

FY16 Community Benefit Report Brigham and Women's Hospital

Organization Information

Organization Address and Contact Information

Organization Name:	Brigham and Women's Hospital
Address (1):	75 Francis Street
Address (2):	Not Specified
City, State, Zip:	Boston, Massachusetts 02115
Web Site:	www.brighamandwomens.org
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Contact Address (2):	Not Specified
City, State, Zip:	Boston, Massachusetts 02115

Organization Type and Additional Attributes

Organization Type:	Hospital
For-Profit Status:	Not-For-Profit
DHCFP ID:	Not Specified
Health System:	Partners HealthCare
Community Health Network Area (CHNA):	Alliance for Community Health (Boston/Chelsea/Revere/Winthrop)(CHNA 19)
Regional Center for Healthy Communities (RHC):	6
Regions Served:	Boston

CB Mission

Community Benefits Mission Statement

Brigham and Women’s Hospital (BWH) is committed to serving the health care needs of persons from diverse communities. The hospital, however, makes a unique commitment to the neighboring residents of Jamaica Plain and Mission Hill, who have some of the most pressing health problems in the state. The hospital, along with its two licensed community health centers (CHCs), is committed to developing integrated care networks to provide and assure appropriate access to high quality, cost-effective primary care to members of these communities regardless of their insurance status. The hospital also commits to meeting the needs of low-income pregnant women and their families from the communities of Mattapan, Roxbury and Dorchester.

In order to address the health needs of its target communities, the hospital must look beyond its walls and seek guidance from the community to implement programs that recognize and address the relationships between health and social problems, including economic and educational issues. The hospital is committed to collaborating with community groups and organizations to develop comprehensive programs that respond to the needs of the communities, as identified by the communities themselves, and as suggested by public health and other data. BWH seeks to improve the health status of residents of the communities by offering health services, continuing and expanding innovative community and school-based programs, and by serving as a resource to the community as a liaison to health careers education and as a possible employer of community residents.

Target Populations

Name of Target Population	Basis for Selection
Boston residents experiencing health disparities	Evidence of racial and ethnic health disparities in birth outcomes, cardiovascular disease, cancer and chronic conditions
Medically underserved and/or low income women in BWH priority communities	Evidence of persistent health disparities in rates of infant mortality and chronic disease for communities of color and need by low income women to meet the costs of breast cancer treatment that are not covered by health insurance
Medically underserved and/or low-income residents of Mission Hill, Roxbury, Jamaica Plain, Dorchester and Mattapan	Evidence of pressing and persistent health and social needs
Residents with disproportionately lower rates of colorectal cancer screening	Capacity to increase colorectal cancer screening and reduce the health disparity in colon cancer through a community navigator model

Victims of Domestic Violence	Domestic Violence is a public health issue that impacts 25% of women and a health care setting provides an excellent point of intervention to provide safety planning and support to survivors
Young People in BWH priority communities	There is a high rate of family poverty as well as a large youth population in BWH's priority communities. By providing educational and employment opportunities in the health, science and medical field to young people, BWH is able to impact the long term health and economic status of those communities
Native Americans	Significantly poorer health outcomes and health access for Native Americans
Victims of Intentional Violence	A growing body of science is consistently linking violence (the experience with and/or fear of) with risk for and incidence of a range of serious physical health problems. The effects of violence on health are a consequence of the physical, biological, environmental, social, behavioral, and emotional changes that violence imposes on individuals and the community

Publication of Target Populations

Marketing Collateral, Annual Report, Website

Hospital/HMO Web Page Publicizing Target Pop.

<https://www.brighamandwomens.org/about-bwh/community-health-equity/center-for-community-health-and-health-equity>

Key Accomplishments of Reporting Year

- The Passageway domestic violence program provided 3,778 service contacts to or on behalf of 1,243 clients of Brigham and Women's HealthCare.
- 95% of Student Success Jobs Program participants entered college after completion of the high school program.
- Two hundred and seventy-nine patients were referred to a patient navigator for colorectal cancer screening and colonoscopy completion rates among health center patients increased from 49% at program inception to 70% in 2016.
- More than one hundred low income women with breast cancer were provided financial assistance to cover expenses associated with their diagnosis that were not covered by insurance.
- Over 22,370 patients received care at our two BWH licensed health centers in Jamaica Plain (Brookside Community Health Center and Southern Jamaica Plain Health Center).
- Four hundred and fifty women received pregnancy and parenting services from health center based case managers through the Stronger Generations case management program.
- Over 500 young people received educational support and mentoring from nearly 300 Brigham and Women's employees.

Plans for Next Reporting Year

- Continue expansion of effective programs to increase educational and employment opportunities for young people in the community
- Continue to develop interventions to promote healthy birth outcomes through a focus on social determinants of health, increased social support and innovative approaches within our health system, as part of our Stronger Generations initiative.
- Expand support for those impacted by community violence

Community Benefits Process

Community Benefits Leadership/Team

The vice president, five program directors of the Center for Community Health and Health Equity (CCHHE) and two executive directors of the BWH licensed CHCs comprise the community benefits leadership team of BWH.

Community Benefits Team Meetings

The leadership team described above meets quarterly throughout the year and the CCHHE directors and staff also meets on a monthly basis. A sub-committee of the hospital's Board of Trustees focused on community health meets regularly to review programs and policy and set the strategic direction for community health aligned with the needs of BWH's priority neighborhoods.

Community Partners

ABCD Health Services
 ABCD Parker Hill/Fenway NSC
 ABCD SummerWorks
 ADOBE Youth Voices
 Achievement Network
 Alice H. Taylor Tenant Task Force
 America Scores
 Apprentice Learning
 Arbour Hospital
 Bay State Banner
 Biogen Community Lab
 Boston Teachers Union School

Boston University School of Public Health
Bouve College of Health Science
BPD E-13 Community Service Department
Boston Public Health Commission
Brookline High School
Bromley Health Task Force
Bunker Hill Community College
Camp Harborview
Center for Community Health Education Research and Service, Inc. (CCHERS)
Centering Healthcare Institute
Children's Trust Fund (Massachusetts)
Children's Hospital Boston - Young Parents Program
(YPP)
Children's Services of Roxbury
Chinle Comprehensive Regional Health Care Facility
CHNA-7
City on the Hill Community Academy of Science and Health
City Real Estate
Community Academy of Science and Health
Community Dispute Settlement Center
Conference of Boston Teaching Hospitals
Curtis Hall/BCYF
Department of Transitional Assistance
Edward M. Kennedy Academy for Health Careers
Eliot School
ESAC
Fenway High School
Ferris Wheels
First Baptist Church
Fitz Urban Youth Sports
Foxboro Jaycees
Foxborough Human Services & COA
Gallup Indian Medical Center
Goodwill – Job Readiness
Greater Boston Food Bank
HarborCOV
Harvard Medical School
Harvard MedScience
Harvard School of Public Health
HESSCO Elder Services
HUGS-Foxboro
Hyde Square Task Force
Jamaica Plain Neighborhood Development Corporation
Jamaica Plain WIC

Jane Doe, Inc.
John D. O'Bryant High School
Jamaica Plain Health Planning Committee
Jamaica Plain VIP and Trauma Response Team
JP Youth Disparities Initiative
Jamaica Plain Youth Health Equity Collaborative
Jeremiah Program, Endicott Boston
Key Steps
Linda Wellness Warrior
Louis D. Brown Peace Institute
MA Coordinated Family and Community Engagement
Madison Park Technical and Vocational High School
March of Dimes
Martha Eliot Health Center
Mass Alliance on Teen Pregnancy
Mass Mentoring Partnership
Massachusetts College of Pharmacy & Health Services
Massachusetts General Hospital
Mattapan Community Health Center
Maurice J. Tobin K-8 School
Meridian Academy
Milton Academy
Mission Grammar School
Mission Hill Crime Committee
Mission Hill Health Movement
Mission Hill Little League
Mission Hill Main Streets
Mission Hill Men Softball League
Mission Hill Neighborhood Housing Services
Mission Hill School
Mission Hill Youth Collaborative
Mission Main Tenants Task Force
Mission SAFE
Neighborhood Health Plan
Northern Navajo Medical Center
Northeastern University
Neponset Valley Chamber-Elder Alliance
New Mission High School
Read Boston
Read to a Child
Renewal House
Roxbury Presbyterian Church Social Impact Center
Roxbury Tenants of Harvard
Roxbury YMCA

SAGE-Boston (Stop Abuse Gain Empowerment)
School-to-Career Partnership
Science from Scientists
Simmons College
Sociedad Latina
South End Community Health Center
Spontaneous Celebrations/Beantown Society
The City School Summer Leadership Program
The Mildred Hailey
The Samaritans
Tobin Community Center
Tri-Town Chamber of Commerce
Urban Edge
Urban Science Academy
Wentworth Institute of Technology
Whittier Street Health Center
WilmerHale Legal Services
Youth Connect
Youth Options Unlimited
YWCA (Init Program)

Community Health Needs Assessment

Date Last Assessment Completed and Current Status

In 2016, BWH conducted a Community Health Needs Assessment and implementation planning process to inform community-based efforts as well as to adhere to requirements set by the Patient Protection and Affordable Care Act. This work builds upon the foundation of past assessment work and current investments in advancing health in the hospital's priority neighborhoods (Dorchester, Jamaica Plain, Mattapan, Mission Hill and Roxbury). The CHNA included focus groups of community residents conducted in collaboration with members of the Conference of Boston Teaching Hospitals (CoBTH), as well as internal and external key informant interviews and review of public health and other data. Additionally, BWH sought broad community input via an innovative online community engagement process entitled 'What Matters for Health' that obtained extensive community input from close to 500 participants.

The CHNA and implementation plan was presented to and approved by the BWHC Board of Trustees at its July meeting and is now posted on our website: <https://www.brighamandwomens.org/assets/BWH/about-bwh/pdfs/2016-CHNA-Report.pdf>. BWH also makes its annual progress reports on its CHNA widely available to the public by posting these reports on its website. BWH's CHNA implementation plan is focused on the 5 priority areas below, and implementation is underway

- Interpersonal Violence and Trauma
- Access to Healthcare
- Behavioral Health
- Health Equity within BWH and Our Community
- Social Determinants of Health

Consultants/Other Organizations

BWH engaged the Institute of Community Health (ICH) and the Engagement Lab at Emerson College to develop and implement its interactive online platform, "What Matters for Health" on Community PlanIt (described below). ICH also conducted the external key informant interviews. BWH collaborated closely with several other members of the Conference of Boston Teaching Hospitals to plan, implement and analyze finding from community focus groups.

Data Sources

Details of all the data sources used in the CHNA can be found on pages 13-14 of the 2016 CHNA report (see weblink above). This included community focus groups, internal and external key informant interviews, data from the U.S. Census, U.S. Bureau of Labor Statistics, Boston Police Department, Massachusetts department of Public Health, Boston Public Health Commission, including the Boston Behavioral Risk Surveillance Survey (BRFSS) and the Boston Youth Risk Behavioral Survey (BYRBS). Several health and social policy documents

were also reviewed. The 2016 CHNA was also informed by analysis of the findings from an innovative online game that BWH undertook to explore perceptions and recommendations from community members on personal, neighborhood and citywide health issues. The report of this process called 'What Matters for Health' details the analysis of over 8,000 comments from 488 participants on the on-line game, and can be accessed on the BWH website:

http://www.brighamandwomens.org/About_BWH/communityprograms/RFP/BWH%20WM4H%20Report%202015.pdf

Community Benefits Programs

Student Success Jobs Program Summer Internship for College Students (SSJP College)

Program Type	Mentorship/Career Training/Internship, Outreach to Underserved
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	The Student Success Jobs Program Summer Internship for College Students is an intensive summer employment opportunity for students that have successfully graduated from the Student Success Jobs Program for high school students. SSJP College Summer Internship Program was created to support SSJP graduates, currently in college, majoring in a health related field. Summer internship opportunities are paid positions in a Brigham and Women's Hospital department and are available to students for ten weeks, 35 hours per week, from June through August. SSJP creates pathways into science, health, or medicine careers for those who have traditionally been underrepresented in the field with 96 percent of students self-identified as people of color. In FY16, 22 students were served. Since inception in 2006, 120 individual students have been served.
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston • Health Indicator: Other: Education/Learning Issues • Sex: All • Age Group: Adult-Young • Ethnic Group: All • Language: All

Goal Description

To strengthen and sustain interest among college students in health careers through work-based mentoring by health care professionals.

To foster networking opportunities for emerging under-represented health care professionals with peers and the hospital community.

Goal Status

In FY16, SSJP recruited 21 BWH health professionals as preceptors who provided internship experiences to students.

In FY16, SSJP provided 22 SSJP college students with networking opportunities through educational and resume writing workshops as well as paid internships for ten weeks in a BWH department.

To address the need for proficient and under-represented professionals in health, science and medical careers. In FY16, recruited 22 college students majoring in health, science or medicine into the SSJP College program and matched students to departments that were closely aligned to their career goals.

Contact Information

Youth Development Manager, Center for Community Health and Health Equity, Brigham and Women's Hospital, ssjp@partners.org

The Passageway Domestic Violence Program

Program Type

Community Education, Direct Services, Health Professional/Staff Training, Prevention, Support Group

Statewide Priority

Promoting Wellness of Vulnerable Populations

Brief Description or Objective

Passageway provides free, voluntary, and confidential services to patients, employees and community members who are experiencing domestic violence (DV). This intervention is based on a multidisciplinary and tailored response model that includes domestic violence advocates, nurses, physicians, social workers, mental health providers, security, and other health care providers. The team provides tailored interventions based on the needs of the individual. Passageway advocates come from diverse backgrounds reflecting the populations served. Advocates offer services in English and Spanish, and use hospital interpreters for all other languages. Advocates are on-site at the BWH campus, Brigham and Women's Faulkner Hospital, Southern Jamaica Plain Health Center, Brookside Community Health Center, Whittier Street Health Center. In FY16, Passageway provided services to 1,243 clients and since inception in 1997, 15,483 people have been served.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Injury and Violence, Other: Domestic Violence, Other: Safety, Other: Safety - Home
- **Sex:**All
- **Age Group:** All Adults
- **Ethnic Group:** All
- **Language:** All

Goal Description

Provide free, voluntary, and confidential services to patients, employees and community members who are experiencing domestic violence (DV).

Goal Status

In FY16, the Passageway Program provided services to 1,243 individuals; Since inception in 1997, 15,483 people have been served.

Continue to increase safety, health and well-being of patients, employees and community members by providing comprehensive services to those experiencing domestic violence.

In FY16, the Passageway Program provided 3,778 counseling sessions and contacts to members or on behalf of the 1,243 patients/employees community members experiencing domestic violence.

Increase access to services for patients and employees by increasing education and consultation services to health care providers, staff and community members.

In FY16, the Passageway Program provided 50 education/training sessions to 1,267 health care providers and community members on the impact of DV and health.

Increase access to services for patients and employees by increasing education and consultation services to health care providers and staff.

In FY16, the Passageway Program provided 912 individual consultations with providers.

Partners

Partner Name, Description	Partner Web Address
SAGE-Boston (Stop Abuse Gain Empowerment)	
Renewal House	http://renewalhouse.org/
Jane Doe, Inc.	http://www.janedoe.org/
Conference of Boston Teaching Hospitals	http://www.cobth.org/
WilmerHale Legal Services	http://www.law.harvard.edu/academics/clinical/lsc/index.htm
Whittier Street Health Center	http://www.wshc.org
Boston Public Health Commission	http://www.bphc.org
HarborCOV	http://www.harborcov.org/

Contact Information Mardi Chadwick, J.D. Director Violence Intervention and Prevention Programs, 41 Avenue Louis Pasteur, Boston, MA 02115, mchadwick1@partners.org

Connecting Hope, Assistance, and Treatment Program (CHAT)

Program Type	Direct Services, Health Coverage Subsidies or Enrollment, Outreach to Underserved
Statewide Priority	Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	The Connecting Hope, Assistance, and Treatment (CHAT) program provides financial assistance to low income, uninsured and underinsured women with breast cancer to pay for necessary services related to their breast cancer diagnosis. In the absence of the CHAT program, many women are forced to forego the items related to their breast cancer treatment in order to pay for rent, utilities, food, and other basic necessities. In the face of many competing survival priorities, the CHAT program is able to assist in providing the resources necessary to ensure the emotional and physical wellbeing of breast cancer patients. In FY16, there were 102 women served by the CHAT program. The majority of resources provided to women were breast prosthesis/ bra assistance, compression garments and transportation to treatment appointments. Since inception in 2002, the CHAT program has provided services to over 1,100 women.
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston-Greater • Health Indicator: Access to Health Care, Other: Cancer, Other: Cancer - Breast • Sex: Female • Age Group: Adult • Ethnic Group: All • Language: All

Goal Description

Provide financial assistance to low income, uninsured and underinsured women with breast cancer to pay for necessary services related to their breast cancer diagnosis.

To provide resources to at least 100 women through the CHAT program.

Goal Status

In FY16, there were 102 women served by the CHAT program.

In FY16, 110 CHAT applications were processed and resources provided to 98% of approved CHAT clients. The majority of resources provided were for transportation assistance, breast prostheses and compression garments.

Contact Information

Maisha Douyon Cover, Director, Health Equity Programs, Center for Community Health and Health Equity Brigham and Women's Hospital 41 Avenue Louis Pasteur, Boston, MA 02115, mdouyon@partners.org

Open Doors to Health Colorectal Cancer Screening Initiative

Program Type

Direct Services, Health Screening, Prevention

Statewide Priority

Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Brief Description or Objective

The Open Doors to Health Colorectal Cancer Screening Initiative was launched to address barriers to colonoscopy screening among a patient population with known disparities in screening rates. The goals of the program are : 1) Increase awareness of the need for colorectal cancer screening among patients who receive care at two community health centers; Brookside Community Health Center and Southern Jamaica Plain Health Center 2) Increase physician recommendations for screening among patients aged 50 and older seeking care at BWH licensed community health centers; 3) Decrease no-show rates for screening colonoscopy; increase adequate test preparation; 4) Address barriers to screening through patient navigation, resource referral, and education. In FY16, 279 patients were referred to patient navigator. Since program inception in August 2009, over 2,400 patients have been referred to the patient navigator.

Target Population

- **Regions Served:** Boston-Dorchester, Boston-Jamaica Plain, Boston-Mattapan, Boston-Roxbury
- **Health Indicator:** Other: Cancer, Other: Cancer - Colo-rectal
- **Sex:**All
- **Age Group:** Adult
- **Ethnic Group:** Hispanic/Latino
- **Language:** English, Spanish

Goal Description

Increase colon cancer screening rates for individuals above age 50.

Goal Status

In FY16, 70% of navigated patients completed colonoscopies. This is a significant increase from the period prior to patient navigator implementation when completion rates were 48.5%.

Reduce no-show rates for colonoscopy screening among health center patients.

In FY16, 12% of navigated patients did not show for an appointment, which is lower than national studies, and a significant improvement to no-show rates that exceeded 50% prior to patient navigator implementation.

Address barriers associated with colonoscopy through patient navigation.

In FY16, 279 patients were referred to the patient navigator and were provided with a range of services including: transportation assistance, medical escort to and from the colonoscopy appointment, colonoscopy procedure education, Spanish translation and appointment scheduling.

Contact Information

Maisha Douyon Cover, Director, Health Equity Programs, Center for Community Health and Health Equity, Brigham and Women's Hospital, Boston, MA 02115, mdouyon@partners.org

Stronger Generations Case Manager Program

Program Type

Direct Services, Health Professional/Staff Training, Outreach to Underserved, Prevention

Statewide Priority

Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Brief Description or Objective

The Stronger Generations Case Manager Program seeks to improve birth outcomes by addressing the social and medical needs of pregnant women. BWH provides technical assistance and training for case managers at each of five of the hospital's licensed or affiliated health centers. In FY16, 450 women were served by case managers through the Stronger Generations case management program. Since inception in 1991, the case managers in the case management program have served over 15,000 women and families.

Target Population

- **Regions Served:** Boston, Boston-Jamaica Plain, Boston-Mattapan, Boston-Roxbury, Boston-South End
- **Health Indicator:** Access to Health Care, Other: Nutrition, Other: Pregnancy
- **Sex:** Female
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goal Description

To identify clients in need of case management services, conduct assessment for areas of medical and social concern.

To improve maternal health outcomes related to pregnancy and birth by addressing patients social and medical risks that improve health outcomes across the life course.

To provide assistance with material goods to a minimum of 30 families to address the gaps in services.

To provide transportation assistance to a minimum of 60 patients in BWH licensed and affiliated health centers.

To promote preconception and interconception health and women's reproductive health.

Goal Status

In FY16, 94% of clients completed a client assessment with the case manager. Of these, the majority of clients had high intensity needs for services such as housing, mental health, social support, nutrition or material goods. Case managers work to create supports and linkages that complement their clinical care and improve birth outcomes.

In FY16, 88% of women referred to a case manager attended the recommended 80% of prenatal visits, exceeding adequacy of prenatal care measures. There are a number of social risks being addressed by case managers in which, 33% of the clients are young parents, 35% reporting not being connected to any supports or social groups and their community and 15% screening positive for postpartum depression.

In FY16, we provided diapers, wipes, infant supplies including layettes, grocery food cards to over 170 clients of the case management program.

In FY16, over 300 patients provided with transportation assistance through the provision of Charlie Cards and cab vouchers through the Perinatal Transportation Assistance Program.

In FY16, Stronger Generations staff led preconception health community conversations and training with health centers and community members engaging over 50 women. Case managers attended professional development trainings including: DTA benefits, motivational interviewing, lactation counseling, community health education, and the Partners in Perinatal Health Conference.

Partners

Partner Name, Description

Partner Web Address

Mattapan Community Health Center

<http://www.mattapanchc.org/>

South End Community Health Center

<http://www.sechc.org>

Whittier Street Health Center

<http://wshc.org>

Contact Information

Maisha Douyon Cover, Director, Health Equity Programs, Center for Community Health and Health Equity, Brigham and

Women's Hospital 41 Avenue Louis Pasteur, Boston, MA 02115,
mdouyon@partners.org

Brigham and Women's Hospital - Mission Hill Community Activities

Program Type Community Health Needs Assessment, Community Participation/Capacity Building Initiative, Grant/Donation/Foundation/Scholarship, Outreach to Underserved

Statewide Priority Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Brief Description or Objective Brigham and Women's Hospital (BWH) has a long-standing commitment to improving the health status of Boston residents, with a focus on Boston neighborhoods surrounding the hospital with disproportionately poor health and social outcomes, and documented need for comprehensive health and social services. BWH makes a unique commitment to the neighboring residents of Mission Hill. We take a broad approach to community health which includes supporting neighborhood schools, youth serving organizations, anti-poverty programs, housing and public health initiatives, and employment and business development throughout Mission Hill. In FY16, over 2,000 people received support from the resources that were provided to Mission Hill organizations. The majority of people were Mission Hill residents but other Boston neighborhoods were also served by the Parker Hill/Fenway ABCD Emergency Food Pantry.

Target Population

- **Regions Served:** Boston-Mission Hill
- **Health Indicator:** Access to Health Care
- **Sex:**All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goal Description

Goal Status

Support neighborhood schools, youth serving organizations, anti-poverty programs, housing and public health initiatives, and employment and business development throughout Mission Hill.

In FY16, over 2,000 people received support from the resources and that were provided to Mission Hill organizations.

<p>Increase capacity building efforts, economic development opportunities and education and training for youth in Mission Hill.</p>	<p>In FY16, \$27,000 was allocated to two organizations that serve youth in Mission Hill creating 23 summer jobs for neighborhood youth.</p>
<p>Maintain community partnerships as part of our efforts to the underserved populations in Mission Hill.</p>	<p>In FY16, BWH worked in close partnership with the Parker Hill/Fenway ABCD Emergency Food Pantry. The food pantry served over 500 families and over 2,000 individuals.</p>
<p>Facilitate access to BWH healthcare facilities/services for the Mission Hill community.</p>	<p>In FY16, BWH collaborated with a major Mission Hill organization to provide a free flu clinic, which served over 40 Mission Hill seniors. In addition, BWH participated in several neighborhood health fairs and several neighborhood health education presentations. In addition, BWH offers a free meal program on the first Sunday of each month for 75 Mission Hill seniors. This program has been in existence for over twenty years and is greatly appreciated by the senior population of Mission Hill.</p>

Partners

Partner Name, Description	Partner Web Address
Mission Hill Men’s Softball League	
Mission Main Tenants Task Force	
Mission Hill Main Streets	http://www.missionhillmainstreets.org/
Mission Hill Health Movement	http://www.mhbm.org/
Mission Hill Crime Committee	
Roxbury Tenants of Harvard	http://www.roxburytenants.org/
Alice H. Taylor Tenants Task Force	
Mission Church Grammar School	http://www.missiongrammar.org/
Mission SAFE	http://www.missionsafe.org/home.asp
ABCD Parker Hill/Fenway NSC	http://www.bostonabcd.org/centers/parker-hill-fenway/
Tobin Community Center	
Mission Hill Neighborhood Housing Services	http://missionhillnhs.org/
Sociedad Latina	http://www.sociedadlatina.org/
Mission Hill Youth Collaborative	http://www.mhycboston.org
Mission Hill Little League	http://www.eteamz.com/missionhill

Contact Information	John McGonagle, Director of Community Relations, Center for Community Health and Health Equity, Brigham and Women's Hospital, 41 Avenue Louis Pasteur, Boston, MA 02118, jmcgonagle@partners.org
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Elementary School Literacy Initiative

Program Type	Community Education, Outreach to Underserved, School/Health Center Partnership
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	<p>The Elementary School Literacy Initiative is designed to help strengthen reading, comprehension, listening and writing skills in kindergarten to third grade students in select Mission Hill schools. Literacy skills are vital for the healthy development of children and a crucial building block for future academic success. Educational attainment is a key determinant of health. The program provides an opportunity for Brigham and Women's Hospital (BWH) employees to volunteer directly in the schools as pen pals or Brigham Book Buddies. Pen Pals develop a relationship with a child through the exchange of letters. Students are able to practice their literacy skills by receiving and responding to letters and increase their exposure to health care careers and BWH. Book Buddies read aloud to an entire classroom once a month for the school year, and then the books are donated to the classroom. In FY16: 104 Pen Pal students were served and 120 Brigham Book Buddy students were served. Since inception of the Book Buddy program in 1994, numerous students have been served, with 1,403 students served since 2006. Since its inception in 2006, the Pen Pal program has served 872 students.</p>
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston, Boston-Mission Hill • Health Indicator: Other: Language/Literacy • Sex:All • Age Group: Child-Preschool, Child-Primary School • Ethnic Group: All • Language: All

Goal Description

Goal Status

Strengthen reading, comprehension, listening and writing skills in kindergarten to fifth grade students.

In FY16, 104 Pen Pal students were served and 120 Brigham Book Buddy students were served.

Partner with Mission Hill elementary schools to enhance students' academic success.

In FY16, out of all participating teachers, 95% of teachers reported excellent benefits of the program in support of their students' literacy skills. Teachers also reported increased writing proficiency and listening skills among participating students.

To create enthusiasm around literacy in elementary school students.

In FY16, 100% of teachers involved with the Pen Pal and Brigham Book Buddy Program reported increased enthusiasm for reading and writing among their students.

Partners

Partner Name, Description Partner Web Address

Mission Grammar School <http://www.missiongrammar.org/>

Maurice J. Tobin School <http://www.bostonpublicschools.org/node/524>

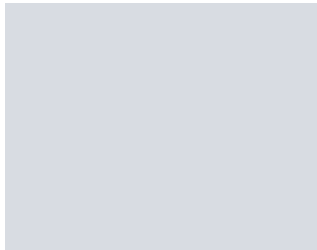
Contact Information Pamela Audeh, Center for Community Health and Health Equity, Brigham and Women's Hospital, 41 Avenue Louis Pasteur, Boston, MA 02115, paudeh@partners.org

BWH Health and Science Initiative

Program Type Community Education, Direct Services, Outreach to Underserved, School/Health Center Partnership

Statewide Priority Promoting Wellness of Vulnerable Populations, Reducing Health Disparity

Brief Description or Objective The Health and Science Initiative provides an informal learning environment that enables elementary and middle school students to learn about health, science and medicine via a hands-on approach. Elementary school students work together on science experiments in small groups led by hospital employees, and listen to presentations by BWH staff guest speakers. Middle School students do hands on science with BWH sponsored Science from Scientists and participate in a yearlong public health class taught by BWH staff. The relaxed, yet structured atmosphere promotes teamwork and produces cooperative learning experiences that increase science knowledge. All Health and Science Initiative curricula are aligned to the Massachusetts state science curriculum



frameworks and standards. The Health and Science Initiative also exposes students to new health careers and introduces them to the types of education and training that are necessary to pursue specific health career paths. Since inception in 2006, 993 students have been served in the Health and Science Initiative (177 in FY16).

Target Population

- **Regions Served:** Boston, Boston-Mission Hill
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:**All
- **Age Group:** Child-Primary School
- **Ethnic Group:** All
- **Language:** All

Goal Description

Promote teamwork and enables cooperative learning experiences that increase science knowledge.

To provide science exploration opportunities for fourth and fifth grade students in Mission Hill participating schools.

To increase science knowledge of fourth grade students by working on science topics selected by the participating schools each academic year.

To provide health career exploration opportunities to fourth and fifth grade students.

Goal Status

In FY16, 177 students from seven classrooms were served. Since Inception (2006), 993 students have been served in the Health and Science Initiative.

In FY16, elementary school students participated in eight “hands on” science experiments and projects, and middle school students participated in eighteen science projects and 9 public health classes. These projects and classes are imbedded in the schools’ science curriculum and comprise a large amount of the grade level science teaching.

In FY16, students were given a pre-test before science instruction and a post-test after science instruction to measure increase in knowledge. The average percentage increase in scores, from the pre-test to the post test, was 70% for elementary school students and 80% for middle school students.

In FY16, 22 BWH employees volunteered in the Health and Science Initiative. Students learned about various careers in the hospital, as well as the education needed to enter the healthcare field.

Partners

Partner Name, Description Partner Web Address

Maurice J. Tobin School <http://www.bostonpublicschools.org/node/524>

Contact Information	Pamela Audeh, Center for Community Health and Health Equity, Brigham and Women's Hospital, 41 Avenue Louis Pasteur, Boston, MA 02115, paudeh@partners.org
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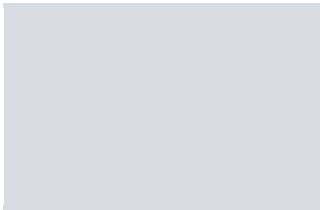
Indian Health Service

Program Type	Community Education, Direct Services, Health Screening, Outreach to Underserved
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Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
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Brief Description or Objective	<p>The BWH Physicians' Council, through its Brigham and Women's Outreach Programs (BWOP) is committed to supporting BWH physicians in contributing their skills and time through volunteerism. The goals of the Outreach Program include the development of a program that enables BWH physicians to directly support and enhance patient care delivered at a selected program site, while providing a sustainable, ongoing contribution to supporting an underserved community. The Indian Health Service (IHS) focuses on creating volunteer opportunities for BWH physicians at the IHS hospitals in Gallup and Shiprock, New Mexico and an IHS hospital in Chinle, Arizona. All sites serve American Indian communities in remote rural locations. The hospital in Shiprock is physically located on the Navajo reservation. The 55-bed hospital at Shiprock, 99-bed hospital at Gallup and 60-bed hospital in Chinle have adequate equipment, medication and supplies, but they are challenged by a shortage of staffing. The Indian Health Service reports a nearly 15 percent vacancy rate in essential clinical positions, including access to specialty services and consultations. The Brigham and Women's Outreach Program physician volunteers are working to address this challenge. In addition to health professionals volunteering on-site in New Mexico and Arizona, physicians led educational and remote-teaching video and audio conferences broadcast to our IHS clinical colleagues at these sites and IHS clinicians were hosted at BWH. Since the program's inception in 2008, volunteer clinicians have made 165 on-site visits, led 128 remote-teaching video and audio conferences and hosted 16 IHS clinicians at BWH.</p>
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Target Population	<ul style="list-style-type: none"> • Regions Served: Not Specified
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- **Health Indicator:** Access to Health Care
- **Sex:**All
- **Age Group:** All
- **Ethnic Group:** American Indian/Alaskan Native
- **Language:** All

Goal Description

Create volunteer opportunities for BWH physicians at the IHS hospitals in Gallup and Shiprock, New Mexico and Chinle, Arizona.

Create volunteer opportunities for BWH physicians at the IHS hospitals in Gallup and Shiprock, New Mexico and Chinle, Arizona.

Create volunteer opportunities for BWH physicians to lead Boston- based educational and teaching video conferences to IHS clinician colleagues to expand their capacity to treat a range of conditions.

Create volunteer opportunities for BWH physicians to host IHS clinicians here in Boston to experience cutting edge medicine and training within our own hospital.

Goal Status

Since 2008, 109 faculty members have made 165 volunteer visits to IHS hospitals in Shiprock and Gallup, NM and Chinle, AZ.

In FY16, 23 faculty clinicians (plus 3 physicians-in-training) made 19 volunteer site-visits to the IHS hospitals in New Mexico and Arizona.

In FY16, 17 physician volunteers led 25 remote teaching video and audio conferences.

In FY16, BWH Department of Cardiovascular Medicine with multiple clinicians and allied health professionals hosted and mentored 2 IHS clinicians.

Partners

Partner Name, Description

Partner Web Address

Gallup Indian Medical Center

http://www.ihs.gov/navajo/index.cfm?module=nao_hcc_gallup

Northern Navajo Medical Center

http://www.ihs.gov/navajo/index.cfm?module=nao_hcc_shiprock

Chinle Comprehensive Regional Health Care Facility

http://www.ihs.gov/Navajo/index.cfm?module=nao_hcc_chinle

Contact Information

Thomas Sequist, MD, Brigham & Women's Hospital, 617-278-1010, tsequist@partners.org

Partnership with Kennedy Academy for Health Careers (formerly Health Careers Academy)

Program Type	Mentorship/Career Training/Internship, School/Health Center Partnership
Statewide Priority	Reducing Health Disparity, Supporting Healthcare Reform
Brief Description or Objective	In FY16, BWH provided grant support to the Health Careers Engagement project at Edward M. Kennedy Academy for Health Careers (EMK), a Horace Mann Charter School that prepares students in the ninth through twelfth grades for careers in the health sciences. The goals of the Health Careers Engagement project are to promote student knowledge of health care professions, increase the number of students who enter college programs designed to prepare them for health careers, and expand the number and variety of internships and other workplace learning experiences that are available to Kennedy Academy students. In FY16, 334 youth in grades 9-12 participated. Since Inception, 1,284 youth have participated.
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston • Health Indicator: Other: Education/Learning Issues • Sex:All • Age Group: Child-Teen • Ethnic Group: All • Language: All

Goal Description

A primary goal of the Health Careers Engagement work is to connect EMK students to a variety of mission-related internships, enrichment programs and paid work experiences both within and outside of school.

A primary goal of the Health Careers Engagement work is to connect EMK students with health professionals as visitors to EMK classrooms to share information about their

Goal Status

During the 2015-2016 school year, 209 (63%) Kennedy Academy students participated in academic or health-related enrichment programming outside of school including internships, school year programs, and paid summer work experiences.

During the 2015-2016 school year, 264 students were visited by 19 classroom guest speaker groups to share information and experiences from their health careers field.

career field, their career path, and the course of study required.

A primary goal of the Health Careers Engagement project is to allow EMK students to visit community based health care sites to observe and experience the wide range of career paths first hand.

A primary goal of the health careers engagement project is to allow EMK students to visit community based health care sites to observe and experience the wide range of career paths first hand.

A primary goal of the health careers engagement project is to allow EMK students to visit community based health care sites to observe and experience the wide range of career paths first hand.

A primary goal of the health careers engagement Project is to encourage EMK students to select a health related major in their pursuit of higher education.

During the 2015-2016 school year, 279 Kennedy Academy students participated in visits to health related sites to observe and experience varied health professions first hand.

During the 2015-2016 school year, there were at least 4 visits to health related sites for each student in grades 9 – 12.

During the 2015-2016 school year, 84 EMK students participated in a full day job shadowing or similar immersion experience at varied health care sites around the city.

In FY16, 59% of our 68 graduates selected a health-related major for their college education.

Partners

Partner Name, Description

Partner Web Address

Northeastern University	http://www.northeastern.edu/
Bouve College of Health Science	http://www.northeastern.edu/bouve/
Boston Private Industry Council	http://www.bostonpic.org/
Center for Community Health Education Research and Service (CCHERS)	http://www.cchers.org/
Bunker Hill Community College	http://www.bhcc.mass.edu/
Boston University School of Public Health	http://sph.bu.edu/
Harvard Medical School	http://www.hms.harvard.edu/
Harvard School of Public Health	http://www.hsph.harvard.edu/
Massachusetts College of Pharmacy & Health Sciences	https://www.mcphs.edu/
Simmons College	http://www.simmons.edu/
Wentworth Institute of Technology	http://www.wit.edu/
Mass Mentoring Partnership	http://massmentors.org/
Brigham & Women's Hospital	http://www.brighamandwomens.org/

Massachusetts General Hospital

<http://www.massgeneral.org/>

Contact Information

Bill Rawlinson, Health Engagement Coordinator Edward M. Kennedy Academy for Health Careers 360 Huntington Avenue-102 Cahners Hall Boston, MA 02115, wrawlinson@bostonpublicschools.org

Project TEACH (Teen Education About Careers in Health)

Program Type

Community Education, Mentorship/Career Training/Internship, Outreach to Underserved, School/Health Center Partnership

Statewide Priority

Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform

Brief Description or Objective

Project TEACH (Teen Education About Careers in Health) is a summer program targeted at rising 10th grade students attending BWH partnering public high schools in the surrounding neighborhoods. The program is designed to stimulate interest in health, science and medical careers. In FY16, 25 youth participated. Since inception in 2009, 175 students have participated.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:**All
- **Age Group:** Child-Teen
- **Ethnic Group:** All
- **Language:** All

Goal Description

Expose rising 10th grade students to a variety of professions in health and science in order to stimulate interest in the field.

Prepare rising 10th grade students for high school math and science courses.

Goal Status

Project TEACH students were provided with a paid internship for 24 hours per week for six weeks in BWH departments. In FY16, 25 students participated; Since inception in 2009, 175 students participated. Evaluation results show that 100% of FY16 participants reported a positive change in communication, reflection, and resiliency as a result of the program.

In FY16, Project TEACH provided teaching, support, and guidance in preparing research papers and presentations on science or health topics of students' choosing. Students participated in weekly science related field trips as well as college tours.

Strengthen the pipeline between our middle school and high school youth programs.	In FY16, 12 Summer Science Academy Alumni from Summer 2015 applied to Project TEACH, and 12 were accepted.
Strengthen the pipeline between our middle school and high school youth programs.	In addition, 15 Project TEACH Alumni from Summer 2016 and 3 from Summer 2014 applied to Student Success Jobs Program in the autumn of 2015 and 15 were accepted.
Provide students with summer work experience in a hospital setting with highly skilled health care professionals as their supervisors.	In FY16, recruited 14 BWH health professionals to advance learning and exposure of health, science and medical careers to participating rising 10th grade students in Project TEACH.

Partners

Partner Name, Description	Partner Web Address
Boston Private Industry Council	http://www.bostonpic.org/
Boston Latin Academy	http://latinacademy.org/
Community Academy of Science and Health	http://www.bostonpublicschools.org/node/416
Edward M. Kennedy Academy for Health Careers	http://www.kennedyacademy.org/
Urban Science Academy	http://www.urbansci.com/
Madison Park Technical Vocational High School	http://www.madisonparkhs.org/

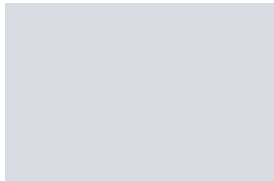
Contact Information	Jesenia Cortes, SSJP Coordinator, Center for Community Health and Health Equity, Brigham and Women's Hospital, jmcortes@partners.org
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South Street Youth Center

Program Type	Community Education, Community Participation/Capacity Building Initiative, Grant/Donation/Foundation/Scholarship, Outreach to Underserved, Prevention
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Statewide Priority	Promoting Wellness of Vulnerable Populations
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Brief Description or Objective	BWH provides a financial contribution to the operation of the South Street Youth Center (SSYC) whose mission is to provide a safe, educational, and engaging space during out-of-school time for young residents of South Street Development. Through its broad-based programs, participants learn a happy, healthy, resilient attitude
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toward life that will help sustain them through adulthood. In FY16, 111 youth accessed the Center. Since inception, approximately 655 youth have accessed SSYC.

Target Population

- **Regions Served:** Boston-Jamaica Plain
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:**All
- **Age Group:** Child-Preteen, Child-Primary School, Child-Teen
- **Ethnic Group:** All
- **Language:** English, Spanish

Goal Description

Provide a safe, educational, and engaging space during out of school time for young residents of South Street Development in Jamaica Plain.

Goal Status

In FY16, 111 youth participated in SSYC. Since inception, approximately 655 youth accessed SSYC.

Maintain youth attendance rates in programming.

In FY16, 111 youth participated in SSYC. Since inception, approximately 655 youth accessed SSYC.

Maintain percentage of youth accessing SSYC as a resource for homework help during after-school.

In FY16, 100% of youth reported doing homework during homework time. There is a robust homework support team (an average of 5 extra volunteers come for the hour of homework time and has specific youth they work with).

Partners

Partner Name, Description

Partner Web Address

BPD E-13 Community Service department

<http://www.bpdnews.com/districts/e-13/e-13-community-service-office/>

Boston Housing Authority

<http://www.bostonhousing.org>

Jamaica Plain Neighborhood Housing Corporation

<http://www.jpndc.org>

Spontaneous Celebration/ Beantown Society

<http://www.spontaneouscelebrations.org/mission.html>

Curtis Hall/BCYF

<http://jpcommunitycenters.org/programs/curtis-hall-programs/>

The Mildred Hailey

<http://www.bostonhousing.org>

ADOBE Youth Voices

<http://www.adobe.com/corporate-responsibility/education/adobe-youth-voices.html>

ABCD SummerWorks

<http://www.bostonabcd.org/programs/youth-development/summer-works/index.html>

Linda Wellness Warrior

Contact Information

Corey Stallings, Program Coordinator, South Street Youth Center, South Street Development, 617-477-8263, southstreetyouth@gmail.com

Southern Jamaica Plain Health Center (SJPHC)

Program Type

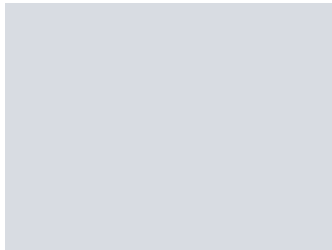
Direct Services, Health Coverage Subsidies or Enrollment, Health Screening, Outreach to Underserved, Physician/Provider Diversity, Prevention, School/Health Center Partnership, Prevention, Health Screening

Statewide Priority

Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform

Brief Description or Objective

Southern Jamaica Plain Health Center (SJPHC) operates through the license of Brigham and Women’s Hospital and has been serving the community for 46 years. SJPHC's mission is to provide personal, high quality health care with compassion and respect to a diverse community. The health center now serves over 13,000 patients with its comprehensive services of adult medicine, pediatrics, women's health, mental health/substance abuse services, cardiology, nutrition, and podiatry. Health center providers include seven internists, four pediatricians, two internists/pediatricians, two physician assistants, an obstetrician/gynecologist, midwives and nurse practitioners in women's health, a podiatrist, renal specialist and cardiologist, and social workers, psychologists and psychiatrists in the mental health/substance abuse department. A bilingual staff of nurses, medical assistants, secretaries, financial counselors, and other staff provide services and support the work of medical providers. The health center augments its medical and mental health services with health education, case management, screening programs (blood pressure, diabetes, mammography, cholesterol), and a Health Promotion Center that provides exercise, health education, support groups and other programming to patients and community. In addition, the health



center has a long history of providing substance abuse treatment services to patients, families, and the community. Health center staff also work collaboratively with residents of the local South Street public housing development to promote the health of public housing residents. In FY16, 10,343 patients completed 46,000 visits.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Access to Health Care, All
- **Sex:**All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goal Description

Provide personal, high quality health care with compassion and respect to a diverse community.

Operate a Health Promotion Center to provide more alternative and complementary health services.

Expand group visits.

Take steps to become a Patient Centered Medical Home.

Goal Status

In FY16, 10,343 patients were served.

In FY16, the Health Promotion Center continued to provide multiple movement programs, senior programs, and youth programs.

In FY16, mental health groups have increased utilization.

In FY16, SJPHC remained certified as a level 3 (highest level) Patient-Centered Medical Home by the National Committee on Quality Accreditation (NCQA).

Partners

Partner Name, Description Partner Web Address

Hyde Square Task Force	http://www.hydesquare.org/
JP Neighborhood Development Corp	http://www.jpndc.org/
Boston Housing Authority – South Street	http://www.bostonhousing.org/detpages/devinfo52.html
Spontaneous Celebrations	http://www.spontaneouscelebrations.org/

Contact Information

Tom Kieffer, Executive Director, Southern Jamaica Plain Health Center, 640 Centre Street, Jamaica Plain, MA 02130, tkieffer@partners.org

Student Success Jobs Program (SSJP)

Program Type	Grant/Donation/Foundation/Scholarship, Mentorship/Career Training/Internship, Outreach to Underserved, School/Health Center Partnership
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	SSJP is an intensive year-round employment and mentoring program for students of Boston public high schools. With the goal of addressing the under-representation of young people of color in health and science careers, SSJP provides 10th through 12th grade students the opportunity to build skills and a career pathway in the health and science field. Brigham and Women's Hospital (BWH) employees provide intensive mentoring to students in a dynamic and professional hospital environment. Tutoring support is also provided to ensure the academic success of students in their science and mathematics subjects. Individualized assistance enables students to identify their options for higher education and prepare college and financial aid applications. Since inception in 2001, SSJP has served 513 students (95 in FY16).
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston • Health Indicator: Other: Education/Learning Issues • Sex:All • Age Group: Adult-Young, Child-Teen • Ethnic Group: All • Language: All

Goal Description

To address the need for proficient and traditionally underrepresented populations in the health, science, and medical careers.

To enhance high school students' interest in health careers through mentorship by health care professionals.

Goal Status

In FY16, 95% of alumni entered college after SSJP or have graduated college, and 74% of those students majored in a health or science field. Seventy percent reported that they were first in their family to enroll in college.

In FY16, SSJP recruited nine new health professionals to serve as mentors to SSJP, to join the other 60+ BWH departments and mentors already involved with SSJP.

<p>To support academic progress and post-secondary education of participants.</p>	<p>SSJP maintained 100% college matriculation in FY16. Graduates were accepted into many top universities including: Harvard University, Tufts University, and Boston University. 93% of program participants cite being exposed to a professional environment as very important to their getting accepted into college.</p>
<p>To foster networking opportunities for emerging and underrepresented health care professionals with peers and the hospital community.</p>	<p>In FY16, SSJP provided seminars and a day- long retreat to increase communication, team building as well as foster friendships among student participants.</p>

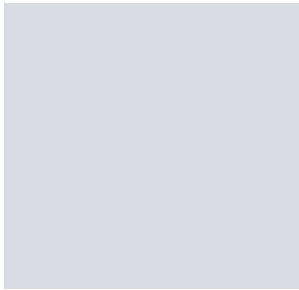
Partners

Partner Name, Description	Partner Web Address
Boston Latin Academy	http://latinacademy.org/
John D. O'Bryant High School	http://www.obryant.us/
Madison Park High School	http://www.madisonparkhs.org/
New Mission High School	http://www.bostonpublicschools.org/node/497
Community Academy of Science and Health	http://www.bostonpublicschools.org/node/416
Boston Private Industry Council	http://www.bostonpic.org/
Edward M. Kennedy Academy for Health Careers	http://www.kennedyacademy.org/
Urban Science Academy	http://www.urbansci.com/
Fenway High School	http://fenwayhs.org

Contact Information Youth Development Manager, Center for Community Health and Health Equity, ssjp@partners.org

Summer Science Academy

Program Type	Community Education, Direct Services, Mentorship/Career Training/Internship, Outreach to Underserved, School/Health Center Partnership
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform
Brief Description or Objective	Summer Science Academy is targeted to rising 9th grade students attending BWH partnering middle schools and organizations in the Mission Hill neighborhood of Roxbury. The goals of the Summer



Science Academy are to: • Engage rising ninth graders from Mission Hill schools and organizations in health and science topics through an interdisciplinary curriculum, scientific literature review, and an introduction to scientific writing. • Expose rising ninth grade students to professions in the health and science field. Since inception in 2009, Summer Science Academy has served 141 students. In FY16, Summer Science Academy served 19 students.

Target Population

- **Regions Served:** Boston, Boston-Mission Hill, Boston-Roxbury
- **Health Indicator:** Other: Education/Learning Issues
- **Sex:**All
- **Age Group:** Child-Teen
- **Ethnic Group:** All
- **Language:** All

Goal Description

Engage rising ninth graders from Mission Hill schools and organizations in health and science topics through an interdisciplinary curriculum, scientific literature review, and an introduction to scientific writing. Expose rising ninth grade students to professions in the health and science field.

To address the need for traditionally under-represented populations in health, science and medical careers.

To enhance rising students' interest in health, science and medical careers through teaching and career exposure by health care professionals.

Goal Status

In FY16, there were 19 students; Since inception in 2009, Summer Science Academy has served 141 students.

In FY16, 89% of the participants were youth of color attending schools in Roxbury with over 85% of the school population receiving free and reduced price lunch (a key indicator of low income status).

At the end of the six-week program, 100% of the students reported experiencing positive change in their academic motivation, while 94% reported a positive change in interest in learning and academic perseverance.

To advance health, science and medical learning for rising ninth grade students in participating Boston Public Schools. Participants learned about public health topics and did hands on science experiments weekly, while also learning about health careers. All of their learning was recorded and documented in a summer book. All participants received a copy of the book to keep.

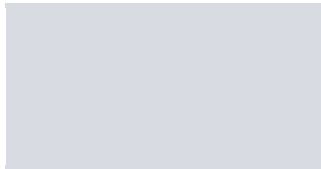
Partners

Partner Name, Description	Partner Web Address
Mission Hill School	www.missionhillschool.org/
Roxbury Tenants of Harvard	www.roxburytenants.org
Boston Teachers Union School	http://www.bostonpublicschools.org/school/boston-teachers-union-school
Maurice J. Tobin K-8 School	http://www.bostonpublicschools.org/Page/927
Apprentice Learning	http://apprenticelearning.org/

Contact Information Pamela Audeh, Center for Community Health and Health Equity, Brigham and Women's Hospital, 41 Avenue Louis Pasteur, Boston, MA 02115, paudeh@partners.org

Brookside Community Health Center

Program Type	Direct Services, Health Coverage Subsidies or Enrollment, Health Screening, Outreach to Underserved, Physician/Provider Diversity, Prevention, School/Health Center Partnership
Statewide Priority	Address Unmet Health Needs of the Uninsured, Chronic Disease Management in Disadvantage Populations, Promoting Wellness of Vulnerable Populations, Reducing Health Disparity, Supporting Healthcare Reform
Brief Description or Objective	Brookside's mission is to provide high quality, family-oriented, comprehensive health care, with a focus on serving the low income population of the community, regardless of ability to pay. Moreover, Brookside strives to: 1. Continue to be recognized as a leader in the delivery of high quality, multi-disciplinary, integrated family- oriented health care and as a model program for community-based primary care within the Brigham and Women's, Brigham and Women's Faulkner Hospitals, and Partners Healthcare Systems. 2. Continue to offer successful programs training practitioners in the provision of community-



based, culturally appropriate health care, while still maintaining a focus on the delivery of primary care. 3. Maintain a leadership role in developing programs designed to improve the health status of Jamaica Plain and the surrounding communities.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Access to Health Care
- **Sex:**All
- **Age Group:** All
- **Ethnic Group:** All
- **Language:** All

Goal Description

Provide high quality, family-oriented, comprehensive health care, with a focus on serving the low income population of the community, regardless of ability to pay.

Maintain ability to meet patient demand.

Expand support to youth for increased access to physical activity and healthy lifestyles.

Expand support to youth for increased access to physical activity and healthy lifestyles.

Expand support to youth for increased access to physical activity and healthy lifestyles.

Expand support to youth for increased access to physical activity and healthy lifestyles.

Maintain/exceed established clinical excellence in all departments.

Goal Status

In FY16, there were 31,071 routine and well visits and nearly 8,000 behavioral health visits. The total panel size across all departments is 12,029 patients.

In FY16, continued to utilize two unpaneled providers to provide urgent care and increase access. Replaced two pediatrician vacancies.

In FY16, two Health Corps Interns and Urban Youth Sports Coordinators offered community based programming for children and case management support.

In FY16, Pediatric and Urban Youth Sports programs maintained coordination with the Nutrition Department's "Fitness in the City" Program adding physical activities. Additionally, in FY16, we initiated Cooking Matters for a group of 10 families.

In FY16, expanded the Healthy Life-Styles Clinic – a curricula-based 12-week program of classes and group visits for children & families.

In FY16 continued a very successful summer referral program assisting children with access to summer camps and/or summer jobs.

In FY16, the Medical Department met goals for Population Health Management for diabetes disease management, hypertension and screening of various cancers.

Maintain/exceed established clinical excellence in all departments.

In FY16, Family Services Department successfully renewed the MA Department of Public Health's Substance Abuse (SA) License to ensure continued out-patient SA counseling.

Partners

Partner Name, Description	Partner Web Address
JP Health Planning	www.intercreativadesign.com/jphealthplanning/
JP VIP & Trauma Response Team	
JP Youth Disparities Initiative	
Martha Eliot Health Center	http://www.childrenshospital.org/locations/Site1395/mainpageS1395P57sublevel8.html
Boston Alliance for Community Health	http://www.bostonhealthalliance.org/
Center for Community Health Education Research and Service, Inc. (CCHERS)	http://www.ccher.org/index.html
Boston Centers for Youth & Families	http://www.cityofboston.gov/bcyf/
Roxbury YMCA	http://www.ymcaboston.org/roxbury/
Jamaica Plain Neighborhood Development Corporation	http://www.jpndc.org/
Urban Edge	http://www.urbanedge.org/
Camp Harborview	http://www.chvf.org/
ESAC	http://www.esacboston.org/
Fitz Urban Youth Sports	http://sportscorps.net/aboutfysi/

Contact Information Margaret (Mimi) Jolliffe, Executive Director, Brookside Community Health Center, 3297 Washington Street, Jamaica Plain, MA 02130, mjolliffe@partners.org

Racial Healing and Reconciliation Team

Program Type	Community Education, Community Health Needs Assessment, Mentorship/Career Training/Internship, Outreach to Underserved, Prevention
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	As an approach to improving community health, the Southern

Jamaica Plain Health Center, a licensed health center of BWH is working with a group of 16 youth (8 white youth and 8 youth of color) in a racial reconciliation and healing (RRH) process. Through readings, affinity groups, workshops, speak outs and community teaching, youth are challenged and supported to understand the levels of the system of racism, explore racial identity development theory, and transform into racial justice activists, channeling their efforts to address the impact of racism on the social determinants of health with a focus on employment, workforce development and education.

Target Population

- **Regions Served:** Boston, Boston-Jamaica Plain
- **Health Indicator:** Other: Education/Learning Issues

- **Sex:** All
- **Age Group:** Adult-Young, Child-Teen
- **Ethnic Group:** All
- **Language:** English

Goal Description

Goal Status

Train 16 youth in health equity, racial justice framing, basic public health and epidemiology and undoing racism work.	Training completed in June 2016; new group of 16 started in October 2016.
Train four adults in the RRH Model started in 2012.	Training completed in June 2016; 16 adults trained.
Provide community education on health equity and the connection between racism and health.	Within a 12-month period, the RRH provided 10 trainings; trainings completed August 2016.
Produce a second video documenting youth process.	Dante Luna Productions of Interaction Institute for Social Change who produced 3 short videos that will go on website.
Connect work of R&R team with larger Jamaica Plain JP Equity.	Monthly trainings have been offered to community members since December 2011, with over 1,500 individuals trained as of FY16.

Partners

Partner Name, Description

Partner Web Address

Boston Public Health Commission	www.bphc.org
JP Youth Health Equity Collaborative	
YWCA (Init Program)	www.ywcaboston.org/init/
The City School Summer Leadership Program	http://thecityschool.org
Brookline High School	http://bhs.brookline.k12.ma.us/

Boston Latin School	http://www.bls.org/
Boston Latin Academy	http://latinacademy.org/
Meridian Academy	http://www.meridianacademy.org/
City on the Hill	http://www.cityonahill.org
English High School	http://www.englishhs.org/
Milton Academy	http://milton.edu/

Contact Information Abigail Ortiz, MSW, MPH, Southern Jamaica Plain Health Center, 640 Centre Street, Jamaica Plain, MA 02130, aortiz3@partners.org

Brigham and Women's/Mass General Health Care Center (BW/MG HCC)

Program Type	Community Education, Direct Services, Health Screening, Prevention
Statewide Priority	Promoting Wellness of Vulnerable Populations
Brief Description or Objective	<p>The goal of the Brigham and Women's/Mass General Health Care Center is to provide the same standards in high quality care and services to its patients in a more convenient community location. Moreover, it strives to provide maximum patient convenience and care by locating many specialty services under one roof. In FY16, our community outreach and</p> <p>education efforts touched over 1,100 people and over 4,700 since the health center's inception.</p>
Target Population	<ul style="list-style-type: none"> • Regions Served: Canton, Dedham, Foxborough, Franklin, Mansfield, Medfield, Medway, North Attleboro, Norwood, Plainville, Sharon, Stoughton, Walpole • Health Indicator: Access to Health Care, All • Sex:All • Age Group: All • Ethnic Group: All • Language: All

Goal Description
Supporting community educational initiatives by local organizations in the greater Foxborough elder population.

Goal Status
In FY16, we again helped increase HESSCO's reach within the community through sponsorship/promotion of its annual caregiver conference. Recruited to join HESSCO Board of Directors.

<p>Provision of free spring and fall health classes designed for consumers in the greater Foxborough community.</p> <p>Present general health education information to the greater Foxborough community via speakers bureau and other options.</p>	<p>On-site health classes covered topics such as ob-gyn, urologic issues, pain management, and flu prevention. Over 120 people participated in the sessions held in FY16 in our Center.</p> <p>In FY16, our center sponsored multiple health-related speaking events that took place in the communities of Foxborough, Attleboro, and Sharon. Events were free of charge to the public & presented by BW/MG HCC providers. We reached another 100+ consumers via this approach, covering topics including fall prevention, relief of knee pain, and urologic issues in adult men and women.</p>
<p>Active participation in domestic violence (d/v) and violence prevention & wellness/health education in greater Foxborough community.</p> <p>Support local violence prevention and domestic violence (d/v) awareness work in Foxborough community.</p>	<p>Proponent and supporter of local d/v educational/advocacy organizations (HUGS-Foxboro, and local D/V support group run by Foxborough Human Services); significant contributor to two local Chambers of Commerce and community, eldercare, and health-related awareness-building around various options.</p> <p>In FY16, support included promotion and fundraising assistance for HUGS & D/V support group members at holidays, and general awareness-building around violence education and prevention, particularly in the community's school-age population.</p>
<p>Community support provided to local organizations addressing key health issues.</p>	<p>In FY16, provided support to Foxborough and Norton Public Schools' school-to-career partnerships, local YMCA, Foxborough Discretionary Fund holiday food drive (via Jaycees), Norton Cupboard of Kindness Food Pantry, and HUGS-Foxboro.</p>
<p>Community support provided to local organizations addressing key health issues.</p>	<p>In FY16, supported communities through Neponset Valley Chamber of Commerce's Eldercare & Health/Wellness Alliances, and Tri-Town Chamber Community Relations efforts, which focused on raising profile of small local non-profits.</p>

Partners

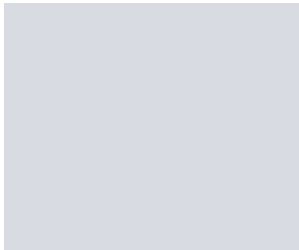
Partner Name, Description	Partner Web Address
Foxborough Human Services & COA	http://www.foxboroughma.gov/Pages/FoxboroughMA_COA/index
Tri-Town Chamber of Commerce	http://www.tri-townchamber.org/
HESSCO Elder Services	http://www.hessco.org/

Foxboro Jaycees	http://www.foxborojaycees.org/
Neponset Valley Chamber – Elder Alliance	http://www.nvcc.com/
School-to-Career Partnership	www.schooltocareer.info
HUGS-Foxboro	http://www.hugsfoxboro.org/
CHNA-7	

Contact Information	Cindy Peterson, Executive Director, Brigham and Women's/Mass General Health Care Center (BW/MG HCC) 20 Patriot Place Foxborough, MA 02035, clpeterson@partners.org
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Violence Intervention and Prevention Program

Program Type	Community Education, Health Professional/Staff Training, Outreach to Underserved, Prevention
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	The Violence Recovery Program works to reduce the disproportionate burden of violence in our communities and improve health outcomes through direct interventions, education, prevention, community building and trauma recovery. Our prevention efforts focus on increasing awareness and education on the adverse health effects of all intentional violence on both an individual and community level. The Violence Recovery Program (VRP) works collaboratively with the Burn, Trauma and Surgical Critical Care Division (BTSCC) to provide direct intervention to any patient admitted to BWH as a result of intentional violence. The Violence Recovery advocates meet with patients within 24 hours of admission, provide safety assessments, and help develop an individualized plan for ongoing advocacy and support after discharge. The VRP also provides supportive services to the patient’s family and significant others as appropriate. The VRP provides ongoing support, case management and community referrals as needed for patients after discharge. In FY16, the program worked with 162 people. Since program inception in 2011,



we have worked with 611 people. Through our prevention efforts we held 45 different meetings or trainings for 614 people. We started a girls group to work with young women at risk for violence exposure/victimization. This 8-week workshop series covered issues such as social media, healthy relationships, yoga and relaxation, health consequences of violence.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Injury and Violence, Other: Safety, Other: Safety - Home
- **Sex:**All
- **Age Group:** Adult-Young, All Adults, Child-Preteen
- **Ethnic Group:** All
- **Language:** All

Goal Description

Address the burden of violence in Boston by improving the outcomes of individuals exposed to violence through a focus on safety planning, risk reduction, asset promotion, trauma recovery and prevention.

Increase awareness and understanding of violence as a social determinant of health, and the impact exposure to multiple forms of violence have on individuals and our communities.

Goal Status

In FY16, the Violence Recovery Program provided services to 162 patients of the Brigham and Women's Hospital admitted for treatment of penetrating injuries.

In FY16, the Violence Recovery Program provided 45 training/education sessions to 614 people. Our audience includes health care providers, community members, and other professionals in the community.

Partners

Partner Name, Description

Boston Center for Youth and Families
 Louis D. Brown Peace Institute
 Boston Medical Center- Violence Intervention and Advocacy Program
 Mission Hill Youth Collaborative
 Youth Options Unlimited
 Youth Connect

Partner Web Address

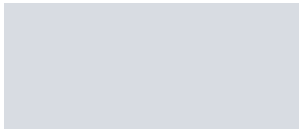
<http://www.cityofboston.gov/BCYF/>
<http://www.ldbpeaceinstitute.org/>
<http://www.bmc.org/violence-intervention-advocacy.htm>
<http://missionhillyouthcollaborative.org/>
<Http://youboston.org>
<http://www.youboston.org/partner-profiles/boys-and-girls-clubs-of-boston/>

Goodwill – Job Readiness <http://www.goodwillmass.org/>
 Roxbury Presbyterian Church Social Impact Center

Contact Information Mardi Chadwick, J.D. Director Violence Intervention and Prevention Programs, 41 Avenue Louis Pasteur, Boston, MA 02115 , mchadwick1@partners.org

Brigham and Women’s Hospital - Maurice J. Tobin School Partnership

Program Type	Community Education, Direct Services, Outreach to Underserved
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	For 25 years, BWH and the Maurice J. Tobin School in Mission Hill have partnered to support the school’s academic mission by increasing parent, family, community, and hospital involvement in students’ learning. With the established link between educational attainment and health status, this partnership was created to support the hospital’s mission of improving the health status of the Mission Hill community. Elements of the program are designed to engage hospital employees in students’ education. Further, in FY16, efforts were made to support students and teachers directly in the classroom in order to improve educational outcomes and achievement. In FY16, 453 children and their families participated. Since inception in 1991, approximately 10,305 students and their families have had access to services provided by the Brigham and Women’s Hospital- Maurice J. Tobin Partnership.
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston-Mission Hill • Health Indicator: Access to Health Care, Other: Education/Learning Issues, Other: Language/Literacy • Sex:All



- **Age Group:** Child-Preschool, Child-Primary School
- **Ethnic Group:** All
- **Language:** Not Specified

Goal Description	Goal Status
Support the school’s academic mission by increasing parent, family, community and hospital involvement in students’ learning.	In FY16, 453 children and their families served; Since inception (1991), approximately 10,305 students and their families.
Support the school’s academic mission by increasing BWH employee involvement.	In FY16, 37 BWH employees volunteered to be matched with a Tobin student needing additional assistance, as identified by school faculty, to read to once a week for an hour for the entire school year through the non-profit, Read to a Child.
Create a continuum of services to students and families to support their emotional, social and academic needs.	In FY16, the school administration and faculty coordinated supplemental student services (afterschool programs, etc) and interventions and family support programs to address learning and service gaps for students and families.
Create a continuum of services to students and families to support their emotional, social and academic needs.	In FY16, all grade 3-8 teachers (18) received instructional support through the Achievement Network which provided real time individualized student assessment (for 243 students) enabling teachers to use data to drive and improve instructional practices.
Create a continuum of services to students and families to support their emotional, social and academic needs.	In FY16, students received additional supports in reading, technology and science including hands on science instruction, and online academic supports.

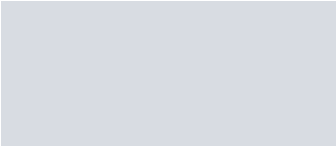
Partners

Partner Name, Description	Partner Web Address
Maurice J. Tobin K-8 School	http://www.bostonpublicschools.org/school/tobin-k-8-school
Greater Boston Food Bank	http://www.gbfb.org/
Read to a Child	http://www.readtoachild.org
Science from Scientists	http://www.sciencefromscientists.org/
America Scores	http://www.americascores.org/about-us/program
Achievement Network	http://www.achievementnetwork.org/

Contact Information	Pamela Audeh, Center for Community Health and Health Equity, Brigham and Women's Hospital, 41 Avenue Louis Pasteur, Boston, MA 02115 , paudeh@partners.org
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Stronger Generations

Program Type	Community Education, Community Participation/Capacity Building Initiative, Direct Services, Outreach to Underserved, Prevention, Support Group
Statewide Priority	Promoting Wellness of Vulnerable Populations, Reducing Health Disparity
Brief Description or Objective	Stronger Generations, formerly the Birth Equity Initiative, seeks to eliminate the racial disparities in infant mortality and poor birth outcomes among the communities served by Brigham and Women’s Hospital. Beyond eliminating the persistent racial and ethnic disparities in infant mortality, the Stronger Generations program aims to lay a foundation for a lifetime of health equity through a focus on the social, medical, and economic needs of women and their families before, during, and after their pregnancies. This effort aims to reach pregnant and parenting young adults. These individuals are often marginalized, at high-risk for poor birth outcomes and have significant psychosocial needs. Our program activities strive to address the diverse needs of the pregnant and parenting young adult population through an array of programs aimed at providing social support and reducing the stress and isolation that some young parents face. In FY16, Stronger Generations continued community outreach efforts, particularly those supporting adolescent and young adult parents, and supported the initiatives growing programmatic offerings in leadership development, workforce development,



and social support. In FY16, Stronger Generations engaged a total of 665 individuals. Since inception in 2010, this effort has engaged over 5,000 individuals.

Target Population

- **Regions Served:** Boston
- **Health Indicator:** Other: Family Planning, Other: Parenting Skills, Other: Pregnancy, Responsible Sexual Behavior
- **Sex:** All
- **Age Group:** Adult-Young
- **Ethnic Group:** Black/African American, Hispanic/Latino
- **Language:** All

Goal Description

To lead a Young Parent Ambassador Program to provide outreach, resources and social support for pregnant and parenting young families.

To lead a consortium of providers focusing on the needs of pregnant and parenting young adults.

To organize a city-wide summit for pregnant and parenting young adults.

To increase social support, self-efficacy and empowerment for young parents through activities focused on family engagement, peer support

To provide vulnerable/at-risk families with infant/child safety resources and information through our infant car seat program.

To provide transportation assistance to low-income pregnant and postpartum women who experience barriers to attending medical appointments.

To provide Centering Pregnancy as a shared medical visit model for women receiving prenatal care at Brigham and Women's Hospital's Resident OB Ambulatory Care clinic.

Goal Status

In FY16, hired 5 young parents as BWH employees to participate in a year-long leadership, personal development and training program aimed at education, workforce development and self-sufficiency.

In FY16, led consortium of 25 providers and community organizations for pregnant and parenting young adults.

In FY16 the Summit for Teen Empowerment & Parenting Success (STEPPS) convened over 110 pregnant and parenting young adults & 75 young parent providers in the Boston area.

Convened 6 gatherings for young parents, engaging over 125 young families through educational workshops, and social events.

In FY16, distributed over 75 infant car seats for families in need, and provided them with information and education related to infant/child safety.

In FY16, provided 300 women and families with transportation assistance to attend prenatal, postpartum and pediatric medical appointments at 10 health care sites.

In FY16 provided Centering Pregnancy prenatal care to 25 Brigham and Women's Hospital patients.

Partners

Partner Name, Description	Partner Web Address
Jeremiah Program, Endicott Boston	https://jeremiahprogram.org/boston
Children's Hospital Boston - Young Parents Program (YPP)	http://www.childrenshospital.org/clinicalservices/Site2277/mainpageS2277P0.html
Centering Healthcare Institute	www.centeringhealthcare.org
March of Dimes	www.marchofdimes.com
ABCD Health Services	http://www.bostonabcd.org/health.aspx
Mass Alliance on Teen Pregnancy	www.massteenpregnancy.org
Neighborhood Health Plan	www.nhp.org
Jamaica Plain WIC	www.wicprograms.org/ci/ma-jamaica_plain
Bunker Hill Community College	http://bhcc.mass.edu
Read Boston	http://readboston.org
Community Dispute Settlement Center	www.cdsc.org
Key Steps	http://www.keystepsboston.org
BPHC Healthy Baby Healthy Child Program	http://www.bphc.org/whatwedo/childrens-health/healthy-baby-healthy-child/Pages/Healthy-Baby-Healthy-Child.aspx
BPHC Father Friendly Program	http://www.bphc.org/whatwedo/childrens-health/father-friendly/Pages/Father-Friendly.aspx
Simmons College	http://www.simmons.edu/
Children's Services of Roxbury	http://csrox.org/
Department of Transitional Assistance	http://www.mass.gov/eohhs/gov/departments/dta/
MA Coordinated Family & Community Engagement	http://www.mass.gov/edu/birth-grade-12/early-education-and-care/find-early-education-and-care-programs/coordinated-family-and-community-engagement.html

Contact Information

Maisha Douyon Cover, Director, Health Equity Programs, Center for Community Health and Health Equity, Brigham and Women's Hospital 41 Avenue Louis Pasteur, Boston, MA 02115, mdouyon@partners.org

Brigham and Women's Hospital Certified Application Counselors

Program Type	Direct Services
Statewide Priority	Address Unmet Health Needs of the Uninsured, Supporting Healthcare Reform
Brief Description or Objective	Brigham and Women's Hospital Certified Application Counselors (CACs) provide information about the full range of insurance programs offered by EOHHS and the Health Connector. Our CACs help individuals complete an application or renewal; work with the individual to provide required documentation; submit applications and renewals for the Insurance Programs; interact with EOHHS and the Health Connector on the status of such applications and renewals; and help facilitate enrollment of applicants or beneficiaries in Insurance Programs. In FY16, BWH CACs contributed to the estimated 75 patient financial counselors that served patients who needed assistance with their coverage.
Target Population	<ul style="list-style-type: none"> • Regions Served: Boston • Health Indicator: Access to Health Care • Sex:All • Age Group: All • Ethnic Group: All • Language: All

Goal Description	Goal Status
Provide information about the full range of insurance programs offered by EOHHS and the Health Connector.	In FY16, BWH CACs contributed to the estimated 75 patient financial counselors that served patients who needed assistance with their coverage.

Contact Information	Kim Simonian, Director for Public Payer Patient Access, Community Health, Partners Healthcare, ksimonian@partners.org
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Expenditures

Community Benefits Programs

Expenditures	Amount
Direct Expenses	\$26,084,100
Associated Expenses	Not Specified
Determination of Need Expenditures	\$292,591
Employee Volunteerism	Not Specified
Other Leveraged Resources	\$7,024,199

Net Charity Care

Expenditures	Amount
HSN Assessment	\$33,641,171
HSN Denied Claims	\$169,189
Free/Discount Care	\$1,841,898
Total Net Charity Care	\$35,652,258

Corporate Sponsorships	\$1,139,877
Total Expenditures	\$70,193,025
Total Revenue for 2016	\$1,958,256,00
Total Patient Care-related expenses for 2016	\$1,701,676,898
Approved Program Budget for 2017 (*Excluding expenditures that cannot be projected at the time of the report.)	\$70,193,025