

**Lynn**  
COMMUNITY  
health

# Is Hope a Strategy? Translating a Health Equity Vision into Action

Lynn Community Health Center, Boston MA  
Kimberly Eng  
Chief Operating Officer

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## Session Objectives

- Review why it's important to acknowledge the link between structural racism and health equity
- Illustrate one organization's internal reflections: health equity starts from within an organization and requires a deep look at the impact of structure and processes
- Demonstrate a real-world example of Lean thinking and practice to solve a health equity problem

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### What is a Community Health Center?

There Are Four Key Components That Define Health Centers and Allow Them to Reach America's Most Underserved Communities

1. Patient majority governing boards
2. Comprehensive set of services
3. Open to all, regardless of insurance status or ability to pay
4. Located in high need areas

Health Centers provide a comprehensive set of services:

- behavioral health
- chronic disease management
- preventive services
- smoking services
- oral health

Health Centers Create Savings & Promote Economic Growth

Federally funded health centers employ 225,000 people, including health professionals, administrators & facility & support staff

In total, these staff provide over 154 million patient visits annually

Health centers create \$63.4 billion in total operational activity each year within America's most underserved communities

Health Centers Save The Health Care System \$24 Billion Annually

Health Centers' Average Daily Cost Per Patient is Lower	Health Centers, on Average, Save Over \$2,300 (24%) Per Medical Patient
\$216	\$2,300
Medical Centers	Health Centers

614,400+ organizations  
44,500+ primary care  
42% rural

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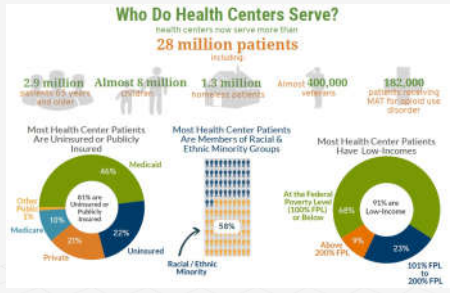
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What is a Community Health Center?




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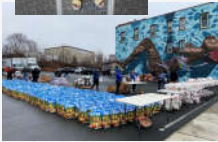
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Lynn Community Health Center – a Federally Qualified Health Center



LCHC is located 10 miles from downtown Boston, Massachusetts in the economically, culturally, and socially diverse city of Lynn.

It is a small but mighty healthcare center serving more than 43,000 patients representing 113 countries and 72 languages – of which over 90 percent live at or below 200 percent of the federal poverty line.




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Our Mission

**EDWARD M. KENNEDY ATRIUM**

"Health care...is above all a moral issue...at stake are not just the details of policy... but fundamental principles of social justice and the character of our country."

"We will – yes, we will – fulfill the promise of health care in America as a right and not a privilege."

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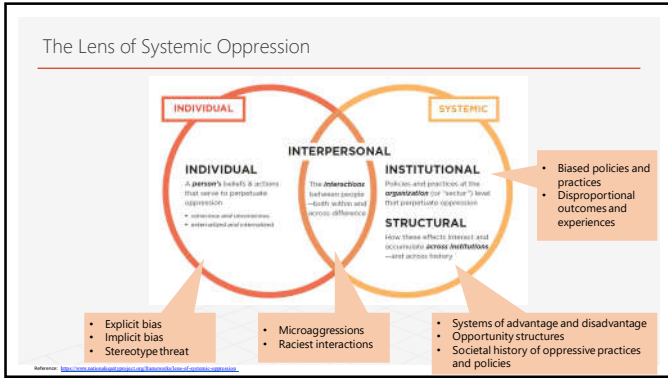
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So where do you begin?

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Is Hope a Strategy?

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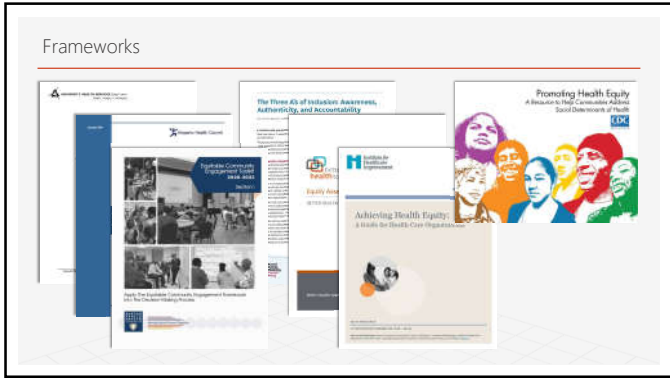
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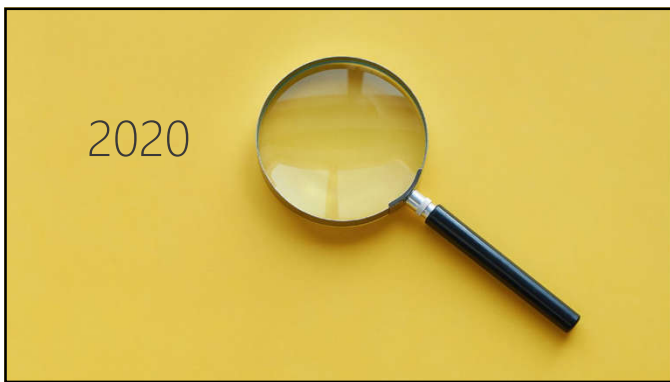
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Problem to Solve

Explore possible sex, racial, or ethnic disparities within the LCHC workforce

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LCHC Racial Equity Framework

**Racial Equity Framework**

**Community Advisory**

- Actively work with our community partners to address the unique needs and practices in our city
- Address inequities in our community

**Healthcare Institution**

- Monitor diversity among our teams of clinicians and internal support
- Understand how our policies impact all patient segments

**Employee / Employee Relationship**

- Ensure pay and professional equity for all employees
- Address structural problems within our institution

**Lynn Community Health**

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◀◀ Rewind 6 years...

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**EDWARD M. KENNEDY ATRIUM**

"Healthcare is not a luxury, it is a right. We will not let the needs of patients and communities be overlooked in our quest for excellence."

"We will not let the needs of patients and communities be overlooked in our quest for excellence."

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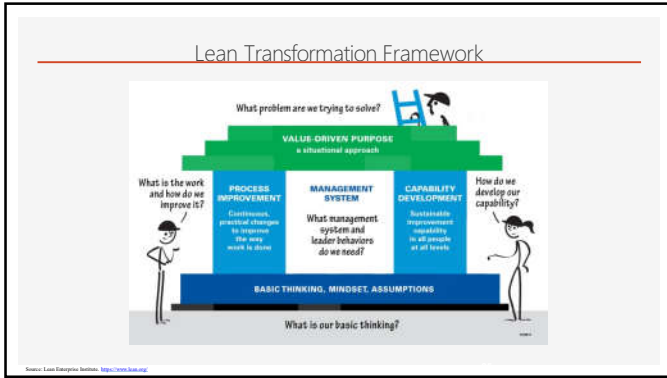
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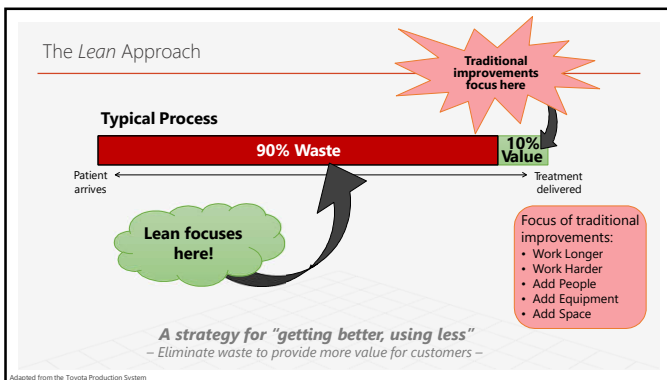
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### Focus on the WORK

- Easier
- Better
- Faster
- Cheaper



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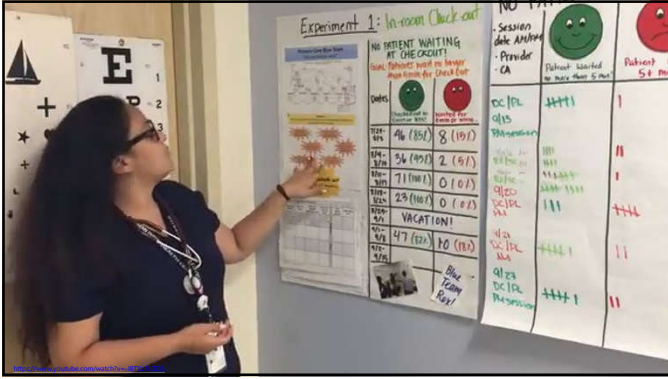
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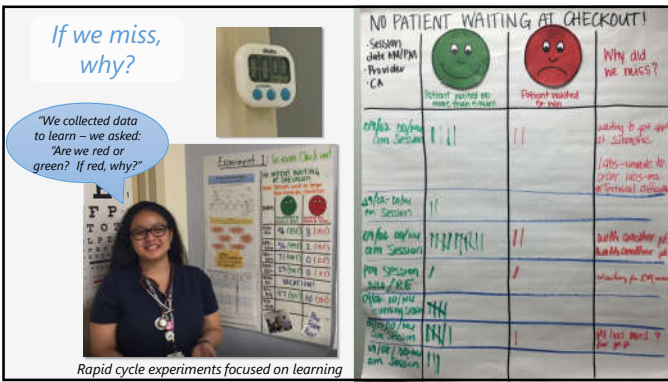
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Build a habit

Rapid cycle experiments focused on learning

**PDCA Improvement**

What's the problem?	What's the impact?	What's the proposed countermeasure?	What's the expected result?	What actually happened?	What did we learn?
NO PATIENT WAITING AT CHECKOUT!	NO PATIENT WAITING AT CHECKOUT!	NO PATIENT WAITING AT CHECKOUT!	NO PATIENT WAITING AT CHECKOUT!	NO PATIENT WAITING AT CHECKOUT!	NO PATIENT WAITING AT CHECKOUT!

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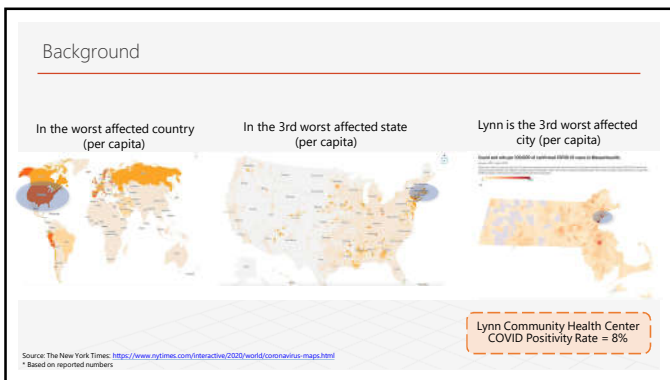
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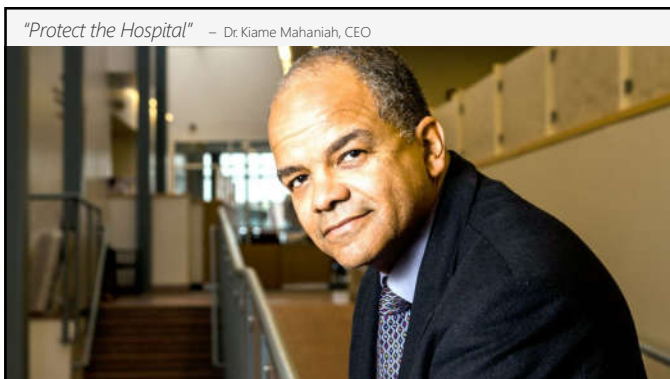
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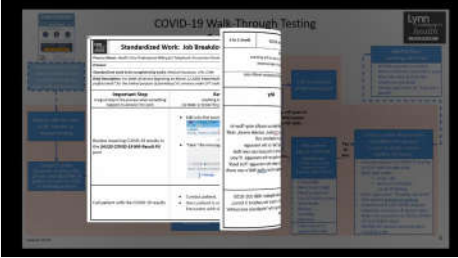
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Can we set a temporary standard to create a basis to improve?

Create standards where none exist



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What experiment will help us learn faster?

Learn by doing & Build capability



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Problem to Solve:  
Equitable Distribution of COVID-19 Vaccines

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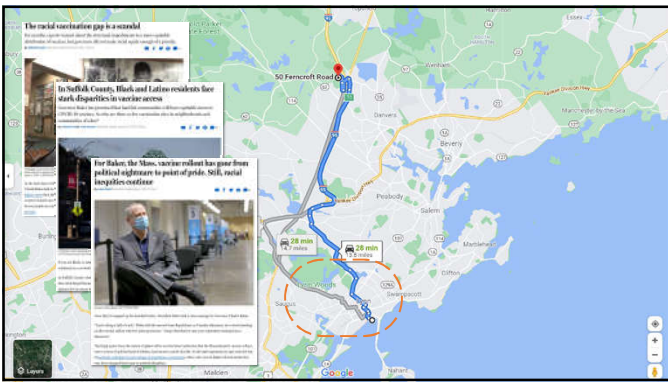
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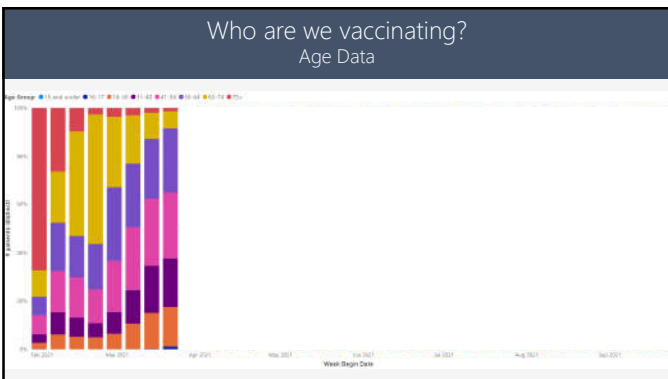
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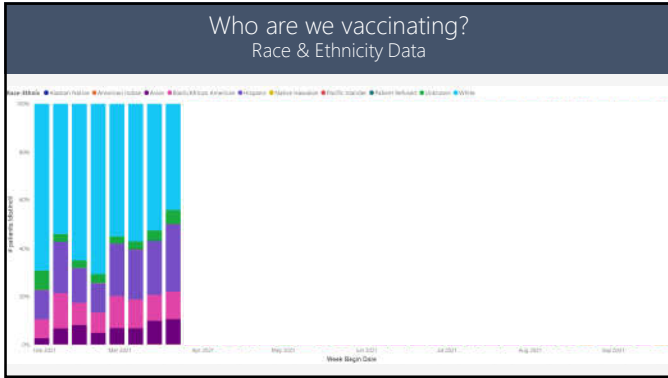
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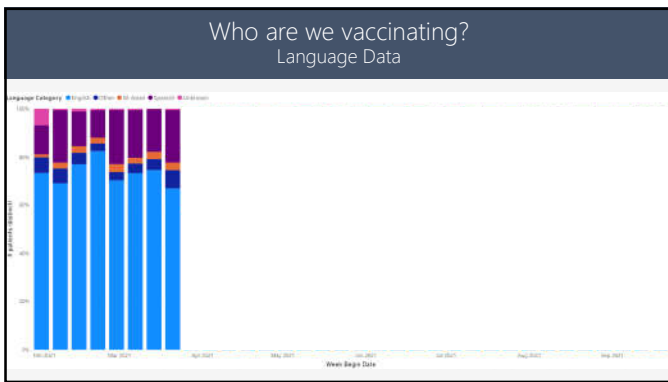
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- "Black and Hispanic people in the United States have been vaccinated at dramatically lower rates than their White counterparts — compounding the disproportionate impact COVID-19 has had on Black and Hispanic communities"
- Nationwide:

	April 1, 2021 % of vaccinations in US with at least 1 shot	% of population in US
Non-Hispanic White	69%	60%
Black	8.3%	13%
Hispanic	9.5%	18%

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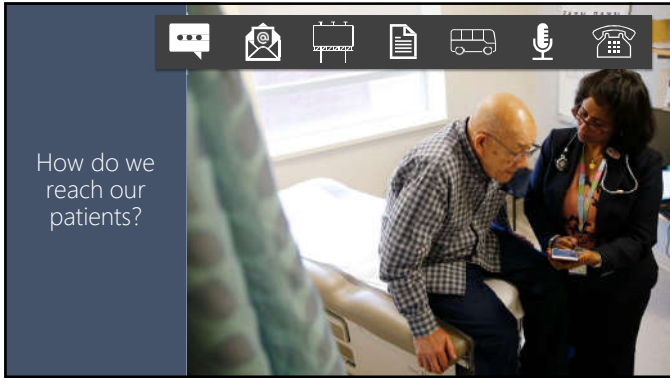
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### Phone Outreach

**Focus on High-Risk Patients**

- Homelessness
- Lung disease-COPD/asthma
- Cardiac disease—CAD, CHF
- Cirrhosis
- BMI >>40
- Smoking
- Serious Mental Illness
- Down's Syndrome
- DM (A1c > 8)
- Substance use Disorder
- Cancer
- Liver disease (Hep B, Hep C)
- HIV
- Neurologic (stroke, dementia)
- CKD
- HTN
- Patients in congregate settings (if possible)

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	Number	% of total	Language	
			English	Spanish
Patients called	613	100%	522	85%
Patients who spoke	389	63.5%	313	80.2%

### Phone Outreach

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**Over 110 Mobile Vaccine Clinics**



**Mobile Outreach**

**Mobile Vaccine Program**

- Partnership with LCHC, City of Lynn, MGB Salem Hospital
- Mobile pop-ups in all 7 wards in Lynn
- Canvassing and community engagement
- Vaccine administration & education




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**COVID-19 Pandemic: Vaccines**

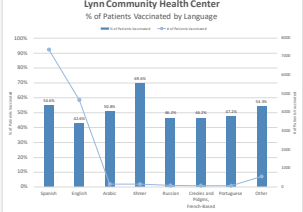
**80,000+ COVID-19 Vaccine Shots Administered:**

- Moderna: 48,500+
- Pfizer: 283,000+
- J&J (Janssen): 3800+



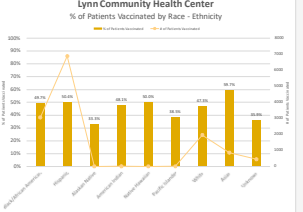
**Equitable distribution among LCHC patients**

**Lynn Community Health Center  
% of Patients Vaccinated by Language**



Language	% of Patients Vaccinated
Spanish	53.0%
English	43.8%
Arabic	14.2%
Russian	10.2%
Chinese	10.2%
Portuguese	10.2%
Hindi	10.2%
Other	11.8%

**Lynn Community Health Center  
% of Patients Vaccinated by Race - Ethnicity**



Race - Ethnicity	% of Patients Vaccinated
White	69.7%
Black	78.8%
Hispanic	15.2%
Asian	45.1%
Pacific Islander	44.0%
American Indian/Alaska Native	14.1%
Other	47.0%
Unreported	49.7%

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A Path Forward –  
Turning Vision into Action

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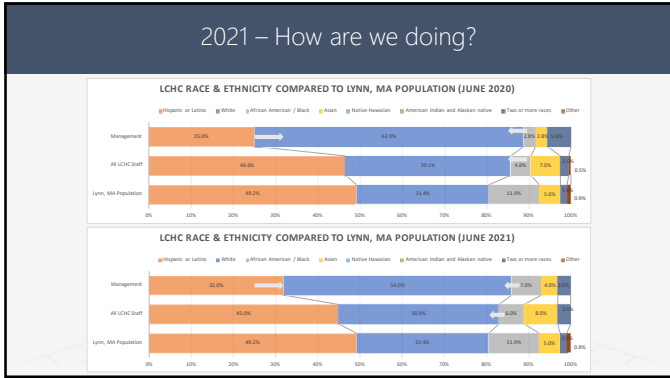
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# Thank you!

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