



**MINUTES FOR THE MEETING OF THE BOARD OF THE BOSTON PUBLIC HEALTH  
COMMISSION Wednesday, June 20, 2018**

A meeting of the Board of the Boston Public Health Commission ("Commission") was held on Wednesday, June 20, 2018, 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; John Fernandez; Manny Lopes; and Myechia Minter-Jordan, MD, MBA.

**Also Present Were:**

PJ McCann, Marje Negin, Midori Morikawa, Ana Vivas, Edna Carrasco, Heather Gasper, Jenifer Leaf Jeager, Devon McCarley, David Pia, Puneet Sharma, Imaan Imar, Katie Donovan, Katherine D'Onfro, Rita Nieves, Chief Jimmy Hooley, Laura Segal, Brad Cohen, Jennifer Lo, Leon Bethune, Oyin Kolawole, Grace Connolly, Tim Harrington, Osagie Ebekozi, Catherine Cairns, Maya Saunders, and Kathy Hussey.

**Proceedings:**

**Chairman's Comments**

*Francis J. Doyle, Esq.*

The meeting was called to order by Mr. Doyle at approximately 4:15pm.

Welcome folks. We do have a somewhat abbreviated agenda today, so we'll try to move through it quickly. I apologize for being late coming downstairs.

A couple of updates on our side of things for the Board's edification. I just did sign off on our audit for the present year for the Clifton, Larson, Allen annual audit after a discussion with General Counsel and Grace Connolly. I did do that just to make you aware of it.

Also, we did have a number of activities over the past week or so to update you on. I'll ask Commissioner Lopes to help us with one of them as well. The two that I would just mention; one, we did meet today on the future of the Long Island Bridge and the treatment activities that may go on there. The Mayor has moved that forward with an advisory group to be able to run it down the road. It's more about what's going on to happen on the island than the actual bridge, which is moving forward as a capital planning project, but intimately involved with then what? Any and all recommendations through Monica or through Jen Tracey. Chief Martinez is overseeing that himself. It's a very good group that Monica helped make some recommendations for the membership of. Just to let you know that process is moving forward. You're probably reading about the issues in Quincy with them. I think that's partly because this process would not have, or might have, prevented or mitigated some of that had we had a whole plan. But then you set everything back by years. Anyway, we're moving forward with the reconstruction of the bridge. It will be predicated and based on the activities that will take place out there, largely upon recommendations from the advisory group.

Secondly, I just wanted to mention it because it was in the press the other day over the weekend, and I heard from some of our colleagues in the health centers, with regards to another health center in Boston that was having some issues both financially and union wise. There were claims in the press that there was some new financial stream or something that the City was committing itself to assist that health center. There is no commitment of cash money involved with that. The Mayor involved himself only to try and help direct that health center to other opportunities to address the issues that they have. Chief

Martinez is playing point on this as well and is delighted to entertain similar requests or to incorporate other health centers needs in his way of trying to help on the Mayor's behalf. I didn't want people to go away, especially in the health center community, saying that this was somehow coming from the Commission, or there's some pot of cash none of us knew about, and all that. It's more of a, as all of our health centers are, it's an important asset for community health in Boston, and the Mayor is committed to help any and all of our health centers in that regard. I think I'll leave it at that.

The final one is that we met today with the Operational Audit Advisory Group moving that process forward that I know all of you have been engaged in for some time. Chairman Lopes took on the chairmanship of that and ran the meeting this morning. I don't know if you'd like to update us briefly on it.

Sure. The group met this morning and talked about the project charter for the advisory group. Thank you to Monica and Chief Martinez for helping to put that together. It helped lay out a great action plan draft for us to comment and to provide feedback on. The charter for the group really is just outlining the scope of work that the group's responsible for, the overall objective, deliverables, if any. We talked about adding key performance indicators, which I know is already happening as part of the action plan, as well as adding some sustainability language to make sure that whatever we're doing truly prepares us for long-lasting efficiency, high quality pieces in the future. We had great discussions about that and will be redrafting the charter adding those components, particularly key performance indicators and sustainability. Thank you to Grace also, who attended. I think we've convened a great group of outside advisors, who are really coming at this as subject matter experts, to not necessarily direct the work, but really to provide guidance and oversight as necessary to the work. We'll be making regular reports here at this meeting when we meet. Our goal is to try and meet quarterly. Initially, we might need to meet more frequently as we're just trying to ramp up. Again, we'll provide updates at this meeting as we move forward.

Frank: Great. Thank you very much Commissioner.

#### **Acceptance and Approval of May 16, 2018 Minutes**

Frank: In your packets are follow-up items from prior meetings and also the minutes and presentation for today. Could I entertain a motion to accept the minutes from the May 16, 2018 Board meeting? Myechia: so moved. Manny and John seconded the motion. Motion is made and seconded. There are no objections, therefore the minutes from the May 16, 2018 Board meeting are accepted.

I will hand it off to our Executive Director.

#### **Report from the Executive Office**

##### ***Monica Valdes Lupi, JD, MPH Executive Director, Boston Public Health Commission***

Thank you, Frank. Last weekend, BPHC co-hosted *Healing Power: A Celebration of Cancer Survivorship* with Dana-Farber/Harvard Cancer Center and Boston City Council President Andrea Campbell. The event consisted of wellness activities like yoga, meditation, massage, and more. At the event, we shared our newly released Health of Boston special report on cancer and the video "There is Life," produced by BPHC for the Pink and Black Education and Support Network. Our bureau director, Leon Bethune, Mark Kennedy, who leads this work for us, and I and our Communications team went over to the Guild, which is a beautiful space for future opportunities to do celebrations.

Also, in reconvening the Pink and Black women, that network also released a special supplement report on cancer we can send you the link for that report offline. That was the first time we've actually taken a deeper dive look at cancer among Boston residents. So, that was fun.

Frank: Monica could you just let us know who the Pink and Black Network is?

Monica: Sure. So, do you want to say a little bit Leon? Leon: The network has been around since 2005. It's a group of women who have survived breast cancer. Basically, it's a network to actually get Black women, Latino women to look at clinical issues to make sure that when they go in for treatment, it's done so that they get all the information that's needed as they go through treatment.

Monica: It started under Mayor Menino and then had a big campaign. There are links I think we can forward to you of the new videos, because they are pretty powerful videos with the ladies. We'll continue to support and work with them as it relates to our work around health equity and also the clinical



community linkages between public health and healthcare.

Myechia: If there's a way to get that out to the health centers it would be fantastic. I remember when it was launched. It's a great initiative, so it's wonderful to hear that there's been more energy to bring it back to the front lines. I'd love to make sure we get that to all the health centers.

Monica: I know Rita and Anne McHugh are attending the Boston conference meeting tomorrow morning, so we'll make sure that we share that with the team, because that might be a great way to share(??)

Earlier this month, Boston hosted the Annual Meeting of the US Conference of Mayors. During the opening dinner, CityHealth presented its awards to mayors from across the country. Boston was one of five cities that received a goal medal for policies that improve the health and wellbeing of residents. We're one of only three cities to medal across all nine policy domains. This is definitely recognition of the work that we do as an administration across all our city departments. They gave this award, a gold medal, to the Mayor and we'll find a home for it someplace here. There are policy domains across, there's nine, most of them don't fall within public health: inclusionary zoning, universal Pre-K, tobacco free environment, just to name a few. Really exciting and looking forward to working with the foundations to figure out phase two of the work, so they've asked us to participate.

I'm thinking that tied to that, Chief Martinez and I and the Office of Health Equity staff recently relaunched the Office of Health Equity here. We can also share with you the videos of what the staff did in collaboration across all our programs. Again, this is tied to our strategic priority around advancing health equity. As part of that and related to this, Chief Martinez and I kicked off a cross-departmental task force at City Hall with other city departments to look at how we implement health equity in all policies across all of our departments. We have engaged HREA(??) to help facilitate our meetings with the different departments that have joined the task force. We rolled out a survey and got 50%, which is huge. Margaret was looking for 100%. We got 30 out of the 60 departments to actually complete the survey to tell us how they were integrating health in all policies and health equity in the work that they do. Several of the departments actually are doing one-on-one key informant interviews with the facilitators. People that might not normally think they would be interested in these topics: Boston Public Library, Boston Police Department, Transportation Department and others. This is really exciting because I think this is the first time that we've had such a diverse group of city departments looking across the work that we do and how we can move that forward in terms of all of our collective efforts.

Frank: If at all, can we be a forum to help elevate an exemplary department or whatever? I know we couldn't do three of them, but maybe one or two to a meeting and help elevate it in a public forum.

Monica: I think Transportation was particularly interested because they're doing a lot of proactive work on street repairs. So, we can invite them and I think that would be a great idea.

- **BPHC in the news:** A couple of months ago, we introduced our new Medical Director Jennifer Lo. Dr. Lo was recently profiled by the *Bay State Banner*: *In the News: Jennifer Lo*.
- Last month's Board of Health meeting was covered by the Boston Herald, which highlighted the importance of interdepartmental collaboration to tackle sex trafficking: *Boston Herald: Human Trafficking Detective: "Happy Hooker" not who I thought encounter*. We had a really successful meeting last month. The Board members were really engaged in the topic. We're doing some follow up work with Devin, Jen, and Detective Lieutenant Gavin to follow up on the discussions that we had and some work the judiciary is doing around sequential intercept mapping. So, more to follow on that. And just to let you know we did get press around that meeting.
- The City recently released its annual homeless census report, which revealed fewer people are sleeping on the streets of Boston. It also showed an uptick in the number of people using our homeless shelter system: *WBUR: City Census Reveals Fewer People Sleeping on the Streets in Boston*.
- Along with the Parks and Recreation Department and Blue Cross Blue Shield of Massachusetts, we launched our Summer Fitness Series, which offers 30 free outdoor fitness classes each week in parks around the City: *NBC Boston: 20+ Fun Things to Do This Week in and Around Boston*; *El Planeta: Más de 30 clases semanales gratuitas en los parques de Boston este verano*.
- Boston EMS Superintendent Joseph O'Hare made national news after reuniting with a patient he saved after being struck by a stray bullet 15 years ago: *ABC News: Shot and paralyzed as a toddler, 15 years later teen girl reunites with EMT who treated her*.



- We also recognized Boston EMS at last week's event where they graduated a new class of EMTs and celebrated promotions. It was covered by the *Boston Herald Gallery*: *EMTs celebrate graduations and promotions.*
- And as you'll hear more about today, we're collaborating with the Department of Workforce Development on a new EMS apprenticeship program, which was covered by the *Boston Herald*: *Boston program would help EMT recruits.*

### **Intergovernmental Relations Updates**

#### ***Heather Gasper, Director Intergovernmental Relations and Policy Development***

Heather Gasper will give us some updates on Federal, local federal, and state activities.

- **Federal Update. Title X Gag Order.** The Trump Administration has proposed a domestic gag order for organizations that receive Title X federal funding if they mention abortions as a method of family planning, including abortion referrals.

Trump's proposal for a domestic version of this gag order would jeopardize all US health centers and organizations that mention abortions. Services for contraceptives, STI testing, and other vital procedures would also be affected at these centers, as the entirety of their federal funding would be expunged.

There is obvious reason for concern in general, but especially since BPHC School-Based Health Centers receive some Title X funding. They are important resources in our public schools as they provide accessible, culturally, and developmentally appropriate health services.

Currently, the proposal is under review by the Office of Management and Budget, so it is unclear when its status would be available. If the rule were made into law, then all health centers that rely on Title X would be affected.

- **DOJ Will No Longer Defend the ACA.** The Trump Administration has declared that it no longer will defend the Affordable Care Act from a challenge filed by 20 states because it agrees that the law's individual mandate is unconstitutional and that key parts of the act, including the provisions protecting those with pre-existing conditions, are invalid.

The Trump Administration argues that because the new tax law eliminates the penalty for not buying insurance, the Supreme Court's previous ruling permitting the mandate as a tax no longer applies. The Justice Department does not join the 20 states in the lawsuit in saying that this invalidates the entire law. Rather, in the released brief, the Justice Department says that only the section of the law dealing with the individual mandate is unconstitutional.

However, the Trump administration believes the provision of the ACA guaranteeing affordable rates to those with pre-existing conditions must be thrown out with the individual mandate.

- **State Update. House Healthcare Bill.** The House has released its version of a health care bill intended to increase access, improve quality, reduce costs and enhance transparency in healthcare. Additionally, the bill, months in the making, proposes to levy \$450 million in assessments on insurers and larger hospitals that tend to command higher prices for their services because of their market clout.

A key component of the latest draft is that two new sources of funding for the Prevention and Wellness trust Fund have been included. The new bill authorizes: 1) a \$10 million annual transfer to PWTF from the Center for Health Information and Analysis (CHIA), and 2) an annual transfer of 10% of state marijuana revenues (state taxes and licensing fees) to PWTF.

While we don't know the exact dollar amount this would generate, we are confident this would represent increased annual funding for PWTF. The bill also includes most of our proposed language to update PWTF for today's health care and public health landscape, focusing on the core purpose of supporting effective community-based preventive services and interventions.

Representatives had until last Friday to file amendments to the bill. Debate began this week, and a final House bill will soon be passed. The House and Senate will then each appoint three members to a conference committee to reconcile differences between the House bill and the Senate bill passed last November.

- **State Budget.** The six-member conference committee is still working on a compromise of the House and Senate passed versions of the state budget. The negotiations must be completed before the start of the fiscal year on July 1. A final bill will be agreed on and sent to the Governor for his signature.



- **City. Hearings.** BPHC participated in two hearing this month at City Council. Chief Hooley represented EMS by showcasing its recruitment efforts and newly rolled out apprenticeship program, which is on the agenda for today's meeting. Mark Scott, Director of Trauma Response and Recovery Services within the Division of Violence Prevention participated in a separate hearing to discuss the critical work of the Neighborhood Trauma Teams and BPHC's trauma response and recovery work.

**Presentation and Q&A: EMT Recruitment and Job Readiness**

*Laura Segal, Boston EMS Midori Morikawa, Mayor's Office of Workforce Development*

Laura Segal, Chief of Staff of Boston EMS and Midori Morikawa, Deputy Directory of Workforce & Policy Development, will provide an overview of the initiative. We look forward to hearing your feedback and ideas for other settings we should explore for this approach.

- **City Academy:** Creating a pipeline for Boston residents to enter careers in City agencies. Boston EMS:

Seeking a diverse pool of MA certified EMTs looking for a career with Boston EMS.

- **CONTEXT.** Part of Mayor Walsh's *BostonHires* campaign, with a goal of hiring 20,000 unemployed/under-employed Bostonians in good jobs by 2022.

- **Planning for Future Labor Needs: Boston City Departments.** A chart showed the projected proportion of employees age 55+ with 30+ years of service and approaching retirement within 2017 to 2027.

- **Planning for Future Labor Needs: National Context.** In 1996, 11.9% of the labor force was over 55, increasing to 22.4% by 2016, and projected to be 24.8% by 2026 (US DOL, BLS). 30% of all employees of government agencies in the U.S. were over 55 (Society of Human Resources Management, 2015). In 2015, 54% of State and Local governments reported increases in retirement rates from the previous year (Center for State and Local Gov't. Excellence). Projected that in the next 10 years, nationally, 37 percent of the water utility workers and 31 percent of wastewater utility workers will retire (Water Environment Foundation/EPA). In Seattle, 54 % of public employees are nearing retirement age (Workforce Development Council of Seattle – King County).

- **Project Vision.** Provide pathways for Boston residents to enter into City positions with low barriers to entry that offer good wages, health benefits, pensions, and upward mobility. Give trainees continued opportunities for professional development that will help them move up the career ladder using tuition-free community college, dual enrollment, and articulation agreements to allow participants to gain college credit through on-the-job training. Increase employee diversity by targeting recruitment to key neighborhoods (Roxbury, Mattapan, Dorchester, Hyde Park, East Boston), people of color, women, and bilingual residents. Provide City agencies with qualified candidates to fill in-demand positions by helping to create a skilled talent pool that matches hiring needs: City Academy graduates will be screened, pre-trained, and qualified to meet the specifications of agency leadership for positions where broader candidate pool is needed.

- **Program Design Process.** Collaborate with department heads and Human Resources team members to examine job openings across departments to identify requirements and technical skill needs (approximately 25-30 interactions with agency staff – meetings, calls, email exchanges). Understand employer expectations such as job readiness, promptness, licensing and certifications, etc. Identify career ladder opportunities, including the potential for linking training and jobs to post-secondary education. Contribution by Vivian Leonard and the OHR team, as well as leadership and HR representation from participating agencies is key to project success.

- **Training Concept Overview.**

Track I: Entry level, semi-technical jobs with BWSC, BPW, BTD, Parks, and BHA.

1) Provide training in Commercial Drives License (CDL) and Hoisting, with job readiness and development component. 2) Serve 12 Boston residents in pilot year. 3) Place 7 to 10 program graduates in City jobs in the first year. 4) Examining registering as an Apprenticeship with community college dual enrollment and articulation agreement.

Track II: Programs leading to entry-level Emergency Medical Technician (EMT) job with EMS.

1) Design and launch bridge training and internship program for entry into EMT positions. 2) Help increase potential applicants understanding of job responsibilities and expectations. 3) Serve 15-20



Boston residents in pilot year.

Track III: Career exploration opportunities for Boston's youth with BPD and BFD and piloting recruitment strategies for BPD.

1) Implement career exploration program to increase awareness and qualifications of BFD and BPD. 2) Serve 20-30 youth in summer of pilot year. 3) Implement strategies to recruit diverse group of Boston residents for BPD Cadets program.

- **Boston EMS.** Recently approved for 20 additional FTEs to meet rising demand for service and reduce escalating priority 1 incident median response times. Boston EMS is dedicated to hiring a diverse workforce representative of the city we serve. All new hires must already be MA certified EMTs and must pass a written and practical exam, consistent with the state certifying exams. Historically, the Boston EMS EMT course had been a great feeder for the department. In the last 15 years, the percentage of personnel who identify as Asian, Black or Hispanic has risen from 16% to 22%, a 37% increase; and, the number of women has increased by over 18% during this time-period.

For the most recent EMT Academy, starting this July there were: 119 applicants (104 of whom were confirmed to have MA EMT certification); 58 people showed up for the written exam (37 of whom were residents); 40 passed the written exam; 39 participated in the practical exam, with 31 continuing to the interview; 27 were extended conditional offers of employment.

- **Track II: EMT Proposed Timeline & Program Design.** Feb. – April 2018: outreach & recruitment; May – June 2018: interview and pre-screening; July 2018: EMT Bridge course; Aug. 2018 – Jan. 2019: Basic EMT Course; Jan. – April 2019: internship program (optional); April – Sept. 2019: job placement with EMT Recruit Academy; promotion to EMT: annual salary of \$57,000 with benefits; Sept. 2019 – Aug. 2020: follow-up and evaluation.

- **Expected Outcomes.** Register the EMT track with the state's registered apprenticeship program, increasing sustainability through recognition by the State and U.S. Department of Labor and access to government funding sources (*completed*); 30 program participants will begin job-readiness boot camp training in July 2018; 80 % of participants (25) will enter into the Basic EMT Course in August 2018 and be provided laptops to support successful completion of the course; 75% of participants (18) enrolled in Basic EMT Course will obtain National Registry of EMT Certification; 885 of participants (16) who obtain EMT certification will be accepted into the Boston EMS EMT Recruit Academy, and will increase their annual income on average by 83% with employer-sponsored benefits; 87% of participants (14) accepted into EMT Recruit Academy will be promoted to positions as full-time EMTs with Boston EMS; Participants successfully placed in full-time EMT positions will increase their income by 36% (\$15,000 annually) with added gains in employer-sponsored benefits. Current applicants' average annual income is approximately \$23,000.

- **Current Progress.** As of April 27, 2018, we have completed 40 outreach information sessions in Roxbury, Mattapan, Dorchester, East Boston, Chinatown, and at various community meetings/senior days in high schools with over 300 applications from Boston residents. As of March 22, 2018, the City of Boston has successfully registered the EMT training as a new apprenticeship with the Massachusetts Division of Apprenticeship Standards. The EMT training allows participants to earn while they learn, gain industry-recognized credentials, and benefit from built-in wage increases that match their skills advancement.

- **Summary: How this Project Benefits the City.** Helps meet workforce needs of city agencies by providing a diverse pool of well-trained Boston residents; In line with the Mayor's vision, giving Boston residents access and options for entering family sustaining careers with upward mobility; Research demonstrates that investments in job training and apprenticeships produce economic returns similar to financial investments: For example, for every 10 job placements through City Academy, 3 to 4 additional jobs will be created, and there will be an increase of \$1.2 to \$1.9 million in economic activity; Provides broader social and economic benefits: Increase in income tax revenue from workers earning higher wages: someone working full-time in a minimum wage job would increase their annual income from \$10,000 to \$30,000 by entering a career through City Academy; Decrease in reliance on public benefits – through both higher wages and expanded access to employer sponsored health insurance and pension.

A brief discussion took place afterwards, during which Chief Hooley spoke about what a great partnership this is has been and how helpful and important this program will be to Boston EMS and the city going forward.

**Presentation and Discussion: Board Bylaws**  
*Frank Doyle, Esq. John Fernandez*

The only thing left on our agenda is the bylaws review. We've mentioned it a couple of times. The bylaws of the Commission Board of Health have been the same for a very long period of time. They had not been looked at for both changes in law and normal practice now of updating bylaws, I believe. But also, in what the practices that have developed through the years are currently reflecting. Do the bylaws really reflect the current practices? So, Monica and Counselor McCann, as well as Counselor Harrington, talked about it and reviewed. Counselor McCann came back with a re-draft of the bylaws to bring it into current practice. John was kind enough to lend a hand and review this with me. So, we're pretty comfortable with where we're at. I would have called for a vote today except we didn't have enough time for review by the other Commissioners. There's really no urgency to bring it to a vote right now. So, I think upon reflection, what we'll do is share the work with you in redline form that I know the General Counsel Office already has and allow you to ponder it and see if there's other things you'd like to add, delete, change or whatever, and then move forward. I think we have a document that's ready for that kind of presentation and review. We'll get it out to everybody.

**Adjourn**


That's all that I have. Is there any other new business? Any other issues the Commission would like to take up? Frank called for a motion to adjourn. John Fernandez and Myechia Minter-Jordan seconded the motion. There were no oppositions. The meeting was adjourned at approximately 5:25 pm.

**Addendum:**

**PLEASE NOTE:** This report is a synopsis of the board meeting. Presentations are posted for review a day or two 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 to: [info@bphc.org](mailto:info@bphc.org). Thank you.

RESPECTFULLY SUBMITTED BY:

  
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Kathleen B. Hussey; Board Secretary

