



Children's Hospital Boston



**Annual Report
On Community Benefits
Fiscal Year 2005**

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Preface

Children's Hospital Boston is guided by the values of innovation, optimism, and a devotion to pediatric care. These core attributes run throughout the hospital's four interwoven missions: providing the highest quality clinical care; training the next generation of pediatric professionals; reaching new frontiers in pediatric research and the treatment of childhood disease; and serving as a model institution for improving community health. The hospital makes significant investments in each of these areas to further its broad societal mission to improve child health.

Within this context, Children's Hospital's community benefits reflect its strong commitment to community health. Children's takes a wide view of community benefits, broader than that defined by the Office of the Attorney General. For Children's, community benefit encompasses four broad investment areas. Every day we strive to improve the physical and mental health of children through our innovative services, initiatives, and partnerships. Children's also seeks to improve the civic health of the community the hospital exists in and serves. For Children's, community benefit means that the hospital:

- 1) **serves as a safety net** by caring for patients regardless of ability to pay; offering family-centered services to ensure that families' basic needs are met as they care for their children; and providing and supporting hospital and community-based subsidized services that are either not available or available in limited capacity, such as primary care, mental health services, dental care, or child protection services.
- 2) **focuses on the most pressing health care needs** of children and families in local communities – asthma, mental health, injury prevention, and fitness and nutrition. Children's targets resources to develop and support innovative programs and initiatives in these core commitment areas.
- 3) **supports essential community partners** to make Boston a better place for children and families, and a more vibrant and livable city. These partnerships include programmatic efforts aimed at improving child health more broadly, support for the city's infrastructure for the delivery of health and social services, and acknowledging and acting on the hospital's civic role and responsibilities.
- 4) **speaks out through public policy advocacy** to effect real change in the lives of children and families.

Executive Summary

Children have unique health needs that cannot be addressed by the adult medical system. Their medical conditions, the type of care they need, and how that care is delivered all differ significantly from adults.

Children's Hospital Boston is the only hospital in Massachusetts with a singular focus on children and their special needs. And that singular focus is brought to its work with and in the local community. Known for excellence in patient care, teaching, and research, Children's also strives to be a dedicated and enduring community partner, a beacon of access to care for the poor, an accountable health-improvement organization, and a civic and public policy leader.

The hospital has encapsulated its vision for a system of care for Boston children – care that is local, accessible, and comprehensive – in a few simple words: “Healthy Children. Healthy Communities.” This vision is predicated on the hospital's commitment to four fundamental “deliverables,” outlined below. This commitment also requires that the hospital expand the traditional medical model of care and combine it with a public health model of care to reach a new, more comprehensive definition of child health. It requires the formation of deep and lasting partnerships with community organizations already engaged in improving the health and lives of Boston's children and their families. It requires taking a very broad and long view – seeing children's health, and the hospital itself, in the context of the environments children live in.

To begin to achieve this vision of “Healthy Children. Healthy Communities.” the hospital has, in some ways, redefined its role. For more than 130 years, the hospital has stood out as an example of excellence in pediatric patient care, teaching, and research. But providing superb hospital-based care is not enough.

Children's Hospital also embraces its role as the community hospital for the children of Boston, and is the largest provider of inpatient and outpatient services to them. More than half of all children hospitalized in the City of Boston come to Children's; nearly one-third of the hospital's patients come from Boston and immediately neighboring towns. Children's is the single largest provider of medical care to low-income children in Massachusetts; approximately 30 percent of the children the hospital cares for are uninsured or have coverage through public programs.

Children's has recognized and must respond to the wide range of factors outside its doors that affect the health status of Boston's children, and has a special commitment to the wellness of the city's children. The hospital addresses these factors on four levels:

- assuring that a health care safety net exists for children
- providing community-based care to address the health needs of Boston's children
- supporting community partners to make Boston a better place for children and families, and a more vibrant and livable city
- speaking out, through public policy advocacy, about the crucial, unmet needs of children, adolescents, and young adults.

The Health Care Safety Net

Children's is the largest provider of medical care to low-income children in the state, and it is vitally important that the hospital maintain an open-door policy for all Massachusetts children, regardless of their families' ability to pay. To improve access to care and to enhance parents' ability to care for a sick child, the hospital provides an array of family-centered services, from parking to meal vouchers, and many others. In a health care infrastructure with so many flaws, it is critical for the hospital to do what it can to maximize access to services for those in need. Children's also provides, or supports others who provide, those vital, hospital-subsidized services that are either not available elsewhere or are only available in limited capacity, such as primary care, mental health services, dental care, or child protection services. *This is what we mean by providing a health care safety net.*

A Focused Core Commitment to Community Health

Children's is committed to helping children lead healthy, safe, and active lives; to ensure that they are ready to learn; and to encourage them to be engaged in the world around them. To accomplish this, the hospital must address the most serious health issues faced by the city's children. These problems – asthma, obesity, unintended and intentional injury, and mental illness – are best addressed by a coordinated and child-centered program of prevention, treatment, education, and advocacy. By partnering with the local community to merge the medical model of care with a public health model, the hospital and its partners provide a continuum of needed services in these issue areas. This model has the potential to achieve some very important outcomes: true coordination within the systems of care, the ability to treat “the whole child” rather than episodic or discrete problems, and the ability to track and measure improvements in child health in targeted communities. *This is Children's approach to community health programming.*

Supporting Essential Community Partners

The hospital's community commitments are directed at improving the infrastructure of organizations that care for children and families in the city – supporting community partners and working with them to make Boston a better place for children and families, and a more vibrant and livable city. These supportive partnerships include programmatic efforts in the hospital's core commitment health areas and other areas aimed at improving child health more broadly, support for the city's infrastructure for the delivery of health and social services, and acknowledging and acting on the hospital's civic role and responsibilities. *This is what we mean by supporting community partners.*

A Voice for Children

Influencing public policy to improve child health is an important aspect of the hospital's commitment to community health. As the critical safety net hospital for children throughout Boston, the Commonwealth, and the region, Children's recognizes its special obligation to engage in public policy activities that will ensure access to the services children need. *This is what we mean by speaking out about the crucial needs of children.*

Promoting community health is one of Children's Hospital's four core missions and one of its eight strategic goals. As such, community health, along with the hospital's patient care, teaching, and research missions, is monitored and measured against benchmarks for safety, effectiveness,

timeliness, patient centeredness, efficiency, and equitability. This “quality dashboard” is based on a national model for measuring quality. Children’s is among the first hospitals in the nation to include community health among its strategic goals and to measure results using the same rigors and benchmarks against which patient care quality is measured.

In pursuit of this extensive community health vision, the hospital’s reach is broad and deep. In FY05, Children’s provided more than 147,000 patient visits through hospital and community-based clinical services, and reached more than 15,000 children, youth, parents, and caregivers through programs and initiatives in community settings.

Providing a Patient Care Safety Net

Children's Hospital is the safety net provider for the children of Boston. More than half of all children hospitalized in the City of Boston come to Children's; nearly one-third of the hospital's patients come from Boston and immediately neighboring towns. Children's is the single largest provider of medical care to low-income children in Massachusetts; approximately 30 percent of the children the hospital cares for are uninsured or have public coverage through the Medicaid/Mass Health program or Children's Medical Security Plan (CMSP).

Beyond the provision of care, a major institutional priority for Children's is ensuring that care is available to patients regardless of their ability to pay and ensuring that needed care is accessible. Accordingly, the hospital has major programs in place to do so.

This safety net is both a financial and programmatic one: financial, in that the hospital provides free care, subsidizes care for Medicaid patients, and incurs bad debt for low-income patients; programmatic in that, as the community hospital for the city of Boston, Children's offers vital, hospital-subsidized services that are either unavailable elsewhere or are only available in very limited capacity. For the purposes of this document, however, only those expenditure components described in the Attorney General's guidelines are included in the "Expenditures" section beginning on page 31.

Providing A Financial Safety Net To Assure That No Child From Massachusetts Is Turned Away Due To Inability To Pay For Care.

The hospital makes aggressive efforts to help enroll children in health coverage through the Medicaid program, provides free care to qualified families who are ineligible for state assistance, and offers discounts to self-pay patients, regardless of income. In 2005, Children's reaffirmed this commitment by reviewing and updating financial and operational policies, and ensured that clinicians, billing specialists, and front line staff were knowledgeable about these policies, to help assure families are enrolled in health coverage programs and are identified when eligible for self-pay and discount programs.

Providing Family-Centered Services.

For a pediatric hospital, health care means caring for entire families, not just the children in the family. Children's Hospital focuses on providing family-centered care to help ensure the health of children, and to see that families are supported as they address their child's health needs.

Families with a sick child and few resources must have their basic needs met – everything from housing assistance or food vouchers for out-of-town families who must stay in Boston for extended periods to transportation for needy local families whose child must be seen regularly. The hospital maintains an Extraordinary Needs Fund for these and other safety-net purposes.

Because of its dual role as community hospital to children from surrounding neighborhoods and as a national and international referral center, Children's patients represent a variety of ethnicities and cultures. To help patients and families who do not speak or understand English well, the staff of the hospital's Interpreter Services Department provides services in American Sign Language, Spanish, Russian, Cantonese and Mandarin Chinese, Portuguese, and Cape

Verdean. Other languages are served by a pool of 100 freelance interpreters. In 2005, the hospital supported more than 47,000 interpreting encounters in more than 40 languages and dialects.

Children's seeks to enhance the capacity of parents to care for sick children in multiple ways. The hospital maintains extensive family support services, including social work, specially trained child life staff, and a Center for Families that serves as a resource hub for the patient community. These formal services "wrap around" the hospital's clinical programs to provide families with resources, counseling, advocacy, and support. In addition to more formal family services, the hospital also maintains several important targeted programs for families that need additional emotional and parenting supports.

For families who are just learning about the diagnosis of their child, the hospital coordinates a Family to Family Program, in which parents whose child already has the same diagnosis are trained to pair and connect with the families of newly diagnosed patients. In 2005, the program matched 20 families with trained volunteers.

Recognizing that some parents need additional family-like support, the hospital coordinates a Foster Grandparent Program, which trains older volunteers to spend time with young patients, offering services ranging from rocking babies to sleep to reading a book with a toddler.

Providing Essential Health Care Services.

Given the nation's fragmented health care system, access to needed services is not always assured. This is particularly true in urban areas, where services may be unavailable, incomplete, or uncoordinated. To improve access to care for urban core children and families, Children's provides and subsidizes an array of primary care and specialty care services on its campus and in community-based settings, services that might not be available otherwise or are only available in very limited capacity. Children's supports other community-based providers as they, too, strive to provide these important services to their patients and families.

Primary care services.

Through the Martha Eliot Health Center, the hospital's community health center in Jamaica Plain, and the hospital-based Children's Hospital Primary Care Center (CHPCC) and the Adolescent/Young Adult Medicine Program, the hospital provides a number of avenues for access to primary care services, which are a cornerstone of Children's community health efforts. In total, these programs provided 97,738 visits for traditional primary care as well as a wide range of services to address the health and social welfare needs of the patients and families we serve. Programs range from optometry, nutrition, and substance abuse, to home visiting services, HIV education counseling and testing, and a youth street outreach program.

For more detailed information on the Martha Eliot Health Center, Children's Hospital Primary Care Clinic, and the Adolescent/Young Adult Medicine Program, see Appendices A, B, and C, respectively.

Psychiatric and Mental Health Services.

Children's Hospital's Department of Psychiatry, one of the leading providers of mental health services in Massachusetts, is working to expand access to mental health care for all children and

families. Through hospital-based initiatives and partnerships with schools, community health centers, and several community-based organizations, the Department of Psychiatry is changing the environment of mental health care to ensure a brighter future for all children.

While the Department of Psychiatry provides more than 14,000 outpatient and emergency department visits on the hospital campus and through the Martha Eliot Health Center, the hospital recognizes that we are not able to reach all of the children and families in need. Because lack of access to community-based mental health services is a significant barrier to needed care, Children's has provided funding for child and adolescent psychiatrists to provide services in six community health centers, serving an additional 500 children. The addition of this level of expertise improves local access to child and adolescent mental health services and shortens waiting times for an appointment. The hospital also delivers care through prevention and wellness initiatives based in community health centers, in the schools, and in other community organizations.

For more information about the hospital's community-based mental health services, see page 13 and Appendix G.

Child Protection Services.

Children's has a long history of prevention and treatment of victims of abuse and neglect, through its Child Protection Clinical Services Program. This program provides outpatient medical and psychosocial clinical assessment services to children who have been or are maltreated. The program's multidisciplinary team includes social workers, physicians, nurse practitioners, and psychologists. The team also offers highly specialized training to identify child abuse for other community agencies. The team's case load is an estimated 1,500 per year.

For more information on Child Protection Services, see Appendix D.

Dental Care and Oral Health Services.

The Department of Dentistry at Children's is dedicated to providing exceptional and comprehensive oral health care to infants, children, adolescents, and those with special health care needs while promoting and advocating for their optimal oral health. For example, Children's serves as an important safety net for children with developmental disabilities who frequently require even routine dental treatment in an operating room environment under general anesthesia. Overall, the department records approximately 22,000 patient visits per year, including surgical procedures. Of these patients, 65 percent are insured by Medicaid and nearly 40 percent of patients are from Boston.

The hospital's dental program also reaches out into the community. Recognizing that there is a significant need for pediatric dental services in the community, Children's financially supports the pediatric dental program at Dimock Community Health Center. To encourage early identification of oral health issues, the Department of Dentistry also offers educational awareness training to non-dental providers at MEHC and CHPCC.

Community Health Center Services.

Community health centers are key allies in improving access to care and developing and

implementing community health initiatives. While Children’s provides a wide range of services to improve child health, the hospital is by no means alone in engaging in this task. Community health centers play a vital role in the broader system of health care in Boston. In both the spirit and the reality of “it takes a village to raise a healthy child,” the hospital supports the work of these centers. It also relies on the expertise of providers and staff from community health centers to inform its programming and how to best reach the families in its target population. Children’s gains valuable input from its relationship with Martha Eliot Health Center, and its affiliation with 11 other Boston community health centers:

Bowdoin Street	South Cove
Brookside	South End
Dimock	Southern Jamaica Plain
Joseph M. Smith	Uphams Corner
Roxbury Comprehensive	Whittier Street
Sidney Borum	

See the section on “Supporting Essential Community Partners” beginning on page 17 for more information on community health centers as well as Appendix E.

A Core Commitment to Community Health

Asthma, Mental Health, Injury Prevention, Fitness and Nutrition

The concept of “Healthy Children. Healthy Communities.” requires the hospital to work in and with its community on those issues most important to improving the health of local children and keeping them out of the hospital when possible. In 2004, the hospital engaged community leaders and residents to determine their children’s most pressing health needs. That input, plus a review of public health data, showed that asthma, mental health, obesity, and prevention of injuries were the most pressing and prevalent health needs for Boston children, particularly in the neighborhoods of Jamaica Plain and Roxbury, the same geography served by the Martha Eliot Health Center.

To make a difference in these core health issue areas, the hospital needed to build on its base of expertise in providing clinical care and leverage the expertise of community partners in providing prevention, wellness, and education services to children. This merging of the medical model of care with the public health model of care helps ensure that health care and public policy advocacy for children is better coordinated and that the community is engaged and invested in the goal of improved child health.

Achieving these goals demands not only a commitment of resources, but the ability to prove that those resources, effectively applied, are making a difference. The hospital’s core commitment to community health seeks to do just that – to track and document measurable improvements in child health in select communities over time.

All this work is pursued with the goal of integrating the hospital’s programs with others in the city and partnering in program development and delivery whenever possible.

Asthma

Asthma is the leading cause of hospitalization at Children’s Hospital. The hospital is the largest provider of clinical services to children with asthma in Massachusetts, with more than 12,300 inpatient and outpatient visits for asthma as a primary or complicating diagnosis in FY05. Children’s has focused its programs to improve asthma management in a child’s everyday life. With supportive resources and education, children with asthma can lead healthy and active lives.

Children’s asthma programs cover a full continuum of care: prevention, evaluation, treatment, parental support, case management, training and education, and policy advocacy. This approach engages the entire community – families, schools, community health centers, advocacy groups, and community based organizations – and stresses treatment of the child in the context of his or her environment.

Partners in the hospital’s asthma initiatives include the Boston Public Health Commission, the Boston Asthma Initiative, the Boston Public Schools, the Boston Urban Asthma Coalition, the Asthma Regional Council, and other community and city government partners.

In FY05, Children's Hospital provided more than 12,300 asthma-related patient visits in the hospital and reached more than 5,000 children, youth, parents, and caregivers with asthma services in community settings.

For a more detailed description of the hospital's asthma initiatives, including goals, strategies, major accomplishments for FY05, and programs goals for FY06, see Appendix F.

Mental Health

Children's Hospital is one of the leading providers of mental health services to children in Boston, with more than 14,000 outpatient and emergency department visits for mental health care in 2005.

Limited access to child mental health services is well-documented and represents a growing problem. Urban children and families in particular have problems with finding and accessing culturally and linguistically appropriate mental health services. These access barriers can be further complicated when care is not provided in a community setting. Children's has recognized this fact and has expanded its mental health services by providing psychiatrists in community health centers and other settings. The hospital also delivers care through prevention and wellness initiatives based in community health centers and schools, and through other community organizations. These initiatives include the *Children's Hospital Neighborhood Partnership (CHNP)* and the *Jamaica Plain Children's Mental Health Network*. Both programs increase access to mental health services, improve the quality of services available, build capacity in partner organizations, and strengthen the ability of children to function successfully. Mental health initiatives in the community also provide screening, evaluation, education, support services, case management, treatment, and advocacy for children with mental health problems. By integrating and linking these efforts, and by deepening and intensifying the hospital's relationships with community partners, community capacity is strengthened to help Boston's children grow up strong and do well in their daily lives.

The hospital has funded further expansion of mental health services in the community through the addition of psychiatrists in five community health centers. The hospital also has expanded access to services by developing and supporting school- and family-based support and specialized mental health care. Recently, the hospital's mental health work in schools has been recognized by the *Boston Business Journal* with its "Champions in Health Care" award; the leadership of the CHNP was honored for improving access to mental health services for Boston school children.

In addition to prevention and wellness, direct services are offered in four primary care settings in Boston through the *ASK (Advocating Success for Kids) Program*. ASK offers "one-stop-shopping" for access to services for children with medical, emotional, and behavioral issues or school-functioning problems and learning delays. Services include assessments and screenings to determine a child's school and emotional functioning, and development of recommendations for educational and social services. The ASK program also provides extensive follow-up with parents, teachers, and school staff.

Because of the importance of mental health and the difficulty in accessing services, the hospital has developed the only mental health advocacy program of its kind in the U.S., the *Child and Adolescent Mental Health Advocacy Initiative* (CAMHAI). Its goal is to bring about broad change in the mental health system and in mental health services through raising awareness of mental illness and highlighting barriers to care.

In FY05, Children's Hospital provided 14,000 mental health patient visits in hospital outpatient and emergency departments. In addition, Children's provided services to more than 3,000 children and youth, 800 teachers and school staff, and 900 parents, in school and community settings.

For a more detailed description of the hospital's community-based mental health initiatives, including goals, strategies, major accomplishments for FY05, and programs goals for FY06, see Appendix G.

Injury Prevention

Injuries – both unintentional and intentional – are the leading cause of death for children ages 1-19 in Massachusetts and result in 250,000 emergency room visits in a year. As part of its needs assessment effort, the hospital surveyed Boston families to help identify community concerns and gaps in current injury prevention programs. Based on their recommendations and an analysis of injury data, the most needed programs are those in home safety, community safety, and pedestrian safety.

The hospital's unintentional injury prevention program focuses on these areas through its selection as a site for the *Injury Free Coalition for Kids (IFCK)*, a national childhood injury prevention program of the Robert Wood Johnson Foundation. The Boston program's goal is to reduce injuries to children under the age of 15 in Jamaica Plain over a four-year period. IFCK has a safer homes program, focused on reducing the risk of injuries from fire, poisoning, and falls; car seat and sports helmet safety programs, both of which involve education and distribution of car seats and sports helmets; and is actively involved in outreach by participating in community health fairs and events. IFCK also formed a 48-member community coalition that gathers community feedback, connects with Jamaica Plan children and families, and helps to implement IFCK programs.

A variety of hospital-based programs and community partnerships have been developed to reduce the prevalence of intentional injuries. Hospital programs include clinical assessment services for those who have been maltreated, a 24-hour consultation service, and an advocacy program for battered women and their children. The hospital also partners with government agencies and others to prevent and treat children who are at risk or have been neglected or abused. Children's has provided both clinical and financial support to the Suffolk County Children's Advocacy Center, which treats children who have been abused.

In FY05, Children's Hospital provided injury prevention and protection services to more than 1,700 children and 250 adults. In addition, the hospital reached more than 5,100 children, youth, parents, and caregivers in community settings.

For a more detailed description of the hospital's injury prevention initiatives, including goals, strategies, major accomplishments for FY05, and programs goals for FY06, see Appendix H.

Fitness and Nutrition

Children's Hospital is internationally recognized for its treatment program to help already overweight and obese children, currently serving 500 children per year. This track record, coupled with a focus on local children at risk and strong community connections, makes Children's ideally suited to expand efforts to help prevent and treat these problems, which are reaching epidemic proportions; for example, in Massachusetts, more than one-third of toddlers and pre-schoolers are at risk for obesity or are already overweight; in the Boston Public Schools, 25 percent of children are at risk, and another 20 percent are overweight or obese.

Obesity is a complicated medical, social, and lifestyle issue for children, especially children living in urban areas. Children who are struggling with being overweight or who are at risk need access to specialty medical services, nutrition education, and recreational opportunities, which may not always be available in health care settings. Thus, Children's approach to this issue is to support and work with community partners who are delivering nutrition education and physical activities.

The hospital's current focus is on working to identify best practices among obesity prevention programs – both hospital-based and in the community – to ensure that its programs are optimally effective in encouraging fitness and nutrition among children and adolescents.

Its hospital-based treatment and prevention program, *One Step Ahead*, serves Boston children ages 3-13 by providing evaluations, counseling, and helps to identify and refer them to other nutritional, educational, and recreational resources. At the Martha Eliot Health Center, there are two obesity-prevention programs: *I'm iN Charge*, which targets young people ages 9-20 who are overweight and at risk for type II diabetes and provides them with education, clinical care, and access to other community resources; and *We Got Next*, which is focused on girls 11-14 who are overweight and lead sedentary lifestyles and engages them in counseling, educational workshops, and programs to encourage physical activity.

In addition, the hospital has provided funding to eight hospital-affiliated community health centers with existing fitness and nutrition programs. This funding program is aimed at building community capacity to help reduce childhood obesity; and to help identify the best practices to provide obesity prevention services in the community. In addition, the Hospital's contribution to the United Way has enabled Children's to support "scholarships" for Jamaica Plain and Roxbury children to attend *Body by Brandy4Kids*, a Roxbury-based program designed to support physical fitness and healthy living for children at risk for health issues associated with obesity.

The hospital has provided funding to eight hospital-affiliated community health centers with existing fitness and nutrition programs. This funding program is aimed at building community capacity to help reduce childhood obesity; the centers also are participating in the "best practice" identification project. In addition, the Hospital's contribution to the United Way has enabled Children's to support "scholarships" for Jamaica Plain and Roxbury children to attend *Body by*

Brandy4Kids, a Roxbury-based program designed to support physical fitness and healthy living for children at risk for health issues associated with obesity.

In FY05, Children's Hospital provided hospital-based obesity treatment to 500 children, and reached more than 300 children and youth in community settings.

For a more detailed description of the hospital's fitness and nutrition initiatives, including goals, strategies, major accomplishments for FY05, and programs goals for FY06, see Appendix I.

Supporting Essential Community Partners

Partnerships are a key element in attaining the vision of “Healthy Children. Healthy Communities.” A task beyond the reach of any one organization – despite its level of commitment – achieving this goal requires a concerted and sophisticated effort to integrate and coordinate care. It truly “takes a village to raise a *healthy* child.”

In addition to its own efforts toward the goal, Children’s Hospital actively helps build and support the efforts of the “village” that is steward of the health of Boston’s children, on three levels:

- by partnering with community health centers, the Boston Public Schools, government agencies, and community-based organizations to address the core commitment areas of asthma, mental health, injury prevention, and fitness and nutrition as well as partnering with community programs aimed at improving child health more broadly
- by helping to support the infrastructure for the delivery of health and social services to children and families throughout Boston
- by acknowledging and acting on the hospital’s civic role and responsibilities, including support of local organizations that help make Boston a vibrant place to live and work.

In these relationships, the hospital seeks to leverage its unique vantage point as the Commonwealth’s only solely pediatric hospital to “advocate” for the health and well-being of children, and brings a purposeful, child-focused, family-centered point of view to its support of the efforts of community health partners.

Partnerships Aimed at Improving Child Health.

As discussed in the earlier section on the hospital’s community health initiatives, the success of the programs is equally due to the work of the hospital’s staff and its community partners.

The hospital’s community partnerships, however, extend far beyond the work of the hospital’s community health initiatives. Many of these partnerships affect child health more broadly and are numerous. The hospital’s partnership with community health centers, schools, and the Boston Public Health Commission form the cornerstone of these partnerships.

The hospital maintains strong relationships with community health centers, including its flagship center, Martha Eliot Health Center, and 11 others. The hospital works with these centers on a variety of treatment, prevention, and health and wellness programs, including those in the four core commitment areas: the majority of the centers have fitness and nutrition programs; many have school functioning/school preparedness, mental health, and asthma initiatives.

The hospital works extensively with the Boston Public Schools, offering health and health-related services in 45 schools, with major partnerships forged in 15 schools. Support is provided primarily to improve access to mental health care, including programs such as the Children’s Hospital Neighborhood Partnership (CHNP) and Advocating Success for Kids (ASK) program. The hospital also offers asthma education workshops for students and their parents, and provides emergency asthma medication and equipment.

In addition, the hospital works with the Boston Public Health Commission on the most pressing public health issues facing children. Cooperative efforts involve projects in asthma (such as the Asthma Health Project), mental health (such as funding for programs within the BPHC's Child and Adolescent Mental Health Coalition and joint advocacy efforts), and fitness and nutrition (through the Boston STEPS initiative).

Supporting the Infrastructure for Health and Social Services.

While everyone in the “village” is equally committed to the stewardship of the health of Boston’s children and an equally important part of the city’s infrastructure to support children and families, not all have equal resources. Children’s Hospital believes it has a responsibility to help support these partners, both programmatically and financially.

In addition to providing services in individual schools, the hospital also supports the Boston Public Schools’ health infrastructure (BPS) in a variety of ways. The hospital offers scholarships to school nurses so that they may access professional development opportunities. Children’s assisted BPS to purchase electronic medical records software and hardware to better track students’ health information. It provided funding to hire a staff member to support the work of the BPS Medical Director and the Full-Service Schools Roundtable Director. The hospital also collaborates with the BPS and the City of Boston on the Countdown to Kindergarten program, which supports parents in school selection and enrollment of children in kindergarten, and promotes School Preview Time, which opens school doors so parents can visit and experience the schools first-hand.

City government partnerships include co-sponsorship with the Mayor’s Office on the Mayor’s Award for Excellence in Health, given each year to a Boston-based program that effectively promotes the development of healthy children; active participation in the Mayor’s Task Force on Disparities, a group working to develop and implement a plan to reduce health disparities in the city; and support of the Mayor’s Summer Jobs Campaign, which provides summer jobs for high school students in the Boston Public Schools.

In addition to partnerships with city government, community health centers, and schools, the hospital provides financial and in-kind contributions to more than 75 local organizations to build community capacity toward improved child health. The hospital is able to seed innovative, community-based programs through its Community Child Health Fund (CCHF) and a partnership with the local Community Health Network Area (CHNA). Through these two initiatives, the hospital supports community-based based organizations and schools in a wide range of projects ranging from anti-violence to nutrition, from physical activity and exercise to asthma and to substance abuse. In addition, the hospital is able to support an additional 50 community-based organizations that help support the infrastructure for health in Boston through various sponsorship opportunities.

Civic Responsibilities.

Every institution, whether large or small, private or not-for-profit, has a responsibility to be involved in its community. As one of the state’s largest not-for-profit employers, Children’s Hospital is dedicated to being a “good neighbor” to the local, surrounding communities as well

as in helping to ensure that Boston remains strong. At the same time, Children’s is the only free-standing children’s hospital in the state with a mission to improve the health of children. Thus, through civic engagement, the hospital tries to merge its role as a large employer with its mission to improve the lives of children.

That means the hospital must make vibrant the city where children and families reside. As discussed earlier, the hospital helps support the infrastructure for the delivery of health and social services to children and families throughout Boston. At the same time, it seeks to assure that low- and middle-income families can remain a part of the city – that they have stable employment, career development opportunities, and affordable housing in livable, family-friendly neighborhoods.

The hospital is active in a number of organizations that improve the City of Boston. The hospital’s Chief Executive Officer is a member of the Board of the Greater Boston Chamber of Commerce, and the hospital participates in many of the Chamber’s events and forums each year. The hospital also is a proud sponsor of Mass Inc., encouraging thoughtful dialogue and research related to civic life. The hospital’s Chief Operating Officer is a member of the board of the Massachusetts Taxpayers Foundation, the Medical Area Service Corporation (MASCO), and the Artery Business Committee, and also co-chairs the “Women Who Care” leadership breakfast for the American Red Cross of Massachusetts Bay. Other senior staff members represent the hospital with the state’s Catastrophic Health Care Committee and the Boston Plan for Excellence, including its “Principal for a Day” program.

For more detailed information of the hospital’s support for essential community partners, see Appendix J as well as Appendices E and K for descriptions of the hospital’s support for and partnerships with community health centers and Boston public schools, respectively.

Speaking Out Through Public Policy Advocacy

Influencing public policy to improve child health is an important aspect of Children's Hospital's commitment to community health. As the leading provider of medical services to low-income children in Massachusetts, and a critical safety net for children throughout New England, Children's recognizes its special obligation to speak out about the crucial needs of children, adolescents, and young adults.

Children's has been a longstanding leader in improving children's health insurance and has helped drive the effort to expand children's coverage. The hospital has provided critical resources and support to efforts to ensure that policy gains are translated into actual coverage, both by enrolling uninsured children on-site and through community partnerships.

The hospital also has developed comprehensive child health policy advocacy initiatives in its four program areas: asthma, mental health, injury prevention, and fitness and nutrition. Current priorities include ensuring adequate insurance coverage for asthma education, improving school nutrition standards, requiring that physical education be taught in schools, promoting child passenger safety, and advocating for mental health parity.

The hospital is dedicated to effecting real change in the lives of children through policy advocacy. To do so, however, it needs the support of medical and public health experts, families, patients, community partners, and others who can be a voice for children. Among hospital initiatives to give voice to child advocacy concerns are: training for hospital medical and public health experts to enable them to offer optimally effective expertise at hearings and in legislative meetings; a program for pediatric medicine residents to gain advocacy experience; a 1,300-member grassroots child advocacy program; and participation in and support of many child health advocacy coalitions.

For more information on the hospital's child advocacy initiatives, please see Appendix L.

Organizing for Community Health

The previous pages, plus the appendices to follow, describe Children's community benefits programs in detail. This section outlines the framework and underpinnings for the hospital's community health programming, in keeping with the format suggested by the Attorney General's Office for reporting these activities.

Mission Statement

As a major pediatric referral center, Children's Hospital Boston's mission is to provide the highest quality health care. ***It is also the hospital's mission to enhance the health and well-being of the children and families in our local community.*** In support of this mission, Children's strives to be the leading source of research and discovery, seeking new approaches to the prevention, diagnosis, and treatment of childhood diseases, as well as to educate the next generation of leaders in child health.

Definition of Community Health

Children's Hospital Boston uses its medical expertise to help ensure that children can access services, preventable harm is eliminated, families and communities are better able to care for their children, and public policy benefits children.

Governing Body

The Board of Trustees is the governing body for Children's Hospital, providing oversight and guidance to the hospital leadership team and supporting the implementation of each of the hospital's mission areas, including community health. The Board is ultimately responsible for the successful operation and financial viability of the hospital and has final authority over the operations of the hospital.

Governing and Management Structure

The community benefits activities of Children's Hospital Boston have a governance and management structure that includes the hospital's Board of Trustees, the Board Committee for Community Health (a subcommittee of the hospital board), the Community Advisory Board, and the Office of Child Advocacy (OCA).

The Board of Trustees is the governing body for Children's Hospital and is ultimately responsible for the successful operational and financial viability of the hospital.

In 2005, the Board of Trustees established a subcommittee on community health. The charge of the *Board Committee for Community Health* is to:

- review and recommend to the Board a community service strategy
- serve as a resources and source of expertise to hospital staff
- monitor outcomes for community service programs
- serve as ambassadors for the hospital in the community.

In addition to hospital trustees, the Board Committee membership includes representatives from the community.

The *Community Advisory* Board advises OCA around program design and implementation. Representing a wide range of cultures, neighborhoods, and constituencies, Advisory Board members are knowledgeable about the challenges facing Boston children and families, as well as about health and social service programming and organizations in the city that are important partners for the hospital.

Under the direction of the Vice President for Child Advocacy, the *Office of Child Advocacy* is charged with developing and implementing the strategy to pursue the hospital's community health mission. In this role, OCA serves a variety of core functions: identifying program focus areas; providing technical assistance to hospital staff who run the institution's community health programs (including fundraising, program planning, program management, and evaluation); initiating public policy efforts; and facilitating partnerships with other organizations. The Vice President reports directly to Children's Chief Executive Officer and Chief Operating Officer.

One of the key functions of the OCA is accountability. As one of Children's Hospital's core mission areas and one of its eight strategic goals, community health programming is subject to evaluation against benchmarks for safety, effectiveness, timeliness, patient centeredness, efficiency, and equitability. This "quality dashboard" is based on a national model. Children's is among the first hospitals in the nation to include community health among its strategic goals and to measure results using the same rigors and benchmarks against which patient care quality is measured.

Communication of Community Benefits with Staff

Children's Hospital communicates its community health mission and programs in publications that are distributed to internal and external audiences. Articles featuring community health initiatives are highlighted in Children's publications including:

- *Faculty News*, a monthly newsletter distributed to medical faculty and employees
- *Children's News*, a monthly newsletter distributed to employees, medical staff, and patient families
- *Dream*, a quarterly magazine distributed to wide audience of employees, patients, and civic and community leaders.

Recent articles in these publications have profiled Children's community-based asthma programs, mental health resources, and injury prevention efforts, as well as initiatives made possible with Children's clinical expertise and financial support.

The Office of Child Advocacy publishes its own newsletter three times a year, the *kidvocate*[®], which is distributed to more than 2,000 readers including hospital staff and faculty and staff from community health centers, community-based organizations, and schools. The *kidvocate*[®] provides updates about the hospital's public policy advocacy efforts and partnerships with community-based organizations, schools, and health centers, as well as profiles of community and civic leaders who are improving the health of Boston children.

This annual report to the Attorney General is available for staff and faculty to review on the hospital's internal website; hard copies of the report also are available.

In addition to written materials, members of the OCA staff make frequent presentations to the hospital Board, Board committees, key department leaders within the hospital, and others. OCA holds team meetings with community health program staff to share information and assist in the development of strategies to improve. These efforts will be expanded in FY06 through formal, quarterly community health staff meetings in which staff will report on their programs to increase awareness of and support for programs among other staff members, and monthly “Community Health Grand Rounds,” featuring outside speakers or in-house experts, to enhance the team’s professional development opportunities.

Needs Assessment

To inform the hospital’s community health programming priorities, the hospital uses both formal and informal tools.

Annually, the hospital reviews public health data to track the prevalence, incidence, and changes in health status of children and families locally and statewide. Because of the depth and breadth of its community ties, the hospital is able to take a regular reading of community health needs through its programmatic partners and through its Community Advisory Board. Within the hospital community health team, program directors interact daily with patients and families who often are an excellent barometer for local health needs. All these activities regularly reinforce the more evidence-based information obtained through a bi-annual, formal, in-depth community needs assessment conducted through the Office of Child Advocacy.

The most recent of these formal assessments (2004) included a review of public health data, phone interviews with 35 diverse Boston civic and community leaders, individual meetings between the hospital CEO and key Boston civic leaders, interviews with a dozen community health center executive directors and medical directors, input and guidance from Community Advisory Board members, and staff-level meetings with community health centers, schools, local government agencies, and community organizations. Based on the information gathered through these means, the hospital reaffirmed its strategy of focusing on the four “core commitment” areas of community health: asthma, mental health, injury prevention, and fitness and nutrition. The priority status of these issues was reflected in both current public health data and in the majority of input from community providers and leaders who participated. While acknowledging the importance of other health issues, Children’s chose to focus on those health areas where it has available clinical expertise and the resources to make a significant impact.

In 2006, Children’s Hospital again will undertake a comprehensive assessment process (February through April). The goals of this community engagement/needs assessment are to:

- Listen to and learn from the community about its needs and how Children’s Hospital can partner with the community in addressing them. The hospital will explore results of its past efforts and ways to improve upon them.
- Identify ways to intensify the hospital’s work with parents, teachers, school nurses and educators, community health centers, community organizations, religious organizations, and governmental agencies to deliver better care to children and families.

- Determine gaps in current programming among Boston agencies and organizations, as well as in the hospital's current programming in the four core programmatic areas: asthma, mental health, injury prevention, and fitness and nutrition.
- Analyze the hospital's strategic and institutional advantages in filling the gaps.
- Develop a detailed work plan to correspond with assessment recommendations to fill gaps and meet the needs of the greater community. This includes a detailed cost and financing framework, human resources, physical space needs, and monitoring and evaluation plan.

The 2006 needs assessment will result in a profile of community health needs in Boston with a focus on the four areas the hospital's community health program currently focuses on – asthma, mental health, injury prevention, and fitness and nutrition. It also will help the hospital to understand populations at risk, gender differences, health disparities, and access and quality-of-care issues. In addition, the needs assessment will help the hospital recognize ongoing efforts and resources within the city and identify critical gaps. Finally, this project will help the hospital address social, gender, cultural, political, legal, and resource issues that affect programming. Information collected in the assessment process supports the hospital's ability to make good decisions about the best ways to contribute to community health needs in Boston.

Community Participation

The Office of Child Advocacy gains feedback from the community in several ways. Programmatically, the hospital's partners – from community health centers to government agencies, from schools to community-based organizations – play a large role in the development and execution of community health programming.

In addition, through its Community Advisory Board (CAB), the hospital has a direct link to community expertise. CAB members are involved in identifying program priorities, brainstorming program interventions, building community partnerships, and reviewing the hospital's program plans for community health. The CAB also provides guidance to help implement programming and identify new community partners. OCA staff members regularly meet with staff from community health centers and community organizations to strengthen our existing relationships and to help identify new partnerships. OCA staff members use the feedback and insight of these partners to shape the hospital's community efforts.

To ensure a diverse membership for the Community Advisory Board, Children's has board members from community health centers, community organizations, schools, and local government agencies, along with parents. All these participants bring expertise and reflect the culturally diverse community served by the hospital's programming.

For a complete list of the members of the Community Advisory Board, please see Appendix N.

As mentioned above, partnerships are a key element in attaining community health planning. Children's Hospital actively helps build and support health improvement efforts throughout Boston on three levels:

- partnering with community health centers, the Boston Public Schools, government agencies, and community-based organizations to address the core commitment areas of asthma, mental health, injury prevention, and fitness and nutrition as well as partnering with community programs aimed at improving child health more broadly

- helping to shore up and support the infrastructure for the delivery of health and social services to children and families throughout Boston
- acknowledging and acting on the hospital's civic role and responsibilities, including support of local organizations that help make Boston a vibrant place to live and work.

Through these efforts, the hospital both recognizes and supports the larger system of care that exists in Boston.

For more detailed information about the hospital's support for and partnerships with community organizations, see pages 17 ff as well as Appendices E, J, and K describing the hospital's partnerships with community health centers, essential community partners, and the Boston Public Schools, respectively.

Community Benefits Planning: Priorities and Target Populations

The hospital's Office of Child Advocacy is charged with coordinating, implementing, and reporting on the hospital's community health initiatives. In close collaboration with various hospital departments, OCA develops a community benefits plan based on the leading health needs of children, expertise from the hospital's clinical staff, as well as guidance from the hospital's Community Advisory Board and civic and community leaders.

OCA convenes providers and staff working on community health initiatives with the goal of bringing together the hospital's collective clinical expertise. These planning teams meet on an ongoing basis to review data on community health needs, assess community initiatives, and oversee the development and implementation of the hospital's community initiatives. The planning teams, in partnership with the community, develop comprehensive program plans to address a particular health need. These program plans are presented to the Board Committee for Community Health, the Community Advisory Board, and key community organizations and health centers for review and further feedback.

The hospital has focused its efforts on Boston neighborhoods where it has affiliations with health centers and established partnerships with community organizations. In addition, as part of the previously mentioned community needs assessment process, a review of public health data identified specific neighborhoods with the highest rates of asthma, injuries, mental health concerns, and obesity, as well as areas where families face barriers to accessing primary, specialty, and mental health care.

As a result, many of the hospital's community health efforts are targeted to children and families living in the Boston neighborhoods of Jamaica Plain and Roxbury. Once the efficacy of these interventions has been proven, the various programs can be replicated in other Boston neighborhoods and beyond. As described in the section "A Core Commitment to Community Health," the hospital has identified asthma, mental health, injury prevention, and fitness and nutrition as key child health priorities for these neighborhoods. Through its partnerships with other health providers, city government entities, and organizations that care for children and families, the hospital reaches hundreds of other children across the city.

ANNUAL REPORT STANDARDIZED SUMMARY

Children's Hospital Boston

Boston, Massachusetts

www.childrenshospital.org

Region Served: Children's Hospital Boston serves children globally and throughout the United States, New England, and Massachusetts. The hospital's community health efforts focus on improving the health and well-being of children and families in Boston.

Report for Fiscal Year 2005

Community Benefits Mission

Children's Hospital Boston uses its medical expertise to help ensure that children can access services, preventable harm is eliminated, families and communities are better able to care for their children, and public policy benefits children.

Program Organization and Management

Children's management includes the Board of Trustees, Board Committee for Community Health (a subcommittee of the hospital board), Community Advisory Board (CAB) and Office of Child Advocacy (OCA). The Board of Trustees is ultimately responsible for the successful operational and financial viability of the hospital. The Board Committee for Community Health makes recommendations to the Board and monitors outcomes of community programs. The CAB advises OCA around program design and implementation. OCA is charged with developing and implementing the hospital's community health mission strategy.

Key Collaborations and Partnerships

ABCD Head Start
BMC – Combined Residency Program
BMC-Family Advocacy Program
BMC-Child Witness to Violence Program Center
Boston Community Centers
Boston Fire Department
Boston Public Health Commission
Boston Public Schools
Boston STEPS Coalition
Boston Urban Asthma Coalition
Boston Centers for Youth and Families
Boston YMCA
Bowdoin Street Community Health Center
Boys and Girls Clubs
Bromley-Health Tenant Management Corp.
Brookside Community Health Center
Buckle Up Boston
Child and Adolescent Mental Health Coalition
Children's Health Access Coalition
Children's Services of Roxbury
Children's Trust Fund
Codman Square Health Center
Community Care Alliance
Crittenton Hastings House

Department of Social Services
Dimock Community Health Center
Dimock Head Start
Dorchester House Community Health Center
East Boston Health Center
Fenway Community Development Corporation
Greater Boston YMCA
Health Care for All
Health Law Advocates
Injury Free Coalition for Kids®
Jamaica Plain Asthma Environmental Initiative
Jamaica Plain Coalition: Tree of Life
Joseph M. Smith Community Health Center
Martha Eliot Health Center
Massachusetts Advocacy Center
Massachusetts Department of Health
Massachusetts Hospital Association
Massachusetts Public Health Association
Mayor's Award for Excellence
Mental Health: Legal Advisors Committee
Office of Community Partnerships
Parent Professional Advocacy League (PAL)
Refugee and Immigrant Assistance Center
Roxbury Branch - YMCA
Roxbury Community Alliance for Health
Roxbury Comprehensive Community Health
SafeKids Coalition
Sidney Borum Jr. Health Center
South Cove Community Health Center
South End Community Health Center
Southern Jamaica Plain Community Health
Upham's Corner Health Center
WGBH Public Television and Radio
Whittier Street Community Health Center

Community Health Needs Assessment

Annually, Children's reviews public health data to track prevalence, incidence, and changes in health status of children locally and statewide. The hospital takes a regular reading of community health needs through its programmatic partners and through its Community Advisory Board. Within the hospital community health team, program staff interacts with children and families to understand health needs. All these activities regularly reinforce the more evidence-based information obtained through a bi-annual, formal, in-depth community needs assessment. In 2006, Children's Hospital again will undertake a comprehensive assessment process.

Community Benefits Plan

To help children lead healthy, safe, and active lives, Children's addresses the issues of asthma, obesity, injury prevention, and mental health through coordinated initiatives. By partnering with the community to merge a medical model with a public health model of care, the hospital is able to provide and support a range of services. The hospital has focused on Boston where it has affiliations with health centers and community partnerships. This model aims to achieve long-term outcomes: coordination within the systems of care, the ability to treat "the whole child," and the ability to track and measure improvements in child health.

Key Accomplishments of Reporting Year

- The Asthma Program completed 35 educational workshops to educate an estimated 677 people.
- The Children's Hospital Neighborhood Partnership (CHNP) program provided mental health services to 2,200 children and adolescents, offered training and support to more than 700 school staff and trainees and served 600 parents.
- The Injury Prevention Program distributed 363 sports helmets and 232 car seats were distributed.
- The One Step Ahead program in Children's Primary Care Center provides treatment and prevention for children who are overweight or at risk of being overweight and served 226 children.

Plans for Next Reporting Year

- Continue to strengthen the Asthma Program with the goal to reach 200 asthma patients; 100 families will agree to receive case management services; and 50 families will have home assessments.
- Work on the coordination of programs including Children's Hospital Neighborhood Partnership, Jamaica Plain Network, CAMHAI, and ASK Program, and further integrate CHNP into Children's Department of Psychiatry.
- Work on the coordination of all injury prevention programs to share services, lessons learned, and monitoring and evaluation plans.
- Continue to identify best practices in fitness and nutrition and provide multidisciplinary medical, nutritional, and physical education to youth.

Contact

Jennifer Miller Fine
Communications Manager
Office of Child Advocacy
21 Autumn Street, 3rd Floor
Boston, MA 02115
617-355-8600

Selected Community Benefits Programs

PROGRAM OR INITIATIVE	TARGET POPULATION/OBJECTIVE	PARTNER(S)	HOSPITAL/HMO CONTACT
Asthma Program	<p>Children 0-18 years living in the neighborhoods of Jamaica Plain, Roxbury, Dorchester, Boston, South End, Fenway, & Allston/Brighton.</p> <p>To improve the self-management of asthma by children and their families.</p>	<ul style="list-style-type: none"> -Boston Urban Coalition -Boston Public Health Commission/Boston STEPS Coalition -Various Community Health Centers -Greater Boston YMCA -Boston Public Schools -Boston Community Centers -Project Health -Roxbury Branch YMCA 	<p>Elizabeth R. Woods, MD, MPH Children's Hospital Boston 300 Longwood Avenue Boston, MA 02115 617-355-6495 Elizabeth.woods@childrens.harvard.edu</p> <p>Amy Burack, RN Children's Hospital Boston 300 Longwood Ave Boston, MA 02115 617-355-6090 amy.burack@childrens.harvard.edu</p>
Advocating Success for Kids (ASK)	<p>Children 0-12 years living in the neighborhoods of Roxbury, Dorchester, Fenway, & Allston/Brighton.</p> <p>To provide hospital-based multi disciplinary specialty screening services to children with educational and/or behavioral problems at the community level</p>	<ul style="list-style-type: none"> -Children's Hospital Developmental Medicine Center -Children's Hospital Primary Care Center -Community Care Alliance and 3 of its health centers -Boston Public Schools -Various Community Health Centers 	<p>Katherine Engel, MSW, MPH Children's Hospital Boston 300 Longwood Ave Boston, MA 02115 617-355-4666 katherine.engel@childrens.harvard.edu</p>
Children's Hospital Neighborhood Partnerships (CHNP)	<p>Children 0-18 years living in the neighborhoods of Jamaica Plain, Roxbury, Dorchester, Boston, Fenway, West Roxbury, Roslindale, & South Boston</p> <p>To promote children's social, emotional, and behavioral health and establish long-standing resources for children, families, and their communities.</p>	<ul style="list-style-type: none"> -Children's Hospital Department of Psychiatry -Boston Arts Academy -Boston Latin School -Charles Sumner Elementary School -English High School -John Marshall Elementary School -Parent professional Advocacy League (PAL) -John McCormack Middle School -Manville School -Newton South High School -Patrick Lyndon Pilot School -Richard Murphy Elementary School -Sarah Greenwood School -South Boston High School -Martha Eliot Health Center -Judge Baker Children's Center -South Cove Community Health Center -Vinfen -Project ASPIRE -Dimock Community Health Center -Boston ABCD -Boston Public Schools -Harvard Graduate School of Education -Boys' and Girls' Clubs of Boston -The Boston Ballet School 	<p>Caroline Watts, Ed.D. Children's Hospital Boston 300 Longwood Ave Boston, MA 02115 617-355-7450 caroline.watts@childrens.harvard.edu</p>
Jamaica Plain Children's Mental Health Network (JP Network)	<p>Children 0-12 years living in the neighborhoods of Jamaica Plain and Roxbury.</p> <p>To build capacity and improve coordination of services to address unmet mental health needs of children in Jamaica Plain (and surrounding areas) schools and community.</p>	<p>Elementary Schools</p> <ul style="list-style-type: none"> -Kennedy School -Manning School -Mendell School <p>Community Health Centers</p> <ul style="list-style-type: none"> -Brookside Community Health Center -Southern Jamaica Plain -Martha Eliot Health Center 	<p>Larisa Mendez-Penate Children's Hospital Boston 300 Longwood Ave Boston, MA 02115 617-355-6090 Larisa.mendezpenate@childrens.harvard.edu</p>

<p>Child and Adolescent Mental Health Advocacy Initiative (CAMHAI)</p>	<p>Children 0-18 years living in the neighborhoods of Jamaica Plain, Roxbury, & Boston.</p> <p>To improve access to prevention and treatment services for children with mental health care needs.</p>	<ul style="list-style-type: none"> - Boston Public Health Commission - EOHHS - Boston Public Schools - Children’s Hospital Boston Department of Psychiatry - Mental Health Commission for Children - Department of Public Health 	<p>Karen Darcy Children’s Hospital Boston 300 Longwood Ave Boston, MA 02115 617-355-6090 Karen.darcy@childrens.harvard.edu</p>
<p>Injury Prevention Program and Injury Free Coalition for Kids Boston (IFCK)</p>	<p>Children 0-18 years in the neighborhood of Jamaica Plain, MA.</p> <p>The Injury Prevention Program distributes car seats and bicycle helmets to families in need and carries out groundbreaking work in bringing the injury prevention message directly into homes in low-income communities in the Boston area.</p> <p>The goal of IFCK Boston is to reduce the incidence of injuries to children under the age of 15 in Jamaica Plain. To achieve this goal, IFCK increases the injury prevention knowledge base of families in Jamaica Plain through home visits and assessments, injury prevention education, and the distribution and installation of safety products. IFCK also increases opportunities for families to participate in community-based safety education events and programs. Programs were developed based on the results of a comprehensive needs assessment.</p>	<ul style="list-style-type: none"> -Children’s Hospital’s Trauma Program -Children’s Hospital Central Nervous System Injury Center -BuckleUpBoston! -Boston SafeKids Coalition -Boston Public Health Commission -Massachusetts Department of Public Health -Community Health Centers <ul style="list-style-type: none"> - Martha Eliot Health Center - Southern Jamaica Plain Health Center - Brookside Community Health Center -Jamaica Plain ABCD Head Start -City Life Urbana -Committee for Boston Public Housing - Jamaica Plain Coalition, Tree of Life - The Hyde Square Task Force - Boston Public Schools - Boston Housing Authority - Bikes Not Bombs - Associated Early Care & Education - MSPCC -Boston Building Materials Co-op 	<p>Kristi Kangas, MPH, MSW Children’s Hospital Boston 300 Longwood Ave., MS-611 Boston, MA 02115 617-355-2754 kristi.kangas@childrens.harvard.edu</p>
<p>One Step Ahead (OSA)</p>	<p>Children 3-13 years in the low-income neighborhoods of Boston.</p> <p>The program offers individualized, culturally appropriate nutrition and physical activity education aimed at breaking down barriers to behavior change, encouraging improved diet quality and physical activity patterns, and reducing chronic disease risk among racial and ethnic minorities.</p>		<p>Elsie Taveras. MD Children’s Hospital Primary Care Center 300 Longwood Avenue Boston, MA 02115 elsie.taveras@childrens.harvard.edu 617-509-9928</p>
<p>I’m in Charge (InC)</p>	<p>Children 6-18+ years in the neighborhoods of Jamaica Plain, Roxbury, & Dorchester.</p> <p>To reduce the number of children in Jamaica Plain, Roxbury, and Boston who are overweight or obese.</p>	<ul style="list-style-type: none"> - pilot program at Martha Eliot Health Center -YMCA 	<p>Leanne Woods Martha Eliot Health Center 75 Bickford Street Jamaica Plain, 02130 617-971-2406 Leanne.woods@childrens.harvard.edu</p>

<p>We Got Next!</p>	<p>Young women 6-18 years in the neighborhood of Jamaica Plain.</p> <p>To focus on young women developing healthy lifestyles through physical activity and nutrition education.</p>	<ul style="list-style-type: none"> -Martha Eliot Health Center -Brookside Health Center -Southern Jamaica Plain Health Center -Northeastern Women's and Sports Foundation 	<p>Leanne Woods Martha Eliot Health Center 75 Bickford Street Jamaica Plain, 02130 617-971-2406 Leanne.woods@childrens.harvard.edu</p>
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Community Benefit Expenditures

TYPE	ESTIMATED TOTAL EXPENDITURES FOR [REPORTED FISCAL YEAR]	APPROVED PROGRAM BUDGET FOR [NEXT FISCAL YEAR]*
COMMUNITY BENEFITS PROGRAMS	(1) Direct Expenses \$ 27,395,122	\$ ***See note below*** *Excluding expenditures that cannot be projected at the time of the report.
	(2) Associated Expenses N/A	
	(3) Determination of Need Expenditures \$195,000	
	(4) Employee Volunteerism N/A	
	(5) Other Leveraged Resources \$1,116,324	
COMMUNITY SERVICE PROGRAMS	(1) Direct Expenses \$1,799,945	
	(2) Associated Expenses N/A	
	(3) Determination of Need Expenditures \$75,000	
	(4) Employee Volunteerism N/A	
	(5) Other Leveraged Resources \$1,385,123	
NET CHARITY CARE or UNCOMPENSATED CARE POOL CONTRIBUTION	\$4,902,694 *	
CORPORATE SPONSORSHIPS	\$94,295	
	TOTAL	\$36,963,503

TOTAL PATIENT CARE-RELATED EXPENSES FOR FY 04 \$**492,333,692
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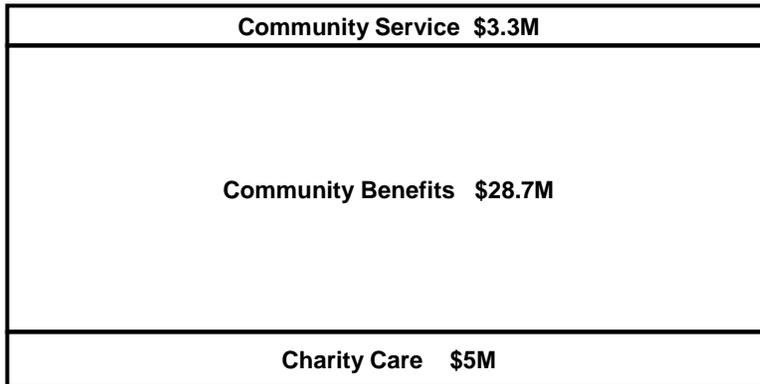
**Based on preliminary calculations as provided in the Uncompensated Care Pool FY 05 Interim report as prepared by the Massachusetts Division of Health Care Finance and Policy*

** Number as reported is Children's FY 04 total patient care related expenses, FY 05 total should be available March 2006

***Children's Hospital Boston has either maintained or expanded all of the initiatives outlined in this report in FY06.

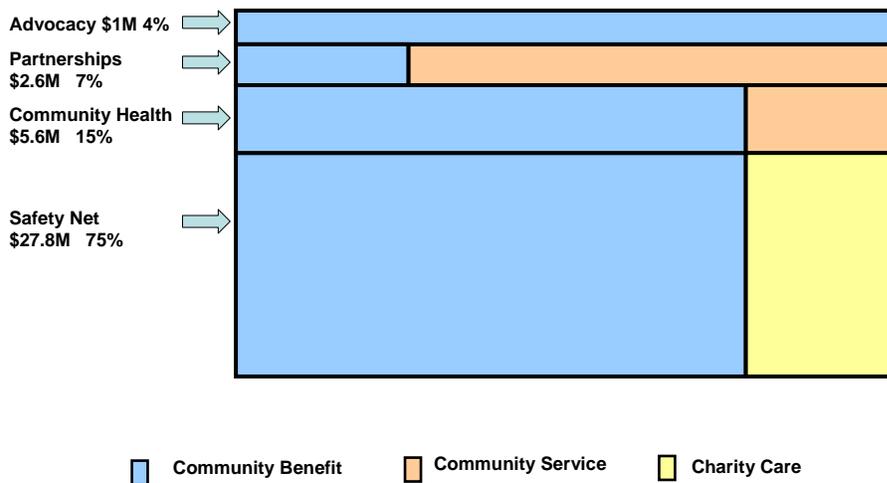
Children’s Hospital’s community benefits spending, as reported in above Expenditures table of this report, can be depicted as follows:

Community Benefits Expenditures Attorney General Categories – \$37M



This same spending, allocated according to Children’s four internal categories (safety net, community health, partnerships, and advocacy), would appear as follows:

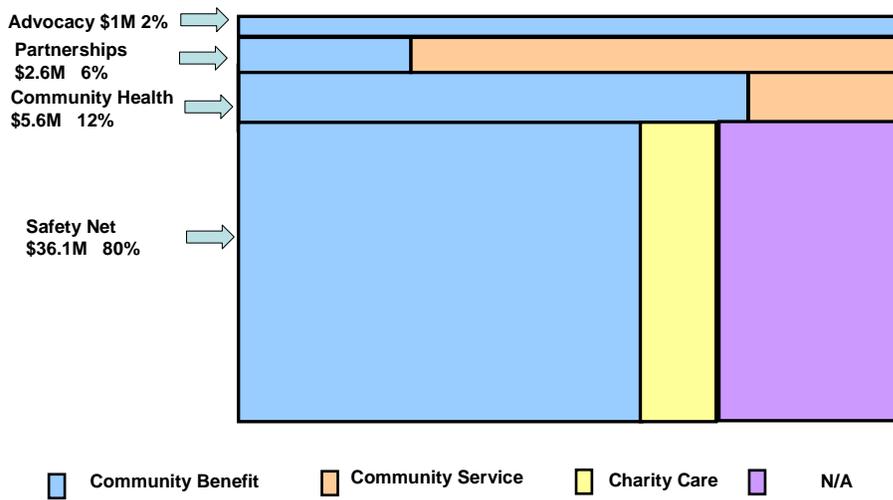
Community Benefits Expenditures AG and CHB Categories – \$37M



Note that the traditional categories suggested by the Office of the Attorney General are depicted in different colors in this graphic to show the approximate allocation of Children’s four types of community benefits investment according to those categories.

As mentioned in the preface, Children’s believes that the traditional categories suggested by the Office of the Attorney General tend to undercount the subsidy that the hospital provides in caring for low-income patients. A more complete picture would include approximately \$8M in additional hospital subsidies:

Community Benefits Expenditures CHB Categories – \$45.3M



About the Appendices

The 14 appendices that follow contain a wealth of detailed information on Children's Hospital's comprehensive approach to community benefits. This information illustrates the intersection among clinical programs, community care, safety net, community health, partnerships, and advocacy efforts the hospital in undertaking to improve the health and well-being of children and families in Boston. Although the appendices are arranged programmatically, many of the programs are highly integrated and reflect the hospital's planned, managed, measured, and organized efforts to fulfill the hospital's community benefit mission. With integration comes repetition, so some programs are mentioned in more than one appendix.

Appendix A

Martha Eliot Health Center Profile

Center Background

The Martha Eliot Health Center (MEHC) was founded in 1966 as a community-based initiative to provide maternal and child health care services including baby care, immunizations, and preventive services for residents of the Bromley Heath Housing Development. With federal funding, the clinic expanded in 1967 into a neighborhood health center, which became a collaborative project of Children's Hospital Boston and the Boston Hospital for Women and Peter Bent Brigham Hospital. In 1973, Children's Hospital assumed full responsibility for the operations and support of MEHC. In 1996, Martha Eliot Health Center relocated to a new, state-of-the-art health facility at 75 Bickford Street, Jamaica Plain, MA.

Today, MEHC represents Children's Hospital's commitment to comprehensive family health care for the Bromley Heath, Mission Hill, Jamaica Plain, Roslindale, Dorchester, and Roxbury communities. MEHC has expanded into a health care delivery model offering primary care services including Pediatrics, Women's Health, Adolescent Medicine, Adult Medicine, Optometry, Nutrition, WIC, Human Services, and Laboratory Services. A community-based substance abuse treatment and recovery support program, case management, and home visiting services for parenting and pregnant women, HIV education, counseling and testing, youth peer leader program, and youth street outreach program augment the extensive array of preventive services.

Mission and Philosophy

The mission of the Martha Eliot Health Center is to promote and provide the best comprehensive health care to all diverse multicultural communities, particularly residents of Jamaica Plain, Bromley Heath, Roxbury, Eggleston Square, and Hyde Square.

MEHC respects the economically and culturally diverse population that it serves, and strives to deliver services in a competent and sensitive manner. It supports the community infrastructure by recruiting and employing staff that are directly from the community and whose profile is reflective of the population it serves.

MEHC is committed to preventing and improving management of chronic diseases. To achieve this goal, MEHC has undertaken several initiatives, including:

- employment of an HIV nurse case manager specialist
- coordination of an HIV counseling, testing, and prevention program with an in-house HIV specialty clinic
- coordination of the Jamaica Plain Children's Mental Health Network
- plans to provide medical and ancillary clinical services for the Jamaica Plan HUD senior housing project which is in the process of being built
- development of a pediatric asthma registry
- implementation of a fitness program for overweight and at-risk girls
- and, most recently, the "I'm iN Charge (INC)" program for children and youth at risk of developing diabetes.

MEHC is committed to developing interagency collaborations with community-based organizations to maximize service delivery to Boston neighborhoods. These partnerships hold two primary objectives: to address public health problems and to provide social support to clients extending beyond the context of routine health care – such as opportunities for training, mentoring, and career development. In addition, these collaborations encourage a learning environment for staff that is both challenging and supportive.

Specific examples include the Jamaica Plain Tree of Life (MEHC serves on the Health Care Planning Committee), Hyde Street Task Force, the Rally Program of the Curley School, Boston Asthma Initiative, and the Roxbury YMCA. MEHC's outreach programs are many and diverse, addressing the social and clinical needs of an underserved population, such as the annual Latino Health and Injury prevention and Safety Fairs, Community Forums, Obesity/Pre Diabetic youth program, and the We Got Next program for adolescent girls.

Structure

A 14-member Community Advisory Board (CAB) comprised of consumers, community residents, and programmatic experts provide leadership and guidance to Children's Hospital on health center community service initiatives. The CAB's membership profile is reflective of the patients and communities served by MEHC. The racial/ethnic composition is 50 percent Latino and 50 percent African American. Additionally, more than a quarter of the members are users of the health center. Operationally, MEHC is placed within the hospital's Ambulatory Services Division.

Patient Population

MEHC's catchment area is characterized by high rates of unemployment, crime, teen pregnancy, and school dropout. In addition, poverty, sub-standard housing, frequently experienced racism and prejudice, and a lack of equal opportunities for youth profoundly affect the lives of MEHC clients. Socioeconomic stresses are further complicated by family instability, substance abuse, and community violence.

Specific health status indicators that occur with increased frequency in the MEHC patient population are perinatal morbidity/mortality, adolescent pregnancy, sexually transmitted diseases, low immunization rates, anemia, lead poisoning, chemical dependency, violence, school and behavior problems, asthma, and respiratory problems. In addition, HIV infection, along with other chronic health problems such as diabetes and hypertension, are characteristic of the underserved.

MEHC's patient population is primarily Latino (83 percent) or African American (15 percent). Latino patients are, for the most part, Caribbean immigrants, with more than 50 percent of patients using Spanish as their primary language. In FY 05, 29 percent of patients were using Medicaid, 39 percent government managed insurance, 8 percent commercial insurance, 5 percent other, and 19 percent were uninsured/self-pay. Approximately 50 percent of the patients receiving care at MEHC are served by the Pediatric and Adolescent Departments; MEHC has an affiliation agreement with Partners HealthCare System supporting adult and women's health services, and a collaborative model with Brigham and Women's Hospital supporting patient safety and quality care.

2005 Accomplishments

Center Operations

- Completed a total of 50,173 patient visits.
- Commenced efforts to develop a customer service initiative throughout the health center; held customer service trainings for all front-line staff.
- Continued to monitor center-wide data on provider productivity, patient flow, and wait times.

Adult/Women's Health

- Received financial support from the Susan G. Komen Association of Massachusetts to reinstate the Women's Health Access Program, a breast health monitoring program for MEHC's female clients.
- Became a pilot site for the ABCD HIV/family planning integration program. MEHC has successfully integrated confidential HIV counseling and testing into its family planning program, making counseling and testing more accessible to Women's Health clients.
- The Boston Healthy Start Initiative was renewed for another five years and currently provides case management services to more than 90 pregnant and parenting women.
- HIV counselors continued to offer information about HIV, HIV risk status, screening, counseling, and the prenatal use of AZT to prevent transmission to prenatal patients during scheduled prenatal sessions in the Women's Health department.

Pediatrics/Adolescents

- The Reach Out and Read program continued to provide literacy promotion, guidance, and new books to children at MEHC.
- The pediatric department received a grant from the Boston Public Health Commission (BPHC) to participate in the development of a city-wide asthma registry.
- The pediatrics department continues to provide injury prevention activities including programs that distribute both car seats and bike helmets.
- The pediatric department, in conjunction with Neighborhood Health Plan continues to initiate quality improvement programs. The department continues its operational system and clinical practice redesign model to increase quality and efficient health care services.
- Monthly education was provided in the MEHC adolescent waiting room, focusing on prevention of tobacco, drug, alcohol use, street and dating violence prevention, and STI/HIV prevention.
- Implemented the I'm iN Charge program and completed the program's pilot phase.
- Received funding from Citizens Bank to develop an Adolescent Services program that includes intensive outreach, primary care/prevention education, peer leadership, and just-in-time mental health services.
- The Harvard Mentoring Program, implemented through the adolescent clinic, provides guidance to adolescents between the ages of 11 and 16 with a focus on improving grades and classroom work by pairing each adolescent with a medical student who serves as a positive role model for the adolescent. The adolescent department strives to continue providing the best comprehensive care in all areas of service; to this end, the department's medical assistant distributed patient satisfaction surveys to all incoming patients to assess deficiencies and improve patient satisfaction.

- MEHC continued to collaborate with Brookside Community Health Center and Southern Jamaica Plain Community Health Center in the “We Got Next” (Jump & Go) program. This is a 9-week program at each health center with activities in conjunction with the Boston STEPS Health Care Systems initiative, a large city-wide federally funded grant program. Preliminary evidence demonstrates that participants learned and retained valuable information about good nutrition and how to modify favorite recipes to be healthier. This initiative exposes participants to a variety of inexpensive and enjoyable means of exercise, provides education about nutrition and healthy food choices, explores issues relating to self-esteem, and provides opportunities for the development of healthy relationships.
- The Community Early Intervention Program (EIP) offers family-focused services for children from birth to age 3, who are at risk for poor developmental outcomes. Services are designed to provide families with resources to support the healthy growth and development of their children. EIP offers six types of early intervention encounters: home visits, center visits, screenings, child group sessions, developmental assessments and on-going follow up. As of December 2005, 99 children were enrolled in the Early Intervention Program.

Human Services

- MEHC continued to be part of the Jamaica Plain Children’s Mental Health Network, specifically its “Building Bridges” project. This project has initiated activities to address the mental health needs of children and their families in Jamaica Plain and surrounding communities. The mission of Building Bridges is to address the early identification and unmet mental health needs of children and families at risk by building and coordinating capacity at the community level: families, schools, community health center, and hospitals. Specifically, an intern from MEHC and the school liaison from the Kennedy School of Government at Harvard worked closely with a handful of parents to plan and implement a weekly parent breakfast, which served as a vehicle for stronger parent involvement in many different aspects of school life.

Center-Wide Community Activities

- In September 2005, MEHC sponsored a Latino Health Fair that included five workshops: HIV Prevention and Education, Learning to Challenge Violence, Infant and Toddler Development, Diabetes Prevention and Nutrition, and Kids and Asthma Workshop. The health fair was a tremendous success with a positive community turnout.
- MEHC collaborated with the Boston University School of Public Health to conduct survey research on men ages 18-35. This research helped identify why young men fail to seek primary and preventive care in primary care settings. It also identified areas where psychosocial education is needed.

Appendix B

Children's Hospital Primary Care Center Profile

Center Background

Children's Hospital Primary Care Center (CHPCC) was founded in 1972 in response to a community need for primary care. Many families were routinely receiving basic care in the hospital emergency room, rather than in a comprehensive primary care setting. These services were developed specifically targeting the many problems facing urban children living in close proximity to Children's Hospital. The care was and continues to be team-based. Specialized programs for lead poisoning, failure to thrive, and teen parenting were established; these programs continue today. Families quickly connected to the program and this connection has thrived over several decades.

Mission and Philosophy

The mission of CHPCC is to provide a "medical home" for urban children and others with social complexity or chronic disease. The medical home concept includes monitoring child health through key stages of growth and development, integrating the needs of the child and family, offering counseling for physical, behavioral and emotional issues, providing disease prevention and treatment, and managing and coordinating specialized health care when necessary. Medical education also is important, and pediatric residents, fellows, and medical students actively participate in the many facets of patient care.

CHPCC developed services based on the following core values:

- primary care is the building block for the health and well-being of children
- the care must be child/family focused, accessible, continuous, comprehensive, coordinated, and compassionate
- the needs of urban and chronically ill children are highly valued
- health includes physical, behavioral, and emotional well-being.

CHPCC respects cultural diversity and strives to deliver culturally competent services. The staff of CHPCC is ethnically diverse. Care is available in English, Spanish, Portuguese, Russian, Mandarin, French and Haitian Creole, and interpreter services are used for other languages.

Patient Population

CHPCC has an ethnically diverse patient population. More than 80 percent of the centers 11,000 patients live in Mission Hill, Roxbury, and North Dorchester. Fifty-five percent receive Medicaid. The majority of patients are non-white. A rising number of recent immigrants from Africa, Asia, and Russia have used CHPCC services over the last few years. High levels of poverty, sub-standard housing, high crime rates, and high unemployment characterize these neighborhoods. Teen pregnancy is common. In addition, there are high rates of school dropout, family instability, substance abuse, and community violence. Specific health problems frequent in the CHPCC catchment area are perinatal morbidities and mortalities, adolescent pregnancy, sexually transmitted diseases, asthma, lead poisoning, drug abuse, violence, and school and behavior problems. Specialized services have been developed to address teen pregnancy, literacy, lead poisoning, failure to thrive, asthma, and school problems.

CHPCC is located on the ground floor of Children's Hospital just off Longwood Avenue. It is readily accessible by public transportation. Laboratory, radiology, and subspecialty services are available on site. The facility is handicapped accessible.

Specialty Services

The Young Parents Program (YPP) was launched in 1980 to provide comprehensive medical care, mental health services, and advocacy to high-risk, inner-city teen mothers and their young children. In 1995, YPP received a federal grant to incorporate intensive parenting education into the program for young mothers. Since 1997, YPP has been working closely with young fathers to develop a program that is appealing to young families and tailored to the needs of young fathers in the community. In 2001, YPP received further five-year funding from the federal Office of Adolescent Pregnancy Programs. YPP also has been one of five pilot sites in Boston for a Men's Health Educator funded through ABCD Title X funds. In collaboration with community-based programs, YPP currently offers outreach, advocacy, job and school referrals, individual counseling, a parenting support group, health education, and primary physical and mental health services to fathers of children born to adolescent mothers. During 2005, 6 parenting groups met on a regular basis: 3 Mothers' Groups, each a series of 11 sessions, with a total of 20 participants; 2 Fathers' Groups- one 4-session, one 6-session, which included a total of 12 participants; and 2 Prenatal Groups, each a series of 8 sessions, with a total of 32 participants.

Advocating Success for Kids (ASK) addresses the growing number of children with school and behavioral problems through evaluation, referral for services, and advocacy. The ASK team includes a developmental pediatrician for educational assessments, psychologist, social worker, and university student volunteers. Through private funding, ASK has been able to add a half-time social worker dedicated to this program, thus increasing the capacity for multidisciplinary assessment and therapeutic work. A half-time psychologist was added in January 06. The volunteers create a vital bridge of communication between parents and the school. They also link families with community-based school and social programs. The goal is to maximize communication between parents and the schools and negotiate services for Boston school children. In 2005, 258 children were served. In 2005, with seed funding from the Massachusetts Disability Association and U.S. Department of Health and Human Services Maternal and Child Health Bureau, ASK also launched practice-wide structured developmental screening at CHPCC primary care visits. This represents a major effort in obtaining early identification of learning and developmental problems.

Healthy LINKS specifically targets children with asthma who receive their primary care at Children's Hospital. A registered pharmacist works with physician, nurse practitioner, and nursing staffs to provide asthma education visits. Patients are instructed on the correct use of inhalers, medicines, and peak flow meters. Environmental risks such as smoking, poor housing, and pets are addressed. The goal is to secure careful follow-up and home management plans for all CHPCC patients with asthma. The Healthy LINKS program currently is collaborating with the national collaborative EQUIS Asthma Quality Improvement Project to provide better care for patients with asthma. In 2005, 515 patients were served.

Reach Out and Read (ROAR), a nationwide program that began in CHPCC in 1998, seeks to make early literacy a standard part of pediatric primary care. Providers encourage parents to read aloud to their young children and give books to their patients to take home at all pediatric check-ups from six months to five years of age. Parents learn from their medical providers that reading aloud is the most important thing they can do to help their children love books and to start school ready to learn. Pediatricians, nurse practitioners, child life specialists, and educators help to make ROAR a success in CHPCC.

A **Spanish Consultation Program** provides coordinated, culturally appropriate care for Spanish-speaking children with complex medical needs. A team consisting of a bicultural pediatrician, resource specialist, and social worker sees the families. Coordination of subspecialty services, home medical equipment, and other services is provided.

A **General Pediatric Consultation Program** provides general pediatric consultation for children with previously undiagnosed medical symptoms. A pediatrician meets with the child and family for an in-depth evaluation and assessment, review of previous records, and physical exam. When necessary, the child is linked with appropriate subspecialty services.

A **Child Life Specialist** supported through private funds enriches the environment at CHPCC and makes it more child-sensitive. In collaboration with medical providers and social workers, the child life specialist uses play to prepare children for medical procedures, to reduce anxiety, and to manage behavior problems. The specialist creates a child-friendly environment in the waiting area, and gets to know and enhances CHPCC's ability to care for some of the center's most troubled children.

Nutrition

This year CHPCC has added a part-time nutritionist on-site who can see families in conjunction with their medical visit to address issues of obesity, underweight, and special dietary needs. The availability of a nutritionist as part of CHPCC makes it easier for families to receive these services and for CHPCC to improve coordination of care.

In addition, the hospital's Growth and Nutrition Program, staffed by physicians, nurses, psychologists, nutritionists and social workers, provides care to children who are severely underweight. A broad range of disorders associated with poor growth is diagnosed and treated through the program. Treatments include high-calorie diets, education, family services, and behavior modification programs.

One Step Ahead

CHPCC is initiating an obesity/nutrition program, using a cross-disciplinary approach, to address the complex roots that prevent a child from maintaining a reasonable and healthy weight and body mass index (BMI). Every child is diagnosed and monitored in a highly personal manner. CHPCC enables access to care that is rarely seen in inner-city communities while remaining cognizant of cultural/ethnic issues that may affect a child's diet. By analyzing the child's entire environment (family, school, health, education, social), the staff can develop a customized kaleidoscope experience. In 2005, 226 children were served. Funding was obtained from the

Boston Scientific Foundation. Among the most popular of the offerings in this program was a series of widely attended hip hop dance classes for patients and their parents, offered by The Dance Tribe of Boston.

Psychology

An attending psychologist was hired in September 2005 to provide evaluations and ongoing psychotherapy. Psychology services are fully integrated into medical and social services.

CHPCC FY05 Accomplishments

- Completed 33,565 patient visits.
- Healthy LINKS continues to provide intensive asthma education visits and clinical materials for families. Asthma education also is being offered at CHPCC-sponsored family events such as kindergarten registration and the camp fair.
- In conjunction with the Boston Public Schools, the ASK Program sponsored two on-site kindergarten registration days. Qualitative and quantitative evaluation has been initiated. An additional clinical day has been added.
- Structured developmental screening has been initiated and is collaborating with Children's Hospital's Early Intervention Program.
- A nutritionist now is available on site to work with families. One Step Ahead, a multidisciplinary program for overweight children, has expanded with the addition of a psychologist. Staff also includes a pediatrician, nutritionist, social worker, and exercise specialist.
- ROAR provided new books to children between the ages of 6 months and 5 years and countless more 'gently used' books to older siblings. ROAR has quadrupled the number of volunteers working a total of more than 40 hours per week in CHPCC. Networks with MIT America Reads Program, Museum of Fine Arts, Simmons College, Emmanuel College, and Borders Books have been developed.
- YPP is in the fifth year of its federally funded collaboration with Brigham and Women's Hospital and Boston Medical Center to provide parenting services to adolescent parents. A nurse practitioner provided baby-centered Touchpoints-guided medical exams to all newborns. Increased numbers of young fathers began attending medical visits.
- A staff social worker established the Proud Mamas teen mother rowing team. The team won a regatta in Holyoke, MA, in August 2005.

Appendix C

Adolescent/Young Adult Medicine Program Profile

In 2005, the Adolescent/Young Adult Medicine Program supported 14,000 adolescent patient visits. In this program, physicians, nurse practitioners, dietitians, and mental health clinicians provide medical, gynecological, nutritional, and psychological care and counseling. The program provides second opinions for a wide range of medical problems and sub-specialty consultations for eating disorders, HIV-positive and high-risk youth, and medical gynecologic and reproductive health issues, including menstrual disorders, delayed puberty, contraception and sexually-transmitted diseases.

Two programmatic examples of community outreach and community collaboration to improve care for adolescents and young adults are:

The Center for Young Women's Health (CYWH), which was created in recognition of the urgent need for education, clinical care, research, and health care advocacy for adolescent girls and young women. CYWH, the first of its kind in the nation, offers health information, clinical care, and a variety of programs and services designed to educate and empower girls and young women ages 10-22. The CYWH website, www.youngwomenshealth.org, contains a variety of health related materials for teen girls. More than one million girls (ages 12-20), parents, and health care providers have been served in 2005 on the website alone, as well as about 400 (ages 14-18) through local presentations with youth advisors.

Boston HIV Adolescent Provider and Peer Education Network for Services (HAPPENS). HAPPENS is a collaboration of health care and human service agencies, led by Children's, to identify HIV-positive and homeless youth and connect them with health care providers. The program provides HIV counseling and testing, primary and specialty care, outreach and service coordination among member agencies, and trains peer leaders for outreach and advocacy. In FY05, HAPPENS provided on-going support to 26 HIV-positive youth and 350 youth accessed HIV counseling and testing services, 60 post-exposure prophylaxis follow ups, 50 homeless youth care, and many more youth through outreach and health education at health fairs, community activities, 160 providers at monthly meetings and yearly adolescent and HIV CME/CEU courses.

Appendix D Child Protection Program Profile

Children's Hospital's Child Protection Program provides outpatient medical and psychosocial clinical assessment services to children who have been, or are suspected to have been, maltreated. Founded in 1972, the program consists of the AWAKE (Advocacy for Women and Kids in Emergencies) project, an outpatient child protection clinical services program (CPCS), and a child protection team (CPT) of hospital consultants.

The program includes a multidisciplinary group of professionals from the Departments of Medicine, Social Work, Nursing, Psychology, and the Office of General Counsel. Child Protection Team members, representing all of the above departments, are available around the clock to consult on cases of child abuse and neglect. These services are provided for approximately 1,500 cases each year, resulting in the annual filing of approximately 400 suspected child abuse or neglect reports to the Department of Social Services.

Each member of the CPP plays a vital and integral role in the mission of the program, which is to evaluate and provide care for patients at Children's Hospital who may have been abused or neglected and to implement child protection and safety. The Child Protection Program seeks to increase the awareness, knowledge, and prevention of child abuse within the hospital and the community.

The Child Protection Program's three program areas include:

The Advocacy for Women and Kids in Emergencies (AWAKE) Project, founded in 1986, is a domestic violence and child abuse program that provides free, community-based, advocacy services to individuals and families living with domestic violence or partner abuse. The project seeks to bridge the gap between child abuse prevention and domestic violence advocacy through a variety of activities. AWAKE staff provide consultation to hospital or health center staff regarding appropriate patient care and interventions when domestic violence is suspected. In addition to this crisis response work, AWAKE provides training to hospital staff and in the community, both locally and nationally. In 2005, AWAKE staff served 253 clients and 227 children. In addition to direct services, the AWAKE program also provides training and case consultations to community providers.

An AWAKE on-call advocate is available to respond to requests for service Monday through Friday, 8:30 am-5pm. During off hours, the CPT consultant on call provides immediate consultation in those cases possibly involving domestic violence, but will refer individuals in need of ongoing domestic violence advocacy back to the AWAKE staff for immediate follow up on the next business day.

The Child Protection Clinical Services Program (CPCS) is an outpatient child maltreatment clinic staffed by CPP psychologists, nurses, social workers, and physicians. The CPCS provides outpatient evaluations and treatment for children who are suspected to have been maltreated while offering parents and other treatment providers expert consultation on a range of issues

related to child maltreatment. CPCS staff may offer expert consultation on symptoms of trauma, normative child development, navigation of the child protective service delivery system, and community resources.

Children may be referred to the CPCS by Children's Hospital clinical staff, the Department of Social Services, by their pediatricians, or by parents or guardians. In cases where it is appropriate for the referred child to be evaluated at CPCS, evaluations may be limited to medical assessments, including a medical exam and other outpatient studies, or may include a series of one-on-one interviews with the child and his or her primary caretakers. Typically, the CPCS uses a three-session evaluation model; the length of the evaluation, however, may be modified if clinically appropriate. Referrals for additional evaluation or treatment may be made on completion of the outpatient evaluation. In addition, CPCS staff offer short-term trauma treatment and treatment for children ages 12 and under who may be demonstrating sexual behavior problems. Here, too, CPCS clinical staff will work closely with parents/guardians to determine the best course of treatment for their child. Finally, the CPCS team provides training to the hospital and local community agencies, mental health centers, and schools.

The **Child Protection Team (CPT)** is a multidisciplinary team of consultants comprised of physicians, attorneys, psychologists, social workers, nurses, and advocates, including several members of the AWAKE and CPCS teams. CPT provides 24-hour, on-call coverage, expert consultation services, professional training, and case-specific support to hospital staff on issues of child maltreatment. In 2005, the Child Protection Team received 1,500 referrals to assess children with child abuse concerns at Children's ambulatory clinic sites and emergency department. Additionally, the team includes a nurse liaison to DSS who works collaboratively with hospital and DSS staff to respond to the unique needs of children being treated at Children's while in the legal custody of DSS.

When a child who may have been abused or neglected is admitted to Children's for medical or social reasons (often through the emergency department), members of the Child Protection Team coordinate efforts with hospital social workers, medical staff, and other clinical caregivers. Team members also help to formulate a safe discharge plan, often in conjunction with DSS. These services are provided in approximately 1,500 cases each year, resulting in the filing of approximately 400 suspected child abuse or neglect reports to the Department of Social Services annually.

Participation in Community Based Program Committees CPP staff are active and contributing members on advisory and program development committees associated with several community-based agencies and evolving local programs. These include the Children's Advocacy Center of Suffolk County, the Family Justice Center, the Department of Social Services Right from the Start Project, the Pediatric Sexual Assault Nurse Examiner Advisory Committee, the Governor's Commission on Child Abuse and Neglect /Domestic Violence and Sexual Assault, COBTH, the NASW Domestic Violence Committee, the Fatality Review Board, the AAP Massachusetts Chapter, the Shaken Baby Coalition of Greater Boston, and the DSS Case Review Committee. These activities are aimed at addressing the broader social and systems issues that impact the health and welfare of children in our communities.

The Suffolk County Children's Advocacy Center (CAC) offers children who have been abused access to medical professionals, police officers, the state Department of Social Services, social workers, mental health professionals, prosecutors, victim witness advocates, and domestic violence professionals. The outcome of the assessment is a comprehensive safety plan for the child as well as a treatment plan including appropriate services. In 2005, CAC served 1,013 children with 14 percent of them being between the ages of 0 and 6 years, 28 percent between 7 and 12 years, and 50 percent between 13 and 18 years (8 percent were of unknown age). Seventy-two percent of the children were female and the majority (67 percent) of the referrals were because of suspected sexual abuse.

Children's supports the CAC by providing human and financial resources to the program. The hospital provides the time of medical professionals (a physician, a social worker, and a psychologist) one day a week to conduct interviews, develop assessments, and compose safety plans. The hospital also is the single largest contributor of capital costs incurred in moving the center to a new location in Brighton and its incorporation into a larger program called the Family Advocacy Center.

Community- Based Direct Services. The AWAKE PROJECT staff currently provides school-based, psycho-educational groups in urban middle schools. Initiatives are underway to expand the school-based component of the Child Protection Program's community based work. CPCS staff are involved in initiatives to provide school-based trauma evaluations and support to educators.

Training The Child Protection Program staff provides training on a range of topics related to family violence and child maltreatment to hospital staff and in the community. Trainings are designed to provide clinicians and other professionals with a strong clinical foundation and pragmatic information that will prepare them to respond effectively to incidents of child maltreatment or family violence in a multitude of settings.

Trainings are designed to respond to the needs of each unique audience. Topics may include:

- the historical contexts that have fostered family violence and its prevalence today
- indicators and symptoms of family violence, child maltreatment or neglect
- diversity and its implications in practice
- screening skills
- appropriate responses to disclosure
- legal mandates
- documentation standards.

The range of training forums is diverse. For example, each year CPP staff train DSS front-line workers on the identification of child abuse and neglect. Additionally, program staff regularly lecture at the Harvard Schools of Education, Public Health, and Medicine, and the Boston University School of Public Health. Finally, each year, several CPP team members present at both local and national conferences on a broad range of child protection topics.

In addition, and with the support of the Sylvia Krakow Memorial Fund, the CPP offers a bi-monthly Interpersonal Violence Seminar Series featuring local and nationally recognized leaders

and scholars presenting on a range of topics from violence prevention, social policy, and advocacy to child maltreatment research and offender treatment. In addition, throughout the year, CPP staff offer Child Protection Grand Rounds on topics such as Munchausen by Proxy, Shaken Baby Syndrome and the Law, Child Sexual Abuse in the Context of Domestic Violence, Protective Services and the Medically Complex Child, among others.

Appendix E

Support for and Partnerships with Community Health Centers

Community health centers are a critical part of the health care “safety net” for traditionally underserved children and families in Boston. They provide primary care, including medical, dental, and mental health services, particularly to the uninsured and underinsured. Without community health centers, many families would go without regular health care, or would use hospital emergency departments. Health centers also help connect patients with social services and other community resources, thus giving families an even broader system of support.

Recognizing the importance of community health centers as essential partners in ensuring access to care, Children’s Hospital Boston provides support to 11 other health centers around the city of Boston through affiliation agreements (in addition to its own Martha Eliot Health Center in Jamaica Plain). These partnerships take the form of financial support, programmatic support, and provider support. In turn, the community health centers are critical partners in the hospital’s efforts to increase prevention, early intervention, and treatment efforts for the most prevalent health concerns facing children and youth in the city.

These partnerships have been well-received by the community health centers. In 2005, Children’s Hospital was honored with one of the Roxbury Comprehensive Health Center’s “We Take Your Health to Heart” awards for leadership in improving the health and well-being of the local community. Children’s is particularly proud of this honor since, typically, this organization recognizes individuals in these annual awards; this time, the health center chose to acknowledge the entire hospital for its institution-wide commitment to community health.

Financial Support

Affiliation agreements allow Children’s Hospital to provide unrestricted funding for pediatric programs. Since FY99, Children’ has provided funding to community health centers to ensure that children throughout Boston have access to a medical home.

Programmatic Support

Children’s is committed to helping children lead healthy, safe, and active lives; to ensure that they enter school ready to learn; and to encourage them to be engaged in the world around them. To accomplish this, the hospital must address the most serious health issues faced by the city’s children. These problems – asthma, obesity, unintended and intentional injury, and mental illness – are best addressed by a coordinated and child-centered program of prevention, treatment, and education. By partnering with community health centers, the hospital is able to broaden its reach into these communities and provide a continuum of needed services in these issue areas to children and their families. Strategies include the following:

- Community health centers are on the front lines of the efforts to deliver more mental health services to children and youth. By working with the health centers, Children’s Department of Psychiatry is able to reach more children with much needed psychiatric services. Through the *Children’s Hospital Neighborhood Partnership*, the hospital has placed psychiatrists in South Cove Community Health Center, Dimock Community Health Center and Early Head Start at

Dimock, Brookside Community Health Center, Southern Jamaica Plain Community Health Center, and the Martha Eliot Health Center. This provides needed support to clinicians at the health centers, particularly in the area of medication management. For more information, please see Appendix G.

- Too many children with behavioral and developmental problems are not identified early enough. Primary care providers have identified a need for specialized assessments. As the “family doctor” to a large number of Boston children, community health centers provide the best opportunity to reach children with developmental needs early. Children’s Hospital’s *Advocating Success for Kids (ASK)* program works with community health centers to provide educational and developmental assessments for children and youth with emotional, behavioral, and learning difficulties, and offers case management to families. ASK screens and assesses children at Bowdoin Street, Joseph Smith, and Martha Eliot health centers. In FY05, staff served 189 children in the Children’s Hospital Primary Care Center and 82 at community health centers, for a total of 271. For more information, see Appendix G.
- Community health centers were among the first providers to become aware of the growing problem of obesity and overweight in children and youth. Children’s Hospital, through the *Fitness in the City* initiative, offered financial support for fitness promotion and obesity prevention programs at eight community health centers. Hospital staff also are providing support for implementation and evaluation of these programs. In return for these funds, health centers will share their successes and lessons learned with one another and with the hospital. For more information, see Appendix I.
- Primary care providers at both Children’s Hospital and community health centers are focused on prevention. One area where prevention activities have potential to be successful is in injury prevention. The hospital is supporting community health centers in their efforts through the distribution of materials and products. The *Injury Free Coalition for Kids* program has distributed bicycle helmets to health centers who have requested them. In FY05, the program distributed 50 bicycle helmets at Children’s Hospital Primary Care Center and 93 at Martha Eliot Health Center, in addition to giving away 100 helmets in Jamaica Plain through the Boston Bike Festival. The Injury Prevention Program also distributed 232 car seats to 149 families at Martha Eliot Health Center. For more information, see Appendix H.
- Through the Children’s Hospital Asthma Initiative, asthma case management services are being provided for children from Jamaica Plain and Roxbury who receive care at the community health centers. The hospital’s asthma nurse educator also provides training and supplies, and acts as a liaison to the CHCs for asthma related needs. For more information, see Appendix F.

In addition to programmatic support in these focus areas, Children’s Hospital supports more general programming at the health centers. For example, recognizing that oral health is an important component of overall health, Children’s has committed support to the dental clinic at Dimock Community Health Center for five years.

Provider Support

Children's Hospital is committed to helping providers at community health centers to offer the best possible care. The hospital subsidizes the credentialing of community health center physicians to be on the hospital's medical staff. The hospital also provides the health centers with computer connectivity to its hospital information system via the Internet to ensure access to patient information. The hospital offers technical assistance as needed to provide all patients with the highest quality care. In addition to providing information on programs for continuing medical education, and subsidizing the cost for staff to attend educational offerings, the hospital has developed specific training opportunities:

- Through the *Emergency Pediatrics Initiative*, a Children's Hospital Emergency Department physician offers training in emergency preparedness for community health center providers and other staff. This training focuses not on large-scale disasters, but rather on what to do in case of an emergency with an individual patient. Following a mock patient "code," the physician debriefs the staff, goes over procedures, provides necessary supplies, and returns for a follow-up review several months later. The hospital also subsidizes a pediatric advanced life support course for community health center staff.
- The hospital offers community health center staff the opportunity to see successful programs in action through the *Community Shadowing Program*. To date, two health center physicians have "shadowed" hospital physicians who are running programs such as OWL (Optimal Weight for Life), a multi-disciplinary clinic dedicated to the evaluation and treatment of children who are overweight/obese through comprehensive medical evaluation, nutritional counseling, behavior modification and group therapy. The program is available to all community health center clinicians in whatever field they choose. Clinicians also are able to see the full range of hospital activities.

Appendix F Asthma Programs

Asthma is the leading cause of hospitalization at Children's Hospital. The hospital is the largest provider of clinical services to children with asthma in Massachusetts, with more than 12,300 inpatient and outpatient visits for asthma as a primary or complicating diagnosis in FY05. Children's has focused its programs to improve asthma management in a child's everyday life. With supportive resources and education, children with asthma can lead healthy and active lives.

Children's asthma programs cover a full continuum of care: prevention, evaluation, treatment, parental support, case management, training and education, and policy advocacy. This approach engages the entire community – families, schools, community health centers, advocacy groups, and community based organizations – and stresses treatment of the child in the context of his or her environment.

Partners in the hospital's asthma initiatives include the Boston Public Health Commission, the Boston Asthma Initiative, the Boston Public Schools, the Boston Urban Asthma Coalition, the Asthma Regional Council, and other community and city government partners. In FY05, Children's Hospital provided more than 12,300 asthma-related patient visits in the hospital and reached more than 5,000 children, youth, parents, and caregivers with asthma services in community settings.

Overall Asthma Goal: Improve the self-management of asthma by children and their families.

Overall Approach:

The hospital's approach to asthma is comprehensive, including:

- **A case management/home visitation** program offering the full continuum of asthma services; in FY06, the program's first year, it expects to serve an estimated 150 children from Jamaica Plain and Roxbury who have the most severe asthma.
- **Education and public awareness** efforts for families, schools, and community-based organizations through speakers' bureaus, health fairs, distribution of asthma education materials, and public-private partnerships. In 2005, these efforts reached nearly 700 people through educational workshops and another 4,160 people through health fairs.
- **Public policy advocacy** efforts to ensure adequate coverage for asthma education, case management, home visitations, environmental assessments, and asthma medications and devices. In 2005, Children's filed legislation along with 26 other community organizations to ensure adequate coverage for asthma education and medical devices.

Key Partners:

Key partners in the hospital's asthma efforts include public and private agencies and organizations, all working to improve the health and lives of children with asthma. They include the Boston Public Health Commission (BPHC), the Boston Asthma Initiative, the Boston Urban Asthma Coalition, and others.

- Developing safe and healthy activities that promote access to care, physical activity, psycho-emotional wellness, and asthma knowledge are goals of a multi-pronged program with the

BPHC called the *Asthma Health Project*. Among the programs are: the annual Boston Asthma Games, which offer safe participation in athletic activities along with asthma education; the Boston Asthma Swim, offering asthma education and swimming exercise in three sites in Dorchester, Jamaica Plain, and Charlestown; and the Boston Asthma Summer Program, a week-long camp for urban children with moderate asthma. These programs reached an estimated 300 children in 2005.

- The hospital is a member of the *Boston STEPS* initiative and an active participant in the BPHC's working group that is helping to implement a community mobilization grant from the CDC to reduce the burden of asthma, as well as obesity, diabetes, and fitness, in seven Boston neighborhoods.
- The hospital is an active member of the *Boston Urban Asthma Coalition*, comprising community-based organizations, government agencies, and others all working to stem the rising prevalence of asthma in inner-city Boston.
- Children's also supports, operationally and financially, the *Boston Asthma Initiative*, aimed at improving asthma management through student education and mentoring, school- and home-based assessments, and provider education.
- To help raise awareness across the city about asthma management, the hospital is working with WGBH-TV and the BPHC on an asthma awareness information and education campaign.

Specific Asthma Strategies:

- Facilitate the implementation of best practices for treating the disease in the primary care, school, and home settings, with a focus on promoting the use of asthma action plans.
- Support providers from community health centers in establishing asthma management programs for children.
- Enhance communication between medical providers and school nurses.
- Develop and implement community educational activities that encourage physical activity and enhance the psycho/emotional well-being of children with asthma and their families.
- Support school nurses in efforts to reduce student and parent knowledge deficit.
- Build and improve on internal and community-based partnerships in addressing asthma at the community level.
- Plan and implement Boston Action Games 2005, as well as the asthma swim and summer programs.
- Identify and distribute patient asthma educational materials to community providers that are linguistically and culturally responsive.
- Implement and expand the Asthma Action Plan Acquisition Project pilot, which works to ensure that children have access to asthma action plans.
- Plan and implement the WGBH Consumer Messaging Campaign.
- Continue collaboration and membership with the Boston Urban Asthma Coalition to support advocacy efforts for public health initiatives that eliminate health disparities and improve access to quality health care for children with asthma.
- Participate with asthma advocacy partners in an effort to develop a public policy agenda and initiatives that are responsive to community needs.
- Evaluate the impact of the Community Asthma Initiative.

Key Asthma Accomplishments for FY 05:

- Asthma Health Project staff completed 35 educational speaking engagements to educate an estimated 677 people about asthma management.
- Staff participated in 19 community health fairs to provide families with asthma education. These fairs reached an estimated 4,160 people.
- In addition, 227 children participated in the Boston Asthma Games and 37 children completed the Boston Summer Asthma Program.
- Through the asthma program, Children's provided 600 doses of nebulized Albuterol to the Boston Public Schools and 12 new PARI nebulizers for Albuterol administration.
- The Community Asthma Program was launched; a director, program coordinator, and nurse manager were hired.
- With the support of 30 legislative cosponsors and 26 community organizations, a legislative Act Relative to Coverage for Asthma Education and Training was filed.

Asthma Goals for FY06:

- Plan and implement Boston Action Games 2006 and the Summer Asthma Program. Aim to reach 250 children, and 40 children in the Summer Asthma Program.
- Case manager to reach 200 asthma patients; 100 children and families will agree to receive case management services; and 50 families will have home assessments.
- Asthma program staff will participate in 16 health fairs and reach an estimated 4,000 people.

Appendix G Mental Health Programs

Children's Hospital is one of the leading providers of mental health services to children in Boston, with more than 14,000 outpatient and emergency department visits for mental health care in 2005.

Limited access to child mental health services is well-documented and represents a growing problem. Urban children and families in particular have problems with finding and accessing culturally and linguistically appropriate mental health services. These access barriers can be further complicated when care is not provided in a community setting. Children's has recognized this fact and has expanded its mental health services by providing psychiatrists in community health centers and other settings. The hospital also delivers care through prevention and wellness initiatives based in community health centers and schools, and through other community organizations. These initiatives include the *Children's Hospital Neighborhood Partnership (CHNP)* and the *Jamaica Plain Children's Mental Health Network*. Both programs increase access to mental health services, improve the quality of services available, build capacity in partner organizations, and strengthen the ability of children to function successfully. Mental health initiatives in the community also provide screening, evaluation, education, support services, case management, treatment, and advocacy for children with mental health problems. By integrating and linking these efforts, and by deepening and intensifying the hospital's relationships with community partners, community capacity is strengthened to help Boston's children grow up strong and do well in their daily lives.

The hospital has funded further expansion of mental health services in the community through the addition of psychiatrists in five community health centers. The hospital also has expanded access to services by developing and supporting school- and family-based support and specialized mental health care. Recently, the hospital's mental health work in schools has been recognized by the *Boston Business Journal* with its "Champions in Health Care" award; the leadership of the CHNP was honored for improving access to mental health services for Boston school children.

In addition to prevention and wellness, direct services are offered in four primary care settings in Boston through the *ASK (Advocating Success for Kids) Program*. ASK offers "one-stop-shopping" for access to services for children with medical, emotional, and behavioral issues or school-functioning problems and learning delays. Services include assessments and screenings to determine a child's school and emotional functioning, and development of recommendations for educational and social services. The ASK program also provides extensive follow-up with parents, teachers, and school staff.

Because of the importance of mental health and the difficulty in accessing services, the hospital has developed the only mental health advocacy program of its kind in the U.S., the *Child and Adolescent Mental Health Advocacy Initiative (CAMHAI)*. Its goal is to bring about broad change in the mental health system and in mental health services through raising awareness of mental illness and highlighting barriers to care.

In FY05, Children's Hospital provided 14,000 mental health patient visits in hospital outpatient and emergency departments. In addition, Children's provided services to more than 3,000 children and youth, 800 teachers and school staff, and 900 parents, in school and community settings.

Overall Mental Health Goal: Improve access to prevention and treatment services for children with mental health care needs.

Specific ***Mental Health/School Functioning Strategies*** are explained within each program described below.

Advocating Success for Kids (ASK). This program offers a "one-stop-shopping" approach to accessing specialty care services for Boston children ages 3-18 who have medical, emotional, and behavioral issues or learning delays. The program aims to improve their school functioning and overall health and empower their families to advocate for needed services. Its goal is to maximize communication between parents and the schools and negotiate needed services for these children.

Strategies:

- Provide hospital- and community-based, multi disciplinary specialty screening services to children with educational and/or behavioral problems at the community level.
- Improve a child's school functioning, optimize a child's access to services needed and help parents understand their children and advocate for their needs.

Children's Hospital Neighborhood Partnership (CHNP) works in partnership with 13 Boston schools, five community health clinics, and several community-based organizations to provide mental health services to promote children's social, emotional, and behavioral health.

Strategies:

- Build the capacity of partner organizations to respond to the needs of their population by increasing critical knowledge, skills, and awareness relevant to mental health concerns.
- Increase access to mental health services for unserved and underserved children and families.
- Improve the quality and effectiveness of mental health services by providing training, support, and professional development opportunities for practitioners from diverse disciplines.

Jamaica Plain Mental Health Network. This grassroots, community-based collaboration links three Jamaica Plain-area schools and three community health centers to promote children's mental health by focusing on early identification and unmet mental health needs of local children and families at risk. The program's goal is to build capacity and improve coordination of school-based services to address unmet mental health needs of children in Jamaica Plain.

Strategies:

- Coordinate community-based network meetings among partners to improve access via information-sharing and regular communication (three elementary schools, three health centers, Children's Hospital).
- Coordinate community trainings for "non-traditional" mental health providers (e.g., pediatricians, school staff).

- Provide resources for community members and service providers to address mental health issues (screening and referral tools, curricula, mental health books, and tip sheets for children and families).
- Implement innovative service models with an emphasis on strength-based, prevention focused activities.
 - school-based services (counseling services and social skills groups for students, parent workshops, and support groups).
 - case management to facilitate care for high-risk, resource intensive cases.

Child and Adolescent Mental Health Advocacy Initiative (CAMHAI) works to improve access to prevention and treatment services for children with mental health care needs.

Strategies:

- Build capacity at the community level by training/increasing awareness with community-based providers including community health centers and the Boston Public Schools.
- Raise awareness and reduce the stigma of mental health disorders through financial and in-kind support of the Boston Public Health Commission's anti-stigma campaign and by providing educational resources and services for children and families.
- Develop and distribute culturally and linguistically responsive mental health resource information for families and providers.
- Drive policy agenda at the State House and with the state's Executive Office of Health and Human Services; provide leadership and clinical expertise in developing a mental health public policies.
- Continue advocacy efforts on mental health parity, school service, and other legislative issues aligned with the hospital Department of Psychiatry's strategic direction.
- Staff the Mental Health Commission for Children and provide leadership in the development of the commission's recommendations.
- Support the advocacy and prevention efforts of existing community groups and coalitions.
- Support implementation of the community-based child psychiatry expansion initiative.
- Identify opportunities to provide technical guidance and support on mental health informational publications.

Key Mental Health/School Functioning Program Accomplishments for FY 05:

Advocating Success for Kids (ASK)

- The Advocating Success for Kids (ASK) Program integrated its primary care center and community health model, increasing the number of children served to 271 in FY05. The Children's Hospital Primary Care Center (CHPCC) served 182 children, while 89 children were served at community health centers.
- To make this program more replicable across the health care system, the ASK Program improved operational and financial efficiencies, enabling a reduction in the cost per child treated from \$1,739 in FY04 to \$937 in FY05.

Children's Hospital Neighborhood Partnership

- The Children's Hospital Neighborhood Partnership (CHNP) program provided mental health services to an estimated 2,200 children and adolescents, offered training and support to more

than 700 school staff and trainees and served 600 parents in 12 Boston Public Schools and two others.

- CHNP is the only mental health partner in the Attorney General’s statewide Safe Schools Initiative, and also formed a partnership with the Health Law Advocates, which is donating legal consultation to CHNP.
- The success of CHNP has resulted in additional philanthropic and federal funding to expand services in school and early childhood education settings.
- The director of CHNP was selected as the *Boston Business Journal’s* Champions in Health-Community Outreach category.

Jamaica Plain Mental Health Network

- Through the Jamaica Plain Children’s Mental Health Network (JP Network), 26 families received intensive case management services. The JP Network served three elementary schools, providing services and resource materials. Seventeen children received counseling services and more than 30 parents participated in educational workshops and support groups.
- Also through the JP Network, approximately 70 teachers and educational staff were trained at two schools. Twenty-five pediatric staff members participated in training on childhood depression.

Child and Adolescent Mental Health Advocacy Initiative (CAMHAI)

- Through the Child and Adolescent Mental Health Advocacy Initiative (CAMHAI), Children’s continued its support for the Boston Public Health Commission’s Mental Health Coalition and its public awareness campaign.
- Other achievements included providing financial and clinical expertise to develop the Boston Bar Association’s “How to Guide for Families” – which has reached more than 10,000 people – developing several tip sheets, and developing the “Rx for Advocacy” Program.
- CAMHAI also identified 10 legislative bills that needed action and conducted individual visits with legislators, attended legislative hearings, and coordinated various letters and resource materials to be distributed to legislators.
- CAMHAI also continued to strengthen its partnerships to advance city and state mental health policy by working with the Mental Health Commission for Children, and in FY05 completed a report on recommendations for mental health reform in Massachusetts.
- Other strong partnerships included working with Health Law Advocates on legal advocacy projects and the mental health parity law, the Massachusetts Society for the Prevention and Cruelty to Children on legislative priorities, continued presence with the Parent Professional Advocacy League and supported the youth advisory board to Urban Improv, a community-based organization in Jamaica Plain.

Key Mental Health/School Functioning Program Goals for FY06:

Advocating Success for Kids

- ASK aims to serve a total of 323 children (195 in the Children’s Hospital Primary Care Center and 128 through community health centers), provide three educational presentations to community providers with 15 providers attending each presentation, and get 100 new referrals for developmental screenings.

Children's Hospital Neighborhood Partnership Program

- Work on the coordination of programs including Children's Hospital Neighborhood Partnership, Jamaica Plain Network, CAMHAI, and ASK Program, and further integrate CHNP into Children's Department of Psychiatry.
- The Children's Hospital Neighborhood Partnership aims to partner with 13 Boston Public Schools and four other schools and six community health centers, aiming to reach 2,600 children and adolescents, serve 750 parents, and reach 1,000 staff and trainees.

Jamaica Plain Mental Health Network

- The Jamaica Plain Mental Health Network will continue to provide case management, counseling and family group therapy at three schools, as well as provide training for teacher and health center staff. The plan is to expand the case management model to include consultation to collaborating health centers and provide new services with one new Jamaica Plain elementary school.

Child and Adolescent Mental Health Advocacy Initiative

- CAMHAI aims to determine two priorities for legislative advocacy, and act on them in a leadership role (providing expertise, review of bills, testimony, state house visits), train five Department of Psychiatry/CHNP staff members in detailed legislative advocacy strategies, continue efforts to develop family resources materials and increase distribution of guides (including work with the Boston Bar Association on phase II of the How to Guide), and provide leadership in the Boston Public Health Commission public awareness campaign.

Appendix H Injury Prevention Programs

Injuries – both unintentional and intentional – are the leading cause of death for children ages 1-19 in Massachusetts and result in 250,000 emergency room visits in a year. As part of its needs assessment effort, the hospital surveyed Boston families to help identify community concerns and gaps in current injury prevention programs. Based on their recommendations and an analysis of injury data, the most needed programs are those in home safety, community safety, and pedestrian safety.

The hospital's unintentional injury prevention program focuses on these areas through its selection as a site for the *Injury Free Coalition for Kids (IFCK)*, a national childhood injury prevention program of the Robert Wood Johnson Foundation. The Boston program's goal is to reduce injuries to children under the age of 15 in Jamaica Plain over a four-year period. IFCK has a safer homes program, focused on reducing the risk of injuries from fire, poisoning, and falls; car seat and sports helmet safety programs, both of which involve education and distribution of car seats and sports helmets; and is actively involved in outreach by participating in community health fairs and events. IFCK also formed a 48-member community coalition that gathers community feedback, connects with Jamaica Plan children and families, and helps to implement IFCK programs.

A variety of hospital-based programs and community partnerships have been developed to reduce the prevalence of intentional injuries. Hospital programs include clinical assessment services for those who have been maltreated, a 24-hour consultation service, and an advocacy program for battered women and their children. The hospital also partners with government agencies and others to prevent and treat children who are at risk or have been neglected or abused. Children's has provided both clinical and financial support to the Suffolk County Children's Advocacy Center, which treats children who have been abused.

In FY05, Children's Hospital provided injury prevention and protection services to more than 1,700 children and 250 adults. In addition, the hospital reached more than 5,100 children, youth, parents, and caregivers in community settings.

Overall Injury Prevention Goal: Reduce the incidence of mortality and morbidity due to childhood injuries.

Injury Prevention Strategies:

- Build a centralized and coordinated hospital and community-based injury prevention program focused on the prevention of unintentional injuries.
- Strengthen collaborations between and among Children's Trauma Center, Emergency Department, Office of Child Advocacy, Primary Care Center, and the community.
- Support injury prevention education and efforts at community health centers.
- Seek opportunities for Children's to become a local or regional leader in injury prevention, including advocacy efforts (such as those mandating seat belt use).

- Develop a “Safer Homes Program” with community partners, to include provider training sessions, parent workshops, and safety product distribution.
- Expand the Child Passenger Safety (CPS) efforts by implementing a community CPS checkpoint, CPS events at community health centers, CPS health care professionals, education through public housing, and outreach through community health fairs.
- Build bridges within and between hospital departments to develop a more unified injury prevention infrastructure.
- Continue sports helmet safety initiatives by holding a bike safety day at various locations throughout the community and by distributing helmets from the hospital and community health centers.
- Make educational materials for the public available through the Emergency Department and the Primary Care Center.
- Undertake a comprehensive, bilingual survey tool to determine community needs, surveying more than 100 community members. Collected data will be analyzed and results will further inform programming in FY06.

Key Injury Prevention Accomplishments for FY 05:

- Through community outreach and events and partnerships with Boston community health centers, Children’s Hospital Primary Care Center, and Martha Eliot Health Center, 363 sports helmets were distributed to Boston children, and 232 car seats were distributed to low-income Boston families.
- The Injury Prevention staff participated in 35 health fairs, and through the Safer Homes Program, trained 10 home assessors to reduce injuries that occur at home. Fifty home assessments were conducted.
- The team worked with NSTAR to produce Child Safety Quit tips on sports safety and home safety.

Injury Prevention Program Goals for FY06:

- Work on the coordination of all injury prevention programs to share services, lessons learned, and monitoring and evaluation plans.
- The Injury Prevention Program will work to:
 - reduce injuries to children in Jamaica Plain through multi-organization collaboration; begin a focus on the topic area of youth violence
 - reduce motor vehicle injuries through “Kids in the Back” program
 - continue the Safer Homes program and reach 150 families with home assessments
 - continue to conduct provider, parent, and child trainings and participate in 40 health fairs
 - conduct quarterly random spot checks to identify car seat usage among Children’s patients and host a car seat safety check point and distribute 260 car seats
 - continue the Think First program and reach children in 15 schools; and identify opportunities to advocate for legislative bills relevant to injury prevention.
- Identify opportunities to advocate for injury prevention related legislation.

Appendix I

Fitness and Nutrition Programs

Children’s Hospital is internationally recognized for its treatment program to help already overweight and obese children, currently serving 500 children per year. This track record, coupled with a focus on local children at risk and strong community connections, makes Children’s ideally suited to expand efforts to help prevent and treat these problems, which are reaching epidemic proportions; for example, in Massachusetts, more than one-third of toddlers and pre-schoolers are at risk for obesity or are already overweight; in the Boston Public Schools, 25 percent of children are at risk, and another 20 percent are overweight or obese.

Obesity is a complicated medical, social, and lifestyle issue for children, especially children living in urban areas. Children who are struggling with being overweight or who are at risk need access to specialty medical services, nutrition education, and recreational opportunities, which may not always be available in health care settings. Thus, Children’s approach to this issue is to support and work with community partners who are delivering nutrition education and physical activities.

The hospital’s current focus is on working to identify best practices among obesity prevention programs – both hospital-based and in the community – to ensure that its programs are optimally effective in encouraging fitness and nutrition among children and adolescents.

Its hospital-based treatment and prevention program, *One Step Ahead*, serves Boston children ages 3-13 by providing evaluations, counseling, and helps to identify and refer them to other nutritional, educational, and recreational resources. At the Martha Eliot Health Center, there are two obesity-prevention programs: *I’m iN Charge*, which targets young people ages 9-20 who are overweight and at risk for type II diabetes and provides them with education, clinical care, and access to other community resources; and *We Got Next*, which is focused on girls 11-14 who are overweight and lead sedentary lifestyles and engages them in counseling, educational workshops, and programs to encourage physical activity.

In addition, the hospital has provided funding to eight hospital-affiliated community health centers with existing fitness and nutrition programs. This funding program is aimed at building community capacity to help reduce childhood obesity; and to help identify the best practices to provide obesity prevention services in the community. In addition, the Hospital’s contribution to the United Way has enabled Children’s to support “scholarships” for Jamaica Plain and Roxbury children to attend *Body by Brandy4Kids*, a Roxbury-based program designed to support physical fitness and healthy living for children at risk for health issues associated with obesity.

The hospital has provided funding to eight hospital-affiliated community health centers with existing fitness and nutrition programs. This funding program is aimed at building community capacity to help reduce childhood obesity; the centers also are participating in the “best practice” identification project. In addition, the Hospital’s contribution to the United Way has enabled Children’s to support “scholarships” for Jamaica Plain and Roxbury children to attend *Body by*

Brandy4Kids, a Roxbury-based program designed to support physical fitness and healthy living for children at risk for health issues associated with obesity.

In FY05, Children's Hospital provided hospital-based obesity treatment to 500 children, and reached more than 300 children and youth in community settings.

Overall Fitness and Nutrition Goal: Reduce the number of children in Boston who are overweight or obese.

Strategies:

- Motivate and empower parents to help their families make healthy choices.
- Reduce barriers and increase opportunities for children and families to engage in healthy eating and active lifestyles.
- Provide concrete alternatives to families to replace fast food or low nutritional value meals and TV viewing.
- Make resources available to children and families to continue their education, enhance their motivation, and sustain positive changes.
- Seek opportunities to advocate for policy changes that will help children make healthier food choices and increase physical activity.

Major Fitness and Nutrition Program Accomplishments for FY 05:

- The hospital initiated a multidisciplinary working group of Children's clinical experts to assess the issue of childhood obesity and identify ways the hospital can address gaps in prevention, treatment, and advocacy.
- The "One Step Ahead" (OSA) program in Children's Primary Care Center provides multidisciplinary treatment and prevention for children who are overweight or at risk of being overweight. In 2005, OSA served 226 children.
- "I'm iN Charge" (INC) at Martha Eliot Health Center enrolled 35 youth in the program and had a total of 183 patient visits.
- "We Got Next!" (WGN) is a fitness and nutrition program developed in collaboration with the two other health centers in Jamaica Plain (Brookside and Southern Jamaica Plain) as well as the North Eastern Women's and Sports Foundation. The program was revised during FY05 to focus on helping young women develop healthy lifestyles as a whole. Physical activity and nutrition education continue to be important elements of the program; body image, gender identity, physical development, and decision making have been incorporated into the program as well. Fourteen young women were served during FY05.
- Children's distributed funds to eight community health centers to support their fitness programs. The goal is to have the health centers identify and build the best practices in community-based obesity prevention and treatment.

Key Fitness and Nutrition Program Goals for FY06:

- Continue to provide multidisciplinary medical, nutritional, and physical education to youth.
- Increase awareness and use of existing recreational programs and services in Boston by children and families; as well as increase awareness of lifestyle changes that will improve the health of children and families.

- Work with community partners to advocate for policy changes that will help children and families make healthier food choices and increase physical activity.

Appendix J

Supporting Essential Community Partners

Partnerships are a key element in attaining the vision of “Healthy Children. Healthy Communities.” A task beyond the reach of any one organization – despite its level of commitment – achieving this goal requires a concerted and sophisticated effort to integrate and coordinate care. It truly “takes a village to raise a *healthy* child.”

In addition to its own efforts toward the goal, Children’s Hospital actively helps build and support the efforts of the “village” that is steward of the health of Boston’s children, on three levels:

- by partnering with community health centers, the Boston Public Schools, government agencies, and community-based organizations to address the core commitment areas of asthma, mental health, injury prevention, and fitness and nutrition as well as partnering with community programs aimed at improving child health more broadly
- by helping to shore up and support the infrastructure for the delivery of health and social services to children and families throughout Boston
- by acknowledging and acting on the hospital’s civic role and responsibilities, including support of local organizations that help make Boston a vibrant place to live and work.

In these relationships, the hospital seeks to leverage its unique vantage point as the Commonwealth’s only solely pediatric hospital to “advocate” for the health and well-being of children, and brings a purposeful, child-focused, family-centered point of view to its support of the efforts of community health partners.

The following provides more specific examples of our many partnerships.

Partnerships Aimed at Improving Child Health.

*For a more complete description of the hospital’s relationships with **community health centers**, see Appendix E.*

*For a more complete description of the hospital’s relationship with the **Boston Public Schools**, see Appendix K.*

Boston Public Health Commission

Children’s has been an active and financially supportive partner in the Boston Public Health Commission’s (BPHC) initiatives with children, adolescents, and young adults, working together on the most pressing public health issues for city children.

- *Mental Health.* Children’s funds a staff member for the BPHC’s Child and Adolescent Mental Health Coalition, which is working to build community efforts for mental health services. The hospital supports the “Talk: You’ve Got to Start Somewhere” campaign, and has assisted in the development of a “tip sheet” for parents so they can better understand their adolescents’ emotional health. Children’s also has partnered with the BPHC on advocacy efforts to expand collateral service benefits for providers of mental health services.

- *Boston STEPS Initiative.* Children’s Hospital is an active participant in both the planning and implementation of the Boston STEPS Initiative. The Executive Director of the Martha Eliot Health Center (MEHC) chairs the Health Care Systems Committee for STEPS, which is focused on coordinating efforts among health centers, schools, and other community groups addressing asthma, diabetes, and nutrition/obesity. MEHC also is one of the STEPS sites implementing two community based programs: the *We Got Next* program, which is aimed at young girls and is part of the pre-diabetic program; and the *I’m iN Charge* program (INC), which targets Latino and African American at risk youth for diabetes. MEHC also is leading a pilot program in the Jamaica Plain neighborhood working with the schools in developing a process to increase communication between school nurses and primary care providers focused on asthma.
- *The Asthma Health Project.* Children’s Hospital partners with BPHC in funding, planning, and implementing the Asthma Health Project, which includes the Boston Asthma Games, Boston Asthma Swim, and Boston Asthma Summer Program. In addition, the Children’s Asthma Initiative has worked closely with BPHC around planning for services and seeking funding to improve the environment and health of children and families living with asthma in Boston and in Boston Public Housing.
- *Substance Abuse.* Staff from Children’s Hospital is planning and implementing training for BPHC staff around issues of adolescent substance abuse screening, assessment, intervention, and treatment.

Supporting the Infrastructure for Health and Social Services.

*For a more complete description of the hospital’s relationships with **Community Health Centers**, see Appendix E.*

*For more complete description of the hospital’s relationship with the **Boston Public Schools**, see Appendix K.*

Mayor’s Office and Child Health. City government partnerships include co-sponsorship with the Mayor’s Office on the Mayor’s Award for Excellence in Health, which is given each year to a Boston-based program that effectively promotes the development of healthy children.

Children’s Hospital also is actively working with Mayor Menino and the city’s health providers to address the pivotal issue of racial and ethnic disparities in health care. Dr. James Mandell, President and CEO of Children’s, and Catherine MacAulay, Executive Director of the Martha Eliot Health Center, proudly served on the Mayor’s Task Force to Eliminate Racial and Ethnic Disparities. Additionally, three members of Children’s staff participated in the Hospital Working Group.

Financial support to community programs. In addition to partnerships with city government, community health centers and schools, the hospital provides financial and in-kind contributions to more than 75 local organizations to build community capacity toward improved child health. The hospital is able to seed innovative, community-based programs through its Community Child Health Fund (CCHF) and a partnership with the local Community Health Network Area (CHNA). Through these two initiatives, the hospital supports community-based based

organizations and schools in a wide range of projects ranging from anti-violence to nutrition, from physical activity and exercise to asthma and to substance abuse. In addition, the hospital is able to support an additional 50 community-based organizations that help support the infrastructure for health in Boston through various sponsorship opportunities.

The Community Child Health Fund (CCHF) provides seed funding for innovative projects designed to meet the health needs of children in the Boston neighborhoods of Allston/Brighton, Dorchester, Mission Hill, Mattapan, Roxbury, Jamaica Plain, and the South End. Applicants for these funds must show how their project will provide a culturally responsive way to address the core health issues of asthma, mental health, injury prevention, fitness/nutrition, and access to care. CCHF provides a total of \$50,000 annually for projects, based at the hospital, in community health centers, schools, or in community based organizations. CCHF has distributed 58 grants since 2000, for a total of \$290,000.

The following is a list of organizations funded in 2005. A complete listing of grant recipients since 2000 appears in Appendix N.

Organization	Project Title	Year Funded	Category
Arts in Progress	Circles of Girls	2005	Mental Health
Children's Hospital Neighborhood Partnership	Violence Reduction through Group Therapy	2005	Mental Health
Crittenden House	Fit@Crit	2005	Fitness/Nutrition
Hyde Square Task Force	Women Engaged in Physical Activity	2005	Fitness/Nutrition
Children's Hospital Primary Care Center	Young Fathers Group	2005	Mental Health
Adolescent Substance Abuse Program	Group Therapy	2005	Mental Health
Children's Hospital Primary Care Center	Rowing Strong Rowing Together	2005	Fitness/Nutrition
Fenway High School	Adolescent Health Collaboration	2005	Mental Health
New England SCORES	Kick Run Have Fun	2005	Fitness/Nutrition
Neponset Health Center	Vung Do Vung Vang, Vung Xhan	2005	Asthma

The hospital also provides funding to the Boston Alliance for Health through a relationship with the local **Community Health Network Area (CHNA)** to support community-based efforts to improve health. Recipients of these funds include the

Charlestown Substance Abuse Coalition, Dorchester Community Services Collaborative in partnership with the Codman Square/Four Corners Alliance for Health, and the Roslindale Coalition/Stay Drug Free Media Campaign.

Civic Responsibilities

Every institution, whether large or small, private or not-for-profit, has a responsibility to be involved in its community. As one of the state's largest not-for-profit employers, Children's Hospital is dedicated to being a "good neighbor" to local, surrounding communities as well as in helping to ensure that Boston remains strong. At the same time, Children's is the only free-standing children's hospital in the state with a mission to improve the health of children. Thus, through civic engagement, the hospital tries to merge its role as a large employer with its mission to improve the lives of children.

That means the hospital must make vibrant the city where children and families reside. As discussed earlier, the hospital helps support the infrastructure for the delivery of health and social services to children and families throughout Boston. At the same time, it seeks to assure that low- and middle-income families can remain a part of the city – that they have stable employment, career development opportunities, and affordable housing in livable, family-friendly neighborhoods.

The hospital is active in a number of organizations that improve the City of Boston. The hospital's Chief Executive Officer is a member of the Board of the Greater Boston Chamber of Commerce, and the hospital participates in many of the Chamber's events and forums each year. The hospital also is a proud sponsor of Mass Inc., encouraging thoughtful dialogue and research related to civic life. The hospital's Chief Operating Officer is a member of the board of the Massachusetts Taxpayers Foundation, the Medical Area Service Corporation (MASCO), and the Artery Business Committee, and also co-chairs the "Women Who Care" leadership breakfast for the American Red Cross of Massachusetts Bay. Other senior staff members represent the hospital with the state's Catastrophic Health Care Committee and the Boston Plan for Excellence, including its "Principal for a Day" program.

Appendix K

Support for and Partnerships with Boston Public Schools

Recognizing that schools have an enormous role in the every day lives of children and their families, Children's Hospital considers the Boston Public Schools (BPS) to be key partners in implementing its community health strategy. The hospital currently has major partnerships in 15 schools; health-related services also reach students in an additional 30 schools. Through direct services, Children's reaches an estimated 3,000 children and 1,000 parents, as well as 700 teachers and staff members. In addition to providing services, the hospital provides funding to support the BPS infrastructure. This BPS partnership is focused on providing support in four key areas:

- bringing health services and programs to schools
- supporting school nurses
- strengthening the health infrastructure in the BPS
- encouraging students to learn about health care careers.

School services and programs. These are focused on access to health care and mental health services, improving student school functioning, and educating students and school staff on asthma management and injury prevention. They include:

- The *Children's Hospital Neighborhood Partnership (CHNP)*, which provides school-based mental health services in 11 schools. The *Jamaica Plain Mental Health Network (JP Network)* is a grassroots, community-based collaboration linking three Jamaica Plain schools with three community health centers. Together, these programs reach in excess of 2,500 children and 600 parents each year.
- The *ASK Program (Advocating Success for Kids)* provides educational and developmental assessments for children and case management for families. In FY05, the program completed assessments for 271 children, primarily in BPS.
- At the *Gardner School* in Allston/Brighton, Children's is providing a pediatrician one day a week to provide general pediatric care including physicals, treatment of minor health problems, and health education for students and staff.

School nurses. The hospital supports efforts to sustain school nurses as they ensure the health of children throughout the school day. The hospital provides scholarships (35 in FY 2005) for nurses to participate in professional development training courses. It helps nurses educate others by offering asthma education workshops for students and their parents (in FY 05, five schools and 500 parents participated). And it provides needed supplies (in FY05, 600 doses of albuterol and nebulizers for every school so children with asthma emergencies can begin receiving appropriate medication while waiting for the ambulance)

School health infrastructure. Children's assisted the BPS to purchase electronic medical records software and hardware so school nurses can track students' health information electronically. The hospital has committed funding toward hiring a staff member to support the work of the BPS Medical Director and the Full-Service Schools Roundtable Director. And it supports the BPS commitment to engage families in the school experience and encourage them

to enroll children in the public school system. Children's works with the City of Boston and the Boston Public Schools in a program called *Countdown to Kindergarten*, which supports parents in school selection and enrollment of children in kindergarten. And the hospital has promoted *School Preview Time*, which opens school doors so parents can visit and experience the schools first-hand, by mailing information on the program to all Children's employees living in Boston.

Health careers.

Children's recognizes that one of the best ways to enrich and diversify its workforce is to recruit, train, and promote Boston residents. One of the hospital's strategies in this effort is to provide summer jobs and other internship opportunities to BPS high school students. This provides students with employment opportunities, but more importantly, gives them exposure that may inspire them to pursue health careers. Children's participates in the following programs that benefit students:

- *Summer Jobs for BPS students.* During the summer of 2005, for the fourth year in a row, Children's participated in various programs including the Summer Jobs Campaign, led by Mayor Thomas Menino and the Private Industry Council, to provide BPS youth with employment opportunities. In FY05, the hospital placed 28 students, including 20 from the Health Careers Academy, five from Parker Hill/Fenway ABCD, and three from Mission Safe.
- In addition to proving job placements for Mission SAFE, which provides support, education, and training for vulnerable youth in Roxbury, the hospital also made a financial contribution to Mission SAFE in FY05 when the organization was facing a gap in funding that threatened the summer program. The hospital's support ensured that programming continued without interruption.
- *The Student Career Opportunity Outreach Program (SCOOP)*, developed by hospital nurses, educates, informs, and offers nursing career options to students. SCOOP inspires high school students to enter nursing through direct nurse-to-student education and career advice. In FY05, approximately 275 students from the Boston Public Schools participated in this outreach effort. The hospital now is working on a proposal to expand the program to reach more students in Boston schools.
- *Health Education and Career Network Expo.* The hospital also reached approximately 300 local students through participating in the Health Education and Career Network Expo in Roxbury, periodic job shadowing, and career exploration events.

Appendix L Advocacy

Expanding Access to Care. Children's has been a longstanding leader in improving children's health insurance and has helped drive the effort to expand children's coverage. The hospital is a founding member and the primary hospital grantor of the Children's Health Access Coalition (CHAC), an initiative of Health Care For All. CHAC has had substantial success over the past decade in improving access through coverage expansions and advocating to keep premiums affordable. Massachusetts now has one of the best child insurance rates in the nation (more than 96 percent of all children have coverage).

Children's has provided critical resources and support to efforts to ensure that these policy gains are translated into actual coverage, both by enrolling uninsured children on-site and through community partnerships with the Massachusetts Covering Kids and Families Initiative, the Boston Public Health Commission, and other local groups. Children's continues to think big and work proactively.

The hospital also has been a strong advocate for improving children's access to care in the current health reform debate. It is a supporting member of ACT legislation on expanded access, and helped develop the legislative proposal and supporting rationale for child health expansions included in current reform proposals.

In the coming year, the hospital will work with Community Catalyst, a national consumer advocacy organization, to initiate a comprehensive New England-wide campaign for improved child health access. The New England region has a longstanding history of collaboration, both clinically and through a shared policy agenda on child health access. The New England Campaign for Children's Health will build on these successes through joint education and advocacy on child health access, coverage, and quality.

Advocacy in Core Commitment Areas. The hospital has comprehensive child health policy advocacy initiatives in the four core commitment areas of asthma, mental health, injury prevention, and fitness and nutrition. Priorities for the 2005-2006 state legislative session include ensuring adequate insurance coverage for asthma education, improving school nutrition standards, requiring that physical education be taught in schools, promoting child passenger safety, and advocating for mental health coverage and quality.

Because of the hospital's unique vantage point, Children's expertise is frequently requested by state policy-makers. Hospital staff has provided testimony to oversight committees on mental health, substance abuse, and public health on barriers to community-based mental health services and on child protection issues, highlighting programs for our legislative leaders. Hospital staff regularly consult with, and serve on panels convened by, administrative officials including the Executive Office of Health and Human Services, the Department of Public Health, the Department of Social Services, the Department of Mental Health, and the Attorney General. For example, Children's has provided significant leadership to the Mental Health Commission for Children, helped to convene clinical stakeholders for the Attorney General's Safe Schools

Initiative, and offered medical support and guidance to DSS's "Working with Families Right from the Start" initiative.

Training and Partnerships to Improve Child Advocacy Results. The hospital's government relations professionals work closely with hospital leadership and clinicians to assess and recommend policy initiatives that will benefit children and oppose those that will have a negative impact. With proper support and training, medical and public health experts from the hospital provide their expertise on children's issues at hearings and in meetings with legislators at the state and federal level. Twenty-five experts have testified at hearings and/or advised policymakers in meetings on key child health access and community health priority issues.

As part of its mission to be the leading pediatric training program for the next generation of physicians, the hospital also has developed a program to help residents in pediatric medicine gain advocacy experience and make a positive impact in the community. The Advocacy Clinic Training (ACT) program, under the direction of resident leaders, gives residents the opportunity to meet with legislators, conduct home visits for children with special health needs, and volunteer in community-based organizations. Residents gain valuable insight into their patients' lives that cannot always be ascertained from a patient visit, and draw on this experience to inform legislators.

Children's also leverages the important voice of families, hospital staff, and community partners in its advocacy efforts through the 1,300 member Children's Advocacy Network (CAN). Advocates stay informed of emerging policy issues and correspond with legislators when action is needed. The hospital provides additional education and training opportunities for advocates to learn effective communication strategies. Sixty-five people from across the hospital participated in a training designed to impart advocacy skills and provide ways for them to utilize these skills on current policy issues. Through the program, family members have testified at state legislative committee hearings in support of access to asthma education and improved school nutrition, and two families went to Washington D.C., to participate in a family advocacy day.

Children's strongly believes there is strength in numbers, and maintains partnerships with many children's health-related coalitions, including the Boston Urban Asthma Coalition, the Boston Public Health Commission's Mental Health Policy Advocacy Coalition, the Seatbelts Are For Everyone (SAFE) Coalition, and the Massachusetts Coalition on Obesity Prevention and Education (COPE). The hospital is committed to enhancing the work of these coalitions by providing leadership, technical assistance, and financial support. The coalitions have advocated successfully for a range of important child health initiatives, such as substantial expansion of and full funding for child health and pre-natal care programs. These partnerships also have led to important collaborations in the development of resource materials, such as the "Guide to Children's Mental Health Services" for parents.

Appendix M
2005 Community Advisory Board Members

Zamawa Arenas Principal Argus Communications	Elsa Meuse, RN School Nurse Gardner Elementary School
Laurie Cammisa, Esq. V.P for Child Advocacy Children's Hospital Boston	David Mooney, M.D. Director, Trauma Program Children's Hospital Boston
Kathy Cook, N.P. Nurse Practitioner Bowdoin Street Health Center	Will Morales Assistant Director Roxbury YMCA
The Honorable Kevin Fitzgerald Sergeant at Arms The State House	Margaret Noce Coordinator JPC: Tree of Life
Linda Grant, M.D Medical Director Boston Public Schools	Judy Palfrey, M.D. Chief, General Pediatrics Children's Hospital Boston
Dorothy James Parent, CHB Patients	Sonia Pinnock, MSW Social Worker Martha Eliot Health Center
Dorothy Johnson Director Brighton Treatment Center	Laurie Sherman Mayoral Advisor for Education, Health and Human Services Office of Mayor Thomas Menino Parent, CHB Patients
Robert Lewis Director Boston Centers for Youth and Families	Roger Swartz, MPH Bureau Director, Community Health Initiatives Boston Public Health Commission
Claudio Martinez Executive Director Hyde Square Task Force	Roland Tang, MD Pediatrician South Cove Community Health Center

Appendix N Community Child Health Fund

The Community Child Health Fund (CCHF) provides seed funding for innovative projects designed to meet the health needs of children in the Boston neighborhoods of Allston/Brighton, Dorchester, Mission Hill, Mattapan, Roxbury, Jamaica Plain, and the South End. Applicants for these funds must show how their project will provide a culturally responsive way to address the core health issues of asthma, mental health, injury prevention, fitness/nutrition, and access to care. CCHF provides a total of \$50,000 annually for projects, based at the hospital, in community health centers, schools, or in community based organizations. CCHF has distributed 58 grants since 2000, for a total of \$290,000.

A complete listing of grant recipients follows.

Organization	Project Title	Year Funded	Category
Arts in Progress	Circles of Girls	2005	Mental Health
Children's Hospital Neighborhood Partnership	Violence Reduction through Group Therapy	2005	Mental Health
Crittenden House	Fit@Crit	2005	Fitness/Nutrition
Hyde Square Task Force	Women Engaged in Physical Activity	2005	Fitness/Nutrition
Children's Hospital Primary Care Center	Young Fathers Group	2005	Mental Health
Adolescent Substance Abuse Program	Group Therapy	2005	Mental Health
Children's Hospital Primary Care Center	Rowing Strong Rowing Together	2005	Fitness/Nutrition
Fenway High School	Adolescent Health Collaboration	2005	Mental Health
New England SCORES	Kick Run Have Fun	2005	Fitness/Nutrition
Neponset Health Center	Vung Do Vung Vang, Vung Xhan	2005	Asthma
Wang YMCA	Girls Crew Program	2004	Fitness/Nutrition
Boston Chinatown Neighborhood Center	Asthma Swim Project	2004	Asthma
Wediko Children's Services	Dever Elementary School Collaboration	2004	Mental Health
Martha Eliot Health Center	We Got Next!	2004	Fitness/Nutrition
Children's Hospital Neighborhood Partnerships	Parent Input, Education, and Support	2004	Mental Health
Gardner Extended Services School	Physical Recreation and Nutrition	2004	Fitness/Nutrition
Hyde Square Task Force	Women Engaged in Physical Activity	2004	Fitness/Nutrition

Urban Improv	Jamaica Plain Youth Anti-Violence Network	2004	Injury Prevention
Dorchester House	FANtastic Girls	2004	Fitness/Nutrition
Children's Hospital Primary Care Center	One Step Ahead	2004	Fitness/Nutrition
Bridge Over Troubled Waters	Aiding young people to be self-sufficient	2003	Mental Health
Family Nurturing Center of Massachusetts	Welcome Baby Project	2003	Access to Care
Jamaica Plain Children's Mental Health Network	Prevention Services in Boston Public Schools	2003	Mental Health
Jamaica Plain Asthma Environmental Initiative	Asthma Leader Program	2003	Asthma
YMCA of Greater Boston	Swimming to Success	2003	Asthma
Children's Hospital Primary Care Center	Children's Hospital Asthma Project	2003	Asthma
Refugee and Immigrant Assistance	East African Child Abuse Awareness Project	2003	Injury Prevention
Coalition for Health and Human Services in Jamaica Plain	Nurturing Parent and Youth Support Groups	2003	Injury Prevention
Boston Public Health Commission	Home Safety for Child Care Providers	2003	Injury Prevention
Bromley Heath Tenant Management Corporation	Bromley Heath Health and Hygiene Project	2002	Access to Care
Child Care Resource Project	Health Access Project	2002	Access to Care
Martha Eliot Health Center	Breaking Down Barriers to Care	2002	Access to Care
Dimock Community Health Center	Dimock Cares	2002	Mental Health
Massachusetts Families for Kids	Building a Healthy Community for Youth	2002	Mental Health
West Roxbury High School	Healthy Connection	2002	Mental Health
Dimock Community Health Center	PACE	2002	Asthma
Children's Hospital Division of Immunology	Environmental Control of Mouse Allergen	2002	Asthma
Pediatric Health	Asthma Advocacy through Education	2002	Asthma
Egleston Square YMCA	Youth Basketball League	2002	Injury Prevention
Whittier Street Health Center	Somali Health Access and Education Project	2001	Access to Care
Dimock Community Health Center	Easy as ABC	2001	Access to Care

Children's Hospital Division of Immunology	Environmental Control of Mouse Allergen	2001	Asthma
Crittenden Hastings House	Asthma Management Program	2001	Asthma
Codman Square Health Center	Asthma Management Program	2001	Asthma
Children's Hospital General Pediatrics	Improving the Health of Asthmatic Children	2001	Asthma
Dorchester Multi Service Center	Vietnamese Youth Initiative	2001	Injury Prevention
Children's Hospital Department of Neurosurgery	Think First	2001	Injury Prevention
Joseph Smith Community Center	Mom to Mom/Madre a Madre	2000	Access to Care
Children's Hospital Interpreter Services	Hola, Bienvenu, Wilkommen	2000	Access to Care
Children's Hospital General Pediatrics	Improving Adolescent Parent Compliance	2000	Access to Care
Children's Hospital Center for Families	IMPACT	2000	Asthma
Children's Hospital Young Adult Medicine	Check it Out	2000	Asthma
Pediatric Health Associates	Healthy Link	2000	Asthma
Martha Eliot Health Center	Multi Family Asthma Group Intervention	2000	Asthma
Children's Hospital Department of Ophthalmology	Prevention of Eye Injuries	2000	Injury Prevention