



**MINUTES FOR THE MEETING OF THE BOARD OF THE  
BOSTON PUBLIC HEALTH COMMISSION  
Thursday, January 22, 2015**

A meeting of the Board of the Boston Public Health Commission (“Commission”) was held on Thursday, January 22, 2015 in the Hayes Conference Room, 2nd floor, 1010 Massachusetts Avenue, Boston, MA 02118.

**Board Members Present:**

Paula Johnson, MD, MPH, Chair  
Huy Nguyen, MD, Interim Executive Director  
Manny Lopes  
Myechia Minter-Jordan, MD  
Kate Walsh

**Also Present Were:**

John Townsend, Tim Harrington, Chuck Gagnon, Kathy Hussey, Chief James Hooley, Erin Curran, David Pia, Margaret Reid, Gerry Thomas, Miriam Alves, Beth Grand, PJ McCann, Lisa Conley, Nicole Ferraro, Aliza Wasserman, Michael Goldrosen, Debra Paul, David Susich, Megan McClaire, McKenzie Ridings, Devon McCarley, Deb Allen, Julia Gunn, Anne McHugh, Brendan Kearney, Ellen Hatch and Vivien Morris.

**Proceedings:**

***Chairwoman’s Comments***

*Paula Johnson, MD, MPH*

- Dr. Johnson called the meeting to order at 4:10p.m. Before getting started, she announced that after the completion of regular business, the Board would be going into Executive Session to discuss several real estate transactions involving the Commission.
- Dr. Johnson had high praise and thanks to everyone for such an amazing job in relocating our guests after the Long Island closing and quickly opening the Southampton Street facility, with the recent cold spell it could have been devastating.
- Dr. Johnson knows the Commission is always putting in grants, but wanted to make note of a particular grant by thanking Gerry Thomas for her work in pulling together, literally all the City, around the issues of Breast Cancer disparities and treatment. She thinks the proposal that went in is truly a remarkable effort of partnership with so many different organizations taking important roles. Thank you.
- The Preliminary Screening Committee has been meeting regularly. Dr. Johnson thanked the board members for their support and Dr. Minter-Jordan for serving on the search committee. The job description is finished, we are actively sourcing the position, and we hope to begin interviews in February. Anyone who has thoughts about possible candidates, get their information to her and she will pass it on to the search consultants. Dr. Johnson wanted people to be aware that this process is completely confidential; no candidate names will be divulged. She thinks to-date it has been a very good process. Everyone has been working closely with the Mayor, Felix Arroyo and Dan Cohen. It's been a good and inclusive process of building relationships moving forward. Having no further updates, she turned the meeting over to Dr. Nguyen.

***Report from the Executive Office***

*Huy Nguyen, MD, Medical Director and*

*Interim Executive Director, Boston Public Health Commission*

- Dr. Nguyen alerted the board to a few extra pieces of information that were added to their packets: one is the weekly flu report which tracks flu cases and influenza-like illnesses based on emergency room diagnosis. As expected, we are seeing a predominance of H3N2 flu, Flu A. As of last week, we have seen 1.65% rise in emergency room visits of influenza like illness. This is the primary way we look at flu in the City. Since we started reporting in October, there have been 337 reported cases, 28% have required hospitalization and 2 flu associated deaths. As you can see in the report, there is a possibility for cases to spike somewhere midway in the typical flu season and see a comparison in past seasons. Julia Gunn, Division Director, Infectious Disease Bureau commented there has been a 2% rise in emergency room visits this week, a little over 500 cases. It's mostly cases of H3N2 which is the strain the vaccine is less effective against; we're seeing widespread use of Tama-flu.
- Dr. Johnson asked if we received data on how many of the cases reported, how many had been vaccinated. Ms. Gunn replied that the data is not good. We do look for that, but it's often not well documented. When it is, we do capture that information.
- Dr. Nguyen noted there are a couple of upcoming events: 1) there will be a community meeting in Mattapan at the Mildred Ave Community Center this coming Monday, January 26, 2015 from 6:00-8:00pm, of course the board is welcome to attend. This meeting will be centered around the building of the EMS Garage; 2) the Annual Homeless Census will be taking place on January 29th beginning at 8:30pm. Anyone is welcome to participate.
- Dr. Johnson explained we have a short agenda today: our approach to the FY2016 Budget. She reiterated the Board would go into Execution Session at the end of this presentation to discuss other real estate options.

***Presentation: FY2016 Budget Overview***

*Huy Nguyen, MD, Medical Director and Interim Executive Director*

*John Townsend, Director of Administration and Finance*

*William Kibaja, Budget Director*

- Dr. Nguyen thanked Mr. Townsend, Mr. Kibaja, Budget Administrators, Bureau and Program Directors, members of the Executive Office who have been extremely supportive in presenting this, but also in pulling together our budget for submission to the Mayor.
- As we usually do, Dr. Nguyen gave an overview of what has been accomplished during FY'15 to-date. Homeless Services relocated emergency shelter and clinical services from Long Island due to the bridge closure in October. This month we partially opened a new shelter at 112 Southampton Street; continued the Housing First programs, placing a total of 566 emergency shelter clients in housing since 2009; launched a Young Adult Pilot Program that served 70 LGBT youth 18-24 years old; and received grant funding to expand SOS Job Training and Education Program for ex-offenders. Dr. Nguyen very much appreciated the input received from the board members.
- The Child Adolescent and Family Health Program (CAFH) secured Healthy Start funding that will maintain current programming and allow increased efforts to reduce unintended pregnancy ("One Key Question Campaign"); expanded Healthy Start in Housing, which provides pregnant women at risk of homelessness with subsidized housing and social supports (BHA will place homeless pregnant women at the top of the list); provided trauma training to over 450 youth workers, mentors, clinicians, and school personnel; demonstrated the effectiveness of a family-center model for integration of mental health into pediatric care, receiving an additional year of funding (\$1 million from SAMSA).
- The Infectious Disease Bureau investigated 10,725 communicable disease reports and 625 exposures; launched "It Could Be Hiding In You" campaign targeting awareness to support Chlamydia prevention, testing and treatment among 15-24 year olds; developed protocols and conducted outreach in response to emerging Ebola virus trends; identified an increase in Enterovirus D-68 through syndromic surveillance and coordinated response efforts within Boston Public Schools;

served a total of 6,170 clients through Ryan White Part A and received a 10% or \$1.3 million increase in funding.

- Boston EMS responded to 120,013 clinical incidents, which resulted in 135,040 ambulance responses and 83,405 transports; began construction of an updated garage in Mattapan which will be used as vehicle storage and a station for shift changes; updated treatment protocols for various medical responses, including: sepsis, behavioral emergencies, infectious diseases, and communication disorders; hosted two academy classes, the second class of 25 recruits will graduate in May 2015.
- The Community Initiatives Bureau implemented "Accela", an enterprise data system, for Environmental Health and Tobacco Control to improve permitting processes; recruiting property owners to perform a comprehensive assessment of their home around environmental health/healthy home principles, lead, childhood injury prevention, and environmental hazards; received funding to support implementation of evidence based strategies to reduce the prevalence of chronic disease (half the funding will be subcontracted to community partners); began integration of EMRs into the Prevention and Wellness Trust's e-Referral Gateway to track CHC referrals to community-based resources in North Dorchester and Roxbury.
- Our Addictions, Prevention, Treatment and Recovery Support Services Program (APTRSS) obtained a license and began to operate mental health services clinic as part of the continuum of behavioral health services; obtained funding to enhance and expand Peer-to-Peer services and the Women's Wellness Project; integrated Transitions program into the Addictions Bureau (relocating the program to Mattapan from Long Island Campus); participated on Mayor's substance abuse task force to develop a report on the status of substance abuse issues and recommendations for a new Office of Recovery Services in Boston.
- Public Health Service Centers Office of Public Health Preparedness hosted an All-Hazards Psychological Trauma Coordination workshop to define the process for activating the City's Trauma Response Network in the event of a traumatic incident. Intergovernmental Relations and Policy Development received funding to conduct a health impact assessment on proposed changes to the Boston Living Wage Ordinance; successfully pushed for passage of BPHC data sharing law. Racial Equity and Health Improvement conducted the first all-staff survey to assess staff issues related to race and racism at BPHC and to identify where staff believe more racial justice work is needed.
- Mr. Townsend explained that there is a new process for FY2016 budget and the general themes around it. There will be a "bottom up" evaluation of all spending; alignment of spending with Mayoral priorities, i.e. thriving, healthy, innovative; eliminating of ineffective spending, proposing innovative approaches to delivering services and freeing up capacity for high impact programming. There are four parts to the budget process: 1) Maintenance Budget; 2) Additional Budget reductions; 3) New Initiatives; and 4) Reform Proposals.
- The goal behind the Maintenance Budget is to provide sufficient funding for core functions and mission critical activities in the most efficient manner. It should include realignment of organization including staff transfers, position consolidation, and streamlining business processes. The target number is \$71,267,228 which is 2% above FY2015 after adjust to fixed costs (OPEB, GO Debt, health insurance and pension cost).
- The goal behind the Additional Budget Reductions Proposals is to bring the over-all Commission operations (non-fixed costs) appropriation to 95% from the FY2015 adopted budget. There must be viable option for consideration; preserve the core, critical functions; and minimize the impact on staffing. The target reduction is \$2,267,765.
- The New Initiatives are targeted toward achieving the Administration's goals. There must be an implementation plan; budget; the initiatives goals and performance measurements for those goals; and leverage other spending and resources.
- The Reform Proposals are meant to streamline or enhance Commission processes. They may not always have immediate cost impact and must have detailed description, an explanation of possible challenges and spending impacts.

- Mr. Townsend covered the Budget Timeline which began in December with preparation of the budget files; in January there was a Bureau Meeting with Executive Office, submission to COB's Budget Office, and today's presentation of the Maintenance Budget to the Board; in February there will be more COB Budget meetings and another Board presentation and Vote. March will see the budget submitted to the Mayor; April will be the final Board approval; and culminates with City Council Hearing in May.
- Mr. Kibaja came up and gave an overview of the Maintenance Budget Framework for FY2016. He stated there was level funding in non-fixed costs; fixed costs increased by \$1,440,076 due to increased pension and health insurance costs. BPHC General Obligation debt decreased in FY2016 (100% decrease in FY2015 GO Debt). Cost of Living Adjustments for FY2016 increased 3% effective January 2016; COLA and Step increases for all unionized employees, representing reduction of proposed budget. There is a projected increase in grant funding of \$7.9 million.
- Mr. Kibaja showed a chart indicating the funding sources for FY2016. He also gave us a detailed program-by-program breakdown of how these funds are allocated. Internal funding changes have the current proposed budget at \$2.1 million over target due to the Long Island Campus closure, redesigning the South End Fitness Center as a shelter and Non-Union COLA.
- According to Mr. Kibaja, there are several external fund changes: FY2016 external funding increased by \$7.9 million compared to the FY2015 adopted budget; Homeless Services Bureau will be reduced by \$1,176,726. The following bureaus will be increased: Community Initiatives \$3.87M, Infectious Disease \$1.8M, APTRSS \$1.8M, CAFH \$609K and Boston EMS \$271K. Mr. Kibaja provided a bureau-by-bureau breakdown of FTEs for FY2016 compared to FY2015.
- At this time, Mr. Townsend began a detailed explanation by Bureau of the budget reductions, realignments, and efficiencies expected for FY2016 and how they compare to FY2015.
- Boston EMS will have no personnel changes; there will be a realignment of operating expenditures to meet projected increase of costs.
- Non-Personnel changes within the Infectious Disease Bureau (IDB) include: termination of a city funded consultant contract; termination of a larvicide treatment contract with ISD; reduction in flu vaccine purchases based on forecasted data; elimination of 1 Program Manager FTE in Education & Outreach funded by city dollars and currently vacant; reduction of computer maintenance to estimated cost of surveillance software (Consilience) and the hiring of recent ne staff at step one levels. In addition, there will be a realignment of a Data Manager to the Ryan White grant from CDC city dollars because of new electronic data system and realignment of 2 administrative and data staff to the Ryan White grant.
- CAFH will eliminate 1 vacant position and receive increased grant funding for two positions. Non-personnel changes include reducing stipends for students in the Peer Leadership and BAHEC programs; eliminating a contract with Boston University School of Public Health for evaluation of the Health Start in Housing program; and reducing funding for client food in youth programs.
- The Homeless Services Bureau will see 3 positions eliminated: one Co-Bureau Director position due to Carol Fabyan's retirement; responsibilities were redistributed to other senior staff; elimination of 2 Counselor positions - elimination of centralized intake at Woods Mullen Shelter; elimination of 3 Client Worker positions due to reduction of grant funding from HUD-SOS; elimination of 2 vacant positions - discontinuing SIS catering services program. Non-personnel changes involve transfer of Transitions Program to APTRSS and realignment of operating expenditures.
- The Community Initiatives Bureau will be transferring a portion of salaries to grant funding and reduce operating expenditures.
- There will be an elimination of the Community Prevention Services program in the APTRSS Bureau; 1 position is expected to be funded by a new grant; contracts with No Drugs Coalition partners will be eliminated.
- The Public Health Services Centers will be filling vacant positions at the start of the pay scale; multiple positions will be consolidated to create a new position at a lower pay rate; funding for the summer intern pool will be reduced; operating expenditures will need to be reduced.

- There will be no change in the level of funding provided to the Community Health Centers for primary care and infant mortality in FY2016. There was a brief discussion between the Board and Mr. Townsend as to how this level of funding is determined. Mr. Townsend indicated the formula has been in place since before he came to the Commission. It was determined the formula would be looked into and presented to the Board at a later date.
- The Administration Bureau will be moving program staff to other administration departments to increase efficiency and reduce operating expenditures.
- The Property Bureau will be eliminating 2 administrative positions; operating expenditures will be reduced due to change of location from Long Island Campus to the Mattapan and Southampton Campuses.

#### ***Acceptance and Approval of December 2014 Board Meeting Minutes***

Dr. Johnson asked for a motion to approve the minutes from the December 2014 meeting. Ms. Walsh and Mr. Lopes seconded the motion with no objections. The minutes were unanimously approved.

#### ***Executive Session and Adjournment***

With no further business before the Board, Dr. Johnson called for motions to adjourn and to go into Executive Session to discuss several real estate transactions involving the Commission. Mr. Lopes and Dr. Minter-Jordan seconded the motions with no objections. Dr. Johnson adjourned the regular session of the Board meeting at 5:25p.m. At this time, the Board went into Executive Session.

Submitted by:

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Kathy Hussey, Board Secretary