Mass General Brigham
Cooley Dickinson Hospital

2025

Community Health Implementation Plan

Introduction

This Community Health Implementation Plan (CHIP) for Cooley Dickinson Hospital (CDH) provides a strategic roadmap for coordinated efforts towards improving healthcare access and health outcomes and meaningfully addressing health disparities caused by systemic inequities within and across the communities we serve. The following principles apply to all goals, objectives, and strategies detailed in this document:

- An equity lens will be used throughout planning and implementation to ensure that the needs of priority populations identified in the Community Health Needs Assessment (CHNA) are centered in implementation strategies. Contingent upon data availability, metrics will be defined to facilitate monitoring of disparities in access or outcomes where feasible and appropriate.

- Trauma-informed approaches will be included where relevant, in alignment with the identified CHNA priority area of trauma and violence as a determinant of health.

- Community engagement, as a central tenet of the CHNA and CHIP processes, will be ongoing throughout CHIP implementation. Where possible, implementation tactics will include efforts to center community perspectives, experiences, and feedback—particularly those of communities most impacted by health inequities. It is an overarching CHIP goal to continue moving towards community ownership of both the CHNA and the CHIP. As this document evolves over the next three years, tactics and strategies shall be revised and added to ensure increasing alignment with participatory models of community health improvement.

- Policy advocacy led by Mass General Brigham (MGB) Government Affairs will occur across all CHNA priority areas.

- SMART/SMARTIE versions of objectives and assignment of responsible parties will be added to the internal version of this document as planning progresses to ensure timeliness and accountability in implementation.

- This is a living document and will evolve to incorporate new information, reflect changes in resources, and respond to changing community needs and other contextual factors.

CHNA Priorities

Chronic Conditions and Other Health Outcomes

- Cardiometabolic Disease
- Cancer
- Substance Use*
- Maternal Health*
- Mental Health*

Social and Economic Determinants of Health

- Housing
- Economic Growth and Opportunities
- Access to Healthy Food/Food Security

Healthcare Access

- Access to Care and Services

Emerging Needs

- Access to Health Insurance and Social Supports
- Extreme Heat and Climate Vulnerability

*Coalition of Western Massachusetts Hospitals and Insurer regional CHNA priorities

Health Priorities

Cardiometabolic Disease

Overall Goal: Improve health outcomes and address inequities in cardiometabolic disease and mortality for disproportionally affected populations.

Objectives

1. Implement evidence-based strategies that provide an interdisciplinary approach to improve cardiometabolic health outcomes, addressing both health and social risk factors.
2. Strengthen connections between community members, primary care, and preventive services.

Cancer

Overall Goal: Eliminate colorectal cancer mortality disparities by expanding equitable access to prevention, screening, and coordinated care, prioritizing those communities with the highest disease burden and lowest screening rates.

Objectives

1. Implement evidence-based strategies that provide an interdisciplinary approach to improve colon cancer screening and address social risk factors.
2. Address barriers to colon cancer screening.

Substance Use

Overall Goal: Reduce overdose mortality rates, expand access to care and treatment, and close equity gaps to improve health and quality of life.

Objectives

1. Enhance and align cross-sector collaborations to address needs for substance use prevention and treatment.
2. Expand access to high-quality, effective, and accessible substance use disorder (SUD) care and treatment initiation.

Health Priorities

Maternal Health

Overall Goal: Ensure better and more equitable maternal health outcomes and birth equity by eliminating disparities in access, care quality, and culturally relevant services.

Objectives

1. Implement evidence-based strategies through an interdisciplinary approach to improve maternal health, addressing both health and social risk through the continuum of pregnancy, childbirth, postpartum, and early parenting.

Mental Health

Overall Goal: Everyone has access to welcoming, supportive, connected, affordable health and mental health care when and where they need it.

Objectives

1. Participate in cross-sector collaborations to promote mental wellness, reduce isolation, and expand access to care.

Social Risk

Housing

Overall Goal: Ensure progress towards realizing the vision that every resident has a home that provides security, comfort, and the foundation to thrive.

Objectives

1. Support partnerships and initiatives that are intended to support housing stability and prevention of displacement.
2. Enhance and align cross-sector collaborations by building relationships and integrating housing partners into health-care related programs.

Economic Growth and Opportunities

Overall Goal: Ensure access to resources and opportunities to build generational wealth and succeed in their chosen path to economic stability and mobility.

Objectives

1. Support workforce development programs that address employment shortages in key sectors (e.g., healthcare, housing, etc.)
2. Increase access to networking supports that facilitate entry, navigation, and transitions from education to employment for young adults.

Access to Healthy Food/Food Security

Overall Goal: Ensure everyone has convenient, dignified access to enough culturally relevant, affordable, and nutritious food and resources to achieve and support optimal health and well-being.

Objectives

1. Protect and increase dignified access to nutrition assistance programs to reach more populations in need.
2. Strengthen cross-sector community partnerships and join existing coalitions to bolster a sustainable and nutritious food system.

Social Risk

Access to Care and Services

Overall Goal: Everyone has access to welcoming, supportive, connected, and affordable health care when and where they need it.

Objectives

1. Align care and services to community healthcare needs.
2. Increase supports that make it easier for residents to access and navigate healthcare.
3. Grow and diversify the healthcare workforce to reduce inequities in access to care.

Emerging Needs

Access to Health Insurance and Social Supports

Overall Goal: Improve awareness, enrollment, and utilization of health insurance and social service resources through coordinated financial counseling, education, and care management—reducing the negative health impacts associated with limited coverage.

Objectives

1. Increase awareness, utilization, and coordination of enrollment & social services.
2. Reduce preventable use of urgent and emergency care through health improvement interventions.
3. Strengthen partnerships and advocacy to support coverage and social service access.

Extreme Heat and Climate Vulnerability

Overall Goal: Investigate and develop approaches that support all individuals in maintaining health and safety during extreme weather and environmental challenges.

Objectives

1. Provide community members with information about preventing and managing health impacts of extreme weather and environmental events.
2. Engage with organizations addressing climate change and environmental sustainability in vulnerable communities.

Strategic Policy, Advocacy & Community Engagement

Mass General Brigham Government Affairs Team

Overall Goal: Influence policies, legislation, and community initiatives to improve health outcomes and address Social Determinants of Health (SDOH) through strategic advocacy, partnerships, and community engagement.

Objectives

1. **Policy and Legislative Advocacy:** Advance health priorities and SDOH initiatives by shaping governmental decisions and fostering cross-sector collaboration.
2. **Community Engagement and Empowerment:** Strengthen community involvement in health advocacy and decision-making to ensure equitable access and representation.
3. **Cross-Sector Collaboration:** Enhance impact by aligning healthcare, public health, and social services stakeholders around shared goals.

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