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DEAR FRIENDS,

The Cambridge Public Health Department embarked on its second comprehensive community health assessment in 2019 to identify the city’s most pressing social and health concerns.

Residents’ stories and data collected from a variety of sources revealed that even in Cambridge—a city that has made substantial investments in education, social services, housing, and health care—some residents face greater barriers to achieving good health than others. For instance, non-white residents who participated in the department’s 2019 community health survey were twice as likely to rate their health as “fair” or “poor” than their white neighbors (23% to 10%).

The drivers of health inequities in the U.S. are well documented and include lack of access to quality education, jobs, housing, and health care. For people of color, immigrants, people with disabilities, and the LGBTQ+ community, these issues are often compounded by racism and discriminatory practices and policies.

Until government at all levels puts health equity and racial justice on the agenda, health disparities will persist. Starting in 2020, our department will be using a health equity and racial justice lens to better understand and address the city’s new health priority areas, which will be the focus of the Cambridge Community Health Improvement Plan (2020–2025).

I am proud of the health department’s accomplishments in 2019. In addition to spearheading the forthcoming community health assessment and community health improvement plan, we successfully completed our first year as a nationally accredited health department, produced the final report of the City Manager’s Opioid Working Group, and were one of six local health departments across the country selected to pilot a process for building and measuring community resilience.

Read on for more stories about Cambridge and its journey to better health.

Claude A. Jacob
Chief Public Health Officer
Cambridge Health Alliance
City of Cambridge
Who We Are

PUBLIC HEALTH IS ABOUT PROTECTING THE HEALTH OF AN ENTIRE POPULATION. For us, that means all people who live, learn, work, or spend time in Cambridge. Cambridge is a close-knit community of people of different races, ethnicities, cultures, languages, faiths, incomes, and lifestyles. To increase opportunities for all people to live healthier lives, the Cambridge Public Health Department provides services, analyzes and shares information, implements policies, and enforces regulations in ways that benefit everyone. After all, improving quality of life is what public health and Cambridge are all about.

VISION
The Cambridge Public Health Department is a leading, innovative, and model agency that facilitates optimal health and well-being for all who live, learn, work, and play in Cambridge.

MISSION
The Cambridge Public Health Department improves the quality of life for all who live, learn, work, and play in the city by preventing illness and injury; encouraging healthy behaviors; and ensuring safe and healthy environments.

VALUES
Collaboration
Innovation
Professionalism and Excellence
Social Justice and Equity
Building a 21st Century Health Department

As Cambridge changes and grows over time, the Cambridge Public Health Department (CPHD) is building a 21st century health department to better meet the growing public health needs of the community. In the past, a public health department’s role was more narrow, focusing on prevention of disease in limited areas. Today, public health is defined by more than just an absence of disease and includes a more expansive look at the conditions that impact well-being and healthy living. The department must also be ready for new and emerging diseases, conditions, or emergencies that may arise. Through the process of reaccreditation and building an academic health department, CPHD is transforming itself into a department equipped for the 21st century.

ACCRREDITATION AND THE REACCRREDITATION PROCESS

In 2018, CPHD achieved national accreditation through the Public Health Accreditation Board (PHAB). CPHD undertook this voluntary and rigorous process to update, improve, and systematize the health department’s standards and performance in fostering healthy communities in Cambridge. Every five years, CPHD will embark on reaccreditation, a process already launched, to ensure that the health department continually monitors its performance and ability to protect and promote the health of all in Cambridge.

An integral part of the accreditation process is developing a community health assessment (CHA), which collects information about the health of the population and the factors that impact health, and identifies both assets and areas for improvement. In addition, this process serves to engage the Cambridge community, partners, and organizations in creating a vision for a healthy Cambridge. The results of the CHA inform a community health improvement plan (CHIP), a five-year roadmap that lays out goals, objectives, and strategies for advancing health priorities. As Cambridge’s first-ever CHIP wraps up, the health department and its partners have already begun establishing a new five-year health plan for the city.

To create a second CHIP, the department launched its second CHA, gathering information from the Cambridge community to identify what impacts the health of residents. The second community health assessment officially launched in April 2019 with a survey; series of focus groups; community engagement activities; and a review of existing social, economic, and health data collected by local and state agencies, including Massachusetts Department of Public Health, US Census Bureau, and the Centers for Disease Control and Prevention.

The survey was both printed and accessible online, and translated into a range of languages reflecting the rich diversity of Cambridge’s residents. Nearly 1,400 people completed the survey. In collaboration with city partners, the health department also conducted focus groups with a diversity of Cambridge populations, including American-born Black residents, homeless youth, immigrants, the LGBTQ+ community, and people with disabilities. Interns from the City of Cambridge Mayor’s Youth Summer Employment Program (MYSEP) also reached
Building a 21st Century Health Department

out to residents in public spaces—such as parks and the Cambridge Public Library—and asked residents for their feedback on health issues such as access to healthy and affordable food.

At a citywide summit in November 2019, the department convened more than two dozen representatives from the Cambridge Police Department, Cambridge Fire Department, the Department of Human Service Programs, and other city and community partners to learn the results of the second CHA and help select the priority areas for the city’s second CHIP. Based on the data and input from subject matter experts, the three priority areas were selected: mental health, healthy eating and active living, and community and social resilience with cross-cutting themes of health equity and eliminating racism. Currently, the health department is working with other city departments and organizations to create topic-specific workgroups, recommend members for these workgroups, and write objectives, strategies, and metrics for the upcoming CHIP. Meanwhile, the new second CHA is slated to be finalized and published in winter 2020. As for the second CHIP, the new plan will go live in July 2020.

ACADEMIC PARTNERSHIPS

CPHD also has a robust plan for developing into an academic health department. Akin to a teaching hospital, an academic health department allows for collaborative partnerships with academic institutions to better train future public health professionals, and to work together to advance research and comprehensive services. The department also sees this as an opportunity to become more involved in the community by building partnerships and sharing information with local institutions as well as teaching students and community members about the role of the public health department and public health in general.

In summer 2019, CPHD hosted seven interns, from organizations and institutions such as the City of Cambridge’s MYSEP, Tufts University, and the Harvard T.H. Chan School of Public Health. The interns worked on an array of projects including creating substance use prevention materials, constructing a framework to understand factors that promote mental well-being in early childhood, and reaching out to the Cambridge community to gain resident’s feedback on prominent health issues for the CHA. In fall 2019, CPHD embarked on its second Real World Public Health field course, a joint venture with Tufts University. During the course, five public health graduate students participated in hands-on activities with CPHD staff to learn about their work as part of a local public health department. Students also completed literature reviews on select public health topics identified by CPHD staff such as examining local risk of deer ticks and Lyme disease and providing healthier food at meetings.
The community health improvement plan (CHIP) sets the city’s health agenda.

In 2015, governmental and community partners began implementing the city’s first five-year CHIP.

The 2015–2020 plan lays out goals, objectives, and strategies for making tangible progress in four health priority areas: healthy eating and active living; mental/behavioral health and substance use; violence; and healthy, safe, and affordable housing.

In 2019, the health department and partner organizations worked on CHIP strategies identified for implementation in Year 4 (July 2018–June 2019) and developed a Year 5 action plan. The following pages describe progress in each priority area during Year 4.
CHIP HEALTH PRIORITY

Healthy Eating and Active Living

GOAL: Make it easy for people to improve health and well-being through healthy eating and active living.

Cambridge is nationally recognized for its collaborative and innovative approaches to healthy eating and active living. Two decades ago, a team of public health professionals, city staff, parents, and the Cambridge Public Schools came together to address obesity among the city’s school children. This collaboration resulted in school cafeterias serving healthier and locally grown foods, the establishment of school gardens in all elementary schools, and the adoption of school nutrition policies.

Since the late 2000s, city and community partners have focused on policy and systems change for creating a healthy, sustainable, and equitable food and fitness environment throughout Cambridge. Accomplishments have included establishing the Cambridge Food and Fitness Policy Council; introducing salad bars and international cuisine in school cafeterias; increasing the purchasing power of residents with low income at farmers markets; launching a popular bike share program; renovating city parks and playgrounds; and creating safer streets for people who are walking, biking, or taking transit.

YEAR 4 HIGHLIGHTS (July ‘18 – June ‘19)

- The Cambridge SNAP Match Coalition, led by the Cambridge Public Health Department, gave out over $30,000 in matching funds in 2019 (a nearly 100% increase from 2017) to help residents with low income buy fresh, local food at Cambridge farmers markets. SNAP Match funds allow shoppers using federal SNAP (Supplemental Nutrition Assistance Program) benefits to double their purchasing power up to a $15 value per visit at participating Cambridge farmers markets.

- The Food and Fitness Policy Council began a multi-year project to develop a citywide food plan, which will serve as a blueprint for creating a more equitable food environment in Cambridge. In fall 2018, health department staff inventoried and classified all retail stores in Cambridge that sell food: supermarkets, drugstores, neighborhood markets, convenience stores, and supercenters (Target stores). The following spring, staff assessed 30 out of 32 qualifying stores for healthy food availability and affordability.
Healthy Eating and Active Living

As part of the Food and Fitness Policy Council’s urban agriculture initiative, the Metropolitan Area Planning Council and health department released the first health lens analysis of urban agriculture conducted in Massachusetts. The report explores the potential community health impacts of the city’s existing and proposed urban agriculture policies. In June 2019, the health department published *Urban Agriculture in Cambridge*, a 22-page guide to beekeeping and community gardening in the city.

The Healthy Markets Program works with local convenience stores and neighborhood markets to promote healthy foods and beverages. In Year 4, the program shared grant and business assistance opportunities with the six participating stores, provided the stores with reusable shopping bags to give to customers who purchased healthy items, and assisted one store owner in becoming an authorized SNAP retailer. As of June 2019, four participating markets accepted SNAP benefits, two of which also accepted WIC benefits. Healthy Markets is an initiative of the health department, Community Development Department, and Inspectional Services Department.

City leaders allocated funding in fall 2018 that allowed the school district to provide free breakfast to all students (K–12) and to expand its free lunch program to include all students who qualify for reduced-price meals under federal guidelines. About 400 children whose families earned too much to qualify for free lunch were helped by this program during the 2018–2019 school year. In addition, the city funded a free breakfast program for all children enrolled in city preschools.

The International Flavors Program, a partnership of the Cambridge Public Schools’ Food and Nutrition Services and the health department, continued to introduce cuisine on school menus that reflect the district’s diverse student body. In Year 4, the program introduced a Puerto Rican stew, *fricasé de pollo*, on school menus and conducted taste tests and lunchroom surveys to get children enthusiastic about the new dish.

To make healthier food and activity choices more available to children in a variety of care settings, the health department collaborated with two after-school programs to develop healthier menu offerings, engage children in trying new foods, and design a nutrition education curriculum. The department continued its partnership with several early education child care centers to assess and improve their nutrition and physical activity practices. In June 2019, the department launched an initiative with the city’s Birth to 3rd Grade Partnership and the Harvard T.H. Chan School of Public Health to better understand how to motivate early child care providers to adopt evidenced-based nutrition, physical activity, and screen time guidelines. This project is supported by a Harvard Catalyst grant.
Healthy Eating and Active Living

- The health department, through its Cambridge in Motion campaign, awarded a total of $5,000 in mini-grants to ten local organizations in spring 2019 to develop activities that promote healthy eating and active living. The mini-grant program, now in its eighth year, is a partnership of the health department, the Healthy Children Task Force, and the Food and Fitness Policy Council.

- The Cambridge Tap Water Task Force continued to promote tap water as a healthy beverage choice and make drinking water more accessible in public places. In fall 2018, the city approved the installation of water bottle fillers in the city’s nine remaining parks without water access. This $90,000 project was funded through the city’s Participatory Budgeting Initiative. The task force is a partnership of the health department, Cambridge Public Schools, Department of Public Works, and Water Department.

- The city remains committed to Vision Zero, a multi-departmental initiative to eliminate all traffic-related fatalities and serious injuries in Cambridge. Lowering speed limits is a fundamental Vision Zero strategy because when vehicles travel at 20 mph or less, the likelihood of a crash causing serious injury or death is greatly reduced. In Year 4, the city planned for the expansion of 20 mph “safety zones” on smaller, primarily local access streets. The city also expanded its separated bike network by installing separated bike lanes on Massachusetts Avenue from Sidney Street (near Central Square) to the Charles River as well as a bike-bus priority lane on sections of Mount Auburn Street. The city completed evaluation of the separated bike lanes on portions of Brattle Street and Cambridge Street. Findings indicated that the number of people biking had increased while the number of crashes involving bicyclists, pedestrians, and vehicles had decreased.

- The Cambridge City Council adopted the Cycling Safety Ordinance in April 2019. The ordinance ensures that whenever roadway improvements are made under the city’s Five-Year Sidewalk and
Healthy Eating and Active Living

Street Reconstruction Plan, designs will incorporate planned bicycle facilities as indicated in the Cambridge Bicycle Plan. This ordinance reinforces the city’s commitment to improve infrastructure in support of Vision Zero goals.

- The Safe Routes to School program, launched by the Community Development Department in 2015, continued to support and encourage safe walking and biking to school. In Year 4, the program served 11 Cambridge public elementary and all five upper schools, providing bicycle and pedestrian safety training to almost 600 students in second grade and an on-bike training program to almost 500 students in sixth grade. The program also collected information on how Cambridge students travel to school and disseminated A Guide to Walking and Biking to School (in English and Spanish) for children and parents. Through workshops at Cambridge Rindge and Latin School and the Mayor’s Summer Youth Employment Program, over 900 teens learned about bicycle maintenance and rules of the road for bicyclists.

- The Bluebikes bike share program is publicly-owned by the municipalities of Boston, Brookline, Cambridge, Somerville, and most recently, Everett. The program expanded in Year 4 to 300 stations system wide, including eight new stations in Cambridge, bringing the city’s total to 67 stations. Bluebikes offers several reduced-price membership programs, and introduced a youth discount program in Year 4 that offers a $25 annual membership to high school students ages 16–19.

- The Community Development Department (CDD) hosted 35 bicycle education workshops that helped over 600 residents improve their cycling confidence and skills. The city installed approximately 170 bike racks and 15 seasonal bike stalls, which created 536 bike parking spaces in high-demand locations. In total, the city maintains over 3,000 permanent bike racks and 15 seasonal bike stalls, creating almost 7,000 bike parking spaces across Cambridge.

- To engage the public in sustainable transportation and traffic safety, CDD mailed the third annual Getting Around Cambridge magazine to 52,000 Cambridge households and translated its popular Getting Around Cambridge map into Amharic, Bangla, French, and Spanish. As part of the Vision Zero initiative, the health department published A Guide to Cycling in Cambridge for Older Adults in May 2019. The guide was shared at community events, posted online, and distributed at bike shops, senior centers, and other venues.
CHIP HEALTH PRIORITY

Mental Health and Substance Use

GOAL: Support and enhance the mental, behavioral, and emotional health of all, and reduce the impact of alcohol, tobacco, and other drugs.

The city selected mental health and substance use as a health priority because many residents and service providers were concerned about the prevalence of untreated mental disorders and addiction in Cambridge; the cost and availability of services; and how stigma and other underlying issues may keep people from seeking help.

YEAR 4 HIGHLIGHTS (July ‘18 – June ‘19)

- Mental Health First Aid is a groundbreaking public education program offered by the Cambridge Public Health Department that helps the community identify, understand, and respond to signs of mental health issues and substance use disorders. The department has trained 373 people in adult Mental Health First Aid since 2013 and 132 people in Youth Mental Health First Aid since 2017. A total of 103 people completed the eight-hour course for adults or youth in 2019.

- The Cambridge Public Schools’ social emotional learning (SEL) initiative has established a district-wide framework for supporting students who have experienced trauma and toxic stress, developing schools’ capacity to build peaceful and safe learning environments.

In Year 4, school-based teams assessed their practices against a common set of SEL competencies, building professional development plans based on educator and student needs. A system for reporting on SEL benchmarks by grade level was developed, and the district launched an annual Student School Climate Survey that focuses on SEL competencies at the upper school level.

Within schools, systems for student support were strengthened, including recognizing the impact of stress on adults and supporting adult coping and self-care. Teachers and social workers continued to learn how to apply mindfulness techniques in elementary and upper school classrooms and counseling offices across the district.

- The health department and school district presented McLean Hospital’s Deconstructing Stigma program to all Cambridge Rindge and Latin School (CRLS) students in spring 2019. The student sessions focused on challenging misperceptions about mental illness, while similar presentations to parents and staff emphasized how to speak to teens about depression and anxiety. During winter and spring finals at CRLS, the health department and student leaders organized “chill zones” where students could eat free snacks and participate in yoga, meditation, and other stress-relieving activities.

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Elementary school children practice mindfulness as part of the school district’s social emotional learning initiative.
The Cambridge Police Department established a Family and Social Justice Section in July 2018 that brought together its family justice, social justice, and clinical support units, with the goal of better serving and protecting vulnerable populations.

The City Manager’s Opioid Working Group released a final report in March 2019 with recommendations and an action plan for strengthening Cambridge’s response to the opioid crisis. The City Manager established the Cambridge Substance Use Advisory Committee in June to implement the report recommendations. The 21-member committee is staffed by the health department.

The city encouraged residents to safely dispose of unwanted medication by maintaining a 24/7 medication disposal kiosk at the police department on 125 Sixth Street, sponsoring community “take-back” events at household hazardous waste collection days and the senior center, and offering prepaid medication disposal mailers to the public. The health department produced an advertisement on safe medication storage and disposal that was displayed on public transit buses in Cambridge and other communities throughout May. In Year 4, the city collected over 18,800 units of unwanted medication.

The health department released the city’s second comprehensive opioid overdose data report in March 2019. The report analyzes 2017 data from Pro EMS ambulance service, Cambridge Health Alliance, and other sources to show where overdoses are occurring in the city, which populations are most impacted, and the role of naloxone in preventing overdose deaths.

Cambridge Police Department detectives reached out to hundreds of opioid users on the street and in hospitals through the department’s PARTNER Initiative. Detectives referred motivated individuals...
to the department’s licensed social worker and recovery coach, who then connected them with appropriate treatment centers and helped coordinate care. This initiative aims to empower opioid users and their families with strategies for problem-solving and managing addiction, as well as connecting them to services. The coaching team supports people who are active drug users, have recently overdosed, are actively seeking treatment, or are in early recovery.

- OPEN (Overdose Prevention and Education Network), a four-city coalition led by the health department, co-facilitated opioid recognition and response trainings for local businesses and city leaders; and

- Staff from the health department and Cambridge Public Schools conducted individual interviews with 742 seventh and ninth graders in Year 4 to assess each student’s risk for substance use, as part of a state-mandated screening.

- The health department continued implementing two separate federal grants aimed at reducing prescription drug misuse and underage drinking. In Year 4, the department released A Cambridge Parent’s Guide to Preventing Youth Substance Use and Promoting Well-Being and partnered with youth centers to host five community conversations for families on talking with teens about substance use. In 2019, the department gave mandated 21 Proof trainings to 206 bartenders, waiters, managers, and owners of Cambridge establishments licensed to pour or sell alcohol. The training provides participants with the skills and knowledge to reduce illegal alcohol sales to intoxicated or underage customers.

When it comes to **prescriptions**, remember to always:

**Lock it**

Lock up prescriptions to reduce accessibility

**Watch it**

Keep track of your prescriptions by counting your pills and periodically cleaning out your medicine cabinet

**Drop it**

Throw away any unwanted medications at:

- Cambridge Police Department (222 9th St.)
- CVS Pharmacy Porter Square (24 White St.)
GOAL: Establish a new community norm that strives for peace and justice, and provide a comprehensive approach to address all forms of violence.

Cambridge remains committed to preventing and reducing all forms of interpersonal violence. Interpersonal violence encompasses acts of violence between intimate partners, between family members, and between individuals who may or may not be known to one another. Acts of violence may include physical, sexual, emotional, social, and/or financial abuse. Domestic violence, sexual assault, child abuse, elder abuse, and bullying are all examples of interpersonal violence.

Through multiple initiatives, city and community partners are raising awareness about interpersonal violence, mobilizing groups to take action, and working to better support survivors of violence.

YEAR 4 HIGHLIGHTS (July ’18 – June ’19)

- The city observed Domestic Violence Awareness Month in October 2018. Events included the annual candlelight vigil at Cambridge City Hall; a “Support for Survivors” event hosted by the Cambridge Police Department that featured a talk by a survivor of domestic violence; and a free day-long training for 30 community and city service providers that covered the dynamics of abuse, working with survivors, and responding to disclosures. The training was led by Transition House and the city’s Domestic and Gender-Based Violence Prevention Initiative.

- Transition House, in partnership with the Domestic and Gender-Based Violence Prevention Initiative, organized a four-session parenting group for Bengali mothers and a two-session group for Ethiopian mothers. In addition to parenting topics, both groups addressed healthy relationships.

- Transition House and the Domestic and Gender-Based Violence Prevention Initiative conducted focus groups with 45 Spanish-speaking residents to identify opportunities for outreach and sharing information about domestic violence.

- The Domestic and Gender-Based Violence Prevention Initiative hired the city’s first prevention specialist in June 2019. The part-time prevention specialist is responsible for providing age-appropriate domestic and gender-based violence prevention education and training to children, youth, and young adults, as well as staff and caregivers who serve youth.
Mending Cambridge facilitated workshops for the police department’s youth resource officers and the city’s Domestic Violence Steering Committee on how to actively intervene if they witness sexual harassment or other forms of gender-based violence. Mending Cambridge is a partnership of the Domestic and Gender-Based Violence Prevention Initiative and the Cambridge Public Health Department.

Led by the Cambridge Sexual Assault Response Team, the City of Cambridge committed to being a “Start by Believing” community in April 2019. This international awareness campaign encourages criminal justice professionals, health care providers, and the community to respond to disclosures of rape and sexual assault by expressing belief and support, rather than doubt or blame.

The police department designated a deputy superintendent to serve as its point person for all hate crimes that occur in Cambridge. Responsibilities include serving as a community liaison, reviewing incident reports for potential hate crimes, and working with the department’s Criminal Investigations Unit to follow up on investigating these crimes.

The police department established an Office of Procedural Justice in summer 2019 to monitor data related to police-citizen interactions for indications of possible racial profiling, racially-biased policy, or use-of-force incidents. The office also evaluates the department’s compliance with statutes, ordinances, and regulations that mandate accountability.

As part of a month-long awareness campaign, the Department of Human Service Programs’ Council on Aging and Somerville-Cambridge Elder Services hosted a forum in June 2019 on preventing elder abuse. Purple ribbons and educational materials were distributed to 2,500 people.
Safe, affordable housing is essential to a healthy life. People who live in unsafe or overcrowded housing can experience serious illness and injury due to poor indoor air quality, lead paint, psychological distress, and other issues.

The city has made substantial investments in affordable housing since the end of rent control in the 1990s. The city’s Community Development Department (CDD) manages and implements these efforts in partnership with governmental, nonprofit, and private-sector organizations.

Housing is considered affordable when tenants or homeowners pay no more than 30% of their household income on housing costs. In Cambridge, there are over 8,160 affordable units—about 15% of the city’s current housing stock.

The most significant funding mechanism for creating and preserving affordable housing in Cambridge is the Community Preservation Act* (CPA). Between fiscal years 2002 and 2019, the city allocated over $154 million in CPA funds for affordable housing, which leveraged over $500 million in public and private investments and resulted in the creation and preservation of 1,802 affordable units. In addition, the city will contribute $9.7 million to the Cambridge Affordable Housing Trust in fiscal year 2020, a $6.3 million increase from the prior fiscal year.

For people experiencing or at risk for homelessness in Cambridge, city and community partners provide a range of services. The city’s Department of Human Service Programs facilitates a network of housing and service providers, known as the Cambridge Continuum of Care, to alleviate homelessness through prevention, assistance toward self-sufficiency, and provision of a continuum of housing and support services.

* The Community Preservation Act is a financing tool for Massachusetts communities to leverage funds to preserve open space, protect historic sites, and expand and preserve the supply of affordable housing.
YEAR 4 HIGHLIGHTS (July ’18 – June ’19)

- The Cambridge City Council voted to allocate 80% (over $10.1 million) of fiscal year 2019 Community Preservation Act (CPA) funds for affordable housing, the maximum amount allowed under Massachusetts law. In addition, the city allocated 20% of revenue from building permits to the Affordable Housing Trust.

- CDD developed a zoning amendment proposal that would streamline the permitting process and create less restrictive zoning requirements for affordable housing projects in which all units are subject to permanent affordability restrictions. If adopted, this proposal would facilitate the creation of new city-funded affordable housing. In addition to public hearings held by the Cambridge City Council, Housing Committee, Ordinance Committee, and Planning Board, the department hosted multiple well-attended drop-in sessions to discuss the proposal and answer questions.

- The Cambridge nonprofit Just-A-Start Corporation completed reconstruction of 16 affordable units at 50 York Street, the site of the former St. Patrick’s Place Apartments that were destroyed by fire in late 2016. Just-A-Start also began construction of 23 new affordable units at its existing Linwood Court apartments in the Port neighborhood.

- The Cambridge nonprofit Homeowner’s Rehab, Inc. began construction of 98 new affordable rental units on Concord Avenue across from the Fresh Pond Reservoir. The department also worked with Cambridge-based developer Capstone Communities to create 40 new affordable rental units on Massachusetts Avenue in Porter Square.

- The Cambridge Housing Authority completed the redevelopment of Jefferson Park State, which involved demolishing the existing dilapidated apartments and reconstruction of 104 new affordable units.

- CDD continued its substantial efforts to preserve affordable units in privately-owned residential buildings with expiring affordability restrictions. In Year 4, the department continued to work on preserving the affordability of the 504 units at Fresh Pond Apartments and Just-A-Start preserved and began renovations of the George Close Building (61 affordable units).
The Community Development Department placed 140 low-to-moderate-income households in affordable inclusionary rental apartments and reviewed plans to create an additional 127 inclusionary units in the coming years.

The department assisted 18 new homebuyers in purchasing affordable homes, including four buyers purchasing homes through the city’s HomeBridge program. The department also offered 10 multi-session homebuyer workshops, provided individual homebuying counseling to more than 120 workshop participants, and hosted more than 24 public information sessions for residents seeking affordable housing.

The Human Rights Commission and the Community Development Department organized and expanded the city’s third annual Fair and Affordable Housing Open House in April 2019. City agencies and nonprofit organizations provided information on enforcement of housing discrimination laws, tenant rights, voucher programs, eviction and foreclosure prevention services, affordable housing, and financial assistance for first-time homebuyers.

The city organized housing-related activities to celebrate Affordable Housing Month, including an event to mark the 30th anniversary of the establishment of the Cambridge Affordable Housing Trust.

The Department of Human Service Programs received more than $4.5 million in federal Continuum of Care Program funding that supported over 250 permanent supportive housing beds for people who were formerly homeless. Over half of the beds were designated for people who had been chronically homeless. The award included funding for two new rapid rehousing projects serving unaccompanied homeless youth and domestic violence survivors, respectively.

To help homeless individuals who do not use the existing shelter system stay warm and safe on cold winter nights, the city’s nighttime warming center provided access to showers, a hot meal, and a safe place to shelter from inclement weather to 589 individuals. The city extended the temporary shelter’s operating period to the entire winter season (December 1 to April 15). The warming center is operated by Bay Cove Human Services, in partnership with the Citywide Senior Center and Windsor House, through a contract with the city.
CHIP HEALTH PRIORITY

Healthy, Safe, and Affordable Housing

- The Continuum of Care’s Cambridge Coordinated Access Network aims to assess and prioritize the community’s most vulnerable homeless clients for limited housing resources. In Year 4, the network assessed 241 clients, while another 100 clients exited homelessness to stable housing.

- The city’s Multi-Service Center and Just-A-Start provided housing search guidance, assistance with moving costs, time-limited rental subsidies, and tenancy support services to 65 households. Among this group, 33 households moved from emergency shelters to permanent housing in Year 4. This work was supported by two federal rapid rehousing grants.

- The Multi-Service Center provided federally funded homelessness prevention services to 65 households, which included assistance with preventing evictions, resolving landlord-tenant disputes, and paying back rent.

- The city’s Multi-Disciplinary Homeless Street Outreach Team identified and engaged people at high risk for poor health outcomes. In Year 4, the team conducted over 1,250 hours of street outreach, visiting with over 1,150 individuals who were chronically homeless to monitor their well-being and help them access medical care. The outreach team is a collaboration of more than 20 city departments and agencies, including the city’s police, veteran’s services, and human services departments; Cambridge Health Alliance’s Healthcare for the Homeless program; Pro EMS; substance use treatment programs; and youth services programs.
Our Work

The Cambridge Public Health Department (CPHD) offers an array of vital services. Some programs respond to urgent health matters, such as investigating foodborne illness or treating sick and injured children in the public schools. Others set the stage for a healthy life, such as the Let’s Talk! early childhood literacy program.

The department is a key source of credible information and data on health issues impacting the city. Through health marketing campaigns, data reports, and outreach activities, the department empowers residents to make healthy choices and seeks to engage the public in local health issues.

Finally, the department advocates for change and develops policies that improve the health and well-being of all people in Cambridge. This work includes building broad coalitions to address health and social issues, developing strategies for responding to new health threats, and enforcing local health laws.
Our Work
Here is a snapshot of Cambridge Public Health Department (CPHD) activities in 2019.

ADMINISTRATIVE

National Accreditation. In September, the Cambridge Public Health Department successfully completed its first year as a nationally accredited health department. The department continued to work closely with partners to implement strategies for the first five-year community health improvement plan that will conclude in June 2020. To maintain accreditation, the department embarked on a new five-year community health assessment, soliciting input from nearly 1,400 people through a community health survey and 118 adults and youth through focus groups. In November, the department convened more than two dozen governmental and community partners to hear results from the assessment and help select priority areas for the city’s second community health improvement plan.

National Leadership. Claude Jacob, Chief Public Health Officer, serves as a member emeritus of the National Association of County and City Health Officials’ Council of Past Presidents, which advises the NACCHO Board of Directors. Mr. Jacob also serves on the Board of Directors of the Public Health Accreditation Board.

In the News
The Cambridge Public Health Department works closely with local media outlets to share timely information with the public. Stories featuring CPHD staff and programs published in 2019 include:

In Cambridge, flu numbers match typical season as cases continue to climb statewide
Cambridge Chronicle

In biotech’s biggest hub, companies open their labs to an unlikely inspector: the city’s veterinarian
Boston Globe STAT

Cambridge man was 1st Mass. case of West Nile this year, city says
NBC 10 Boston

Do_Gooders! Key Players! and Game Changers...Cambridge in Motion
Scout Magazine

Cambridge remains at low risk for EEE! health officials say
Cambridge Chronicle

Cambridge begins enforcement of vaping ban at city’s six shops, 40 retailers
Patriot Ledger

Are you equipped to respond to an opioid overdose?
Spare Change News

New first aid kits in Cambridge buildings include Narcan to treat opioid overdoses
Cambridge Chronicle
Our Work

COMMUNICABLE DISEASE PREVENTION

206 Communicable disease reports that required follow-up by public health nursing and epidemiology staff in 2019.

828 People who received free flu shots from health department staff at public flu clinics and other venues.

1,987 Patient visits to the Schipellite Chest Center at Cambridge Hospital for evaluation and treatment of latent and active tuberculosis in 2019. The Cambridge tuberculosis program is operated by the health department. CPHD public health nurses also made home visits to Cambridge residents with active or suspect TB.

COMMUNITY HEALTH AND WELLNESS

Early Literacy. To support parents in talking and reading with young children, the Agenda for Children Literacy Initiative, through its Let’s Talk! program, distributed 8,612 children’s books to families; made home and maternity ward visits to 553 families; led 40 workshops for parents; started a quarterly Let’s Talk! newsletter; organized StoryWalks and multi-session playgroups for young children; and co-organized Family Literacy Fun Day and the sixth season of Cambridge Book Bike.

The Cambridge Dads program strives to ensure that dads are informed, engaged, and feel supported in their role as parents. The program hosted 16 family events for fathers and children, which had a total attendance of 596 people. In addition, the program organized 15 events just for dads, which had a total attendance of 147 men, and offered a 13-week Nurturing Fathers workshop series. Cambridge Dads surveyed a diverse group of 266 dads to better understand their needs and inform programming. Cambridge Dads is a partnership of the Agenda for Children Literacy Initiative and the Center for Families.

The literacy initiative’s Pathways to Family Success program serves low-income immigrant parents and their elementary school-aged children, with a focus on family engagement and family literacy. During the two program cycles offered in 2019, staff organized 24 Saturday morning programs for a total of 22 participating families. In May, the program launched Pathways Community Nights, a weeknight event for families that was held monthly.
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Healthy Eating and Active Living. As part of a Cambridge Food and Fitness Policy Council initiative to **create a more equitable food environment in the city**, staff assessed grocery stores, neighborhood markets, and other establishments that sell food and ranked them according to healthy food availability, affordability, and walking distance from food insecure populations.

The department continued to lead the **Cambridge SNAP Match Coalition**, which allows shoppers using federal SNAP (Supplemental Nutrition Assistance Program) benefits to double their purchasing power up to a $15 value per visit at participating Cambridge farmers markets. The coalition distributed **over $30,000** in matching funds to residents in 2019.

As part of its community outreach efforts, the department awarded a total of **$5,000 in mini-grants** to ten local organizations in spring 2019 to promote healthy eating and active living; worked with six local convenience stores and food markets to promote healthy foods and beverages through its **Healthy Markets Program**; and published guides to **cycling for older adults** and **urban agriculture** in Cambridge.

The department collaborated with the Community Art Center’s after-school program to **develop healthier menu offerings and get children excited about trying new foods**. Staff developed a **nutrition education curriculum** for the Margaret Fuller Neighborhood House after-school program that was taught by a CPHD public health nutritionist.

The department continued its partnership with three early education child care centers to **assess and improve the centers’ nutrition and physical activity practices**. In June, CPHD began developing an initiative to better understand how to motivate early child care providers to adopt evidenced-based nutrition, physical activity, and screen time guidelines. This initiative is supported by a Harvard Catalyst grant.

As part of a longstanding collaboration with the Cambridge Public Schools’ Food and Nutrition Services to **serve cuisine reflective of the district’s diverse student body**, the CPHD school nutrition team helped organize taste tests of an Ethiopian lentil salad, *azifa*, in ten school cafeterias.

The department continued to facilitate the bimonthly meetings of the Food and Fitness Council, co-lead the urban agriculture initiative, support the city’s Safe Routes to School program, and facilitate the Cambridge Tap Water Task Force.

**Mending Cambridge** is a leadership group that engages men in challenging stereotypes around masculinity and becoming active allies in working to end gender-based violence. The group facilitated workshops for the Cambridge Police Department’s youth resource officers and the city’s Domestic Violence Steering Committee on how to actively intervene if they witness sexual harassment or other forms of gender-based violence; with city partners, organized the annual domestic violence vigil in October; and hosted a football game night...
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with a facilitated pre-game discussion on the role of gender in sports. Mending Cambridge is a partnership of the city’s Domestic and Gender-Based Violence Prevention Initiative and the health department.

103 People who completed Mental Health First Aid training for adults or youth in 2019. The daylong training teaches participants how to help people experiencing mental health challenges or substance use disorder.

The Men’s Health League collaborated with AIDS Action Committee (a program of Fenway Health) to engage black faith leaders in raising awareness about HIV prevention and stigma in their churches. In June, the Men’s Health League organized a Boys to Men Leadership Brunch attended by over 100 people and co-hosted the 26th annual Hoops ‘N’ Health sports tournament and health fair, which drew over 230 players who participated in health workshops, screenings, and the basketball tournament. In the fall, the program began hosting Men’s Health League monthly bike rides and, with AIDS Action Committee, co-organized a men’s sexual health discussion in November. The Men’s Health League played an active role in Mending Cambridge.

Substance Use Prevention. The City Manager’s Opioid Working Group, staffed by the department, issued recommendations in March for strengthening Cambridge’s response to the opioid crisis. The Substance Use Advisory Committee, established by the City Manager and staffed by the department, held its first meeting in October to begin implementing the Opioid Working Group’s recommendations. In November, the committee oversaw the installation of first aid kits with overdose reversal medication (naloxone) and defibrillators in 20 city buildings.

The health department released the city’s second comprehensive opioid overdose data report in February, which analyzed ambulance, hospital, and naloxone distribution program data from 2017. Staff produced an advertisement on safe medication storage and disposal that was displayed on public transit buses in Cambridge and other communities throughout May. For National Recovery Month in September, the department hosted awareness events, including a talk by nationally recognized addiction expert Michael Botticelli on fostering a recovery-friendly workplace.
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OPEN (Overdose Prevention and Education Network), a four-city coalition led by the health department, significantly increased the number of opioid overdose recognition and response trainings offered to Cambridge businesses, organizations, and residents. In 2019, OPEN gave 15 on-site trainings to businesses and organizations (up from six trainings in 2018), and began offering monthly opioid overdose recognition and response trainings to the community in September.

The department produced *A Cambridge Parent’s Guide to Preventing Youth Substance Use and Promoting Well-Being* and partnered with youth centers to host five community conversations for families on talking with young people about substance use. In partnership with Arlington, Everett, and Somerville, the department promoted an online survey about small alcohol bottles (also known as “nips”) and their perceived impact on youth and the environment, which was taken by over 1,000 people, including 313 Cambridge residents.

To reduce underage drinking in bars and restaurants, the health department gave mandated 21 Proof trainings to 206 bartenders, waiters, managers, and owners of Cambridge establishments licensed to pour or sell alcohol. Staff at these establishments also had the option of completing an online course in lieu of the department’s in-person training.

The health department and school district collaborated on several projects aimed at reducing youth e-cigarette use. In the spring, CPHD staff and student leaders met with owners of markets located near the high school about moving vaping products out of sight of youth. In the fall, the department also had the option of completing an online course in lieu of the department’s in-person training.

SPOTLIGHT

Teen Vaping

Juul e-cigarette sales took off in 2017 when millions of teens gravitated to the company’s sleekly designed devices and panoply of fruit and candy flavors, largely unaware that the products contained the highly addictive chemical nicotine.

In Cambridge, current use of e-cigarettes reported by public high school students jumped from 5% in 2014 and 2016 to 18% in 2018, according to the biennial Teen Health Survey.

Amid the growing popularity of e-cigarettes, a mysterious lung illness linked to vaping emerged in summer 2019 that led to the hospitalization of over 2,500 people in all 50 states by year’s end.

To help curb youth vaping, Massachusetts permanently banned retail sales of all flavored tobacco products in December. Cambridge health officials applauded the new law, but remained concerned that teens would still find ways to vape.

“There is so much more we need to do to change students’ perceptions about the risks of vaping and help those who are addicted,” said Tracy Rose-Tynes, MS, BSN, RN, the health department’s Nurse Manager of School Health Services.

In 2020, the health department and school district will ramp up efforts to educate school administrators, teachers, parents, and students about vaping, as well as support new prevention initiatives.
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gave multiple presentations to school administrators, teachers, and parents about the teen vaping (see “Teen Vaping” spotlight).

EMERGENCY PREPAREDNESS AND COMMUNITY RESILIENCY

Local Emergency Preparedness. The department conducted three drills to evaluate local capability to rapidly dispense emergency vaccines and medication, which included an emergency dispensing site facility set-up drill at a public flu clinic in November. To meet state and federal preparedness requirements, staff worked with state partners to prepare for an annual federal audit of CPHD’s emergency dispensing site plan.

Regional Public Health Emergency Preparedness. CPHD belongs to the Health and Medical Coordinating Coalition that serves 60 communities in metro Boston and the Urban Area Strategic Initiative (UASI), a nine-city coalition of public safety officials. In 2019, UASI communities continued preparing a multi-year training and exercise program to meet updated federal requirements for dispensing vaccines and medication during a catastrophic event, with an emphasis on identifying critical personnel who would receive earliest available prophylaxis.

Community Resiliency Mini-Grants. The department awarded five $500 mini-grants to residents to host activities that promote community well-being and social cohesion. Funded projects included neighborhood block parties and community listening sessions.

Resilience Catalyst Project. CPHD was one of six local health departments across the country selected to pilot a process for building and measuring community resilience. In 2020, the department will apply the process to preventing adverse childhood experiences, as well as adverse community environments, suicide, and opioid misuse. This national initiative is funded by the Centers for Disease Control and Prevention and led by George Washington University, in partnership with the American Public Health Association and the National Association of County and City Health Officials.

Climate Change. The department and city partners updated the City of Cambridge Heat Emergency Response Guide in June. As a member of the city’s Climate Change Steering Committee, the department developed activities and events for Climate Preparedness.
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Week (September 24-30), including co-organizing the screening of the documentary *Cooked: Survival by Zip Code* about the 1995 Chicago heat wave, and participating in a panel discussion after the film. In addition, staff produced five short video clips to raise awareness about climate change and building resiliency in Cambridge.

ENVIRONMENTAL HEALTH

Home visits by the department’s Healthy Homes program to families of children with asthma who reside in Cambridge and surrounding communities. Each visit lasts approximately two hours and includes a clinical assessment and home evaluation for asthma triggers.

Healthy Homes completed an asthma control pilot project, conducted at Cambridge Health Alliance’s Windsor Street Care Center and a Cambridge elementary school, as part of a statewide effort to advance the use of national asthma guidelines. Of the 23 children who completed the screening form at the school site, 22% had scores indicating their asthma was not well-controlled. In 2020, the Cambridge Public Health Department plans to expand these screenings to all public school students (ages 4–11) with an asthma diagnosis to help children and their families learn how to better control asthma symptoms.

Tick-Borne Disease. Lyme disease and babesiosis are the most common tick-borne illnesses reported among Cambridge residents. Both diseases are transmitted to people from the bite of an infected deer tick. The health department suspects that most residents diagnosed with these diseases were infected outside the city. To better understand local risk, the department began working with a Tufts University scientist who is an expert on tick habitats and tick-borne infections. In October, the scientist, CPHD staff, and volunteers explored likely tick habitats in Cambridge. Several deer ticks were discovered around Blair Pond near Belmont. Analysis of these ticks did not reveal the presence of any disease.

More “tick hunts” will be conducted in the future and surveillance locations will continue to be identified based on public reports of deer and tick sightings. Residents who find suspected ticks in Cambridge can submit a photo for identification through a free service offered by the health department.

Mosquito-Borne Disease. Four residents statewide tested positive for West Nile virus in 2019, including two Cambridge residents. The health department ensured that over 7,000 storm drains on city and university property were treated with larvicide and that all municipal storm drains received a second treatment in August to reduce mosquito populations during peak breeding season; oversaw the posting of over 70 mosquito advisory signs in designated parks and playgrounds; and published regular updates on the department’s website and Twitter account.

At the department’s request, the East Middlesex Mosquito Control Project, which provides mosquito control services to Cambridge, continued surveillance for the...
Asian tiger mosquito (Aedes albopictus). This mosquito species—which can transmit the Zika, chikungunya, and dengue viruses—was detected in 2018 and 2019 on the border between Cambridge and Somerville. This discovery signaled the possible emergence of new mosquito-borne disease risk in the area in the future and will inform further surveillance for this species.

Safe Needle Disposal. In August 2019, staff from the health department and the city’s police, fire, and human services departments began developing strategies for reducing the number of discarded needles in public places and ensuring the safety of anyone who might come in contact with them. The group collected information and data to better understand the scale of the problem in Cambridge. Initial findings indicated that the vast majority of needles were found in streets, public bathrooms, plazas, and alcoves in Central and Harvard squares, as well as homeless encampments. In the coming year, the group will focus on raising awareness about existing protocols for needle disposal; improving data-sharing between city departments and service providers involved in sharps retrieval; and exploring the feasibility of expanding the number of sharps collection kiosks in the city.

1,042 Licenses and permits issued in 2019 related to laboratory biosafety, laboratory animals, indoor ice rinks, beekeeping, tanning salons, body art, bodywork, burials, and funeral directors.

Recreational Cannabis. Staff participated in a city work group that drafted a Cannabis Business Permitting Ordinance for Cambridge. In September 2019, Cambridge City Council amended and passed the ordinance, which created an independent permitting process for all cannabis businesses. Eligible applicants must satisfy a number of requirements prior to permitting, including working with the Cambridge Public Health Department to create and distribute educational materials to its customers.

49,294 Cambridge Public Schools (CPS) student visits to School Health Services* nurses for illness, injury, medication administration, and medical procedures during the 2018–2019 academic year. School nurses also cared for 1,648 children diagnosed with a physical, intellectual, or developmental disability.

Vision & Hearing. School nurses provided vision screenings to 3,979 students (resulting in 540 referrals for care), hearing screenings to 3,176 students (resulting in 45 referrals), and postural screenings to 1,959 students (resulting in 73 referrals) during the 2018–2019 academic year.

99% CPS kindergartners who met state immunization requirements by early November 2019, including 11 children with medical or religious exemptions.
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Children’s Oral Health. The Cambridge Healthy Smiles program provided classroom education and dental screenings to first, third, sixth, and ninth graders in all Cambridge public schools. Of the 1,769 students screened for tooth decay and other conditions during the 2018–2019 academic year, 30% were referred for treatment. The Cambridge Healthy Smiles team provides children with an oral exam and a proper bite check, in addition to a visual exam to detect tooth decay.

Healthy Weight Screenings. School nurses completed state-mandated body mass index (BMI) screenings of tenth grade students at Cambridge Rindge and Latin School in April.

742 Seventh and ninth graders who were individually interviewed to assess their risk for substance use, as part of the state-mandated Screening, Brief Intervention, and Referral to Treatment (SBIRT) initiative. The interviews were conducted by school nurses and CPS staff.

Clinical Oversight. School Health Services continued to provide health care oversight and clinical guidance to five Cambridge nonpublic schools, as well as city-managed preschools and camps.

1,123 Upper school students who took the Cambridge Middle Grades Health Survey in April, answering questions about substance use, violence and safety, mental and sexual health, physical activity and nutrition, and other topics. Findings from the biennial Teen Health Survey and Middle Grades Health Survey are used to raise awareness about student health issues and inform prevention programming. The survey program is a partnership of the health department and Cambridge Public Schools. In 2019, the health department awarded a total of $2,500 in mini-grants to four Cambridge Rindge and Latin School programs and organizations to use the data to raise awareness about health issues affecting students. The winning proposals addressed vaping, mental health, and bullying.

* School health services are provided to the Cambridge Public Schools through a collaborative agreement with the Cambridge Public Health Department.

Cambridge Healthy Smiles

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The Cambridge Healthy Smiles program provides classroom education for school-aged children on oral health awareness. The program also identifies children’s oral health needs through dental screenings with the goal of improved oral and overall health. Since 1997, the program has been successful in identifying children at risk for dental disease and referring them to local dentists for treatment.

The program has been recently redesigned, providing classroom education and screenings to children in grades 1, 3, 6, and 9. Cambridge Healthy Smiles has also been tailored to the students’ age level and their dental development. For example, a topic for the older grades includes the effects of illicit drugs on the mouth.

The program is using technology to make the screening process more efficient and effective. Tablets are used during screenings, making each exam more comprehensive. The results are quickly compiled and sent out to parents. Cambridge Healthy Smiles is having great success communicating with parents by using email referrals and any needed follow-up being made by school nurses.

These new updates have received very positive feedback. One parent reached out to the program coordinator, and said: “Thank you for taking such good care of our children’s smiles. We appreciate it!”
Collaborations and Leadership

REGIONAL AND STATE COLLABORATIONS
Advisory Committee to the Massachusetts Toxics Use Reduction Administrative Council
Boston Biosafety Committee (Boston Public Health Commission)
Community Health Network Area 17 (CHNA 17)
Massachusetts Food System Collaborative
Massachusetts Healthy Cosmetology Committee
Massachusetts Large Cities Public Health Collaborative
Medical and Biological Waste Alternative Treatment Advisory Group (Massachusetts Department of Public Health)
Metro Regional Preparedness Coalition
Museum of Science
Suffolk-East Middlesex Mosquito Control Commission

NATIONAL BOARDS AND COMMITTEES
American Public Health Association
- Health Administration Section
- Intersectional Council Gun Violence Prevention Working Group
- Men’s Health Caucus
de Beaumont Foundation
- Practical Playbook National Advisory Committee
- Building Expertise in Administration & Management National Advisory Committee

National Association of County and City Health Officials
- Past Presidents’ Council
- Injury and Violence Workgroup
Public Health Accreditation Board
- Board of Directors
- Exploratory Site Visit to Qatar
- Joint Task Force on Small Health Departments
Robert Wood Johnson Foundation (RWJF)
- RWJF Culture of Health Prize Winning Communities

New York City’s First Lady Chirlane McCray with Claude Jacob at the 2019 Cities Thrive Mental Health Conference. Department staff attended to learn, share, and build a network with mental health experts across the country.
Ed Reed/Mayoral Photography Office, NYC
Financial Overview

**REVENUE**
**FISCAL YEAR 2019**

$7.9 M

- City Appropriation: 84%
- Clinical Service Fees: 4%
- Licenses, Permits, and Other Fees: 5%
- State, Federal, and Other Funding: 7%

**EXPENSES**
**FISCAL YEAR 2019**

$7.9 M

- School Health Services: 33%
- Environmental Health and Emergency Response: 5%
- Cambridge Health Alliance Facilities and Administrative Services: 11%
- Chronic Disease and Injury Prevention: 16%
- Administration, Operations, and Quality Improvement: 20%
- Communicable Disease Prevention, Epidemiology, and Data Management: 5%

Note: Percentages may not add up to 100% due to rounding.
Here are some of the many city and community partners that are implementing the community health improvement plan.

**CITY OF CAMBRIDGE**

- Birth to 3rd Grade Partnership
- Cambridge Commission for Persons with Disabilities
- Cambridge Public Schools
- City Manager’s Office
- Community Development Department
- Conservation Commission
- Department of Human Service Programs
- Department of Public Works
- Domestic and Gender-Based Violence Prevention Initiative
- Fire Department
- Food and Fitness Policy Council
- Human Rights Commission
- Inspectional Services Department
- LGBTQ+ Commission
- License Commission
- Peace Commission
- Police Department
- Public Health Department
- Substance Use Advisory Committee
- Traffic, Parking & Transportation Department
- Veterans’ Services
- Water Department
- Women’s Commission

**COMMUNITY PARTNERS**

- Access: Drug User Health Program (AIDS Action Committee/Fenway Health)
- CASPAR (Bay Cove Human Services)
- Cambridge Community Center
- Cambridge Economic Opportunity Committee
- Cambridge Health Alliance
- Cambridge Housing Authority
- Cambridge YWCA
- CitySprouts
- Community Conversations: Sister to Sister
- Eliot Community Human Services
- Food For Free
- Institute for Community Health
- Institute for Health and Recovery
- Learn to Cope
- Margaret Fuller Neighborhood House
- Massachusetts Department of Public Health
- Massachusetts Institute of Technology
- Mount Auburn Hospital
- Pro EMS
- Spaulding Hospital
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Fenway Group
Cambridge Public Health Department is a city department administered by Cambridge Health Alliance, a regional health care delivery system.

Claude Jacob, Chief Public Health Officer for the Cambridge Public Health Department; Josh Posner, Chair of CHA (Cambridge Health Alliance) Board of Trustees; former Cambridge Mayor Marc McGovern; Assaad Sayah, MD, CHA Chief Executive Officer and Commissioner of Public Health for the City of Cambridge; Mary Cassesso, CHA Chief Community Officer and President of the CHA Foundation; and Cambridge City Manager Louis DePasquale.