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Dear Readers,

I am pleased to present the 2018 Annual Report of the Boston Public Health Commission (BPHC). This report provides an overview of our programs and services that play a critical role in carrying out our mission to protect, preserve and promote the health and well-being of all Boston residents, particularly the most vulnerable. It also highlights accomplishments from the six bureaus that make up BPHC and the dozens of programs within them.

The BPHC team is strong and diverse with more than 1,100 employees. At BPHC we influence the way that people in Boston access information about health and use that information to make individual health decisions. As the city’s health department, we drive policy and work with city agencies to make Boston a city in which every resident can thrive. Together with partners in neighborhoods across Boston, throughout Massachusetts, the country and the world, we are working to address social determinants of health head on.

Thank you to all the staff who helped develop this report. I know that this is only a glimpse into what we achieved in 2018. Together, we have made significant strides in tackling the public health crises of our time, including the opioid epidemic and homelessness, while at the same time continuing to provide bedrock programming and support to all of Boston’s residents. I look forward to working side-by-side with staff, community and foundation partners and residents in the year ahead to carry forward our mission of improving the health and lives of people all over Boston.

Monica Valdes Lupi, JD, MPH
Executive Director

Mission Statement: The mission of the Boston Public Health Commission is to protect, preserve, and promote the health and well-being of all Boston residents, particularly the most vulnerable. We achieve our mission by providing and supporting accessible high-quality community-based health and social services, community engagement and advocacy, development of health promoting policies and regulations, disease and injury prevention, emergency services, health promotion, and health education services.

Vision Statement: The Boston Public Health Commission envisions a thriving Boston where all residents live healthy, fulfilling lives free of racism, poverty, violence, and other systems of oppression. All residents will have equitable opportunities and resources, leading to optimal health and well-being.
CityHealth offered the second assessment of how our nation's 40 largest cities fare with policies that impact quality of life and health. In the inaugural rating in 2017 Boston earned an overall Gold Medal Rating from CityHealth and maintained that rating again in 2018.
The Child, Adolescent and Family Health (CAFH) Bureau addresses the health needs of Boston’s children, youth and families, particularly those whose health is compromised by social inequity. Programs offer services at home, in schools and in community settings across Boston.

- **Healthy Start Division Initiatives** provided case management for 450 pregnant women and 450 families.
- **Youth Development Network** provided case management for 196 students at risk for chronic school absenteeism.
- **Boston Area Health Education Center** served 150+ students from 43 Boston high schools, offering 4,342 collective hours of public health and health career workshops, courses, and internships.
- **Peer Leadership Institute** provided 107 high school students with leadership skill training and engaged 452 community members through 46 public workshops.
- **Systems of Care** program provided integrated wrap-around mental health treatment via a family partner and intensive care coordinator to 30 young children and 30 caregivers in Boston, Worcester and Springfield.
- **Project LAUNCH** provided technical assistance and support to sites serving 186 young children and 166 caregivers in Boston, Worcester and Springfield.
- **Start Strong Peer Leaders** trained 108 high school and 25 middle school students in dating violence prevention.
- **Safe and Successful Youth Initiative** provided intensive case management to 129 young adults at risk for community violence involvement.
- The **Family Justice Center** served 5,142 new clients.
- **Villages in Progress** (VIP) initiative engaged 9,000 residents to participate in 24 community events across 8 neighborhoods.
- The **Capacity Building and Training Initiative** trained 400 health care providers serving more than 12,000 residents in trauma-informed approaches.
- The **Neighborhood Trauma Team Network** (NTT) responded to 80% of 149 community violence incidents meeting criteria for response, providing support to dozens of residents following violent incidents in Boston.
COMMUNITY INITIATIVES BUREAU

The Community Initiatives Bureau (CIB) addresses health issues affecting every Boston resident through its neighborhood-level and home-based services. The Bureau executes programming to address environmental concerns, chronic disease prevention and management, access to health care, and the enforcement of citywide health regulations.

- **3,000** Boston residents were trained in injury prevention techniques for use at home, on a bike and in the car.
- **16** routine regulatory inspections of biological research laboratories (BSL3, BSL4, and BSL2 using recombinant DNA) in the city.
- **469** people trained in safe sharps collection and disposal practices, including sessions with Boston Public Schools and Boston Property Management staff, and members of the Fenway Victory Garden Society.
- **92** collaborative investigations conducted by Lead Poisoning Prevention Program along with state and city agencies (DLS, ISD, DND) and **626** home visits to families with children exposed to lead.
- **85** property owners trained in Moderate Risk Deleading techniques to safely reduce lead hazards in their homes.
- **1,393** outreach visits assisting small businesses with pollution prevention and occupational health training opportunities.
- **8,167** resident calls to the Mayor’s Health Line. Health Line team attended **87** community events in Boston providing information about services and trained **285** people through **14** trainings on the use of the HelpSteps resource and mobile app.

**496 PUBLIC HOUSING UNITS BECAME SMOKE FREE.**

**1,752 PERMITS IN 9 REGULATED INDUSTRIES.**

**34 SMALL BUSINESSES RECOGNIZED AS GREEN & CLEAN.**

**42 TRAININGS ON OCCUPATIONAL SAFETY VIA SAFE SHOPS PROGRAM.**

**Director:**
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INFECTIOUS DISEASE BUREAU

The Infectious Disease Bureau (IDB) works to reduce the impact of infectious diseases, prevent morbidity associated with these diseases, and create healthier lives for the residents of Boston. We also work to investigate cases and outbreaks, administer Ryan White HIV/AIDS funding and provide community and provider education related to HIV and other communicable diseases.

• **16** public workshops coordinated by the *Education and Outreach Division*, serving more than 300 residents. **3,260** flu and **4,700** STI brochures were distributed to agencies around the city.

• **4,187** cases of flu tracked in Boston by the *Communicable Disease Division* (CDC), including organizing information about vaccine effectiveness and hospitalizations.

• CDC coordinated citywide effort to address outbreak of hepatitis A infections in people who inject drugs, leading to reduction of risk.

• IDB staff acted as lead in federal CDC assisted epidemiological investigation of HIV outbreak among people who inject drugs and are experiencing homelessness in Lowell and Lawrence. Developed expertise to address potential outbreaks in Boston.

• **37** community members were appointed to the *Ryan White HIV/AIDS Boston EMA Planning Council*.

• **$12 million** distributed to **32 Ryan White HIV/AIDS Program** service organizations across Massachusetts and southern New Hampshire.

• **88%** of the **5,000+** clients served by *Ryan White HIV/AIDS Program* funded providers demonstrated HIV viral suppression.

• With AQI Office, created and conducted *QI Culture Assessment* for **28** different *Ryan White HIV/AIDS Program* agencies to improve health outcomes for residents served.
HOMELESS SERVICES BUREAU

The Homeless Services Bureau oversees a variety of programs that address complex needs associated with homelessness, such as emergency shelter, health and behavioral health services, job readiness and training, substance use treatment, recovery support, and rapid rehousing services.

- **359** homeless individuals were housed, including **90** chronically homeless guests housed and stabilized through SAMHSA’s Cooperative Agreements to Benefit Homeless Individuals (CABHI) programs. **48** chronically homeless clients were permanently housed and another **41** are actively engaged in housing search process through the Coordinated Access/Homestart Program.

- **500** individuals served by Case Management Team, including securing **75** substance abuse placements and **20** people in permanent homes.

- **99** clients provided in home stabilization services enabling them to stay housed and not return to homelessness through our Rapid Rehousing Program.

- **10,000+** patient visits were provided by Boston Health Care for the Homeless at our two shelters.

- **2,000** meals provided daily to our two shelters and two residential programs by the Serving Ourselves Kitchen.

- **121** homeless individuals received employment services and training, helping **36** individuals secure competitive job placements through the Serving Ourselves Center.

- Staff served **4** veterans and helped **2** others find permanent supportive housing.

- Staff served **8** homeless individuals with HIV/AIDS and helped **7** of them find permanent housing and end their homelessness through the Housing Opportunities for Persons With AIDS (HOPWA) Program.

- **935** hours of service and nearly **$44,000** in donation of goods through our Volunteer Program.

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EMERGENCY MEDICAL SERVICES (BOSTON EMS)

Boston EMS is committed to compassionately delivering excellent pre-hospital care and promoting the safety and health of the public. In line with BPHC public health goals, Boston EMS utilizes data analysis to monitor and improve operations, as well as inform injury prevention and recovery efforts.

- Community Assistance Team, a two-EMT non-transport unit, responded to 2,048 incidents and referred 438 individuals to homeless and recovery services.
- Completed 2 Training Academies, resulting in the promotion of 39 recruits to the position of department Emergency Medical Technicians (EMT).
- Approved by the City of Boston for 20 additional uniformed positions to staff two more frontline ambulances, including a second unit based in East Boston. Added personnel and ambulances will positively impact patient care and response times.
- Partnered with the Mayor’s Office of Workforce Development to create an EMT City Academy program, that includes active recruitment, pre-screening, mentorship and a scholarship for the EMT Course. Recruitment is targeted in racially and ethnically diverse neighborhoods, including Dorchester, Roxbury, Mattapan, Chinatown, and East Boston.

Chief of Department: James Hooley
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3,300 INDIVIDUALS TRAINED IN CPR. 68 STUDENTS COMPLETED EMT COURSES.

• 126,419 CLINICAL INCIDENT RESPONSES
• 154,417 AMBULANCE RESPONSES
• 85,697 PATIENT TRANSPORTS

PROVIDED MEDICAL COVERAGE AT 849 SPECIAL EVENTS.

463 CAR SEAT CHECKS PERFORMED. 97% PATIENT SATISFACTION RATING.

3,300 INDIVIDUALS TRAINED IN CPR. 68 STUDENTS COMPLETED EMT COURSES.

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The Mayor’s Office of Recovery Services and the Bureau of Recovery Services set the direction and priorities for the comprehensive system of substance use related services in Boston. Their mission is to restore health, sustain recovery and support reintegration and active participation into family life for the residents of Boston, their families, and neighborhoods affected by substance use disorder. They provide prevention services, outpatient and residential treatment, training, harm reduction, and access to care services.

- **495** clients admitted to BPHC residential treatment programs.
- **PAATHS Program** served **12,140** clients (25% increase from 2017) and answered **6,429** hotline calls (12% increase from 2017), resulting in **7,425** referrals to treatment.
- **1,987** clients referred to treatment programs or shelters by Street Engagement and Engagement Center team members.
- **430** home visits completed by Post-Overdose Response Team after a reported overdose event.
- **18,100** naloxone kits distributed through Prevention/Overdose Training Program. **2,360** reports of reversals/rescues received.
- **116%** syringes return/collection rate, through all means, including Mobile Sharps Teams.
- **18 Recovery Resource Center** events at Boston Public Library branches. Co-sponsored citywide reads: Mayor’s Recovery Month Book Club, featuring books on substance use recovery.
- **Youth Substance Use Prevention Strategic Plan** launched with input from **230** youth residents through focus groups and surveys. Other feedback from **103** parents, **19** stakeholder agencies and **48** Advisory Board Members.
OFFICE OF PUBLIC HEALTH PREPAREDNESS (OPHP)

OPHP’s mission is to enhance community, public health, and healthcare system resilience in order to prepare for, respond to, and recover from emergencies that impact health and access to healthcare.

- **786** activation hours with **7** Physical Activations and **69** Virtual Activations of the *Medical Intelligence Center* (MIC). The *Boston Emergency Operations Center* was staffed for **151** hours.
- **1,122** total *Boston Medical Reserve Corps* volunteers (including 767 health professionals) managed.
- Reached **2,529** community members across **40** events, training on preparedness for climate and other emergencies through *Get ready, Be Safe, Stay Healthy* program.
- **53** Chartered Member Organizations in *Boston Healthcare Preparedness Coalition* managed.
- **41,468** participants accessed online *Knowledge Bases* managed by OPHP.
- **1,129** participants attended **63** instructor led courses and **28,281** users viewed OPHP Learning Center in the U.S. through the *DelValle Institute for Emergency Preparedness*.

RESEARCH AND EVALUATION OFFICE

The Research and Evaluation Office oversees the analysis of Boston resident health data, provides evaluation support to public health programs and initiatives, and responds to internal and external data requests.

- **100** data requests completed; **64%** increase from 2017, **58%** from non-BPHC sources.
- Completed **4** publications in 2018:
  - *Analysis of substance misuse mortality, hospital patient encounters, and treatment within East Boston for a grant proposal* (Massachusetts General Hospital)
  - *Analysis of health outcomes, social determinants, and other indicators for a collaborative city project targeting parents of young children* (Mayor’s Office of Education)

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Director: Dan Dooley  
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OFFICE OF HEALTH EQUITY
The Office of Health Equity provides guidance and leadership to eliminate health inequities in Boston. The Office does this through a range of activities including community engagement, professional development for staff, health planning and quality improvement. BPHC is committed to holding our agency accountable for reducing racial and ethnic health inequities and the Office is responsible for monitoring progress toward these goals.

- 3 new tools developed to apply equity in decision making launched and incorporated into practice. Initiated Equity Change Project with BPHC Senior Leadership Team on LGBTQ+ health and well-being.
- Launched first ever city-wide Boston CHNA/CHIP Collaborative with hospitals, health centers and community partners; 170 people attended.
- Relaunched Office of Health Equity with interactive event highlighting partnerships, projects, and progress on health equity goals.
- Supported the Anti-Racism Advisory Committee’s Stand Against Racism Campaign which shared 11 racial justice stories of direct service staff and hosted 4 multi-campus events with 60+ staff attending.

Director:
Margaret Reid, RN, MPA
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OFFICE OF ACCREDITATION AND QUALITY IMPROVEMENT
Office of Accreditation and Quality Improvement (AQI) leads BPHC national public health accreditation efforts and works to promote an organization culture of quality improvement, ongoing learning, and performance management through training, coaching and consultation.

- 151 staff participated in one of the voluntary Quality Improvement training this year.
- 43 staff completed Quality Improvement Toolbox Certificate Series.
- 12 Quality Improvement projects completed this year.
- Received 2018 City of Boston HHS Service Excellence Award.
- Implemented all the feedback from PHAB Accreditation site visit.
- Supported the development of the 2019 – 2021 BPHC Strategic Plan.

Director:
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ADMINISTRATION AND FINANCE DEPARTMENT

The Administration and Finance (A&F) Department oversees all administrative and fiscal operations of BPHC. A&F participates in determining policy and procedures to ensure the coordination and effective implementation of all BPHC administrative functions. A&F directs and coordinates the work of Human Resources, Finance, Information Technology Services, Labor Relations, Operations, Property Management, and Public Safety.

- Managed all aspects of a major renovation to Woods Mullen Women’s Shelter, including improvements to all three floors of facility.
- Public Safety Officers raised breast cancer awareness through “Pink Patch” program, held Toy Drive to benefit Nuestra Familia, and participated in “Shop with a Cop” giving 300 children shopping sprees.
- Finance redesigned revenue recognition systems and established regular meetings with City of Boston auditor’s office to enhance communications.
- Information Technology Services team implemented new standard operating procedures (SOPs), news software programs, development and production streams and deployed new hardware, including 70 new computers.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel provides legal advice and opinion to the Board of Health, the Executive Director and all bureaus, programs, departments, and employees of the Boston Public Health Commission. The Office of the General Counsel is the first point of contact for law enforcement agencies, constables, attorneys, and other external parties for all legal issues.

In 2018, the office supported efforts to implement operational reforms at BPHC, particularly with respect to protecting health data in compliance with HIPAA and 42 CFR Part 2. Office staff also supported a Board of Health regulatory change process to modernize and streamline the regulation of biological safety in Boston, allowing researchers working on the hardest to cure diseases to use recombinant DNA research techniques to enhance safety and improve the effectiveness of their research.

AWARDED/DISTRIBUTED $3.6M TO COMMUNITY HEALTH CENTERS (CHC).
HIRED 297 PERSONS INTO POSITIONS AT BPHC IN 2018.

1,100 NEW PATIENTS ABLE TO VISIT CHC WITH AVAILABLE INTERPRETATION.
REACHED NEW COLLECTIVE BARGAINING AGREEMENTS WITH 5 UNIONS.

Director:
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Director:
Timothy Harrington, JD
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CONSORTIUM FOR PROFESSIONAL DEVELOPMENT

The Consortium for Professional Development prepares public health workers to help create a thriving Boston where all residents live healthy, fulfilling lives free of racism, poverty, violence, and other systems of oppression, and where all residents have equitable opportunities and resources, leading to optimal health and well-being. The Consortium’s mission is to educate, train and inspire Boston’s public health workforce to protect, promote, and preserve the health and well-being of all Boston residents, particularly the most vulnerable.

- Created *Networking and Learning as BPHC Managers* with HR and staff participants, an open group that supports current and aspiring managers and supervisors.
- Partnered with *Northeastern University* and *Boston University* Public Health Programs on training opportunities, including sending 30 staff to the BU School of Public Health Activist Lab course: *Managing Effectively in Today’s Public Health Environment*.
- Hosted 4 webinars on the topic of informatics, as part of a grant from the Council of State and Territorial Epidemiologists.
- Onboarded 133 new hires, introducing them to BPHC services, organizational priorities and resources.

COMMUNITY HEALTH EDUCATION CENTER (CHEC):

CHEC establishes and anchors community outreach and health education as a valued practice within public health by providing educational programming and professional development to advance national and statewide standards.

- Supported launch of certification of Community Health Workers (CHWs) in Massachusetts.
- **70** CHWs completed **80-hour** core competency training (COEC), meeting Massachusetts state requirements for certification of CHWs.
- **471** CHWs and supervisors from **79** organizations completed training on substance abuse, harm reduction, mental health, healthy eating, asthma, supervision, and motivational interviewing.
- Delivered asthma home visiting training to **45** CHWs in New Jersey and Connecticut.
- Partnered with New England Public Health Training Center to create a workshop for CHWs on trauma-informed approaches and to increase access to webinars and self-paced online learning.
INTERGOVERNMENTAL RELATIONS OFFICE
The mission of the Intergovernmental Relations Office is to promote a strong, effective advocacy voice and presence for public health policy at all levels of government, and to accomplish BPHC strategies for good health and health equity through laws and regulations. We believe that staff, clients, and community members should have the skills and opportunities to participate meaningfully in the policymaking process and work for policy changes that benefit the health of residents, especially the most vulnerable.

COMMUNICATIONS OFFICE
This office implements strategies to communicate the work of BPHC. This includes acting as media spokesperson and Public Information Officer for BPHC, managing all social media channels, and providing direct services to programs implementing public awareness and educational campaigns including creative services, media buying and advertising.

- 500 new followers on Twitter, 1,400+ new fans on Facebook, 600 new fans on Instagram.
- Provided support and guidance to more than a dozen programs on the development of public awareness campaigns, including billboards, MBTA signage and social media ad buys.
- Created new bureau webpages, including development of new bureau branding (i.e., Homeless Services) and digital assets (videos, infographics, etc).

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Acknowledgements

The Communications Office would like to recognize Taylor Jolly and Regine Thevenin for their significant contributions to the writing, editing and design of this report.
CHILD, ADOLESCENT AND FAMILY HEALTH

Over 800 pregnancies in Boston were served by Boston Healthy Start initiative, a national initiative to reduce racial inequities in infant mortality and poor birth outcomes.

COMMUNITY INITIATIVES

Mayor’s Health Line provided information to 8,000 residents by phone, onsite at BPHC and at 87 community events and provided HelpSteps training to 285 community members.

Injury Prevention

220+ Window guards
680+ Helmets
640+ Home safety supply kits

4,000+ Injury prevention safety brochures (on toys, carbon monoxide, winter, summer safety, etc.).

3,000 People trained in injury prevention.

Violence Prevention

278 referrals received
284 community responses conducted
255 individuals received services

5,000+ new clients served at the Family Justice Center.

RECOVERY SERVICES

PAATHS

12,140 Walk-in visits at PAATHS; our resource and referral center for substance use treatment.

116% syringes return rate. For every 1 needle given, 1.16 is collected.

AHOPE

8,200 Individuals served by AHOPE, a comprehensive harm reduction program.

1,000+ People completed the New Online overdose prevention training module.

HOMELESS SERVICES

90 Clients housed with SAMSHA/BSAS grant.

229 Average guests served nightly at Woods-Mullen Shelter.

481 Average guests served nightly at Southampton Shelter.

48 Clients moved into permanent housing.

EMERGENCY MEDICAL SERVICES (BOSTON EMS)

3,300 Individuals CPR Trained

Responded to 126,419 Clinical incidents.

154,417 Ambulance responses.

85,697 Patient transports.

68 cadets completed EMT training academy

463 Car seat checks performed.

97% Patient satisfaction rating.

Over 800 pregnancies in Boston were served by Boston Healthy Start initiative, a national initiative to reduce racial inequities in infant mortality and poor birth outcomes.

Boston Public Health Commission Annual Report
**BOSTON PUBLIC HEALTH COMMISSION FACTS**

**INFECTIONIOUS DISEASE**
- 2 submissions to peer-reviewed journals on Narcotic-Related Injury and HIV Outbreak.
- 330 Residents attended a total of 16 workshops on infectious diseases.
- 11,800+ Investigations of reports of communicable diseases, exposures, and outbreaks.
- 3,260 influenza brochures and 4,700 STI brochures distributed in eight different languages were distributed to over 30 agencies.
- Tabled at 37 community events throughout Boston.

**OFFICE OF PUBLIC HEALTH PREPAREDNESS**
- 2,529 Community members reached across 40 events.
- 53 Chartered Member Organizations represent 11 disciplines managed as part of Boston Healthcare Preparedness Coalition.
- 1,100+ Volunteers, including 767 health professionals managed as part of Boston Medical Reserve Corps.

**OFFICE OF ACCREDITATION & QUALITY IMPROVEMENT**

**External Presentations**
- 9 Posters presented at the NACCHO Conference on BPHC’s Performance Management and QI Tools.
- 4 External site training with Ryan White partners as part of the Ryan White Clinical Quality Management program.

**Internal Presentations**
- 151 Staff have received 1-hour QI introduction.
- 12 QI projects completed in total.

**OFFICE OF HEALTH EQUITY**
- 170 Attended launch event of first ever city-wide Boston Community Needs Assessment with hospitals, health centers and community partners.
- 400+ youth engaged at 8 Community Meetings focused on mental health and community violence.
- 11 City Departments attended the Health Equity in All Policies Taskforce Meeting.

**INTERGOVERNMENTAL RELATIONS**
- 7 supported bills signed into state law.
- 14 active coalition memberships.
- 29 voters registered through a drive at multiple campus locations.
- 3 educational sessions on the legislative process and advocacy.
- 70% of bills proposed by BPHC added to Mayor’s priority agenda.

**CONSORTIUM FOR PROFESSIONAL DEVELOPMENT**
- 240 Learning opportunities listed on the Learning Calendar.
- 57 Learning opportunities hosted for staff to address all 8 core competencies for public health professionals.
- 657 BPHC staff attended professional development activities.

**Boston Public Health Commission Annual Report**