

CHA's mission, vision, values
A brief history
1911-2023

David Bor
Chief Academic Officer

CHA 2023

“We Welcome All”

Mission: To improve the health of our communities
We specialize in the care of complex and underserved populations

Vision: Equity and Excellence for Everyone, Everytime
Academics is fundamental to CHA

Values:
Community • Integrity • Respect • Compassion
Learning • Excellence • Make a positive difference

CHA 2023

Strategic Goals:

- *Patients first*
- *One CHA*
- *Innovation*
- *Growth*
- *Financial Sustainability*

CHA: Our History

Four stages of development

1917



Cambridge City Hospital
Public health and health care

1966



The Cambridge Hospital,

1996



Cambridge Health Alliance,

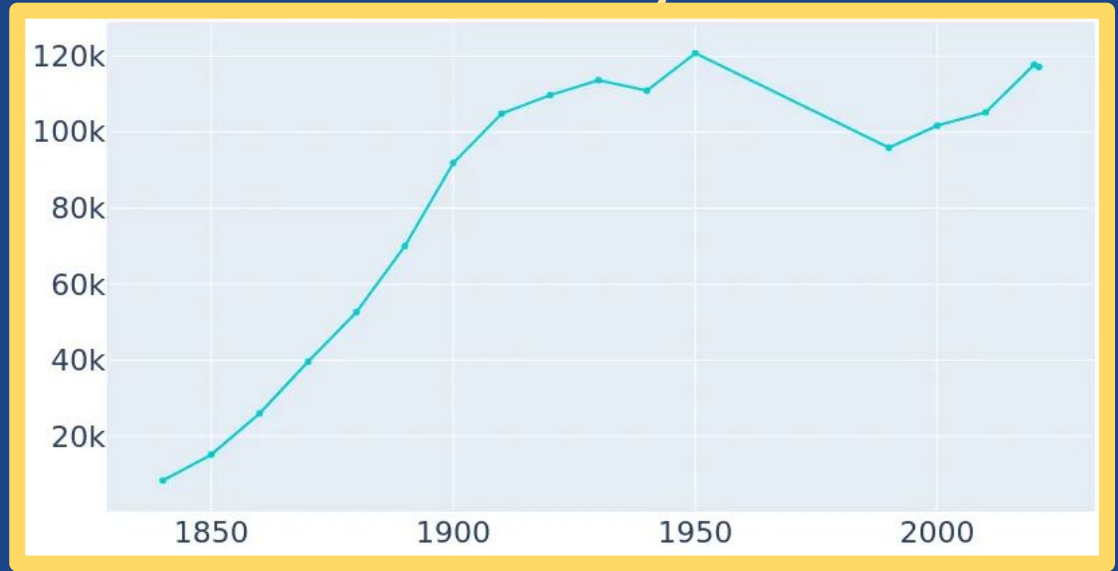
today ... 

CHA...

Cambridge, MA

-early 20th century-

- **Massive population growth:**



- **Industries:**

publishing, rubber products, paper, fire hoses, pianos and organs, meatpacking, wires and cables, soaps, foundry products, asphalt, machine products, oils and lards, furniture, confectionary goods, and carriages and automobiles

The context: 1911

*Solidarity to prime the industrial revolution and
to contain the excesses of capitalism*

- 1906: “The Jungle” by Upton Sinclair
 - ⇒ US Pure food and drug act
 - ⇒ Chicago requires milk pasteurization
- 1911: Triangle Shirtwaist fire
 - ⇒ ILGWU
- 1911: Montgomery Ward
 - ⇒ 1st group health and disability insurance
- 1911: Flexner Report

Mayors Report

1911

As it is the purpose of a municipality to secure the welfare and safety of its people by giving them its protection and benefits, it is the duty of the municipality to make proper provision for its sick and injured. The experience of other American cities has emphasized the fact that the best provision for the sick and injured requires the establishment of a City Hospital.

It has been strongly urged, however, by many thoughtful and experienced observers of medical and sanitary conditions that no private hospital can relieve the city of its obligation to provide a City Hospital

Hon. J. Edward Barry

1911 Cambridge City Hospital

*Act to authorize the City of Cambridge
to incur indebtedness*

for the erection of a City Hospital . . .

*to serve the medically indigent
in the community*

Cambridge City Hospital

1917-1966



***Cambridge City Hospital
Built in 1918***

City Hospital governance

1912

- 5 trustees govern hospital, appointed by mayor; only 1 MD may not be on hosp staff,
 - must report admits, deaths, births annually
- admit those with illness/injury for temporary relief” only,
- patients can have privileged accommodations for \$5/wk,
- admitting privileges open to all physicians,
 - physicians may not charge for care,

Cambridge City Hospital era

Mission: To improve the health of our communities
We specialize in the care of complex and underserved populations

Vision: Equity and Excellence for Everyone, Everytime
Academics is fundamental to CHA

Values:
Community • Integrity • Respect • Compassion
Learning • Excellence • Make a positive difference

CHA: Four stages of development

1917



Cambridge City Hospital

1966



The Cambridge Hospital,
a Harvard Medical School affiliate

1996



Cambridge Health Alliance,

2015...



CHA...

The context 1966

reclaim gov't role for a social safety net

- Social movements:
 - civil rights,
 - antiwar...
- Great Society Programs: “Eliminate poverty and racial injustice”
 - Medicare and Medicaid ...
 - food stamps...
 - head start...
 - voting rights...
 - Model Cities
 - Clean air/clean water
 - War on Poverty

Cambridge City Hospital

1966

Innovations

- Charity hospital
- “All politics is local”

Weaknesses

- Poor management
- Town-gown “wars”
- Underfunded
- Understaffed
 - Patronage
- +/- Accreditation
- “1961 NBC White Paper”

Cambridge City Council Annual Report 1962

In April we were viewed by a national television audience when our hospital was featured in an NBC television documentary, "Anatomy Of A Hospital". . . . emphasizing problems of current interest—our show stressed the high cost of hospital care, the shortage of physicians with the foreign medical graduate influx, and problems in the care and hospitalization of aging Americans.

The show was well received and comments . . . indicated that a noteworthy public service had been performed. Local interest . . . widespread as the role and needs of our hospital were dramatically depicted in delineative detail. Praise from the American Medical and American Hospital Associations, as well as from other authorities, indicated that the cause of American Hospitals was favorably served.

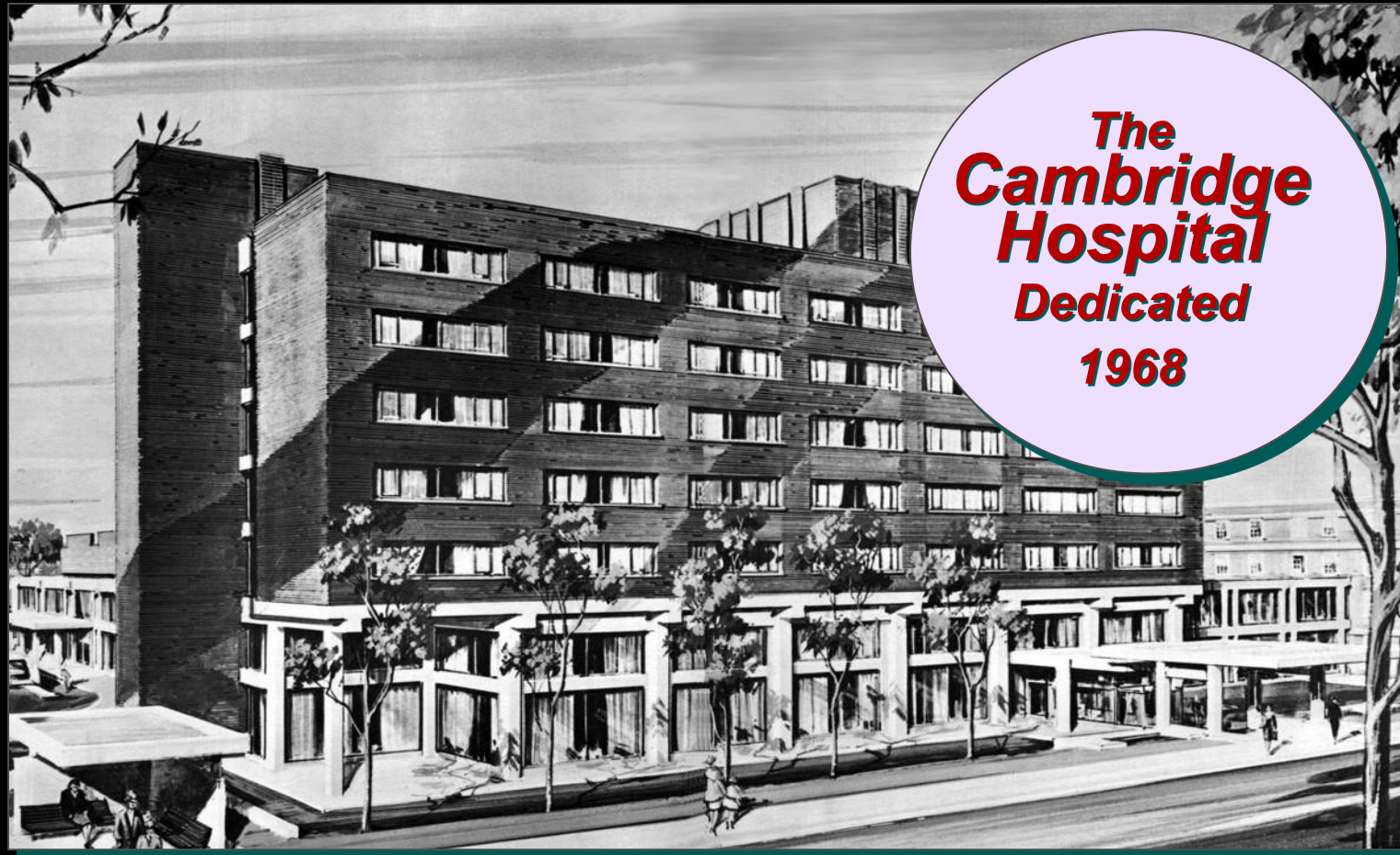
Leona Baumgartner report 1966

HMS Dean Ebert funded a study for City Manager Joseph DeGuglielmo on city health that recommended:

- New combined ‘Dept of Health, Hospital and Welfare’
- Administrative streamlining
 - Move health dept to the new hospital
 - Establish a mental health center in Somerville
 - Inspectional services (restaurants and slaughterhouses)
 - Immunizations, school health, dental health,
 - City facility for aging and infirmed
- Dr. James B. Hartgering appointed Commissioner

The Cambridge Hospital

affiliated with Harvard Medical School



**The
Cambridge
Hospital**
**Dedicated
1968**

Dedication of TCH, 1968

*“This is a symbol
of the unanimity of Cambridge.*

*For here is a building
that will house the sick,
treat the injured . . .
without regard to color, religion,
economic status or political persuasion”*

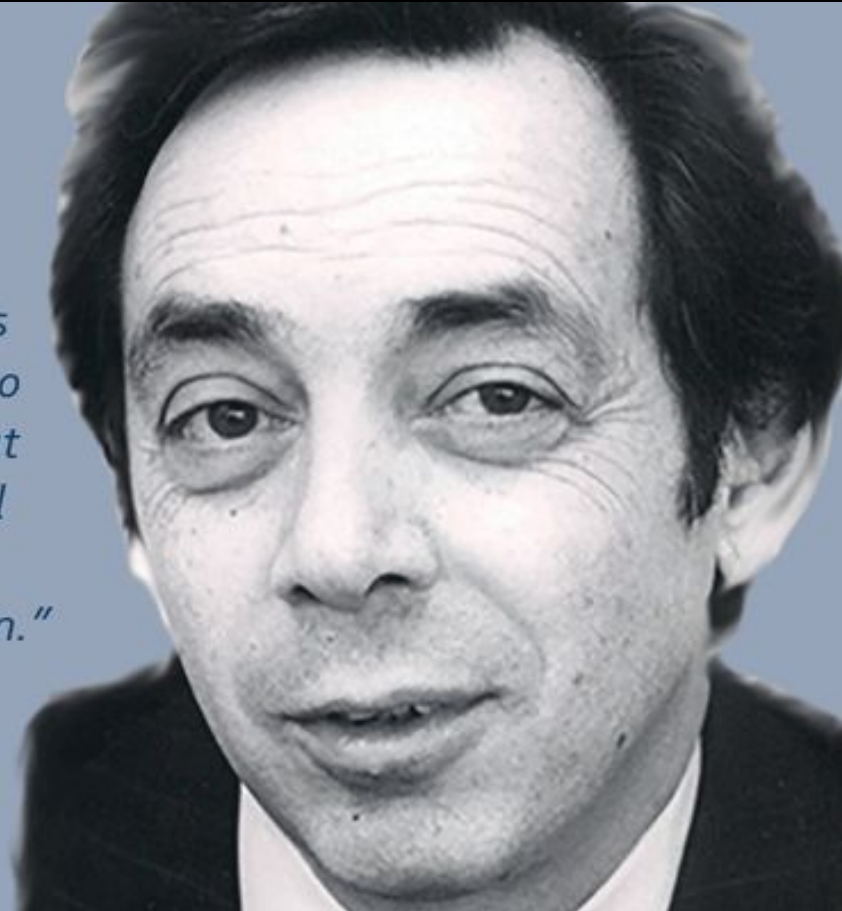
Mayor Walter Sullivan

CHA's intellectual roots: COPC



"Our concept of health is to make social change, to build the institutions that make social change, and keep it going. We call it community health action."

H. Jack Geiger, MD



COPC at Pholela, SA: Sidney and Emily Kark ... Mervyn Susser and Zena Stein, John Cassel, Harry Phillips and Eva Salber

CHA's intellectual roots:

Alma Ata Declaration 1978

- Inequality is unacceptable
- Health:
 - fundamental human right
 - broadly defined: Physical, mental, social wellbeing
- Primary care: the essential basis for system
- “Social accountability”: address priority health needs of community

Linking worlds



Capturing the community voice



Tom

The Cambridge Hospital

1966-1996

Innovations

- HMS affiliation
 - Quality, idealistic medical staff
 - Primary care & community oriented training
- Population focus
 - Health centers ... NPs
 - Addiction, Trauma, Immigration
- Activism:
 - Addressing racism
 - PHR, HCHP, SGIM, USPSTF, PNHP, HCHGE
- Fiscal acumen

The Cambridge Hospital era

Mission: To improve the health of our communities
We specialize in the care of complex and underserved populations

Vision: Equity and Excellence for Everyone, Everytime
Academics is fundamental to CHA

Values:
Community • Integrity • Respect • Compassion
Learning • Excellence • Make a positive difference

CHA:

Four stages of development

1917



Cambridge City Hospital

1966



The Cambridge Hospital,
...HMS affiliation

1996



Cambridge Health Alliance,
...a public authority

2016...



CHA...

The context 1996

Demographic shifts; Gov't retreat;

Major advances in care...NIH

1980- Reagan attacks "Great Society" & gov't

1981 - 1st AIDS cases reported; 1996- HAART

1994 - Real estate industry defeats rent control

Cambridge . . . Gentrification

1996- Increased market orientation,

Partners, Caregroup

Managed care

The Cambridge Hospital

1966- 1996

Innovations

- HMS affiliation
 - Primary care training
- Population focus
 - Health centers
- Activism:
 - Addressing racism
 - PHR, HCHP, SGIM, USPSTF, PNHP, HCHGE
- Fiscal acumen
- First balanced budget 1991

Weaknesses

- Cambridge gentrification
- City procurement
- Constricted future vision

Cambridge Health Alliance

Outpatient Primary Care and Specialty Locations

Cambridge Hospital Campus

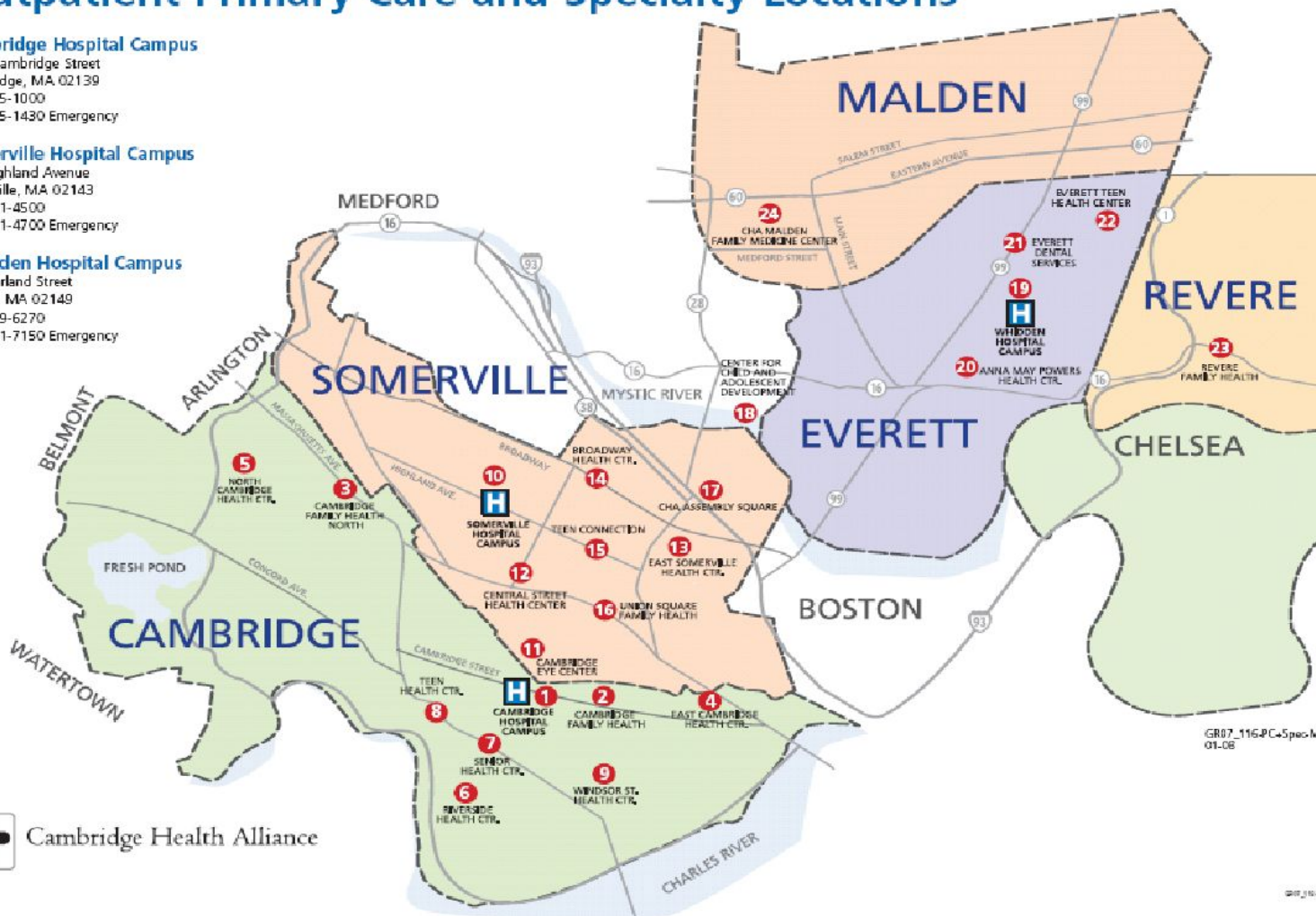
1493 Cambridge Street
Cambridge, MA 02139
617-665-1000
617-665-1430 Emergency

Somerville Hospital Campus

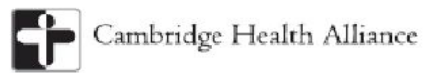
230 Highland Avenue
Somerville, MA 02143
617-591-4500
617-591-4700 Emergency

Whidden Hospital Campus

103 Garland Street
Everett, MA 02149
617-389-6270
617-381-7150 Emergency



GR07_116-PC-5 spec. Map 01.06



Cambridge Health Alliance

1996-today

Innovations

- Public authority!
- Substantial integration: across town/disciplines
- Thriving training: Cambridge Integrated Clerkship
- Thriving research hubs
- Public Accountability
 - “We welcome all”
- Clinical Innovations
 - COVID response
 - Mental health/ addiction ...CBHCs
 - Food insecurity
- Advocacy

CHA vital statistics

- Our structure:
 - 3 hospitals, ~12 health centers
 - Programs:
 - elders, homeless, homebound, NH's, school children, workers, mental illness, linguistic minorities. . .
 - Cambridge Health Dept.
 - Publicly governed and administered
- Our community:
 - ~ 1/2 million individuals
 - Primary care enrollees ~ 125,000
 - Annual discharges ~ 2000
- Budget: \$750 million



#BOSTONWOMENS MARCH
for Doctors for Rational Justice
BEYOND MENTAL JUDGMENT
CIR RESIDENTS
IN SOLIDARITY
LGBTQ Rights
IMMIGRANT RIGHTS
WOMEN'S RIGHTS
HUMAN RIGHTS

Committee of Interns and Residents
SEIU Healthcare
DON'T MAKE
AMERICA
SICK
AGAIN

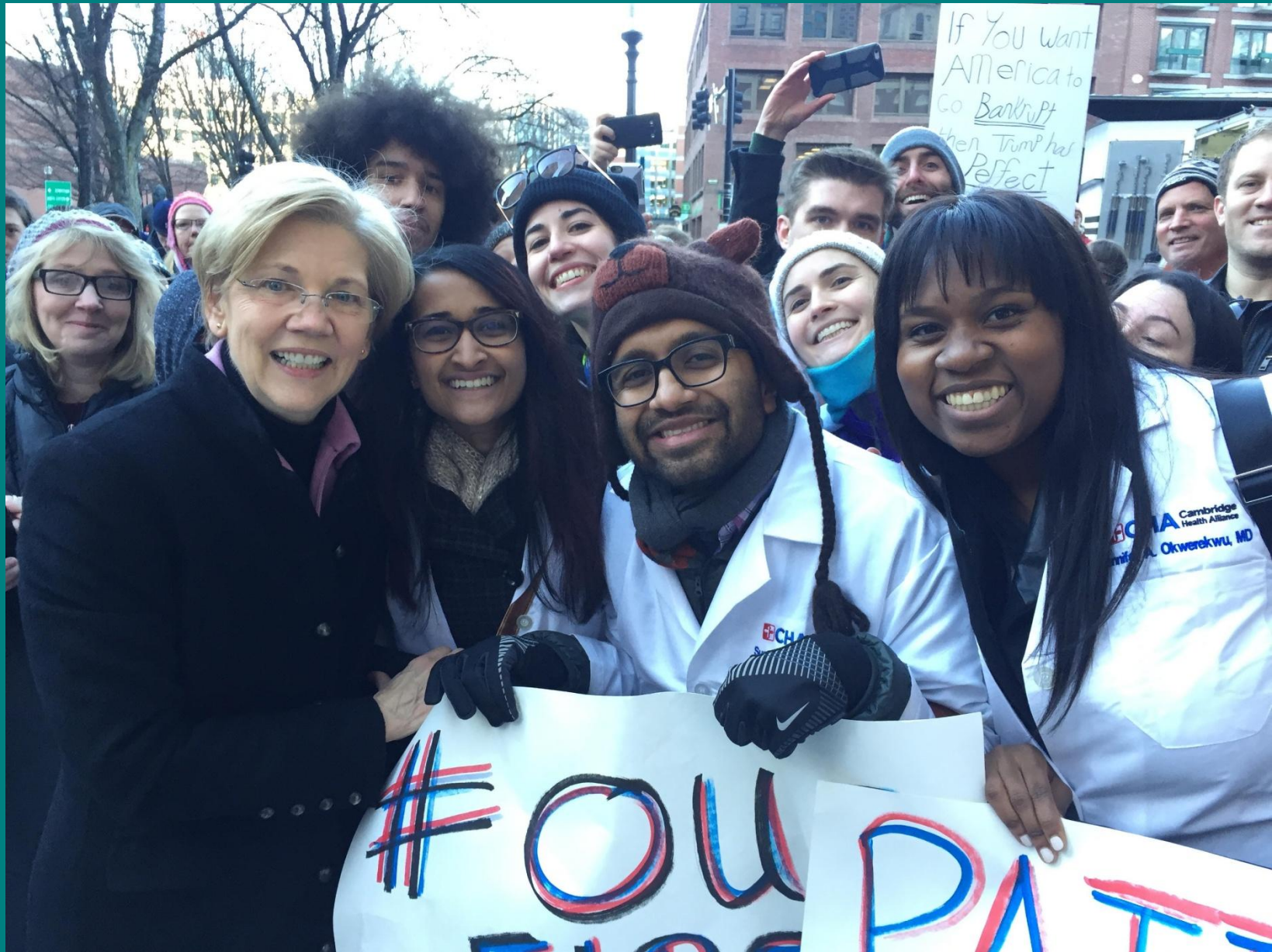
A Barefoot Books guide on
HOW TO BUILD
A KINDER WORLD
FOR OUR
CHILDREN:
I READ DIVERSE BOOKS
& SHARE DIVERSE BOOKS
& REPEAT

WE ARE HERE TO PROTECT
BLACK
MUSLIM
IMMIGRANT
LGBTQ
FEMALE
PROTECT
THE ACA

HEALTHCARE
for →

Committee of Interns and Residents
SEIU Healthcare
THINGS THAT
LOWER ABORTION
RATES:
 Contraception
 Free childcare
 Banning abortion

1920
WOMEN'S SUFFRAGE
2017
REPRODUCTIVE RIGHTS
EQUAL PAY
END TO VIOLENCE + RAPE
PROTECT ACA, MEDICAID, CHIP
ONE ♀ FIGHT



Cambridge Health Alliance today

Innovations

- Public authority
- ACO
- Cambridge Integrated Clerkship
- Responsive to need
 - “We welcome all”
 - COVID
 - Mental health/addiction
 - Food insecurity
 - Advocacy

Weaknesses

- COPC
 - For world; not yet for US
 - Model still evolving
- Mismatch between public compact and public funding
- Inefficient configuration
 - Dispersed, small NHC’s
- Staffing. . .support

The national context: 2023

- Politics of division
 - But, impressive social movements
- Increasing income, wealth and health disparities
 - But ACA =>solidarity re. right to healthcare
- Increasing health system complexity, corporate management methods, greed
- Staffing issues
- COVID era reveals opportunities:
 - Leadership, honesty, public health
 - System capacity for innovation... transformation.

CHA 2023

Strategic Goals:

- *Patients first*
- *One CHA*
- *Innovation*
- *Growth*
- *Financial Sustainability*

CHA:

Four stages of development

1917



Cambridge City Hospital

1966



The Cambridge Hospital,
...HMS affiliation

1996



Cambridge Health Alliance,
...a public authority

Today... 

???

CHA

The future vision



The future vision



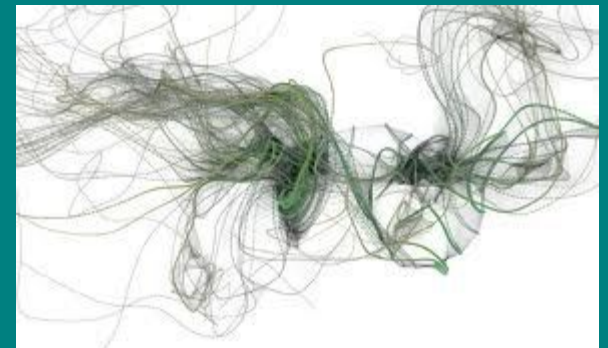
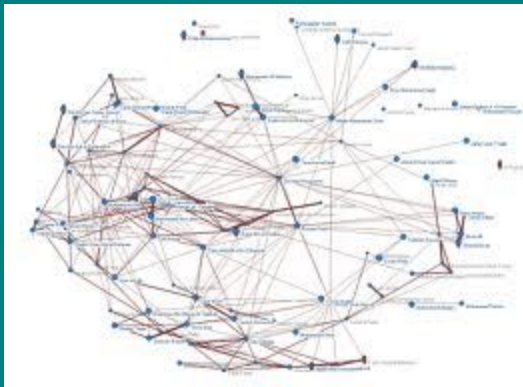
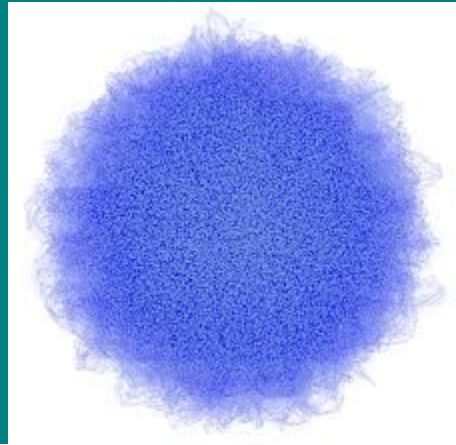
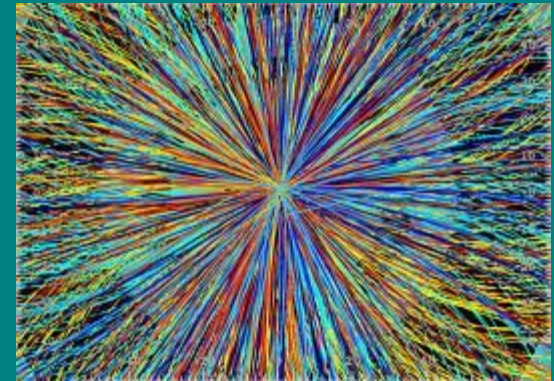
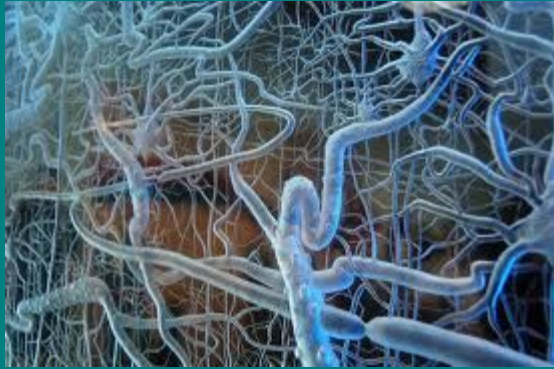
The future vision



The future vision



The future vision



CHA 2023

“We Welcome All”

Mission: To improve the health of our communities
We specialize in the care of complex and underserved populations

Vision: Equity and Excellence for Everyone, Everytime
Academics is fundamental to CHA

Values:
Community • Integrity • Respect • Compassion
Learning • Excellence • Make a positive difference

Thank you

Great Society Programs

Programs:

Civil rights and voting rights; The "War On Poverty" (OEO); Education (Federal AID, Head start); Health (Medicare & Medicaid); Welfare (Food stamps); The arts and cultural institutions (National Endowments for Arts, Humanities, PBS, Kennedy center); Transportation (high speed rail and Auto safety); Consumer protection (NHTSA); The environment (Clean air, Clean water, Wilderness protection); Housing (model cities, rent assistance); Rural development; Labor

Legacy:

Full income poverty rate fell from 19.5% to 2.3% between 1963 and 2017

-

Lown Institute ranks 3600 hospitals on

Inclusivity: CHA #3 in MA; #49 in US

Community benefit: A+

Low Value care: CHA #1 in MA, #14 in US