Group
**EOHHS Focus Issues** - Chronic Disease with focus on Cancer, Heart Disease, and Diabetes
**DoN Health Priorities** - Not Specified
**Health Issues** Other: Arthritis

**Target Populations**
- **Regions Served:** Boston
- **Environments Served:** Urban
- **Gender:** All
- **Age Group:** Adult
- **Race/Ethnicity:** All
- **Language:** English
- **Additional Target Population Status:** Not Specified

**Partners:**
- Arthritis Foundation, 617-244-1800 https://www.arthritis.org/massachusetts/
- Denice Garrett, Group Leader denice.garrett@bostonabcd.org
- Lupus Foundation, 508-872-5200 https://www.lupus.org/massachusetts

**Program Contact Information** - Denice Garrett, Group Leader, denice.garrett@bostonabcd.org
**Clothing and Basic Household Essentials**

**Brief Description or Objective**
To provide low-income families in our community much needed clothing and basic household essentials.

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<tbody>
<tr>
<td>To provide new winter coats, boots, hats, scarves, clothing, etc. to our community members in need, helping with self-confidence, school attendance, elder isolation, physical activity and overall wellness.</td>
<td>NEBH provided much needed winter clothing for individuals and families in the Mission Hill Community. 141 coats were given to residents that included children, adults and seniors at the Tobin Community Center, Roxbury Tenants of Harvard and the Mission Hill School.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions  
**Program is part of a grant or funding provided to an outside organization** - No  
**Program Hashtags** - Prevention  
**EOHHS Focus Issues** - Not Specified  
**DoN Health Priorities** - Not Specified  
**Health Issues** Other: Homebound, Other: Safety, Physical Activity, Social Determinants of Health- Environmental Quality, Social Determinants of Health-Income and Poverty

**Target Populations**  
**Regions Served:** Boston-Dorchester, Boston-Hyde Park, Boston-Jamaica Plain, Boston-Mattapan, Boston-Mission Hill, Boston-Roxbury  
**Environments Served:** Urban  
**Gender:** All  
**Age Group:** All  
**Race/Ethnicity:** All  
**Language:** All  
**Additional Target Population Status:** Not Specified  
**Age Group:** All  
**Race/Ethnicity:** All  
**Language:** All  
**Additional Target Population Status:** Not Specified

**Partners:** Roxbury Tenants of Harvard http://www.missionpark.com/rth.htm  
Mission Hill School  
Tobin Community Center

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Brief Description or Objective
To provide food to residents of the Pine Street Inn's Doe House. Once a month, volunteers from NEBH have dinner with the residents of the Pine Street Inn's Doe House. NEBH Staff cook and serve dinner to the residents and spend time conversing with them. Each month, residents receive a gift card to Stop and Shop and, basic household or clothing as needed.

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<tbody>
<tr>
<td>The Doe House is one of the Pine Street Inn's supportive housing sites for former homeless men and women. The goal is to offer much needed food to the residents and to help the residents with isolation and food insecurity.</td>
<td>In 2015, we started with 3-4 residents, now every month we have 15-18 residents join us for dinner and conversation. NEBH staff prepare and serve the healthy meal for them and spend time socializing with the residents. Every month, each resident receives a gift card to Stop &amp; Shop so that they may purchase food.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type – Community-Clinical Linkages
Program is part of a grant or funding provided to an outside organization - No
Program Hashtags - Not Specified
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues - Other: Nutrition, Social Determinants of Health-Access to Healthy Food, Social Determinants of Health-Income and Poverty, Social Determinants of Health-Nutrition

Target Populations
Regions Served: Boston-Mission Hill
Environments Served: Urban
Gender: All
Age Group: Adult
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified

Partners: www.pinstreetinn.org

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
The Mission Hill Senior Legacy Project brings seniors from throughout the Mission Hill/Roxbury/Jamaica Plain neighborhoods together for social and educational events. This helps with elder isolation.

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<tbody>
<tr>
<td>Monthly Bingo at the Maria Sanchez House</td>
<td>For the past three years, NEBH has participated in monthly Bingo with the residents of the Maria Sanchez House. Each month 15-20 seniors that live in the Maria Sanchez building attend this social event. Residents look forward to it every month and enjoy the socialization. NEBH provides prizes, gift cards and refreshments.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>There are many issues related to older adult health with isolation being one of them. NEBH is committed to the seniors living in and around Mission Hill/Roxbury/Jamaica Plain to help with elder isolation.</td>
<td>In 2019, NEBH held four birthday celebrations for seniors living in Mission Hill/Roxbury/Jamaica Plain. Over 130 seniors from the area come to the celebration. The parties were held at Roxbury Tenants of Harvard and the Tobin Community Center. Seniors receive a healthy lunch, gift, raffles and enjoy entertainment. NEBH also collaborates with the Harvard T.H. Chan School of Public Health, Wentworth Institute, Roxbury Tenants of Harvard, the Tobin Community Center and the Mission Hill Senior Legacy Project on the Mission Hill Senior Prom. Over 150 elders attend the annual prom. These events help seniors who are isolated be more social.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type - Total Population or Community-Wide Interventions
Program is part of a grant or funding provided to an outside organization - No
Program Hashtags - Not Specified
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues - Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Physical Activity, Mental Health, Other: Nutrition, Physical Activity, Social Determinants of Health- Income and Poverty

Target Populations
Regions Served: Boston-Jamaica Plain, Boston, Mission Hill, Boston- Roxbury
Environments Served: Urban
Gender: All
Age Group: Adult-Elder
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified

Partners:
Maria Sanchez House
Mission Hill Senior Legacy Project
One Gurney Street Apartments
Tobin Community Center

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Food Insecurity

Brief Description or Objective

Food insecurity has been linked to myriad health problems in adults and children. Hungry households in Massachusetts, for the most part, live in pockets of poverty around the state. In low income communities, families with children suffer from hunger four times more often than the statewide average. NEBH partnered with the Parker Hill/Fenway ABCD, Mission Hill residents, the Mission Hill Senior Legacy Project and residents that live in Mission Hill to combat hunger.

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<tr>
<td>Emergency food pantry services for low-income families.</td>
<td>NEBH provides financial support for the food pantry at the ABCD, Parker Hill/Fenway site. The pantry provides emergency food for low income families in the community. The pantry helps over 100 families a week with food assistance.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>Hunger continues to be on the rise in Massachusetts. Hungry households in Massachusetts, are in pockets of poverty around the state. In low income communities, families with children suffer from hunger four times more often than the statewide average. NEBH is committed to combating hunger in our local neighborhood by partnering with the Mission Hill Elementary School, Mission Hill Senior Legacy Project and Mission Hill residents.</td>
<td>NEBH provides food and Stop &amp; Shop gift cards to families from the Mission Hill School during holidays and school vacations and to families that live in Mission Hill throughout the year. Last year NEBH helped 72 families with food assistance through Stop and Shop gift cards and food.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>Turkey give-a-way for the Thanksgiving holiday</td>
<td>NEBH provides financial support for turkeys for the seniors living in Mission Hill during the holidays. Over 100 turkeys were given to low income seniors living in housing developments in Mission Hill/Roxbury.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type – Community Clinical Linkages
Program is part of a grant or funding provided to an outside organization - Yes
Program Hashtags - Prevention
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues - Chronic Disease-Diabetes, Chronic Disease-Hypertension, Chronic Disease-Osteoporosis, Chronic Disease-Overweight and Obesity, Other: Nutrition, Social Determinants of Health- Access to Healthy Food, Social Determinants of Health-Income and Poverty

Target Populations
- Environments Served: Urban
- Gender: All
- Age Group: All
- Race/Ethnicity: All
- Language: All
- Additional Target Population Status: Not Specified

Partners:
ABCD-Parker Hill Fenway Service Center  https://bostonabcd.org/location/parkerhill-fenway-nsc/
Boston Center for Youth and Families, Tobin Community Center
Mission Hill Senior Legacy Project
One Gurney Street Apartments
Maria Sanchez House

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
The Jr. Celtics program challenges 3rd-5th graders to develop their basketball game through skills, drills and leadership training. Also keeping them active with physical exercise.

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<tr>
<td>The Jr. Celtics Academy program challenges 3rd-5th graders to develop their basketball game through skills, drills and leadership training. Also providing physical activity.</td>
<td>Over 600 3rd-5th graders attended the Jr. Celtics Academy program that was presented by New England Baptist Hospital. This program challenges young people to develop their basketball game through skills, drills and leadership training.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions

**Program is part of a grant or funding provided to an outside organization** - Yes

**Program Hashtags** - Prevention

**EOHHS Focus Issues** - Not Specified

**DoN Health Priorities** - Not Specified

**Health Issues** - Chronic Disease-Overweight and Obesity, Health Behaviors/Mental Health-Physical Activity, Other: Safety - Sports, Physical Activity, Social Determinants of Health-Income and Poverty

**Target Populations**
- **Environments Served**: Urban
- **Gender**: All
- **Age Group**: Child-Preteen
- **Race/Ethnicity**: All
- **Language**: All
- **Additional Target Population Status**: Not Specified

**Partners**:

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
**Mission Hill Neighborhood**

**Brief Description or Objective**
To help neighborhood development, physical activity, beautification and safety.

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<tr>
<td>Cleaner neighborhoods lead to lower crime and more activity in parks and play. More activity leads to better health, improved performance in school and long term economic gains. Several long-term studies have been done that show this. Cleaner neighborhoods derive economic value from this as well as mental and physical health benefits.</td>
<td>NEBH continues to beautify the neighborhood by working with community members and Mission Main Streets on keeping Mission Hill clean. This includes helping with street sweeping and snow removal for the streets that surround the hospital and City of Boston park.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>Maintenance of the City of Boston's McLaughlin Park and two ball fields atop Mission Hill.</td>
<td>The City of Boston's McLaughlin Park/Field is maintained on a weekly basis by NEBH allowing the residents of Mission Hill to play Little League baseball, softball, soccer, enjoy the walking path, etc. This allows the residents to maintain an active lifestyle with physical activity.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>Mission Hill Main Streets is helping to improve the health and safety in Mission Hill. Mission Hill Main Streets works nonstop to preserve, sustain and improve the diverse neighborhood. A top priority for Main Streets is neighborhood beautification. Sprucing up property and streets promote neighborhood pride and neighbors working together build a sense of community.</td>
<td>NEBH financially supports Mission Hill Main Streets by providing office space in an offsite NEBH building and financial donations.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions

**Program is part of a grant or funding** - provided to an outside organization - No

**Program Hashtags** - Prevention

**EOHHS Focus Issues** - Not Specified

**DoN Health Priorities** - Not Specified

**Health Issues** - Environmental Quality, Injury and Violence, Other: Public Safety, Overweight and Obesity, Physical Activity

**Target Populations**

- **Regions Served**: Boston-Mission Hill
- **Environments Served**: Urban
- **Gender**: All
- **Age Group**: All
- **Race/Ethnicity**: All
- **Language**: All
- **Additional Target Population Status**: Not Specified

**Partners**: City of Boston Parks Department, 617635-4500 www.boston.gov/departments/parks-and-recreation

Friends of McLaughlin Playground

Mission Main Streets bostonmainstreets.org

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
 Obesity and Overweight are major problems in Massachusetts. While many epidemics can be defeated with a pill or a vaccine, obesity requires changes in behavior as well as access to affordable, nutritious foods and opportunities for physical activity in the places where people live. Low income residents are more likely to be overweight and obese for a variety of socio-economic reasons and low income residents are more likely to develop chronic diseases - such as diabetes, heart disease, osteoarthritis and high blood pressure. NEBH has a long-standing commitment to improving the health status of Boston residents, with a focus on Mission Hill. The goal of this initiative is to address the need for education and physical activity in order to combat obesity.

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<tbody>
<tr>
<td>Help to decrease the number of adults and children who are overweight and obese by contributing to public parks and fields and, through the promotion of wellness and exercise.</td>
<td>NEBH continues to maintain the City of Boston's McLaughlin Park/Field and walking path in Mission Hill. This allows the residents of Boston access to two ball fields, a walking path/trail and a playground, resulting in daily activity and exercise for youth and adults. There are daily and weekly Little League, softball and soccer games that take place at the ball field as well as practice and training for youth football leagues.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
<tr>
<td>NEBH has a long-standing commitment to improving the health status of Boston residents, with a focus on movement and prevention of obesity. The Hospital supports the Mission Hill Little League and the Boston Center for Youth and Families - Tobin Community Center.</td>
<td>NEBH provides financial support for the Mission Hill Little League, giving access to over 100 youth to play youth baseball in the spring/summer. Playing a sport keeps children active and moving, helping in the prevention of obesity. NEBH provides financial support for the summer camp at the Tobin Community Center. The support allows 10 youth to participate in the summer camp. The camp encourages young children to exercise and keep active helping in the prevention of obesity.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
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</table>

Program Type - Total Population or Community-Wide Interventions
Program is part of a grant or funding provided to an outside organization - No
Program Hashtags - Prevention
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues - Chronic Disease-Overweight and Obesity, Health Behaviors/Mental Health-Physical Activity, Overweight and Obesity, Physical Activity, Social Determinants of Health-Environmental Quality, Social Determinants of Health-Income and Poverty

Target Populations
- Regions Served: Boston-Mission Hill
- Environments Served: Urban
- Gender: All
- Age Group: All
- Race/Ethnicity: All
- Language: All
- Additional Target Population Status: Not Specified

Partners:
- Boston Center for Youth and Families Tobin Community Center
- Mission Hill Little League
- Boston Parks Dept. McLaughlin Park - www.boston.gov/departments/parks-and-recreation

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
A one-year, school-to-work program that takes place entirely at the workplace. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and relevant job-skills training through strategically designed internships. The program provides real-life work experience combined with training in employability and independent living skills to help youths with significant disabilities make successful transitions from school to productive adult life.

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<tr>
<td>NEBH partnered with Morgan Memorial, Goodwill and Madison Park High School to offer a one-year, school-to-work internship through the Project SEARCH High School Transition Program. The program provides real-life work experience combined with training in employability and independent living skills to help youths with significant disabilities make successful transitions from school to productive adult life.</td>
<td>In 2019, eight students from Madison Park High School participated in the program. The students learned skills that will enable them to apply for a related position when they graduate from high school. After completion of the program, NEBH hired three students into permanent positions at the hospital.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type - Total Population or Community-Wide Interventions
Program is part of a grant or funding provided to an outside organization - No
Program Hashtags – Mentorship/Career Training/Internship
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues – Health Behaviors/Mental, Health-Physical Activity, Other: Education/Learning Issues, Social Determinants of Health-Education/Learning, Social Determinants of Health-Income and Poverty

Target Populations
Regions Served: Boston
Environments Served: Urban
Gender: All
Age Group: Adult-Young
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified

Partners: Boston Public Schools  https://www.bostonpublicschools.org/
          Madison Park High School
          Morgan Memorial Goodwill Industries  https://www.goodwillmass.org/

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Financial support for the building purchase so that Sociedad Latina may offer programs to Latino Youth.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support for the purchase of Sociedad Latina's building and renovation so that they can continue to offer programs to 5,000 Latino Youth. Sociedad Latina is a non-profit organization founded in 1968 for at-risk Latino youth located in Mission Hill. Sociedad Latina provides cultural, social, educational and recreational activities for the Latino population.</td>
<td>NEBH continues to support Sociedad Latina's building and renovation so that they can continue to offer programs to 5,000 Latino Youth.</td>
<td>Process Goal</td>
<td>Year 3 of 5</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions  
**Program is part of a grant or funding** - Yes  
**Program Hashtags** - Not Specified  
**EOHHS Focus Issues** - Not Specified  
**DoN Health Priorities** - Not Specified  
**Health Issues** - Health Behaviors/Mental Health-Physical Activity, Social Determinants of Health- Education/Learning, Social Determinants of Health-Income and Poverty

**Target Populations**  
**Regions Served:** Boston-Mission Hill  
**Environments Served:** Urban  
**Gender:** All  
**Age Group:** Adult-Young, Child-Teen  
**Race/Ethnicity:** Hispanic/Latino  
**Language:** All  
**Additional Target Population Status:** Not Specified

**Partners:** Sociedad Latina  
www.sociedadlatina.org

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
**Sr. Celtics Program**

**Brief Description or Objective**

The Sr. Celtics program, encourages elderly members of the Boston community to maintain an active lifestyle through participation in fitness and health education classes. Boston Celtics players and Legends, and staff from New England Baptist Hospital lead seniors in group workouts and discuss the benefits of physical exercise and nutrition.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Sr. Celtics program encourages elderly members of the Mission Hill/Roxbury community to maintain an active lifestyle through participation in fitness and health education classes. Celtics players, legends and New England Baptist Hospital staff lead seniors in group workouts and discuss the benefits of physical exercise and nutrition.</td>
<td>NEBH collaborates with the Boston Celtics to offer the Sr. Celtics program to Mission Hill seniors. Over 125 seniors attend the program that is held twice a year.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions

**Program is part of a grant or funding provided to an outside organization** - Yes

**Program Hashtags** - Prevention

**EOHHS Focus Issues** - Not Specified

**DoN Health Priorities** - Not Specified

**Health Issues** - Chronic Disease-Diabetes, Chronic Disease-Hypertension, Chronic Disease-Osteoporosis, Chronic Disease-Overweight and Obesity, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Physical Activity, Other: Nutrition, Other: Osteoporosis/Menopause, Overweight and Obesity, Physical Activity, Social Determinants of Health-Income and Poverty

**Target Populations**

**Regions Served:** Boston-Jamaica Plain, Boston-Mission Hill, Boston-Roxbury  
**Environments Served:** Urban  
**Gender:** All  
**Age Group:** Adult-Elder  
**Race/Ethnicity:** All  
**Language:** All  
**Additional Target Population Status:** Not Specified

**Partners:**

- Boston Celtics [www.nba.com/celtics/community/health-fitness](http://www.nba.com/celtics/community/health-fitness)  
- Mission Hill Senior Legacy Project  
- Tobin Community Center  
- ABCD Parker Hill Fenway Service Center [www.bostonabcd.org](http://www.bostonabcd.org)

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Transportation for Seniors

**Brief Description or Objective**
Transportation is crucial to ensure access to essential services such as medical care, pharmacy and grocery shopping. The availability of affordable and adequate transportation enables older persons to live independently in their communities, helps to prevent isolation and the possible need for long-term care placement.

Because the neighborhood of Mission Hill is located on a hill, the need for transportation up and down the hill is needed especially for the elderly. As people grow older, the level of mobility that the elderly population has can become limited. The need for a bus in the Mission Hill Community is much needed. Without the bus, seniors in the Mission Hill community would not have transportation to get to places like the grocery store, pharmacy or doctor’s appointment. It also provides them with the opportunity to be social and active.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide transportation to older adults living in Mission Hill. The Mission Link bus provides much needed transportation for older adults, getting them to and from their doctor’s appointments, food shopping, pharmacy, etc. as well as providing the opportunity for them to be social and active.</td>
<td>Over 11,000 residents used the bus in 2019. The bus operates Monday through Friday from 10:30am to 7pm and every other Saturday 10am to 2pm.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** – Access/Coverage Supports
**Program is part of a grant or funding provided to an outside organization** - Yes
**Program Hashtags** - Prevention
**EOHHS Focus Issues** - Not Specified
**DoN Health Priorities** - Not Specified

**Health Issues** - Access to Health Care, Environmental Quality, Other-Senior Health Challenges/Care Coordination, Other: Arthritis, Other: Chronic Pain, Other: Public Safety, Overweight and Obesity, Social Determinants of Health-Access to Health Care, Social Determinants of Health- Access to Healthy Food, Social Determinants of Health-Access to Transportation, Social Determinants of Health-Environmental Quality, Social Determinants of Health-Income and Poverty

**Target Populations**
- **Regions Served:** Boston-Mission Hill
- **Environments Served:** Urban
- **Gender:** All
- **Age Group:** Adult, Adult-Elder
- **Race/Ethnicity:** All
- **Language:** All
- **Additional Target Population Status:** Not Specified

**Partners:** Mission Hill Community
Mission Hill Link

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
NEBH does security rounds throughout the Mission Hill area. This service provides detection and deterrence in the neighborhood, 7 Days a week 24 hours a day at scheduled and unscheduled intervals. NEBH continually reviews and upgrades its video system to enhance recording quality and does rounds on an average of 10 times a day. NEBH is called upon frequently by the Boston Police for video surveillance.

NEBH supports youth basketball programs at the Tobin Community Center and retreats. These programs occupy young boys, keeping them from violence on the streets. They teach them about teamwork, responsibility and brings youth from housing developments together. The Tobin Community Center, Community agencies and the Boston Police work with the youth in Mission Hill/Roxbury by reaching out and providing education and activities for them. These organizations provide violence prevention education and activities for youth. NEBH also works with the Boston Police to make the community a safer place.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To collaborate with community groups in Mission Hill and the Boston Police to help keep community residents safe and to educate and keep our youth engaged in activities to prevent violence in our community.</td>
<td>NEBH continues to work with community groups in Mission Hill and the Boston Police to help educate and keep our youth engaged in activities to prevent violence in our community. NEBH does security rounds throughout the Mission Hill area. This service provides detection and deterrence in the neighborhood, 7 Days a week 24 hours a day at scheduled and unscheduled intervals. NEBH continually reviews and upgrades its video system to enhance recording quality and does rounds on an average of 10 times a day. NEBH is called upon frequently by the Boston Police for video surveillance. NEBH supports youth basketball programs at the Tobin Community Center and retreats. These programs occupy young adolescents, keeping them from violence on the streets. They teach them about teamwork, responsibility and brings youth from housing developments throughout Mission Hill and Jamaica Plain together.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

**Program Type** - Total Population or Community-Wide Interventions

**Program is part of a grant or funding provided to an outside organization** - No

**Program Hashtags** - Prevention

**EOHHS Focus Issues** - Not Specified

**DoN Health Priorities** - Not Specified

**Health Issues** – Injury and Violence

**Target Populations**
- **Regions Served:** Boston-Mission Hill
- **Environments Served:** Urban
- **Gender:** All
- **Age Group:** All
- **Race/Ethnicity:** All
- **Language:** All
- **Additional Target Population Status:** Not Specified

**Partners:**
- Boston Police  www.boston.gov/departments/police
- Mission Hill Crime Committee
- Mission Hill Problem Properties
- Tobin Community Center

**Program Contact Information** - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
The Hospital's focus for workforce development is providing employment, job training and supporting the educational needs of our community residents. In addition to promoting neighborhood development by providing jobs, the Hospital works with schools from elementary school up and with job training programs to help encourage young people to enter healthcare as a career and to succeed.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Meredith Cameron Youth Opportunity Internship is a summer program that offers eight to ten high school and college students who permanently reside in Boston with a primary focus on the Mission Hill/Roxbury community an 8 to 10 week paid summer employment in positions that will be engaging, enriching and rewarding while providing exposure to health and science related career paths.</td>
<td>Twelve students were gainfully employed during the summer of 2019. The students also participated in weekly lunch and learn lectures. Introducing them to clinical and administrative careers.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type - Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization - No
Program Hashtags - Mentorship/Career Training/Internship
EOHHS Focus Issues - Not Specified
DoN Health Priorities - Not Specified
Health Issues – Other: Education/Learning Issues, Social Determinants of Health-Education/Learning, Social Determinants of Health-Income and Poverty

Target Populations
Environments Served: Urban
Gender: All
Age Group: Adult-Young
Race/Ethnicity: All
Language: All
Additional Target Population Status: Not Specified

Partners: ABCD Parker Hill Fenway Service Center [www.bostonabcd.org/parker-hillfenway-nsc.aspx]
Private Industry Council [www.bostonpic.org/]
Roxbury Tenants of Harvard [www.missionpark.com/rth.htm]
Sociedad Latina [www.sociedadlatina.org/]

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Brief Description or Objective
Weekly yoga class for seniors at the Boston Public Library, Parker Hill Branch. The benefits from yoga include flexibility, increased muscle strength and tone, improved respiration, energy and vitality, maintaining a balanced metabolism, weight reduction, cardio and circulatory health, and protection from injury. Keeping your joints more flexible can help reduce pain through gentle stretching.

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Goal Status</th>
<th>Goal Type</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide weekly yoga for older adults living in Mission Hill. Yoga helps with medical issues that includes diabetes, high blood pressure, high cholesterol, and heart disease. It gives you strength, flexibility, and mind-body awareness. It can decrease Stress, relieve anxiety, reduce inflammation, improve heart health, reduce chronic pain, help with depression, improves flexibility and balance and improves quality of life.</td>
<td>Over 30 older adults participate in the yoga class weekly. Participants have stated they feel better, have more flexibility, feel less stress and isolated.</td>
<td>Process Goal</td>
<td>Year 3 of 3</td>
</tr>
</tbody>
</table>

Program Type - Total Population or Community-Wide Interventions

Program is part of a grant or funding provided to an outside organization - Yes
Program Hashtags - Prevention
EOHHS Focus Issues – Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, etc.
DoN Health Priorities - Not Specified
Health Issues – Health Behaviors/Mental Health-Physical Activity, Health Behaviors/Mental Health-Stress Management, Other: Arthritis, Other: Hypertension, Other: Osteoporosis/Menopause, Overweight and Obesity, Physical Activity, Social Determinants of Health-Income and Poverty

Target Populations
- Regions Served: Boston, Boston-Mission Hill, Boston-Roxbury
- Environments Served: Urban
- Gender: All
- Age Group: Adult, Adult-Elder
- Race/Ethnicity: All
- Language: All

Additional Target Population Status: Not Specified

Partners: Friends of the Parker Hill Branch of the Boston Public Library

Program Contact Information - Christine Dwyer 125 Parker Hill Avenue, Boston, MA 02120, 617-754-5403
Section V: Expenditures

<table>
<thead>
<tr>
<th>CB Expenditures by Program Type</th>
<th>Total Amount</th>
<th>Subtotal Provided to Outside Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Clinical Services</td>
<td>$1,100.00</td>
<td>$1,100.00</td>
</tr>
<tr>
<td>Community-Clinical Linkages</td>
<td>$37,114.00</td>
<td>$9,652.00</td>
</tr>
<tr>
<td>Total Population or Community-Wide Interventions</td>
<td>$574,470.77</td>
<td>$492,172.59</td>
</tr>
<tr>
<td>Access/Coverage Supports</td>
<td>$86,918.00</td>
<td>$86,918.00</td>
</tr>
<tr>
<td>Infrastructure to Support CB</td>
<td>$202,977.00</td>
<td>Not Specified</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CB Expenditures by Health Need</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic Disease with a Focus on Cancer, Heart Disease, and Diabetes</td>
<td>$150,176.08</td>
</tr>
<tr>
<td>Mental Health/Mental Illness</td>
<td>$162,290.07</td>
</tr>
<tr>
<td>Housing/Homelessness</td>
<td>$48,520.40</td>
</tr>
<tr>
<td>Substance Use</td>
<td>$96,746.50</td>
</tr>
<tr>
<td>Additional Health Needs Identified by the Community</td>
<td>$444,846.72</td>
</tr>
<tr>
<td>Other Leveraged Resources</td>
<td>Not Specified</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Charity Care Expenditures</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSN Assessment</td>
<td>$3,506,644.00</td>
</tr>
<tr>
<td>HSN Denied Claims</td>
<td>$150,102.80</td>
</tr>
<tr>
<td>Free/Discount Care</td>
<td>Not Specified</td>
</tr>
<tr>
<td>Total Net Charity Care</td>
<td>$3,656,746.80</td>
</tr>
</tbody>
</table>

| Total CB Expenditures:                                | $4,559,326.57|

<table>
<thead>
<tr>
<th>Additional Information</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Patient Service Revenue:</td>
<td>$23,333,000.00</td>
</tr>
<tr>
<td>CB Expenditure as Percentage of Net Patient Services Revenue:</td>
<td>19.54%</td>
</tr>
<tr>
<td>Approved CB Program Budget for FY2020:</td>
<td>$3,656,000.00</td>
</tr>
<tr>
<td>(*Excluding expenditures that cannot be projected at the time of the report.)</td>
<td></td>
</tr>
<tr>
<td>Comments (Optional): In 2019, NEBH paid $370,872 to the City of Boston's voluntary PILOT program. The funds contribute to the health and well being of those living in the City of Boston.</td>
<td></td>
</tr>
</tbody>
</table>

Optional Information

Hospital Publication Describing CB Initiatives: [Download/View Report]

<table>
<thead>
<tr>
<th>Bad Debt:</th>
<th>$707,955.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad Debt Certification:</td>
<td>Certified</td>
</tr>
<tr>
<td>Optional Supplement:</td>
<td>Not Specified</td>
</tr>
</tbody>
</table>
David A. Passafaro, President
Christine Dwyer, Director, Community and Government Affairs
125 Parker Hill Avenue
Boston, MA 02120
617.754.5403  cdwyer1@nebh.org
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.
     - New England Baptist Hospital (NEBH) is a member of Beth Israel Lahey Health (BILH). While NEBH oversees local Community Benefits programming and community engagement efforts, Community Benefit is under the purview of the BILH Chief Strategy 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.

2. Community Benefits Advisory Committee (CBAC):
   - Members (and titles):
     David Passafaro, President, NEBH; Christine Dwyer, Director, Community & Government Affairs, NEBH; Elaine Adams, Registered Nurse at NEBH & Community Resident; Laura Adams, Director of Senior Services, Roxbury Tenants of Harvard (RTH), Board Member, Mission Hill Neighborhood Housing Services & Community Resident; Sophia Deng, Board Member, RTH, Community Resident; Ashley Dubois, HRIS Manager & Compensation Analyst, NEBH; John Jackson, Administrative Coordinator, Boston Center for Youth and Families (BCYF); Tobin Community Center, Board Member, Mission Hill Neighborhood Housing Services and the Mission Link; Paige Legassie, Business Partner, Human Resources, NEBH; Linda Percy, Member NEBH Patient Family Advisory Committee (PFAC) & Community Resident; Carmen Pola, Founding Member of Mission Hill Senior Legacy Project and Community Resident; Linda Thompson, Member NEBH Patient Family Advisory Committee (PFAC) & Community Resident; Elle Wittneben, RD, CSOWM, LDN, Dietician and Clinical Nutrition Manager, NEBH

   - Leadership:
     David A. Passafaro, President; Mary Sullivan Smith, RN, MS, Sr. Vice President, Chief Operating Officer and Chief Nursing Officer; Val Giordano, Chief of Staff, Vice President, Real Estate; Tom Gheringelli, Sr. Vice President, Finance, Chief Financial Officer; Linda Thompson, Sr. Vice President, Human Resources and Service Excellence; Frederick Basilico, MD, Physician in Chief and Chair, Department of Medicine; David Mattingly, MD, Surgeon in Chief and Clinical Chair, Department of Orthopaedics; Michael Esteghamati, MD, Chair, Anesthesia; Jihad Hayek, MD, Chair, Pathology; Damon Spitz, MD, Chair, Radiology; John Richmond, MD, Medical Director for Network Development Scott Tromanhauser, MD, Chief Medical Quality Officer and Chair, Spine Surgery

   - Frequency of meetings:
     March, June, August, November

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:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior leadership</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Hospital board</td>
<td>☒</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>Staff-level managers</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
<tr>
<td>Community Representatives on CBAC</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
</tr>
</tbody>
</table>

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

Senior Leadership

David Passafaro, President-provided input on identifying CBSA, CHNA and Implementation Strategy; participated in meetings with CBAC; participated in the prioritization process
New England Baptist Hospital undertook a robust, collaborative and transparent assessment and planning process. The approach involved extensive quantitative (age, race, ethnicity, language, sexual orientation/gender identity, income, violence/crime, food access, housing, transportation, etc.) and qualitative (focus groups, community forums, community surveys) data collection and substantial efforts to engage community residents, with special emphasis on hidden population segments often left out of assessments. New England Baptist Hospital’s Implementation Strategy reflects the hospital and the CBAC’s prioritization of the following social determinants of health, food access, violence, poverty, employment opportunities, housing and transportation.

How does the hospital incorporate health equity in its approach to Community Benefits? (150-word limit)
New England Baptist Hospital and Beth Israel Lahey Health 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 New England Baptist Hospital’s assessment process, New England Baptist Hospital worked to understand the needs of populations that are often disadvantaged, face disparities in health-related outcomes, and are deemed most vulnerable. New England Baptist Hospital’s Implementation Strategy that developed as a result of these processes focuses on reaching the geographic, demographic and socioeconomic segments of populations most at risk in the hospital’s community benefits service area.

How does the hospital approach allocating resources to Total Population or Community-Wide Interventions? (150-word limit)
The New England Baptist Hospital Implementation Strategy includes a diverse range of programs and resources to addresses the prioritized needs within New England Baptist Hospital community benefits service area. The majority of New England Baptist Hospital’s community benefits initiatives are focused on community partners and sub-populations due to identified disparities or needs. New England Baptist Hospital strategies include partnerships with youth and older adults, housing developments, and community agencies. Examples include collaborating with the Tobin Community Center, Maria Sanchez House and RTH on programs, and partnerships that provide and allow access to healthy food and transportation. Additionally, New England Baptist Hospital collaborates with many community partners to support total population and community-wide interventions including the Fair Foods program at RTH, Food Pantry at ABCD, Parker Hill Fenway, Sr. Celtics program with Mission Hill Senior Legacy, Summer Camp program at the Tobin Community Center and the Mission Hill Link bus.

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.
<table>
<thead>
<tr>
<th>Organization Name and Title of Key Contact</th>
<th>Organization Focus Area</th>
<th>Brief Description of Engagement (including any decision-making power given to organization)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roxbury Tenants of Harvard (RTH) Laura Adams, Director Senior Services</td>
<td>Housing organizations</td>
<td>NEBH collaborates with Roxbury Tenants of Harvard on their Aging Well in Place program, Food Insecurity and Elder Isolation. Aging Well in Place offers three programs, Easy Steps, an exercise class for seniors that concentrates on strength, balance, flexibility, and endurance; Walk and Talk, a walking group that walks once a week; and Healthy Moves, a program for seniors that have competed the Easy Steps Program that focuses on building upon the strength, balance, flexibility, and endurance learned in Easy Steps as well as an educational series that included classes on cognitive thinking and nutrition. Members from the RTH staff were involved in identifying the needs of their residents and on programming. NEBH collaborates with RTH and Fair Foods to offer fresh fruits and vegetables at a discount for the residents of RTH. NEBH collaborates with the staff at RTH on programming for seniors to help with elder isolation. This includes quarterly birthday parties, Mission Hill Sr. Prom and Sr. Celtics.</td>
</tr>
<tr>
<td>Boston Center for Youth and Families (BCYF)-Tobin Community Center John Jackson, Administrative Coordinator, BCYF, Tobin Community Center</td>
<td>Other</td>
<td>NEBH collaborates with the Tobin Community Center on programs for youth and older adults. NEBH supports their Summer Camp program; Mighty Mission Basketball Team; Mission Hill Youth Collaborative; Mission Hill Senior Legacy, and violence prevention education and events. NEBH collaborates with the staff at the Tobin Community Center on programs and events.</td>
</tr>
<tr>
<td>BPS-Madison Park High School, Goodwill Morgan Memorial, Project Search Brian Miller, Special Education Teacher, Madison Park High School</td>
<td>Schools</td>
<td>NEBH collaborates with Madison Park High School and Morgan Memorial, Goodwill to offer a one-year, school-to-work internship through the Project SEARCH High School Transition Program. The program provides real-life work experience combined with training and independent living skills to help youths with significant disabilities make successful transitions from school to productive adult life. The Special Education teacher/department at Madison Park High School identifies students for the program at NEBH.</td>
</tr>
<tr>
<td>Mission Hill Link, Inc. Alice Diggs, Treasurer</td>
<td>Other</td>
<td>NEBH partners with Mission Link, Inc. to provide much needed transportation to older adults living in Mission Hill. NEBH works with community residents and the</td>
</tr>
</tbody>
</table>
Mission Link board on schedules and routes for the bus.

Level of Engagement Across CHNA and Implementation Strategy

Please use the spectrum below from the Massachusetts Department of Public Health\(^1\) 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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Level of Engagement</th>
<th>Did Engagement Meet Hospital’s Goals?</th>
<th>Goal(s) for Engagement in Upcoming Year(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall engagement in assessing community health needs</td>
<td>Empower</td>
<td>Yes</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Collecting data</td>
<td>Empower</td>
<td>New England Baptist Hospital was able to have community members/residents and organizations field the survey.</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Defining the community to be served</td>
<td>Involve</td>
<td>New England Baptist Hospital worked with Senior Leadership and the CBAC to review the CBSA.</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Establishing priorities</td>
<td>Collaborate</td>
<td>The CBAC working with the Community Benefits staff and the New England Baptist Hospital Senior Leadership prioritized the health needs of our CBSA and recommended priorities and partners.</td>
<td>Consult</td>
</tr>
</tbody>
</table>

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

  New England Baptist Hospital remains committed to community engagement. During FY 19, New England Baptist Hospital undertook its triennial community health needs assessment and prioritization process. Guided by New England Baptist Hospital’s Community Benefits Advisory Committee and conducted in collaboration with community partners, this initiative employed a comprehensive community engagement process. In FY 20, New England Baptist Hospital will continue to work with its CBAC and community partners to engage the community including holding an annual public meeting. Additionally, New England Baptist Hospital will engage with our community by meeting with key members of community organizations and collecting feedback from community members in our service area.

**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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Level of Engagement</th>
<th>Did Engagement Meet Hospital’s Goals?</th>
<th>Goal(s) for Engagement in Upcoming Year(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall engagement in developing and implementing filer’s plan to address significant needs documented in CHNA</td>
<td>Involve</td>
<td>Community forums, community meetings and the CBAC worked with the NEBH Leadership Team to identify priorities and sub priorities.</td>
<td>Involve</td>
</tr>
<tr>
<td>Determining allocation of hospital Community Benefits resources/selecting Community Benefits programs</td>
<td>Inform</td>
<td>New England Baptist Hospital will work to better inform and consult with its CBAC on the proportion of CB resources allocated to different priorities</td>
<td>Consult</td>
</tr>
<tr>
<td>Implementing Community Benefits programs</td>
<td>Consult</td>
<td>2019 was the last year of New England Baptist Hospital’s FY 2017-2019 Implementation Strategy (IS). New England Baptist Hospital will be collaborating with the community on new and existing programs for its FY 20-22 IS.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Evaluating progress in executing Implementation Strategy</td>
<td>Consult</td>
<td>2019 was the last year of New England Baptist Hospital’s FY 2017-2019 Implementation Strategy (IS). BILH Community Benefits will be hiring a Director of Evaluation which will work with all hospitals to build staff and community evaluation capabilities. New England Baptist Hospital will be collaborating with the community on evaluation of CB programming and the execution of the FY 20-22 IS.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Updating Implementation Strategy annually</td>
<td>Inform</td>
<td>2019 was the last year of New England Baptist Hospital’s FY 2017-2019 Implementation Strategy (IS). New England Baptist Hospital will work with its CBAC, its community partners and the BILH Evaluator to review its IS and update, as appropriate at the end of FY 20.</td>
<td>Consult</td>
</tr>
</tbody>
</table>
For categories where community engagement did not meet the hospital’s goal(s), please provide specific examples of planned improvement for next year:

New England Baptist Hospital has a comprehensive implementation strategy to respond to identified community health priorities. New England Baptist Hospital engaged with CBLT and the community to identify and select priorities for the new (FY 20-22) Implementation Strategy. While the Implementation Strategy (IS) was shared with the CBAC, the CBLT, and adopted by the Board of Directors and widely distributed, delays in obtaining secondary data and the significant commitment to the comprehensive community engagement for the CHNA and the prioritization process, lead to less community engagement on the drafting of the implementation strategy. Going forward, New England Baptist Hospital will review the workplan and timeline of our triennial CHNA to allow more time for engagement and vetting of the IS.

During the FY 20 annual meeting, New England Baptist Hospital will make the IS available to participants, highlight new programs, priorities and activities, and will seek input from the community.

2. **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.

New England Baptist Hospital held a public meeting in conjunction with its CBAC. Additionally, New England Baptist Hospital shared highlights of its Community Benefits program at meetings throughout its CBSA when engaging with the community during the triennial CHNA.

These meetings were held on March 8, 2019, Roxbury Tenants of Harvard, March 28, 2019, Tobin Community Center and April 25, 2019, New England Baptist Hospital.

**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)**

  New England Baptist Hospital is most proud of our committed CBAC, the long-standing relationships we have with many community-based organizations, our public health department, and our community residents. We are most proud of the collaboration with these and other organizations that allowed us to engage with hard-to-reach cohorts. Older adults living in Mission Hill are not always engaged in assessing the health needs of our community. NEBH held a meeting that was dedicated to just older adults so that we could learn what their health and wellness needs are in the community.

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

  By working collaboratively with other hospitals, community-based organizations, public health, elected officials and community residents, New England Baptist Hospital enhances the level and quality of our 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?
     New England Baptist Hospital is collaborating with COBTH and the Boston CHNA CHIP Collaborative.

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:**
     Collaborated COBTH and the Boston CHNA CHIP Collaborative.

   - **Institutions involved:**
     Beth Israel Deaconess Medical Center, Boston Children’s Hospital, Boston Medical Center, Brigham & Women’s Hospital, Brigham & Women’s Faulkner Hospital, Dana Farber Cancer Institute, Mass Eye & Ear, Mass General Hospital, St. Elizabeth’s Medical Center and Tufts Medical Center
• Brief description of goals of the collaboration:
  Conduct a joint, participatory community health needs assessment (CHNA) for Boston every 3 years discussing the social, economic, and health needs and assets in the community. Develop a collaborative community health improvement plan (CHIP) for Boston to address issues identified as top priority and identify opportunities for shared investment. Implement efforts together where aligned and track individual organizational activities related to those aligned efforts monitor and evaluate CHIP strategies for progress and impact to continuously inform implementation Communicate about the process and results to organizational leadership, stakeholders, and the public throughout the assessment, planning, and implementation time period.

• Key communities engaged through collaboration:
  City of Boston, Priority Populations

• If you did not participate in a collaboration, please explain why not: