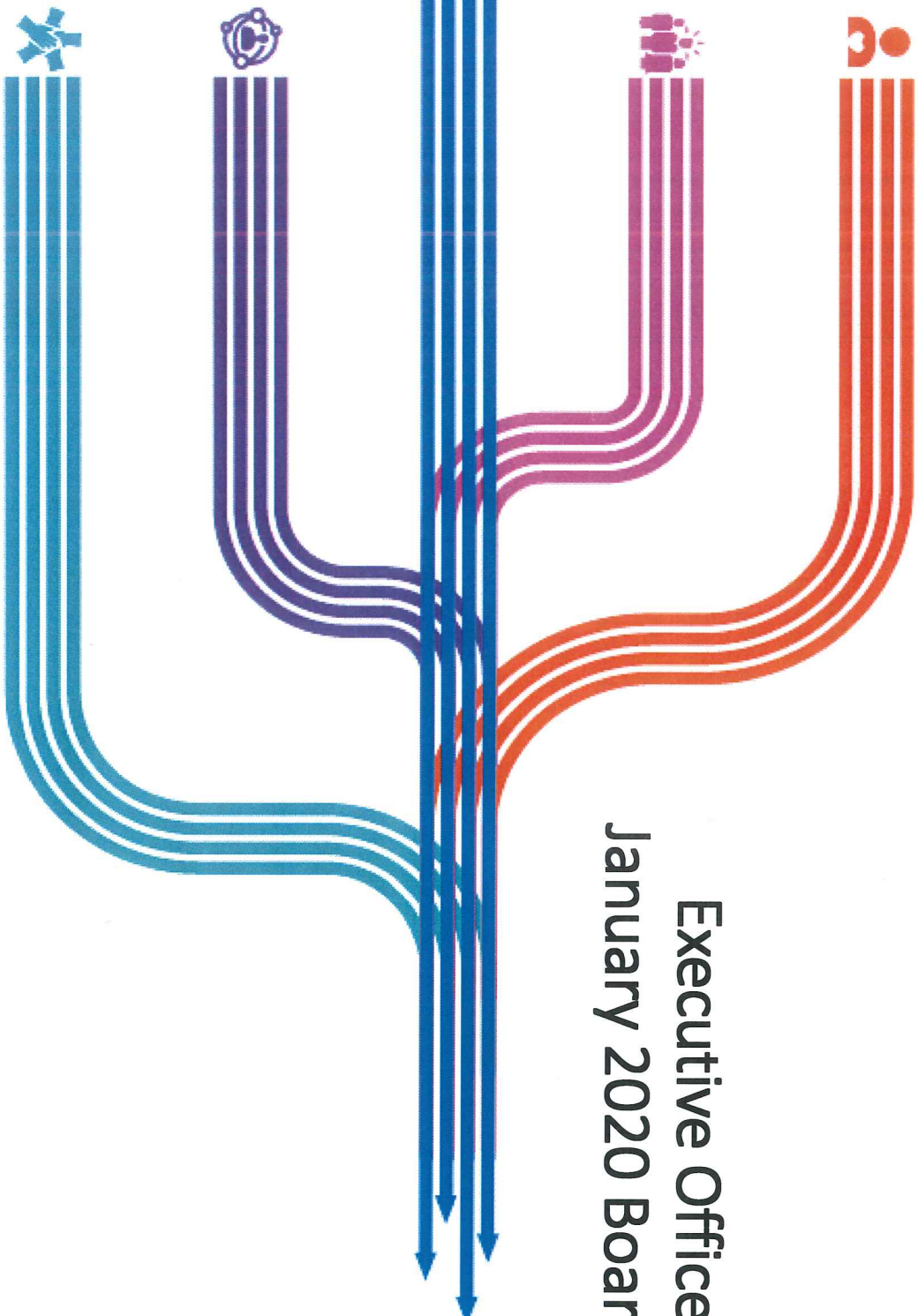


Executive Office Report January 2020 Board Meeting



PRIORITY AREA

03



INFORMATICS
AND DATA

Goal: Grow capacity to use technology and data to drive programming and partnerships to improve health outcomes.

Public Health and Media Advisories

- On January 8, 2020, BPHC and Massachusetts Department of Public Health issued a joint advisory to Boston area health care providers regarding an increase in newly diagnosed **HIV infections among people who inject drugs**. BPHC provided information to the media regarding ongoing education, testing, prevention and treatment efforts.
- On January 9, 2020, the Boston Public Health Commission issued a press release regarding a **confirmed case of measles** in a Northeastern University student. This was the second confirmed case of measles in a Boston resident since October. It received local state and national attention which played an important role in making the public aware of possible exposure locations, dates and times. It also helped to spread the message regarding the importance of vaccination.

PRIORITY AREA

02

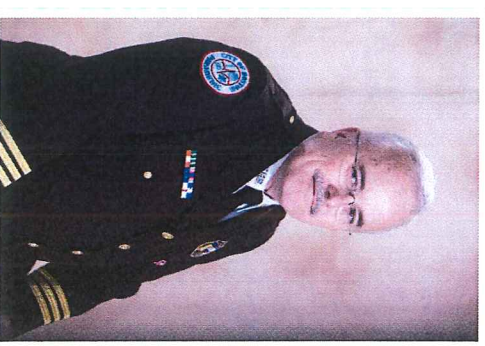


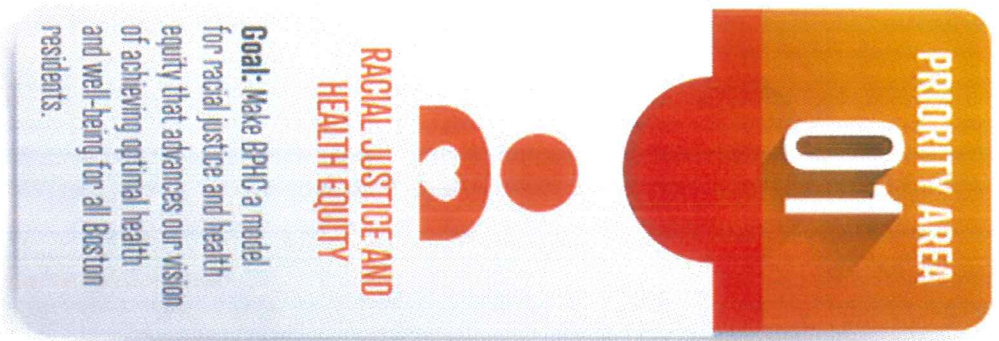
**WORKFORCE
DEVELOPMENT**

Goal: Promote and sustain a work environment where staff thrive and achieve personal and professional growth.

EMS Graduation

- 24 Emergency Medical Technician recruits graduated during a ceremony at Faneuil Hall on January 14th.
- During the ceremony, Mayor Walsh also honored EMS Superintendent-in-Chief Kevin Shea. Superintendent-in-Chief Shea retired after a remarkable 43 years of service.





- **H.1971/H.1907/H.1915, “An Act relative to conducting fetal and infant mortality review”,** sponsors Rep. Liz Miranda, Rep. Patricia Haddad, and Rep. Kate Hogan: this bill would create a process to designate authorized local health agencies to conduct in-depth fetal infant mortality review, and authorizes these agencies to collect relevant data.



- **H.2005, “An Act to prevent gun violence”**, sponsor Rep. Jon Santiago: this bill would direct DPH to establish a program for firearm screening and counseling, to screen all patients for the presence of firearms in the home.



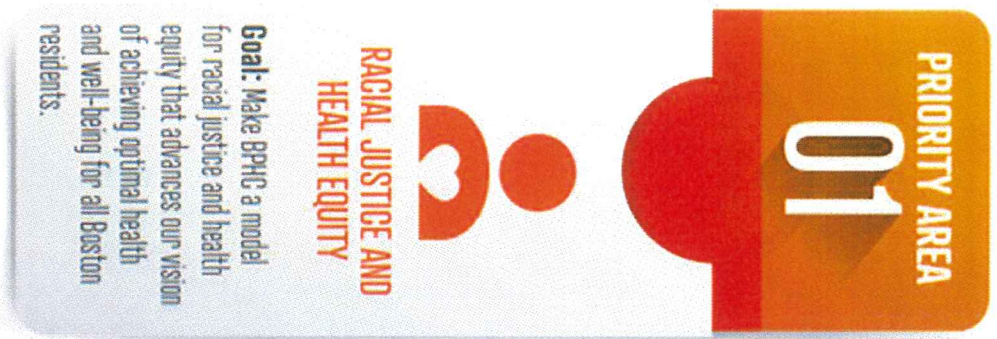
FY 2021 Budget Development Update

Grace Connolly, Director of Administration and Finance.


**Melnea Cass/Mass Cass 2.0
Strategic Plan**

*Jennifer Tracey, Director
Mayor's Office of Recovery Services*

*Gerry Thomas,
Interim Deputy Director*



PRIORITY AREA
01



**RACIAL JUSTICE AND
HEALTH EQUITY**

Goal: Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.



PRIORITY AREA
04



**COLLABORATIVE
PARTNERSHIPS**

Goal: Proactively sustain, enhance, and create partnerships to improve the health of Boston.

Health Equity Advisory Committee

Triniese Polk, Interim Director

Office of Health Equity



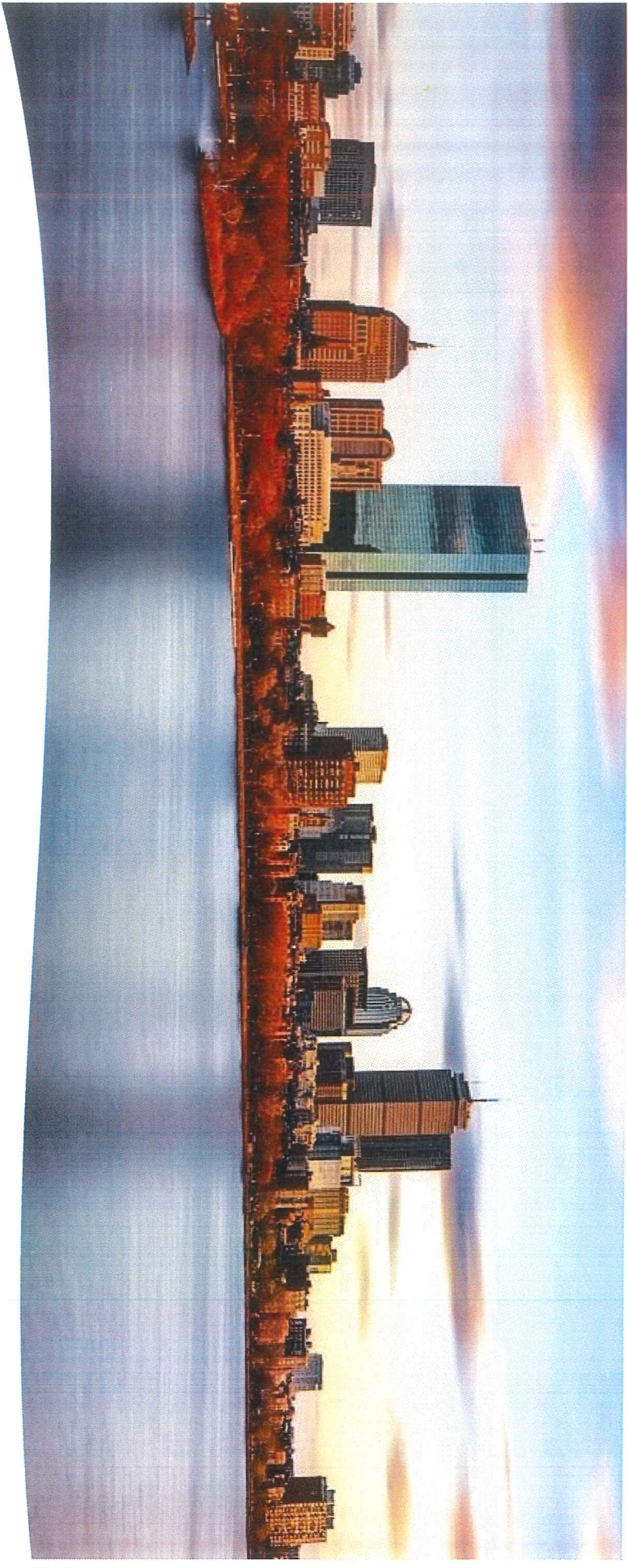
PRIORITY AREA
01



RACIAL JUSTICE AND HEALTH EQUITY

Goal: Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.





FY20/21 Finance Update

Grace Connolly

Director, Administration & Finance

January 22, 2020



Ongoing Projects

- FY19 General Ledger Audit - Completed
- FY19 Single Audit (due no later than 03/31/20)
- FY20 mid-year close
- New credit card program

Budget Schedule

- FY20 Budget
 - RF1 completed on October 31st
 - RF2 scheduled for completion by April 24th
 - Year end close June 30th
- FY21 Budget
 - Maintenance budget submitted on January 3rd
 - Budget proposals submitted on January 13th
 - New initiatives, revenue proposals, operational reforms, savings opportunities
 - External budgets due to COB February 3rd

Maintenance Request

- Reflect FY20 operations in terms of FY21 costs
- Review possible realignments during this period
 - Staff transfers and consolidations
 - Streamlining business processes
 - Shared service models
 - Reduce fragmentation and duplication of effort
 - Enhancing managerial controls

Maintenance Request

Bureau	FY20 Adopted	FY21 Proposed Maintenance	Variance	% Change
ORS/BRS	\$ 7,885,846	\$ 8,257,453	\$ 371,607	4.71%
CAFH	\$ 12,700,475	\$ 13,103,235	\$ 402,760	3.17%
CIB	\$ 5,497,452	\$ 5,829,885	\$ 332,433	6.05%
EMS	\$ 62,069,171	\$ 72,887,702	\$ 10,818,531	17.43%
HSB	\$ 7,046,089	\$ 7,623,471	\$ 577,382	8.19%
IDB	\$ 4,826,947	\$ 5,162,367	\$ 335,420	6.95%
PHSC	\$ 14,647,847	\$ 15,060,714	\$ 412,867	2.82%
ADMIN	\$ 10,994,212	\$ 9,827,017	\$ (1,167,195)	-10.62%
PROPERTY	\$ 4,720,073	\$ 5,080,875	\$ 360,802	7.64%
EMS Revenue	\$ 38,812,684	\$ 37,249,349	\$ (1,563,335)	-4.03%
Total City Appropriator	\$ 91,575,428	\$ 105,583,370	\$ 14,007,941	15.30%

New Initiatives

- New initiatives/investments
 - Analysis to show measurable progress toward specific goals
 - Priority for projects that:
 - Will have a significant positive impact relative to the investment;
 - Target the vision of a thriving, healthy, and innovative city;
 - Support the implementation of Imagine Boston 2030
 - Leverage other spending and resources

New Initiatives

- Increase IT security budget and Staff
 - Increase officer presence at Northampton Square
 - Enhanced population-level data and information acquisition
 - Increase staff for tobacco prevention and control program
 - Increase funding for violence prevention capacity building
-

New Initiatives

- Essential EMS equipment replacement
- Innovation grants for harm reduction and recovery support
- Respite housing for on-street population

Budget Proposals

- Operational reforms
 - Planning efforts
 - Operational audits
 - Departmental experience
 - Service and program demand changes
 - One-time investments must show ROI and implementation steps
- Savings proposals
 - 3% Non-personnel savings = \$684K

Revenue Proposals

- Revenue
 - Estimates consistent with service levels in maintenance budget
 - Maximizing existing revenue streams
- Increase retailer permit fees for 21+ retailers and smoking bars
 - Anticipated \$160K increase in revenue

Capital Budget

- Addresses urgent needs while planning strategically for the city's future
- Facilities projects
 - Public Facilities Department feasibility site visits and data collection ongoing
- IT and Equipment projects

Capital Budget Proposals

- Solar panels for SEFC and new roofs for Miranda-Creamer
- 211 River Street roof, floors, repointing
- Northampton Square garage drainage system repair
- Finland windows and envelope
- 201 River Street windows and air conditioning
- Miranda-Creamer ventilation and air conditioning

EMS Capital Budget Proposals

- EMS & Public Safety radio replacement
- EMS training facility
- EMS station – Seaport District
- EMS facilities needs assessment

Timeline

10/31/19	FY20 RF1 submitted to the City
01/03/20	FY21 maintenance budget submitted to the City
01/13/20	FY20 proposals submitted to the City
01/17/20	Capital requests submitted to City
02/03/20	FY21 external funds budget due to the City
March	COB OBM budget meetings, board presentation and vote, submit to Mayor
April	Changes resulting from mayoral review
April	FY20 RF2 due to the City
May	Final Board approval, City Council hearings
June	All staff meetings to review FY20 budget



Questions?



B

MELNEA CASS/MASS AVE 2.0

A strategic plan for Newmarket Square and neighboring communities

Board of Health Presentation

Jennifer Tracey, Director, Mayor's Office of Recovery Services

Gerry Thomas, Interim Deputy Director, Boston Public Health Commission

January 22, 2020

Mayor Martin J. Walsh

SUBSTANCE USE DISORDER EPIDEMIC



- **More than 900 Boston residents have died of an opioid-related overdose since 2014**
with over 2000 fatal overdoses per year across the Commonwealth
- **Boston has spent over \$75M fighting the opioid epidemic since 2014**
- **Mayor Walsh has made addressing substance use a cornerstone of his administration**
 - Created the Office of Recovery Services in 2015
 - Committed to building the Long Island Recovery Campus in his 2018 inaugural address
 - Filed litigation against opioid manufacturers and distributors
 - Increased funding for recovery services to launch the Engagement Center, create a Street Outreach Team, and increase care navigation staff capacity
 - Investing in Prevention

MELNEA CASS/MASS AVE

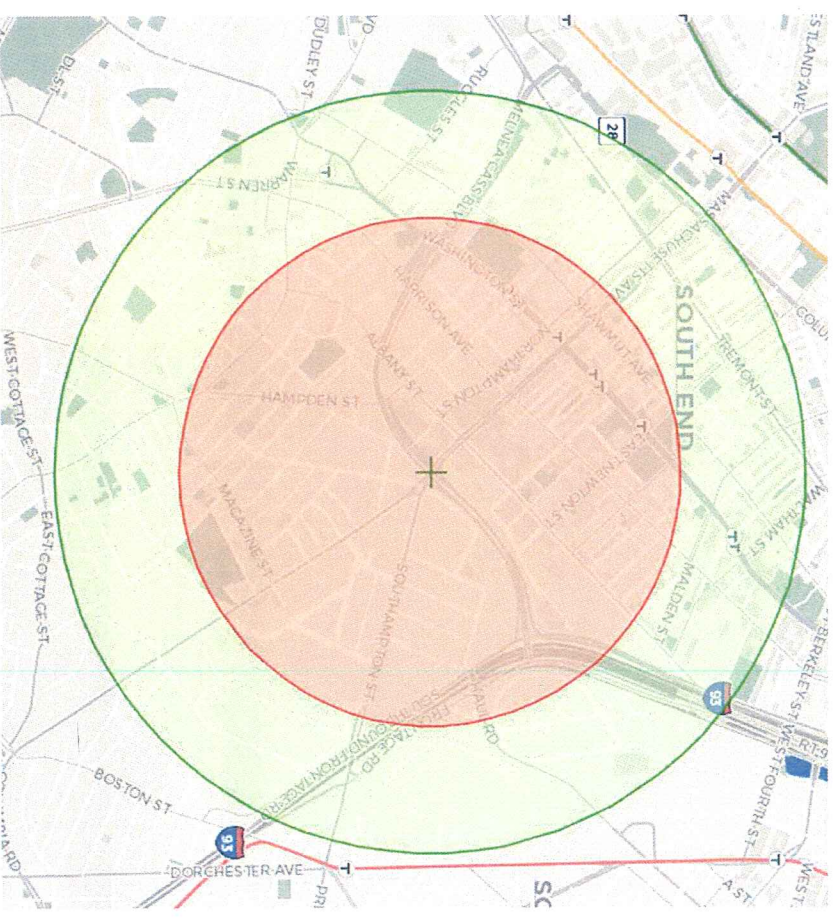


Changing Epidemic

- Rise of fentanyl has fueled overdoses
- Increase in medical complications due to IDU
- Increase in stimulant use (methamphetamine use) has complicated care

Concentration of Services

- Area is home to some of the City's most critical services, including shelters, behavioral health services, and Boston Medical Center



- **Mass/Cass 2.0 Strategic Plan released in October 2019**

- **Plan has four Focus Areas:**

1. Coordination & Communication
2. Public Health
3. Quality of Life
4. Public Safety

COORDINATION & COMMUNICATION



- **Formalized Coordinated Response Team (CRT)**, which includes leadership from over twelve City departments
 - Daily call to plan for priority issues of the day
 - Weekly in-person meeting for strategic planning
- **Creating a data dashboard (currently in beta phase)** to aggregate data from relevant departments
- **Launched a 24-Member Task Force** to provide feedback and oversight on the Plan

PUBLIC HEALTH



- **Doubled size of the Recovery Services Street Outreach Team** (from 8 to 16 members)
- **Launched targeted housing plans for chronically homeless individuals** in Mass/Cass (Department of Neighborhood Development, Homeless Services/Recovery Services, Boston Housing Authority and Boston Health Care for the Homeless)
- **Extended hours at the Engagement Center** to help provide more access to services
- **Expanded the STEP Pilot**, which provides intensive case management, treatment placements, housing, and job placement supports
- **Expanded low-threshold, gender-specific programming** for women engaged in sex work and/or survivors of sexual violence
- **Added winter overflow shelter beds for men and women**, focusing outside of Mass/Cass, with our partner agencies
- **Providing education on infectious disease** to Homeless Services shelter guests

QUALITY OF LIFE



- **Expanding Mobile Sharps Team** from 4 to 6 team members to respond to 311 requests for syringe pick-up and proactively clean high-volume areas
- **Created a DPW Special Operations Team** assigned to Mass & Cass, in addition to other ongoing Public Works operations (daily street cleaning, etc.) in the neighborhood
- **Expanded EMS Community Assistance Team hours** to seven days a week
- **Conducting daily cleanings at Clifford Park, Orchard Garden, and the Mason School,** and conducting 2x per week cleanings on Melnea (between Washington and Harrison)
- Developing City-wide protocol to prevent formation of encampments and **redirect unsheltered people to services**
- BPS has **increased coordination of cleaning and added fencing** at Orchard Garden, the Mason School, and Josiah Quincy.

PUBLIC SAFETY



- **Created BPD Diversion Team under Deputy Superintendent;** focuses on outreach and engagement in services
- **Deploying additional police resources** (including fixed posts, officers on foot, and citywide bike unit) based on the assessment of hotspots in Mass/Cass area
- **Increased trainings for police officers** in de-escalation, overdose response, and crisis intervention
- **Participate in business and community meetings** to hear concerns and share information

Summary of Key Strategies

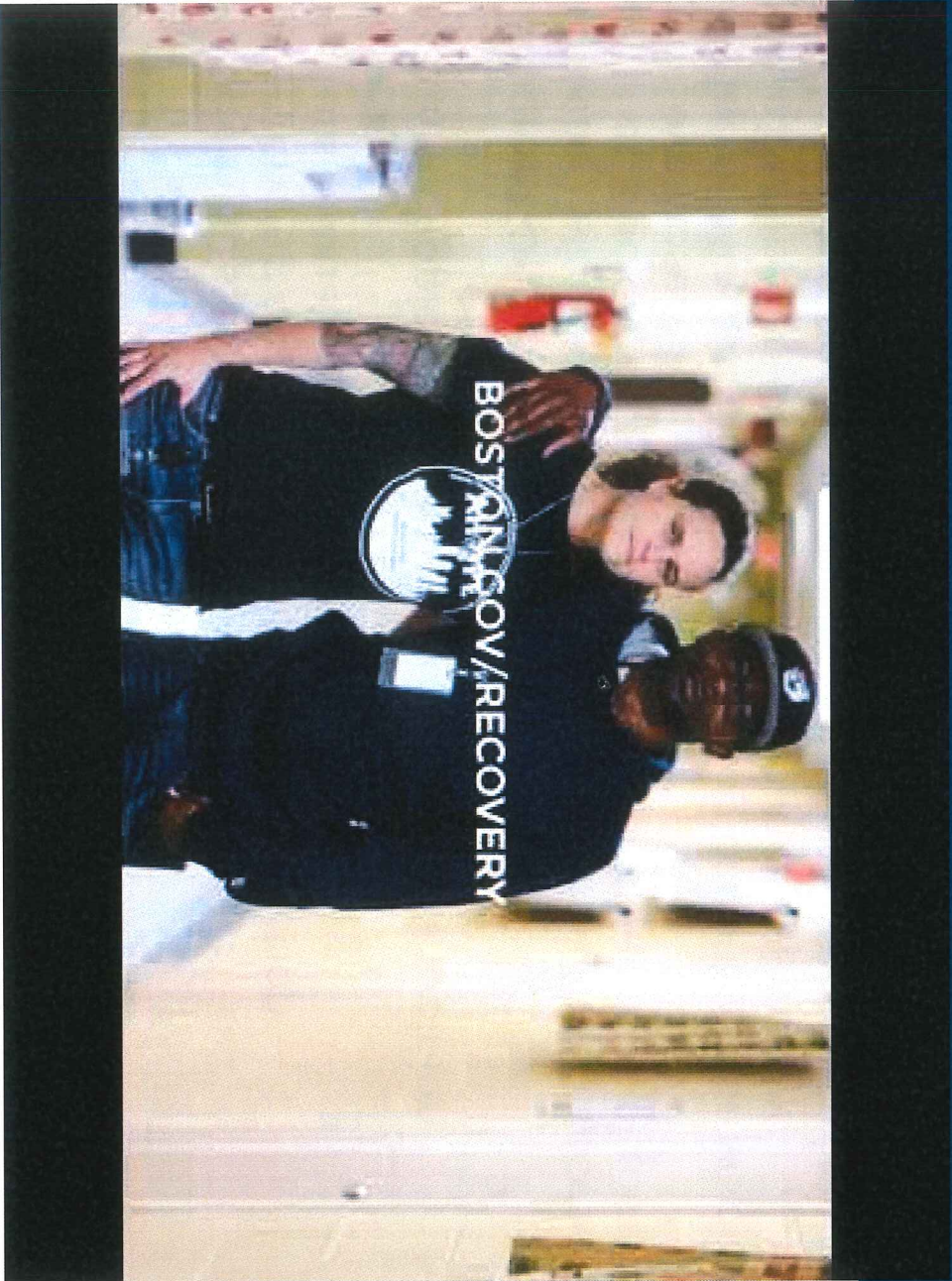
- More city personnel assigned - BPD, DPW, Recovery Services, Parks, BPS
- Greater intentionality of balance of public safety, public health and quality of life efforts
- Focus on tracking metrics to ensure progress in key strategies
- Improved focus on communication and coordination across all Departments
- Focus on increasing services outside of Mass/Cass area
- Increased communication and accountability to community residents and businesses

MELNEA CASS/MASS AVE 2.0



Focus Areas Moving Forward

- Launch data dashboard to improve internal coordination (currently in beta phase)
- Launch Boston.gov page to communicate updates to the public
- Work with service providers to expand harm reduction and low-threshold services, including to areas outside of Mass/Cass
- Work with service providers to expand gender-specific programming
- Create six-month progress report to share with stakeholders
- Continue to monitor hospital encounter and substance use treatment data by race/ethnicity
- Based on analysis done through RIZE grant, implement recommendations from those with personal and professional expertise with the goal of reducing racial/ethnicity inequities in substance use treatment post opioid overdose



Addressing Inequities



Facts:

- War on Drugs in 80's vs. Diversion to treatment
- Ongoing sentencing disparities and mass incarceration
- Limited access to qualified treatment providers
- Physician bias
- Media portrayal of opioid epidemic influences public opinion

Research and Grant Opportunities:

- **BPHC partnered with MDPH** identifying racial inequities in accessing care, specifically that Black and Latinx residents have lower odds of receiving treatment following an overdose.
- **Federal Office of Minority Health** – Increasing capacity to serve drug users in CHC's and community support (Dorchester, Mattapan and Roxbury)
- **RIZE of MA Foundation** - BPHC, the Institute for Community Health, BU School of Public Health, and Boston Medical Center collaboration to better understand factors impacting racial/ethnic differences in SUD care.

Board Discussion



- 1) What are the main concerns you hear from your employees, members, and/or community?**
- 2) How can we better communicate our efforts and get feedback on the Mass/Cass 2.0 plan?**
- 3) What policy or advocacy efforts could help increase access to services with Black and Latinx individuals?**

MELNEA CASS/MASS AVE 2.0



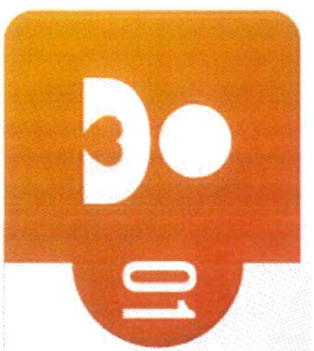
Thank you



BPHC's 2019-2022 Equitable Community Engagement Plan

Board of Directors - January 22, 2020
Triniese Polk





PRIORITY AREA

RACIAL JUSTICE AND HEALTH EQUITY

Goal: Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.

Objective 1.3: By 2021, all Bureaus incorporate the racial justice and health equity principles and practices outlined in the BPHC Community Engagement Plan as a standard practice

1.3.1 - Establish a baseline level of understanding among staff of what creates health, racial justice, health equity, and inequities.

1.3.2 - Update current Community Engagement Plan.

1.3.3 - Develop an organizational policy institutionalizing equitable community engagement practices and processes.

1.3.4 - Foster integration of community engagement principles, internally and externally, through dissemination and support for adoption of community engagement tools

1.3.5 - Integrate the implementation of community engagement best practices in BPHC funding opportunities.

Our Community Engagement Process



Health Equity Advisory
Committee



Internal Community
Engagement Workgroup



Community Engagement
Survey





Health Equity Advisory Committee

Cohort #2



