

ANNUAL REPORT

SOMETHING TO BELIEVE IN

2022



Primary Language of CHA Patients:

English	58%
Portuguese	18%
Spanish	10%
Haitian Creole	5%
All other languages	9%

Patient Payor Mix:

Public (MassHealth/ Medicaid/ACO)	53%
Private	34%
Medicare	6%
Other/No Insurance	7%

Welcome!



Now more than ever, we all need something to believe in.

Something bigger than ourselves and something that makes us feel more connected to each other. At CHA, we believe in bringing care to the people and doing whatever it takes to ensure everyone feels welcome and receives the care they deserve. We work with our community and academic partners to improve the health and wellbeing of all the grandparents, children, parents-to-be, recent graduates, recent immigrants, long-term residents, and others who depend on us to be there for them.

Our belief in health equity and quality care for all drives everything we do. This year we implemented a bold new strategic plan centered around our vision: Equity and Excellence for Everyone, Every Time. The plan will help us transform our organization and the way we provide care. The primary goal is to put patients first and provide easy-to-access, whole-person healthcare for the people who need it most. The plan also emphasizes innovation, advocacy and community engagement to help reduce disparities and stigma, and improve health outcomes. We will accomplish this important work with our valued workforce. Our compassionate providers and staff could work anywhere but choose to work at CHA because they believe in where they work and the difference they make.

It is an exciting time to be part of CHA and I am truly honored to lead such a vital, mission-driven organization. I would like to take this opportunity to thank all CHA employees, partners, and supporters. I am inspired every day by the work you do and your commitment to CHA. I would also like to recognize our dedicated Board of Trustees, with a special thank you to outgoing Board Chair Josh Posner for his 15 years of service and many contributions to CHA.

Sincerely,

A handwritten signature in black ink, appearing to read "Assaad Sayah".

Assaad Sayah, MD

Believe in Where You Work



Dear Friends,

Over the past few years, we've all heard a lot about infection rates. As I witness the push to live beyond the pandemic, CHA keeps me grounded in a different kind of infectiousness – one based on those who believe in what they do.

As much as we want COVID-19 to quietly disappear, its recalcitrance is real. As an innovative community healthcare system, CHA remained a steadfast provider throughout multiple COVID-19 surges this past year. Providers and staff overcame one barrier after another, demonstrating a commitment of caring for people beyond what anyone could have imagined.

Part of what drove CHA employees goes beyond caring. Our staff believe in where they work. They come in every day because they know someone needs them. Their positive attitude allows CHA to be the amazing healthcare system it is, attracting others who are just as committed.

While my term as the Board Chair comes to an end in June, I'm excited about the path CHA is on with a new strategy to carry it boldly into the future. Bill Lahey, who has served as Vice Chair, is well positioned to lead CHA forward. He has the necessary experience and commitment to help CHA achieve its vision – Equity and Excellence for Everyone, Every Time.

CHA's vision for the future is also infectious and I'm not immune. I'm looking forward to continuing my connection to the institution. There are great opportunities to provide needed financial support and it is my honor to support that effort.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'JP'.

Joshua Posner, Chair

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Believe in CHA

Mission:

To improve the health of our patients and communities.

Vision:

Equity and excellence for everyone, every time.

Values:

To Make a Positive Difference – Community, Integrity, Respect, Compassion, Learning, Excellence (CIRCLE).

Why Patients and CHA Staff Believe in CHA

- As the last public health system in Massachusetts, and a safety-net hospital, CHA steps in where others don't. Over half of CHA's patients rely on MassHealth or Medicaid to pay for their health care.
- CHA provides the care people need most during their lives – such as primary care, behavioral health, emergency and hospital care, surgery and specialty care, maternity care and state-of-the-art testing services.
- Respected for innovation, academic achievement and cultural humility, CHA provides community health leadership in the Boston metro-north area.
- Bringing care to the people through conveniently located neighborhood care centers, two hospitals and one healthcare campus with 277 inpatient beds.
- Meeting the behavioral health needs of our community, CHA has distinct programs to serve children, adolescents, adults and seniors, including one of the largest inpatient adolescent mental health units in the state.
- The only health system affiliated with Harvard Medical School, T.H. Chan Harvard School of Public Health, Harvard School of Dental Medicine and Tufts University School of Medicine.

\$6,456,225

in academic research expenditures
with 61 active research grants.

CHA WIC received
the Gold WIC
Breastfeeding
Award of Excellence
from USDA.

69,271

ED visits, offering vital
emergency services in
our communities.

At CHA's annual
See, Test & Treat free
screening event, we
identified one breast
cancer and two high
grade lesions (close
to cancer), saving
three lives.



Recognized as a leader in
health equity, cost efficiency,
inclusivity and more by the
Lown Institute.



Received **A grades**
for Hospital quality
and safety from the
Leapfrog Group
(Spring 2021).



Named Best
**Maternity
Hospital
2021**



More than **110,000** doses of COVID-19 vaccine
were administered by CHA, with **4,215** of them
given at **77** community vaccine clinics.

Believe in Equity

Tia Tucker, MD, MPH and Gaurab Basu, MD, MPH are two CHA physicians who bring a health equity perspective to work every day. Both providers care deeply about CHA patients and go beyond routine medical care by changing how future physicians practice medicine.

“Focusing on equity requires understanding power and privilege,” explained Dr. Tucker, Director of Health Equity for our Tufts Family Medicine Residency Program. “That’s why we’re teaching our residents to combat structural barriers to care starting with understanding bias and racism in conjunction with power and privilege.”

Dr. Tucker is working to transform the curriculum by helping residents address race-based medicine. Instructors use an equity lens in Quality, Equity and Safety (QES) rounds, an updated version of traditional morbidity and mortality rounds. Additionally, the residents create a case-based study of structural barriers to health and design a micro and macro intervention. Several of the completed studies were presented at 2021 Grand Rounds including: how to address housing insecurity, domestic violence and dental care. And, a 2021 annual workshop in Family Medicine focused on LGBTQ+ care.

Structural factors of racism go hand in hand with the climate crisis. The Climate Health Organizing Fellowship, organized by Dr. Basu, Co-Director of CHA’s Center for Health Equity Education & Advocacy (CHEEA), named its first class of fellows in 2021 – 12 three- and four-person teams across the country. Each team focuses on addressing issues in their communities like reducing greenhouse gas emissions or pollution levels.

“We know climate change is a public health and health equity crisis,” said Dr. Basu. “It’s how we respond that’s going to make a difference. Our power comes from organizing, allowing us to mitigate the impacts of climate change on our patients. Organizing gives me hope for the future.”

Tia Tucker, MD, MPH; Gaurab Basu, MD, MPH



In 2021, the Massachusetts Health Equity Task Force reported on the important work of Dr. Tucker and Dr. Basu. Task force member and CHA Chief Executive Officer Dr. Assaad Sayah represented our community by bringing their experiences to the group.

“The committee developed a blueprint for addressing inequities exacerbated by COVID-19,” explained Dr. Sayah. “We focused on building structures and systems that prioritize equity inside of state government to avoid unequal outcomes of future pandemics or climate disasters. CHA continues to be a respected leader in equity, which is why I was invited to represent our communities on this committee.”

Believe in Behavioral Health

As the pandemic grinded on, Cheryl,* a fifteen-year-old high school student, began to struggle. Her parents noticed concerning behavior as their daughter spiraled into depression. It culminated with a life-threatening situation on an early spring Friday evening leading to an emergency room visit to a Boston area hospital.

After a short stay in an in-patient psychiatric facility, Cheryl found herself headed to a private facility in another state. “It took less than 24 hours at that very expensive facility before she was admitted to the nearest ED because she was suicidal,” said Cheryl’s father. “We ended up in a mental health nightmare, a continual loop of bureaucracy that prevented her from being admitted or discharged. Cheryl spent six weeks boarding in that ER before we brought her home.”

As the family frantically researched possibilities, CHA kept on coming up as a trusted behavioral health provider. They brought Cheryl to CHA Cambridge Hospital’s ER, where she was evaluated by a psychiatrist who began the long process of stabilizing her mental health. Cheryl was admitted to the new Adolescent Unit at Somerville Campus a few days later.

“Everyone was traumatized by the time Cheryl made it to CHA,” explained Amanda Sousa, LICSW. “It wasn’t only Cheryl who needed support, which is why we included family therapy visits into her treatment plan. It took a long time for Cheryl to feel stable enough to move forward.”

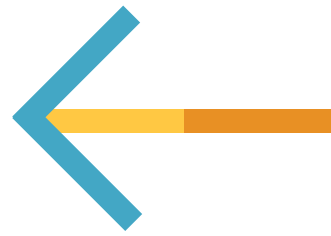
“We spent the previous three months stuck in the system with no hope,” continued Cheryl’s father. “CHA created a path forward. They not only helped our daughter, they helped our family by being kind, caring, capable professionals. It’s CHA’s secret sauce – everyone respects each other allowing the team to function effectively.”

CHA’s discharge recommendations are well respected by state agencies because of the in-depth clinical and assessment work that happens on the unit. CHA was able to get Cheryl placed in a facility where she is doing well, going to school during the day while receiving therapy. Her family visits regularly and tells everyone they know about CHA’s expertise with psychiatric care.

**Names of patients and family members were changed to protect their privacy.*

4,367

bags of food equalling **99,594 pounds** of produce and **15,647 pounds** of non-perishable items were distributed at the Revere Mobile Market.



Amanda Sousa, LICSW



**“I believe in CHA
because they care.”**

– Cheryl’s father

Believe in Integrated Care

“I got a mammogram in October of 2021 and they found three lumps,” said Lisa.
“I felt like I had been hit by a truck. I had a double mastectomy on December 15th.”

Dr. Laura Sullivan, Lisa’s primary care provider for over ten years, reached out to Lisa as soon as she learned the mammogram results. Everything fell into place quickly. While supporting Lisa through that initial terrible moment of learning her diagnosis, Dr. Sullivan turned to the future. “I explained Lisa had lots of options. I’ve worked with the CHA Breast Center and my patients have had great experiences with the team. Lisa indicated she wanted to deal with her cancer right away and I suggested she give them a try.”

Lisa had a lot of questions that were answered thoroughly by Dr. Sullivan, giving her the time she needed to process and know her concerns were addressed. “I’m so glad we made the decision together,” added Lisa. “After putting in an urgent referral for me, I was able to see both my oncologist and surgeon within a few days. My friends told me to go to Boston, but I trust my doctor and my treatment is going well.”

“A system that’s integrated means something happens in one place and gets connected elsewhere,” explained Dr. Sullivan. “In Lisa’s case, she started with primary care, then oncology and a breast surgeon, which led to plastic surgery, a geneticist, pharmacy, her nurse practitioner and even a Harvard medical student who is helping with communication and coordination. Everything is seamless and quick with no care gaps.”

“Having access to all the services I need is helping me get through this,” added Lisa. “I talk about CHA all the time, telling people about how well I’m cared for. They treat me like a person. I believe in CHA because they make me feel like I’m a part of the family. I feel like I belong.”



535,958

interpreter assisted encounters in **90 different languages** with our top 5 languages being Portuguese, Spanish, Haitian Creole, Arabic and Nepali.

Lisa and Laura Sullivan, MD



“I believe in CHA because they make me feel like I’m a part of the family. I feel like I belong.” – Lisa

Believe in Support

The **CHA Foundation** acts as a conduit between people like you who care about equity and social justice, and the community. We transform your financial support into improved health. Not just anyone's health – patients who live in our underserved communities who are continually marginalized by systems that perpetuate inequity.

CHA, a safety-net and the last public health care system in Massachusetts, offers a unique giving opportunity. Donors are not only supporting an innovative approach to improving people's health with integrated services like behavioral medicine and pharmacy, but also the health of the community. CHA is making a difference in people's lives because we care about the whole person.

When patients visit us, we're asking about food and housing insecurity as well as safety. From there, we're helping people get their social needs met because health is so much more than medical care.

If you would like to support the exemplary work we do, please visit **CHAlliance.org/donate** or contact us at **CHAFoundation@challiance.org**.

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Donors Allow Us to Believe

Health and wealth disparities increased rapidly in the past half century. Giving to CHA has never mattered more. As the Foundation Board Chair and devoted donor, RoAnn Costin is leading CHA forward. “I’m honored to introduce Susie Posner-Jones, CHA’s new Chief Development Officer and President of the CHA Foundation,” said Ms. Costin. “Susie’s extensive development experience in the healthcare field and community hospital setting make her an outstanding choice to lead our efforts to expand CHA’s donor base. She will help more institutions and people understand the importance of supporting the last public health institution in the state. We’re thrilled Susie is now a part of our committed team and are excited about what lies ahead.”



Believe in Your Investment

“My father was one of the last people to walk into a hospital with Polio as the Salk vaccine was being distributed,” said David Sternburg, CHA’s Director of Development. “He never walked again. We knew first hand the impact a vaccine could have on a family and how the polio vaccine saved millions of people. Today, COVID-19 vaccines can have the same effect as long as people get vaccinated.”

The PBD Foundation joined CHA’s efforts in 2021 to improve access to COVID-19 vaccines. With their generous financial support, CHA gave thousands of shots to people in our communities, many of them immigrants who valued receiving their care from people who spoke their language. CHA’s mission of improving the health of our communities with an unwavering commitment to equity is exactly the kind of local institution the PBD Foundation seeks to support. The vaccine effort in particular resonated with Foundation leaders as they believe everyone should have access to health and get the care they need.

Our community depends on CHA to ensure access to excellent health care delivered with cultural humility. Thank you to PBD Foundation and the following donors who are helping make this happen every day.

\$50,000+

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Tufts Health Plan

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leaving a legacy gift. Visit challiance.org/donate.

\$1,000 – \$2,499

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1,072

babies born at CHA, named one of the best hospital maternity services in the country by Newsweek.



Thank you to the many donors who gave us a gift under \$499. Your combined support makes an enormous impact.



CARE T♥ THE PEOPLE

CHALLIANCE.ORG