

BOSTON MEDICAL CENTER

The Role of Healthcare in Violence Prevention

Altering the Quality of Life Course Trajectory Through Equity

Thea James, M.D.
VP of Mission & Associate Chief Medical Officer
January 14, 2021


Agenda

- COVID and community violence
- The Imperative
 - Tracing our steps
 - Evolution
- Transforming with intention
 - Transformation
 - Internal scan
 - Culture: **Trauma Informed Care**
 - Data
 - Innovation
 - Operationalization
 - Challenges (patients cannot imagine it)
 - **Analytics (Q+Q)**

2

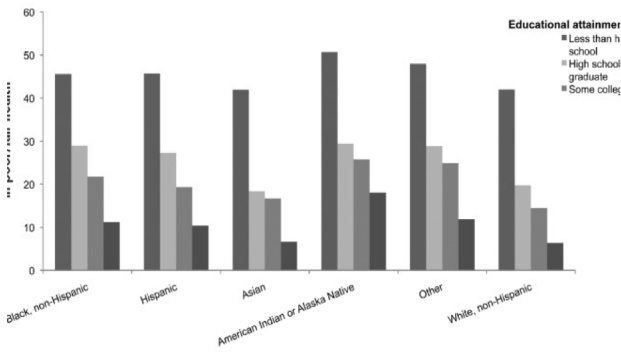


“Sure, some dude shot you”....



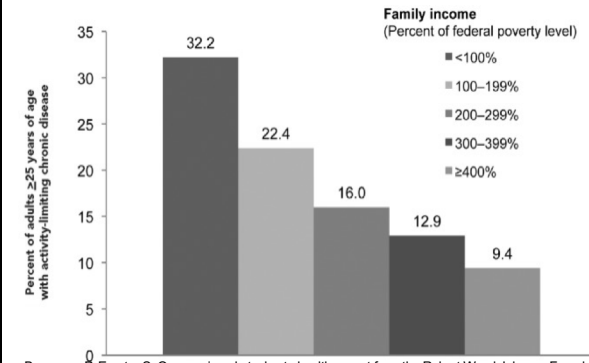
4

Socioeconomic gradients in poor/fair health among adults aged 25–74 by race/ethnicity



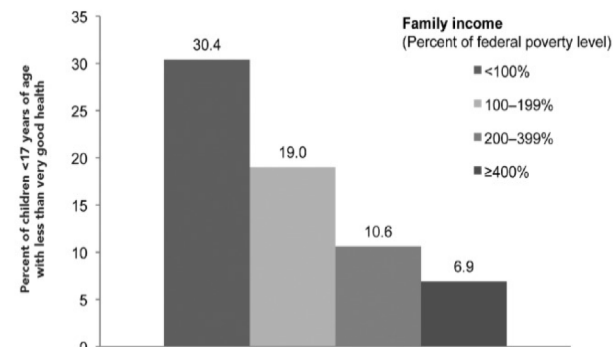
Analyses by Cubbin of Behavioral Risk Factor Surveillance System survey data, 2009–2010, reported in: Braveman P, Egerter S. Overcoming obstacles to health in 2013 and beyond: report for the Robert Wood Johnson Foundation Commission to Build a Healthier America. Princeton (NJ): Robert Wood Johnson Foundation; 2013.

Income: Health of Adults >25



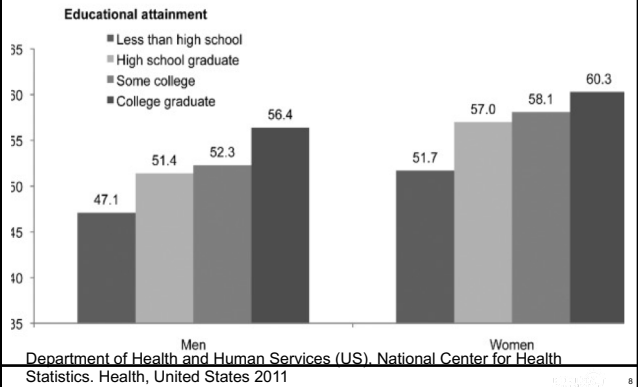
Braveman P, Egerter S. Overcoming obstacles to health: report from the Robert Wood Johnson Foundation to the Commission to Build a Healthier America. Princeton (NJ): Robert Wood Johnson Foundation; 2008.

Income: The Health of Children

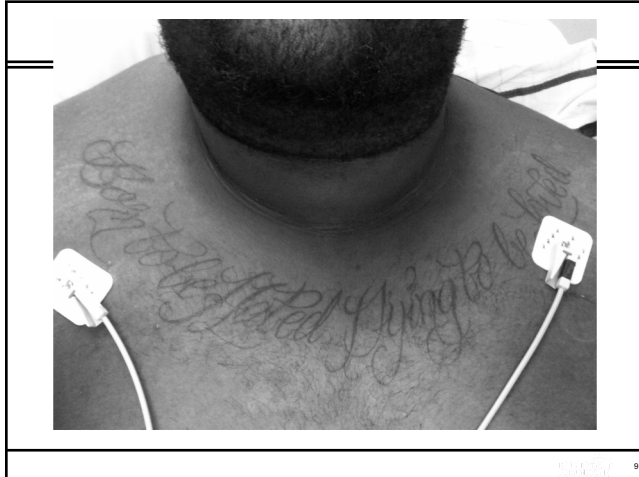


National Survey of Children's Health, NSCH 2011/2012. Data query from the Child and Adolescent Health Measurement Initiative, Data Resource Center for Child and Adolescent Health [cited 2013 May 10]. Available from: URL: <http://www.childhealthdata.org/browse/survey/results?o=2456&r=1&q=458>.

Life expectancy in US at age 25 by education and gender



Department of Health and Human Services (US). National Center for Health Statistics. Health, United States 2011





13



14

Social Determinants of Health

- “the conditions in which people are born, grow, live, work and age ... shaped by the distribution of money, power and resources at global, national and local levels” and are the major drivers of health and disparate health outcomes across communities and populations. “

15

Percent of families below the poverty line by T stop,
2008-2012



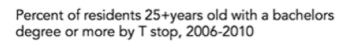
Source: Boston Redevelopment Authority, Research Division, March 2014.
Data: Census Bureau, American Community Survey, 2008-2012. Accessed February 23, 2015.

16



Chen JT, Bakiloglu DH, Wasserman PD, Subramanian SV, Coull BA, Cohen S, Ostrom M, Krieger N. Mapping and Measuring Social Disparities in Premature Mortality: The Impact of Census Tract Poverty within and across Boston Neighborhoods, 1999–2001. *J Urban Health* 2006; 83(6): 1063–1084.

17



Health of Boston 2012-2013: A neighborhood focus. Boston Public Health Commission. <http://www.bphc.org/health-data/health-of-boston-reports/Pages/Health-of-Boston-Report.aspx>. Accessed February 9, 2015.

18

18



Health of Boston 2012-2013: A neighborhood focus. Boston Public Health Commission. <http://www.bphc.org/healthofboston/health-of-boston-report/Pages/Health-of-Boston-Report.aspx>. Accessed February 9, 2015.

19

...and despite the fact that they do not differ greatly on geographic closeness to health services



Google Maps. <<https://www.google.com/maps/>> Accessed March 17, 2015.

20

Understanding how disparities have been created is the foundation for seeking long term solutions

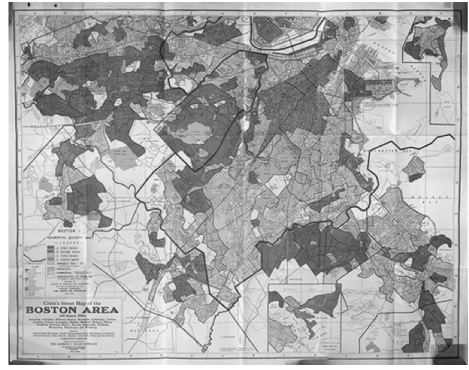
Federal Housing Authority practice of redlining denied mortgages to African American and Low Income Populations



- ☐ Best
- ☐ Still Desirable
- ☐ Definitely declining
- ☐ Hazardous

21

Redlining in Boston



22

Our Catchment Area



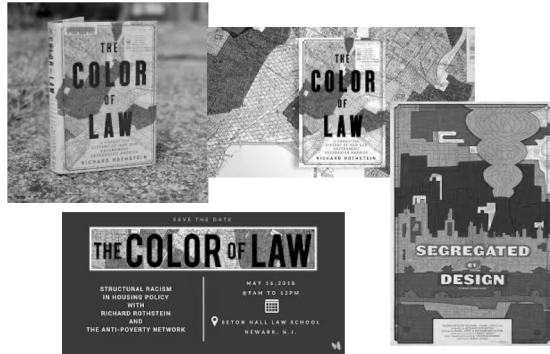
23

Trapped



24

▪ Structural Racism in Housing Policy



25

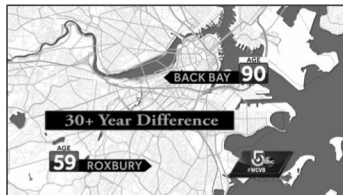
Copyright © 2021

That was no typo: The median net worth of black Bostonians really is \$8
By Akilah Johnson Globe Staff, December 11, 2017, 4:24 p.m.



26

30 Year gap in life expectancy in Boston



27

Copyright © 2021

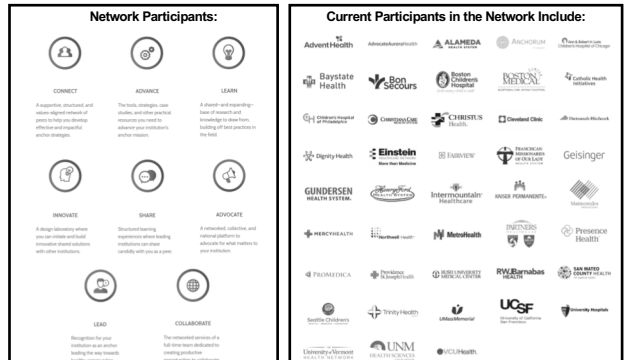
Coronavirus cases surge at Boston Medical Center; nearly half of all beds taken up by such patients

Boston's safety-net hospital turned away some ambulances as ICU units hit capacity
By Patricia Wen Globe Staff, Updated April 7, 2020, 9:12 a.m.



28

Copyright © 2021



The Healthcare Anchor Network focuses on local hiring; local sourcing, and place-based investing to drive change

We can leverage our everyday business practices to **impact economic factors** that contribute to the overall well-being of our communities, and **create community wealth** through:



Inclusive, Local Hiring: Building the Pipeline to a Healthy Community
This toolkit offers a guide for how to leverage hiring practices to advance inclusive, local job creation and career development for communities experiencing the greatest health and wealth disparities.



Inclusive, Local Sourcing: Purchasing for People and Place
This toolkit showcases examples of how hospitals and health systems are supporting diverse and locally owned vendors and helping to incubate new community enterprises to fill supply chain gaps and drive local economic growth in their communities.



Place-Based Investing: Creating Sustainable Returns and Strong Communities
This toolkit outlines place-based investing strategies that allow health systems to earn a financial return on their investments while producing a positive social, economic, or environmental impact within their geographical service areas.



37

Below are examples of two newer initiatives by Boston Medical Center Health System to address employment as a social determinant of health in our community.

Boston Medical Center was the first healthcare organization to join the City of Boston's **BostonHires** hiring campaign to promote hiring Boston residents with quality jobs

- Over **400 Boston residents** hired into living wage jobs in 2018.
- All employee hired receive full benefits and have access to BMC Wellness programs

We also partner with Madison Park High School and the Possible Project to provide meaningful career learning for high school students with the potential of employment upon graduation

- 40 Juniors and Seniors** are currently enrolled in the program
- Students visit campus twice a month for three days where they learn various aspects of working in a hospital aligned with their career aspirations



38

Procurement/Supply Chain

Intentionality

Diversity Spend Log Fiscal Year 2019	
10/31/2018	\$ 2,311,481.13
11/30/2018	\$ 4,793,804.35
12/31/2018	\$ 6,344,460.70
1/31/2019	\$ 9,139,122.25
2/28/2019	\$ 10,913,104.35
3/31/2019	\$ 13,654,775.81
4/30/2019	\$ 15,130,814.30
5/31/2019	\$ 19,161,819.10
6/30/2019	\$ 20,763,486.74
7/31/2019	\$ 22,706,603.54
8/31/2019	\$ 23,514,472.49
9/30/2019 (Through 9/9/19)	\$ 23,662,819.15

39

Determination of Need: Raise the Bar on What is Possible



Press Releases

Boston Medical Center to Invest \$6.5 Million in Affordable Housing to Improve Community Health and Patient Outcomes, Reduce Medical Costs

December 07, 2017

40

Investment: Bartlett Place






GOOD FOOD
MARKETS

YOUR COMMUNITY GROCERY

41

Innovative Stable Housing Initiative





42



43

SDOH Collaborative:

We are Accountable Care Organizations partnering and learning together

▪ Boston CHNA-CHIP Collaborative 2019 Survey



44

The BOS Collaborative—a network of cross-sector partners—is designed to promote equity in some of Boston's most disinvested neighborhoods

Boston Opportunity System (BOS) Collaborative:
Aligning for Sustainable Change through Well-Being

Objectives

1. Open access to prosperity pathways through dedicated pools of candidates living in focus neighborhoods (Roxbury, Dorchester, Mattapan) who are unemployed or underemployed and matching them with job pipelines in Healthcare, Tech, Biotech, other Anchors
2. Leverage existing and future investments by Anchor institutions (e.g., investment in housing, hiring goals targeting neighborhoods, procurement contracts for BIPOC businesses) to promote individual and community well-being in the Boston area
3. Leverage the Innovative Stable Housing Initiative's grant-making model to create a Greater Boston where long term, affordable housing is accessible to all, and those most impacted by inequitable and oppressive systems are able to reach higher levels of economic autonomy through new financing and engagement

Anticipated Outcomes

- Neighborhoods are Revitalized
- Access to Good Jobs Increased
- 100 New Affordable Housing Units Created
- 150 Affordable Housing Units Preserved
- 500 Residents and/or Families Have Access to Affordable Housing
- 500 Individuals Obtain New or Better Jobs/Other Opportunities
- Social Networks are Expanded



Innovative Stable Housing Initiative Anchor Collaborative Partners

BOS Collaborative Partners

Funder
JPMORGAN CHASE & CO.
Advancing Cities Challenge

45

Introducing the McKinsey Institute for Black Economic Mobility

A wide and persistent wealth gap exists between black and white American families. Black family wealth is less than white.


It's time for a new approach to economic mobility

The economic impact of closing the racial wealth gap

McKinsey & Company

46

Tulsa, Oklahoma



47

SO, now that we know...

- System Wide Intentionality
 - Patient engagement
 - What matters
- AIM: Alter quality of life course trajectory
- Residents ask if they can participate? "yes" every day.
- Real community engagement-equity and trust
 - Long term relationships
 - No planning without them
- Challenge: Some patients cannot imagine opportunity
- Medical education deficits

48

