Investing Housing to Improve Mission and Margin
February 3, 2018
BMC was formed in 1996 and has grown into a $2.8B Health System with a mission to provide exceptional care, without exception.

Largest safety net in the Northeast, ~580 inpatient beds, with a vision to make Boston the healthiest urban population in the world by 2030.

Multi-specialty academic group practice with 22 affiliated physician practice plans with ~750 physicians as members.

Coordinated integrated healthcare delivery network of 14 community health centers affiliated with BMC and BU.

More than 20 years of experience managing cost levers for Medicaid members across Massachusetts; covers over 245K Medicaid and QHP lives.

Formed to improve healthcare (reduce cost and improve quality) under Medicaid reform.
BMC is focused on its capabilities and experience to be successful and are building new programs and scaling up existing programs.
A pilot program for high risk patients is an example of new care models to improve health outcomes but social determinants remain key.

Of 50 patients enrolled in Care Management between Dec 2016 and May 2017:

- Average age: 57
- Heart Failure: 49%
- Mental health condition: 79%
- Substance use disorder: 38%
- Recent or current homelessness: 47%

Inpatient stays:
- Pre: 22
- Post: 11

3 months pre/post intervention, n=20
### 2. Housing Investment Summary: Our Multiple Approaches to Housing

<table>
<thead>
<tr>
<th>Partners</th>
<th>Funding</th>
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</thead>
<tbody>
<tr>
<td>Housing Project Investments</td>
<td>$2.2M</td>
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<tr>
<td>Housing Support Service</td>
<td>$0.9M</td>
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<tr>
<td>Hybrid Housing Project Investment</td>
<td>$1.3M</td>
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<tr>
<td>Community Engagement &amp; Housing Stability</td>
<td>$1.7M</td>
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<tr>
<td>Social Impact Fund</td>
<td>$0.5M</td>
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• This fall, we innovatively guided Determination of Need obligated funding towards housing.

• We aim to support housing and wrap-around services our patients and use **Community Investment Tax Credits** to stretch dollars.

• We plan to test multiple approaches and have devoted $0.65M to evaluation and oversight to determine the best approach.

• We look forward to working with other Boston hospitals to make similar investments and work collaboratively to improve community health.