

Chapter 3.0

Consistency with the Longwood Medical and Academic Area Interim
Guidelines

3.0 CONSISTENCY WITH THE LONGWOOD MEDICAL AND ACADEMIC AREA INTERIM GUIDELINES

3.1 Introduction

In 2003, the BRA adopted Interim Guidelines to inform the BRA's considerations while reviewing proposed projects in the LMA pursuant to Article 80 of the Boston Zoning Code. These Interim Guidelines were established to ensure that projects apply good planning principles in the areas of urban design, transportation and workforce development.

This section outlines the BCCB's and Patient and Family Parking Garage Addition's consistency with the Interim Guidelines for Urban Design, Transportation and Workforce Development, and describes the exceptional public benefits that will be provided by Children's in order to earn Project heights that are greater than the base heights specified in the Interim Guidelines.

Since the 819 Beacon Street Project is outside of the LMA, this chapter generally discusses only the BCCB and Patient and Family Parking Garage Addition. The Transportation discussion in Section 3.5, however, also includes 819 Beacon Street since it supports parking in the LMA.

3.2 Urban Design

The Urban Design section of the Interim Guidelines establishes a set of design principles and criteria for projects in the LMA. The Guidelines identify the physical assets of the LMA, outline dimensional objectives, including height zones, setbacks and stepbacks, and describe exceptional public benefits that can be provided by project proponents and institutions in order to achieve building heights greater than the specified base heights, and discuss mix of uses, character, and special study areas.

3.2.1 Protection of Assets / Shadow Criteria

The Interim Guidelines establish a principle of protecting the physical assets of the LMA, and include restrictions on new shadows on City of Boston parks. The Interim Guidelines state:

“...no project will be approved if it casts any new shadow for more than one hour on March 21st on the Emerald Necklace, Joslin Park or Evans Way Park. This standard is consistent with the most recent shadow restrictions adopted in the City's Municipal Harbor Plan.”

As shown on the shadow graphics provided in the DPIR/DEIR submitted concurrently with this IMP Amendment, neither the BCCB nor the Patient and Family Parking Garage Addition casts new shadow onto the Emerald Necklace, Joslin Park or Evans Park Way on March 21st. Although new shadow will be created by the BCCB, this new shadow will

generally be cast onto the Children's campus and surrounding streets, with some new shadow being cast onto the Harvard Medical School Quadrangle during the evening hours during some seasons, but not occurring for more than one hour on March 21st. New shadow from the Patient and Family Parking Garage Addition will be limited to the immediately surrounding area, buildings and surrounding streets.

3.2.2 *Height Zones*

BCCB: The LMA Interim Guidelines establish the following height zone for the area where the BCCB is proposed:

- ◆ The third height zone will typically apply to the center of the blocks and will have a base height of 150 feet and a potential maximum height of 205 feet.

The BCCB is consistent with this guideline, on the basis of the exceptional public benefits described below. The BCCB is approximately 145 feet from grade to the top of the highest clinical use, 161 feet from grade to the top of the highest occupiable story (only a 6,000 sf sanctuary), and 175 feet from grade to the top of the mechanical floors (which are more than 1/3 of the roof area).

The BCCB provides the following exceptional public benefits to justify the additional height:

- ◆ **Relocating appropriate uses from the LMA to other parts of the City** – As previously described, three factors are currently converging to make the accommodation of administrative functions an even more pressing issue for the Hospital. First, the proposed BCCB will result in the displacement of approximately 50,000 sf of administrative space currently located at the Core Campus. Second, a number of Children's leases for administrative space in third-party facilities will expire over the next few years. Finally, Children's natural rate of growth in recent years has resulted in an additional administrative space requirement of approximately 19,000 sf annually. To relocate this space outside of the LMA, Children's is proposing to construct a new office building at 819 Beacon Street for administration space that does not need to be within the LMA.
- ◆ **Contributing to and implementing a superior workforce development plan** – As described in Section 3.4 below and in Chapter 5, Children's is committed to implementing a superior workforce development plan, and continually adapting it, as needed, in cooperation with neighbors and the City of Boston. The Hospital's Senior Workforce Development Specialist in the Human Resources department leads a multi-disciplinary team at the Hospital to further develop and advance the Workforce Development Plan at Children's. This includes improved tracking of current activities, as well as exploring new opportunities. One of the Hospital's fundamental workforce development goals is to partner with the community to

prepare Boston residents to explore health careers and to enter the health field. In particular, as the only independent pediatric hospital in Massachusetts, Children's focuses its many partnerships on efforts that provide local youth with exploration experiences in the health care field. Additional information can be found in Section 3.4 below and Chapter 5 of this 2013 IMP Amendment, Section 2.5.4 and Section 4.2 of the 2010 IMP Amendment, and the 2008 IMP.

- ◆ **Exceeding the urban design controls by providing additional open space, greater and more varied public spaces within the building, Green Design that meets Leadership in Energy and Environmental Design (LEED) design standards, and exceptional quality in design and architecture:**

Open Space and Public Spaces within the Building – As described further in the DPIR/DEIR submitted concurrently with this IMP Amendment, the BCCB includes approximately 33,800 sf of accessible green and gathering spaces around and as a part of the building. There is an additional 5,400 sf of green space that is not accessible; 2,400 sf of which provides views of green space and the remainder provides a reduction in impervious surface. The main goal of the new or enhanced 33,800 sf of green spaces is to provide all-season, easily accessible green and gathering spaces for patients, families and staff. The diversity of green spaces, ranging from on-grade gardens, winter garden, sanctuary space and roof gardens, allows a wide range of activity in support of the healing process. The green and gathering spaces also act as a way finding system for the campus. They highlight public areas and main circulation routes that lead to many destinations on campus. Overall, they will enhance and improve the experience of patients, families and staff visiting the BCCB and the campus.

Green Design - Children's is committed to meeting the City's green building standards (Article 37 of the Boston Zoning Code). Energy conservation measures will be an integral part of the BCCB Project. The BCCB will employ energy and water efficient features for mechanical, electrical, architectural and structural systems, assemblies and materials where possible. Mechanical and HVAC systems will be installed to the current industry standards and full cooperation with the local utility providers will be maintained during design and construction. The BCCB will be certifiable under the LEED for Healthcare rating system.

Exceptional Quality in the Design and Architecture - The renowned architectural firm of Shepley Bulfinch Richardson & Abbott has designed the BCCB to provide the maximum space to meet Children's programmatic needs within the available footprint while incorporating exceptional quality in design and architecture. The BCCB features a design concept which integrates a "Vertical Emerald Necklace" into the proposed building and enhances existing green spaces on campus. Connections to nature and the elements of nature support healing for both patients and their

family members, and offer a relaxing environment for staff members. The variety of the planned green and gathering spaces will provide a four season garden, direct access from clinical units, and multiple programmatic usages.

- ◆ The transparency of the building envelope will make visible the roof gardens, internal gardens and common spaces at major visible corners, invigorating views from Francis Street and Longwood Avenue. On Shattuck Street the on-grade green spaces, both internal and external to the building, will contribute to a friendlier pedestrian experience. The transparency of the building at street level and the internal garden, which is visible from the street, will animate the streetscape through views and the quality of lighting.

From an urban design perspective, the height and massing of the BCCB works in concert with the surrounding structures. The BCCB will enhance Children's campus identity by continuing the use of contemporary architectural characteristics with the mainly glass curtain wall construction and a base of metal and precast panel at street level. The use of similar materials at the two most recent Children's projects, Main South Expansion and the Main Building Expansion at 57 Binney Street, maintain this contemporary architectural expression and Children's identity. In addition, the sculptural massing of the building as it reaches its full height will create a light and slender profile.

Patient and Family Parking Garage Addition: The LMA Interim Guidelines establish the following height zones for the area where the Patient and Family Parking Garage is located and in which the Patient and Family Parking Garage Addition is proposed:

- ◆ The first zone is designed to maintain the prevailing character of the existing streetwalls and will be applied along the major streets and any area adjacent to parks and the Fens. The controlling height in this first zone will vary according to the specific location to reinforce the prevailing streetwall height, but will have a potential maximum of 75 feet.
- ◆ The third height zone will typically apply to the center of the blocks and will have a base height of 150 feet and a potential maximum height of 205 feet.

The Patient and Family Parking Garage Addition is a vertical expansion of an existing structure. The portion within the third height zone is consistent with this guideline, and the portion within the first height zone varies from this guideline in only a de minimus respect. The Patient and Family Parking Garage Addition is approximately 79'8" in height from grade as measured under the Boston Zoning Code. The mechanical penthouse roof above this height is less than 1/3 of the area of the roof. The Patient and Family Parking Garage Addition has been designed to appear as if it were part of the original construction of the structure, which will minimize the visual appearance of the addition.

3.2.3 *Setbacks and Stepbacks*

The Interim Guidelines provide the following for setbacks and stepbacks:

- ◆ Setbacks from the curb shall match the most appropriate prevailing setbacks; and
- ◆ “Building mass above the prevailing street wall (potential maximum of 75 feet) must be either 75 feet from the setback line, or, not be visible at street level from the back of the opposite sidewalk.”

BCCB: The BCCB is designed to be interior to the Children’s campus, with access through the Main Entrance. Both Shattuck Street and Meadow Lane are private ways utilized as service ways and not generally utilized by pedestrians. The BCCB matches the most appropriate prevailing setback on Shattuck Street and Meadow Lane. Although the building mass above 75 feet is visible at street level from the back of the opposite sidewalks at Shattuck Street and Meadow Lane, these are private ways utilized as service ways, and therefore, the lack of setback does not have significant visual impact on the LMA’s physical assets.

Patient and Family Parking Garage Addition: The Patient and Family Parking Garage Addition follows the footprint of the existing Patient and Family Parking Garage and has been designed to appear as if it were part of the original construction of the structure. The setback of the vertical addition from the curb matches the existing lower floors. As discussed above in connection with height, there is only a de minimus building mass above 75 feet.

3.2.4 *Mix of Uses*

The LMA Interim Guidelines call for new development to improve the character, security, and vitality of the LMA by increasing the mix of housing, supporting retail, recreation and community facilities. The Interim Guidelines further encourage the use of ground floor retail and other uses that engage the public.

BCCB: The BCCB is located along side streets that have a limited retail environment and limited pedestrian activity, and there is no entrance into the BCCB from these side streets. Entrance into the BCCB will be from the Main Entrance of the Hospital. The current ground floor of the Main Building engages the public through its provision of retail stores and a restaurant.

Patient and Family Parking Garage Addition: The Patient and Family Parking Garage Addition does not create a change of use or additional space on the ground floor

3.2.5 *Character*

The Interim Guidelines state that new projects should “build on and reinforce the distinctive physical, historic, and architectural characteristics of each of the institutions” by addressing simplified wayfinding through enhanced institutional identity created by clear planning and distinctive architecture, improved access and circulation both for patients arriving at the institution and within the institution’s campus, preservation and enhancement of buildings that contribute significantly to the history of the district, and limits on the width and spacing of tall building elements.

- ◆ **Wayfinding through clear institutional identity and distinctive architectural characteristics:** The BCCB will expand and improve Children’s campus identity by continuing the use of contemporary architectural characteristics with the mainly glass curtain wall construction and a base of metal and precast panel at street level. The use of similar materials at the two most recent Children’s projects, Main South Expansion and the Main Building Expansion at 57 Binney Street, maintain this contemporary architectural expression and Children’s identity. Further enhancing the distinctive architecture are the views of the vertical gardens through the exterior façade, invigorating the views from Francis Street and Longwood Avenue, the two major public streets providing views of the building.
- ◆ **Improved access and circulation both to Hospital and within Hospital:** The BCCB will be an expansion of the interconnected buildings at the Core Campus; patients and families will enter the Hospital at the Main Entrance and access the BCCB using circulation paths through existing buildings. The BCCB will be connected to existing buildings on the Core Campus on its lower outpatient, support and surgical levels, providing convenient access and circulation for patients, families and employees. In addition, the BCCB will connect an upper clinical floor (floor 9) with Main South over the Farley/Bader Pavilion. The Main Lobby renovation project, in addition to the BCCB green and gathering spaces, will improve the existing Hospital circulation. The green and gathering spaces located at the terminus of public circulation routes will act as a way finding tool both inside and outside of the BCCB. Children’s shuttle access will be relocated from its current location in Children’s Way to the BCCB in an effort to decongest the Main Entrance by relocating special needs vehicle drop-off and pick-up.
- ◆ **Preservation and enhancement of all buildings that contribute significantly to the history of the LMA:** Children’s is exploring the possibility of developing an interpretive exhibit to commemorate its achievements in the field of pediatric medicine, as well as those of the Harvard School of Public Health, which once occupied the Wolbach Building located on the site of the BCCB. This interpretive exhibit could be installed in a prominent public space in the Main Lobby or in the BCCB.

- ◆ **Limits on width and spacing of tall building elements to minimize negative environmental impacts:** Due in part to the slender profile of the BCCB and its consistency with the height and massing of surrounding buildings, the environmental impacts such as wind, shadow, and daylight have been minimized. The pedestrian level wind conditions in the area are similar with or without the BCCB. The shadow impacts are generally limited to the BCCB Project site and Children’s campus. Although the daylight obstruction values increase with the BCCB, they are similar to other values in the LMA.

3.2.6 Special Study Areas

The Interim Guidelines define the Longwood Avenue Corridor as a special study area. The BCCB is located on Meadow Lane and Shattuck Street and does not fall within any of the special study areas. The Patient and Family Parking Garage is located on Longwood Avenue. However, since it is an addition to an existing structure designed to match the existing structure, the addition does not affect the experience of the Longwood Avenue Corridor.

3.3 Transportation

The Interim Guidelines specify five transportation-related topics that must be addressed by every project in the LMA. These five topics include:

- ◆ Parking Ratios;
- ◆ Transportation Demand Management;
- ◆ Traffic Management;
- ◆ Local Street Network; and
- ◆ System-Wide Transportation Projects.

Under its existing IMP, Children’s continues to engage in efforts to improve local vehicular circulation, reduce congested conditions and improve pedestrian access in and around the LMA. The Project continues and builds upon these efforts, as described below. Although 819 Beacon Street is outside of the LMA as previously mentioned, it is discussed below since the 819 Beacon Street Project will support parking goals in the LMA.

3.3.1 Parking Ratios

Children’s offers its patients, visitors, physicians, and employees a multitude of options for parking. Children’s currently controls approximately 3,542 off-street parking spaces either by ownership or through leases from others—approximately 2,400 are located within the

LMA. Of the 3,542 spaces, 1,047 spaces are available for public use by Children’s patients and visitors, and 2,495 are employee parking spaces, approximately 1,353 of which are located on the Core Campus or in close proximity to the Core Campus within the LMA.

In addition to spaces within the LMA, Children’s uses an additional 1,142 spaces for employees in remote parking facilities outside of the LMA. Off-site spaces that are used by employees require shuttle services to the Core Campus by dedicated Children’s and/or MASCO-operated shuttle services.

Figure 3-5 in the DPIR/DEIR identifies the locations of these parking facilities while Table 3-1 in the DPIR/DEIR provides a summary of existing Children’s parking facilities.

The construction of the BCCB will require taking the existing Wolbach parking lot out of service (10 spaces). Children’s also proposes to construct an additional level to its existing Patient and Family Parking Garage, which will include the addition of 86 new patient parking spaces (or 76 net new spaces to the Main Campus taking into consideration the loss of 10 parking spaces required to support the construction of the BCCB). Further, BCH will allocate up to 89 new parking spaces within its proposed 819 Beacon Street Project to support LMA staff parking needs. New parking spaces at 819 Beacon Street that are intended to support the BCCB will allow Children’s to relocate existing BCH employees who park within the LMA to this new location, providing increased available parking on-site for patients.

At the 819 Beacon Street Project site, the new garage will replace the existing 249 surface parking spaces with a new 496-space structured garage, resulting in 247 net-new parking spaces on-site. Of these net new spaces, 158 will be allocated to supporting employees and visitors of the office and retail space in the 819 Beacon Street Project (at a rate of 0.75 spaces per 1,000 sf). As described previously, the remaining 89 new spaces will support Children’s LMA off-campus parking efforts, allowing BCH to relocate on-campus staff parking to accommodate future patient parking needs. Both Children’s and MASCO operate shuttle services to provide quick, easy connections from the 819 Beacon Street site to the Core Campus.

Within the LMA, Children’s proposes to construct 76 net new parking spaces and 403,311 square feet of new program space (the BCCB). This equates to approximately 0.19 parking spaces per 1,000 square feet of developed space—or at a rate substantially lower than the limit prescribed by the LMA Interim Guidelines. Including the 89 spaces allocated at 819 Beacon Street for the Main Campus, total new parking supporting Children’s LMA campus will be provided at a rate of 0.41 spaces per 1,000 sf of space developed. Upon completion of Children’s proposed Projects, its overall campus parking ratio is expected to decrease from 1.03 to 0.90. Existing and proposed parking ratios for the LMA (Core Campus and Autumn Street) are shown in Table 3-10 of the DPIR/DEIR.

3.3.2 *Transportation Demand Management*

Children’s is committed to continuing to offer a wide array of Transportation Demand Management (TDM) incentives as a means to reduce single occupant driving and increase use of alternative forms of transportation to access the workplace. Children’s actively supports efforts to reduce auto use for employees traveling to the Hospital. Many actions to support this goal are actively employed by the Hospital today, including the following:

- ◆ Employee Transportation Advisor;
- ◆ Membership in the Medical Academic and Scientific Community Organization, Inc.’s MASCO’s CommuteWorks TMA;
- ◆ Full support of MASCO’s other on-going transportation initiatives;
- ◆ 50 percent transit pass subsidy for employees;
- ◆ Carpool assistance and incentives;
- ◆ Emergency ride home;
- ◆ Bicycling/walking incentives and amenities;
- ◆ Location-priced parking (i.e., offering competitive-rate parking on-campus and subsidized parking off-campus);
- ◆ Telecommuting and compressed workweeks, when feasible; and
- ◆ Promotional efforts.

Children’s is committed to maintaining its employee transit subsidy at 50 percent through the term of its IMP. Children’s will also continue to promote and improve its TDM program to benefit its employees and reduce traffic impacts to roadways and parking facilities within the LMA and nearby neighborhoods.

3.3.3 *Traffic Management, Local Street Network and Systemwide Transportation Improvements*

The additional traffic generated by the BCCB will create minimal incremental impact to the surrounding transportation infrastructure. However, to offset these new trips and in continuation of its ongoing efforts to improve transportation in and around the LMA and the Audubon/Fenway/Kenmore area, Children’s is committed to providing transportation improvements and mitigation actions. In the LMA, these actions are intended to be responsive to and exceed the criteria of the Interim Guidelines. Improvements associated with the 819 Beacon Street Project are intended to foster more efficient access in the Audubon/Fenway/Kenmore neighborhoods, as well as to support other important

transportation infrastructure initiatives that are currently being pursued by others, including the City of Boston, Massachusetts Department of Transportation (MassDOT), and the Massachusetts Bay Transportation Authority (MBTA). These improvements are described in greater detail below.

Main Campus/BCCB Project

The following Local Street and Systemwide Transportation actions will be put in place by Children's in connection with the BCCB Project. These actions are also illustrated in Figure 3-1 in the DPIR/DEIR.

- ◆ Children's will renovate its lobby and Main Entrance to allow for more efficient processing of patient and visitor traffic. Drop-off areas will be reconfigured to provide for more efficient loading and unloading, a defined area for chair cars and oversized vehicles will be created, and a dedicated exit path will be put in place for these larger vehicles to Binney Street that does not conflict with exiting patient vehicles towards Longwood Avenue.
- ◆ Inpatient discharges will be accommodated at Children's Way (off of Shattuck Street). These families typically require more time to load their vehicle, in particular for those children that have been infirmed at Children's for an extended period of time. Accommodating these families at Children's Way will help to support more efficient vehicle flow at the Main Entrance.
- ◆ The existing BCH Main Entrance driveway will be widened to provide for a three-lane cross-section. This will allow for two approach lanes exiting towards the Longwood Avenue/Blackfan Circle/BCH Main Entrance intersection (an exclusive left-turn lane and a shared through/right-turn lane). This will help to better manage the queues of exiting traffic.
- ◆ The Longwood Avenue/Blackfan Circle/BCH Main Entrance intersection will be modified into a compliant accessible pedestrian signal (APS) with compliant pedestrian push buttons.
- ◆ The new BCCB loading facilities will be located off of Shattuck Street, and are intended to reduce materials management activities at other BCH locations, in particular the main loading facility near the intersection of Binney Street and Jimmy Fund Way. As currently planned, the BCCB will be served by three loading bays.
- ◆ The capacity of the Patient and Family Parking Garage will be increased by 86 parking spaces to provide an opportunity for more families to self-park directly. The increase will be 76 net new spaces on campus, taking into consideration the elimination of the 10-space Wolbach parking lot.

- ◆ In total, only 165 new parking spaces will be developed to support the future BCCB, including 76 net new spaces within the LMA (as described previously), plus an additional 89 new spaces in the proposed 819 Beacon Street Project. New parking spaces at 819 Beacon Street that are intended to support the BCCB will allow Children's to relocate existing BCH employees who park within the LMA to this new location, providing increased available parking on-site for patients.
- ◆ Children's will reconstruct portions of Shattuck Street and Meadow Lane adjacent to the BCCB site.
- ◆ Children's will increase its bicycle storage capacity on-site at the BCCB to comply with the City of Boston Bicycle Guidelines.
- ◆ Children's will continue to proactively manage its drop-off and valet parking operation at its Main Entrance as a means to reduce traffic activity on area streets, particularly along Longwood Avenue.

819 Beacon Street Project

The following Local Street and Systemwide Transportation actions will be put in place by Children's in connection with its 819 Beacon Street Project. These actions are also illustrated in Figure 4-1 in the DPIR/DEIR:

- ◆ Children's is committed to limiting on-site parking supporting the 819 Beacon Street Project to 0.75 spaces per 1,000 sf of development (158 spaces to support the Project).
- ◆ The remaining 89 new parking spaces are intended to support parking needs on the Core Campus.
- ◆ Children's has worked proactively with MassDOT to develop a roadway plan for Maitland Street that supports the ongoing redesign of Yawkey Station and connection of this dead-end street to Overland Street. These improvements will provide for increased commuter rail use in the area (including the Project), as well as improved vehicle access to the Fenway/Kenmore area.
- ◆ Children's is committed to providing an easement through the 819 Beacon Street Project site to the City of Boston to support the future design and construction of the proposed Multi-Use Path, a shared pedestrian/bicycle corridor connecting the Emerald Necklace to the Fenway MBTA Green Line Station, the redesigned Yawkey Commuter Rail Station and onward to the future Fenway Center project.
- ◆ Children's is committed to providing an easement of land to support the potential future construction of a below-grade tunnel for the MassDOT's Urban Ring project.

- ◆ Children’s is committed to providing an easement of land along Maitland Street to support improved bus access and intersection alignment with Mountfort Street to support the future signalization of this intersection.
- ◆ Children’s will provide bicycle storage capacity on-site to comply with the City of Boston Bicycle Guidelines.

3.4 Workforce Development

The Interim Guidelines require institutions and developers to work with the BRA and the Office of Jobs and Community Services (OJCS) to analyze current needs and future workforce needs, and develop a Workforce Development Plan to address those needs. Information on Boston resident employees is requested as part of the workforce plan.

Boston Children’s Hospital recognizes that one of the most significant ways to provide community support and ensure a diverse workforce is the recruitment and retention of Boston residents as employees. Children’s employs approximately 18,000 people at its facilities throughout greater Boston, including approximately 8,900 employees paid directly from the Hospital and more than 9,100 “associated personnel” who work, study, or volunteer at the Hospital. Approximately 31% of all Hospital personnel are Boston residents.

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.

3.4.1 Workforce Development Programs Specifically Designed to Meet the Needs of Boston Youth

The Hospital provides a number of job opportunities for Boston high school students through its Community Opportunities Advancement at Children’s Hospital (COACH) program. In the summer of 2012, 59 Boston teenagers were employed in various departments throughout the Hospital. In the Student Career Opportunity Outreach Program (SCOOP), three Boston youth were provided jobs that introduced them to the health care field. In addition to summer jobs, Children’s Human Resources Department also partners with Sociedad Latina, a Mission Hill youth-serving agency, on an after-school partnership with Sociedad’s Health Careers for Youth Program. Last year, three youth participated in this program. The following provides additional details on some of the career-focused programs for youth:

- ◆ The COACH program provides summer employment opportunities to enable youth to explore health careers, to build a pipeline of diverse, qualified professionals for the healthcare field, and to give youth a safe and meaningful way to spend the summer. In addition to hands-on work experience, the program includes a series of

weekly professional development workshops. Topics include goal setting and motivation, communication skills, leadership skills, and public speaking. The interns also attend guest lectures at which current employees from different areas of the Hospital talk to the interns about their position at BCH, their career path, education, and other topics. In 2012, the Hospital invited local colleges to meet with COACH interns and speak about their respective schools—especially healthcare related programs—the universities in general, and the undergraduate application process. These presentations were followed by a fair to allow students to speak with the school representatives.

- ◆ Each year, SCOOP inspires 200-250 high school students to enter nursing through field trips to the Hospital, direct nurse-to-student education, shadowing, career advice, and summer internships. Along the way, SCOOP helps dispel many of the myths about nursing, and offers students hands-on opportunities to work in health care. During the 2012-2013 school year, SCOOP sponsored 10 summer interns and hosted 10 visits. SCOOP nurses have worked with the Madison Park High School and Health Careers Academy. Since 2003, 81 students have participated in SCOOP summer internships, and many of them have remained in health care: 16 are enrolled in nursing programs, three have completed nursing school, and four are current Hospital employees.

3.4.2 Adult Workforce Development Training Programs

Since 2004, the Hospital has also partnered with Year Up, an intensive year-long training program that provides urban young adults with a unique combination of technical and professional skills, college credits, and paid corporate apprenticeships. Children’s has consistently provided paid information technology and technical support internships to over 40 program participants. This partnership has been positive for both organizations, as evidenced by the fact that the Hospital has received a “Year Up Champion Award” and a Hospital employee received a “Year Up Supervisor’s Award.” Furthermore, the Hospital has hired approximately 20 Year Up graduates, either as contract or permanent employees.

The Hospital also maintains partnerships with more than 30 Schools of Nursing, providing nursing students with clinical experiences in a variety of pediatric settings. In cooperation with Boston College and other organizations, the Hospital developed the area’s first master’s level program for pediatric clinical nurse specialists. Nurses at Children’s are particularly active in teaching colleagues and community members. Many of the opportunities for teaching colleagues and community members are based at schools, and include programming for administrators, teachers, students, and school nurses on a wide variety of topics—everything from child development, to allergies in children, to family participation in care. The Hospital provides ongoing educational support to Massachusetts school nurses through regular evening programming and school nurse professional development days. Hospital nurses also offer training in CPR and first aid for community members.

Children’s also seeks to recruit, and then train and promote, local adults who are interested in health careers. Partnerships that foster career growth, both to community residents and Children’s incumbent staff have grown significantly in the past few years with specific efforts focused on being an employer of choice, increasing the diversity of the Hospital’s workforce, and developing career pipelines for areas of shortage or emerging need.

One of the Hospital’s most valued workforce development partnerships has been with the Boston Healthcare Research and Training Institute (Training Institute) and now Healthcare Training Institute (HTI) in collaboration with Jewish Vocational Services (JVS). This ten-year partnership has provided significant opportunities for entry-level workers and neighborhood residents to pursue successful careers in the health care industry. The Hospital currently offers GED, ESOL, Citizenship, Pre-College preparatory programs and the Bridge to College program, and, with HTI, has produced 20 recent incumbent worker graduates with more to follow in the next two years, moving individuals into Nursing and Allied Health professions with higher family sustaining wages. Children’s has also created and completed certification programs in Central Processing and Distribution and a college-level nine-credit certificate program with the Massachusetts College of Pharmacy and Health Sciences (MCPHS) that has produced both wage gains and further academic credentials to prepare participants for an increasingly regulated industry. Tuition advancement, arranged with participating colleges and universities, is provided to these students so that one of their barriers to success is removed—that of financial commitment up front for tuition to attend college. Scholarships have also been continued to support these and other students. More than 60% of the participants in these combined programs are Boston residents.

3.4.3 Recruiting Programs

Community partnerships with the Fenway Community Development Corporation, YMCA International, and YMCA Training, Inc. have successfully facilitated community adult hires into several areas including phlebotomy, ophthalmology, and patient safety and quality. This partnership between Children’s and its neighbors has enjoyed success with these internship models with placement rates of graduates ranging from 66-75%.

3.4.4 Tuition Advancement

Children’s investment in tuition advancement has also been cited and published as a best practice by the National Fund for Workforce Solutions, with the Hospital having received the “Business Leadership Award” by JVS, the “Employer Of The Year, Honorable Mention” by the MA Workforce Solutions Group, and a citation from the Governor’s Office for Englishworks for the Hospital’s long-standing commitment to ESOL programming. The Hospital has been recently awarded another data research grant from the Boston Private Industry Council and SkillWorks.

3.5 Conclusion

The BCCB and Patient and Family Parking Garage Addition are generally consistent with the Interim Guidelines adopted by the BRA for the LMA. The BCCB and Patient and Family Parking Garage Addition Projects fundamentally meet the over-arching purposes and spirit of these guidelines.