

2021 ANNUAL REPORT

RISING ABOVE





Assaad Sayah, MD • CEO

Dear friends,

This year, unlike any other, has highlighted the importance of CHA and our mission. As a health system that integrates patient care, academics, public and community health and advocacy, we have made a powerful impact in Massachusetts and beyond.

As CEO, I have the privilege of overseeing more than 5,000 committed providers, professionals, students and volunteers who have persevered during the most challenging times. They have met the pandemic with resilience and courage, compassion and competency. Together they supported patients, engaged our communities and saved lives.

While COVID-19 strained our capacity and endurance, CHA is stronger, more nimble and more united than ever. This past year we created an innovative community care model to identify and treat COVID patients; launched telehealth services to maintain access to care during COVID surges; built a vaccine program which has delivered tens of thousands of doses; and continued to address pervasive social determinants of health, such as food insecurity, in our communities. Our rallying cry, Care to the People, has never been more poignant than it is today.

In 2020 I was honored to be named co-Chair of the Massachusetts COVID-19 Health Equity Task Force and this year was appointed to the Massachusetts Hospital Association Board of Trustees. These platforms let CHA speak on behalf of our patients to advance health equity, particularly for people of color. We are making progress, but there is much to do. Please know that regardless of the obstacles, CHA will continue to provide expert care with kindness and work to mitigate the many barriers to better health.

Thank you.

A handwritten signature in black ink that reads "Assaad Sayah, MD".

Assaad Sayah, MD



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From the Board of Trustees

On behalf of the CHA Board of Trustees, I am pleased to tell you about Cambridge Health Alliance, a Harvard Teaching Hospital focused on serving everyone in need.

For 25 years, CHA has fostered a mission-driven culture that puts people first. In doing so, it has grown from a small municipal hospital into a respected healthcare system known for innovation, academic achievement, cultural competence and community excellence. Today, it shines among the brightest stars in Massachusetts.

As the Commonwealth's sole public hospital, CHA has become a national model for publicly funded healthcare providers. It is a leader in primary care, behavioral health and the other services people need most in their lives. Its providers and programs have received numerous awards and recognitions – including “A” grades for patient safety during the height of the pandemic. It has made significant contributions to the health of Massachusetts and beyond, navigating the COVID crisis with timely interventions that have saved untold lives. Most recently, it is partnering with the state on a major psychiatry expansion to stem the crisis in behavioral health.

We are so proud of CHA for its dedication to its patients and communities, its passion for health equity and its national role in advocacy, research and training. Our heartfelt thanks to our award-winning staff and our many supporters for helping CHA fulfill its mission and bring...

CARE TO ♥ THE PEOPLE



Josh Posner
Chairman, CHA Board of Trustees
Founder, Rising Tide Development LLC

CARING

As COVID was surging, CHA reconfigured its clinics to provide safe in-person visits, opened an Urgent Care Center and maintained access to mental health care as demand for these services was skyrocketing. Equally as important, CHA was able to maintain a focus on routine and preventive care – particularly for frail elders in its PACE program and patients with chronic illness.

A Swift and Decisive COVID Response

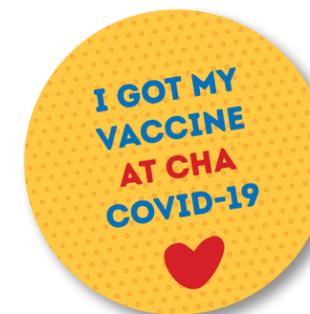
CHA led the Commonwealth in responding to COVID and its impact on underserved communities

In March 2020, COVID was spreading across Massachusetts, and CHA knew it had to take swift action to meet this generational crisis.

In a few short weeks, CHA activated its incident command structure and reorganized its entire network, including redeploying hundreds of staff to the front lines to meet the first patient surge.

By April 2020, CHA had taken the following steps:

- Created an innovative care model to manage COVID illness in the community while preserving hospital beds for people with the most severe illness.
- Converted a large care center into a dedicated COVID clinic to see thousands of sick patients.
- Set up testing stations in Cambridge, Malden and Somerville, and partnered with local Boards of Health to diagnose COVID and prevent spread.
- Launched telehealth services, including being the first hospital in the U.S. to integrate the Epic Electronic Health Record with Google Meet.
- Added hospital capacity with additional ICU beds, Comfort Care units, an inpatient psychiatry COVID unit and other services.



CHA was in the epicenter of COVID-19 in Massachusetts.

Communities like Chelsea, Everett and Revere had much higher COVID cases per capita than the state average. These cities were among the first to surge, and faced higher incidence rates for longer than other metropolitan areas.

COVID tests completed: **133,969**

COVID Call Center encounters: **104,725**

Acute Care Center visits: **23,423**

Vaccine doses given: **48,835**

All data as of May 20, 2021

A Major Expansion for Mental Health

CHA's ambitious investment is an important step to address the mental health crisis.

Even before the pandemic, Massachusetts hospitals struggled to care for people facing mental health, substance abuse and psychiatric issues. Today, patients in crisis are forced to spend days and often weeks in Emergency Departments waiting for a bed. This practice, known as "boarding," delays treatment when patients need it most, and impacts emergency care statewide.

CHA is addressing this crisis with a major expansion of psychiatric hospital services. Over the next year, CHA will add 64 inpatient beds, an increase of 72%, with 22 new adult beds and 42 new child, adolescent and autism/neurodevelopmental beds.

The plan will also create a new Child and Adolescent Inpatient Mental Health center in Somerville for hospital-level care. This will be unique within Massachusetts, with patient- and family-centered services to support the Commonwealth's most vulnerable youth. It will also be a hub for training and research.



"The COVID-19 pandemic has exacerbated the need and urgency to increase psychiatric inpatient capacity across the state. Once again, Cambridge Health Alliance has stepped up to meet the health needs of the community, and in particular, of children with complex behavioral health needs."

Marylou Sudders, MSW, ACSW
Massachusetts Secretary of Health
and Human Services.

When the Prescription is Food

In 2020, CHA distributed more than 100,000 pounds of fresh food to needy families in the Revere area.

While good food is essential for good health, food assistance is typically out of scope for health care providers. Not so at CHA. With data showing that many patients face food insecurity, CHA has taken concrete steps to reduce the burden of hunger.

Today, CHA patients are screened for food insecurity during their primary care visits and, when needed, are connected to resources. With the outbreak of COVID, primary care physician Amy Smith, MD, MPH, saw a further opportunity. Together with colleagues, Dr. Smith built a pathway for patients to receive free food during their quarantine period. In 2020, 1,500 patients were helped, impacting around 4,600 household members.

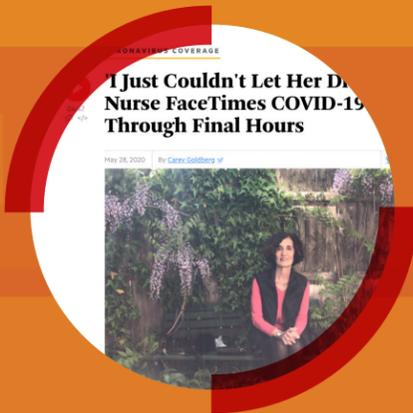
At the same time, CHA continued its Mobile Market in Revere to distribute healthy food and produce to local families. In 2020, CHA worked with its partners, the Greater Boston Food Bank and Tufts Health Plan, to double the market's capacity, distributing more than 100,000 pounds of food to more than 600 local families.

What CHA patients say about food support:

"I am very grateful for the help and very satisfied with it. It was very, very, very important and essential for me and my wife's quarantine."

"...Sometimes it's a matter of, 'Do I get my medicine? Do I get food? Do I pay rent?'. So, it's any extra help that you can get from anywhere is always very useful, and then it's a weight off your mind of, 'Okay, well, I don't have to worry about this, and I can deal with that.'"





In May 2020, CHA nurse Linda Lombardi was interviewed by WBUR, Boston's National Public Radio affiliate, about her work with a patient who passed away on our Comfort Care Unit.

This story, "I Just Couldn't Let Her Die Alone," showed the tremendous compassion showed by CHA staff during the worst of the pandemic.

COMPASSION

A Champion for Language Access

In 2020, CHA interpreters supported patient care during 400,000 visits.

Effective communication is essential in healthcare. Yet, for patients with limited English proficiency, language barriers lead to substandard care, longer hospital stays and poorer overall health.

CHA has worked to eliminate these barriers to care for four decades, and has become a national leader in interpreter services. CHA interpreters are seen as critical members of the care team, speaking 80 languages and helping in person, by phone and through video.

Recognized for Delivering Culturally and Linguistically Competent Patient Care
Best in Class, Institute for Diversity in Health Management

A Leader in Video Interpreting
Amerinet Healthcare Technology Achievement Award



Recently, CHA interpreter Sussen Miller helped a family make an important appointment at another hospital for their young son. When Sussen asked why they hadn't made the appointment yet, the grandmother said: **"I tried to call them twice and everytime I said 'I don't speak English' they would hang up on me."**

Sussen worked with the family and the other hospital for several hours to make sure they received a medical record number, a registration number and ultimately an appointment for a pediatric cardiology consult. This support was critical to ensure access to care.

Improving health takes more than great medical care. Health begins in homes, schools and workplaces, in parks and streets, in the food we eat and the air we breathe. Things like employment and education are key factors. These are the “Social Determinants of Health.”

COMMUNITY

Building a Strong Foundation for Health

A Lifetime of Bringing Care to the People

CHA inherited a legacy from its founding institution, Cambridge City Hospital, to rethink healthcare to focus on wellness, prevention and community needs.

- In 1967, Dr. Philip Porter, the hospital's Chief of Pediatrics and Director of Maternal and Child Health for the Cambridge Public Health Department (both part of CHA since 1996), opened the first school based health center in the United States to address the significant health needs of school-aged children.
- In 1971, the hospital Department of Psychiatry founded the North Charles Institute as an independent non-profit partner to support people in addiction recovery.
- In 1984, the hospital formed a Victims of Violence program to support trauma survivors, a program that earned the American Psychiatric Association Gold Award for excellence.
- In 1988, the hospital opened a multidisciplinary AIDS clinic (now the Zinberg Clinic) to provide HIV care at a time when the disease was ravaging local communities.
- In 2001, CHA purchased Whidden Memorial Hospital (now CHA Everett Hospital) and associated psychiatry units at the former Malden Hospital that were slated to close. This maintained critical resources for the Boston metro-north region.

All this work continues to this day. And this is where CHA thrives.

Whether it is helping recent immigrants, serving frail elders, working in homeless shelters, providing innovative care for mental illness or treating new diseases, CHA gives the underserved a fair chance. CHA operates these programs, not because they are profitable – but because they are essential.





In 2020, CHA faculty published nearly 200 journal articles on a variety of health topics.

A NATIONAL ROLE

CHA is a respected institution that is heavily invested in teaching, learning and pioneering new models of care. Its outstanding faculty from Harvard Medical School and the Tufts University School of Medicine have become leaders in improving health and are actively publishing in peer-reviewed journals to help shape medical practice and policy for the nation.

In Health Care Equity and Advocacy

CHA is continuing its long-standing work to ensure that everyone has access to high quality care. This includes active research, program development and training the next generation of community-focused providers to practice and lead in these areas.

Ensuring Health Equity for Gender Minority Individuals

Dr. Ana Progovac, a Senior Scientist at CHA's Health Equity Research Lab, is the Primary Investigator on an National Institute of Mental Health research award to measure and reduce mental health care disparities for gender minority individuals. Her work has garnered national attention by identifying that gender minorities have higher suicide rates, highlighting a pressing need to identify and reduce barriers to wellness in this population.

In Public Policy

Advocating for Greater Regulation of Dietary Supplements

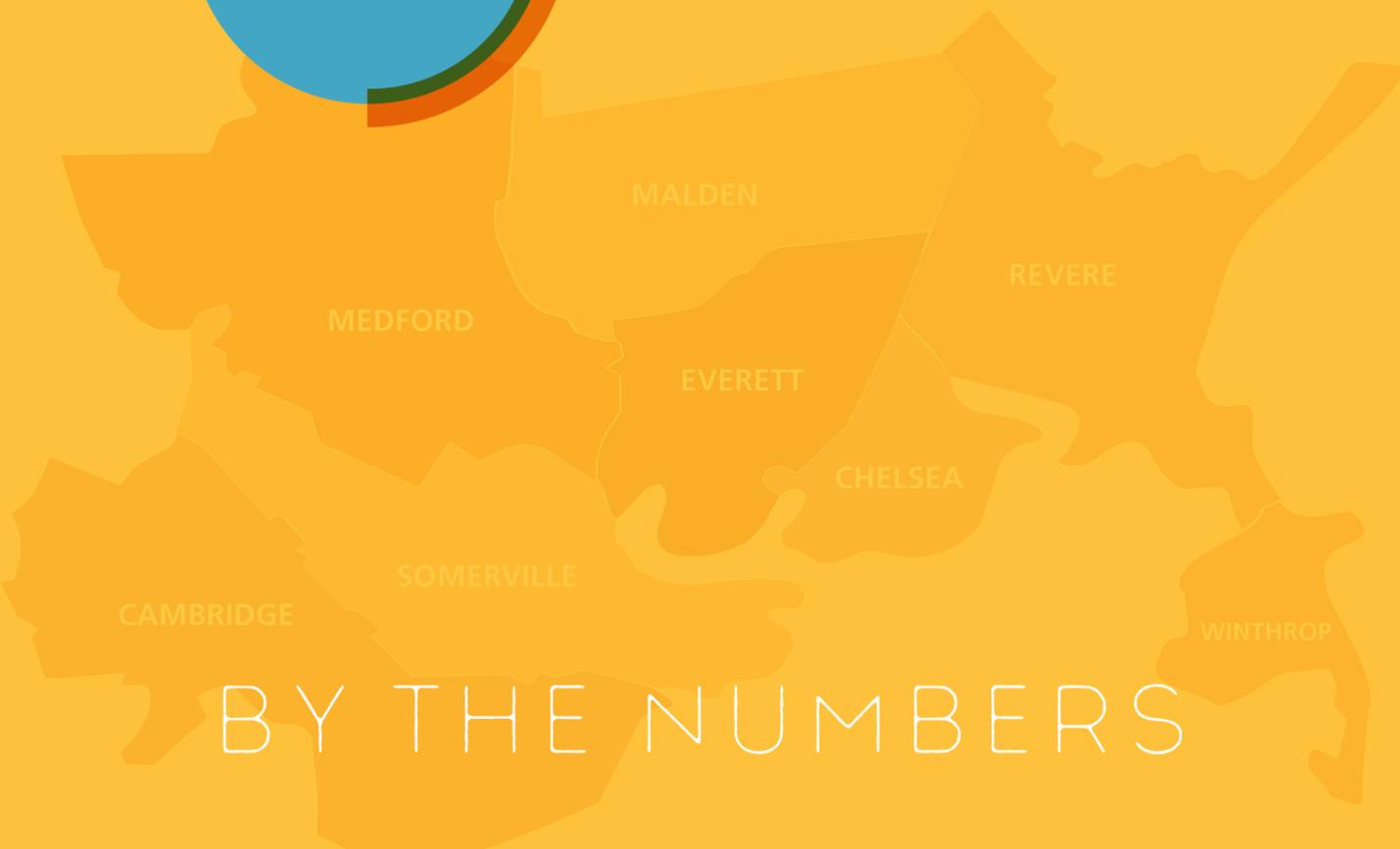
Dr. Pieter Cohen, a CHA Internist, has become the nation's leading voice on dietary supplements. His research has found numerous harmful chemicals in products that claim to enhance weight loss, athletic ability, sexual function and other areas. Some of these undisclosed ingredients are identical or similar to prescription drugs, posing significant health risks to the American public.

In COVID-19 Care

Sharing our Learning

Early in the pandemic, CHA providers from the COVID care center published one of the earliest descriptions of the natural history of COVID-19 in the US. Shortly thereafter, they authored an outpatient guide for COVID care in UptoDate, the most widely used online "textbook" of medicine, described their work in the New England Journal of Medicine Catalyst and created a series of lectures and videos about outpatient COVID care. These clinical guides have been a resource for thousands of physicians in the US and globally, helping others understand more about this novel virus at a time when so little was known.

Two acute care hospitals and 13 community care centers



BY THE NUMBERS

The highest concentration of patients on public insurance of any acute hospital in the state

The only health system affiliated with Harvard Medical School, TH Chan Harvard School of Public Health, Harvard School of Dental Medicine and the Tufts University School of Medicine

- 15 accredited residency and training programs
- Renowned research centers in addiction, health equity, maternal-child health and mindfulness.
- Home of the Harvard-Cambridge Integrated Clerkship, a revolutionary way of teaching third year students about the practice of medicine.

Our Health System

Workforce

Employees	5,200
Active Medical Staff	429
Trainees and Medical Students	592

Patient Care

Ambulatory Visits	772,184
ED Visits	85,052
Hospital Discharges	9,853
Patient Days	56,184
Births	1,130

Research

Faculty publications	186
Research grant applications	38
Active/funded research grants	50

Our Patients

Primary Language

English	56%
Non-English	44%

Race

White	37%
Black	16%
Asian	9%
2+ or Other	37%

Age

0-17	24%
18-64	67%
65+	9%

Payor Mix

Public (Medicaid/MassHealth)	51%
Private/Commercial	24%
Medicare	22%
Other/No Insurance	4%

Recognized for Excellence

CHA is committed to quality and safety – using data to understand health outcomes, cultivating a culture of “speaking up” for safety and using a disciplined approach to learn from errors and make improvements.

While the pandemic raged across Massachusetts, CHA completed a highly successful Joint Commission survey, validating our approach to safe care, received numerous teaching awards from Harvard Medical School, and was recognized nationally by Leapfrog, Newsweek and others organizations for excellence.

A Top 100 Hospital. CHA ranked highly in the Lown Institute Hospitals Index, which evaluates hospitals for patient outcomes, civic leadership and avoidance of overuse.



One of the Nation's Best Maternity Hospitals. CHA was named a 2021 Best Maternity Hospital by Newsweek, recognizing its exceptional care to mothers, newborns and their families.

Recognized for Quality and Patient Safety.

Both CHA Cambridge Hospital and CHA Everett Hospital received 'A' grades (Spring 2021) from The Leapfrog Group, a national nonprofit that rates how well hospitals protect patients from harm. CHA also earned 4 Quality Stars from CMS and received full Joint Commission accreditation.



A Top Performer in LGBTQ+ Healthcare. CHA was named a 2020 Health Care Equality Top Performer by the Human Rights Campaign Foundation. This validates our commitment to equity and inclusion.

A Great Place to Work. In 2020, CHA ranked sixth out of 95 Massachusetts businesses as a Great Place to Work in a Forbes/Statista survey.



With 21 Top Doctors. CHA is proud that 21 of its physicians were named TOP doctors by Boston Magazine.

Supporting CHA



When you support CHA, you support health care with purpose. Your gift will empower an organization that values altruism and humanity in healthcare. It will allow CHA to continue doing the right things, even when they defy business logic.

It has taken decades for the healthcare industry to catch up with CHA. But the community based care model, guided by academic rigor, clearly has value. It is good for individuals, fosters healthy communities and has tangible benefits for our society.

The CHA Foundation is a 501(c)3 non-profit and the fundraising arm of Cambridge Health Alliance. The Foundation supports our efforts to provide exemplary care for all, promote social justice and ultimately improve the health of our communities.

If you would like to make a gift to support CHA, visit challiance.org/donate or email us at CHAFoundation@challiance.org.



SUPPORTING PATIENTS, ENGAGING OUR COMMUNITIES AND SAVING LIVES



CARE TO THE PEOPLE

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