

FY21 Budget Process

City Council Information Request

Department: Boston Public Health Commission (BPHC)

GENERAL INFORMATION:

1. Summary Budget for FY21 - *See Separate Attachment (Appendix A)*
2. Detail on “Other” or “Misc” Line Items (53900, 54900, & 55900)

BUDGET NARRATIVE:

3. Three Largest Budget Reductions from FY20 in dollars and %
4. Three Largest Budget Increases from FY20 in dollars and %
5. Detail on Other Significant Budget Expansions or Reductions
6. Any New Responsibilities Assigned to Department in the Last Two Years
7. Any Responsibilities Transferred Out of Department in Last Two Years
8. Actual YTD FY20 Spending - *See Separate Attachment (Appendix B)*
9. Any Savings Realized by Department in FY20
10. Any Changes to External Funds
11. List of 5 Major Accomplishments in FY20 – *See Separate Attachment (Appendix C)*
12. Chief FY21 Goals, Ongoing and New Initiatives – *See Separate Attachment (Appendix D)*
13. Multi-year Projects or Investments, Discuss FY20 Ramp-up or Wind-down in Spending, and Future Year Plan
14. Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future
15. Departmental Financial and Personnel Resources Devoted to Language Access

PERSONNEL INFORMATION:

- 16. Five Year Analysis of Full Time Employees (FTEs)
- 17. Breakdown of Employees on Leave
- 18. Five Year Analysis of the Total Number of Positions
- 19. A. Breakdown of Employees by Race and Gender
 B. Breakdown of Top 10 Wage Earners by Race and Gender
- 20. Breakdown of Employees with Language Competency Other Than English
- 21. Five Year Analysis of Overtime
- 22. Amount and Justification of Any Stipends
- 23. Any Hiring Challenges Experienced This Year

CONTRACTS - See Separate Attachment (Appendix E)

- 24. Overview of Current Contracts
- 25. Breakdown of Contracts
- 26. Any Barriers to Contractor Diversity in Department Contracts
- 27. Narrative on Contracts Over \$100,000

PERFORMANCE MEASURES

REVOLVING FUNDS - See Separate Attachment (Appendix F)

2) Detail on "Other" and "Misc" Line Items

Account Description	Amount	Details
Other Supplies	\$9,800	Small items for community events, paper goods and utensils, various items for South End Fitness Center (shower curtains, soap, paint, etc.), food pantry items (freezer bags, trash bags, etc.)
Other Services	\$127,500	EMS insurance settlements, microscope calibration services for school-based health centers

3) Three Largest Budget Increases from FY20

	Account	Amount	% Change	Explanation
1.	Base Salaries	\$4,826,031	7.7%	Collective bargaining, step increases, additional FTEs
2.	Fringe Benefits	\$1,010,352	2.6%	Increased health insurance and other fringe benefit costs
3.	Differential Pay	\$860,598	5.6%	Collective bargaining increases

4) Three Largest Budget Reductions from FY20

	Account	Amount	% Change	Explanation
1.	Utilities - Natural Gas	\$153,168	26.3%	Reduced based on actual expenses
2.	Computer Equipment	\$12,699	18.1%	Reduced based on actual expenses
3.	Office Supplies	\$8,356	5.3%	Reduced based on actual expenses

5) Other Significant Budget Expansions or Reductions - N/A

6) Any New Responsibilities Assigned to Department in the Last Two Years

In establishing the Mayor's Office of Recovery Services (ORS) in 2015, Mayor Martin J. Walsh advanced efforts in identifying substance use and recovery as a top priority for his administration. Boston's Office of Recovery Services is the first municipal office in the U.S. that solely focuses on expanding recovery services across sectors, advocating for evidence-based practices, building community partnerships, and sharing information related to recovery services and strategies. This past year, the City's Health and Human Services launched a strategic planning process to further elevate the issues and efforts associated with substance use and recovery to support individuals and communities in Boston and advance the national conversation. The re-organization efforts integrated the operational aims and structure of the Mayor's Office for Recovery Services and the BPHC's Bureau of Recovery Services as one aligned office supporting a united vision for the future of recovery services for the City of Boston. Recovery Services coordinates across all departments and directly reports to the Cabinet Chief of Health and Human Services alongside BPHC and EMS.

7) Any Responsibilities Transferred Out of Department in Last Two Years - N/A

- 8) Actual YTD FY20 Spending** - *See Separate Attachment (Appendix B)*
- 9) FY20 Savings Realized by Department** - BPHC has some salary savings due to regular employee attrition; however, we are forecasting a deficit due to increased overtime expenses.
- 10) Changes to External Funds** - *See Separate Attachment (Appendix F)*
- 11) List of 5 Major Accomplishments - FY20** – *See Separate Attachment (Appendix C)*
- 12) Chief FY21 Goals, Ongoing and New Initiatives** – *See Separate Attachment (Appendix D)*
- 13) Multi-year Projects or Investments, Discuss FY20 Ramp-up or Wind-down in Spending, and Future Year Plan** - Please see attachment for multi-year capital projects (Appendix G)
- 14) Any Expanded Budget Authority Not Granted, But Plan to Resubmit in Future** - N/A

15) Departmental Financial and Personnel Resources Devoted to Language Access

FY20 Language Communications Access (LCA) Allocation (in ONS Budget) - \$0

Other Financial and Personnel Resources - BPHC has nearly \$30,000 budgeted for translation services. Since 2019, BPHC has hired 150 staff who have some fluency in other languages. Please see #20 for specific languages.

16) Five Year Analysis of Full-Time Equivalents as of January 1

	FY17	FY18	FY19	FY20	FY21 Projected
Internal FTEs	827.4	844.8	832.4	846.9	847.9
External FTEs	246.6	243.1	215.4	245.5	254.6
Total FTEs	1,074	1,087.9	1,047.8	1,092.4	1,102.5

17) Breakdown of Instances of Employees on Leave

Leave Type	FY19	FY20 (Through 4/27/20)
FMLA	167	179
Workers' Comp	87	89
Admin And Unpaid Leave	64	125

18) Five Year Analysis of the Total Number of Positions

	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Recommended
Total Full-Time Positions (Permanent)	1118	1090	1128	1145	1146
Total Part-Time Positions (Permanent)	26	41	40	40	40
Contracted Positions - Physicians	6	5	5	5	5
Total Headcount	1150	1136	1173	1190	1191

19A) Breakdown of Employees by Race and Gender - BPHC All

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
American Indian/Alaska Native	2	1	3	0%
Asian/Pacific Islander	36	20	56	5%
Black or African American	222	186	408	34%
Hispanic or Latino	89	69	158	13%
Not Specified	29	20	49	4%
Two or More Races	8	4	12	1%
White	207	306	513	43%
Total	593	606	1199	100%
% of Total	49%	51%	100%	

19A) Breakdown of Employees by Race and Gender - Emergency Medical Services (EMS) Only

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
American Indian/Alaska Native	0	1	1	0%
Asian/Pacific Islander	5	10	15	4%
Black or African American	23	29	52	13%
Hispanic or Latino	14	20	34	8%
Not Specified	3	7	10	2%
Two or More Races	2	3	5	1%
White	85	209	294	72%
Total	132	279	411	100%
% of Total	32%	68%	100%	

19A) Breakdown of Employees by Race and Gender - Bureau of Recovery Services (BRS) Only

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
American Indian/Alaska Native	0	0	0	0%
Asian/Pacific Islander	1	0	1	1%
Black or African American	46	41	87	54%
Hispanic or Latino	22	10	32	20%
Not Specified	3	0	3	2%
Two or More Races	0	0	0	0%
White	22	17	39	24%
Total	94	68	162	100%
% of Total	58%	42%	100%	

19A) Breakdown of Employees by Race and Gender - All Other BPHC Bureaus (Non-EMS, Non-BRS)

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
American Indian/Alaska Native	2	0	2	0%
Asian/Pacific Islander	30	10	40	6%
Black or African American	153	116	269	43%
Hispanic or Latino	53	39	92	15%
Not Specified	23	13	36	6%
Two or More Races	6	1	7	1%
White	100	80	180	29%
Total	367	259	626	100%
% of Total	59%	41%	100%	

19B) Breakdown of Top Ten Dept Salaries by Race and Gender

Active Employees as of April 1, 2020

	Female	Male	Total	% of Total
Asian/Pacific Islander	0	1	1	10%
Hispanic or Latino	1	0	1	10%
White	4	4	8	80%
Total	5	5	10	100%
% of Total	50%	50%	100%	

20) Employee Counts with Language Competency in the Volunteer Pool -

Language	# of employees*	Language	# of employees*
Spanish	76	Somali	3
French	14	Arabic	2
Cape Verdean Creole	13	German	2
Haitian Creole	10	Hindi	2
Portuguese	6	Vietnamese	2
Chinese	5	Other languages	15

***Data only from hires since 2019**

21) Five Year Overtime History

Bureau	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projections	FY21 Recom
Administration	\$285,663	\$359,447	\$1,359	\$500,016	\$400,000
Child, Adolescent & Family Health	\$7,992	\$3,400	\$7,808	\$32,079	\$0
Community Initiatives	\$4,082	\$11,521	\$6,221	\$2,882	\$0
Emergency Medical Services	\$5,093,926	\$4,928,692	\$4,768,921	\$5,285,668	\$3,860,000
Homeless Services	\$346,119	\$603,667	\$566,457	\$300,340	\$33,913
Infectious Diseases	\$4,526	\$3,461	\$5,386	\$0	\$0
Public Health Service Center	\$6,424	\$5,788	\$0	\$37	\$0

21) Five Year Overtime History

Bureau	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projections	FY21 Recom
Property Management	\$49,922	\$96,692	\$0	\$179,424	\$155,000
Recovery Services	\$236,414	\$727,558	\$605,415	\$223,559	\$0
BPHC Total Overtime	\$6,035,068	\$6,740,225	\$5,961,568	\$6,524,044	\$4,448,913

22) Amount and Justification of Any Stipends - See *Separate Attachment* (Appendix H)

23) Any Hiring Challenges Experienced This Year -

- o EMTs – Boston EMS requires all new hires to already be state certified EMTs, which significantly narrows the pool of candidates eligible to apply. Applicants must then successfully complete a written and practical exam as well as an oral interview. For the recruit academy class that started in February of this year, a total of 111 EMTs applied and by the time the process was complete, and the class started, Boston EMS was down to 16 new hires. The new EMTs then must successfully complete a 6-month recruit academy prior to promotion to EMT.
- o IT positions, Nurses, Social Workers, Campus Police Officers, Public Health Advocates, Coordinators, and Senior Research positions – It has been challenging to fill these positions given the residency requirement and relatively low salary compensation.

24, 25, 26, 27) Breakdown of contracts, contracts over \$100k - See Separate Attachment (Appendix E)

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
Number of individuals who receive trauma-informed services	367	503	1176	1200	Based on PHC-provided trauma-informed care	The increase is based on an increase of violence in our neighborhoods and an increase in the knowledge of our services. We have added a trauma team to help support residents.
% HIV services clients from communities of color	75%	73.5%	73%	75%	Based on current trend in requests	Sustaining capacity to support communities of color
Median response time for Priority 3 calls	8.5	8.2	8	8	Based on industry standard	PHC is working to increase speed of response times
Median response time for Priority 1 calls	6.3	6.2	6	6	Based on industry standard	PHC is working to increase speed of response times
Median response time for Priority 2 calls	8.6	8.2	7	7	Based on industry standard	PHC is working to increase speed of response times

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
Number of individuals placed in recovery services	9349	14253	13000	13000	Based on current trend in requests	FY19 was an outlier, which we don't have information on at this point. We anticipate FY20 and FY21 will be higher than FY18.
% of tobacco retailers adhering to youth access regulations	80.7%	52.8%	68%	75%	Based on new tobacco policies	Given the new tobacco policies, we anticipate there will be an increase in violations reflecting a learning curve among tobacco retailers. Initially, the retailers may not fully understand the new policies. As tobacco retailers' understanding of the policies improve, we believe compliance rates will improve.
Number of homeless individuals placed in permanent housing	287	502	423	465	Based on fluctuating city homeless population	We are aware and studying this trend. It could be good news, meaning there are fewer that need placement, but we are still analyzing.
% of babies who are low birthweight	8.7%	8.7%	8.6%	8.6%	Based on current trend	PHC is working to decrease % of low birthweight births

Performance Measures

Measure	FY18 Actual	FY19 Actual	FY20 Proj	FY21 Target	Comments on Targets	Trend Narrative
Adult smoking rate	16%	16.2%	15%	15%	Based on current trend	PHC is working to decrease % of adults who smoke
% of active Boston TB cases completing an adequate course of treatment	100%	100%	100%	100%	Based on current trend	PHC is continuing 100% TB treatment course completion
ED visits for asthma in children ages 5 and younger (per 10,000)	319.4	319.4	232	296	Based on current trend	Given the bad flu season and the current respiratory pandemic, COVID19, we anticipate more acute asthma incidents among children under 5. Also, global warming is contributing to adverse outcomes for children with asthma.
Individuals served by the Mayor's Health Line (MHL)	12697	8897	12000	12500	Based on current trend	MHL serves immigrants, and many of those immigrants are undocumented. We have seen decreases in numbers because of public charge and other Federal policies around immigration.

Department History

PUBLIC HEALTH SERVICES	FY18 Expenditure	FY19 Expenditure	FY20 Budget	FY21 Budget
Recovery Services Bureau	811,759	502,702	534,012	532,432
Residential Services	721,951	1,233,379	993,589	999,299
Resources and Referral Center	1,049,173	2,869,024	3,895,418	4,260,553
Risk Reduction and Overdose Prevention	750,726	826,336	1,281,448	1,360,411
Specialized Outpatient Counseling Services	1,295,812	1,094,369	1,181,379	1,227,626
Total Recovery Services Bureau	4,629,421	6,525,810	7,885,846	8,380,322
CAHD Health Services	3,372,493	3,361,346	3,605,541	3,785,625
Child, Adolescent and Family Health	521,152	598,068	840,298	886,666
Family Justice Center	252,788	346,041	382,833	397,215
Healthy Baby/Healthy Child	3,458,241	3,416,194	3,960,329	3,939,633
VIP/Trauma Prevention	2,399,799	2,966,646	3,266,236	3,658,653
Youth Development Network	517,374	589,260	645,237	597,505
Total Child, Adolescent & Family Health Bureau	10,521,847	11,277,555	12,700,475	13,265,297
Asthma Prevention and Healthy Homes	554,786	725,471	726,923	777,574
Biological Safety	66,341	134,222	154,806	129,764
Community Initiatives Bureau	732,917	699,942	832,885	866,605
Environmental Hazards	1,211,238	1,660,185	1,778,719	1,879,052
Health Promotion	773,484	771,363	832,322	864,664
Injury Prevention	210,431	247,599	234,265	246,178
Mayor's Health Line	363,477	315,588	428,991	433,718
Public Health Wellness Center	338,872	415,037	424,630	428,141
Tobacco Control	71,051	105,123	83,911	105,581
Total Community Initiatives Bureau	4,789,636	5,074,530	5,497,452	5,731,276
Emergency Medical Services	55,803,919	59,430,511	62,069,171	69,748,143
Homeless Services Bureau	6,409,070	6,976,490	7,046,089	7,516,020
Communicable Diseases Control	1,674,017	2,025,117	2,154,137	2,207,816
Education and Outreach	1,946,904	1,511,750	1,938,855	2,119,028
State of Emergency for Communities of Color	100,000	-	100,000	100,000
Infectious Disease Bureau	223,917	536,047	633,955	678,946
Total Infectious Diseases Bureau	3,944,838	4,072,914	4,826,947	5,105,790
Accreditation and Quality Improvement	229,976	215,392	246,462	237,014
Communications	368,601	372,252	550,880	560,243
Community Health Centers	4,109,987	3,634,531	3,786,772	3,786,772
Consortium for Professional Development	806,198	827,918	905,244	908,640
Information Technology Services	4,581,807	4,196,497	4,026,355	4,138,319
Intergovernmental Relations	251,009	278,569	287,972	243,806
Program Operations	2,522,585	2,458,547	2,341,043	2,576,558
Public Health Preparedness	240,172	201,134	188,859	192,920
Racial Equity and Health Improvement	737,579	891,738	765,642	707,304
Research and Evaluation	1,278,522	1,406,200	1,548,618	1,773,197
Total Public Health Service Centers	15,126,436	14,482,778	14,647,847	15,124,773
Total Public Health Services Expenditures	101,225,167	107,840,588	114,673,827	124,871,622
Program Revenue EMS	36,608,223	34,231,606	38,812,684	37,780,532
Program Revenue Non EMS	421,043	376,291	420,000	-
Public Health Program Revenue	37,029,266	34,607,897	39,232,684	37,780,532
TOTAL PUBLIC HEALTH SERVICES	64,195,901	73,232,691	75,441,143	87,091,090

ADMINISTRATION	FY18 Expenditure	FY19 Expenditure	FY20 Budget	FY21 Budget
Administration	290,660	741,679	580,855	573,217
Budget and Grants Office	1,368,598	1,375,218	1,378,336	1,431,786
Executive Director	1,254,105	1,331,011	1,264,677	1,296,348
Finance	3,262,684	3,666,180	3,190,924	3,300,663
Human Resources	1,349,064	1,326,170	1,572,066	1,645,168
Labor and Employment	412,605	419,946	456,719	465,146
Office of the General Counsel	1,081,214	757,241	768,164	915,442
Security Administration	3,662,174	3,758,076	3,737,940	4,199,800
Public Health Nursing Administration	2,971	5,747	12,500	12,500
Programs Professional Development			-	14,000
Health Insurance - Retirees	1,937,900	2,158,965	2,034,859	-
Administration Expenditures	14,621,975	15,540,233	14,997,039	13,854,070
Administration Revenue	5,357,600	4,857,883	4,002,827	4,286,383
TOTAL ADMINISTRATION	9,264,375	10,682,350	10,994,212	9,567,687
PROPERTY DIVISIONS	FY18 Expenditure	FY19 Expenditure	FY20 Budget	FY21 Budget
Albany Street Campus	876,089	828,318	844,707	896,401
Long Island Campus	970,022	1,083,834	1,294,740	1,329,587
Mattapan Campus	877,345	853,039	1,190,451	1,274,387
Northampton Square	1,670,105	1,353,058	1,642,172	1,854,755
Property Administration	739,328	844,029	950,115	933,647
Southampton Campus	545,698	1,152,885	1,121,887	1,151,075
Environmental Remediation	25,017	-	-	-
Total Property Expenditures	5,703,604	6,115,163	7,044,073	7,439,852
Property Revenue	2,676,899	2,664,342	2,324,000	2,555,000
TOTAL PROPERTY	3,026,705	3,450,821	4,720,073	4,884,852
OTHER EXPENDITURES	FY18 Expenditure	FY19 Expenditure	FY20 Budget	FY21 Budget
Other Post Employment Benefits (OPEB)	2,250,000	2,250,000	2,250,000	2,250,000
Total Other Expenditures	2,250,000	2,250,000	2,250,000	2,250,000
Change in Fund Balance	826,358	(1,648,460)	-	(1,320,100)
COB Appropriation Grand Total	79,563,339	87,967,402	93,405,428	102,473,529

Appendix B

City of Boston
Summarized Appropriations by Department
Budget Year 2020
as of March 31, 2020

<u>Fund</u>	<u>Descr</u>	<u>Dept</u>	<u>Description</u>	<u>Acct</u>	<u>Descr</u>	<u>Bdgtd</u>	<u>Encumb</u>	<u>Expend</u>	<u>Avail</u>
100	General Fund	620000	Public Health Commiss	56200	Special Appropriation	93,405,427.00	-	93,955,999.27	(550,572.27)
			Public Health Commiss Total			93,405,427.00	-	93,955,999.27	(550,572.27)

Boston Public Health Commission (BPHC) FY20 Accomplishments

Commission Wide

Updates on Initiatives Planned for FY20

- 2019-2021 Strategic Plan:
 - Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents;
 - 12 Health Equity Champions recruited across the Commission
 - Launch of Equitable Procurement policy to increase the Commission's contracting/purchasing with certified underrepresented businesses
 - Promote and sustain a work environment where staff thrive and achieve personal and professional growth;
 - Launch of the Professional Development Steering Committee
 - 12 new staff joined the Racial Justice & Health Equity Professional Development Series (PDS) Facilitation Team
 - Grow capacity to use technology and data to drive programming and partnerships to improve health outcomes
 - BPHC's first Privacy Officer hired by General Counsel
 - Launched the Informatics Self-Assessment Tool
 - Proactively sustain, enhance, and create partnerships to improve the health of Boston.
 - Ongoing partnerships with 5 Accountable Care Organizations
 - Released the 2019 Boston Community Health Needs Assessment (CHNA) report through an unprecedented collaborative effort with over 100 groups and organizations representing health care, public health, education, community development, social services, economic development, housing, transportation, the environment, and other sectors.

Emergency Medical Services (EMS)

Updates on Initiatives Planned for FY20

- Patient Care Services
 - Continue to improve patient care services through the following functions: work to maintain full staffing through ongoing retention and recruitment efforts, seek opportunities to advance operations and patient care capabilities, including evaluation of new equipment, training opportunities, and protocols, plan replacement schedule for all life-saving critical equipment, drive operational advancements and improvements in services through the use and analysis of Boston EMS data, promote training and awareness among personnel on topics such as human trafficking, Alzheimer's, and other topics affecting vulnerable populations in the city, expand partnerships and collaborations with public safety and city partners.
 - For FY20, Boston EMS was approved for 4 additional FTEs, allowing for the expansion of Squad 80, the Community Assistance Team, to 7 days per week,

and the assignment of an experienced department member to coordinate recruitment and diversity efforts.

- On January 14th, Boston EMS hosted a Graduation Ceremony at Faneuil Hall. A total of 24 EMT-Recruits were promoted to the rank of EMT, another
 - On February 3rd, Boston EMS began recruit academy 2020-1, with another 15 EMTs.
 - Boston EMS has partnered with a company by the name of CORTI, to explore the use of artificial intelligence to assist call takers in early recognition of potential cardiac arrests.
 - In July and August of 2019, a MONUM fellow worked with Boston EMS to research language capacity and calls with non-English speaking residents.
 - Two members of Boston EMS were selected to serve as Liaisons for Boston's Language and Communication Access committee, they are both bilingual, with one assigned to dispatch operations and the other to field operations.
 - Boston EMS has developed a replacement schedule for all the larger mission critical equipment, such as AEDs and monitor defibrillators.
 - Boston EMS continues to participate in the City's Vision Zero taskforce and support roadway incident data sharing, informing Boston Transportation Department's infrastructure improvement efforts. Together Boston EMS and BTD have begun working with area hospitals to expand data analysis to include hospital severity information. Boston Medical Center was approved for an IRB to support this data linkage effort.
- Promote Diversity and Professional Development
 - Continue partnership with the Office of Workforce Development to recruit qualified residents for the EMT City Academy program.
 - Increase professional development training opportunities for personnel, at all ranks.
 - Boston EMS continues to work in partnership with the Mayor's Office of Workforce Development, which supports recruitment and training of residents to become EMTs.
 - The 16 members promoted to supervisor, captain and Deputy Superintendent received leadership and professional development training.
 - In collaboration with the Boston Police Department, Boston EMS conducted enhanced personnel training for high threat incidents.
 - From January 22nd to 24th, in partnership with the Boston Office of Emergency Management and Harvard University, Boston EMS hosted a Meta-Leadership Training. The class included 42 attendees from 22 departments across Metro Boston. This served as not only a professional development for Boston EMS personnel and others, but also an opportunity to bridge communication and coordination across departments.
 - On September 10, 2019, Boston EMS entered into an agreement with the National Medical Education & Training Center (NMETC) to offer discounted rates for Boston EMS personnel enrolled in their paramedic training program (if 4 or more personnel are enrolled). Approximately 8 personnel have already benefited from this partnership.

- In February of 2020, Boston EMS bridged a partnership between NMETC and Tufts Hospital, allowing Boston EMS personnel enrolled at NMETC for paramedic training to get clinical hours at Tufts.
- Establish an Articulation Agreement with Local College
 - Work with a local community college to establish an articulation agreement allowing Boston EMS training curriculum to be recognized for college credits. This will serve as both a benefit for current and future personnel who may want to pursue a degree.
 - Boston EMS has been working collaboratively with Bunker Hill Community College, which has agreed to accept EMT and Paramedic certifications for college credit.
 - Boston EMS and Bunker Hill Community College then met with UMass Boston to discuss a pipeline for personnel to transition from an Associate to a bachelor's degree. UMass Boston has shown significant interest in being a partner in this process.
- Advance Community Preparedness
 - Promote citizen preparedness through community educational programs focused on CPR, Stop the Bleed and First Aid instruction.
 - Boston EMS secured grant funding to support a Stop the Bleed community training initiative.
 - Multiple trainings have been offered, including two at City Hall.
- Addressing Boston EMS Station Needs
 - Boston EMS currently has stations that do not adequately meet need, as well as several neighborhoods without ambulance stations. The department will continue to explore private partnerships and coordinate with the City and Boston Planning and Development Agency to site and develop ambulance satellite stations.
 - Boston EMS is working closely with the City of Boston to align station needs with existing construction projects and priorities.

FY20 Accomplishments

- Deployed 21 Basic Life Support ambulances (Staffed by Emergency Medical Technicians) and 5 Advanced Life Support units (Paramedic staffed), from 16 stations throughout the City, during peak day and evening shifts.
- Completed one EMT training academy in January and a second expected to complete prior to the end of the fiscal year.
- On February 24th sixteen department members were promoted. They included six personnel promoted to the rank of Paramedic, four to Lieutenant, four to Captain, and two Deputy Superintendents. Please join us in congratulating them in their new roles.
- Boston EMS continues collaborative efforts with the Office of Workforce Development, supporting career pathways for Boston residents.
- The Cardiac Arrest CARES Utstein Survival rate for Boston EMS is at 56.1% (compared to 33.2% nationally), for witnessed cardiac arrests with a shockable rhythm, highlighting the great work of our personnel.
- In CY2019, Boston EMS personnel:

- Responded to 127,802 clinical incidents, resulting in 159,346 ambulance responses and 86,570 patient transports
- Provided medical coverage for 840 special events
- Received a 98% Good/Excellent patient satisfaction rating
- Taught 1,308 individuals taught hands-only CPR
- Provided 192 hours of car seat program hours of operation, with 641 car seat appointments. A total of 121 car seats were found to be incorrectly installed.
- COVID-19 Response:
 - Personnel Safety: Boston EMS' foremost priority has been ensuring the safety of our workforce. In addition to sourcing personal protective equipment from all available vendors, while ensuring the quality of products delivered, Boston EMS materials management has been manufacturing their own face shields when supplies ran low. Furthermore, the department's Medical Director has been monitoring national, local and department trends, ensuring personnel are provided the most current guidelines for ensuring their safety, from what PPE to don, incorporation of new medical equipment, to protective measures to take during the provision of patient care.
 - Patient Care: From dispatch operations to the field, Boston EMS has sustained vital emergency medical services for all in Boston who require pre-hospital care. Even with the changing guidelines and protocols, personnel continue to offer compassionate and proficient care.
 - Frequent Communication & Coordination: Boston EMS hosts daily calls (7 days per week) with leaders from all areas of the department to ensure active coordination and that they receive the most up-to-date information. Additionally, daily emails are sent department-wide providing the most current data, including city-wide case counts, department members out due to COVID-19 and call volume, as well as necessary updates. Additionally, Boston EMS has assigned members to staff positions at Boston Hope, the Medical Intelligence Center and the City's Emergency Operations Center, as well as frequently communicating with hospital and EMS partners.
 - Implementation of EMS Telehealth: Boston EMS worked in collaboration with the state Office of EMS to secure approval to institute telehealth, including transfer of low acuity 911 calls to physicians and the ability of personnel in the field to contact the telehealth doctors for treatment in place (no transport). Boston EMS contracted with a team of Boston Medical Center emergency physicians to provide the telehealth consultations. Field-based piloting began on April 10th and 911 call transfers started on April 20, 2020. This effort allows for patients to receive more appropriate care and reduce both EMS and hospital surge, reserving life-saving resources for the most critically ill.
 - Wellness ChatBot: In partnership with MIT and the Mayor's Office of New Urban Mechanics, Boston EMS developed a daily text sent to personnel, 30 minutes before their shift, asking if they have symptoms consistent with COVID-19. A 'yes' response notifies the designated infection control team and informs them to call dispatch to be taken off the schedule. A 'no' response thanks them for their service and allows them to communicate any critical need.
 - Mental Health: Boston EMS' Peer Support team has been actively working to make services available to personnel, including development of a website (in coordination with the department's training division) to centrally manage mental health services and guidance. Furthermore, they are bringing care packages and supporting the needs of sick employees.

- Infection Control Team: A team of nurses and physicians have been supporting personnel needs associated with exposures and COVID-19 related illness. This active coordination has been vital for supporting personnel wellness. All personnel out due to COVID receive daily calls, checking on their health and needs.
- Development of an eLearning Platform: Individuals enrolled in the Boston EMS EMT course were rapidly transitioned to an e-learning platform to maintain course instruction, so they can continue to work toward their EMT certification. Maintaining a pipeline of certified EMTs is essential for hiring. Additionally, the training division has expanded eLearning options for personnel.

<i>Community Initiatives Bureau (CIB)</i>
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Updates on Initiatives Planned for FY20

- Environmental & Occupational Health
 - Complete project to develop and implement a new database for the Biosafety Program including configuration/setup, staff training, migration of existing data, and daily operation/use of the system by June 30, 2020.
 - After revising our initial RFP, we posted it in late 2019. We received three applicants in response and, after a review process and on-site interview, selected a consultant – KGC Solutions of Pittsburgh, PA. They were awarded the contract in early February and all documents have been completed. We held our first scoping session at the end of February and have set up a Microsoft Teams project to facilitate communication. We had the next virtual meeting the week of March 15 and are currently on-schedule to complete the project by June 30, 2020. However, the current COVID19 emergency may delay progress.
 - Increase public awareness of the Division’s programs through expanded public outreach at health fairs, community events, community group meetings, and partner coalitions as well as through increased presence on social media and other mass media platforms. Metrics for this goal will be counts of public events attended, social media posts, counts of services provided by the programs to show an increase over FY2019.
 - During FY2020 we have set up a calendar of key outreach events for social media promotion and scheduled blocks of pre-built Twitter tweets which have been going out through Communications.
 - We completed a successful online campaign for the Green & Clean business recognition program in FY2020 that was funded by a grant from the Aetna Foundation and have completed 936 outreach visits to small businesses under the Safe Shops Program to date this fiscal year.
 - We received a grant in January 2020 from NACCHO to conduct a series of community meetings using a health in all policies approach to address lead poisoning prevention efforts in Boston. The grant runs until June 30, 2020. We have held the first meeting already and are conducting extensive outreach to property owners, parents, community organizations, advocates, academia, and government agencies as part of this project which also promotes the program generally.
 - We continue outreach to the public through community events and group education such as our recent informational tabling event at the Boston Home

- Show in partnership with Boston Children's Hospital and a planned presentation to property owners and inspectors through Metro Boston Housing Partnership.
 - We have not yet seen a marked increase in requests to the Division's programs, but there are a number of confounding factors to work against so we expect this to be a priority issue over several years.
 - Incorporate comprehensive healthy homes assessments and referrals into all home visit activities including lead and environmental hazards inspections.
 - During the first half of FY2020, field staff were trained in the use of the checklist and conducted a pilot test of the checklist. Based on their feedback, the checklist was modified and finalized. All staff are now expected to use the checklist on home visits and forward completed checklists to Healthy Homes for data analysis and referral connections. A checklist reminder item has been built into the Accela case management system for the Environmental Hazards staff. Implementation has been delayed by the current COVID-19 pandemic and related public health emergency.
 - Expand the training and occupational health components of the division through more Renovation, Repair, and Painting (RRP), Moderate Risk De-leading, and in-shop occupational health trainings to show an increase over FY2019 (20% increase).
 - Renovation, Repair, and Painting (RRP) training was scheduled to begin in early April 2020 but has been postponed due to the COVID-19 public health emergency. We have secured training space and are working on purchasing remaining supplies once the emergency is over. We expect to begin training in FY2021 and may need to modify plan to meet COVID-9 social distancing requirements.
 - Moderate Risk Deleading saw an increase in class attendance. To date in FY2020, the program has held 6 trainings with a total attendance of 69 people. For the same period (July-March) of FY2019 6 trainings were also held and had a total attendance of 55 people. That is an increase of 25.45% over the attendance of the previous fiscal year.
 - Safe Shops provided 63 in-shop trainings for 249 people in FY2019. To date (March 2020) in FY2020 the program has provided 55 trainings for 94 people in total. The apparent discrepancy is due to two factors. First, the FY2019 trainings include a great deal of outreach trainings associated with getting nail salons in compliance with the ventilation regulation, making the number artificially high. Second, the numbers for FY2020 only cover 8 months and field work has been disrupted by the COVID-19 public health emergency. Despite this, the training numbers for this fiscal year are very promising.
 - Start first round of 35 Boston funeral home inspections in May 2019 and continue inspections on annual basis. The goal of this initiative is to maintain BPHC's current record of 100% compliance with applications and successfully passed inspections of facilities.
 - All funeral directors were permitted, and all funeral homes inspected in CY2019. Renewals for CY2020 begin in April and expect to proceed without problems. This is now in routine business and can be removed from program initiatives called out for special attention.
- South End Fitness Center (SEFC)

- Create marketing campaign to increase the presence and visibility of the South End Fitness Center. The SEFC is working with CIB and BPHC Communications staff to create new and more modern marketing materials that highlight the gym’s assets including the pool and basketball court, and affordable membership fees.
 - The Communications Office went through a rebranding process with South End Fitness Center and created a new logo for SEFC. In addition to the new logo, the Communication team developed new marketing materials and webpage.

- Health Access & Wellness Services
 - Increase the number of unique HelpSteps users, and number of visits to the HelpSteps App and website. MHL staff will increase the number of HelpSteps trainings from 14 in FY19 to 20 in FY20. MHL will create a HelpSteps “how to” video tutorial to share with community-based organizations and Community Health Centers. MHL will leverage BPHC social media platforms to increase HelpSteps’ visibility and promote the partnership with Mass211, Children’s Hospital and the Greater Boston Food Bank.
 - The weekly usership of HelpSteps tripled in early March, due to the COVID-19 crisis. Mass211 directs their users and case managers to HelpSteps which has contributed to the increase. Due to COVID19 we had to cancel several HelpSteps trainings. We will likely complete 15 trainings in FY20. MHL created a HelpSteps video tutorial that is available on YouTube. MHL created several new social media posts which highlighted community partnerships.

- Healthy Homes & Community Supports
 - Launch an inter-division program referral integration pilot across CIB. Healthy Homes and Community Supports Program is managing the pilot and inter-division collaboration across staff levels, implementing operations priorities, overseeing program data and analysis, and initiating and sustaining work in quality improvement.
 - CIB field staff for the Asthma, Hazards, and Lead Programs completed a year-long pilot which resulted in 130 direct referrals for Boston residents. Almost half of the referrals were to BPHC programs and the other half to other city agencies or community partners. The pilot tested for what residents needed as vital resources for establishing and maintaining a healthy and safe home. After implementing multiple iterations of the assessment tool, the initiative is now transitioning into an electronic version of this referral system through a RedCap App, which will be evaluated in the field for efficiency, ease of data analysis, and performance management. CIB is also looking to extend this initiative as a collaboration with local neighborhood associations, in order to bring critical resources and public health education to residents, particularly those most vulnerable.
 - The Tobacco Control Program will initiate a quality improvement project that will improve policy enforcement and training for tobacco vendors in the City of Boston.
 - The Tobacco Control Program laid the foundation for quality improvement work by documenting Standard Operating Procedures (SOP) to create uniformity, consistency, efficiency, reduce errors, and standardize program functions including permit renewals, citation appeals, hearing, permit suspensions, petty cash, merchant inspections, and compliance checks. Staff are currently

implementing finalized SOP on an ongoing basis and will use updated procedures to identify a concrete quality improvement project in the final months of the fiscal year.

- The Tobacco Control Program developed an orientation video for Boston tobacco retailers. The video informs and educates retailers about the permitting process, tobacco regulations, and provide a quick overview of the regulations' significance and purpose. The training video, which has been translated in Spanish, will be available online and will replace the mandatory in-person orientation that retailers must attend prior to obtaining a tobacco permit. The video will be posted on our website and made available the general public once the Massachusetts Tobacco Law is promulgated to ensure full alignment between local and state regulatory communications.

FY20 Accomplishments

- **Chronic Disease Prevention & Control Division**
 - 6100 people participated in 30 weekly Summer Fitness Series classes in 19 neighborhoods.
 - 12 childcare programs, serving 318 children (age 0-5), participated in Boston Healthy Childcare Initiative's training and technical assistance learning collaborative and workshops. Trainings were held in English and Spanish.
 - 11 after school programs, serving 815 youth (ages 5-12), participated in the Out of School Time Physical Activity and Nutrition (OSNAP) training and technical assistance learning collaborative.
 - 30 BCYF centers received technical assistance on supporting availability of healthy beverages and healthy vending.
 - Held 5 trainings for BPHC employees on how to access SNAP benefits for clients.
 - Submitted comments and recommendations on 7 state and federal food access policies.
 - Held 11 community nutrition education sessions and distributed 900 pieces of educational material, including ReThink Your Drink, Swap the Salt, and City of Boston Food Resource Maps to community members at tabling events.
 - 45 residents participated in this year's Pink and Black Educational and Support Network activities.
 - 26 community and cancer experts serve on BPHC's Cancer Advisory Group (CAG). The CAG met twice this year and begun development of a city-wide cancer plan.
- **Healthy Homes and Community Supports Division**
 - **Policy Advocacy and Advancement:** BPHC staff responded to the vaping epidemic and longstanding health inequities reinforced by menthol tobacco products. On July 19, 2019, BPHC in collaboration with the Codman Square Neighborhood Council and the Mayor's Office of Health and Human Services convened a "Menthol and Vaping Community Forum." This forum brought together over 150 community residents, advocates and city officials together for a dialogue on menthol and other flavored tobacco products epidemic among youth and the impact on community health. The forum featured a panel made up of local anti-tobacco advocacy youths, a healthcare provider, affected family member, and a smoker. Youth leaders and other community members strongly recommended banning menthol and restricting the sale of other tobacco and vaping products.

- Governor Baker's Emergency Vaping Ban Response: Shortly after Governor Baker's Emergency Vaping Ban was initiated on September 24, 2019, the Boston Public Health Commission implemented the MTCP vaping ban in over 800 tobacco retail settings across the city.
 - The BPHC Tobacco Control and Prevention program employs three compliance officers so the BPHC's Executive Director temporarily re-assigned 20 front line and managerial staff of the Community Initiative Bureau to conduct in-person education/inspections at Boston's 800 permitted tobacco retailers. Staff participated in a training on the emergency ban, the potential health effects of vape products, available cessation services, enforcement materials and procedures for conducting education/inspections. Staff were assigned between 12-83 (the 3 Tobacco Control Compliance Officers were each assigned 83 retailers) and given 2 weeks to conduct the visits.
 - The Boston Tobacco Control & Prevention Program conducted 60 follow up compliance inspections at locations that during the initial visit the retailer was either found to be non-compliant or the initial visit was unsuccessful. As a result of the recently passed Mass. Tobacco Law, during the months of January-March, Boston Tobacco Control Compliance Officers have been conducting comprehensive education on the Mass. Tobacco law during their regularly scheduled merchant inspections/pricing surveys. Because of the complexity of the new law, many clerks are not comfortable relaying the information to their owners/managers and as a result, Compliance Officers are asked to wait until management can be contacted via phone or come to the business to receive the education in-person. As a result, the length of the time that is spent in each store has increased substantially; Prior to the state policy changes the average time spent in the store conducting merchant inspections was 15 minutes, but with the additional educational component the average visit now takes 30 minutes to complete.
- Conducted Public Comment and Hearing on Boston's Youth Access Regulations: In September of 2019, BPHC led a public engagement process to gather community input on proposed regulations for vaping and tobacco use among youth in Boston. Tobacco Control Program staff facilitated a public comment period and public hearing before a vote on the amendments, which proposed that the sale of mint and menthol nicotine and tobacco products be prohibited except in verified adult-only tobacco retailers. Staff engaged all Boston tobacco retailers via direct mail. The public hearing and comment period, which ran from September 18 – November 8, was published in The Boston Globe and online, and garnered oral testimony from 56 people and written testimony from 210 constituents.
- Implementation of 2019 Boston's Youth Access Regulations and Massachusetts Tobacco Amendments: On November 25, 2019, the Boston Board of Health unanimously approved amendments to Boston's Youth Access Regulations to include mint, menthol, and wintergreen flavored tobacco and nicotine products in the Board's existing flavored tobacco sales restrictions. The amendments expand identification checking to customers of all ages and require ID checks at the front door for all 21+ adult-only retailers. State legislation signed into law shortly thereafter, An Act Modernizing Tobacco Control, established additional access protections which BPHC's Tobacco Control Program will play an important role in enforcing locally. Amendments took effect immediately, except for restrictions on the sale of mint, menthol, and

wintergreen tobacco products, which will take effect on June 1, 2020, in alignment with the implementation timeline for state-level regulation. This allowed for flavored vaping products to remain out of the retail market at the conclusion of Governor Baker's vaping ban. After Board approval, BPHC's implementation efforts began immediately:

- In December, BPHC's Tobacco Control Program sent direct mailings to all permitted tobacco retailers in Boston, including a letter and infographics highlighting the key provisions of the new state and local laws.
- Tobacco Control Program staff are continually working with the state Department of Public Health to inform the regulated community about state regulations. This includes educational site visits to all permitted tobacco retail establishments in Boston to ensure that retailers know how and are ready to comply with new mint and menthol tobacco product regulations by the June 1, 2020 implementation date.
- BPHC will publish final implementation guidelines for retailers once the Massachusetts Tobacco Law is promulgated.
- Smoke-Free Housing Trainings/Technical Assistance, Transitions & Material Distribution:
 - Provided 4 large trainings for 28 Section 8 landlords and 3 large management staff who are transitioning their properties to be smoke-free. Combined, these landlords own a total of 7,067 Section 8 and other affordable units across Boston. About 17,668 residents are impacted by implementation of a smoke-free policy.
 - Received and addressed 41 second smoke complaints for residents living in multi-unit family buildings across Boston neighborhoods.
 - Distributed 3,350 smoke free housing materials for landlords and tenants
- Permits: Permitted 800 retailers to sell tobacco products (compared to 840 by this time in FY19)
- Inspection and Enforcement Activities:
 - Conducted over 950 inspections and educational visits at permitted retailers to ensure compliance with the City tobacco regulations (compared to 900 inspections in FY19)
 - Conducted over 220 compliance checks at permitted retailers to ensure that they are not selling tobacco products to under-aged youth. Note: We were scheduled to conduct more than 1,100 compliance checks during the months of April-June 2020. The program is uncertain if this goal will be met due to COVID-19.
- Tobacco Prevention & Control Program
 - Scheduled and oversaw 121 permit suspensions resulting from violations of the Youth Access regulation, which is comparable to permit suspensions in FY19
 - Responded to 17 complaints of smoking in the workplace and underage sales violations (compared to 35 complaints in FY19)
 - Issued over 200 violations for under-aged sales (compared to 300 violations in FY19)
 - Distributed 3,500 e-cigarette educational materials to educate on the health impacts of vaping.
 - In partnership with Health Resources in Action, BPHC trained over 220 educators, social workers, and community health care workers on youth vaping through a workshop entitled "The New Look of Nicotine Addiction." Content

informed participants about the tactics tobacco and vaping industries use to hook youth, and about how parents and teachers can fight the teen vaping epidemic.

- Publication: In August 2019 a manuscript entitled "Evaluating tobacco retailer experience and compliance with a flavored tobacco product restriction in Boston, MA: impact on product availability, advertisement, and consumer demand" was published in Tobacco Control Journal. Tobacco Control Program-Director Nikysha Harding is a co-author on the article.
- Asthma Prevention and Control Program
 - Launched a joint Asthma and EMS project to address the over 1400 EMS Asthma calls to identify trends in aggregate data to inform Asthma Program priorities.
 - Conducted professional development on Asthma for over 150 BPS Nurses and supported asthma case management and environmental policies and practices.
 - Conducted community outreach and presentations to over 1000 Boston residents and providers to promote effective asthma management and trigger reduction.
 - Convened over 150 asthma stakeholders across the clinical, school, childcare and housing sectors within Boston to improve care standards and care coordination (Boston Asthma Partners, Boston Asthma Home Visit Collaborative & CHWs, Boston Asthma Nurses Collaborative).
 - Presented nationally on our model programs at APHA 2019 and NACCHO 2019 on our Boston Asthma Home Visit Collaborative Model, Prevention and Wellness Trust Fund Boston Partnership Model, and the link between Asthma and Obesity.
 - Conducted two Asthma Home Visit Core Competency Trainings (each include 4-days for CHWs, 1.5 days for supervisors) as the master trainers contracted by MDPH. Trained a total of 43 participants from across MA to provide fundamental training in asthma basics, environmental risk factors and home assessment, home visit tips and tools plus motivational interviewing. This effort complements the work of the division staff to provide mentorship and TA to programs and CHWs to support effective asthma home visit programs across Massachusetts and beyond.
 - Worked with Boston Public Schools (BPS) to provide asthma professional development, technical assistance and training to 150 BPS nurses. Presented at their Sept 4, 2019 Nurse Training Day and Feb 1, 2020 Care Coordination and Case Management Training for Boston nurses in partnership with BPS and Boston Children's Hospital.
 - Boston Asthma Partnership (BAP) – creating effective Clinical-Community Linkages: we convened over 20 key clinical and community partners, primarily serving high-priority neighborhoods of Roxbury and Dorchester, as a collaborative to improve standardized, evidence-based care practices and care coordination for asthma. Partners include Boston Medical Center, Boston Children's Hospital, Tufts Medical Center, Partners Asthma Center, community health centers, Boston Public Schools, and ABCD Head Start. This is an effort to sustain and expand the partnership previously created through the Prevention and Wellness Trust Fund..
 - Launched an asthma awareness youth engagement summer project with 16 rising 9th graders from Boston Area Health Education Center's (BAHEC). These

youth, all students of Boston Public Schools, participated in 8 sessions focused on asthma over 6 weeks. They developed a public service announcement (PSA) and asthma messaging which they presented to 80 peers at their final summer showcase and over 150 students and parents at the BAHEC closing ceremony. The asthma awareness PSA video and materials supported the Asthma Program's #EveryBreathCounts campaign. All materials are featured in the Youth & Young Adults section of the revised Asthma Program website.

- Asthma Awareness Campaign & Community Outreach Launched the “Keep Asthma in Check” campaign during back-to-school to continue promoting the #EveryBreathCounts message and pledge and conducted a series of activities in recognition of Asthma Awareness Month in May carried out by providers, parent/caregiver and Youth partners reaching over 800 participants through event tabling and community presentations. Almost 5000 postcards were distributed in English and Spanish during summer outreach events, BAHEC programs, and to BPS nurses, administrators and placed at BPS Welcome Centers during school registration. Available in 7 languages electronically for providers to distribute.
 - 2 staff awarded: On March 5th, the Asthma Program Coordinator, Nathalie Bazil, and Director, Anjali Nath, were honored at the Partners Asthma Center annual Gala event, attended by the BPHC Senior Leadership, and directors and staff of CIB and Healthy Homes Division. Over 100 guests attended the event.
 - Presented 1 oral and 1 poster presentation at the American Public Health Association (APHA) 2019 Conference focused on the Prevention and Wellness Trust Fund (PWTF) model and Boston Asthma Home Visit Collaborative (BAHVC) model: 1) An Effective Collaborative Model for Supporting and Convening CHWs Conducting Asthma Home Visits; 2) Transforming healthcare in high-risk neighborhoods through innovative clinical-community partnerships: The results of a four-year pilot.
 - Contributed as authors to APHA 2019 oral presentation on Factoring Obesity into Asthma Care lead by Harvard School of Public Health.
 - Asthma Program poster was presented at NACCHO 2019 Conference focused on Boston's Prevention and Wellness Trust Fund Pilot: A Clinical and Community Partnership Model for Pediatric Asthma, Hypertension and Elder Falls
 - Asthma Home Visit Program/Boston Asthma Home Visit Collaborative (BAHVC) The Asthma program received over 250 referrals and over 200 home visits were conducted for 90 Boston residents/families through the Boston Asthma Home Visit Collaborative.
 - The Breathe Easy at Home Program received 185 referrals from clinical sites (19 clinical sites/healthcare institutions, including from BPHC).
- Office of Oral Health
 - Conducted 96 oral health workshops for 1,500 residents including: families, children, older adults and homeless individuals in coordination and partnership with ABCD Foster Grandparents, La Alianza Hispana, The Family Health Van, Boston Housing Authority (BHA), Head Start, community-based organizations and BPHC's Homeless Services.
 - Distributed over 15,000 dental supplies, includes denture cleaning supplies and oral health tote bags. Distributed educational materials and resources to residents of

Boston including those living in BHA, ABCD Foster grandparents, and homeless individuals.

- In collaboration with Boston Area Health Education Center (BAHEC), conducted an 8-week course on Oral Health for 16 youths interested in pursuing public health careers.
- In coordination with BPHC's Child and Adolescent Health Division, trained 50 nurses, staff and on oral health prevention and resources.
- Injury Prevention Program
 - The Injury Prevention Program in partnership with Boston Building Resources distributed 400 subsidized window guards to Boston residents to prevent child window falls. This is an increase of over 150 guards reported last fiscal year.
 - In partnership with Metro Housing Boston, disseminated 4,000 window guard resources and demo video on window guard installation to 4,000 Boston Section 8 landlords.
 - Distributed 850 bicycle helmets to community groups and residents ages 3+ to promote safe cycling. This is an increase of nearly 200 helmets over the number reported in FY19.
 - Distributed 700 home safety supplies to community partners and residents.
 - Distributed over 6,000 injury prevention safety brochures and pamphlets to community partners and Boston residents on window guard resources and installation instructions, toy safety, carbon monoxide safety, winter safety, summer safety etc.
 - The Injury Prevention Program reached over 3,700 City residents through trainings and outreach events where information was provided on injury prevention strategies including but not limited to: home safety and poisoning prevention, secure storage and disposal of poisonous hazards; installation and window guard resources; older adult falls prevention and community resources; helmets fittings and resources; fire and Carbon Monoxide safety; toy safety; concussion prevention and aftercare; car seat and seat belt safety. This is an increase of nearly 1000 additional residents reached from the previous FY reporting.
 - Vision Zero "Hands Free Law While Driving" Implementation Support: On February 23, 2020 the Massachusetts "hands-free" law went in effect. This law prohibits operators of motor vehicles from using any electronic device, including mobile telephones, unless the device is used in hands-free mode. In 2019, prior to the passage of the bill, submitted written testimony in support. BPHC contributes to the development and dissemination of the "hands-free law" materials.
 - Partnership with Alzheimer's Association on the Healthy Brain Initiative: In September 2019, BPHC began a yearlong collaboration with the Alzheimer's Association to advance brain health, dementia, and dementia caregiving issues. By viewing Alzheimer's as a chronic condition, the collaboration aims to further develop and advance healthy aging work already occurring at BPHC and among other City and community partners. It is a learning opportunity for both BPHC and the Alzheimer's Association and by the end, will provide a schematic, lessons learned, and best practices that other local health departments may adopt.
 - Healthy Homes REACH-Partners in Health & Housing (PHH) Publication: On February 2020, Boston REACH: Partners in Health and Housing (PHH) article on the "Associations Between Public Housing Residency and Health Behaviors in a Cross-sectional Sample of Boston Adults" was published in Housing Policy Debate. The article is now on Taylor & Francis Online. The Boston REACH: Partners in Health and Housing, was a 4-year CDC-

funded initiative (2014-2018) with the goal was to decrease obesity and tobacco-related health conditions (two major causes of death and illness in the U.S.) in Black and Latino residents living in BHA and BHA-Administered Rental Assisted/Section 8 Housing and promote healthier home environments.

- Mayor's Health Line (MHL)
 - Mayor's Health Line (MHL) staff attended 60 outreach events. Outreach events included health insurance enrollment events where MHL staff helped residents complete applications for MassHealth and the MA Health Connector; MHL staff led health literacy workshops; MHL led Medicare information sessions; and health insurance literacy workshops.
 - The Mayor's Health Line staff completed 853 health insurance applications, helping over 1,100 people apply for coverage. The head of household for 536 out of the 853 applications spoke a language other than English.

- Environmental & Occupational Health
 - All of the following statistics are presented for the period of 7/1/2019 to 3/24/2020. Predictions about the remainder of the fiscal year have not been made due to the great uncertainty over the next 3 months due to the public health emergency surrounding the coronavirus pandemic. A worst case scenario assumes no further permit applications or non-emergency inspections for the remainder of the fiscal year where a less extreme estimate would see the numbers below increase by 10-15% for the fiscal year totals.
 - Processed 1,834 permit applications
 - 1,244 asbestos abatement project permits
 - 25 Body Art Establishment permits
 - 317 Body Art Practitioner licenses
 - 3 indoor ice rink permits
 - 142 Nail Salon operating permits
 - 14 Tanning Salon operating permits
 - 2 private well construction permits
 - 1 private well operating permit
 - 12 solid waste/recycling operating permits
 - 1 Medical Marijuana Dispensary operating permit
 - 62 Marijuana Dispensary Agent licenses
 - 5 Funeral Director licenses
 - 6 Junk Yard/Recycling/Waste Container Lot permits
 - Lead Poisoning Prevention
 - 90 cases of children poisoned by lead managed
 - 86 home lead inspections conducted
 - 49 constable-served orders to correct lead violations issued to property owners
 - 213 home family education visits conducted
 - 178 collaborative investigations of illegal deleading and lead work hazards conducted with Boston Inspectional Services and Massachusetts Department of Labor
 - 117 cease work orders issued to contractors performing illegal deleading or violating the RRP rule

- 133 educational warnings issued to contractors and property owners concerning the RRP rule
 - 29 Community outreach public events attended to distribute lead information
 - 26 group presentations or trainings conducted
 - 2,845 printed educational materials distributed
 - 69 property owners/agents trained in moderate risk deleading techniques in full-day classes at BPHC
- Community Action on Lead Project: The Division of Environmental and Occupational Health received a NACCHO grant to develop strategies to identify gaps in lead poisoning prevention policies and resources by holding a series of community meetings involving families of lead-exposed children, property owners, medical experts, advocacy groups, academics, government offices/programs, and other stakeholders. The project is scheduled to run through the end of the fiscal year and the final outcome is expected to be a report outlining key areas for new programming or policy to address gaps in service and improve primary prevention of lead exposure to guide work for the coming years.
- The Lead Poisoning Prevention Program has begun a Collaboration with Jenna David, Director of Primary Prevention and Infrastructure at the MA Department of Public Health Childhood Lead Poisoning Prevention Program to improve outreach and intervention to families of children who have a blood lead level of concern but who are not yet poisoned to prevent them from becoming poisoned.
- Collaboration with Diana Ceballos, PHD, MS, CIH from the BU School of Public Health on the prevention of take-home dust from parental work activities. This biomonitoring project is supported by a technical grant from US HUD. The project will recruit families from our Pediatric Lead Clinic with Dr. Palfrey and referral of their clients to our Moderate Risk Deleading Training Course to educate them on proper lead dust exposure, risk reduction and containment procedures.
- Environmental Hazards
 - 363 Complaints received about potential environmental health hazards, and 417 inspections conducted.
 - 71 of 130 Boston Public School buildings inspected in the annual environmental assessment of all school buildings. Inspections have been halted due to the current state of emergency and disruption to normal processes.
 - Staff provided response to requests for guidance on coronavirus issues including:
 - Advising BPHC Office of Public Health Preparedness (OPHP) on policy for use of N95 masks past their stated expiration date
 - Input on policy document for Personal Protective Equipment (PPE) for front-line BPHC staff
 - Input on operation protocols for emergency childcare services
 - Contributed to cleaning/disinfection guidance policies and fact sheets
 - Participated in planning and policy development for handling of human remains should need surge past current capacity.
 - Comment on guidance documents produced by the Massachusetts Council of Churches, Massachusetts Asthma Action Partnership, and Boston Public Schools
 - Informed 250 regulated businesses of the Governor's order closing all non-essential businesses

- Answering questions from the public and media about environmental management of the pandemic – proper cleaning, use of PPE, disposal of PPE, etc.
- The Environmental Hazards Program is part of the Investigation and Enforcement (I&E) team in partnership with Inspectional Services Department (ISD), Boston Fire Department (BFD), and Boston Police Department (BPD) to investigate properties identified as problems because of hoarding, encampments, and similar situations. The office has responded to approximately 24 such situations with the team this fiscal year so far.
- Safe Shops
 - 942 outreach visits conducted: 635 nail salon visits, 166 auto shop visits, and 141 hair salon visits.
 - 55 in-shop trainings on occupational health provided to employees of small businesses, with 94 small business employees educated
- Biosafety
 - Issued 32 annual operating permits to biological research labs in Boston: 24 BSL2 recombinant DNA, 6 BSL3/ABSL3 non-select agent, 1 BSL3/ABSL3 select agent, 1 BSL4/ABSL4
 - 13 routine regulatory inspections of biological research laboratories
 - 22 routine regulatory inspection of funeral homes
 - Convened quarterly meetings of the Boston Biosafety Committee to review proposed research protocols at the NEIDL BSL4 facility.
 - Convened quarterly meetings of the Boston Biosafety Working Group to discuss safety/security plans for the NEIDL, emergency response drills/exercises, and biosafety training needs for the city agencies.
 - ~100 people trained on safe sharps collection/disposal practices (BPHC, BPS, and Massachusetts League of Community Health Centers).

Child, Adolescent and Family Health Bureau (CAFH)

Updates on Initiatives Planned for FY20

- Substance Use Prevention
 - Align CAFH Bureau work with the Office of Recovery Services around substance use prevention. This will be done by implementing Life Skills curriculum in the Peer Leadership Institute and building a cohort of peer leaders who inform their peers in the community.
 - The Peer Leadership institute trained 8 peer leaders to deliver workshops on the Implementing Life Skills curriculum and delivered peer led workshops to 97 teens in the Boston community. In addition, the Capacity Building Training Institute partnered with the Office of Recovery Services to deliver an initiative to prevent substance use in young people.
- Healthy Start Systems Division (HSSD)
 - Begin to implement the new Healthy Start Systems Division (HSSD) strategic plan. HSSD will complete a 3-year strategic plan by June 30, 2019, to better align perinatal health services and priorities with current needs, best practices, and available resources.

- The purpose of the strategic plan is to position BPHC perinatal programs to leverage our resources to address current unmet needs in both direct services and systems approaches to improve birth outcomes for women/infants who experience the most significant inequities, including Black infants.
 - Due to staffing transitions, the HSS strategic plan was not implemented this fiscal year. The plan is to implement this in FY21.
- School-Based Health Centers
 - Align the School-Based Health Center (SBHC) program with emerging national model standards to improve program efficacy. SBHCs began reporting data to the National School-Based Health Alliance Quality Counts Initiative in September 2019 to start the process of becoming recognized by the National Center for Quality Assurance as a School-Based Medical Home. SBHCs that achieve this recognition may soon be eligible to receive higher insurance payments as these standards become more widely accepted.
 - Due to staffing transitions, the SBHC reporting was not implemented this fiscal year. The plan is to implement this in FY21.
- Start Strong
 - Launch “that’s not funny” improv program to help support young people navigating challenging conversations around relationships and social constructs.
 - The improv program did not happen due to budget constraints.
 - Create two communities of care to increase organizational capacity and promote systems change that supports young people to cultivate healthy interpersonal relationships. The goal is to provide this at New Mission High School and a Community Center/Boys and Girls Club.
 - The community of care was created – known as the Start Strong Immersion Program. Start Strong is partnering with the Tenants Development Corps and New Mission High School. Students from the Tenant Development Corps are receiving Peer Leadership training. New Mission is in the process of including staff/administration.
- Neighborhood Trauma Team Network
 - Expand marketing/branding campaign increase awareness of the Neighborhood Trauma Teams and how to access services.
 - The public awareness program was expanded in 2019. In 2019 the Boston Public Health Commission brought together a cross NTTN committee to spearhead a resident feedback effort, that included community listening sessions in the 6 Boston communities with a designated NTT (Greater Dudley, Bowdoin/Geneva and Greater Four Corners, Grove Hall, Mattapan, Jamaica Plain, and East Boston), in an effort to gain community input into the NTTN’s public awareness efforts including marketing and outreach methods and messaging, as well as facilitators and barriers to accessing services.
 - As a result of the listening sessions, the NTTN modified the look of their public awareness campaign to personalize the services by including images of NTTN front line staff. A photographer was hired to take photos of staff in various neighborhoods around Boston. The NTTN then chose which of the photos would be used in their campaign materials. A total of 6 different images were

chosen to be used on MBTA signage. Photos chosen contained the faces of NTT workers residents in that neighborhood were most likely to see following a community violence incident.

- The NTTN chose locations around the city most likely to reach their target populations. Campaign materials were located in 12 spots at 5 MBTA stations for the month of August including; Maverick, Ruggles, Forest Hills, Jackson Square and Roxbury Crossing. The total number of impressions estimated by vendor during time at the MBTA stations was 3,177,475. In addition, campaign materials were posted at 17 bus shelter locations for the months of August and September, with an estimated 4.1M impressions.
 - The Boston Public Health Commission (BPHC) ran an advertisement on Facebook between July 29, 2019 – September 29, 2019 promoting brand recall of its “Neighborhood Trauma Team” program. This advertisement was designed to maximize Ad Recall; a measurement defined by Facebook for those who are most likely to recall the brand 2-days following exposure to it. The advertising system uses a learning algorithm throughout the campaign to maximize budget and the number of users for which Ad Recall threshold is achieved. The potential reached based on Audience Definition = 420,000 users (as estimated by Facebook). Estimated daily reach by Facebook = 8.7-25k. No engagement estimate was made as the type of this campaign was to maximize Ad Recall (a measurement of individuals who will recall the brand 2 days after seeing it)
- Violence Intervention and Prevention (VIP)
 - Expand VIP to include a school-based youth led peer leadership program in 10 schools in the VIP neighborhoods (funding dependent).
 - This project did not take place because it was dependent on city funding that was not received.
 - Expand VIP to do re-entry, increase neighborhood improvements Crime Prevention Through Environmental Design (CPTED) and resident leadership initiatives (BYRNE funding dependent). CPTED is a strategy where police and others in the neighborhood identify things in the neighborhood that promote or create places conducive to crime. Often projects can include things like converting an abandoned overgrown lot to a community garden, installing lights and/or cameras; creating positive gathering spots, things that get neighbors outside connecting with neighbors, building social cohesion.
 - The project has not been started due to delays in grant funding. VIP complete Phase 1 of a 2 phase training on CPTED. 12 people were trained, including BPHC staff, BPD, VIP Community Partners and other community agency staff

FY20 Accomplishments

- 134 high school students participated in summer and academic year activities related to careers in healthcare and public health through the Boston Area Health Education Center.
- 300 high school students provided sexual health education by the Health Resource Center.
- More than 40 peer leaders trained to provide health education to young people by the Peer Leadership Institute
- There were 5,500 visits to School Based Health Centers, including an estimated 500 to occur through new telehealth option from late April – June.

- 189 BPS high school students received dropout prevention case management by the Youth Development Network.
- 900 mothers, children, and families were provided case management to support infant and maternal health by Healthy Baby Healthy Child.
- 41 families currently housed through Healthy Start in Housing.
- 300 providers engaged in trauma-informed and equitable training by the Capacity Building Trauma Institute.
- 344 Residents received Psychological First Aid (PFA) immediately following an incident of community violence in 2019 through Neighborhood Trauma Teams.
- An estimated 6,800 survivors and victims of sexual assault, domestic violence, child sexual abuse, human trafficking & commercial sexual exploitation and women seeking economic independence were offered services by partner agencies of the Family Justice Center. (note: this is not an unduplicated count of individuals receiving services by various of the partner agencies).
- 7 Peer Leaders supported the delivery of healthy relationship education to 1078 providers through Start Strong.
- 158 young adults ages 17-24 at risk for involvement in community violence were engaged in outreach, case management, education, employment and/or behavioral health services through the Boston Safe and Successful Youth Initiative.
- COVID-19 Response
 - CAFH Bureau has redeployed 40 staff from their regular duties to assist in public health response to the pandemic. Various staff are assigned to Infectious Disease Bureau, EMS, Medical Intelligence Center, BMC TB Clinic, and the Mattapan Food Pantry.
 - School-based health center (SBHC) program adapted to telehealth model and as of late April, is offering remote services by a nurse practitioner for students at the 5 BPS high schools where SBHCs are located.
 - Neighborhood Trauma Team Network has adapted to remote response – identifying, contacting and referring survivors to trauma services and care through rapid response connections with hospitals and community resources.
 - The Mattapan Food Pantry has continued to operate, expanded its ability to make at-home deliveries, and has increased its volume.

Homeless Services Bureau

Updates on Initiatives Planned for FY19

- Coordinated Entry
 - In partnership with the City of Boston and other homeless service providers in the Boston Continuum of Care (COC), fully implement Coordinated Entry such that: 20 staff are trained as assessors by September 2019, and 200 Pathways Assessments are completed with shelter guests by June 2020.

- The Department of Neighborhood Development postponed their launch of Coordinated Entry from June 3, 2019 to March 2, 2020, which caused us to prepare and train for one launch and then retrain.
 - In May 2019, 37 staff completed Coordinated Entry training. As of March 9, 2019, 25 staff were trained as Coordinated Entry assessors.
 - In the first 10 days of Coordinated Entry launching, staff completed 75 Pathways Assessments and are on track to complete 200 by June 2020.
- Housing Pathways
 - Improve housing pathways for clients in order to house clients more quickly and reduce length of stay: create a Housing Pathway (a framework of services and steps to move from shelter to housing) for all shelter guests by December 2019. Increase guest housing readiness and self-sufficiency: help 300 guests get documents ready (ID's, birth certificate, Social Security card), help 175 guests maximize their income (through employment services or SSI/SSDI and other public benefit programs such as MassHealth), and assist 100 shelter guests to set-up a Housing Savings accounts.
 - In July 2019, the Homeless Services Bureau launched a year-long strategic planning process to develop our Housing Pathway Plan, which has included
 - six listening sessions with staff and partners to develop the vision (June/July),
 - five all staff meetings to share the vision and plan (August),
 - creating a 15 member cross-department housing leadership team that has met weekly since October 2019 to operationalize the roll out of the plan
 - The plan is scheduled to launch pilots starting in June 2020.
 - Helped 126 homeless individuals maximize their income through employment services
 - We launched our Housing Savings Account pilot in October 2019. Our financial partner, MassBay Credit Union has conducted bi-weekly onsite enrollment sessions. We've assisted 56 shelter guests in setting up a Housing Savings Account.
- Diversion
 - Increase capture rate for new guests from 30% to 60% by June 30, 2020. The capture rate is the percentage of new guests our triage staff are able to meet with in attempts to divert and if unable to divert engage in a housing solutions conversation. Previously we've been able to meet with 30 percent of new guests but are working to double that.
 - From July 1, 2019 through February 29, 2020, our average capture rate for new guests was 69 percent, which more than doubles our previous capture rate.
 - Divert 120 people from entering the shelter system.
 - As of February 29, we diverted 127 individuals, preventing them from ever having to enter the shelter system.
- On-site Behavioral Health Services
 - Enhance shelter-based services by increasing availability of on-site recovery and mental health services.

- Our behavioral health team has provided 3,773 on site mental health visits.
 - Through our housing pathways plan work, we have worked to better define roles and create cross-departmental teams to increase the role and presence of behavioral health services.
- Outcomes for Priority Populations
 - Reduce the number of women who are chronically homeless or near-chronically homeless by 10%.
 - Helped convene and participated in the Homeless Workmen’s Work Group—an interagency workgroup that has been working to understand unique service needs for women experiencing homelessness, improve collaboration between Department of Mental Health and homeless service providers, and identify areas for additional advocacy and policy change.
 - With new funding from the City of Boston through DND, we started a new initiative that is using peer housing navigators to outreach and engage chronic and near-chronic homeless women in Boston with a housing plan. In the first three months of the grant, staff have had 124 housing conversations and identified 153 vulnerable women.
 - Convened a weekly cross-department workgroup of frontline staff to better track chronic and near-chronic women staying at BPHC shelters. In doing so we were able increase the number of women who have access to housing services.
 - Implement three state and city developed recommendations for how to improve services and outreach to youth and young adults (YYA).
 - As part of the Mayor’s Action Plan to End Youth Homelessness, we partnered with Bridge Over Troubled Waters on a youth-specific rapid rehousing grant. We hired a full-time young adult liaison to better connect and outreach with YYAs. We will also soon have embedded Bridge Over Trouble Waters staff at both shelters to more quickly connect YYA to YYA-specific services.
 - We applied to an Adult-Shelter Learning Collaborative to identify ways to improve our shelter and housing services for YYA.
 -
- Engagement
 - Continue to support and grow participation in the 112 Southamptton and Woods Mullen Advisory Committees.
 - We launched our FY20 Advisory Committees in October 2019. Both the Southamptton Advisory Group (SAG) and the Woods Mullen Advisory Groups meets bi-weekly.
 - Our focus has been on improving the sustainability of the two groups by
 1. Creating a charter for each group to improve the focus of the group.
 2. Training and recruiting 8 staff to help facilitate weekly meetings. Previously 2 staff facilitated both groups.
 - Advisory committees have given feedback on Mass/Cass Health Presentations, identified possible solutions to towel shortages, planned multiple enrichment activities for other shelter guests.
- Improve data quality
 - Develop a data quality plan for each department by September 2019.

Increase PrEP and PEP awareness to reduce risk of HIV transmission amongst groups at high risk.

- IDB is providing funding for 11 community-based programs to offer education and outreach related to STIs, HIV, and hepatitis C. These programs have been funded to provide community-based prevention services, using the best science currently available to demonstrate its effectiveness. Their goals are to serve a broad spectrum of individuals including those groups who are at higher risk of experiencing health disparities, including but not limited to: MSM including those both younger (25 and under) and older (50+) with a focus on MSM of color (Black and Latino) who are disproportionately impacted by HIV and other STIs; transgender; those with IDU/substance use disorder (SUD); persons experiencing homelessness/unstable housing and/or food insecurity; persons with mental and/or behavioral health issues; persons engaging in commercial or survival sex practices; and other high-risk individuals.
- As of 03/20/2020, community-based organizations funded by IDB have reported to have reached a total of 13,087 contacts with educational programming to date, 8,310 of whom had direct contact with funded staff. These contacts have included:
 - 5,168 contacts reached through community events, including 2,622 who engaged directly with program staff
 - 5,487 contacts reached through mobile encounters, including 3,671 who engaged directly with program staff
 - 2,017 contacts received direct service through group and/or individual level intervention(s)
- As of 03/20/2020, Twenty-seven workshops, presentations, and trainings were provided to programs throughout the community, including health centers, BPS, faith-based organizations, shelters, and other city programs. Due to the COVID-19, virtual presentations have started to replace in-person presentations. Presentations were provided in both English and Spanish. Topics covered included: COVID-19, Sexual health/STIs, Influenza, Food safety, Disease surveillance, and follow-up Hepatitis.
- To date, IDB has tabled at 62 community events throughout the city, including health fairs, awareness day events, and city-organized concerts and movie nights. Health resources and educational materials were distributed in multiple languages and covered a wide range of infectious disease topics including:
 - COVID-19
 - Sexual health/STIs
 - Influenza
 - Mosquito-borne illness
 - Food safety
 - Immunization information
 - Hepatitis C
- IDB Facebook page, “SexED in Boston,” which promotes sexual health and safer sex practices, has nearly 2,216 likes. In FY20 its content has reached

close to 2,200 Facebook users, and has received over 1,948 page visits. IDB staff have published 20 health-related posts in FY20.

- IDB staff also manages the infectiousdisease@bphc.org email address. To date, staff have answered 162 emails from constituents.
- To date in FY20, IDB has distributed
 - 7,282 information brochures on STIs to schools and other organizations throughout the city.
 - 4,972 influenza brochures in eight different languages were distributed to over 30 agencies throughout the city, including community health centers, school, faith-based organizations, and other programs. The brochures were also made available at multiple community events. Additionally, 1121 Flu posters were also distributed.
 - 1,215 Food Safety Brochures
 - 1,968 Mosquito and Tick bite prevention brochures
 - 870 Recreational Water illness brochure
 - 491 Handwashing posters
- The IDB ECE new initiative fund was used to allocate additional funding to the Education and Outreach Community Based Prevention program and to hire an Epidemiologist. In FY20, half of the new initiative fund was allocated to two agencies: ABCD Health Services, Inc., and Whittier Street Health Center. ABCD is providing prevention and risk reduction program for female and male youth of color aged 15-25 years old and their partners through a structured curriculum that provides intensive, culturally sensitive health information and skills training to reduce their risk for HIV/AIDS, HVC, and STIs. Whittier Street utilizes intervention programs and provides Mobile Outreach, Community and Individual Level Interventions to MSM of Color with multiple risk factors. The program also provides linkages to services offered at the health center, and refer and monitor MSM on PrEP as well as conduct HIV/HCV/STI counseling and testing among the target populations.
 - The remainder of the funds was used to hire a full-time epidemiologist, who in addition to analyzing HIV demographics, trends, and providing gap analysis, will assist in conducting interviews with community members and service providers, and co-facilitate focus groups. The epidemiologist was hired December 2019.
- Communicable Disease Control (CDC) Division
 - Complete timely investigation of reported communicable diseases, exposures and clusters impacting Boston residents, visitors, and facilities.
 - During FY20, the Communicable Disease Control Division investigated 11,824 infectious disease cases to date (5/3/2020). This excludes COVID-19 reports, which accounts for 10,138 infectious disease reports.
 - Since March 2020, the number of non-COVID reports as declined; however, the Division continues to respond to high impact cases such as meningococcal disease, tuberculosis, and invasive Group A streptococcus infection.
 - The Division managed 1410 contacts associated with non-COVID-19 reportable conditions such as measles, meningococcal disease, mumps, pertussis and

tuberculosis. Control activities included diagnostic testing, reviewing immunization records, coordinating post exposure prophylaxis and implementing self isolation/social distancing.

- To date, the Division has responded to over 65 COVID-19 clusters. Clusters are assigned to public health nurses for ongoing follow-up. Control activities included active surveillance, infection control recommendations, and strategies for environmental management.
- High impact communicable diseases – Investigation and Response
- Measles (2 case): The Division investigated 2 confirmed cases of measles. Exposures occurred at 17 sites in Boston (stores, restaurants, schools). A total of 815 person were identified as contacts. All but 22 persons (3%) were determined to be immune based on immunization records or serologic evidence and self isolation was implemented. **OUTCOME: No secondary cases were identified for either case.**
- Pediatric meningococcal disease (2 cases): Two toddlers were reported to the Division with meningococcal disease. Both attended a child care programs at different sites. No common exposure sites were identified. Post exposure prophylaxis was provided with 10 days to 84 children, staff, and family members. **OUTCOME: No secondary cases were identified for either case.**
- Partner with MDPH and health care partners in developing method and approaches for responding to infections in hard to reach populations including persons with substance use disorders.
 - Addresses associated with shelters, substance use treatment programs, and correctional facilities are categorized. Outreach is done to the organization to validate that the case’s association with the facility, assess disease activity, and control measures. For example, a norovirus outbreak at a homeless shelter impacted 16 people and was likely associated with a volunteer meal program. The program was restricted to prevent future occurrences.
 - The Division works with Boston Health Care for the Homeless to monitor and assess persons with COVID-19. Persons who test positive are housed at Boston Hope or McInnis house. When ready for discharge, cases are jointly reviewed and cleared using CDC guidance.
- Continue developing an automated data visualization platform to improve the timeliness and completeness of communicable disease information. Early identification of communicable disease clusters allows for a timely response.
 - The Division developed a template for influenza surveillance for multiple data streams. The COVID-19 pandemic required near-real time information. The template was modified for COVID-19 updates. A COVID-19 syndrome was developed to assess activity in Boston Emergency Departments. This was coupled with the demographics of person testing positive (age, gender, race/ethnicity, and location).

FY20 Accomplishments

- COVID 19 Response: Began coordinated response to COVID-19 with first case diagnosed on January 29, 2020. Have continued aggressive case investigations and contact tracing for every COVID-19 resident in Boston. Increased Communicable Disease Control Division capacity to address hundreds of new cases daily

- Coordinated with MDPH to issue and implement Massachusetts specific clinical guidance for COVID-19 related infections
- Coordinated with Research and Evaluation Office of BPHC to generate weekly reports on COVID-19 data to inform City Hall and public and shape strategy and response to COVID-19 infection
- Coordinated development of Disease Containment Strike Team to assist and address Long-Term Care facilities with management of clusters within programs
- Created all BPHC informational sheets for the general public and translated into 8 languages
- Provided ongoing community outreach to educate Boston Residents about COVID-19.

Bureau of Recovery Services (BRS) & Mayor's Office of Recovery Services (ORS)

Updates on Initiatives Planned for FY19

- ORS/BRS Reorganization
 - Final restructuring of BRS to fall under ORS, with the Director of the Mayor's Office of Recovery Services as a member of the HHS cabinet.
 - ORS/BRS went through a reorganization and strategic planning process, with a team of consultants from DMA Health Strategies. The associated report is written and is under final review. The Director of the Mayor's Office of Recovery Services now attends HHS cabinet meetings and reports directly to the Chief of HHS. We anticipate releasing the final report and formally announcing the reorganization within the next three months.
 - ORS will complete a strategic plan in June 2019.
 - The Strategic Plan was written, with support from DMA Health Strategies. The Strategic Plan is under final review. We anticipate releasing the Strategic Plan within the next three months, at the same time as we formally announce the reorganization.
 - ORS will elevate the work and ensure the priorities and mission of recovery services is carried out across City departments.
 - ORS continues to work with City departments to ensure that the City has a coordinated response to recovery-related issues. In FY20, one of our main cross-departmental initiatives was the release and implementation of the Mass/Cass 2.0 Strategic Plan. This Strategic Plan includes the development of a Coordinated Response Team (CRT) consisting of several City departments that meet regularly to coordinate the City's response to substance use, homelessness, and mental health in the Mass/Cass neighborhood. ORS has also taken a leadership role in the planning process for the Long Island Recovery Campus, another important cross-departmental project.
 - In order to ensure better administrative capacity of the department, ORS will add several new positions to the staffing structure, include an external affairs FTE, a revenue manager, a data manager, and a budget director.
 - Several new positions were created this year to support ORS operations. This includes an IT support staff (1 FTE) who was hired in July and we are currently hiring for the external affairs FTE (position posted); we are also slated to hire

the revenue manager (1 FTE) in May. There are also a number of internal promotions pending, including the Budget Director.

- Data Analysis & Reporting
 - ORS will use a new medical record to better collect data and suit the needs of expanding outpatient and recovery coaching work across programs.
 - The process of migrating to a new electronic health record (EHR) system was begun in November 2019. Program, revenue, and finance leadership are training and certifying the system through June 2020. This new health records system will greatly increase the capacity of our programs (including outpatient, access-to-care, and peer recovery) to increase revenue into the programs and generate metrics on clients served.
 - ORS will also build out a new database to track and report on outreach efforts across Boston.
 - In partnership with Dolt, ORS deployed a new data system (Knack) in December 2019. Knack is now being used by all ORS programs to report program metrics. Dolt has also migrated current and historical data into their data warehouse (CIVIS) to allow for analysis and more streamlined reporting. By deploying Knack, ORS can now also feed data into various cross-departmental dashboards, including the Mass/Cass 2.0 dashboard.
- Youth Prevention
 - Complete the development of a communications campaign to engage Boston youth in pro-social behaviors and activities and encourage connection among communities as a protective factor from substance use. The campaign will launch in FY20.
 - Recovery Services developed and launched the CopeCode Club campaign in March 2020. The campaign will: encourage youth to think about healthful ways to manage difficult feelings; normalize the challenges that youth in Boston experience; increase youth providers' capacity to engage youth in conversations around positive coping skills. The primary communications strategies selected for this campaign are traditional print media, social media, and a non-traditional activity kit that will be implemented by afterschool programs and community centers.
 - During FY20, the team worked with a communications agency to support the project, coordinated focus groups to garner youth feedback, identified a creative strategy for the campaign and developed campaign assets, including a webpage. The team met with leaders from BPS, BCYF, Greater Boston YMCAs and the Boys and Girls Clubs of Boston. All sites with dedicated teen space committed to participating in the campaign by posting print media and utilizing activity kits.
 - Lead a youth substance use advisory group to inform and gather feedback from stakeholders on current and future prevention efforts.
 - Currently the youth substance use advisory group has developed draft recommendations on substance use resources and models of interventions based off trauma-informed practices and motivational interviewing. Members include participants from Mass General Hospital, Boston Arts Academy, Ostiguy Recovery High School, Father's Uplift, and the Charlestown Coalition.

- Launch a series of trainings targeting you-serving professionals from across sectors (Boston Public Schools, Boston Center for Youth and Families, BPHC, after school programming, community-based coalitions, etc.) to provide education and build skills to empower adults to have meaningful conversations with youth about marijuana use.
 - The Youth Prevention team has currently conducted 22 trainings that engaged professionals cross-sector. Trainings were geared towards providing education and building skills to empower adults to have meaningful conversations with youth about marijuana use. The Youth Prevention team will continue to host on-going trainings throughout the end of June 2020.
- Mobile Sharps
 - Working with CIB, Mobile Sharps will identify locations for up to ten new syringe kiosks and streamline waste collection and maintenance through 24 Trauma Services.
 - We have added 2 syringe kiosks in FY20 and are working with community partners on identifying other locations; we have identified many other (over five) sites that are currently being reviewed by community partners. The team continues the partnership with custodial crews across BCYF and BPS to train and collect syringes as high priority sites. We have also streamlined syringe collection and kiosk maintenance with 24 Trauma Services; 24 Trauma now collects syringes from the kiosks (instead of the Mobile Sharps Team), which allows the Mobile Sharps Team to spend more time responding to 311 calls and canvassing high-volume areas.
 - Add one new FTE to coordinate electronic medical records, app-based data collection, etc.
 - One member of the Mobile Sharps Team has been designated to enter data through the Knack data collection system. Mobile Sharps does not use the electronic medical records system, as they do not interact directly with clients.

FY20 Accomplishments

- In response to the COVID-19 crisis, the Office of Recovery Services has worked closely with BPHC, DND, HHS, other City departments, and partner organizations to rapidly scale up additional medical, quarantine, and isolation space across the City. We have also implemented increased screening, increased staffing, and other programmatic changes to reduce the risk of COVID-19 transmission and prepare any potential outbreaks within our clients.
- We expanded hours at two of our programs: the Engagement Center which is now open 6am-9pm (was 7am-7pm), and the Mobile Sharps Team which now begins work at 6am (was 7am-4pm).
- In October 2019, Mayor Walsh released the Mass/Cass 2.0 Strategic Plan, which coordinates the City's response to substance use, mental health, and homelessness in the Mass/Cass neighborhood. This Plan includes over a dozen City departments. We are anticipating releasing six-month progress update in Spring 2020.
- In partnership with many other City departments, the Office of Recovery Services has continued to work with a team of consultants on the Master Planning process for the Long Island Recovery Campus.
- We are working with PFD and Saam Architects to build a permanent Engagement Center, so that we can continue to offer a safe place off the street for individuals experiencing homelessness

and substance use disorder in the Mass/Cass neighborhood. The current Engagement Center is in a temporary fabric structure with significant infrastructure issues.

- Our Youth Prevention Team launched the BPS Professional Learning Community, which is a partnership with BPS Office of Health and Wellness that builds the capacity of educators who teach health to facilitate substance use prevention curricula. Our Youth Prevention Team has also released resources including a tip sheet and language guide to support the capacity of parents, caregivers, and community-based organizations to engage in prevention work.
- Our programs continued to serve people seeking recovery services, from harm reduction to treatment. AHOPE provided over 10,000 unique individuals with harm reduction and drug user health services. Our PAATHS (access-to-care) program had about 14,930 walk-in visits from people seeking treatment placements for SUD. 813 clients were admitted to our residential treatment programs. Across our programs, we distributed 18,852 naloxone (Narcan) kits, resulting in 2,437 report-backs of overdose reversals.

Public Health Service Centers

Office of Public Health Preparedness (OPHP):

Updates on Initiatives Planned for FY20

- Accreditation
 - During FY20, OPHP will seek accreditation through Project Public Health Ready, a national accreditation status from the National Association of County and Health Officials. This accreditation will allow BPHC to meet federal planning standards required of local jurisdictions from the Centers for Disease Control and Prevention.
 - OPHP did not seek our accreditation through Project Public Health Ready due to a vacancy in the Accreditation and Quality Improvement Director position.
- Continuity of Operations Plan
 - OPHP will continue to build our Continuity of Operations (COOP) plans for BPHC programs providing direct services to our residents and for programs that are identified as essential BPHC functions in the City of Boston's Comprehensive Emergency Management Plan
 - OPHP worked with programs to build out COOP plans in light of the COVID-19 pandemic, including determining what services would need to continue while non-essential services were shut down.

Consortium for Professional Development

Updates on Initiatives Planned for FY20

- Implement new BPHC Strategic Plan
 - Launch an internal Professional Development Steering Committee.
 - Inaugurated the BPHC Professional Development Steering Committee on August 8, 2019 and held monthly meetings. Membership includes all BPHC Bureaus, Administration, Executive Office and Public Health Service Centers.

- Develop a new Emerging Leaders Program to support high potential and high performing staff in growing and succeeding in supervisory and management positions.
 - Selected by deBeaumont Foundation as part of a national cohort of local and state health departments to improve Workforce Development outcomes, focusing on staff leadership development. Retooled approach to create a comprehensive system of professional development opportunities to support 1) all staff, 2) current and aspiring managers and supervisors, and 3) leadership skills. Program design temporarily on hold due to COVID-19 response.
- Community Health Workers (CHWs)
 - Train at least 70 CHWs in CHEC's 80-hour CHW core competency training, meeting Massachusetts state requirements for certification of CHWs.
 - Trained 44 CHWs in CHEC's 80-hour CHW core competency training.
 - 21 CHWs completed Fall 2019 core competency training program.
 - 23 CHWs participated but unable to complete the Winter 2020 core competency training program due to training cancellations from COVID-19.
 - 21 CHWs registered for the Spring 2020 core competency training program which was postponed due to COVID-19.
 - Develop and deliver one new training course for CHWs on a specialized health topic or skills-based topic.
 - Continuing education course on chronic disease self-management programs to support CHW clients scheduled for June 2020.
 - Increase the number of trainers of color to advance equity in CHEC's training programs.
 - Recruited 6 new trainers of color for CHEC's CHW training programs.
 - Provide professional development support to CHWs applying for state certification, in partnership with the Massachusetts Association of Community Health Workers (MACHW).
 - 33 CHWs attended a networking forum on state certification conducted in partnership with the Massachusetts Association of Community Health Workers (MACHW).

FY20 Accomplishments

- Successful renewal of MassHealth DSRIP grant to train CHWs from ACOs and Behavioral Community Partners. DSRIP funding will allow us to build future capacity to expand and enhance training for CHWs from ACOs/CPs. These improvements include providing competency-based assessment using simulation for 25 CHWs and recruiting and training experienced CHWs as training for the CHEC CHW core competency training program and as assessors for the competency-based assessment.

Accreditation and Quality Improvement (AQI) Office:

Updates on Initiatives Planned for FY20

- Accreditation and Performance Management
 - Work with at least eight programs to revise their current performance measures. The office will also update the organization performance management system plans to

ensure that program specific goals are aligned with measures from the Boston Community Health Improvement Plan and new BPHC Strategic Plan.

- Supported 5 programs in revising their current performance measures.
- With input from over 20 staff, developed guidance for Objective 3.4 in BPHC's 2019-2021 Strategic Plan around ensuring 50% of programs and service centers have health outcome-focused performance measures.
- Support the ongoing monitoring of the new BPHC strategic plan using the new performance management system, developing quarterly reports, and by working with priority area leads and representatives to ensure that the timely goals and objectives are accomplished.
 - Supported the ongoing implementation and monitoring of BPHC's Strategic Plan by convening priority area leads, assisting in roll out of survey to gather baseline data, developing quarterly reports on progress, and convening stakeholders for Year 2 action planning.
- Working across BPHC programs to implement the 2020 annual accreditation work plan and monitor further integration of the different standards in the administrative and programmatic units of the department.
 - N/A
- Connect at least 75 new staff to the new performance management system by December 2019.
 - Updated performance management curriculum and materials, and integrated performance management fundamentals into curriculum of all other quality improvement trainings.
- Quality Improvement (QI)
 - Support the development and implementation of three bureau specific QI plans in the departments to further promote a program specific culture of continuous improvement.
 - N/A
 - Complete trainings for at least 100 and 25 staff on the Introduction to QI series and 'Basic QI Toolbox Series' respectively by June 2020.
 - Introduced 105 new staff to quality improvement and trained 15 through the Basic QI Toolbox Series. 95% of participants said they were engaged with the training or would recommend the training to a colleague.
 - Support training of partner organizations to improve QI culture among partner organizations working on HIV and maternal care.
 - Partnered with Infectious Disease Bureau to host two trainings and provide additional technical assistance for the Ryan White Care Act (RWCA) Quality Management team and community partners. Reduced burden of data analysis on the Quality Management team by automating part of the quarterly reporting process for 23 of the funded agencies.

FY20 Accomplishments

- BPHC's Quality Improvement program was awarded the 2019 Model Practice Award by the National Association of County and City Health Officials (NACCHO), an award which recognizes local health practices and shares them nationally. The program was recognized for its integration of health equity principles, innovative staff engagement methods, use of games and case studies for learning, and the expanded role of the AQI committee.

Office of Health Equity:

Updates on Initiatives Planned for FY20

Health Equity continues to be a priority for BPHC. BPHC's new Strategic Plan for 2019-2021 has a goal to make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents. Racial justice and health equity are embedded in all goals, objectives and strategies in the new Plan.

- Health Equity in All Policies (HEiAP)
 - Increase the number of City agencies that express an understanding of what creates health, racial justice, health equity and health inequities: Host two HEiAP meetings/trainings at Boston City Hall attended by representatives of City agencies, and work with two City departments to incorporate health equity assessment into initiatives they prioritize.
 - July 2019, co-sponsored an Equitable Procurement introductory session with Mayors' Office of Economic Development. Held at City Hall, this session was attended by 36 city employees, from 18 City departments including decision makers. Evaluations gave very high ratings.
 - November 2019, launched on-line versions of 2 very highly rated Health Equity in All Policies trainings held at City Hall (conducted in person in prior fiscal year). Trainings were on Community Engagement and Health Data for Decision-making.
 - January 2020, Hosted representatives of BPDA Planning group at BPHC to explore opportunities to better integrate health data and community engagement practices into planning processes. Represent BPHC at monthly BPDA Interdepartmental Working Group Meetings.
 - Presenting public health data and messaging weekly during COVID-19 calls with MOIA, Economic Development, BHA and DND, Faith Leaders, Arts and Culture and others, reaching hundreds of Boston residents, small business owners and community-based organizations.
 - February 2020, in partnership with the Massachusetts League of Community Health Centers, issued a report on housing assistance services provided by Boston Community Health Centers to inform health care policy and hospital and other funding streams.
- Community Engagement
 - Implement BPHC Community Engagement Plan as a standard part of BPHC's work: 1) Develop and implement plan for staff and community involvement in updating Community Engagement Plan; 2) Conduct national research on community engagement policies and practices to inform updated community engagement plan; 3) Update BPHC's Community Engagement Plan and 4) Recruit and onboard new Health Equity Advisory Committee (HEAC) of ten representative community members to advise OHE and BPHC.
 - In May 2019, the Office of Health Equity (OHE) used a multi-pronged community engagement approach to involve staff and community in a process to update

the BPHC community engagement plan. The engagement process included an internal workgroup, consultations with BPHC's Health Equity Advisory Committee (HEAC), and an online all-staff survey. The process culminated with the development of a new 2019-2022 Equitable Community Engagement Plan.

- In June 2019, OHE began recruitment for BPHC's second cohort of its Health Equity Advisory Committee (HEAC) using local newspapers, partner database, and social media. OHE received 66 applications for the 12 positions on the HEAC. Members serve a 2-year term and represent a spectrum of socio-demographic groups and neighborhoods most impacted by health inequities. To date, the group advised BPHC on the updates to its community engagement plan, a communications strategy to support roll out of the community engagement plan and suggested best practice approaches to support staff integration of BPHC community engagement principles and spectrum.
- Communications
 - Implement a communication strategy that increases understanding of what creates health and health inequities and that elevates BPHC work on racial justice and health equity: with BPHC Communications Office, develop health equity guidelines for BPHC Communications, disseminate social and earned media on BPHC and Boston City departments efforts to advance health equity, have BPHC racial justice and health equity efforts profiled in a least one national journal.
 - BPHC partnered with its Health Equity Advisory Committee (HEAC) to ensure an equity lens was used to develop its 2019 flu season campaign; flu posters were developed to represent Boston's communities of color including Black, Haitian Creole, Latino and Cape Verdean Creole.
 - Updated BPHC COVID-19 internet page to make it user friendly and accessible to Boston's diverse communities. Critical information and materials were translated into 10 languages in addition to English.
 - Launched a 10 -member internal communications group to help inform population specific messaging and methods particularly focusing on Black Bostonians and young Black men in response to COVID-19 data.
 - Profiled in Kresge Foundation Annual Report; Emerging Leaders in Advancing Equity.
- Equity Change Projects
 - Ensure that BPHC policies and systems reflect and affirm BPHC's values of racial justice and health equity: develop a representative team of BPHC Health Equity Champions, and complete a minimum of 3 BPHC Equity Change Projects using BPHC's Guide to Advance Racial Justice and Health Equity.
 - Twelve BPHC staff, representative of bureaus, public health service centers, and various shifts and campuses, have been recruited to serve as Health Equity Champions.
 - 4 Equity Change Projects have been completed:
 - Senior Leadership LGBTQ+ project: developed a glossary of LGBTQ+ terminology, made process improvements in LGBTQ+ population data collection, created gender neutral signage for public restrooms.
 - Prevention Language Guide: OHE partnered with City of Boston's Recovery Services, BPHC's Bureau of Recovery Services and the Network

of Prevention Coalition to develop a Prevention Language Guide. The Prevention Language Guide promotes a “person-first” approach in communications which places value on the person before their condition or disease. This helps to minimize feelings of blame, shame and isolation for clients served.

- Homeless Transgender Guest Policy and Cultural Humility Training: OHE partnered with BPHC’s Homeless Services Bureau to design and implement a Cultural Humility Training - 180 staff were trained through a total of 6 trainings to accommodate varying schedules and shifts.
 - Equitable Procurement Policy: BPHC’s Administration and Finance Office led an internal stakeholder engagement process to develop an equitable procurement policy. The policy requires BPHC to be intentional in its efforts to do business with certified underrepresented business enterprises, including businesses owned by people of color, women, LGBTQ+, veterans, and individuals with disabilities.
- Community Health Needs Assessment and Community Health Improvement Planning (CHNA CHIP)
 - Leverage Boston’s CHNA-CHIP process to prioritize investments in key drivers of health inequities among Boston residents.
 - Participate in Boston’s CHNA-CHIP Collaborative, hospital community advisory boards and other processes to inform funding priorities and other decisions impacting Boston neighborhoods and residents.
 - The Boston CHNA was published in June 2019 and was heavily dependent on BPHC secondary data and on BPHC community relationships to gather primary data. The CHNA resulted in the Boston Community Health Improvement Plan, completed in January 2020, which will guide hospital funding to communities through Community Benefits and Determination of Need processes. Priorities of the Boston CHIP are housing, jobs and income, access to services and behavioral health.
 - The Office of Health Equity coordinated BPHC and City of Boston departments engagement in the CHNA CHIP Process including 1) collaborative kick off meeting, 2) 30-member community engagement work group, 3) Thirteen population specific focus groups, and 4) forty key informant interviews.
 - Serving on the CHNA-CHIP Collaborative Steering Committee, co-chairing the Community Engagement and Secondary Data Committees and co-founder of the Communications Committee.
 - Engaging multiple city departments in CHIP prioritization efforts.
 - Ensuring that the Collaborative Steering Committee incorporates racial equity practices including recruitment, scheduling and facilitation. Seeking funds to access racial equity training for Steering Committee.
 - Serve on 8 hospital Community Advisory Boards to guide their community investments. Formed internal BPHC working group to assure internal coordination around priorities.

FY20 Accomplishments

- Boston Health Equity in All Policies efforts was highlighted in the Kresge Foundation Annual Report.

Research and Evaluation Office

FY20 Accomplishments

The Research and Evaluation Office has played a vital role in health equity and COVID-19 response efforts in FY20. Among other accomplishments, the Office:

- Released Opioid racial health equity data brief
- Supported Boston Cambridge Hospital Opioid Workgroup Racial Equity Subcommittee
- Awarded RIZE MA qualitative research grant to study factors impacting opioid treatment access post-opioid overdose
- Assisted Boston EMS Narcotic Related Illness Aberration Detection
- Produced two LGBT health data briefs
- Developed multiple Asian health data presentations
- Supported Boston Health Start Initiative grant submission, benchmark analysis, and evaluation
- Generated Ryan White CARE Act grant epidemiologic profile
- Produced various analytics supporting the Boston Cancer Advisory Board and partners (Dana Farber)
- Released public health informatics self-assessment
- Supported Strategic Plan Informatics objectives
- Provided ongoing direct epidemiologic guidance to Homeless Service Bureau, Child Adolescent Family Health Bureau, and Infectious Disease Bureau via direct supervision of bureau-funded epidemiologists
- Co-authored multiple health equity manuscripts utilizing advanced statistical methods
- Supported City economic impact study of proposed public charge
- Provided COVID-19 epidemiologic and public health surveillance support to Incident Command
- Built COVID-19 population health surveillance analytical infrastructure producing regular case, death, testing, and risk factor analyses
- Helped produce Weekly COVID-19 data reports
- Developed public facing COVID-19 data dashboard
- Provided ad-hoc analytical tools to assist public health response
- Assessed existing COVID-19 Projection Models

Boston Public Health Commission (BPHC) FY21 Goals & Initiatives

Commission Wide

FY21 New Initiatives

For FY21, bureaus and public health service centers will continue to implement activities outlined in the new 2019-2021 Strategic Plan:

- Make BPHC a model for racial justice and health equity that advances our vision of achieving optimal health and well-being for all Boston residents.
- Promote and sustain a work environment where staff thrive and achieve personal and professional growth.
- Grow capacity to use technology and data to drive programming and partnerships to improve health outcomes.
- Proactively sustain, enhance, and create partnerships to improve the health of Boston.

Child, Adolescent and Family Health Bureau (CAFH)

FY21 New Initiatives

- CAFHB Administration
 - Develop adapted best practices to meet client and resident needs across 14 programs while maintaining social distancing/disease prevention guidelines. Build into all programs technical assistance and resources to assist residents in their own efforts to practice effective disease prevention.
 - Adapt all programs to increase the ability to address mental health needs that have been exacerbated by the COVID-19 pandemic.
 - Institute performance management system with defined metrics and quality improvement standards into all 14 bureau programs
 - Continue implementation of a bureau-wide professional development committee that engages all programs in quality professional development and morale-building, with intent to hold 2nd annual all-bureau professional development in spring 2021.
- Child and Adolescent Health Division
 - Assess youth development and support needs for social/emotional wellness and academic readiness emerging from COVID-19 pandemic and re-align program objectives to address them.
 - Develop new best practices for effective delivery methods to accommodate guidelines for social distancing/disease prevention including significant focus on remote engagement with youth.
 - Serve at least 100 youth through Peer Leadership Institute and BAHEC for youth development programs.
- Division of Violence Prevention
 - Conduct summer 2020 public awareness campaign to increase resident knowledge of trauma support services available through Neighborhood Trauma Team Network.
 - Adapt Capacity Building and Training Initiative's trauma-informed organizations trainings to address trauma needs emerging from the COVID-19 pandemic.
- Healthy Start Systems Division

- Through Healthy Baby Healthy Child Program, serve at least 600 pregnant/parenting families with resource needs, health education, and parenting support.

Community Initiatives Bureau (CIB)

FY21 New Initiatives

- Environmental & Occupational Health Division
 - Manage the transition of the Burial Permits Program from oversight by Jim Imprescia in Finance to becoming a program of the Division.
 - Continue work on increasing public awareness of the Division and our programs (especially our educational/training and inspection programs) through public outreach at physical events and online.
 - Incorporate consistent use of the comprehensive healthy homes assessment and referral process into all home visit inspection and outreach work.
 - Given the delay in the project schedule caused by the COVID-19 pandemic, completion of the NACCHO Lead grant may continue into FY21 to be completed by December 2020.
- Health Access & Wellness Services
 - Increase outreach to Vietnamese residents to reduce the number of uninsured and underinsured individuals.
 - Mayor's Health Line (MHL) will continue to build on the successful partnership with the Vietnamese- American Civic Association to increase the number of workshops from 6 in FY20 to 12 in FY21.
 - MHL will leverage BPHC resources by collaborating with other BPHC programs to provide information to reduce barriers and enhance access in the Vietnamese community.
 - MHL will create and distribute plain language materials in Vietnamese to address language barriers and low health literacy.
- Healthy Homes and Community Supports
 - The Tobacco Control Program will continue to draft and implement Standard Operating Procedures to standardize our operations, systems and improve policy enforcement.
 - Tobacco Cessation Training for Providers: BPHC will expand the pool of cessation counselors to meet increased need, by providing three-day "Basic Skills for Working with Smokers" trainings to any Boston community organizations and partners that work directly with clients experiencing tobacco dependence. Consider using on-line version of the training to meet COVID-19 social distancing expectations.
 - BPHC will conduct about 2 smoke free housing trainings for large management companies' staff and help them transition 1,000 affordable units to smoke free. These trainings may be virtual to adapt to COVID-19 social distancing expectations.
 - Increase the number of bicycle helmets distributed to the community ~18% to reach 1k reduced-cost helmets provided to CoB residents to further promote safe cycling and reduce injury, concussions and traumatic brain injuries (TBI).
 - Increase the number of subsidized window guards sold to Boston residents by 50% from 400 to 600 guards so adequately serve the rapidly increasing population in the City.

- Increase the number of “Baby Showers” provided to new and expecting families by working with local community health centers across the City (Codman HC, Mattapan Sq. HC, Dimock and South End Community Health Center) to bring this bi-monthly event to their patients. This, in turn, will increase the number of residents trained in unintentional injury prevention methods and will increase the number of safety supplies distributed. Adapt events to meet COVID19 social distancing expectations as needed.
- The Asthma Prevention and Control Program will develop and implement a comprehensive strategic plan with program partners across sectors. Beginning with a needs assessment, strategic planning process, workplan development, and implementation plan.

Emergency Medical Services

FY21 New Initiatives

- Personnel Safety and Wellness: Boston EMS will continue to prioritize, promote and invest in personnel safety and wellness. This includes addressing the full spectrum of personnel needs, from the equipment they require to stay safe when caring for patients to the mental health care they require due to the challenges associated with being on the frontlines of a global pandemic.
- Patient Care: Through analysis of data, coordination with public and private partners, innovation, and a long-standing dedication to clinical excellence, Boston EMS will continue to make advancements in the provision of patient care. This includes the proceeding with the new CMS Emergency Triage, Treatment and Transport pilot program Boston EMS was selected for, which allows for both treatment in place and transport to alternative destinations.
- Promote Diversity and Professional Development: Boston EMS will continue to partner with the Office of Workforce Development to recruit qualified residents for the EMT City Academy program. The department will expand upon professional development training opportunities for personnel, at all ranks.
- COVID-19 Response and Recovery: As a service on the frontlines of the COVID-19 global pandemic, Boston EMS will continue to play an active role in response and recovery efforts, while prioritizing personnel safety, patient care and medical surge.

Homeless Services Bureau

FY21 New Initiatives

- Implement a bureau-wide strategic plan to make shelter stays rare, brief, and one time.
 - Rare: Strive to offer diversion conversations to all new guests and build liaison relationships with discharging institutions such that:
 - Continue to develop and strengthen liaison relationships with set referral processes and points of contact with 3 discharging institutions to prevent inappropriate or unnecessary discharges to shelter.
 - Increase the number of new guests who are offered a problem-solving conversation at the front door and increase the rate of diversions.
 - Improve and define Triage services for new guests to have clearer criteria of services offered and length of time services are offered for.
 - Reduces risk of exposure to infectious disease, including COVID-19.

- Brief: Offer housing navigation services that are integrated with behavioral health and operations support such that
 - 75 individuals with high barriers are engaged in housing work
 - 30 individuals with complex challenges are engaged in housing work
 - Housing placements are increased by 10 percent
 - Average length of stay in shelter is reduced
 - Reduces risk of infectious disease, including COVID-19
- One time: Use a problem-solving approach to help people tap into natural supports to preserve their current housing situation and avoid staying in shelter and create a standardized package of stabilization services such that:
 - 75 individuals who are returning to shelter from housing are offered a one on one diversion conversation.
 - 15 returning individuals are prevented from re-entering shelter and return to permanent housing.
 - Protocols and procedures are developed the guide a) what services are offered to stabilization clients, b) how clients are assessed for services c) length and intensity of services offered
 - Create a standardized package of stabilization services.
- Identify ways to apply principles of restorative justice to the shelter restriction and grievance process to reduce rate of shelter restrictions.
- Identify ways to make shelters more conducive to young adults in order to engage 30 young adults in services.

Infectious Disease Bureau

FY21 New Initiatives

- Use provider and community education/outreach strategies to empower residents to prevent infectious diseases. Prioritize providing resources and information to populations disproportionately affected by infectious diseases as demonstrated in surveillance data.
- Continue to increase the capacity of the Communicable Disease Control Division to respond to ongoing case investigations and contact tracing related to COVID-19 during the recovery phase.
- Continue newly formed collaborations with Massachusetts Department of Public Health (MDPH) related to interpretation and implementation of CDC and MDPH guidance for COVID-19 diseases, data management and sharing of COVID-19 cases via MAVEN, and supporting long-term care facilities in addressing infection control practices to prevent future COVID-19 infections.

Bureau of Recovery Services (BRS) & Mayor's Office of Recovery Services (ORS)

FY21 New Initiatives

- We will continue to work to expand low-threshold and harm reduction-focused spaces across the City for people experiencing homelessness and substance use disorders (including our ongoing efforts to plan and construct a permanent Engagement Center and expand drop in options for women). We see a specific need for low-threshold overnight spaces and increased harm reduction programming.
- We will continue our efforts on the Long Island Recovery Campus Master Planning process, in concert with the City's parallel efforts to rebuild the bridge to Long Island.
- We will continue our efforts on the Mass/Cass 2.0 Strategic Plan and anticipate releasing a progress update in Spring 2020.
- Although we cannot fully predict the impact of COVID-19 on our efforts, we anticipate that we will continue to work with BPHC, HHS, and City departments to mitigate the effects of the pandemic on our program clients and the broader Boston community.

Public Health Service Centers

FY 21 New Initiatives

Accreditation and Quality Improvement (AQI) Office

- Performance management
 - Ensure at least 25% of BPHC programs and Public Health Service Centers have performance measures focused on outcomes by the end of FY21. This objective is consistent with Objective 3.4 in BPHC's Strategic Plan around ensuring we are using data to inform important program decisions.
 - Support the ongoing implementation and monitoring of the BPHC strategic plan by developing regular reports, facilitating bureau and program alignment, and by working with priority area leads and representatives to ensure progression on objectives.
 - In FY21, work across BPHC programs to create and begin implementation of a workplan to ensure BPHC meets or exceeds the Public Health Accreditation Board Reaccreditation Standards by October 2022.

Consortium of Professional Development

- Launch a comprehensive program of professional development opportunities to support 1) all staff, 2) current and aspiring managers and supervisors, and 3) leadership skills.
- Apply to the Community Health Workers (CHW) Board of Certification to qualify as a DPH-approved CHW training program when application goes live.
- Train 70 CHWs in CHEC's 80-hour CHW core competency training, meeting Massachusetts state requirements for certification of CHWs.
- Assess 25 graduates of CHEC's 80-hour core competency training program, meeting guidelines from the Massachusetts Board of CHW Certification.
- Provide professional development support to CHWs applying for state certification, in partnership with the Massachusetts Association of Community Health Workers (MACHW).
- Explore remote learning and other opportunities to adapt to COVID-19 environment.

Office of Health Equity

- Health Equity in All Policies (HEiAP):
 - Partner with City departments to incorporate health as a measure in City COVID Recovery Plans.

- Equitable Community Engagement Plan is a standard part of BPHC’s COVID-19 Recovery Plans:
 - Launch the BPHC’s 2019-2022 community engagement plan Commission-wide through facilitated virtual trainings and information sessions.
 - Develop a community engagement toolkit.
 - Develop a community engagement online training including fillable planning and evaluation tools and tracking forms.
- Equity in Communications
 - Partner with BPHC Communications Office to develop health equity guidelines for both internal and external Communication planning including COVID-19 Recovery campaigns, print materials, and website content.
 - Develop guidance on best practice approaches to reach residents especially those most impacted by COVID-19 with critical health information including resources, prevention and safety guidelines.
- Health Equity Advisory Committee (HEAC):
 - Ensure HEAC is involved in BPHC’s COVID-19 Recovery Planning.
- Equity in Grantmaking:
 - As Grantees and Grantors, work with BPHC Grants Office to incorporate equity language in proposals including stakeholder input and community engagement, specific strategies to fund communities most impacted by the COVID-19 pandemic and involvement of residents of color on review panels.
- Health Equity Champions:
 - Support Health Equity Champions to identify and complete *Change Projects* within their respective program or bureau specific COVID-19 Recovery Plans.

Office of Public Health Preparedness (OPHP)

- OPHP will continue to support response to the ongoing COVID-19 pandemic in FY21. Response operations will focus on supporting public health and healthcare capacity, including implementing initiatives to prevent additional spikes in cases or deaths in the City of Boston.
- OPHP will lead the process for Health and Social Services Recovery Planning and Operations for the City of Boston. During FY21, OPHP will facilitate a community-led planning process to ensure that we are “building back better” and addressing inequities that resulted in disproportionate impacts from COVID-19 on our communities of color. This process will include elements such as visioning sessions, ongoing community needs assessments, and co-development of plans to strengthen our infrastructure to respond to and recover from future emergencies.

Research and Evaluation Office

- Conduct a health equity treatment access qualitative study of residents who have overdosed on opioids.
- Assess the role of social determinants on adult resident health inequities using the Boston Behavioral Risk Factor Surveillance System (BBRFSS).
- Conduct a formalized survey of community health data needs among BPHC community stakeholders.
- Support bureau applied epidemiologic capacity building.

Appendix E

VENDOR NAME	Address	City	Zip Code	Minority Business Enterprise	Women Business Enterprise	Service Disabled Veteran Owned Business Enterprise	Veteran Business Enterprise	Disability Owned Business Enterprise	Lesbian Gay Bisexual Transgender Business Enterprise	Local Business Enterprise	Contract Amount
Action For Boston Community Development (ABCD)	178 TREMONT STREET	BOSTON	02111	Yes	2Yes	No	No	No	No	Yes	\$ 113,100.00
Adamson Industries Corp	45 RESEARCH DRIVE	HAVERRHILL	01832	No	Yes	No	No	No	No	No	\$ 5,000.00
Alison Dowd Marketing	15 MILL WHEEL LANE	POCASSET	02559	No	Yes	No	No	No	No	No	\$ 15,000.00
American Chinese Christian Educational and Social Servio	244 HARRISON AVENUE	BOSTON	02111	Yes	No	No	No	No	No	Yes	\$ 150.00
Angela Kuketz Dba Amk Electric, LLC	11 CUSHING STREET	AMESBURY	01913	No	Yes	No	No	No	No	No	\$ 19,085.00
Argus Communications	75 CENTRAL STREET	BOSTON	02109	Yes	No	No	No	No	No	Yes	\$ 137,357.00
B & B Pest Control	271 WESTERN AVENUE	LYNN	01904	Yes	No	No	No	No	No	No	\$ 111,375.00
B & G Restaurant Supply, Inc	48 EAGLE STREET	PITTSFIELD	01201	No	Yes	No	No	No	No	No	\$ 4,199.00
BMCA, Inc.	100 MESSINA DRIVE	BRAINTREE	02184	No	No	No	Yes	No	No	No	\$ 5,000.00
Boston Asian: Youth Essential Services	199 HARRISON AVE	BOSTON	02111	Yes	No	No	No	No	No	Yes	\$ 25,000.00
Boston Chair Massage, Inc.	7 ADELIN WAY	ACTION	01720	No	2Yes	No	No	No	Yes	No	\$ 500.00
Caan Fence, Inc.	967 NORTH MAIN STREET	RANDOLPH	02368	Yes	2Yes	No	No	No	No	No	\$ 8,230.00
Casa Esperanza	302 EUTIS STREET	ROXBURY	02119	Yes	No	No	No	No	No	Yes	\$ 124,808.00
Cavalier Coach	25 ELED WAY	DEDHAM	02026	No	Yes	No	No	No	No	No	\$ 8,800.00
Childrens Services Of Roxbury	520 DUDLEY STREET	ROXBURY	02119	Yes	No	No	No	No	No	Yes	\$ 250,000.00
Chop Chop Family, Inc.	695-697 BELMONT STREET	BELMONT	02478	No	Yes	No	No	No	No	No	\$ 75.00
Codman Square Health Center	637 WASHINGTON STREET	DORCHESTER	02124	Yes	No	No	No	No	Yes	Yes	\$ 1,269,000.00
Collins Sports Medicine	370 PARAMOUNT DRIVE SUITE 4	RAYNHAM	02747	No	Yes	No	No	No	No	No	\$ 21,241.00
Dimock Community Health Center	55 DIMOCK STREET	ROXBURY	02119	Yes	No	No	No	No	No	Yes	\$ 654,798.00
Done Right Building	FOUR COPLEY PLACE, SUITE 125	BOSTON	02116	Yes	No	No	No	No	No	Yes	\$ 666,188.33
Edward M Kennedy Community Health Center	650 LINCOLN STREET	WORCESTER	01605	No	Yes	No	No	No	No	No	\$ 153,219.00
Glass And Mirror	190 BROADWAY	SOMERVILLE	02145	No	Yes	No	No	No	No	Yes	\$ 60,000.00
Haks Engineers	100 GREAT MEADOW	WETHERSFIELD	06109	Yes	No	No	No	No	No	No	\$ 10,000.00
Harbor Health Services	398 NEPONSET AVENUE	DORCHESTER	02122	No	Yes	No	No	No	No	Yes	\$ 699,947.00
Harbour Food Service Equipment	229 MARGINAL STREET	CHELSEA	02150	No	Yes	No	No	No	No	No	\$ 19,279.00
Hicks Auto Body	10 TALBOT AVENUE	BOSTON	02124	Yes	No	No	No	No	No	Yes	\$ 60,000.00
Hollister Staffing, Inc.	75 STATE STREET	BOSTON	02109	No	Yes	No	No	No	No	Yes	\$ 15,000.00
Independent Air Consulting	12 MARTIN STREET	ARLINGTON	02474	No	Yes	No	No	No	No	No	\$ 5,500.00
Institute For Health Recovery	349 BROADWAY	CAMBRIDGE	02139	No	Yes	No	No	No	No	No	\$ 1,570.00
Interpreters & Translators, Inc.	232 WILLIAMS STREET EAST	GLASTONBURY	06033	Yes	2Yes	No	No	No	No	No	\$ 150,000.00
Joseph Botti Co, Inc.	7 TURNPIKE STREET	SOUTH EASTON	02375	No	Yes	No	No	No	No	No	\$ 20,000.00
Justice Resource Institute	160 GOULD STREET SUITE 300	NEEDHAM	02494	No	Yes	No	No	No	No	No	\$ 1,620,329.00
Lynn Community Health Center	269 UNION STREET	LYNN	01901	Yes	No	No	No	No	No	No	\$ 743,454.00
Madison Park Development Corporation	184 DUDLEY STREET	ROXBURY	02119	Yes	No	No	No	No	No	Yes	\$ 119,700.00
Mattapan Community Health Center, Inc.	1575 BLUE HILL AVE	MATTAPAN	02126	Yes	No	No	No	No	No	Yes	\$ 430,677.00
Mini Warehousing, Inc.	241 FRANCIS AVENUE	MANSFIELD	02048	Yes	No	No	No	No	No	No	\$ 20,100.00
Minuteman Press Of Natick	251 W CENTRAL STREET	NATICK	01760	Yes	2Yes	No	No	No	No	No	\$ 3,559.00
Mothers For Justice & Equality	184 DUDLEY STREET	ROXBURY	02119	Yes	2Yes	No	No	No	No	Yes	\$ 25,000.00
Norfolk Power Equipment	5 CUSHING DR./RT 1A	WRENTHAM	02093	No	Yes	No	No	No	No	No	\$ 60,000.00
N'Touch Productions	321 COMMONWEALTH ROAD	WAYLAND	01778	No	No	No	No	No	Yes	No	\$ 25,000.00
PJ Systems, Inc.	477 RIVERSIDE AVE	MEDFORD	02155	Yes	No	No	No	No	No	No	\$ 100,000.00
S & S Worldwide, Inc.	75 MILL STREET	COLCHESTER	06415	Yes	No	No	No	No	No	No	\$ 490.00
S&T Philosophies LLC	50 CHESTNUT DRIVE	BROCKTON	02301	Yes	No	No	No	No	No	No	\$ 1,600.00
Seasons Union Catering	11 WOLCOTT COURT	HYDE PARK	02136	No	Yes	No	No	No	No	Yes	\$ 3,935.50
Self Esteem Boston	PO BOX 301155	JAMAICA PLAIN	02130	No	Yes	No	No	No	No	Yes	\$ 500.00
Skycom Courier	RTD LOGISTICS, LLC	ALLSTON	02134	Yes	No	No	No	No	No	Yes	\$ 2,000.00
South Cove Community Health Center	145 SOUTH ST	BOSTON	02111	Yes	No	No	No	No	No	Yes	\$ 50,046.00
Standard Modern Company, Inc.	186 DUCHAINE BLVD	NEW BEDFORD	02745	No	Yes	No	No	No	No	Yes	\$ 300,000.00
Sterling Printing	PO BOX 845	MEDFORD	02155	Yes	No	No	No	No	No	No	\$ 5,995.00
Taylor and Lloyd, Inc.	8 RAILROAD AVENUE	BEDFORD	01730	No	Yes	No	No	No	No	No	\$ 25,000.00
Trainers Warehouse	89 WASHINGTON AVENUE	NATICK	01760	No	Yes	No	No	No	No	No	\$ 24.84
Transfluenci	119 INDUSTRIAL DRIVE	EAST LONGMEADOW	01028	Yes	2Yes	No	No	No	No	No	\$ 50,000.00
United Elevator	195 LIBBEY INDUSTRIAL PARKWAY, SUITE 3	WEYMOUTH	02189	No	Yes	No	No	No	No	Yes	\$ 113,528.00
Veterans Business Supply	105 CENTRAL STREET	STONEHAM	02118	No	No	No	yes	No	No	No	\$ 500,000.00
Whittier Street Health Center	1125 TREMONT STREET	ROXBURY	02120	Yes	No	No	No	No	No	Yes	\$ 977,019.00
TOTAL CUBE											\$ 9,811,378.67

CUBE	Count	Contract Amount	%
MBE	28	\$ 6,109,646.33	11.54%
WBE	23	\$ 3,171,232.34	5.99%
LGBTQ	2	\$ 25,500.00	0.05%
VBE	2	\$ 505,000.00	1.0%
Total	55	\$ 9,811,378.67	18.53%

\$52,952,103.29 Total Contract FY20
18.53% CUBE

Vendor ID	Contract Number	Vendor Name	Description	Start Date	End Date	Contract Amount
04526	FY20020807	Acushnet Marine	Ferry Transportation Services	01-Aug-19	30-Jun-20	\$ 200,000.00
01783	FY20020936 A	Advocates For Human Potential, Inc	Data Collection and Performance Measurement	01-Oct-19	30-Sep-20	\$ 150,000.00
01259	FY20021043 A	Aids Project Worcester	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 540,985.00
01259	FY20021289 A	Aids Project Worcester	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 110,000.00
00879	FY20021018	American Service Company	Fire Alarm System - 201 River Street	23-Oct-19	31-Mar-20	\$ 185,527.00
05636	FY20021058	Asap Environmental Inc	Terrain Response and Patient Movement Unit	01-Nov-19	30-Jun-20	\$ 209,856.00
05574	FY20020712	B And B Pest Control	Integrated Pest Control Management	01-Jul-19	30-Jun-20	\$ 111,375.00
01752	FY20021222	Bay Cove Human Services	Boston Night Center Care	01-Jul-19	30-Jun-20	\$ 120,000.00
03027	FY19020340	Beth Israel Deaconess Hospital - Plymouth	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 129,891.00
01873	FY19020364	Boston Children's Hospital	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 106,981.00
01470	FY20020962 A	Boston Health Care For The Homeless	Peer Navigator Program Support	01-May-19	30-Jun-20	\$ 124,760.00
01470	FY20021044 A	Boston Health Care For The Homeless	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 333,994.00
00001	FY19020326 A	Boston Medical Center	FY19 Education & Outreach	01-Jul-19	30-Jun-19	\$ 136,830.00
00001	FY20020704	Boston Medical Center	Community Based Prevention	01-Jul-19	30-Jun-20	\$ 200,000.00
00001	FY20021014	Boston Medical Center	Hospital Preparation Program	30-Sep-19	30-Jun-20	\$ 205,575.00
00001	FY19020389	Boston Medical Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 227,292.00
01786	FY20020762 A	Bound Tree Medical	Medical and Surgical Supplies	01-Jul-19	30-Jun-20	\$ 250,000.00
00236	FY20020815	Bowdoin Street Health Center	Neighborhood Trauma Team Crisis Management	01-Jul-19	30-Jun-20	\$ 197,000.00
01871	FY20020747	Brigham & Womens D/B/A Brookside Community Health Center	Neighborhood Trauma Team Behavioral Health Service	02-Jun-19	12-Jul-20	\$ 147,000.00
02717	FY20021131	Bulldog Fire Apparatus	Liberty Ambulances	25-Nov-19	30-Jun-20	\$ 1,885,442.00
01637	FY19020379	Cambridge Health Alliance	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 352,516.00
07128	FY20021124	Canon Solutions America Inc	Copier Lease and Printing Services	30-Dec-19	30-Dec-20	\$ 120,000.00
01564	FY19020342	Casa Esperanza	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 104,827.00
04163	FY20021194	Children's Services Of Roxbury	System Building Implementation Effort	01-Oct-19	30-Sep-20	\$ 250,000.00
05079	FY20020790	Cliftonlarsonallen LLP	Financial Audit Services	01-Jul-19	30-Jun-20	\$ 210,000.00
01532	FY20020764	Codman Square Health Center	STD Prevention and Intervention	01-Jul-19	30-Jun-20	\$ 200,000.00
01532	FY20020733	Codman Square Health Center	Community Health Center	01-Jul-19	30-Jun-20	\$ 390,786.00
01532	FY19020344	Codman Square Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 477,003.00
05523	FY20020795	Comcast	Analog Internet Data and Phone Service	23-May-19	30-Jun-20	\$ 300,000.00
01571	FY20021096 A	Community Servings	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 1,098,723.00
01708	FY19020430	Dell Marketing L.P.	Computer Hardware	01-Apr-19	30-Jun-19	\$ 100,000.00
01708	FY20020877	Dell Marketing L.P.	Computer Hardware and Services	19-Jul-19	30-Jun-20	\$ 1,000,000.00
02220	FY20020792	Dimock Community Health Center	Chronic Disease Community Health Support	01-Jul-19	30-Jun-20	\$ 134,858.00
02220	FY19020346	Dimock Community Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 513,291.00
04382	FY19019979	Done Right Building	Janitorial Cleaning	01-Mar-19	30-Jun-20	\$ 666,188.33
01608	FY20020793	DOT House Health	Quality Improvement in Primary Care	01-Jul-19	30-Jun-20	\$ 306,410.00
01530	FY20020695	East Boston Neighborhood Health Center	Neighborhood Trauma Team Health Services	01-Jul-19	30-Jun-20	\$ 147,000.00
01530	FY20021062 A	East Boston Neighborhood Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 180,087.00
01530	FY20020752	East Boston Neighborhood Health Center	Primary Care Outreach	01-Jul-19	30-Jun-20	\$ 383,264.00
03052	FY20020992 A	East River Energy	Oil and Diesel	01-Nov-19	31-Oct-20	\$ 260,700.00
01623	FY19020383	Edward M. Kennedy Chc	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 141,261.00
06497	FY20020821 A	Eplus Technology Service, Inc	CISCO Equipment and Service	26-Aug-19	30-Jun-20	\$ 100,000.00
01565	FY19020358	Father Bills & Mainsprings	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 251,154.00
01868	FY19020431 A	Fenway Community Health Center	Education and Outreach FY19	01-Jul-19	30-Jun-19	\$ 127,360.00
01868	FY20021038 A	Fenway Community Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 791,607.00
03273	FY20020872	Gibson Roofs, Inc.	Woods Mullen Roofing Repair	07-Aug-19	31-Dec-19	\$ 128,000.00
00971	FY20021064 A	Greater Lawrence Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 691,797.00
00971	FY20021306 A	Greater Lawrence Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 147,884.00
01537	FY20021149 A	Harbor Health Services	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 463,922.00
01511	FY20020694	Harvard Street Neighborhood Health Center	Neighborhood Trauma Team Health Services	01-Jul-19	30-Jun-20	\$ 147,000.00
01511	FY20020735	Harvard Street Neighborhood Health Center	Primary Care Outreach	01-Jul-19	30-Jun-20	\$ 494,145.00
04835	FY19020425	ICF Macro, Inc	Survey and Data Collection	01-Mar-19	30-Jun-20	\$ 686,538.00
06812	FY20020759	Integration Partners Inc.	Networking Professional Services	02-Aug-19	01-Aug-20	\$ 100,000.00
01488	FY20020665	Interpreters & Translators, Inc	Translation and Interpretation	01-Jul-19	30-Jun-20	\$ 150,000.00

06780	FY20021190	Intertalk Critical Information Systems, Inc	Intertalk System Support	21-Jan-20	31-Dec-20	\$ 391,001.76
01756	FY20020813	Iron Mountain	Data Management and Records	01-Jul-19	30-Jun-20	\$ 100,000.00
01963	FY20021178 A	Milton Management II	Lease Agreement	15-Sep-19	30-Jun-20	\$ 325,000.00
00881	FY20020736	Justice Resource Institute	PROMISE Program Activities	01-Jul-19	30-Jun-20	\$ 200,000.00
00881	FY20020750	Justice Resource Institute	Neighborhood Trauma Team Behavioral Services	01-Jul-19	30-Jun-20	\$ 210,000.00
00881	FY20021067 A	Justice Resource Institute	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 617,788.00
07009	FY20020885	LLB Architects	Engineer Facilities Assessment Infrastructure	01-Sep-19	01-Sep-20	\$ 306,425.00
01962	FY20020768	Lyman Realty Limited	Lease Agreement	01-Jul-19	30-Jun-20	\$ 353,600.00
00941	FY20021065 A	Lynn Community Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 371,727.00
01770	FY20021148 A	Massachusetts Alliance Of Portuguese Speaker	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 185,562.00
04843	FY20020810	Massachusetts E-Health Collaborative , Inc	Data Collection Project	01-Jul-19	30-Jun-20	\$ 180,000.00
01872	FY20021223 A	Massachusetts General Hospital	Public Health Preparedness Project	30-Sep-20	30-Jun-20	\$ 100,000.00
01872	FY20020982	Massachusetts General Hospital	Health Disaster Response Collaboration	01-Nov-19	30-Jun-20	\$ 100,000.00
01872	FY19020350	Massachusetts General Hospital	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 225,665.00
01678	FY20020880	Massachusetts Housing & Shelter Alliance	Massachusetts Homeless and Shelter Alliance	01-Jul-19	30-Jun-20	\$ 130,000.00
00946	FY20020731	Mattapan Community Health Center	Primary Care Support	01-Jul-19	30-Jun-20	\$ 131,677.00
00946	FY20020798	Mattapan Community Health Center	Neighborhood Trauma Team Health Services	01-Jul-19	30-Jun-20	\$ 147,000.00
03632	FY19020567	McKesson Medical Surgical, Inc	Medical and Surgical Supplies	01-May-19	30-Jun-20	\$ 1,000,000.00
00869	FY19020351	Merrimack Valley Assistance Program	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 155,690.00
01872	FY19020360	Massachusetts General Hospital	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 228,699.00
02196	FY19020459	MHQ Municipal Vehicles - A Division Of Natick Auto Sales, Inc	Vehicle Purchase	29-Mar-19	30-Jun-19	\$ 178,097.55
01636	FY20021039 A	Montachusett Opportunity Council	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 524,621.00
01765	FY19020388 A	Multicultural Aids Coalition	Multicultural AIDS Coalition	01-Jul-19	30-Jun-19	\$ 175,046.00
01765	FY19020352	Multicultural Aids Coalition	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 298,565.00
01765	FY20021139 A	Multicultural Aids Coalition	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 348,947.00
02350	FY20021079 A	NH Depart. Of Health And Human Services HIV/STD	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 253,658.00
01297	FY20020675 A	Northeast Rescue Systems	Uniforms, Equipment and Supplies	16-Jan-20	31-Dec-20	\$ 500,000.00
00856	FY20021196	Northeastern University	Early Mental Health Evaluation	01-Oct-19	30-Jun-20	\$ 200,000.00
02590	FY20021019 A	Pine Street Inn, Inc	Counseling and Case Management for Clients	01-Oct-19	30-Sep-20	\$ 390,712.00
02590	FY20020718	Pine Street Inn, Inc	Housing Works Partnership	01-Jul-19	30-Jun-20	\$ 285,080.00
02590	FY19019892	Pine Street Inn, Inc	Laundry and Linen Service	01-Jul-19	30-Jun-20	\$ 400,000.00
02590	FY19020557	Pine Street Inn, Inc	Housing Program	01-Jun-19	31-May-20	\$ 565,889.00
05252	FY20020754	PJ Systems, Inc	Hardware Equipment	01-Aug-19	30-Jun-20	\$ 100,000.00
03851	FY20021213	Prosapia, Inc	Harm Reduction Supplies	11-Feb-20	01-Aug-20	\$ 100,000.00
03851	FY20020887	Prosapia Inc. / Safety Works	Harm Reduction Supplies	01-Aug-19	01-Aug-20	\$ 250,000.00
07006	FY20020855	Qualifacts System, Inc	Management System for Recovery Services	09-Sep-19	30-Sep-20	\$ 139,000.00
03804	FY20021157 A	RDE System Support Group, LLC	Software License for Ryan White Program	01-Mar-19	29-Feb-20	\$ 300,000.00
03663	FY20021000	Rize Massachusetts Foundation	Research Evaluator Racial Inequities	01-Nov-19	30-Apr-20	\$ 300,000.00
01740	FY19019698	Robert Half International	Temporary Staffing Services	04-Jul-19	30-Jun-20	\$ 150,000.00
05138	FY20020997	Siemens Industry, Inc	Card Reader, Camera, Panel for Printer	31-May-19	30-Jun-20	\$ 300,000.00
01062	FY19020328	Social Solutions Global Inc.	Software for Data management	01-Jan-19	30-Jun-20	\$ 250,000.00
01528	FY20020730	South Boston Community Health Center	Primary Care Family Medicine	01-Jul-19	30-Jun-20	\$ 364,031.00
00812	FY20020968	South End Community Health Center	Community Health Support Services	01-Jul-19	30-Jun-20	\$ 147,739.00
00419	FY20021040 A	Southern New Hampshire HIV/Aids Task Force	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 410,903.00
01006	FY20020693 A	Standard Modern Company, Inc.	Printing Service	01-Jul-19	30-Jun-20	\$ 300,000.00
02568	FY20020786	Stryker Medical	Stretchers, Stair Chairs and Repairs	01-Jul-19	30-Jun-20	\$ 100,000.00
01336	FY20021203	Trinity Foley Limited Partnership	Lease Agreement	01-Jun-19	30-Jun-20	\$ 189,000.00
00233	FY20021197	Trustees Of Boston University	Research Evaluator	13-Sep-19	30-Sep-20	\$ 100,000.00
02101	FY20020710	U S Foodservice, Inc	Food Supplies, Products and Equipment	01-Jul-19	30-Jun-20	\$ 1,500,000.00
03064	FY19020077	United Elevator	Elevator Maintenance & Testing	05-Oct-19	30-Jun-20	\$ 113,528.00
01033	FY20021004	University Of Massachusetts	Community Prevention Research	01-Sep-19	31-Aug-20	\$ 101,955.00
00853	FY19020361	Uphams Corner Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 238,784.00
00853	FY20021141 A	Uphams Corner Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 248,979.00
00853	FY20020791	Uphams Corner Health Center	Community Health Care Support	01-Jul-19	30-Jun-20	\$ 381,532.00
07237	FY20021287	Veterans Business Supply	Personal Protective Equipment	23-Mar-20	30-Jun-20	\$ 500,000.00
01899	FY20020705	Victory Programs	Community Engagement	01-Jul-19	30-Jun-20	\$ 200,000.00

01899	FY19020382	Victory Programs	Ryan White Services Division	01-Mar-19	29-Feb-20	\$ 1,122,621.00
00700	FY20020744	W W Grainger, Inc	Maintenance Repair and Operations Supplies	01-Jul-19	30-Jun-20	\$ 325,000.00
01651	FY20020706	WB Mason	Office and Paper Supplies	01-Jul-19	30-Jun-20	\$ 250,000.00
01651	FY20020672	WB Mason	Janitorial Products	01-Jul-19	30-Jun-20	\$ 250,000.00
01512	FY20020696	Whittier Street Health Center	Neighborhood Trauma Team Health Services	01-Jul-19	30-Jun-20	\$ 147,000.00
01512	FY19020363	Whittier Street Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 234,861.00
01512	FY20021042 A	Whittier Street Health Center	Ryan White Services Division FY19	01-Mar-19	29-Feb-20	\$ 242,361.00
01512	FY20020751	Whittier Street Health Center	Community Health Center	01-Jul-19	30-Jun-20	\$ 351,807.00
00245	FY20020958	Woodward & Curran, Inc	Water Tower Preventive Main	16-Sep-19	30-Jun-20	\$ 150,000.00

\$ 36,628,380.64

FY2021 External Funds Changes

The Boston Public Health Commission's External Funds are expected to decrease by \$77,802 from FY20.

1. Recovery Services Bureau: Overall decrease of \$427,438 from FY20

There have been updates in the reimbursement structure of contracts under the Entre Familia Residential Project and Wyman Recovery Home Project. Several contracts, including SOR Post Overdose Intervention Pilot, Strategic Partner For Success, and Sub Abuse Prevention Collaboration are scheduled to end in early FY21.

2. Child Adolescent and Family Health Bureau: Overall increase of \$950,711 from FY20

We have a new grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to develop a system of care with the Department of Child and Family Services (DCF) and Children's Services of Roxbury (CSR) focusing on early childhood mental health of infants and toddlers (birth to 48 months) who are involved with the state child welfare system. We are also getting increased funding for the Safe and Successful Youth Initiative. Our Determination of Need grant will be ending in September and our Teen Dating Violence grant will end in FY20.

3. Community Initiatives Bureau: Overall increase of \$28,432 from FY20

Our permit fees for biosafety have increased and we are expecting an increase in tobacco fines due to the Mayor's anti-vaping initiative. Our Mass in Motion grant ends in FY20.

4. Emergency Medical Services: Overall decrease of \$371,344 from FY20

There was some carryover funding from FY19 into FY20 for equipment purchases. We will not be carrying over funds into FY21.

5. Homeless Service Bureau: Overall decrease of \$955,911 from FY20

The Boston CABHI grant and Rapid Rehousing for the Homeless grant are both ending in FY20.

6. Infectious Diseases Bureau: Overall decrease of \$706,748 from FY20

We are getting increased funding under the Ryan White program and HIV Emergency Relief Subcontracts.

7. Public Health Service Center: Overall increase of \$9,000 from FY20

We are forecasting a decrease in revenue collections based COVID impacts.

Public Health Commission Project Profiles

EMS RADIO SYSTEM UPGRADES

Project Mission

Design and implementation of upgrades to the EMS radio system.

Managing Department, Boston Public Health Commission **Status**, Implementation Underway

Location, Citywide **Operating Impact**, No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	1,100,000	10,800,000	11,655,000	0	23,555,000
Grants/Other	0	0	0	0	0
Total	1,100,000	10,800,000	11,655,000	0	23,555,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	1,100,000	10,755,000	11,700,000	23,555,000
Grants/Other	0	0	0	0	0
Total	0	1,100,000	10,755,000	11,700,000	23,555,000

EMS SEAPORT STATION

Project Mission

Design and construction of a new EMS station.

Managing Department, Public Facilities Department **Status**, To Be Scheduled

Location, South Boston **Operating Impact**, No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	375,000	0	0	0	375,000
Grants/Other	0	0	0	0	0
Total	375,000	0	0	0	375,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	0	25,000	350,000	375,000
Grants/Other	0	0	0	0	0
Total	0	0	25,000	350,000	375,000

Public Health Commission Project Profiles

EMS TRAINING ACADEMY

Project Mission

Renovate space at 201 Rivermoor Street to accommodate Emergency Medical Services (EMS) training requirements.

Managing Department, Public Facilities Department **Status,** In Design

Location, West Roxbury **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	800,000	7,700,000	0	0	8,500,000
Grants/Other	0	0	0	0	0
Total	800,000	7,700,000	0	0	8,500,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	50,000	1,500,000	6,950,000	8,500,000
Grants/Other	0	0	0	0	0
Total	0	50,000	1,500,000	6,950,000	8,500,000

ENGAGEMENT CENTER

Project Mission

Design and build a permanent Engagement Center to enhance recovery support services.

Managing Department, Public Facilities Department **Status,** In Design

Location, Dorchester **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	800,000	7,800,000	0	0	8,600,000
Grants/Other	0	0	0	0	0
Total	800,000	7,800,000	0	0	8,600,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	250,000	1,500,000	6,850,000	8,600,000
Grants/Other	0	0	0	0	0
Total	0	250,000	1,500,000	6,850,000	8,600,000

Public Health Commission Project Profiles

LONG ISLAND FACILITY PRESERVATION

Project Mission

Repair and upkeep of buildings on Long Island that may be utilized in the development of the recovery campus.

Managing Department, Public Facilities Department **Status,** New Project

Location, Harbor Islands **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	0	18,000,000	0	0	18,000,000
Grants/Other	0	0	0	0	0
Total	0	18,000,000	0	0	18,000,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	0	3,000,000	15,000,000	18,000,000
Grants/Other	0	0	0	0	0
Total	0	0	3,000,000	15,000,000	18,000,000

LONG ISLAND RECOVERY CAMPUS

Project Mission

Renovate existing buildings on Long Island to support the creation of a recovery campus.

Managing Department, Public Facilities Department **Status,** New Project

Location, Harbor Islands **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	0	2,000,000	0	0	2,000,000
Grants/Other	0	0	0	0	0
Total	0	2,000,000	0	0	2,000,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	0	0	2,000,000	2,000,000
Grants/Other	0	0	0	0	0
Total	0	0	0	2,000,000	2,000,000

Public Health Commission Project Profiles

LONG ISLAND STUDY

Project Mission

The first phase of this study will assess the current condition of the existing PHC facilities. The second phase will be the development of a master plan for the creation of a recovery campus on the island providing a range of services.

Managing Department, Public Facilities Department **Status,** Study Underway

Location, Harbor Islands **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	2,000,000	0	0	0	2,000,000
Grants/Other	0	0	0	0	0
Total	2,000,000	0	0	0	2,000,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	31,119	1,500,000	468,881	0	2,000,000
Grants/Other	0	0	0	0	0
Total	31,119	1,500,000	468,881	0	2,000,000

MIRANDA-CREAMER / SEFC REPAIRS

Project Mission

Roof replacement at the Miranda-Creamer and South End Fitness Center buildings. Window and masonry repairs to the interconnecting walkway. Electrical and HVAC upgrades.

Managing Department, Public Facilities Department **Status,** In Design

Location, South End **Operating Impact,** No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	800,000	0	4,300,000	0	5,100,000
Grants/Other	0	0	0	0	0
Total	800,000	0	4,300,000	0	5,100,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	0	50,000	5,050,000	5,100,000
Grants/Other	0	0	0	0	0
Total	0	0	50,000	5,050,000	5,100,000

Public Health Commission Project Profiles

SOUTHAMPTON STREET SHELTER GENERATOR

Project Mission

Install generator at 112 Southampton Street to support the shelter and Engagement Center.

Managing Department, Public Facilities Department **Status**, In Construction

Location, Dorchester **Operating Impact**, No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	1,646,000	0	0	0	1,646,000
Grants/Other	0	0	0	0	0
Total	1,646,000	0	0	0	1,646,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	52,500	750,000	843,500	0	1,646,000
Grants/Other	0	0	0	0	0
Total	52,500	750,000	843,500	0	1,646,000

WOODS MULLEN SHELTER

Project Mission

Replace elevator and relocate entryway to improve accessibility, security, and efficiency. Renovate bathrooms, showers, and increase bed space.

Managing Department, Public Facilities Department **Status**, In Design

Location, South End **Operating Impact**, No

Authorizations

Source	Existing	FY21	Future	Non Capital Fund	Total
City Capital	4,000,000	1,500,000	0	0	5,500,000
Grants/Other	0	0	0	0	0
Total	4,000,000	1,500,000	0	0	5,500,000

Expenditures (Actual and Planned)

Source	Thru 6/30/19	FY20	FY21	FY22-25	Total
City Capital	0	0	500,000	5,000,000	5,500,000
Grants/Other	0	0	0	0	0
Total	0	0	500,000	5,000,000	5,500,000

Boston Public Health Commission Stipends

The total BPHC FY2021 budget for stipends is **\$298,627**. This mainly supports the programs to involve youth participation on various critical public health programs such as Start Strong, Peer Leadership, BAHEC and REHI. Also, the funds are used as incentives to allow training, technical assistance, and community involvement in focus groups to public health programs.

Health Equity \$15,000

There is a stipend for one student from Global Health Fellows to continue an educational enhancement program that has been in place since 2015. BPHC receives a grant from Global Health Fellows that covers the majority of the cost. Stipends are also used to support community member participation in the Community Health Advisory Board.

Accreditation and Quality Improvement \$14,000

There is a stipend for one fellow from Global Health Corp program to support BPHC's quality improvement, performance management, and accreditation efforts. BPHC receives a grant from Global Health Fellows that covers the majority of the cost of the fellowship program.

VIP/Trauma Prevention \$46,000

Stipends are a critical method of supporting youth participation in the Start Strong program. City funding allows a designated number of summer placements for youth and the program consistently seeks additional funding from external partners to allow more youth participation.

CAHD Health Services \$159,357

Stipends are a critical method of supporting youth participation in the Peer Leadership and BAHEC program. City funding allows a designated number of summer placements for youth and the program consistently seek additional funding from external partners to allow more youth participation.

Healthy Baby/Healthy Child \$1000

Stipends are used to purchase gift cards to give away to parents and clients during the holiday season. Stipend payments of less than \$100/year are paid to the parent mentors for completing home visits with new parents.

Youth Development Network \$14,270

Stipends are a critical method of supporting youth participation in the Youth Development program. City funding allows a designated number of summer placements for youth that can't participate in the summer youth job program because of summer school requirements. These students participate in programming after their summer school classes are complete for the day. The program consistently seeks additional funding from external partners to allow more youth participation.

Chronic Disease Prevention and Control Division \$6,000

Stipends are used to support the training and technical assistance on the Boston Healthy Child Care Initiatives. This support helps the child care programs improve their capacity to implement policies and practices that support healthy eating and physical activities.

Recovery Services Engagement Center \$18,000

Stipends for a Consumer Advisory Board (CAB) at the Engagement Center to provide help with outreach, syringe pick-up, plantings, cleaning, and library services. Participants are eager to assist with these activities, which aid staff and promote participant ownership of the space and neighborhood.

Serving Ourselves \$25,000

Stipends are provided as a savings match to homeless clients who are working with a case manager on a housing plan to move out of shelter. Clients set their own savings goal for any housing-related activity and work with a case manager to ensure that goals are attainable and realistic. These stipends are used to encourage savings and improve asset development for homeless individuals.