September 17, 2025
Meeting Packet

September 17, 2025
Meeting Agenda

Beth Israel Lahey Health
Beth Israel Deaconess Medical Center

Community Benefits Annual Meeting
Beth Israel Deaconess Medical Center (BIDMC)
Wednesday, September 17, 2025
5:00 pm – 7:00 pm
Location: Klarman Building, 111 Francis St. Boston, 11th Floor Conference Room

I. 5 minutes	**Welcome**
II. 15 minutes	**BIDMC / Dana-Farber Cancer Institute Collaboration Update**
III. 20 minutes	**Community Benefits Program Highlights Including FY25 Community Health Needs Assessment and FY26-28 Implementation Strategy**
IV. 65 minutes	**Community Investments:** • **Housing Affordability Grantee Panel** • **Lessons from the Healthy Neighborhoods Initiative**
V. 15 minutes	**Next Steps and Informal Networking**

Meeting Slides

Beth Israel Deaconess Medical Center Community Benefits Annual Public Meeting

Nancy Kasen, Vice President, Community Benefits & Community Relations (CBCR)
BILH/BIDMC
Anna Spier, Manager, CBCR, BIDMC
Emmanuella René, Program Administrator, CBCR, BIDMC

September 17, 2025

Beth Israel Lahey Health

Content

Beth Israel Lahey Health

- Welcome
- Dana-Farber Cancer Institute Collaboration Update
- Community Benefits Program Highlights and FY25 CHNA and FY26-28 Implementation Strategy
- Community Investments
  - Housing Affordability Grantee Panel
  - Lessons Learned from the Healthy Neighborhoods Initiative
- Next Steps and Informal Networking

Beth Israel Lahey Health

Welcome

Community Benefits and Community Relations
Guiding Principles

Beth Israel Lahey Health

Accountability: Hold each other to efficient, effective and accurate processes to achieve our system, department and communities' collective goals.

Community Engagement: Collaborate meaningfully, intentionally, and respectfully with our community partners and support community initiated, driven, and/or led processes, especially with and for populations experiencing the greatest inequities.

Equity: Apply an equity lens to achieve fair and just treatment so that ***all*** communities and people can achieve their full health and overall potential.

Impact: Employ evidence-based and evidence-informed strategies that align with system and community priorities to drive measurable change in health outcomes.

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Dana-Farber Cancer Institute Collaboration Update

5

Dana-Farber Cancer Institute

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Beth Israel Deaconess Medical Center

PROJECT UPDATE

Incorporated into the approved 10-year Institutional Master Plans for BIDMC and DFCI, the 300-bed **Future Cancer Hospital** also includes imaging, observation beds and a cafeteria. The project has committed to off-site mitigation in the public realm – including a full redevelopment of **Joslin Park**.

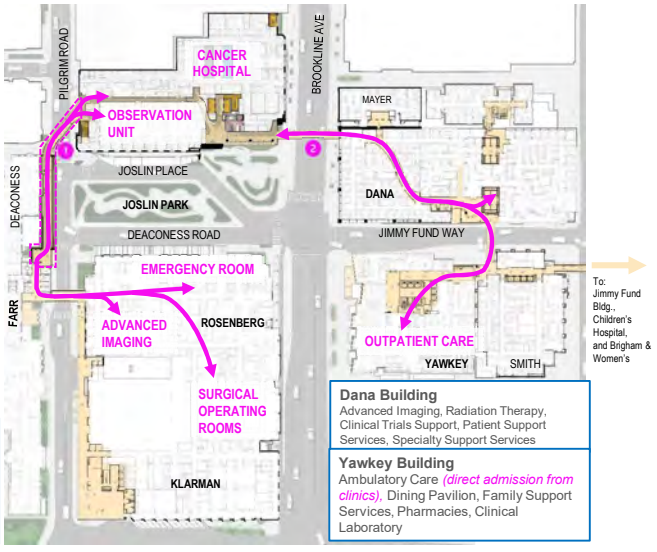
Ongoing Permiting	Joslin Demolition	Construction
2025	2026	2027

HOSPITAL CONNECTORS
A Patient Care Network

For patient safety, a third-floor network of hospital connectors links essential clinical services.

The **Pilgrim Connector** ❶ will provide a "one-elevator" transport route from the BIDMC Emergency Department, operating rooms, and other critical specialties.

The **Brookline Connector** ❷ will furnish an intuitive, low-stress pathway for transfers from DFCI ambulatory care clinics.



BIDMC West Campus
Emergency Department, Operating Rooms
Specialty Procedures, Advanced Imaging, Surgical Specialties, Medical Consultations, *(Cardiac, Renal, Neuro, etc.)*, Pathology Laboratory, Medical Utilities

Dana Building
Advanced Imaging, Radiation Therapy, Clinical Trials Support, Patient Support Services, Specialty Support Services

Yawkey Building
Ambulatory Care *(direct admission from clinics)*, Dining Pavilion, Family Support Services, Pharmacies, Clinical Laboratory

Dana-Farber Cancer Institute

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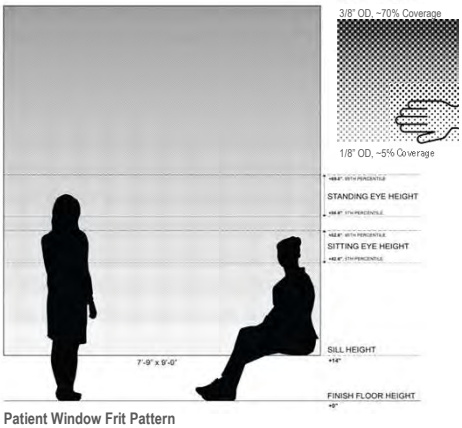
VEIL-LIKE CURTAIN | PROPOSED FRIT DESIGN



Patient Window Frit Pattern

Dana-Farber Cancer Institute

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Beth Israel Deaconess Medical Center

PROJECT VIEW:
BROOKLINE AVE

Dana-Farber Cancer Institute

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PILGRIM ROAD HOSPITAL CONNECTORS


Joslin Park looking west


Pilgrim Road looking south


Pilgrim Loggia looking north


Pilgrim Road looking south

BROOKLINE AVE HOSPITAL CONNECTORS


Brookline Ave looking inbound


Brookline Ave looking outbound


Interface at Dana-Mayer Building — Connector Width: 12'-3" // Height: 15'-9" // Roadway Clearance: 30'-0"

Dana-Farber Cancer Institute

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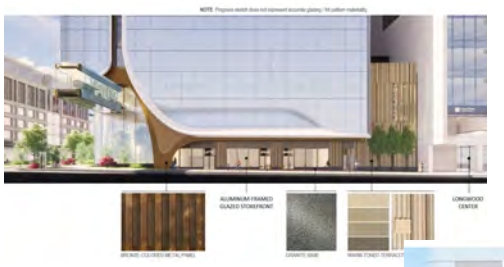
EAST ELEVATION MATERIALITY



SOUTH ELEVATION MATERIALITY

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EXTERIOR VIEW FROM THE CORNER OF BROOKLINE AND DEACONESS

Dana-Farber Cancer Institute

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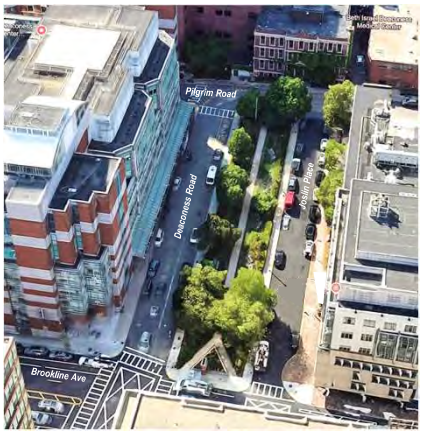
Beth Israel Deaconess Medical Center

JOSLIN PARK | BEFORE AND AFTER



Aerial view: Current conditions at Joslin Park

Aerial view: Proposed New Park

Dana-Farber Cancer Institute

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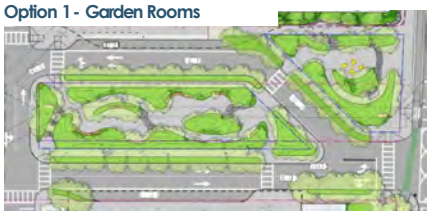
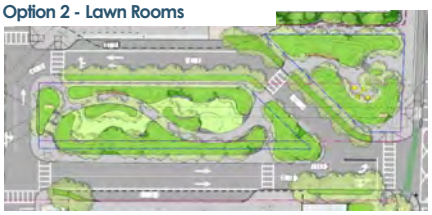
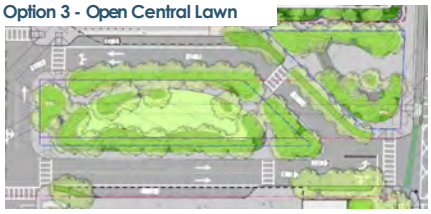
Option 1 - Garden Rooms



Option 2 - Lawn Rooms



Option 3 - Open Central Lawn



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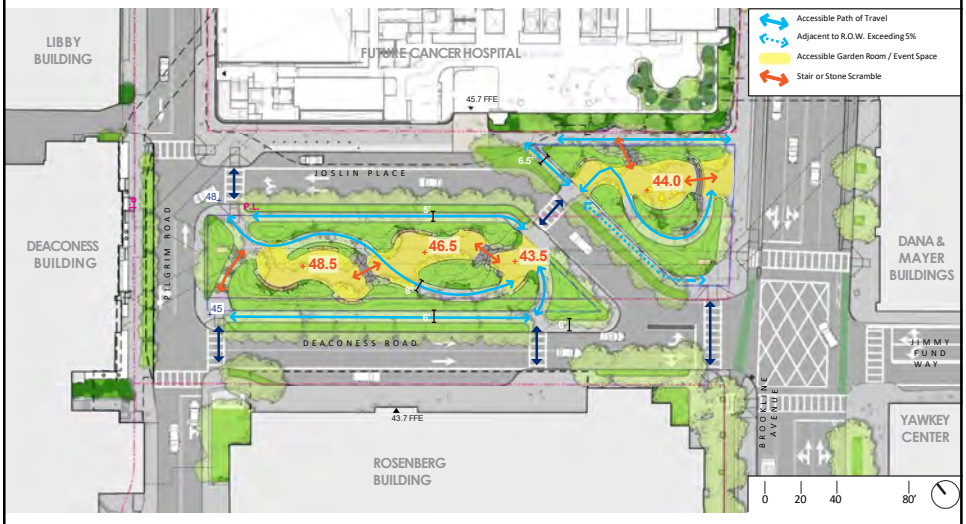
JOSLIN PARK | Concept Plan #1 - Garden Rooms



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JOSLIN PARK | Concept Plan #2 - Lawn Rooms

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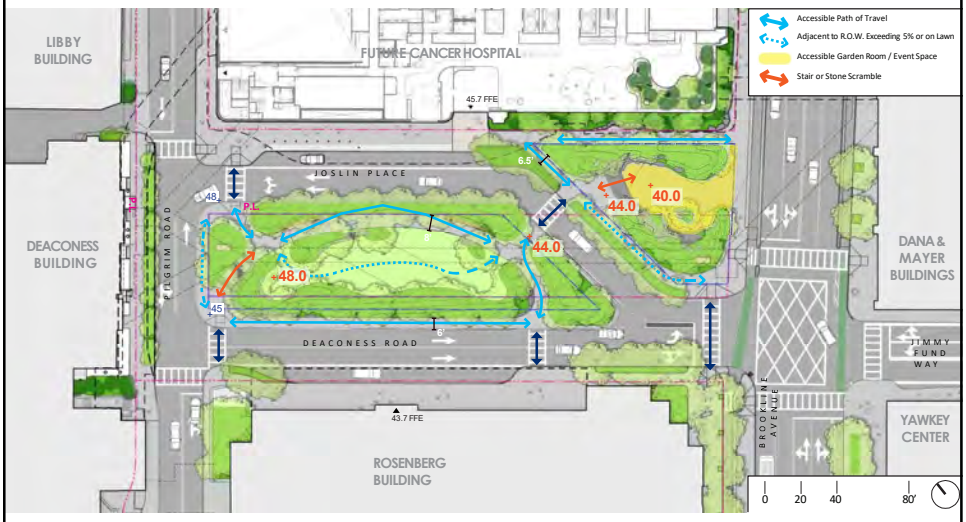
JOSLIN PARK | Concept Plan #3 - Open Central Lawn



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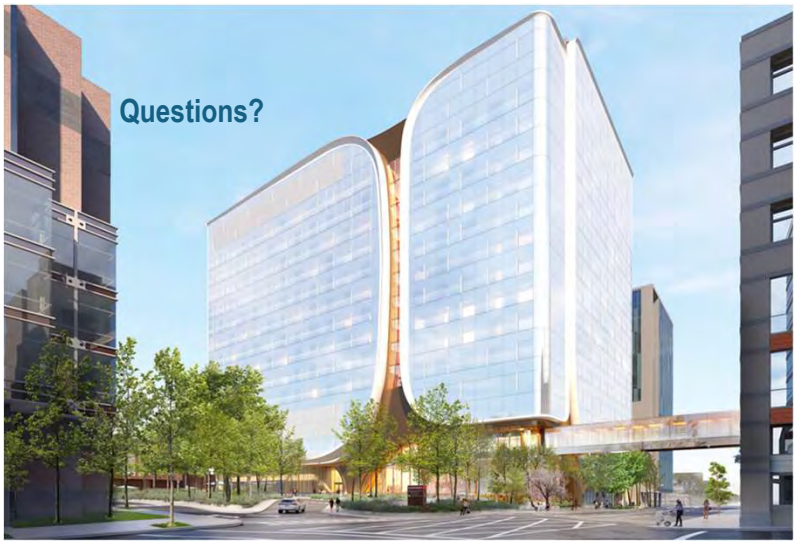

Dana-Farber Cancer Institute

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Community Benefits Program Highlights

FY24 Regulatory Report Highlights
BIDMC Community Benefits Expenditures

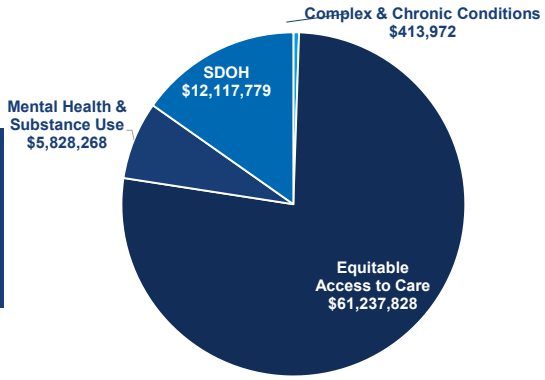
Beth Israel Lahey Health

77% Equitable Access to Care

7% Mental Health & Substance Use

1% Complex & Chronic Conditions

15% Social Determinants of Health



Total FY24 CB Expenditures: $79,597,847

Note: Equitable Access to Care includes payments to the Health Safety Net, as well as Free and Discounted Care (aka Charity Care); Total FY24 CB Expenditures includes approx. $4.5M for Community-based Health Initiative (DoN)

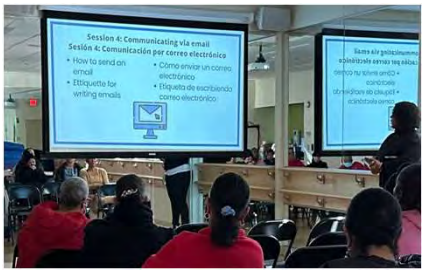
BIDMC FY23-25 Implementation Strategy
Equitable Access to Care

Beth Israel Lahey Health

Goal: Provide equitable and comprehensive access to high-quality health care services including primary care and specialty care, as well as urgent and emerging care, particularly for those who face cultural, linguistic and economic barriers.

Key Impacts/Accomplishments:

- Approx. **120,000 patients** seen annually at affiliated community health centers
  - **Over 25** BIDMC specialists on-site each year
- Established Medical-Legal Partnership for Immigrants
- **12,000+** transportation vouchers distributed to patients
- Partnered with Dr. John Torous (*BIDMC Digital Psychiatry*) to offer a health equity digital literacy program at Bowdoin Street Health Center
  - Over **500** patients/community residents served in FY24-25 with **over 200** receiving free digital tablets/phones



BIDMC FY23-25 Implementation Strategy
Social Determinants of Health

Beth Israel Lahey Health

Goal: Promote healthy neighborhoods by enhancing the built, social, and economic environments where people live, work, play, and learn in order to improve health and quality-of-life outcomes.

Key Impacts/Accomplishments:

Food Security/Hydroponic Freight Farm installed in Chelsea

Housing Security

Bridge

- **377** youth contacted
- **39** youth gained employment
- **24** youth gained housing
- **58** youth partook in 3+ counseling sessions

Jobs Teaching Kitchen Training Program

COMMUNITY SERVINGS FOOD HEALS

- **100%** of trainees received an earned training wage of up to **$5,300** while participating in the program
- **65** secured food service jobs at average hourly wage of **$18.71** and almost half receiving employer-paid benefits
- Partnered with **8** pipeline employers

BIDMC FY23-25 Implementation Strategy
Complex and Chronic Conditions

Beth Israel Lahey Health

Goal: Improve health outcomes and reduce disparities for individuals at-risk for or living with chronic and/or complex conditions and caregivers by enhancing access to screening, referral services, coordinated health and support services, medications, and other resources.

Key Impacts/Accomplishments:

- **Cancer**: Successfully advocated for passage of ***An Act Relative to Medically Necessary Breast Screenings and Exams for Equity and Early Detection –*** takes effect in 2026 and ensures patients will have access to breast cancer screenings and exams with **no or limited out-of-pocket costs**
- **Diabetes:** Average of **75%** of affiliated community health center patients had diabetes controlled

"I already had two heart attacks. But today I am undergoing treatment and already I asked the doctor what I could do to avoid that." - Workshop participant

BIDMC FY23-25 Implementation Strategy
Mental Health and Substance Use

Beth Israel Lahey Health

Goal: Promote social and emotional wellness by fostering resilient communities and building equitable, accessible, and supportive systems of care to address mental health and substance use issues and conditions.

Key Impacts/Accomplishments:

- Began a new multidisciplinary hospital-based Addiction Consultation Service with recovery coaches in FY25
- Issued RFP for Behavioral Health Community-based Navigation grant(s) in Chelsea
- **340** medical professionals and trainees received trauma-informed care training
- **81** BIDMC employees completed in Mental Health First Aid trainings

Six (6) behavioral health grantees achieved collective impact including:

- More than three (3) out of every five (5) participants experienced **improvement in mental health symptoms**
- Statistically significant **decrease** in the proportion of participants with scores of **moderate to severe depression**

BILH Community Benefits Committee System Priorities
FY 23-FY25 Collective Impact

Beth Israel Lahey Health

Over **$2.4 million** invested in food and nutrition; over **287,684 pounds** of free, nutritious food distributed to **40,773** community residents.

Over **$4.6 million** invested in housing; over **2,792 people** permanently housed.

Over **$60 million** spent to address mental health and substance use; community members are expressing greater understanding and reductions in stigma for anxiety of anxiety and depression

Data includes direct financial support inclusive of Determination of Need investments, in-kind and subsidized programs and services. Final data for FY23-25 outcomes will be collected in fall 2025 and reported in 2026

FY26-28 strategies will build off the FY23-FY 25 Implementation Strategy success and continue to drive impact on food and nutrition, housing, and behavioral health, with increased focus on youth mental health

FY25 CHNA and FY26-28 Implementation Strategy

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FY25 CHNA and FY26-28 IS
Purpose

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Identify and prioritize the health-related and social needs of those living in the hospital's Community Benefits Service Area with an emphasis on diverse populations and those experiencing inequities.

- A **Community Health Needs Assessment (CHNA)** identifies key health needs and issues through data collection and analysis.
- An **Implementation Strategy (IS)** is a three-year plan to address public health problems collaboratively with municipalities, organizations, and residents.

All non-profit hospitals are required to conduct a CHNA and develop an IS every three years.

SB0

FY25 Community Health Needs Assessment
FY26-28 Implementation Strategy

Beth Israel Lahey Health

Thank You!

FY25 Community Health Needs Assessment
BIDMC Methods – Focused on Health Equity

Beth Israel Lahey Health

Collection of secondary data, e.g.:

- US Census Bureau
- Center for Health Information and Analytics (CHIA)
- County Health Rankings
- Behavioral Risk Factor Surveillance Survey
- Youth Risk Behavior Surveys
- CDC and National Vital Statistics
- Other local sources of data

15 **Interviews**

2,296 **FY25 BIDMC Community Health Survey Respondents**
(includes data from BCHC, CHA, Tufts, and North Suffolk Public Health Collaborative)

5 **Focus Groups**

- Spanish-speaking young adults *(La Colaborativa)*
- Newly arrived families from Haiti *(Association of Haitian Women in Boston)*
- Cape Verdean speakers *(Cape Verdean Association of Boston)*
- Adults with disabilities *(Boston Center for Independent Living)*
- Transgender and non-binary residents (*Transgender Emergency Fund*)

FY25 Community Health Needs Assessment
BIDMC Community Health Survey Responses

Beth Israel Lahey Health

2,296 responses
(Includes responses from BILH, CHA, Tufts, and BCHC Surveys)

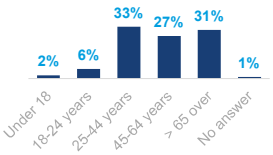
19% of respondents report a language other than English as the primary language spoken in their home

72% of the respondents are women

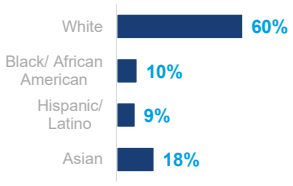
16% of the respondents identify as having a disability

11% identified as gay, lesbian, asexual, bisexual, pansexual, queer, or questioning

Age



Race/Ethnicity

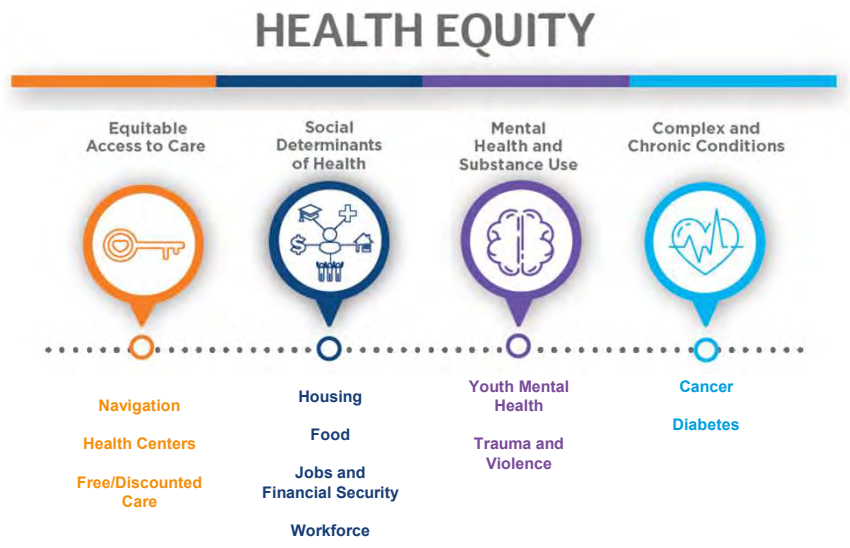


Collaboration

- Established data sharing agreements with the Boston Community Health Collaborative, North Suffolk Public Health Collaborative, Tufts Medical Center, Cambridge Health Alliance to get robust and representative survey results

FY26-28 Implementation Strategy
BIDMC Community Health Priorities

Beth Israel Lahey Health



FY26-28 Implementation Strategy
BIDMC Priority Cohorts

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BIDMC has a duty to treat all patients to the best of our ability and a critical part of that goal is: (i) identifying which patients, in particular, are having difficulties accessing care, and (ii) figuring out ways to dismantle the barriers all patients in our community face in accessing care but in particular those who have been identified as encountering barriers to access. While BIDMC Implementation Strategies provide benefits to all, the following cohorts within BIDMC's patient population and larger community were identified by members of the community as being underserved and/or encountering barriers to care and services.

Low-resourced populations

Older adults

Youth

Racially, ethnically, and linguistically diverse populations

LGBTQIA+

Families affected by violence and/or incarceration

FY26-28 Implementation Strategy
Priorities and Goals

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Social Determinants of Health
Enhance the built, social, and economic environments where people live, work, play, and learn in order to improve health and quality-of-life outcomes.

Mental Health and Substance Use
Promote social and emotional wellness by fostering resilient communities and building equitable, accessible, and supportive systems of care to address mental health and substance use.

Equitable Access to Care
Provide equitable and comprehensive access to high-quality health care services including primary care and specialty care, as well as urgent and emerging care, particularly for those who face cultural, linguistic, and economic barriers.

Chronic and Complex Conditions
Improve health outcomes and reduce disparities for individuals at-risk for or living with chronic and/or complex conditions and caregivers by enhancing access to screening, referral services, coordinated health and support services, medications, and other resources.

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Community Investments

Housing Affordability
Grantee Panel

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Hannah Odaa

International Institute of New England (IINE)

Trevor LaFauci

Roxbury Collective for Affordable Housing / Urban Edge

Caroline Ellenbird

Comunidades Enraizadas Community Land Trust (CE-CLT)

Healthy Neighborhoods Initiative
Funding Model

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Seven collectives for **six Boston neighborhoods** and the **City of Chelsea.**

Projects are:

- Responsive to **a neighborhood priority**
- **Decided** and **led by the neighborhood community**

Goal: Boston neighborhoods and Chelsea have sustained grassroots, collective decision making and collaboration mechanisms to address neighborhood priorities.

Fund provides:

- **$355,000-$395,000** over 2 years
- Dedicated **5-month planning phase**
- Dedicated **evaluation support**

DATA+SOUL RESEARCH

Healthy Neighborhoods Initiative
Community-based Organizations

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abhc allston brighton health collaborative
Asian Community Development Corporation 亞美社區發展協會
Cape Verdean Association of Boston
Operation P.E.A.C.E. Partnerships in Education And Community Enrichment
Dorchester Catholic
FENWAY HEALTH
Bowdoin Street Health Center
Bowdoin Geneva main streets
Family Nurturing Center | MA
Fenway Community Center
Friends of Ronan Park
Education Network
Dorchester Cares Coalition
Josiah Quincy Elementary School
Chinatown Main Street 華埠主街
Dorchester Food Co-op
Chinatown Community Land Trust 華埠地信托會
Catholic Charities Boston
Healthy Chelsea
GreenRoots
Fenway CDC 50 Years
Fenway Community Development Corporation Improving Lives and Building Community
Sociedad Latina
Fenway Civic Association
The Green Way
Roca
Mission Hill Neighborhood Housing Services
Reclaim Roxbury
Union Capital
Nuestra Comunidad
Chelsea CBC
BCNC Boston Chinatown Neighborhood Center 波士頓華埠社區中心
The Neighborhood Developers
Urban Edge
Fenway Cares
Fenway Cares is a collaboration of six Fenway-based organizations working together to provide food access and COVID-19 resources to neighborhood residents.
MPDC Madison Park Development Corporation
The Dimock Center
Boston Centers for Youth & Families

Healthy Neighborhoods Initiative
Findings from Planning Phase

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1/ BIDMC delegated key decisions about the grant to the collectives.

2/ Collectives successfully utilized multiple methods across the continuum of community engagement.

3/ Each of the 7 collectives conducted a robust community engagement process during the planning phase.

4/ Two key outcomes to date:

- new relationships and collaborations
- increased skills and experience in community engagement.

Healthy Neighborhoods Initiative
Continuum of Community Engagement

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Minimum requirement set by DPH for CHI funding planning, prioritization, and strategy selection

DPH's ideal

	Low		Mid		High	
Level of engagement	Inform	Consult	Involve	Collaborate	Delegate	Community-Driven
Community participation goal	Provide community with information to improve their understanding of the problem and possible solutions.	Obtain community feedback on analysis, alternatives, and solutions.	Work with community to ensure their concerns and aspirations are understood and considered.	Partner with community in decision-making and identifying solutions.	Places decisions in the hands of community.	Supports actions of community initiated, driven and/or led processes.
Examples	Fact sheets Websites Open houses	Public comments Focus groups Surveys Community meetings	Workshops Deliberative polling Advisory bodies	Advisory groups Consensus building Participatory decision-making	Advisory bodies Volunteer/stipend Ballots Delegated decision	Community supported processes Advisory bodies Stipend roles for community Funding for community

Healthy Neighborhoods Initiative
Continuum of Community Engagement

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Collectives 2 and 5 chose to collaborate with residents on earlier decisions.

Continuum of community involvement at each stage

Collective	1	2	3	4	5	6	7
Gather ideas							
Rank priority areas							
Decide on Project							
Refine project idea(s)							

Low — Mid — High

Key: Inform | Consult | Involve | Collaborate | Delegate | Community-Driven

Healthy Neighborhoods Initiative
Continuum of Community Engagement

Beth Israel Lahey Health

Collective 7 determined the project through a public vote, thereby **delegating** the project decision to residents.

Continuum of community involvement at each stage

Collective	1	2	3	4	5	6	7
Gather ideas							
Rank priority areas							
Decide on Project							
Refine project idea(s)							

Low — Mid — High

Key: Inform | Consult | Involve | Collaborate | Delegate | Community-Driven

Healthy Neighborhoods Initiative
Turn + Talk

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Now it's your turn! Turn to your neighbor and…

1/ Introduce yourself

2/ What is one way you're currently involving community in your work and what is one shift you can make toward greater involvement? Remember, it's not all or nothing.

3/ Be curious: What would it take do make this shift successfully? What gets in the way?

Take 3 minutes each; I'll announce when to switch if you haven't already

	Low		Mid	High		
Level of engagement	Inform	Consult	Involve	Collaborate	Delegate	Community-Driven
Community participation goal	Provide community with information to improve their understanding of the problem and possible solutions.	Obtain community feedback on analysis, alternatives, and solutions.	Work with community to ensure their concerns and aspirations are understood and considered.	Partner with community in decision-making and identifying solutions.	Places decisions in the hands of community.	Supports actions of community initiated, driven and/or led processes.
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Healthy Neighborhoods Initiative
Lessons Learned

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1/ Trust is built, not assumed

2/ Collective formation and community engagement both take time and intention

3/ As a result, a significant level of staffing time and effort was required to implement a meaningful planning phase

4/ Knowing clear expectations and goals of a funder can reduce uncertainty in collective development

5/ Having a lead facilitator was critical for collective formation and broadening participation

6/ Having dedicated planning funds helped to support robust, meaningful community engagement

7/ Built in evaluation support eases reporting burden, weaves in learning

Healthy Neighborhoods Initiative
Onward!

Beth Israel Lahey Health

Collectives in Allston Brighton, Mission Hill, and Roxbury are wrapping up implementation. Their impact, and the impact of prior cohorts, shows promise of persisting.

WHERE WE MEET: Imagining Gardens and Futures

Photo credit: Mel Taing

Healthy Neighborhoods Initiative
Thank You!

Beth Israel Lahey Health

Thank you to all the Collective and community members that have contributed to the Healthy Neighborhoods Initiative and its evaluation.

Questions? Contact evan@dataplussoul.com or min@dataplussoul.com

www.dataplussoul.com

Beth Israel Lahey Health

Next Steps

Next Steps

Beth Israel Lahey Health

CHNA and IS will be published on the Beth Israel Deaconess Medical Center website September 30, 2025 **Community Health Benefits | BIDMC of Boston**

More information about our funding impact can be found on our website at **bidmc.org/chi**

For more information or questions, please reach out to:

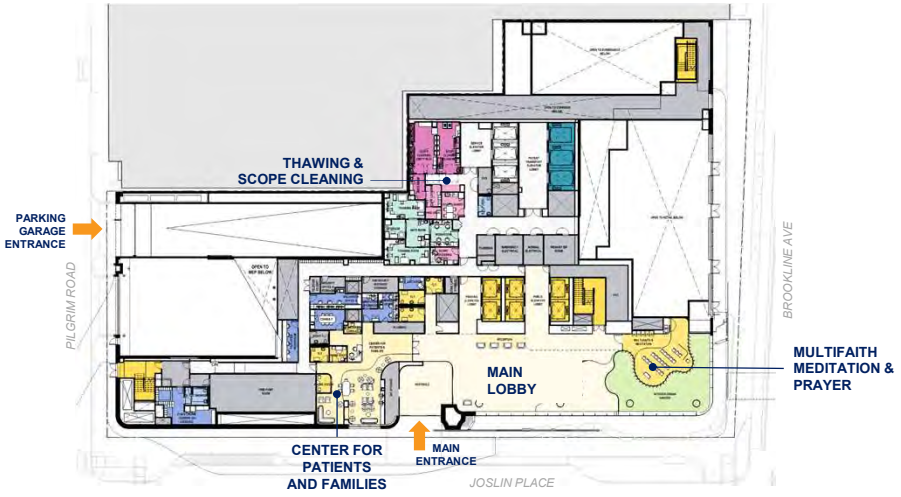
Anna Spier
Manager, Community Benefits & Community Relations
Beth Israel Deaconess Medical Center
anna.spier@bilh.org

Scan the code to register to receive the *Community Connections* newsletter

Beth Israel Lahey Health

Appendix

LEVEL 1



Dana-Farber Cancer Institute

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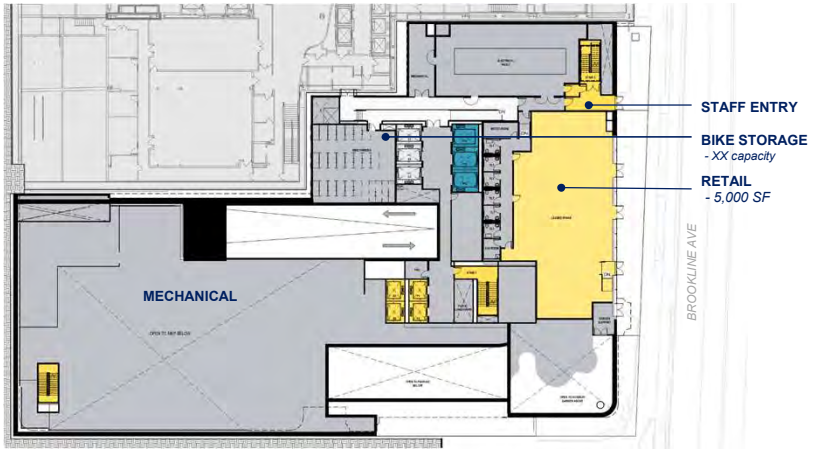
Beth Israel Deaconess Medical Center

RENDERING | LOBBY VIEW FROM MAIN ENTRANCE TOWARDS RECEPTION

RENDERING | LOBBY VIEW TOWARDS CENTER FOR PATIENTS AND FAMILIES

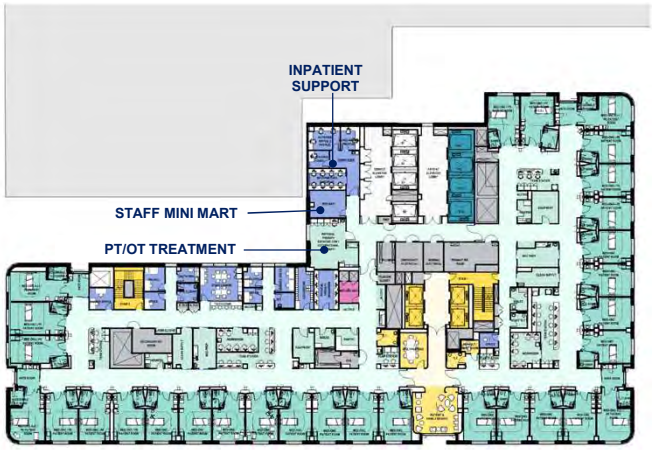
LEVEL G |



Dana-Farber Cancer Institute

Beth Israel Lahey Health
Beth Israel Deaconess Medical Center

LEVEL 6 | Inpatient Med-Onc



Dana-Farber Cancer Institute

Beth Israel Lahey Health
Beth Israel Deaconess Medical Center

ICU PATIENT ROOM

Dana-Farber Cancer Institute

Beth Israel Lahey Health
Beth Israel Deaconess Medical Center

Advisory Committee Members	2025			
	March 26	June 18	September 17	December 10
Flor Amaya	A	X	X	
Alexandra Chery Dorrelus	X	A	A	
Shondell Davis	X	X	X	
Pamela Everhart	A	X	X	
Barry Keppard	A			
Angie Liou	X	X	X	
Jean McClurken	A	A	A	
Amy Nishman	X	X	X	
Sandy Novack	X	X	X	
Abby Oliveira			X	
Alex Oliver-Davila	A	X	X	
Triniese Polk	A	X	A	
Cristina Rodrigues			X	
Richard Rouse	X			
Leo Ruiz Sanchez	X	X	X	
Samantha Taylor	X	X	A	
Fred Wang	A	X	A	
BIDMC Staff - Ex Officio				
Lynne Courtney	X	X	X	
Pat Folcarelli	X	X	X	
Lauren Gabovitch	A	X	X	
Nancy Kasen	X	X	X	
Anna Spier	X	X	X	
LaShonda Walker-Robinson	A	A	A	

Key	
X	Participated in person
A	Absent
Ph	Participated by Phone or Video