



**FY 2007  
REPORT TO THE ATTORNEY GENERAL**

**Tufts-NEW ENGLAND MEDICAL CENTER  
Office of Community Health Programs  
800 Washington Street, Box 116  
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**Founded in 1796 as the Boston Dispensary to serve the needy and poor, Tufts-New England Medical Center (Tufts-NEMC) has since become the first full service private hospital in Boston providing high-quality patient-centered care. Comprised of the Floating Hospital for Children and Pratt Diagnostic Clinic/New England Medical Center Hospital, Tufts-NEMC is one of the city's top academic medical centers with a staff of nationally and internationally recognized medical care providers and researchers.**

## **I. MISSION STATEMENT**

*We strive to heal, to comfort, to teach, to learn, and to seek the knowledge to promote health and to prevent disease. Our patients and their families are at the center of everything we do. We dedicate ourselves to furthering our rich tradition of health care innovation, leadership, charity, and the highest standard of care and service to all in our community.*

### ***COMMUNITY HEALTH MISSION***

*To define the role and responsibility of Tufts-New England Medical Center in supporting and sustaining the health and well being of residents in communities that have historic or developing relationships with Tufts-NEMC.*

*To provide leadership for academic medical centers in the creation of a model that implements a long-term community health agenda.*

### ***STATEMENT OF BOARD APPROVAL***

In 1992, Tufts-NEMC established the Office of Community Health Programs (CHP) to respond to the challenge of an increasingly complex health care delivery environment, meet the changing needs of a diverse patient population, and focus more on public health and disease prevention. The Office is charged with coordinating and facilitating a range of community-oriented activities, promoting collaborative efforts, and providing technical assistance to Tufts-NEMC departments in their community health efforts, among other things.

In 1994, the Tufts-NEMC Board of Governors approved the Community Health Mission statement and established a Board Committee on Community Outreach, comprised of community leaders as well as Tufts-NEMC Board members, to provide governance and oversight to the planning process. This board committee is charged with guiding the fulfillment of the Community Health Mission.

## **II. INTERNAL OVERSIGHT AND MANAGEMENT OF COMMUNITY BENEFITS PROGRAMS**

The Senior Vice President for Strategic Services has administrative responsibility for the Office of Community Health Programs and community benefits reporting. Along with the Associate Director of CHP who manages its day-to-day operations, the Senior Vice President reports to the Board of Governors' Committee for Community Outreach on CHP activities.

Information about Tufts-NEMC's community benefits programs is shared throughout the institution and in the local community. At the governance level, information is shared with the Board of Trustees and the Board of Governors by senior leadership or CHP staff. At the Senior Management level, the Senior Vice President or designated staff shares information on CHP activities with colleagues as appropriate. Monthly manager meetings and/or the monthly employee newsletter offer opportunities for sharing of information on community benefits programs as well as other involvement in the community. In addition, CHP staff solicits input and involvement from managers and their employees from all areas of the hospital.

## **III. COMMUNITY HEALTH NEEDS ASSESSMENT**

Assessing the needs of the communities we serve has always involved an open dialogue with stakeholders as well as the review of data from governmental public health departments and independent publications.

The dialogue with stakeholders occurs on multiple levels. Tufts-NEMC has convened advisory committees for two of its community health efforts, the Asian Health Initiative and Dorchester Health Initiative. The committees are comprised of community members, service providers and colleagues from public health, including those who are engaged in addressing the health disparities in the local communities. These two committees help to analyze existing data on the health of city neighborhoods to inform the hospital's community benefits plan, establish health priorities for funding or collaborative efforts between community groups and Tufts-NEMC.

In addition to annual reviews of neighborhood health status information as published by the Massachusetts Department of Public Health, Boston Public Health Commission (BPHC), and private entities, Tufts-NEMC is an active member of community coalitions such as The Chinatown Coalition, Chinatown Safety Committee, The Dorchester Community Services Collaborative, and the Boston Community Health Network Areas. Our participation and/or leadership within these groups and similar community meetings inform the community benefits plan and complement the data from the BPHC and other sources. Tufts-NEMC continually works with community groups to assess the evolving demographics of each community, identify prevailing public health issues, and develop interventions for some of the identified problems.

### **Neighborhood and Programmatic Priorities**

Tufts-NEMC has focused its community relationship building efforts primarily on Chinatown, South Boston, and Dorchester. These neighborhoods are in close proximity to Tufts-NEMC, represent areas from which a large number of its patients reside, and for over 40 years, have been considered part of the hospital's service area. These are neighborhoods with large numbers of lower income families and newcomers from many different countries with limited access to preventative and primary health care, where health disparities persist, and thereby presenting tremendous opportunities to partner with local communities to address them.

**Chinatown** – According to the 2000 U.S. Census data, Chinatown proper is a community of over 9,100 residents, with 57% self-identifying to be of Asian descent, primarily Chinese. More than half of Chinatown residents have no or limited English proficiency, are foreign-born, and live in one of the most densely populated neighborhoods in Boston associated with its own host of health and environmental concerns. Thirty-nine percent of Chinatown adults age 65 and older live below the federal poverty level, compared to a citywide average of 18%. Thirty percent of Chinatown residents live below the federal poverty level compared to a citywide average of 15.3%. The median income of Chinatown residents is \$23,353. This is considerably lower than the citywide average of \$39,629. Identified health issues include:

- High incidence of tuberculosis, seven times higher than Boston overall
- High incidence of Hepatitis B, seven times higher than Boston overall
- Inadequate level of prenatal care, 18% worse than Boston overall
- Heart disease and cancer as leading causes of death
- 71% of Asian adult residents report no physical exercise or insufficient exercise, the highest reported level among all Boston races/ethnicities
- Concerns regarding compulsive gambling, mental health, and smoking and its consequences

**South Boston** - South Boston is a community of nearly 30,000 people (2000 U.S. Census). One-third of the children residents of South Boston live below the federal poverty level. Sixty-three percent of the neighborhood's housing stock was built in 1939 or earlier, which may directly or indirectly impact the health of its residents. According to a BPHC 2006 report on the "Health of South Boston", identified health issues include:

- High incidence of alcohol and drug abuse, in particular heroin/opiate use
- The highest substance abuse mortality rates among Boston neighborhoods
- The smoking rate during pregnancy is almost double the Boston average
- Hepatitis C incidence rate 20% higher than Boston average
- Heart disease and cancer as leading causes of death
- 58% of residents are overweight or obese

**Dorchester** - This is Boston's largest neighborhood in terms of population, with over 128,000 residents (2000 U.S. Census). It has a relatively young population: 30% aged 17 and under, 32% between 25 and 44. Dorchester is also Boston's most ethnically diverse neighborhood with approximately 45% of the residents identified as African-American, 24% Caucasian, 14% Hispanic, and 8% Asian. Nearly one-third of the adult population has neither completed high school nor obtained a GED. Approximately 20% of the residents live below poverty

level. Data from the BPHC reports on the “Health of Dorchester” from 2000 and 2004 and the 2001 Behavior Risk Factor Surveillance System highlighted the following health risks for Dorchester residents:

- Highest birth rate among Boston neighborhoods and high infant mortality rates
- Heart disease and cancer as leading causes of death
- Highest incidence of sexually transmitted diseases including HIV/AIDS among Boston neighborhoods
- High asthma hospitalization rates among children under age 5
- High incidence of violence-related injuries and second highest homicide rate in 2004 among Boston neighborhoods
- Highest prevalence of elevated blood lead levels among Boston neighborhoods
- More than half of the adult population is obese or overweight
- Highest emergency room visits among Boston neighborhoods

#### **IV. COMMUNITY PARTICIPATION**

Tufts-NEMC strengthens partnerships in Chinatown, Dorchester, and South Boston. We continually engage community involvement and solicit feedback on our community benefits programs through community-based advisory committees and collaborative committees with local agencies. CHP staff also provides leadership on sub-committees and conducts capacity-building activities. In addition, we participate in a range of outreach and education activities such as community health fairs, presentations to community members, accept guest appearances in print/audiovisual media, and distribute written public health materials. All coalitions are active arenas for local service providers, advocates, public health groups, youth groups, and adult community members to come together, share information, and address critical health needs. Detailed narratives of our community initiatives and collaborative programs are highlighted in Section VI under “Major Community Benefits Program” and “Community Services Program”.

#### **V. COMMUNITY BENEFITS PLAN**

The Tufts-NEMC Community Benefits Plan focuses on three broad areas:

- Community health improvements through opportunities for public health related collaborations within the communities we serve
- Increasing access to services at Tufts-NEMC
- Capacity building activities through partnerships with community health centers to increase access to quality care

Tufts-NEMC has established relationships with a wide spectrum of community-based human service providers that serve diverse constituents. By working with existing organizations and coalitions, we are able to identify and support culturally and linguistically appropriate strategies and activities that address community health issues. These activities are conducted by providers who are respected and trusted by community members. Two direct grant initiatives connect the public health initiatives of community human service providers and

health centers to the hospital's commitment to outreach, education and utilization of Tufts-NEMC's clinical services.

To increase Tufts-NEMC's accessibility and user friendliness to all patients and visitors, we have emphasized efforts to increase our cultural and linguistic competency to better serve our diverse communities and patient population. Tufts-NEMC's working definition of cultural and linguistic competence is:

*...the ability to understand and respect the differences among people, and use our understanding to influence our interactions with one another. This involves developing the capability to deliver patient-centered services consistent with the needs and expectations of various cultures.*

To achieve its commitment to integrating cultural and linguistic competence into the institution's culture and delivery of service, the hospital provides an array of basic education and training programs for the Tufts-NEMC community (defined as employees, physicians, board members, and volunteers). These include recruitment efforts to identify staff from the communities we serve, new employee orientations, workplace education programs to improve employees' skills, and specialized training provided to residents and other clinical staff.

Tufts-NEMC's primary goal in working with community health centers is to enhance their capacity to provide services in their communities and improve the overall health status of their patient population. These collaborations are vital to the hospital's commitment to improving the health of the communities being served. Helping to build and strengthen the capacity of the health centers to provide a full spectrum of health services positively impacts the health of individuals and the health status of the community as a whole.

Programmatic support is provided directly to health centers through a variety of activities including:

- Annual financial support for health programs and/or community events
- Pediatric Resident Training
- OB/GYN services to Community Health Centers
- Patient transportation
- Substance abuse and domestic violence training
- Parent-to-Parent Program

Opportunities to enhance the organizational capacities of clinics exist as well, assisting with provider recruitment and retention, hospital privileges and relationship, enhancing skills to practice managed care and collaborating on grants and other resources that will increase and/or enhance services for the underserved communities.

**VI. PROGRESS REPORT: ACTIVITY DURING REPORTING YEAR**

***EXPENDITURES***

TYPE	ESTIMATED TOTAL EXPENDITURES FOR 2007	APPROVED PROGRAM BUDGET FOR 2008
<b>COMMUNITY BENEFITS PROGRAMS</b>	(1) Direct Expenses - \$ 3,694,499	<b>\$ 12,711,679</b>
	(2) Associated Expenses	
	(3) Determination of Need Expenditures \$ 15,000	
	(4) Employee Volunteerism - \$ 26,778	
	(5) Other Leveraged Resources - \$ 364,300	
<b>COMMUNITY SERVICE PROGRAMS</b>	(1) Direct Expenses - \$ 478,894	
	(2) Associated Expenses	
	(3) Determination of need Expenditures	
	(4) Employee Volunteerism - \$ 396,032	
	(5) Other Leveraged Resources - \$ 475,042	
<b>NET CHARITY CARE</b>	<b>\$ 7,148,724</b>	
<b>CORPORATE SPONSORSHIPS</b>	<b>\$ 112,410</b>	
	<b>TOTAL: \$ 12,711,679</b>	

<p><b>[Hospitals]:</b>  <b>TOTAL PATIENT CARE-RELATED EXPENSES FOR 2007: \$490,001,000</b></p> <p><b>[HMOs]:</b>  <b>MASSACHUSETTS PLAN MEMBERS [#]</b>  <b>[FOR PROFIT/NOT-FOR-PROFIT]</b></p>
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On an annual basis, the physician group at Tufts-NEMC provides free services to those with limited financial resources. These are patients who do not have proper health insurance coverage and lack the financial resources to pay for their medical care. The hospital in such cases absorbs the administrative costs. The total free care costs incurred during the fiscal year of 2007 by the hospital is \$3.8 million; an additional \$2.2 million was incurred in bad debt write-offs.



## ***MAJOR COMMUNITY BENEFITS PROGRAMS***

Tufts-NEMC provides technical and/or financial support for community benefits programs through several mechanisms to achieve the primary goals of community health improvements and community building activities which improve the health status of the community. Many of the activities undertaken by the various initiatives achieve multiple community benefits goals.

### **A. Community-Based Programs**

Tufts-NEMC underwrites two grant making initiatives that support outreach and educational efforts to improve the health of community members and five community-based projects focused on specific populations and health issues.

#### **Asian Health Initiative**

Tufts-NEMC's Office of Community Health Programs oversees the Asian Health Initiative (AHI) which was established in 1995 as a partnership with the Chinatown-South Cove Neighborhood Council in response to increasing health needs in Chinatown and the Boston Asian community. With the help of an Advisory Committee made up of community leaders and service providers, AHI identifies a priority listing of public health issues within the local Asian community and awards competitive grants to local community-based organizations to help address these issues. Grantees for FY'07 are described here.

##### Asian American Civic Association (AACA)

*Community Health Education Project* was designed to increase community members' knowledge and awareness of health care issues for the purpose of promoting a healthy community. Project highlights included publication of regular health columns in AACA's bi-weekly, bilingual newspaper, the Sampan, which has a readership of 40,000 across the New England region; updating of a community health bulletin board, conduct of community health workshops; and provision of counseling and advocacy services to approximately 300 AACA clients annually.

##### Asian Task Force Against Domestic Violence

*The Children's Need Assessment Project* aimed to expand and improve the system of services to be more responsive to the needs of all children served by the Task Force. Project goals included developing needs assessment methodologies and instruments to assess staff knowledge of the effects of domestic violence on children and to educate staff on the effect of domestic violence on children. This project was designed to lay the groundwork for the development and implementation of a more comprehensive children's program for the agency. Approximately 180 clients were served with attendance at related workshops reaching 900.

##### Boston Asian: Youth Essential Service

*Project Stop the Violence* was designed to engage 35 youth in activities to gain the skills needed to make positive decisions and address conflicts without violence. Program activities included workshops on a range of topics from career explorations to stress management.

#### Boston Chinatown Neighborhood Center

*Family Network/Services Project* was developed to provide a wide range of services to strengthen families and build individual resiliency to stress and destructive behaviors and promote health and well-being of individuals and family. The families participating in this project were from all programs within the agency including the Acorn Child-Care Center, the Adult English as a Second Language Program, Family Child Care, the Recreation and Youth Program, and the Red Oak After-School Program. Services included counseling, advocacy, and training for the agency's direct service staff, workshops and family activities for parents. Over 500 adults and children were served this year.

#### Greater Boston Chinese Golden Age Center

*Chinese American Senior Care Helpline (CASCH)* was designed to reach out to isolated Chinese American seniors and promote their access to appropriate health care services and support systems. The project goals included training seniors to be peer advocates who would help improve access to services, establishing the Helpline as an information and referral center, recruiting Chinese-American seniors to help identify and make referrals to the Helpline, providing services to isolated Chinese American seniors, and conducting educational workshops for chronic disease prevention. In the last year of the program, greater emphasis was placed on reducing the physical and emotional stresses of Chinese elders which arose from limited contacts with family and friends. Approximately 40 elders were served this year.

#### Hepatitis B Initiative

The goal of this student-run project is to help Asian American communities prevent Hepatitis B and its consequences through education, outreach, clinical screening, and vaccination. Project objectives included conducting linguistically and culturally appropriate education and outreach to Chinese, Vietnamese, and Korean immigrants, and providing free screening and vaccination against Hepatitis B. Activities were coordinated with the South Cove Community Health Center, Dorchester House Multi-Service Center, and the Sharewood Project, a student run clinic. Over 100 patients received screening and/or vaccination.

#### South Cove Community Health Center

The project goal of *The Chinatown Breastfeeding Project* is to increase breastfeeding among Asian mothers from the current 41% to 63% over a three year period and to increase the duration of breastfeeding to 4 months from the recent rate of 4% to 26%. Project highlights included collaboration between WIC and OB/GYN departments to offer prenatal breastfeeding classes, breast pumps to enable mothers to continue breastfeeding as they return to work, and postpartum visits to support breastfeeding practices. Project staff has also been actively publishing articles in Chinese-language newspapers. To date, 17.5% of participating mothers reportedly breastfed for a minimum of 4 months, 300 parents received information on breastfeeding, and over 130 breast pumps distributed to eligible families.

## **Dorchester Health Initiative**

Tufts-NEMC's Office of Community Health Programs oversees the Dorchester Health Initiative (DHI) established in 2004 to address health issues that were disproportionately affecting Dorchester residents. Dorchester consistently ranks among the highest for most of the serious health issues affecting Boston area residents. With the guidance of an Advisory Committee, a competitive grant-making effort identified four grantees to address, over a three-year period, some of the most compelling health needs of the community.

### Action for Boston Community Development (ABCD) Head Start

*Cultural Translation for Asthma Advocacy* aims to design and provide culturally and linguistically appropriate asthma education to Head Start parents to enable them to manage their children's asthma more effectively and reduce hospitalizations. Other project objectives included training bilingual/bicultural asthma advocates to deliver asthma workshops to parents on asthma control techniques. Sixteen advocates have been trained over the three years of the project. In 2007, 150 parents participated in workshops. Parents participating in the workshops reflected the demographics and languages of the neighborhood: English, Haitian Creole, Spanish, and Vietnamese.

### Bird Street Community Center

In an effort to respond to the escalation in youth violence in Dorchester, Bird Street created its *Youth Violence Prevention Program* expanding its after-school and summer programming for youth aged 10 to 19. Additional staff was added; hours of operation and activities were extended. New activities were introduced; all with the intent of engaging youth in positive activities which helped to build self-esteem, life skills, resiliency, work experiences, in an effort to reduce the risk of gang involvement and violence. These included entrepreneurship programs, sports, fashion design, and self-defense classes. Annually the project serves over 200 youth in a wide spectrum of activities

### Boston Urban Asthma Coalition

The *Asthma Safe Dorchester Project* aims to document the asthma rates and environmental triggers in Dorchester, and to mobilize the community to develop strategies to address them. Surveys and focus groups were conducted to inform the stakeholders in the development of action steps for neighborhood-wide advocacy efforts. The program engages over 100 parents each year.

### DotWell

*Studio 450* is another project designed to offer Dorchester youth high quality out of school time programming for Dorchester youth. Studio 450 is an urban arts project designed to address the emotional needs of youth served by the program, encourage youth to express their creativity through music, foster positive relationships with and support youth in staying in school. Activities have included peer discussions around safe sex, violence prevention, and other related issues, martial arts classes, dancing, and swimming, daily homework assistance, participation by all in an arts-centered curriculum that includes showcasing new skills through performances. Parental involvement is also a key program element. Each year, a total of 450 youth go through the programs.

## **NEIGHBORHOOD OR TOPIC SPECIFIC COMMUNITY-BASED PROGRAMS**

### **Harbor Health Services**

For the *Neponset Health Center Infant Mortality Reduction Program*, an RN Perinatal Case Manager was employed to ensure comprehensive and continuity of care for pregnant women at high risk for delivering infants with low birth weights and addressing the prevailing high incidence of infant mortality. In particular, this program has a strong cross-cultural component to it as over 75% of the low-income women served during fiscal year 2007 were Vietnamese and identified as being at high risk for deferring prenatal care. In FY'07, approximately 180 pregnant and postpartum women were served by the program.

### **Josiah Quincy School Child Psychiatry Consultation Program**

Tufts-NEMC's Asian Psychiatry Clinic and the Josiah Quincy Elementary School staff worked collaboratively to identify, assess, and treat children who have a high risk for mental health problems that negatively impact their development and functioning within school and family. In FY'07, 35 children received services at both the school and at the Tufts-NEMC's Child Psychiatry Outpatient Clinic.

### **Ricesticks & Tea: Asian Food Pantry**

*Ricesticks & Tea (RS&T)* is a program established to meet the needs of low-income Asian immigrants and refugee families, providing culturally appropriate foods not typically available from mainstream food pantries. Established in 1998, RS&T serves monthly over 110 families, representing about 300 elders, adults and children. The program provides staples such as rice, rice noodles, and other non-perishable food items that reflect the diets and cultural cooking styles of the Asian clients. RS&T also offers monthly workshops on nutrition and health. Participants in this program have an average monthly income of below \$1,000 and include families with children and the elderly.

### **South Boston Community Health Center (SBCHC)**

Because South Boston has the highest incidence of substance abuse morbidity and mortality in the city, SBCHC has made a commitment to try to reduce this problem. Through The Institute for a Healthier Community, SBCHC has established an array of programs such as Young at Arts to positively impact the youth in the community by building upon and developing their development asset base. The Institute has enrolled over 300 youth from South Boston and Dorchester.

### **Vietnamese American Civic Association (VACA)**

The goal of the *Vietnamese Primary and Preventative Health Care Project* is to increase the understanding among VACA staff and community members about the importance of primary and preventative health care and to encourage them to utilize primary and preventative health care. Project highlights include: health promotion workshops, presentations, and public service announcements for community members on various topics including the American medical system, managed health care, primary and preventative health care. Over 500 clients, children and adults, were served.

## **B. Hospital-Based Clinical and Social Service Programs**

These programs have been implemented to increase accessibility to quality health care, education, screenings and support services to promote good health and help patients and their families with the myriad of tasks that become challenges for individuals unfamiliar with the managed health care system. Emphasis has been placed on providing culturally and linguistically appropriate care, an important element to address health disparities.

### **Asian Access Program**

The Asian Access Program (AAP) was established in 1994 to assist Boston's growing Asian population access and utilize health care and social services at Tufts-NEMC and other community resources and public agencies. In particular, AAP helps to address the challenges faced by individuals with limited English skills, limited financial resources, and unfamiliarity with the American healthcare system. AAP provides individual assistance regarding insurance and other financial concerns, facilitates monthly educational workshops to increase awareness of disease prevention and availability of health care resources, and provides a two-year training program for low income individuals age 55 and over to improve job skills, and offers volunteer opportunities for high school students to familiarize them with hospital and community services.

During FY'07, AAP served 9,988 people, 25% more individuals than in FY'06, many of whom were Tufts-NEMC patients.

### **Asian Pediatric and Adolescent Clinical Services**

This program was established in 1997 to respond to the growing need of making culturally and linguistically appropriate medical care accessible to Asian youth and teen. A full range of primary care services, from routine visits and immunizations to acute urgent care and referral assistance are provided. The Clinic served 7,884 children/adolescents in FY'07. Ninety percent of the patients were Asian, and 75% were insured by MassHealth.

The clinic works closely with numerous specialty clinics within Tufts-NEMC to coordinate care and support patients and their families. Clinic staff also provides consultations to Chinatown-based community service providers such as childcare programs and summer camps.

### **Asian Psychiatry Program**

The Asian Psychiatry Program provides culturally sensitive and linguistically appropriate psychiatric services to Asian patients in the community. The program provides consultation and liaison services to Tufts-NEMC's Asian patients as well as consultation to other community agencies that serve large Chinese and Vietnamese populations. Key services include: psychiatric consultation, psychopharmacological assessments, psychosocial evaluation, individual psychotherapy, couples counseling, family therapy, group therapy, and school-based counseling. In FY'07, 350 patients were engaged in treatment, 70% of whom live in Boston and the remaining 30% live in Malden, Quincy or Cambridge.

### **Asthma Prevention and Management Initiative (APMI)**

Developed in 2006, this is a three-year, collaborative program among Tufts-NEMC, Josiah Quincy Elementary School, and Josiah Quincy Upper School. The goal of this program is to address issues related to coordinated care for Asian children to reduce asthma attacks and

asthma-related school absences, establish a systematic approach to communicate and coordinate care between all stakeholders, develop an educational program including curriculum and materials, that is culturally and linguistically sensitive to the Asian population and which focuses on the early recognition and intervention of symptoms, longitudinal management, and treatment of asthma. APMI has designed a home assessment and visiting program for children with asthma, established a data bank to collect and analyze information that will form the basis of an evaluation on the effectiveness of the proposed intervention model. Four hundred individuals were served this year.

### **Child Protection Program**

The mission of the Child Protection Program of the Floating Hospital for Children is to provide the highest standard of clinical care to the hospital's victims of child abuse and neglect, provide expert consultation and training for the hospital's multidisciplinary staff and trainees, conduct research to elucidate the means for diagnosis, treatment and prevention of maltreatment in all of its forms, and foster the development of collaborative programs with community agencies. Five hundred people were served through direct patient care and educational efforts.

### **Endocrinology Department**

In conjunction with the Gerald and Dorothy R. Friedman School of Nutrition, the Endocrinology Department at Tufts-NEMC annually provided outreach and comprehensive screening for diabetes targeting Asians of all ages living in Boston's Chinatown. In FY'07, the team screened 45 community individuals at the Oak Street Fair and conducted educational sessions with 28 individuals living with diabetes.

### **General Medicine Home Visits Program**

One session each week, a Cantonese (Chinese)-speaking physician visits frail elderly patients who cannot easily get to the hospital and might let symptoms go untreated too long resulting in hospitalization or a nursing home stay. The physician made 124 home visits in FY'07 and provided medical supervision to approximately 3-4 patients each week at their homes in Chinatown.

### **Massachusetts Child Psychiatry Access Program**

The Massachusetts Child Psychiatry Access Program (MCPAP) provided pediatricians with easy access to psychiatric consultations and evaluations for their patients. The program provides telephone consultations, face-to-face evaluations, and bridge treatments for patients waiting for longer term care. There were 1,300 encounters in FY'07.

### **Nephrology Department**

The Nephrology Department has provided several free educational and blood pressure screenings to provide community members with the opportunity to learn if they are at risk for high blood pressure and chronic kidney disease (CKD) and the importance of early intervention to prevent or delay complications of these two chronic diseases. Six hundred fifty-seven individuals were screened at 6 events. Nephrologists in the department provided 4 educational programs to patient groups and reached an audience of 705.

### **Ophthalmology Department/New England Eye Center**

The New England Eye Center conducted 8 screenings in FY'07 in Boston and the neighboring communities of Arlington and Cambridge. Approximately 450 adults participated and benefited from the eye screenings.

### **Otolaryngology Department**

The Otolaryngology Department conducted its annual screening event during Oral, Head and Neck Cancer Awareness Week. Participants were taught early warning signs of cancers of the head and neck, the prevalence of such cancer, and associated risk factors which include tobacco and alcohol use. One hundred fifty individuals participated in monthly educational support group for Head and Neck Cancer patients. The primary goal of the support group is to give patients an opportunity to discuss the concerns and difficulties that arise with not only the diagnosis of cancer, but the side effects of different treatment modalities, and general effects on self and one's support network.

### **Parent-to-Parent Program**

The Parent to Parent Program (P2P) is a 17 year-old neighborhood-based effort to encourage pregnant women to participate in pre-natal care to reduce infant mortality and the rate of low birth weights. The project is a collaboration among Tufts-NEMC and health centers based in Dorchester, Quincy and Chinatown; it is managed by Tufts-NEMC's Office of Community Health Programs. P2P outreach workers provide outreach, advocacy and case management to pregnant and parenting women and their children to help them access prenatal, postpartum and pediatric care. Participants also receive nutritional counseling, housing and financial assistance, and trainings on topics including stress management, parenting skills, early childhood development, and safety. In FY'07, P2P outreach workers provided services to over 1,100 patients.

## **C. Hospital-Based Non-Clinical Programs**

### **Complimentary Shuttle Service**

The Radiation Oncology Department at Tufts-NEMC offers a complimentary shuttle service to its cancer patients undergoing radiation therapy. The door-to-door service is available to patients who live within the I-495 belt. Other transportation support services available to patients include van pick-up/drop-off service and vouchers for taxi, train, and bus fares. In FY'07, these programs served approximately 1,500 clients.

### **Linguistic Capacity**

The Interpreter Services Department guarantees access to health care for non-English speaking patients and makes cross-cultural communication and health care delivery as seamless as possible. Tufts-NEMC has one of the largest Interpreter Services departments in the region, making available translation services in over 37 languages, twenty-four hours a day and handling an average of 3,800 "interpreter encounters" each month. A staff of eighteen people allows the hospital to provide interpreters for multiple dialects of Chinese, Cambodian, Vietnamese, Spanish, Russian/Ukrainian, Bosnian/Serbo-Croatian, Italian, Haitian-Creole, Portuguese and many more languages. Tufts-NEMC is committed to ensuring that patients receive prompt attention, so when an interpreter is not available or the need is more urgent, hospital staff can use the AT&T language phone line service to deal with

emergency situations. We also have 50 per diem interpreters available as needed as well as bilingual clinical staff and ASL interpreters.

For non-English speaking patients, often unfamiliar with western health care facilities, navigating throughout the system can seem like an insurmountable challenge. To facilitate access and orientation for patients, Interpreter Services has developed several tools: a brochure in the primary languages of hospital patients that contains a translated map of the hospital, a statement concerning a patient's right to have an interpreter anywhere in the hospital free of charge, and information regarding the importance of having a primary care provider; a patient-staff communication aid booklet to help in the exchange of basic information that does not require the presence of an interpreter or can be useful while waiting for the arrival of an interpreter. The booklets are available in English and in ten targeted languages.

### **Multi-Ethnic Dietary Services**

The Department of Food Services offers various food choices which include ethnic selections. Menus are available in various languages and food service staff is sensitive to the nutritional choices and habits of the hospital's diverse patients.

### **Physical Plant**

Tufts-NEMC has been committed to creating a more welcoming and accessible institution. Multi-lingual signage facilitates patient flow throughout the campus as do multi-lingual campus maps.



## COMMUNITY SERVICE PROGRAMS

Tufts-NEMC provides technical and/or financial support for Community Service programs through several mechanisms.

### A. Hospital-Based Clinical and Social Services Programs

#### **Asian American Center for Cancer Education and Research (AAC CER) and Tufts-NEMC Cancer Center**

AAC CER and the Cancer Center have undertaken a number of projects this year to gather information about the perceptions, experiences, cancer priorities, and concerns within the Chinese-American community to help inform program development and service strategies to meet the needs of the community. One project aims to address the emergence of Hepatitis C within a population in which hepatitis rates are already significantly higher than the general community. Several efforts are underway to improve access to testing programs and the Hepatology Clinic to reduce the incidence of chronic liver disease and liver cancer that is associated with undiagnosed hepatitis C. There is also a survey study seeking to understand knowledge and attitudes among the Chinese community towards certain cancers. This study employs questionnaires and focus groups. A third project focuses on improving participant comprehension of clinical trials and the role they play in research and development; information on existing clinical trials are translated and distributed. Over 200 community members have participated in at least one of the above efforts.

### B. Hospital-Based Non-Clinical Programs

#### **Child Care Center Subsidy Program**

Tufts-NEMC maintains a day care center on site, and subsidizes slots for employees based on their total family income.

#### **Kiwanis Outreach Program**

The Kiwanis Outreach Program works with families and communities to promote safety for children and their families and reaches over 40,000 annually. The outreach and education program has four major components: 1. **Bicycle Safety** - offers safety checks on bicycles, proper use of helmets, helmet legislation, and a course on safe riding for bicyclists, scooter and skateboard enthusiasts; 2. **Project B.E.L.T.S (“Because Everyone Loves To be Safe”)** - a child restraint/seat belt education program, presented in primarily second grade classrooms. The program uses a variety of materials to interest and instruct the children in the importance of using seat belts; 3. **Child Safety Seat Identification Sticker Program** - offers stickers to be affixed to the back of a car seat, so that in the event of an accident emergency personnel can readily locate a child if parents are unable to respond. Stickers are distributed through the seat belt program, ambulance companies, and police departments and through Kiwanis events; and 4. **The Early Childhood Injury Prevention Packet** – This program is designed to provide education and guidance in the areas of fire and scald prevention for parents and caregivers. Information packets are distributed to local hospitals, pediatric centers, pediatricians, childbirth education programs and pre-natal clinics by Kiwanis Clubs.

### **Reach Out and Read Program**

Reach Out and Read is an early literacy program that is a three part model: 1) pediatricians trained in strategies to promote early literacy development share with parents the importance of reading aloud regularly to children and offer age appropriate advice about books and reading, 2) pediatricians give a developmentally and culturally appropriate book to each child at the well child visit, and 3) trained volunteers model reading to parents and children in the waiting room.

### **Student Engagement**

The Volunteer Department coordinates two programs for high school students which help to support the hospital's commitment to having a diverse workforce. Groundhog Job Shadow Day and the National Youth Leadership Forum (NLYF) introduce students from the community to professional opportunities in the medical and health care fields. For Groundhog Day, 20 students shadow medical staff for a day. One goal for the NLYF is to encourage volunteer opportunities at the Tufts-NEMC. A total of 55 students participated in this year's events.

The Office of Community Health Programs coordinated the Josiah Quincy Upper School Health Care Internships Program which places students in a number of departments within the hospital for a semester or the summer. The internships provide students with an opportunity to learn about the work of researchers, clinicians and administrative staff to help with their education and career planning. Eighteen students participated in FY'07.

The Human Resources Department facilitates the partnership with the YMCA Boston Central branch to provide a workshop for its summer program, Black Achievers Trailblazers. High school students participate in an educational lecture, receive personalized nutrition information on healthy eating and participate in an interactive exercise to promote healthy eating and therefore prevent obesity and the risk of diabetes. Twenty-five students participated in this past summer's event and hospital tour.

### **Workforce Development**

Tufts-NEMC's Human Resource, Hospitality Department and Volunteer Service support three efforts which help to identify new employees and upgrade the skills of incumbent workers. Volunteer Service facilitated externship opportunities for adult trainees from 5 training programs and 6 post-secondary schools which prepare candidates for employment as medical administrative assistants, medical/clinical assistants, medical billers or coders, and phlebotomists. Seventy externs were served through the Certificate Training Collaboration.

The Office of Community Health Programs facilitated collaboration among Tufts-NEMC's Hospitality Department, its Human Resources, and AACA develop a worksite education program for incumbent workers. The high level English for Speakers of Other Languages is designed to help employees whose first language is not English, to improve their oral and writing skills to improve job performance and job advancement opportunities. Thirty-five employees participated in this program. Another 13 employees participated in weekly GED classes.

## **C. Community Health Center Fiscal Support**

Tufts-NEMC provides direct on-going financial support to some of the community health centers in the communities it serves, for capital projects and programmatic expansions. Some of the projects funded include: patient education materials, enhanced pregnancy and parenting support services, family planning, outreach, prevention services, and patient tracking and management systems.

### **Pediatric Residency Training Program**

For the 2007 academic year, the Floating Hospital for Children at Tufts-NEMC had 39 residents enrolled in the Pediatric Residency Training Program. As part of the program, residents spend a day seeing outpatients in their Continuity Clinic Rotation. The residents were assigned as follows:

- 19 at the Floating Hospital for Children at Tufts-NEMC
- 11 at five Boston community health centers
- 2 at Franciscan Children's Hospital
- 7 in private practices in the Greater Boston area

The 10 residents at four community health centers (Codman Square, Dorchester House, Neponset, and South Boston) learned about the specific health care needs of medically underserved communities. The continuity experience at these health centers is designed to encourage them to eventually practice in those communities and prepare them to provide culturally competent care for all of their patients.

### **OB Services to Community Health Centers**

In FY'07, the Department of Obstetrics and Gynecology continued a long-standing tradition of efforts to support its surrounding communities through outreach, improved access, and direct service provision. Tufts-NEMC provided strong gynecological service support to several community health centers in the greater Boston area, including: Dorchester House, Neponset Health Center, and South Boston Community Health Center. In the past year, we also began work with the Manet Community Health Center in the South Shore.

### **Manet Community Health Center**

Manet is a licensed, multiple-site health center providing services through a family practice model of care, including primary care services, pediatrics, and obstetrics/gynecology, at sites in Quincy and Hull, Massachusetts, and includes in its mission the provision of easily accessible, affordable, appropriate, high quality, personalized, coordinated primary health care to residents in the South Shore area, regardless of the individual's or family's ability to pay.

Through its relationship with Tufts-NEMC, Manet has increased its community-based public health initiatives aimed at reducing chronic disease and/or high risk behaviors. Strategies included: hiring more bilingual staff, participating in the Parent-To-Parent Program, and undertaking outreach to local public housing developments.

### **South Boston Behavioral Health Clinic**

Tufts-NEMC supports the Behavioral Health Clinic at South Boston Community Health Center, which serves the residents of South Boston who are in need of outpatient mental

health services. Service modalities include individual, group, and medication management treatment services as well as suboxone treatment for opiate addicted people. These services are provided in a community setting as a hospital satellite clinic to increase access to mental health and substance abuse services for people in need. In FY'07, the Clinic saw approximately 12,000 patient visits with 70% of the patients aged 18 - 65 years and the majority (60%) was female.

**South Boston Community Health Center (SBCHC)**

The South Boston Community Health Center outreach program was designed to improve access to primary care for South Boston residents and for residents to make the SBCHC their medical home. With the advent of Chapter 58 and the requirement for individuals to have insurance, the outreach and enrollment efforts became an additional focus. In FY'07, 500 people were served.

## VII. CORPORATE SPONSORSHIP

Tufts-NEMC supported and/or participated in the following community-based organizations and/or community events in FY'07:

<p>Action for Boston Community Development                  American Heart Association                  Asian American Civic Association                  Asian American Commission                  Asian American Resource Workshop                  Asian Community Development Corporation                  Asian New Year Celebration, Tufts-NEMC                  Asian Spectrum                  Asian Task Force Against Domestic Violence                  Association of Haitian Women in Boston                  Benevolent Asian Jade Society of New England                  Biomedical Science Careers Program                  Bird Street Community Center                  Boston Alliance for Community Health                  Boston Asian: Youth Essential Service                  Boston Business Journal                  Boston Center for Community and Justice                  Boston Chinatown Neighborhood Center                  Boston Educational Development Foundation                  Boston Minuteman Council                  Boston Police Relief Association                  Boston Urban Asthma Coalition                  Brockton Hospital Foundation                  Canton Music Club Association                  Chinatown Main Streets Program                  Chinese Historical Society of New England                  Chinese Progressive Association                  Chinese Women's Association of New England                  Codman Square Health Center                  COBTH/State House Event                  Dorchester Celebrates Good Health                  Dorchester House Multi Service Center                  DotWell (formerly Health Services Partnership)                  Gavin House                  Geiger Gibson Health Center                  Greater Boston Chinese Golden Age Center                  Gung Ho Club                  Harry H. Dow Memorial Legal Assistance Fund                  Harvard Street Community Health Center                  Health Care for All</p>	<p>Health Law Advocates                  Hepatitis B Initiative                  Josiah Quincy Elementary School                  Josiah Quincy Upper School                  Kenneth B. Schwartz Center                  Kit Clark Senior Services                  Kwong Kow Chinese School                  Latino Health Fair                  Manet Community Health Center                  Massachusetts Association for Mental Health                  Massachusetts Breast Cancer Coalition                  Massachusetts Commission on the Status of Women                  Massachusetts Governor's Conference for Women                  Mayor's Office of New Bostonians                  National Association of Asian American Professionals - Boston                  National Kidney Association                  Neponset Health Center                  NE Sinai Hospital                  Oak Street Fair                  Organization of Chinese Americans                  Project R.I.G.H.T.                  Quincy Asian Resources, Inc.                  Ricesticks &amp; Tea                  Saint Boniface Haiti Foundation                  South Boston Little League, Inc.                  South Boston Community Health Center                  South Cove Community Health Center                  The Chinatown Coalition                  The Partnership, Inc.                  The Rashi School                  United Way of Mass Bay                  Uphams Corner Health Center                  Vietnamese American Civic Association                  Visiting Nurse Association of Boston                  Walk Boston                  Wang YMCA of Chinatown                  Youth Workers' Alliance</p>
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## **VIII. CONTACT INFORMATION**

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**ATTACHMENT A: Tufts-NEMC Board of Governors' Committee on Community Outreach**

Margaret Brown, Co-Chair Skadden, Arps, Slate, Meagher & Flom, LLP* Nahant, MA**	Eileen Casal, Co-Chair Teradyne, Inc.* Boston, MA**
Ruth Bramson Girl Scouts of Eastern Mass* Dover, MA**	Peter Read PRC Consulting* Boston, MA**
Phil Conti, DMD Private Practice* Malden, MA**	Melissa Cleveland Slame  Greenwich, CT**
Stanley Goldstein Sleep Health Centers, LLC* Newton, MA**	Tana Tselepis Holland & Co., LLP* Malden, MA**
Mary Mahony Author Belmont, MA**	Lila Wolff Retired Registered Nurse Wellesley, MA**
Ruth Moy Greater Boston Chinese Golden Age Center* Boston, MA**	Bak Fun Wong, EdD Josiah Quincy Upper School* Boston, MA**

\* Denotes affiliation

\*\* Denotes town/city of residency

**Tufts-NEMC Liaisons (all Boston residents):**

Sherry Dong            Associate Director, Office of Community Health Programs  
Malisa Brown            Director, Government Affairs  
Steve Perna            Donor Relations Coordinator

**ATTACHMENT B: Asian Health Initiative Advisory Committee**

<p>Li Chen                  Administrator                  South Cove Manor Nursing Home                  120 Shawmut Avenue                  Boston, MA</p>	<p>Mary Chin                  Director of Social Work                  Boston Medical Center                  One Boston Medical Center Place                  Behavioral Health Sciences, Dowling 8                  Boston, MA</p>
<p>Esther Lee                  Director of Development                  South Cove Community Health Center                  145 South Street                  Boston, MA</p>	<p>Marie Moy                  Chinatown Residents Association                  c/o BCNC                  885 Washington Street                  Boston, MA</p>
<p>Ruth Moy                  Executive Director                  Greater Boston Chinese Golden Age Center                  75 Kneeland Street                  Boston, MA</p>	<p>Beverly Wing                  The Chinatown Coalition                  c/o Boston Chinatown Neighborhood Center                  885 Washington Street                  Boston, MA</p>
<p>Stanley Goldstein                  Board of Governors' Committee on                  Community Outreach                  Newton, MA</p>	<p>Deborah Joelson                  Senior Vice President                  Tufts-New England Medical Center                  750 Washington Street – Box 470                  Boston, MA</p>
<p>Meghan Patterson                  Director, Disparities Project                  Boston Public Health Commission                  1010 Massachusetts Avenue                  Boston, MA</p>	

**Staff:**

Sherry Dong  
 Associate Director  
 Community Health Programs  
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 800 Washington Street – Box 116  
 Boston, MA



**ATTACHMENT C: Dorchester Health Initiative Advisory Committee**

<p>Joel Abrams Dorchester House Multi-Service Center 1353 Dorchester Avenue Dorchester, MA</p>	<p>Dan Driscoll Chief Executive Officer Harbor Health Services, Inc. 398 Neponset Avenue Dorchester, MA</p>	<p>Lauren Smyth Mayor's Office Of Neigh Services Room 708 - City Hall One City Hall Square Boston, MA</p>
<p>Noemia Monteiro Family Cooperative Coordinator Dorchester Cares 8 Folsom Street Dorchester, MA</p>	<p>Erdine Haltiwanger New Born Medicine Tufts-New England Medical 750 Washington St - Box 044 Boston, MA</p>	<p>Maud Hurd Link Team Leader Codman Square/Four Corners Alliance for Community Health 622 Washington Street Dorchester, MA</p>
<p>Jamiese Martin Franklin Field CHNA 895 Blue Hill Ave Dorchester, MA</p>	<p>Duy Pham Executive Director Vietnamese American Civic Assoc. 1452 Dorchester Avenue Dorchester, MA</p>	<p>Lisa Levine Chief Operating Officer Health Services Partnership 1452 Dorchester Avenue Dorchester MA</p>
<p>Mary Mahony Board of Governors' Committee on Community Outreach Belmont, MA</p>	<p>Linda Shepherd Department of Public Health 10 Malcom X Blvd – G1 Roxbury, MA</p>	<p>Meghan Patterson, MPH Director, Disparities Project Boston Public Health Commission 1010 Massachusetts Avenue Boston, MA</p>
<p>Deborah Joelson Senior Vice President Tufts-New England Medical Center 750 Washington Street – Box 470 Boston, MA</p>		

**Staff:**

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## **ATTACHMENT D: Demographic Information**

Not all programs submitted complete demographic information of the population served/reached. Data represent approximate percentages. Communities served include, but are not limited to: Arlington, Cambridge Chinatown, Dorchester, Malden, Quincy, and South Boston.

**Total number of community members served/reached: 130,621\***

<b>Age Groups</b>	<b>Percentages (approx.)</b>
0-18	46%
18-65	31%
65+	14%
Unknown	9%
<b>Gender</b>	
Male	39%
Female	49%
Unknown	12%
<b>Racial Demographic</b>	
African-American	15%
Asian -American	45%
Caucasian	24%
Latino/Hispanic	8%
Other	1%
Unknown	7%

\*This number does not include the reported 40,000 readership of the SAMPAN newspaper published by the Asian American Civic Association and circulated in numerous neighborhoods across Greater Boston.

## **ATTACHMENT E: Diabetes Related Community Benefits Projects**

In response to Massachusetts Hospital Association and the Commonwealth Department of Health and Human Services interest in statewide-efforts to reduce the incidence of diabetes and improve the quality of diabetes management, we are highlighting three major programs supported by Tufts-New England Medical Center addressing this health issue.

1. **Chinatown Health Habits:** designed to engage low income adults at risk for health problems such as diabetes and cardiovascular disease in six months of supervised activities to improve their overall health and lower risks for chronic diseases such as diabetes.
2. **Community Health Education Project/Sampan Newspaper:** regular bi-weekly health column discussing various health concerns for members of the Chinatown and Boston Asian community. Topics have included reducing the risk factors for diabetes and other diabetes-related information.
3. **Tufts-NEMC Endocrinology Department:** community screenings and educational sessions to help community members better understand diabetes and diabetes-related conditions, reduce risks for diabetes, and manage and live a healthy lifestyle with a diagnosis of diabetes.