

Chapter 5.0

Public Benefits

5.0 PUBLIC BENEFITS

5.1 Introduction

Boston Children’s Hospital’s community mission is to enhance the health and well-being of the children and families it serves and to affect systemic change to achieve health improvements for children in Boston and beyond. This section provides a summary of some of the Public Benefits provided by Boston Children’s Hospital. A more detailed description of these efforts can be found in the Office of Child Advocacy’s Annual Report, spotlight in Appendix A or on the Hospital’s website at childrenshospital.org/community.

The neighborhoods of Boston benefit most from Children’s deep commitment to community health. The Hospital invested nearly \$21.5 million in FY11 to support Boston children and families, of which:

- ◆ **Safety Net.** More than \$16.7 million ensured the “safety net” for access to care for Boston children, including free care, unreimbursed costs for children insured by Medicaid, and services that are not readily available elsewhere.
- ◆ **Community Service.** Another \$4.7 million was allocated to programs that address the most pressing health needs of Boston children and families. Children’s focuses its resources and investments in programs that will improve child health in Boston and achieve broader systemic change in the areas of asthma, mental health, obesity and child development.

Investment in Boston Children and Families FY11	
	FY11 actual
Safety Net	\$16.7 M
Community Service	\$4.7 M

In addition to direct expenditures by Children’s in support of Boston children and families, Children’s recognizes that strong partnerships with City agencies and initiatives are critical to addressing health and also non-health issues that have an impact on community health. Thus, the Hospital makes supplementary direct cash contributions or grants to support key City of Boston agencies and initiatives which help to make Boston a healthier place for children and families, in addition to making cash contributions to the City Assessor annually as general revenue. In FY11, Children’s made cash contributions to support the City’s general fund as well as those city agencies and initiatives in which the Hospital has developed deep, lasting partnerships.

Everything Children's does in fulfilling its community mission is based on how it can best utilize its expertise, resources and partnerships to address the most critical health issues families face today. Its mission revolves around keeping Boston children healthy through wellness and prevention efforts, ensuring that children have access to needed health care services and partnering with others to address non-health issues such as violence, workforce development and education. In all these endeavors, Children's seeks out input from its key partners to ensure that the Hospital's priorities are aligned with those of the City of Boston, the Boston Public Health Commission, the Boston Public Schools and other city agencies.

5.2 Safety Net

Children's is the leading provider of health care to low-income and uninsured children in Massachusetts, and is the safety net provider for Boston's children. More than half of all Boston children hospitalized come to Children's, and nearly one-third of Children's outpatients come from Boston and neighboring municipalities. The Hospital's safety net is both financial and programmatic, ensuring that care is available to patients regardless of their ability to pay and that needed care is accessible.

- ◆ It is financial in that the Hospital provides free care, subsidizes care for Medicaid patients, and incurs bad debt for patient families who cannot or do not pay for the care they receive.
- ◆ It is programmatic in that the Hospital offers vital, subsidized services that either are unavailable elsewhere or are available in very limited capacity and support to important components of the City's health care delivery system. Children's is affiliated with 11 Boston community health centers including its own Martha Eliot Health Center, which in total provided primary care and support to an estimated 33,000 Boston children and their families (See Section 5.4 on Community Health Centers).

5.3 Community Service

5.3.1 Supporting Programs to Address Core Health Issues and Achieve Systemic Change

Children's needs assessment process both identifies community health priorities and informs the Hospital to help prioritize and determine the best ways to utilize its resources and partnerships to bring about change. Children's also works to ensure that the Hospital's community health priorities are in alignment with its key partners, the City of Boston and the Boston Public Health Commission (BPHC).

A handful of core health issues remain at the top of the list of both local health needs and areas where there is the greatest community need including asthma, obesity, mental health and child development. These are also areas in which Children's has significant clinical expertise, strong partnerships and the resources to make an impact.

Children's has developed a strategy to improve child health outcomes by investing Hospital financial and human resources in a portfolio of programs addressing these core issues. Following are descriptions of the programs.

Asthma

Since 2005, the **Community Asthma Initiative** (CAI) has helped to improve the health and lives of 800 Boston children with asthma. Through a comprehensive and community-oriented program, CAI provides case-management and home visits, offers education to caregivers and providers, distributes asthma control supplies, connects families to resources, as well as increases access through advocacy. As the data shows, CAI has improved health outcomes for children and proven to be cost-effective. As a result, CAI has evolved into a model that has the potential to reach every child with asthma in Massachusetts. CAI and the Asthma Regional Council developed a business case for its approach to pediatric asthma management. This "Business Case" was instrumental in convincing legislators of the benefits of such an approach and to provide funding for a MassHealth demonstration project that will provide case management to children with asthma. As a result of CAI's success using a nurse case management model, the Boston Public Health Commission invited CAI to participate in the Boston Home Visiting Collaborative to provide guidance in developing standards for home visiting programs. Finally, CAI has received funding to provide technical assistance to Alabama to replicate the CAI model in that state.

In FY11, CAI was able to show that the program reduced the percentage of patients who have had any asthma-related emergency department visits by 81% and any emergency department visits by 62%. In addition, the program was able to show a 41% decrease in the percentage of children who have had any missed school days and a 46% decrease in the percentage of parents/caregivers who have had any missed work days.

Mental Health

Children's Hospital Neighborhood Partnerships (CHNP) is the community mental health program in the Department of Psychiatry at Boston Children's Hospital. Established in 2002, CHNP places Children's clinicians in 15 Boston area schools and five community health centers to provide a comprehensive array of mental health services to children and adolescents where they live and learn. CHNP's goals are to: 1) increase access to mental health services for children in underserved communities; 2) promote children's social-emotional development; 3) build the sustainable mental health capacity of partner schools and community health centers; and 4) achieve high satisfaction with services provided among all key stakeholders. CHNP has proven successful in helping schools develop their

capacity to address the mental health needs of students. It has also evolved into a model that can help schools across the city and state build the internal capacity to proactively address behavioral health issues. CHNP was asked to serve as the main partner for the Boston Public Schools in the development of a district wide behavioral health model that will pilot many of the bill's elements and will serve as a model for school districts across the country.

CHNP has shown that the program can effectively decrease wait times for crisis (immediate intervention by the school-based CHNP team versus approximately 90 minutes of wait time for outside clinicians) and routine clinical services (10 days compared with 42 days in outpatient setting). Nearly 1,800 students in partner schools were provided with prevention and early intervention services. Over 290 teachers participated in professional development workshops, and 756 families participated in parent workshops and community events.

Obesity

Every year, over 900 Boston children are referred by health care center providers to participate in the **Fitness in the City Program** (FIC), Children's community-based approach to address obesity. FIC supports 11 Boston community health centers, including Martha Eliot Health Center, to provide its pediatric patients with case-management support as well as nutrition education and physical activity programs. FIC has demonstrated that it is an effective model to help children reduce or maintain their Body Mass Index and make the behavioral changes needed to maintain a healthier weight. The program also shows potential for building community capacity using a public health approach to achieve systemic change. FIC also believes that its approach will become an important part of pediatric medical homes as the model is an effective way to deliver coordinated, patient centered and culturally competent services to address obesity.

The majority of children (57%) participating in FIC have been able to decrease their Body Mass Index after one year in the program. Children participating in the program also report spending less time watching TV on weekends and decreasing their soda/juice intake after 12 weeks in the program.

Child Development

The Advocating Success for Kids Program (ASK) provides access to needed services for families with children experiencing school-functioning problems and learning delays. ASK focuses on providing services to diverse, urban populations in community-based pediatric practices—Children's Hospital Primary Care Clinic (CHPCC) and three Boston community health centers (CHCs). Not only does ASK provide developmental evaluation and patient advocacy services to families, it does so in a timely way, through a one-stop-shopping model that empowers parents to advocate on behalf of their children within the school

system. Finally, ASK provides an important opportunity to train psychology and developmental medicine fellows about providing community-based, culturally competent care.

Last year, 356 children were served by the ASK Program, which has been able to ensure that 87% of referred patients completed their scheduled appointments at community health centers.

5.3.2 Addressing Social Determinants of Health

“The influence of place on health is related to other major influences on health and life expectancy such as income and education.”¹

Recognizing the link between social issues and health issues, Children’s collaborates with community partners to respond to three of the most pressing social determinants of health facing Boston residents: education level, income, and violence.

Education and Schools

Children’s recognizes that access to a safe and supportive educational environment is vital to a child’s academic success and to ensuring future economic mobility and opportunity. Children’s partners closely with the Boston Public Schools to support and strengthen the system, as a whole as well as to work directly in school settings to reach students and help families overcome barriers that may prevent their children from functioning well in school. Children’s supports programs such as Thrive in 5, Smart from the Start and Countdown to Kindergarten. In addition, the Hospital provides direct services through initiatives such as the Children’s Hospital Neighborhood Partnerships Program and the Advocacy Success for Kids Program. (See Appendix A for more detail.)

Income

Children’s recognizes that one of the most significant ways to address poverty in the local neighborhoods is to provide employment and career development opportunities to local Boston residents. This approach has the double advantage of ensuring a diverse and culturally competent workforce. The Hospital addresses workforce development through a network of strong community partnerships, spanning across a continuum of activities. Partners include Sociedad Latina, the Fenway Community Development Corporation and Jewish Vocational Services. See Section 3.4 for additional discussion of Workforce Development and Training.

¹ Williams, David R. and Marks, James. *Community Development Efforts Offer A Major Opportunity To Advance Americans’ Health*. HealthAffairs. <http://content.healthaffairs.org/content/30/11/2052.full#aff-1#aff-1>

Violence and Violence Prevention

Exposure to violence, both directly and indirectly, has a profound impact on the physical and emotional health of those affected—the effects of which can negatively influence other aspects of their lives, including work and school. Children’s plays a key role in helping Boston children and families cope with the impact of violence in their lives and working with communities to help prevent it, including the Jamaica Plain Violence Intervention and Prevention Collaborative (JPVIP), a partnership with 15 local organizations including the Hospital’s own Martha Eliot Health Center in Jamaica Plain. Additionally, the JPVIP model will be replicated by the Boston Public Health Commission, with Children’s support, at two additional community health centers. (See Appendix A for more detail.)

5.4 Supporting the City’s Infrastructure

Children’s is also committed to, and directs resources to build capacity within the existing infrastructure of care for Boston children and families. This means partnering with and supporting two key community groups—the Boston Public Health Commission (BPHC) and Boston community health centers.

Boston Public Health Commission

Children’s has been a longtime partner with the BPHC, working together on pressing health issues and supporting efforts to help children, adolescents and young adults, including:

- ◆ A Children’s-initiated, first-of-its-kind study to assess the needs of young children in Boston; the study will include phone interviews, a review of public health data on children’s issues and a literature review of program best practices;
- ◆ Participation in the BPHC’s Tobacco-Free Hospital Initiative and Sugar-sweetened Beverage Learning Network, in addition to the formation of an internal Health Hospital Workgroup to analyze and make recommendations for Hospital policies promoting a healthy environment for patients, families, and staff; and
- ◆ Provision of financial support and expertise to the BPHC to support the City’s NeighborCare initiative, an effort encouraging Boston residents to receive primary care at community health centers.

Community Health Centers

Community health centers are key partners in Children’s efforts to 1) build community capacity to deliver high quality pediatric care and services; 2) address critical health needs for children, youth and families; 3) improve quality initiatives within community health centers to track areas such as asthma care, immunization rates, obesity and child development; and 4) improve access and coordination of care through advocacy efforts.

Children's provides financial and programmatic support to 11 Boston community health centers: Bowdoin Street, Brookside, Dimock, Joseph Smith, Roxbury Comprehensive, South Cove, South End, Southern Jamaica Plain, Upham's Corner, Whittier Street and the Hospital's own Martha Eliot.

These health centers provide primary care and support, including medical, dental, and mental health services, to an estimated 33,000 Boston children and their families, particularly the uninsured and underinsured.

Children's support enables these health centers to augment current services or provide new services that are in great demand, yet not always readily available. The health centers are able to reach hundreds of children per year with case management support, nutrition and fitness education, psychiatric and developmental consultation and other services.

5.5 Contributing to the Vibrancy of Boston

Children's feels an important obligation to help improve the City of Boston and is active in a number of local and state civic organizations, including: Boston Alliance for Community Health; Greater Boston Chamber of Commerce; Massachusetts Taxpayers Foundation; Mass Inc.; and A Better City.

5.6 Workforce Development and Training

As previously described, Children's takes its roles as an employer and civic leader seriously and seeks to advance these roles through comprehensive workforce development efforts. One of the Hospital's fundamental goals in this area is providing community members with opportunities to explore health careers, and as a pediatric hospital, particularly focus on local youth. Section 3.4 of the IMP Amendment includes a detailed discussion of Workforce Development and Training.

5.7 Employment

As of 2013, approximately 18,000 people work at Children's and at its facilities throughout greater Boston, which includes more than 9,100 "associated personnel" who work, study, or volunteer at Children's.

Children's has approximately 8,900 employees paid directly from the Hospital, of whom approximately 31% reside in Boston.

The construction of the 2013 IMP Amendment Projects will contribute directly to the local economy by creating approximately 2,200 construction jobs as a result of the Boston Children's Clinical Building and approximately 193 construction jobs for 819 Beacon Street Project. For each Project, a Boston Residents Construction Plan will be submitted in accordance with the Boston Jobs Policy. The Plan will provide that Children's will make -

reasonable good faith efforts to have at least 50 percent of the total construction worker hours be by Boston residents, at least 25 percent of the total construction worker hours be by minorities, and at least 10 percent of the total construction worker hours be by women.

5.8 Voluntary Cash Payments to the City of Boston

In addition to the monetary value of Safety Net and Community Services rendered by Children's as discussed above, Boston Children's Hospital makes cash payments to the City consisting of both cash payments to support specific City programs, as discussed above, and annual voluntary cash payments to the City of Boston Assessing Department for the City's general fund which have been made by Children's since 1994.

5.9 Linkage

In connection with the 2013 IMP Amendment Projects, Boston Children's Hospital will make a housing linkage contribution to the Neighborhood Housing Trust and jobs linkage contribution to the Neighborhood Jobs Trust as applicable for development greater than the 100,000 sf exemption under Article 80.