BOSTON PUBLIC HEALTH COMMISSION
ANNUAL REPORT
IMPACT on BOSTON 2017

Building a Healthy Boston
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Dear Colleagues,

We are pleased to present the Boston Public Health Commission’s 2017 Annual Report! This report provides an overview of our programs and services that play a critical role in carrying out our mission of protecting, preserving, and promoting the health and well-being of all Boston residents, particularly the most vulnerable. It also highlights the amazing 2017 accomplishments across our bureaus, programs and service centers.

As a team, we achieved Public Health Accreditation from the Public Health Accreditation Board (PHAB) as the second local health department in MA to do so. Our bureaus and public health service centers collaborated with long-standing and new community partners and found innovative ways to deliver services that ensured residents were healthy and safe. In 2017, the City of Boston also earned the highest ranking in a two-year analysis of US cities and their health policies which are in place to help communities thrive so residents live healthier lives.

Thank you to all the staff that helped us develop this report. We know that this is but a snapshot of the many ways you all continue to impact the community around us. Our collective efforts at the Commission continue to position our organization as a leading local health department, and it is a privilege to work alongside each of you. We look forward to 2018 and the various ways we’ll continue to carry out our mission of improving the health and lives of people all over Boston.

Sincerely yours,

Monica Valdes Lupi, JD, MPH
Executive Director
ACCREDITATION

In November 2017, BPHC received public health accreditation from the Public Health Accreditation Board (PHAB) after over 2 years of activities.

**STRENGTHS**

Public health data collection and analysis ensures public health interventions are evidence-based and evaluated to determine effectiveness.

Strong commitment to health equity with an office dedicated to including health equity in the Community Health Improvement Plan, Strategic Plan, and BPHC processes.

Expertise in community engagement as demonstrated by the CHA/CHIP, the Community Engagement Plan and assessment tool, numerous community groups supported by the Commission, and testimony of community partners.

**AREAS OF EXCELLENCE highlighted by PHAB**

- BPHC demonstrates a strong partnership with Boston Alliance for Community Health (BACH), leading the development of the Community Health Assessment (CHA).
- The bi-annual Health of Boston Report offers excellent, comprehensive public health data for planning and policy development.
- BPHC’s Community Engagement Plan expertly guides health equity work, addressing and evaluating community participation in improving health outcomes.
- BPHC’s EMS program provides valuable information to residents about access to care across all demographic groups.
- BPHC leadership makes great efforts to involve all staff in QI through engaging activities and games.
- All BPHC staff attend a valuable two-day health equity training, the Racial Justice and Health Equity Professional Development Series Core Workshop.
CityHealth offered the first-ever assessment of how our nation’s 40 largest cities fare with policies that make lasting impacts in our everyday quality of life. Boston received an overall gold medal, with five or more gold-rated policies in CityHealth’s national assessment. Our 2017 Annual Report highlights programs and achievements that demonstrate Boston’s commitment to preserving, promoting, and protecting the health of our city.
CHILD, ADOLESCENT, AND FAMILY HEALTH

The Child, Adolescent, and Family Health Bureau (CAFH) addresses physical and mental health needs of Boston children, youth and families, particularly those whose health is compromised by social inequality.

CHILD AND ADOLESCENT HEALTH DIVISION

The Child and Adolescent Health Division (CAHD) hosted its first Boston Youth Health Fair to promote cancer prevention through HPV vaccination. Special guest, former New England Patriots player Troy Brown, joined city leaders and 25 CAHD trained Youth Ambassadors in HPV Prevention Efforts.

Youth Development Network specialists provided truancy case management to 200 youth in 4 Boston Public Schools.

EARLY CHILDHOOD AND FAMILY HEALTH

- Built trauma informed capacity in early education, primary care, and community mental health programs
- Provided professional development opportunities for 373 providers
- Supported agency practice change with over 240 hours of individualized coaching
- Engaged parents and caregivers in a parent council
- Built systems of care to support the emotional health and wellness of Boston’s youngest residents and visitors
- Maintained the Boston Alliance for Young Children’s Social and Emotional Wellness reaching over 160 individuals

Healthy Start in Housing introduced a pilot to prioritize housing for homeless fathers of young children whose physical custody depends on their ability to provide permanent stable housing.

The Welcome Family Program completed over 450 home visits to mothers of newborns to support family nurturing and infant development.

Boston Healthy Start, a national initiative to reduce racial inequities in infant mortality and poor birth outcomes, served 1023 women and 645 children.
VIOLENCE PREVENTION

5 NEIGHBORHOOD TRAUMA TEAMS serving Dorchester, East Boston, Roxbury, Jamaica Plain, and Mattapan

139 notifications involving community violence
98 different response activities conducted
249 new clients enrolled into trauma recovery services

A mobile Trauma Response Team was also funded to support Neighborhood teams and provide crisis trauma response services in all city neighborhoods

Each Team is co-led by a community health center and a community partner to coordinate efforts between response and recovery activities.

Health Baby Healthy Child (HBHC)

HBHC served 1000+ residents
Hosted a toy drive that provided 200+ kids with toys for the holidays
(HBHC) food pantry has served over 11,000 residents

Father Friendly

200 fathers or expectant fathers received case management services
29 men attended parenting or support groups

14 Listening Session
350+ Residents & Providers engaged

START STRONG

Start Strong youth taught almost 600 tweens and teens and 900 adults

Finished filming season 2 of the web-series, THE HALLS, which aims to start conversations around unhealthy masculinity, homophobia, consent, and young fatherhood

~300 students were taught #RealLoveRealTalk curriculum about healthy break ups, prevention of teen dating violence, healthy relationships, media literacy, and LGBTQ communities
Violence Intervention and Prevention (VIP)

8,049 residents were engaged in VIP Program events. VIP was awarded a $1 million Byrne Criminal Justice Innovation grant by the Department of Justice.

A 25-person Planning WorkGroup made up of neighborhood agencies, BPD, City agencies, business and faith communities and residents is developing a comprehensive violence prevention plan for the Bowdoin Geneva neighborhood.

Mattapan VIP convened a Youth Council to revamp the "Our Mattapan: Many Pasts. One Future." Campaign. The Our Mattapan Youth Campaign created its own images and developed a colorful, positive message to highlight the drive, respect and leadership that Mattapan youth have shown in their neighborhood. The Campaign contains original artwork of Mattapan artists.

VIP received external funding from the Boston Police Department’s Department of Justice Violence Prevention Enhancement Grant. BPHC’s VIP staff and Bowdoin Street Health Center’s VIP program convened a 15-member Design Team of residents and neighborhood agencies to replicate the Our Mattapan Campaign in the neighborhood.


Defending Childhood Initiative (DCI)

Boston DCI delivered three, 15-hour trauma and resilience training institutes for family and childcare providers, including a bilingual Spanish/English training.

Boston DCI partnered with 12 organizations to strengthen their capacity to deliver trauma-informed services.

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2,719 new clients served

1,254 residents, agency staff, clients and community partners trained by FJC on-site partner agencies

Launched The FJC Training Institute: Addressing Safety & Healing Through Cultural Awareness. This 18-hour Training focused on increasing equity-related skills for service providers. 33 participants representing 20 agencies attended

Organized the Annual Collaborative Project ‘Peacemaking’, a violence prevention series focused on peacemaking within homes, neighborhoods and across faiths
COMMUNITY INITIATIVES

The Community Initiatives Bureau (CIB) addresses health issues affecting Boston through community and home-based services. The Bureau supports the Commission’s commitment to environmental concerns, chronic disease prevention and management, access to health care, and enforcement of citywide health regulations.

TOBACCO CONTROL

- Tobacco control regulations were expanded to reduce youth access and exposure to tobacco
- CIB implemented an education-based enforcement period to ensure retailers fully understood the new complex regulations
- CIB launched Pathway to Freedom, a tobacco cessation program for Boston residents
- CIB collaborated with City of Boston Human Resources and EAP to expand smoking cessation services to all City of Boston staff

HEALTHY HOMES AND COMMUNITY SUPPORTS

- Trained 26 Community Health Workers who conducted over 400 asthma home visits for 115+ families
- Conducted Breathe Easy at Home trainings for 4 Health Centers and programs resulting in inspections that led to 198 referrals

ASTHMA PREVENTION AND CONTROL

- The city-wide smoke-free housing landlord campaign, trained 361 residents in smoke-free practices, and transitioned 8,728 housing units to become smoke-free, impacting 21,820+ residents.

BOSTON REACH; PARTNERS IN HEALTH & HOUSING

- • Led 12,000+ healthy affordable food distributions at 20 community distribution sites
- • Held 156 classes addressing hypertension and the prevention of elder falls across 13 sites
- • Community health workers made 215+ elder falls referrals for home safety visits for adults 65+
- • 1000+ children with asthma received comprehensive care management through partner community health centers, schools and Head Start programs

PREVENTION AND WELLNESS TRUST FUND
Cancer Awareness and Prevention
• Promoted the Mayor’s paid leave cancer screening program for employees, and participated in National Dress in Blue Day to support Colorectal Cancer awareness month
• Provided 1,200 vouchers through the Cancer Ride program
• Sponsored the Boston Breast Cancer Equity Coalition and hosted two community meetings with the Pink and Black ambassadors

#FarmFreshBoston
• Let’s Get Healthy Boston! collaborated with the Mayor’s Office of Food Access to develop, implement and promote #FarmFreshBOS
• Developed and distributed 3,750 community food resource maps that show availability of low-cost and free food across Boston

Childhood Obesity Prevention
Trained 114 staff from 82 early childcare and afterschool programs that serve 2,315 children in best practices for healthy eating and physical activity in their programs

Safe Routes to School
Supported 32 Boston Public (K-8) schools with 16,368 students to implement activities that support safe, active walking and biking to school
ACCESS TO CARE
The Mayor’s Health Line (MHL) was re-certified to serve as a Navigator organization. The MHL staff completed health insurance applications for about 1,000 residents speaking 6 languages.

ENVIRONMENTAL HEALTH

- Provided $46,000 in assistance to 18 salons to comply with ventilation requirements
- Received a $25,000 grant from EPA to expand outreach to hair salons
- Received a $100,000 grant from Aetna Foundation to conduct public education about businesses in the Green & Clean program
- 40 employees and small-business (nail salons and auto shops) owners trained in pollution prevention and occupational health best practices
- 50 small businesses recognized as Green & Clean for exceeding basic regulatory compliance for occupational health and safety
- Conducted sharps disposal trainings for 224 personnel from the Boston Parks and Recreation Department
- Safe Needle and Syringe Disposal manual developed for Parks Department, BPS and others
- 2,537 Permits issued to Boston businesses to ensure health and safety

LEAD PREVENTION
Together with partners, the Lead Program successfully advocated for the MA Lead Law to be changed to reduce the lead poisoning threshold from 25 μg/deciliter to 10 μg/deciliter.

- Resources
  - 5,180+ people provided with lead outreach information through walk-ins or phone calls
  - 7,900+ materials distributed
- Outreach
  - 7,485 outreach visits to residents
  - 700 outreach events
  - 28 presentations delivered (18 in Spanish)
  - 35 community meetings attended
- Trainings
  - 37 property owners trained in deleading practices
  - 34 child care and family care organizations trained
  - 2 Training modules provided for Community health Workers on lead awareness, risk and safe renovations
- Regulations
  - 25 Cease work orders issued on renovation work in violation of the Renovation, Repair, and Painting lead rule
- Home Visits
  - 108 home visits provided for families with children under 6 at risk for lead poisoning
INFECTIOUS DISEASE

The Infectious Disease Bureau (IDB) works with diverse populations to reduce the impact of infectious diseases, prevent morbidity associated with these diseases, and create healthier lives for the residents of Boston.

EDUCATION AND COMMUNITY ENGAGEMENT

Provided funding for 12 community based organizations to offer preventative services, education and outreach related to STIs, HIV, and Hepatitis C

27 workshops, presentation and training were provided in English and Spanish throughout the community at Health Centers, Schools, Faith based organizations and other city programs

Funded organizations reached 73,000+ contacts with educational programming

Distributed 8,500 Zika brochures in 4 languages to 70+ faith-based organizations

Tabled at 28+ community events, including health fairs, awareness day events, and city-organized concerts and movie nights. Materials were distributed in multiple languages covering topics including sexual health/STIs, influenza, mosquito-borne illness, food safety, immunization information, and Hepatitis C

RYAN WHITE PLANNING COUNCIL

In collaboration with the Mayor’s Office, 37 community members were appointed to the Ryan White Planning Council, with 40+ planning council meetings led by support staff in 2017.

HIV SUPPORT SERVICES PROVIDED BY RYAN WHITE PLANNING COUNCIL

85% of clients demonstrated HIV viral suppression

Over $12 million allocated for direct HIV services

96% reported good or excellent adherence to antiretroviral therapy

31 agencies in Massachusetts and New Hampshire offered medical and support services to people living with HIV.

79% had an HIV-related medical visit within the last 6 months

4,559 individuals accessed meals, medical case management, medication assistance, oral health, psychosocial support, medical transportation, and/or residential substance abuse services.

Medical Case Manager (MCM) Collaborative Partnership Trainings attended

Dove Inc.: 27 attended
Domestic/Intimate Partner Violence training

Fenway Institute: 12 attended
Transgender Population training

PAIR: 15 attended Immigration-Know Your Rights training

MGH: 10 viewed HIV Health & Wellness webinar
HOMELESS SERVICES

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

The emergency shelters implemented a Front Door Triage program that connects clients to vital case management services, serving 2,288 new shelter entrants.

2,756 total guests for the year

Woods Mullen Shelter
Facility improvements
New Mental Health Clinic Area

112 Southampton Street Shelter
Facility Improvements
Expanded offices for housing search

5,736 total guests for the year

HOUSING SEARCH AND STABILIZATION

This year, the Homeless Services Bureau supported over 250 individuals in housing search and stabilization.

Permanent Supportive Housing
Assist former homeless individuals in maintaining their housing by providing stabilization and preventing evictions
67 clients helped

Supportive Services for Veterans and family
Provide ongoing case management to 70+ homeless veterans
Provided housing stabilization and eviction prevention to 40 former homeless veterans
Housed 8 veterans

Chronic Homelessness
Work with about 125 individuals who are considered chronically homeless by the City of Boston
Housed 32 clients

Coordinate with the Department of Neighborhood Development and partner agencies to achieve the Mayor’s goal to end chronic and veteran homelessness by 2018

Collaborate with area shelters to ensure every person seeking shelter has a place to stay

Partner with the Recovery Services Bureau to address neighborhood issues.

Active member of a Consortium with Boston Health Care for the Homeless Program and other partners to implement care coordination

Licensed as a satellite behavioral health clinic

Expanded rapid rehousing services to serve guests who have been in the shelters between 30-180 days

Volunteer Services Department and Woods-Mullen Shelter Staff received the Boston Cares Annual Award

Expanded rapid rehousing services to serve guests who have been in the shelters between 30-180 days
Volunteer Services

Expanded partnerships

**BOSTON MINSTREL**
+ 6 performances at shelters

**BOSTON CARES**
+ Volunteers served meals at shelters & provided mock interviews at the Career Center

**STARLIGHT MINISTRY**
+ Volunteers held journaling classes and bible reading groups at shelters

**BACK ON MY FEET**
+ Connected clients with walking program
+ Provided job training for clients with CVS

**LEGIT.YOGA**
+ Trauma-informed yoga at Woods Mullen

New partnerships

**POPUP MANI BY DANI**
+ Provided nail care to over 150 clients at shelters

**MOBILE CUTS BOSTON**
**TONI & GUY BRAINTREE BARBERS FOR BOSTON**
+ Haircut services provided to shelter residents through mobile barbershops and at events like Woods Mullen’s first ever fashion show

**TOGETHER SHE CAN**
+ Monthly meditation sessions for clients

**BEGIN TO DREAM AGAIN**
+ From hosting paint nights to picnics at the park, the foundation empowers women to rise above their adversities

**TRIANGLE, INC.**
+ Cleaned mattresses at shelters & served lunch to empower people with disabilities

**CAPITAL ONE DOWNTOWN CAFÉ**
**CITY OF BOSTON CREDIT UNION**
+ Created financial literacy courses to teach clients how to budget and maintain housing beyond the shelter

**EASTERN BANK**
**MORGAN STANLEY**
+ Created financial literacy courses to teach clients how to budget and maintain housing beyond the shelter

Upcoming partnerships
BOSTON EMERGENCY MEDICAL SERVICES (BOSTON EMS)

Boston EMS, the primary emergency medical services provider for the City of Boston, is a nationally recognized leader in the field of pre-hospital emergency medicine. As a municipal EMS and one of three public safety services responding to 9-1-1 calls, Boston EMS strives to compassionately deliver the best possible clinical care to the people of Boston. Boston EMS also plays a key role in the City’s emergency preparedness efforts and provides community programming designed to educate the public about important health and safety topics.

21 Frontline BLS Ambulances
5 Frontline ALS Ambulances
375 Uniformed Positions

126,562 Clinical Incidents
149,555 Ambulance Responses
86,023 Patient Transports

2017 ACCOMPLISHMENTS

New Emergency Medical Technicians (EMT)

2 training academies completed, resulting in the graduation of 43 recruits to the position of EMT

Community Assistance Team

In partnership with Boston’s Department of Innovation Technology, launched the EMS Community Assistance Team. The team is a 2 EMT squad team that assist crews at incidents not requiring transport, enhancing ambulance availability for priority 1 calls. They serve as a resource to patients, often referring them to other services, such as shelters or recovery programs

Elder Services Expansion

Expanded coordination with the Elder Commission to coordinate referrals to additional non-medical and medical services

Human Trafficking Curriculum

In partnership with Boston Medical center, EMS developed and is implementing a Human trafficking curriculum to expand staff capacity to better identify and respond to victims of human trafficking

Veterans Services Training Program

Implemented a training program to better serve Veterans suffering from invisible injuries of war

INCIDENTS BY TYPE

<table>
<thead>
<tr>
<th>INCIDENTS</th>
<th>NUMBER</th>
<th>PCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illness (abdominal pain, fever, dizzy)</td>
<td>37,457</td>
<td>29.60%</td>
</tr>
<tr>
<td>Investigations (“man down”, alarm)</td>
<td>25,490</td>
<td>20.14%</td>
</tr>
<tr>
<td>Injury (lacerations, fractures, etc.)</td>
<td>16,110</td>
<td>12.73%</td>
</tr>
<tr>
<td>Cardiac Related (unconscious, CPR, etc.)</td>
<td>12,237</td>
<td>9.67%</td>
</tr>
<tr>
<td>Respiratory (Asthma, CHF, etc.)</td>
<td>9,155</td>
<td>7.23%</td>
</tr>
<tr>
<td>Psychological/Suicidal</td>
<td>9,276</td>
<td>7.33%</td>
</tr>
<tr>
<td>Motor Vehicle (MVA, pedestrian)</td>
<td>6,119</td>
<td>4.83%</td>
</tr>
<tr>
<td>Neurological (CVA, seizures)</td>
<td>5,151</td>
<td>4.07%</td>
</tr>
<tr>
<td>Fire/ Hazmat/ Standby/ Environ.</td>
<td>2,360</td>
<td>1.86%</td>
</tr>
<tr>
<td>Trauma (penetrating injury, long fall, etc.)</td>
<td>1,296</td>
<td>1.02%</td>
</tr>
<tr>
<td>Overdose</td>
<td>1,911</td>
<td>1.51%</td>
</tr>
<tr>
<td>Total</td>
<td>126,562</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: based on type code at dispatch
Recovery Services and Mayor’s Office of Recovery Services

The Mayor’s Office of Recovery Services (ORS), leads substance use recovery policy and strategy for the City of Boston, building unique partnerships with City departments, State & Federal entities, local service providers, and the recovery community. The Bureau of Recovery Services in collaboration with the Mayor’s Office of Recovery Services offers comprehensive programming and resources aimed at preventing substance use disorders and supporting the treatment and recovery for those impacted by addictions.

Access to Care

The PAATHS Program

Extended walk-in hours of operation on weeknights and weekends

Integrated with Boston’s constituent 311 call line to create 311 for Recovery Services

Residents now have 24/7 access to recovery services

Increased our capacity to connect individuals to vital recovery services

The Engagement Center

Launched in August to serve as a welcoming environment for individuals in need of a space to spend time during the day

Open daily, it provides access to recovery, medical and homeless services as well as other life skills and social engagement events

Since its openings, there have been over 54,000 client engagements and 330 referrals to services

Street Outreach Team

The team works daily in the Newmarket Square/South End neighborhoods to engage individuals on the street, and connect them to recovery, medical, and homeless services

50+ individuals assisted with regaining access to shelters and 42+ overdose responses in Newmarket Square

800+ referrals made to recovery services, shelters, and community partners
TREATMENT AND RECOVERY SUPPORTS

The Behavioral Health Services program specializes in treating individuals struggling with co-occurring mental health and substance use disorders, providing high quality, evidence based, best practice treatment. In 2017, the program welcomed 31 new clients.

YOUTH FOCUSED PREVENTION EFFORTS

- Awarded Blue Cross Blue Shield Foundation grant to coordinate 1st ever city-wide youth substance use prevention strategic plan
- Collaborated with over 320 community partners to assess prescription drug misuse and alcohol use among youth
- Botvin LifeSkills Training implemented in 11 Boston Public School classroom and 71 youth trained
- Over 200 youth participated in education and planning events

PAIR Initiative

- Partnered with the Letters Foundation and Gavin Foundation to support people in early recovery with housing, workforce development, and education

The Wyman Recovery Home: a 30-bed, 4-6 month residential recovery program was added to the bureau

- 25 Wyman clients were placed in permanent housing
- 43 clients obtained gainful employment

RECOVERY SERVICES

- Boston Police: Provides diversion to treatment through PAATHS for individuals summoned by the Drug Control Unit
- Suffolk County Sheriff’s Dept: Overdose prevention trainings & “Recovery Re-entry Panel” offers education and services upon release
- Boston EMS: Provides targeted outreach to neighborhoods with most narcotic-related illness events

PARTNERSHIPS

- Boston Fire Dept: Offers post overdose home visits and overdose prevention education & services

Fitness

- Supported Phoenix Multisport, Boston Bulldogs Running Club, and wellness programming for people in recovery
OFFICE OF PUBLIC HEALTH PREPAREDNESS

The Office of Public Health Preparedness enhances resilience of community, public health and healthcare systems to prepare for, respond to, and recover from emergencies that impact health and access to healthcare.

February: Delivered Continuity of Operations Planning Training in Lowell, MA

March: Completed revisions of BPHC Emergency Operations Plan (EOP)

April: Full MIC activation for Boston Marathon and presented Duty Officer Tools at NACCHO Preparedness Summit

May: Participated in HMCC Full Scale Medical Counter Measure Exercise

June: Co-facilitated Disaster Behavioral Health trainings for Community Partners

August: Level 2 MIC Activations for Rallies and Protests

October: Held annual City Hall Clinic

December: Level 2 MIC Activation to support 112 Southampton Shelter Activation

January: Staffed EOC to support Women’s March

March: Operationalizing Emergency Plans course delivered to 20 Boston HPC partners

RESEARCH AND EVALUATION

In addition to producing reports such as the Health of Boston, the Research and Evaluation Office (REO) provides population health data analysis and support directly to various organizations serving Boston.

HIGHLIGHTS

Presented data with a health equity lens by analyzing trends correlated with race/ethnicity, gender, and other social determinants such as housing status and education level.

Further developed capacity to provide meaningful data at the neighborhood level.

Supported BPHC efforts to understand substance misuse within Boston, providing data on opioid-related hospital, mortality, and treatment admissions.
OFFICE OF HEALTH EQUITY

The Office of Health Equity (OHE) leads BPHC’s organizational and citywide efforts to advance racial justice and health equity in Boston through community engagement, systems change, health planning and quality improvement.

Re-launched with new leadership and led a strategic planning process for BPHC to advance health equity, one of BPHC’s three strategic priorities, laying the groundwork for continued commitment to championing racial justice and health equity.

Integrated racial justice and health equity into decision making through legislative and budget tools

Secured a $125,000 Kresge Foundation grant to increase staff capacity around how we talk about health and drive organizational change using racial justice and health equity approaches

Launched a Health Equity Advisory Committee:
A diverse group of 10 Boston residents who advise on implementation of BPHC’s strategic priorities

Community Health Improvement Plan (CHIP) Council
• Convened CHIP Council to guide progress toward implementation of Boston’s Community Health Improvement Plan

Boston Alliance for Community Health (BACH)
• BACH is a 140 member public health advocacy organization
• BPHC and BACH signed a Memorandum of Agreement to formalize relationship

Fair Housing & Health Community Meetings
• Co-sponsored by: Department of Neighborhood Development, Office of Fair Housing and Equity, Boston Housing Authority, and tenant organizations
• Held 5 meetings in Boston neighborhoods to present health data and inform Boston’s Fair Housing Assessment

Health Impact Assessment Training
• Co-sponsored by: the Office of Fair Housing & Equity and Community Initiatives Bureau
• The training developed cross-sector relationships to reduce housing barriers for those impacted by the criminal justice system and to identify opportunities to reduce food insecurity. 25+ people attended

STAFF ENGAGEMENT AND NATIONAL DISSEMINATION

- Supported BPHC’s Anti-Racism Advisory Committee’s (ARAC) Stand Against Racism internal campaign and events with 40+ staff in attendance
- Sponsored an Immigrant Rights Brown Bag Lunch with the Mayor’s Office of Immigrant Advancement
- Co-founded staff quarterly Listening Circles through the City of Boston’s Employee Assistance Program
- Over 100 staff participated in listening sessions to learn and provide input on the Health Equity plan
- Presented in 4 State and national dialogues about institutionalizing racial justice and health equity
OFFICE OF ACCREDITATION AND QUALITY IMPROVEMENT

This office leads BPHC’s national public health accreditation efforts to promote an organizational culture of quality improvement, ongoing learning and performance management through training, coaching and consultation.

QUALITY IMPROVEMENT

Evaluated and revised BPHC’s Quality Improvement (QI) Plan - Version 3 published in December 2017

300+ staff introduced to Quality Improvement methodology. Projects include:

QI COACHING
- Senior Leadership Team
- Hiring, Promotion & Retention Work Group
- Security Working Group
- School Based Health
- Accounts Payable
- Healthy Baby Healthy Child
- Woods-Mullen Shelter

QI PROJECTS
- Improved invoices paid within 30 days from 65% to 85%
- Increased number of referrals to Home Visitors by 15%
- Reduced guest grievances by 50% within 5 months
- Increased staff efficiency and reduced billing
- Prioritized strategic recommendations to Senior Leadership with a prioritization matrix & interrelationship diagraph
- Brainstormed contributing factors to lack of staff satisfaction in a Fishbone diagram
- Utilized affinity diagrams to brainstorm safety and environmental factors of BPHC campuses
Formalized BPHC’s Performance Management System, publishing the 2016 Performance Management Dashboards using measures from:

**Boston’s Community Health Improvement Plan (CHIP)**
- #1: Health Equity
- #2: Care Coordination
- #3: Resilience
- #4: Social Determinants

**Boston About Results (BAR)**
- #1: Strategic Leadership
- #2: Health Equity
- #3: Information & Surveillance
- #4: High-Performing Public Health Programs

**BPHC Strategic Plan & Strategic Priorities**
- #5: Workforce Development

### ADMINISTRATION AND FINANCE

The Administration & Finance Department oversees all administrative and fiscal operations.

- **Partnerships**
  - Officers taught programs on preventive measures to minimize victimization and responded to calls for Hurricanes Harvey and Maria assistance.
  - Public Safety officers coordinated with other Law Enforcement to promote resources for drug addiction and homelessness.
  - Administration & Finance offered several trainings including Grants, Accounts Payable, and Procurement, trainings.
  - Human Resources collaborated with the Office of Health Equity to submit a Human Impact Partners case study, “Boston Builds Capacity to Address Racism and Achieve Health Equity”.
  - Property Management and Operations assisted with the Engagement Center launch, providing equipment, furniture, repairs and installations.

- **New Initiatives**
  - To increase connectivity and communication across the commission, BPHC upgraded to Office 365 and purchased 6 Surface Hubs.
  - Improved parking revenue procedure, procurement user guidelines, travel policy, and administrative softwares to increase efficiency and effectiveness.
  - New policies were drafted to assist disabled client’s use of BPHC’s shelters.
  - Submitted 36 grant applications. Awarded over $5.1 million.
  - BPHC’s Public Safety officers became certified to administer Narcan.
  - Completed an Accounts Payable quality improvement project.

- Hired 290+ new employees
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.

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.

CHEC collaborated with the Community Initiatives Bureau to create a Health Equity module for asthma that supplements CHEC’s training for community health workers (CHWs) and their supervisors. This module was later adapted by the Massachusetts Department of Public Health.

CHEC helped create standards and regulations for Massachusetts CHW certification.

452 Community Health Workers and supervisors from 71 organizations completed training on asthma, mental health, diabetes, substance abuse, LGBT health, adolescent health, behavioral change methods, supervision, and training design and delivery.

71 Community Health Workers completed CHEC’s 80-hour core competency training (COEC), meeting Massachusetts state requirements for certification of CHWs.

CONSORTIUM COLLABORATIONS

Collaborated with colleagues to create and conduct workshops for BPHC’s Racial Justice & Health Equity Professional Development Series. Topics included community engagement, trauma informed practice, implicit bias, racial justice reframing and equitable supervision.

Hosted the 2nd annual BPHC Showcase highlighting 13 posters and exhibits.

Created Brown Bag Lunch series highlighting the work of colleagues across BPHC.

Customized training on BPHC’s Performance Evaluation System for Community Initiatives Bureau managers, collaborating with the Office of Human Resources.
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.

Partnered with Northeastern University to open seats for 7 BPHC staff in the MPH Program in Urban Health’s Strategic Management & Leadership in Health Care course

Collaborated with Northeastern University’s Interprofessional Medical Simulation Lab to develop a first-in-the-nation instrument to measure Community Health Workers’ attainment

Delivered a ground-breaking workshop on Intersectionality at the Massachusetts Ounce of Prevention Conference

Placed 84 student interns from 21 schools in 33 BPHC programs

Partnered with the New England Public Health Training Center at the Boston University School of Public Health to provide 40+ hours of online and classroom training to 30 current and aspiring BPHC managers

Honored by Harvard Legal Aid Bureau’s David Abraham Grossman Fund for Social Justice for preventing the eviction of 60 Dorchester tenants and preserving the building as long-term affordable housing.

In collaboration with:

Greater Boston Legal Services

In addition to the Inspectional Services Department and pro bono attorneys from several private firms.
COMMUNICATIONS

The Communications Office is the primary vehicle through which the Commission relays information to Boston residents that affects their health and safety. The office oversees both internal and external communications for the Commission.

2017 HIGHLIGHTS

- Implemented BPHC’s first Communication Plan
- Introduced communications liaisons
- Constructed an editorial calendar
- Held 10 communications trainings

DESIGN PROJECTS

15+ print campaign projects

MEDIA RELATIONS

46 pitches relevant to all six bureaus
Responded to 800+ media inquiries

DIGITAL MEDIA

2,837 social media posts
46,435 video views
244,687 people visited BPHC.org
Reached Boston residents 41.8+ million times

Most Popular Tweets & Facebook Posts of 2017

Commissioner Evans – “[BPD] is excited to promote #311ForRecoveryServices 2 help fight addiction stigma & get people the resources they need”

Reached 21,354 people

“As a mother of a young person in recovery, I hope families in Boston call @BOS311 to get the help they need…”

Reached 29,988 people

#BehindtheScenes in the medical tent! Thank you to all the volunteers who are working to keep BOS safe!

#BostonMarathon

Reached 25,025 people

This #WorldAIDSDay: “The stigma around HIV does not define me.” Learn your HIV status to take control of your health & wellness today. For more information on testing or treatment sites in your area, please visit http://www.helpsteps.com.

Reached 57,927 people
**BPHC IN THE NEWS**

**Homeless Services**
- Featured in Jamaica Plan Patch: JP Resident Wants Homeless to Know They Are Loved

**Recovery Services**
- Featured in The Boston Globe: When a needle is more deadly than a gun

**EMS**
- Featured in The Boston Globe: EMS crews help deliver ‘Christmas surprise’ for mother who woke up in labor

**IDB**
- Featured in Richland Source: Black infant mortality rates strongly associated with stress

**CAFH**
- Featured in The Bay State Banner: Be Healthy

**CIB**

**CAMPAIGNS**

- **Farm fresh is only a few blocks away.**
  - Find a local farmers market near you.

- **Productos frescos de la fínca a la vuelta de la esquina.**
  - Encontre un mercado agropecuario cerca de usted.

- **Stop the flu: It’s up to you to protect yourself and those around you.**
# ACKNOWLEDGEMENTS

## Executive Office
- Catherine Cairns
- Oyin Kolawole
- Heather Gasper
- Katie Donovan
- Tim Harrington
- PJ McCann
- Mimi Brown
- Marjorie Nesin
- Lisa Costanzo
- Ana Karina-Vivas
- Ali Ragan

## Child, Adolescent, and Family Health
- Philomena Asante
- Heavenly Mitchell
- Catherine Fine
- Tegan Evans
- Victor Santana
- Tania Mireles
- Jess Adler
- Richard Derosa
- Julie Shaughnessy
- Shirley Shillingford
- Lynn Turner

## Community Initiatives Bureau
- Leon Bethune
- Anne McHugh
- Mary Bovenzi
- Diana Chaves
- Felipe Ruiz
- Eugene Barros
- Paul Shoemaker
- Stephanie Seller
- Theresa Teixeira

## Mayor's Office of Recovery Services & Recovery Services Bureau
- Devin Larkin
- Yailka Cardenas
- Helen McDermott
- Jen Tracey
- Brendon Little
- Paressa Charmchi

## Infectious Diseases Bureau
- Julia Gunn
- Dennis Brophy
- Leslie Karnes
- Greg Lanza
- Benjamin Penningroth
- Anissa Ray

## Emergency Medical Services
- Laura Segal

## Homeless Service Bureau
- Gerry Thomas
- Niurka Pitts
- Sofia Barros
- Andreea Ursu

## Public Health Service Centers
- Bradley Cohen
- Peggy Hogarty
- Tara Williams
- Kristen Handricken
- Yuri Orellana
- Dan Dooley
- Johanna Murphy
- Osagie Ebekozien
- Ann Henry
- Stacey Kokaram
- Hasti Mehta
- Margaret Reid
- Triniese Polk
- Makaila Manukyan
- Elizabeth Remigio
- Patricia Bai
**CHILD, ADOLESCENT, AND FAMILY HEALTH SERVICES**

- Over 12% of pregnancies in Boston were served by Boston Healthy Start initiative.
- 1,000 pregnant women received home visits, case management, and social support from BPHC staff.

**Violence Prevention**
- 94% of all homicides received individual and/or community responses.
- 1,000 providers and 608+ residents participated in Defending Childhood Initiative Program trainings and trauma institutes.

**School Health**
- 10,300 youth in 16 Boston Public Schools received health education through the Health Resource Centers (HRC) and School Based Health Centers (SBHC).
- 500 youth were screened for STIs in 6 School Based Health Centers.

**COMMUNITY INITIATIVES SERVICES**

**Mayor’s Health Line** provided information to nearly 15,000 residents by phone, onsite at BPHC and at 83 community events, additionally providing HelpSteps training to 400 community members.

**Injury Prevention**
- 337 Window guards
- 710 Helmets
- 2,689 Home safety supplies
- 6,697 Safety brochures
- 990 People trained in injury prevention

**Chronic Disease Prevention**
- 39,904,747 Views of campaigns advertised in newspapers, public transit ads, and billboards

**Environmental Health**
- 1,493 permits issued to businesses in 7 regulated industries
- 602 environmental health enforcement inspections
- 355 environmental permit inspections
- 1,498 safe shop outreach visits

**BOSTON EMERGENCY MEDICAL SERVICES**
- Provided coverage at 789 special events
- 468 families served at car seat checks
- 75 Students completed EMS EMT course
- 3,051 Individuals’ CPRs trained
- 97% Patient satisfaction rating

**RECOVERY SERVICES**

**PAATHS**
- 5,810 Individuals served by PAATHS walk-in visits for substance use treatment

**AHOPE**
- 7,000 Individuals served by AHOPE’s harm-reduction services
- 126 Participants served under Peer to Peer grant at Safe and Sound Peer Recovery Center
- 33 Peers completed Peer Leadership Training
- 16 Peers completed Introduction to Recovery Coaching Training

**Residential Treatment Services**
- 86 Entre Familia patients
- 144 Wyman Community Reentry Program patients
- 471 Transitions patients

**INFECTIONAL DISEASE SERVICES**

- 1 Video produced for online outreach education on condom usage.
- 5,055 STI brochures distributed to community organizations
- 2,215 Influenza brochures distributed in 8 different languages

**Communicable Disease Surveillance**
- 11,980 Investigations of reports of communicable diseases, exposures, and outbreaks
- 5,574 TB Clinic Visits
## BOSTON PUBLIC HEALTH COMMISSION FACTS

### HOMELESS SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients housed with SAMHSA/BSAS grant</td>
<td>60</td>
</tr>
<tr>
<td>Guests served per night at Woods-Mullen Shelter</td>
<td>230</td>
</tr>
<tr>
<td>Guests served per night at Southampton Shelter</td>
<td>478</td>
</tr>
<tr>
<td>Clients moved into housing</td>
<td>188</td>
</tr>
</tbody>
</table>

- 60 clients housed with SAMHSA/BSAS grant
- 65% of clients saw increase in income
- 55% of clients left with competitive employment
- 50% of clients moved into permanent housing

### CONSORTIUM FOR PROFESSIONAL DEVELOPMENT

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning opportunities listed on the Learning Calendar</td>
<td>268</td>
</tr>
<tr>
<td>Learning opportunities hosted for staff to address all 8 core competencies for public health professionals</td>
<td>104</td>
</tr>
<tr>
<td>BPHC staff attended professional development activities</td>
<td>682</td>
</tr>
</tbody>
</table>

### OFFICE OF PUBLIC HEALTH PREPAREDNESS

<table>
<thead>
<tr>
<th>Institute/Coalition</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>DelValle Institute for Emergency Preparedness</td>
<td>1,074</td>
</tr>
<tr>
<td>Online Course Participants</td>
<td>192</td>
</tr>
<tr>
<td>Webinar Participants</td>
<td>1,253</td>
</tr>
<tr>
<td>Knowledgebase Visitors</td>
<td>1,380</td>
</tr>
<tr>
<td>Classroom Participants</td>
<td>72</td>
</tr>
<tr>
<td>Classroom Courses Delivered</td>
<td>72</td>
</tr>
<tr>
<td>Community Resilience</td>
<td>6,457</td>
</tr>
</tbody>
</table>

- 1,074 Online Course Participants
- 192 Webinar Participants
- 1,253 Knowledgebase Visitors
- 1,380 Classroom Participants
- 72 Classroom Courses Delivered
- 6,457 Community Members reached

### OFFICE OF ACCREDITATION & QUALITY IMPROVEMENT

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of staff have received 1 hour QI introduction</td>
<td>63%</td>
</tr>
<tr>
<td>QI projects completed in total</td>
<td>10</td>
</tr>
</tbody>
</table>

- 63% of staff have received 1 hour QI introduction
- 10 QI projects completed in total

### OFFICE OF HEALTH EQUITY

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff events to increase capacity to advance racial justice and health equity, including Listening Circles to support emotional well-being</td>
<td>21</td>
</tr>
<tr>
<td>Community residents attended 5 Community meetings hosted on fair housing and health</td>
<td>211</td>
</tr>
<tr>
<td>External advisory committees convened to advance citywide racial justice and health equity</td>
<td>2</td>
</tr>
</tbody>
</table>

### INTERGOVERMENTAL RELATIONS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of bills proposed by BPHC were accepted into Mayor Walsh’s priority agenda</td>
<td>78%</td>
</tr>
<tr>
<td>Active coalition memberships</td>
<td>13</td>
</tr>
<tr>
<td>Voters registered through a drive at multiple campus locations</td>
<td>28</td>
</tr>
<tr>
<td>BPHC witnesses prepared for Boston City Council hearings</td>
<td>6</td>
</tr>
<tr>
<td>Supported bill signed into state law (ACCESS)</td>
<td>1</td>
</tr>
<tr>
<td>Bills supported through testimony for State House committee hearings</td>
<td>18</td>
</tr>
<tr>
<td>Education sessions on the legislative process and advocacy for employees and community members</td>
<td>4</td>
</tr>
</tbody>
</table>

### Boston Healthcare Preparedness Coalition

- 57 Chartered Member Organizations
- 11 Disciplines
- 4 Working Groups

### Boston Medical Reserve Corps (MRC)

- 1,109 MRC Volunteers
- 764 Health Professionals
- 436 Non-Health Professionals

### DelValle Institute for Emergency Preparedness

- 1,074 Participants
- 192 Webinars
- 1,253 Knowledgebase Visitors
- 1,380 Classroom Participants
- 72 Classroom Courses Delivered
- 6,457 Community Members reached

### Other Notable Achievements

- 63% of clients saw increase in income
- 55% of clients left with competitive employment
- 50% of clients moved into permanent housing
- 188 clients moved into housing
- 682 BPHC staff attended professional development activities
- 21 staff events to increase capacity to advance racial justice and health equity
- 211 community residents attended 5 community meetings
- 63% of staff have received 1 hour QI introduction

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*Boston Public Health Commission Annual Report*