

**MINUTES FOR THE MEETING OF THE BOARD OF THE  
BOSTON PUBLIC HEALTH COMMISSION  
Wednesday, January 18, 2017**

A meeting of the Board of the Boston Public Health Commission (“Commission”) was held on Wednesday, January 18, 2017 in the Hayes Conference Room, 2nd floor, 1010 Massachusetts Avenue, Boston, MA 02118.

**Board Members Present:**

Francis J. Doyle, Esq., Chair  
Monica Valdes Lupi, JD, MPH, Executive Director  
Joseph Betancourt, MD, MPH  
Tyrek Lee  
Manny Lopes  
Myechia Minter-Jordan, MD, MPH  
Kate Walsh

**Also Present Were:**

Martha Farlow, Stacey Kokaram, Yailka Cardenas, Jen Tracey, Katie Donovan, Heather Gasper, Marje Nesin, Belkis Roman, Debby Allen, Jimmy Hooley, Catherine DVileskis, Gerry Thomas, David Pia, Huy Nguyen, Bob Clark, Eugene Barros, Roy Wapa, Catherine Cairns, Leon Bethune, Brad Cohen, David Thomas, Oyin Kolawole, Grace Connolly, Tim Harrington, PJ McCann, and Chuck Gagnon.

**Proceedings:**

**Chairman’s Comments**

*Francis J. Doyle, Esq.*

- Mr. Doyle opened the meeting by welcoming and thanking those in attendance. The primary focus today will be on our FY18 budget process with City Hall and the City Council. We thought it appropriate to have a meeting about it to educate all the Board Members as to what the Commission’s priorities are this year and how the Board can be of assistance during the process. Thanks to Monica and her staff for all the hard work.
- Mr. Doyle stated he would accept a motion for the approval of the minutes from both the November 16, 2016 and December 21, 2016 Board meetings. Mr. Cox made the motion which Mr. Lopes seconded. All those in favor say “Yeah”. The minutes from the November 16, 2016 and December 21, 2016 minutes were unanimously approved by the Board Members in attendance.

**Report from the Executive Office**

*Monica Valdes Lupi, JD, MPH*

*Executive Director, Boston Public Health Commission*

- Ms. Valdes Lupi said this will be a quick update so we can maximize our opportunity with the Board Members to focus updates around the budget. I could go on and on bragging about all the work the Commission staff has been doing, but we’ll just flag a few updates.
- Thanks to the Board Members for joining us last night for the Mayor’s State of the City Address. It was really exciting and wonderful to see such a big crowd hear the Mayor highlight his accomplishments and vision for the future. We were really proud of two of the updates he shared since they’re related to work we’ve been able to do here at the Commission with the Board. Work our Bureau of Recovery Services and the Mayor’s Office of Recovery Services under Jen Tracey have done with our partners at 311 to expand

PAATHS and its' referral service was highlighted in his remarks. He also mentioned the work that Debby Allen, Bureau Director of our Child, Adolescent, Family Health Bureau, and Catherine Fine are doing with our neighborhood trauma teams. We're doing that in partnership with community health centers and community-based organizations. We're really proud that we had two mentioned in last evening's remarks.

- I want to give a shout out to some of our Board Members about some of their events and accomplishments since we last met. Kate Walsh gave the kick-off remarks at the rally on Sunday hosted by Senator Warren. There were a couple of thousand folks at the rally, so it was exciting to be there. We'll continue to be committed to working with the Mayor and others on the ACA and other topics of interest for the Board and the City with the new administration.
- I also want to extend congratulations to Dr. Minter-Jordan for her wonderful event yesterday with the ground-breaking. It was impressive in terms of what you were able to accomplish in a fairly short period of time in partnership with so many stakeholders.
- In terms of grants, the one that I would flag for the Board, is that the Bureau of Recovery Services was awarded an additional \$100,000 from the Massachusetts Opioid Abuse Prevention Collaborative. We will be using that between now and June of this year. These new funds will allow us to build on the work they're doing on efforts to outcome database to work with incarcerated populations and street outreach. As part of that work, they're going to produce an on-line module on overdose prevention.
- In terms of BPHC in the news, there is some follow up with the neighborhood trauma team's announcement last night. I wanted to flag for the Board that our Communications team under Marje Nesin has worked with our bureau director Debby Allen. A news reporter in Cleveland had included the work that the Commission and the City has done in its efforts to reduce infant mortality rates in a piece that was in the Cleveland Plain Dealer.
- Just some fun facts. In an effort to expand our outwork beyond Boston and to try to share our expertise and resources around the country, we asked staff to consider having their names submitted for nominations to different working groups under our National Association of City, County and Health Officials. We're beginning to here about those appointments that have come through. I wanted to share with the Board that our own David Pia has now been appointed to the NACCHO Working Group on Human Resources and Grace Connolly is on the Finance Working Group. Congratulations. We also made nominations to the Public Health Law Working Group and several others. I was appointed to Chair a Working Group under the Big Cities Health Coalition focusing on Health Equity.
- With that, we can move right into our panel presentation on our FY17 Investment Activities. I think that will be a nice way to set up the discussion that Grace will lead us in FY18 budget work. We've adjusted things a little bit. Jen Tracey will present on behalf of the 311 because Brendan wasn't able to join us.

***Panel and Discussion: Fiscal Year 17 Investment Activities Update***

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

***Jim Hooley, Chief of Department, Boston EMS***

***David Thomas, Director of Permanent Housing and Clinical Services, Homeless Services Bureau***

***Yailka Cardenas, Director of Programs and Planning, Bureau of Recovery Services***

***Gerry Thomas, Director, Community Initiatives Bureau***

***Jen Tracey - 311 PATHS Partnership***

- Ms. Tracey explained the goal is to utilize 311 for all addition-related questions to increase constituents' overall awareness and access to recovery services. 311 for Recovery Services initiative was launched in September, 2016. 2 additional full time employees were hired (\$145,000). 311 is the first 24/7 recovery support municipal hotline of its kind. PAATHS regularly trains 311 staff on substance use disorders (SUDS).
- There has been a 50% increase in calls to the PAATHS hotline; a 74% increase in PAATHS program walk-ins; the number of new patients accessing services has doubled.
- There are challenges: Increase "311 for Recover Services" promotion and advertising through salary savings; Data Coordination: new position will oversee regular synthesis and coordination of PAATHS and 311 call data; and Simplify process: seeking to minimize our number of external partners to maximize quality control.

### ***Chief Jim Hooley – Boston EMS***

- Chief Hooley stated EMS added 20 full time employees (\$727,414). They were the members of the Academy Class 2016-1 that graduated on December 5, 2016. Currently, there are 24 recruits in Academy Class 2016-2 scheduled to graduate on March 27, 2017. EMS goals are to improve median response times for priority 1 calls; increase the number of transports and revenue; and reduce overtime cost.
- Academy Class 2016-2 entered their 17<sup>th</sup> week of training this week. On January 22, 2017, the recruits will deploy into their training trucks which will increase the number of frontline ambulances. Challenges going forward will be issues with attrition.
- We have 10 new ambulances (\$920,100) which will replace 10 current frontline ambulances. Our goal is to have a gradual vehicle replacement plan. New ambulances have been ordered as well as all associated equipment with an expected delivery date of late spring. The challenge with vehicle replacement is that it takes 8-10 months from when the order is placed until the vehicles are received.

### ***David Thomas and Yailka Cardenas - Front Door Triage and Expanded Outreach***

- Mr. Thomas explained that the goal is to decrease shelter stays and demands on the homeless system. The coordinated shelter triage system was launched in February 2016. We hired 5.6 new full time employees (\$350,000) and began triaging guests at 112 Southhampton in February and at Woods Mullen Shelter in March.
- Friends of Boston's Homeless received a grant from Liberty Mutual Funds which provides resources to help new clients have access to Charlie Cards, Bus Passes, and money to replace ID's, etc.
- Front Door Triage: 54% of all new guests (831) met with a triage case manager within 48 hours. 24% of these guests were placed safely outside of the homeless system within 60 days (e.g., family/friends, rapid re-housing, supportive housing, inpatient treatment). 49% of new guests meeting with a triage worker and not successfully placed after 60 days continued to stay actively involved with case management services. The initial result: services are decreasing the number of guests who become chronically homeless.
- Some challenges. Many clients self resolve, so looking at ways to better predict who, without the help of Front Door Triage worker, would get lost in the system. Coordinated Triage System with PSI requires sharing of data in real time. Some guests are hard to engage due to level of intoxication and/or late arrivals. We need better data to address issues of discharge planning.
- Ms. Cardenas discussed Expanded Outreach. The team conducts street outreach, overdose prevention education, and connects individuals to care. They deploy Monday through Sunday from 8:00am to 4:00pm. We hired 4 full time outreach workers and assigned them to the Newmarket Square area by shifting from Front Door Triage. We've improve relationships with local businesses, providers and clients. To date there have been: 6,684 client engagements; 35 bars have been lifted; 16 overdose reversals; 495 clients brought to services; and 74,200 syringes collected.
- The challenges. It's hard to measure real time data and face-to-face interactions. Due to a current vacancy, fulltime coverage is challenging, especially on weekends; current software and technology and a need for a day or low-threshold engagement center to send individuals to.

### ***Gerry Thomas - Permits***

- Mr. Thomas commented that their goal is to make fees more closely reflect the costs associated with regulatory functions. We initiated the following fee increases: Asbestos: from \$75 to \$100 for projects up to \$10,000; Tobacco control: from \$100 Tobacco only and from \$150 for Tobacco/Nicotine to \$300 for one (1) permit; and Tanning from \$100 to \$200 per device.
- The Asbestos fee increase took effect on August 1, 2016. 450 permits have been issued since the increase for \$15,028 additional income compared to the old fee schedule. Tobacco Control's fee increase took effect on January 1, 2017. 660 permits have been processed since the increase for \$99,000 additional income compared to the old fee schedule. The Tanning fee increase took effect on August 1, 2016. 5 permits have been issued since the increase for \$1,600 additional increase compared to the old fee schedule.
- We are facing minor challenges. We still have 2 or 3 Asbestos applications each month submitted using the old application and permit fee, but are easily corrected. We received several Tobacco applications each month submitted with the old application and permit fee, these too are easily corrected. We've had no problems or challenges with Tanning applications to date.

***Presentation: Updates on Fiscal Year 18 Budget Process***  
***Grace Connolly, Director of Administration and Finance***

- Ms. Connolly commented that most of today's information was presented to the Board last month: the city is experiencing an all-time high in revenues from property tax and local receipt categories; we have a AAA credit rating, which is the best you can have; we're seeing lower state aid; growth in fixed costs is anticipated at 9% for FY17; and the collective bargaining agreements are expiring.
- Again, this is a two-step process: Maintenance Request and New Budget Proposals including: operational reforms, budget savings, new initiatives and/or investments, and revenue proposals.
- The Maintenance Request reflects FY17 operations in terms of FY18 costs. It also reviews possible realignments: staff transfers and consolidations; streamlining business processes; shared service models; reduce fragmentation and duplication of effort; and enhancing managerial controls.
- A chart was shown depicting the variances between FY17 and FY18 for the following categories: City of Boston Appropriation increase of 6/06%; Federal Grants decreased 7.82%; State Grants decreased 25.23%; EMS Billed increased 7.33%; and Non-EMS Billed/Other decreased 17.30%. This resulted in an overall decrease of 1.20%.
- Our New Budget Proposal includes operational reforms: operational audit recommendations (BPHC's operational audit will begin in January, 2017); use experience guiding reforms to make operations more efficient, effective and responsive; one-time investments must show ROI (return on investment) and implementation steps; and savings proposals of at least a 2% reduction (\$990,808) must be proposed.
- With respect to Savings Proposals, we need to: be cognizant of vulnerable populations; preserve core public health services provided by BPHC programs and partners; mitigate the impact on FTEs [particularly revenue generating positions]; and streamline operational functions to support services.
- All new initiatives and or investments must provide analysis to show measurable progress toward specific goals. We must have priority for projects that: data show investment will have a significant positive impact relative to the investment; targeted at the vision of a thriving, healthy and innovative city; and leverage other spending and resources. We have submitted these new initiatives: PAATHS expansion – increased evening and weekend hours and shelter navigation; overdose coordination response with BPD and BFD; EMS pilot project for high call areas; and coordinated services for clients across CIB, CAFH, BRS, and HSB.
- Revenue Options: must have estimates consistent with service levels in maintenance budget. Possible alternatives include: fees and fines that haven't risen to keep pace with inflation and maximizing existing revenue streams. Capital Budget: addresses urgent needs while planning strategically for the city's future; Facilities projects, submitted November, 2016 (Public Facilities Department feasibility site visits and data collection ongoing); IT and Equipment proposals are due 12/31/16; Departmental meetings will be held in January and February.
- We also submitted some Capital projects. Facilities: for critical repairs, EMS facilities, Woods Mullen renovations and 112 Southampton renovations. IT and Equipment: EMS radio replacement; budget software and performance management software.
- Grace recapped the budget timeline: 11/2/16 – Capital instruction released; 11/23/16 – Capital facility requests submitted; 12/14/16 – COB maintenance budget instructions released; 12/19/16 – BPHC budget instructions released; 12/21/16 – Board meeting, review FY18 budget; 12/22/16 – Program Directors, review FY18 process; 12/31/16 – IT and equipment capital requests due to COB; 01/04/17 – Program files due to BPHC Budget Office; 01/08/17 – Budget office completes files review; 01/13/17 – Executive office completes budget review; 01/17/17 – Files finalized and submitted to COB; 01/18/17 – Board meeting to review FY18 as submitted; March 2017 – COB OBM budget meetings; Board presentation and vote; submit to Mayor; April 2017 – Changes resulting from Mayoral review; May 2017 – Final Board approval, City Council hearings; June 2017 – All staff meetings to review FY18 budget. Grace also informed the Board that a copy of our RFP was included in their packets for review.
- Mr. Doyle thanked Monica and the Commission's staff for their hard work on the budget.

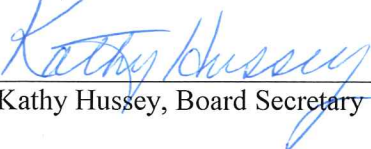
**Adjournment**

- Mr. Doyle adjourned this meeting of the Board of Health at approximately 6:00p.m.

**Addendum:**

This report is a synopsis of the board meeting. Presentations are posted for review the day after a meeting to our BOH webpage: <http://www.bphc.org/boardofhealth/Pages/board-of-health.aspx>. All board meetings are recorded. Requests for a copy of a recorded meeting should be made via: [info@bphc.org](mailto:info@bphc.org). Thank you.

Respectfully submitted by:



---

Kathy Hussey, Board Secretary

