



2024

The
American Hospital
Association
Foster G. McGaw
Prize Honorees



Baxter International
Foundation

About the Foster G. McGaw Prize

The prestigious Foster G. McGaw Prize recognizes diverse health delivery organizations throughout the United States that demonstrate a passion for community health and an exceptional commitment to co-designing innovative partnerships and collaboratives that improve the health and well-being of their communities.

The 2024 Foster G. McGaw Prize winner and finalists demonstrate that health delivery organizations working with community partners can be the cornerstone of a healthier America.

The Foster G. McGaw Prize is generously sponsored by the Baxter International Foundation and administered by the American Hospital Association. This year, the winner received \$100,000 and each finalist received \$10,000. The award winner and finalists were recognized in July at the AHA Leadership Summit conference. For more information about the prize, visit <https://aha.org/fostermcgaw>. •



Writer: Lola Butcher | **Senior Editor:** Suzanna Hoppszallern | **Copy Editor:** Susan Edge-Gumbel | **Designer:** Chuck Lazar
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Inside



WINNER
Boston Medical Center | Boston
Setting high expectations



FINALIST
Englewood Health | New Jersey
Taking the long view



FINALIST
New York-Presbyterian | Greater New York
Respecting community partners

2024 Prize Committee

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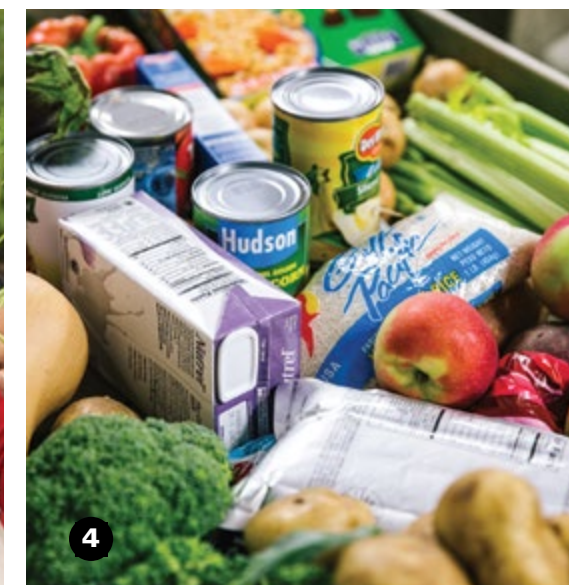
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**Boston Medical Center
Health System**
Boston

Setting High Expectations

Boston Medical Center (BMC), the largest essential hospital in New England, believes health disparities are best addressed by challenging low expectations.

Health care leaders, including physicians, often assume that people living in marginalized communities are destined to have poor health outcomes, said Thea James, M.D., BMC’s vice president of mission and associate chief medical officer. She and her colleagues disagree. “Where you set the bar becomes a self-fulfilling prophecy, and we set very high bars because we know that it doesn’t have to be this way,” she said. “We take the responsibility of altering life-course trajectories very seriously.”

“Closing the inequity gaps in health care requires seeking diverse perspectives in our communities and charting a new path together. Health systems must be committed to bringing communities to the table — whether it’s conducting ground-breaking and inclusive research, expanding expert coverage in new locations, or reimagining community collaborations,” said Alastair Bell, M.D., president and CEO, BMC Health System. “By meeting people where they are and incorporating their rich insights, health systems are able to deepen their understanding of what is truly impacting the health of our communities and accelerate life-changing models of care.”

In 2021, BMC launched its Health Equity Accelerator, bringing together research, clinical care and community engagement to tackle longstanding racial health disparities in five areas: maternal and child health, infectious disease, behavioral health, chronic conditions, and oncology and end-stage renal disease.

The accelerator convened a multidisciplinary team to tackle large disparities in diabetes outcomes for Black, Hispanic and Latino patients compared with non-Hispanic white patients. “Working with more than 70 providers that are engaged in addressing diabetes and equity, we enrolled over 3,000 patients into our health-equity programs and achieved a 50% reduction in diabetes inequity in 2023,” said Petrina Martin Cherry, vice president of community engagement and external affairs.

One winning tactic: providing continuous glucose monitors that capture a comprehensive overview of patients’ blood sugar levels throughout the day. “This initiative has led to more than one-third of BMC’s Black, Hispanic or Latino patients having reduced their A1c levels by 9% during the first six months of the program,” Cherry said.

Similarly, when BMC researchers found that Black female patients were 1.7 times more likely to experience severe complications during and after delivery than their white counterparts, a multidisciplinary team recognized

the need to focus on preeclampsia, which was linked to the other problems. The health system expanded its doula program, developed patient-education videos about preeclampsia and expanded its use of a remote 24-hour hypertension monitoring program.

“We did a lot of things based upon what the patients said would have been helpful for them,” James said. “And that has led to a reduction in readmission rates for pregnant women with hypertension.”

BMC has been a leader in the field’s move to helping patients access healthful food since 2001 when it opened one of the first health system-owned food pantries and teaching kitchens in the country. BMC physicians and nutritionists refer individuals at risk of malnutrition, providing them with prescriptions for food that will promote health,

PHOTO CAPTIONS:

1. BMC provides continuous glucose monitors to manage diabetes in underserved populations.
2. Beekeeper harvesting honey from BMC’s rooftop bee hives.
3. School kids harvest fresh carrots on BMC’s rooftop garden.
4. Free, healthy staples from the BMC food pantry



Alastair Bell, M.D.
President and CEO, BMC Health System

“By meeting people where they are and incorporating their rich insights, health systems are able to deepen their understanding of what is truly impacting the health of our communities and accelerate life-changing models of care.”

facilitate recovery and prevent future illness. In 2022, the food pantry served nearly 68,000 people.

BMC’s rooftop farm, on top of the hospital’s power plant, provides fresh produce for the food pantry, farmers markets and the teaching kitchen, which offers more than 50 classes each month ranging from diabetes self-management to cuisines of the world.

WEALTH IS HEALTH

BMC universally screens primary care patients for social determinants of health, including education and employment. “I’m an ER doctor, and when patients have these cycles of in-the-ER and out-of-the-ER and back and forth, inevitably the baseline of their story is economics,” James said.

To that end, BMC offers many programs designed to improve the financial well-being of its community members. StreetCred, integrated into pediatric care in 2016, provides free tax preparation services for low- and middle-income families with the goal of helping them receive the Earned Income Tax Credit. To date, the service has helped more than 6,000 families claim more than \$14 million in tax refunds.

Moreover, BMC recently funded a job training program for 12 community members, all of whom are now employed by Thermo Fisher Scientific in jobs that pay more than \$30 an hour. “When people come through our doors or come in



contact with us in the community, we want the services that we provide to be transformational,” Cherry said.

Seeking to transform an entire community, BMC is kick-starting the revitalization of Boston’s high-poverty Roxbury neighborhood.

In Massachusetts, health care organizations undertaking new capital expenditures must give 5% of the total spend to the state for community health initiatives. In a first for the state, BMC in 2017 sought and received permission to direct \$6.5 million of its “determination of need” funds, as they are called, over five years into partnerships that benefit local communities. Among other things, the money supported community organizations that help families avoid eviction and those that find housing for unhoused individuals.

BMC later invested \$1.9 million to help start Nubian Markets, a grocery store with the city’s only halal butcher (Roxbury is home to the largest mosque in New England), cafe and gathering space in a former food desert. African Americans are the majority in the neighborhood, so BMC intentionally partnered with Black entrepreneurs to own the business, which opened in May 2023.

“There are products by other Black businesses on the shelves, so it’s creating this whole ecosystem to promote the Black diaspora,” Cherry said. “It’s a beautiful store and

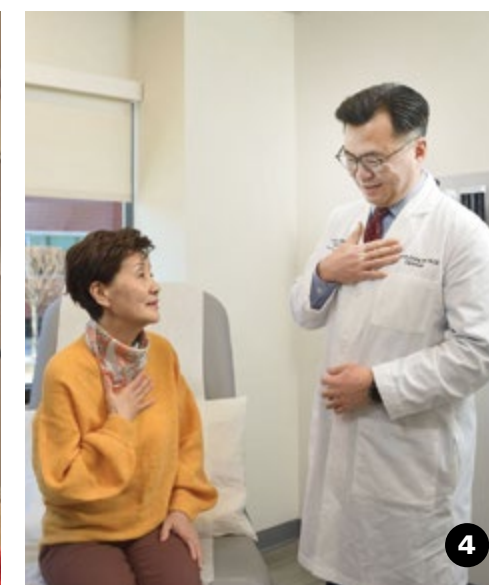
offers top-quality fruits and vegetables.”

Operating a new retail business in a low-income neighborhood requires a team, and BMC is on it, meeting with the market owners weekly. Health system leaders helped negotiate lease terms that give the store owners the option to buy their building; recruited other organizations to invest in the business; provide programming in the space to draw crowds; and host state and local government officials there so they are aware of the business.

“If we go outside of our walls to create access for folks in the community to be healthier and have economic mobility and workforce development, then what we see within our walls and on our campus changes because wealth is health,” Cherry said. ●

PHOTO CAPTIONS:

- 5. Alastair Bell, M.D., president and CEO, BMC Health System
- 6. BMC’s Teaching Kitchen where participants can watch local chefs prepare healthy meals using ingredients from the hospital’s food pantry
- 7. First day of COVID-19 vaccinations at BMC
- 8. Ismail Samad (left) and Yusuf Yassin, co-owners of Nubian Markets



Englewood Health New Jersey

Taking the Long View

When its community health needs assessment revealed an overwhelming prevalence of behavioral health disorders — and a significant lack of available services — Englewood Health took action. Two years later, the northern New Jersey health system opened the Gregory P. Shadek Behavioral Care Center, a comprehensive, integrated outpatient program.

Psychotherapists are co-located in the health system's primary care practices. All providers are credentialed to take insurance, reducing the financial barrier to seeking care. Emergency department patients are routinely screened for substance-use disorders. Through partnerships with community agencies, education and services range from art therapy workshops to a cannabis edibles safety campaign.

High rates of food insecurity and increasing rates of obesity and being overweight in the community prompted Englewood Health to launch its Food Insecurity Response Initiative (FIRI) in 2019. The health system screens all patients for food insecurity and, when appropriate, refers them to local food banks. Then it monitors to see if those people received food and engaged in a wide variety of activities to help them learn how to prepare healthful meals using food pantry ingredients.

In 2021, Englewood Health surveyed nearly 300 pa-

tients who had used the food pantries and found that three-quarters suffer from diabetes, heart problems, cancer or other chronic conditions. That suggests that FIRI is not only addressing their immediate food needs but likely will improve their long-term outcomes.

"Having the long vision is important," said Anita Ramsetty, M.D., director of health equity. "If we can address the food problem now, in five to seven years, we will see cardiovascular health improvement in our community."

About 7% of the nation's Korean population lives in New Jersey and, in 2012, Englewood Health opened its Center for Korean Health and Wellness (KC) to help Korean patients overcome barriers to accessing health care. "The majority of the health system's Korean patients have low incomes, and that means the KC is serving its purpose," said Warren Geller, president and CEO. "By providing this primary care and specialty care now, that population is going to be so much healthier in 10 or 15 years."

Englewood Health's Korean patient volume is growing by 10% annually. Its successful engagement strategy includes collaboration with trusted Korean organizations and an active presence on Kakao Talk, a text-messaging service popular among Koreans. The KC YouTube Channel boasts more than 2 million views and nearly 15,000 subscribers.

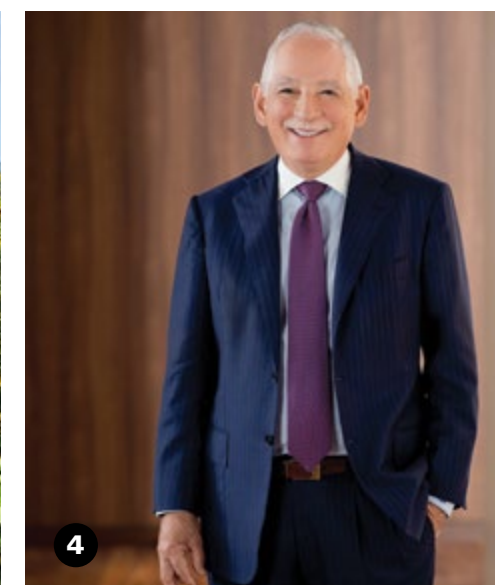
Three decades ago, members of the Jehovah's Wit-

nesses community asked Englewood Health to provide care for its members without using blood transfusion, and the health system embraced the challenge. "Recruiting from within that community so that we could understand the cultural differences really helped," said Jamie Ketas, vice president of population health.

Long recognized as a leader in the now global move toward bloodless medicine, Englewood's educational workshops on the topic draw huge crowds — one virtual session attracted more than 16,000 participants — and it has improved the surgical care it provides to all patients. Bloodless medicine, which reduces the risk of infection and speeds recovery times, is used for more than 90% of its cardiac surgeries, Geller said. ●

PHOTO CAPTIONS:

1. Warren Geller, president and CEO, (right), with the Englewood Health team.
2. Englewood Health developed a guide to cooking healthy with food pantry ingredients.
3. Cell saver machine used during bloodless cardiac surgeries at Englewood.
4. About 7% of the nation's Korean population lives in New Jersey.



NewYork-Presbyterian Greater New York

Respecting Community Partners

NewYork-Presbyterian, one of the nation's leading academic health care systems, has learned that partnering with community organizations is key to making a difference in the lives of residents. "NewYork-Presbyterian is dedicated to caring for our patients and communities and proud to partner with community-based organizations to improve the health of our fellow New Yorkers," said Steven J. Corwin, M.D., president and CEO. "We are grateful to our community partners for helping us bring positive change to our neighborhoods."

"For many large organizations, it is easy to assume that we know what the issues are, and we know how to solve them," said Dodi Meyer, M.D., medical director of community health. "It is important to recognize that our community collaborators have strengths in areas that we don't, and we really need to work together."

Partnering with more than 70 community-based organizations and 30 schools, the health system's Division of Community and Population Health coordinates 25 programs ranging from maternal and child health to youth development and chronic disease prevention. Among them:

- A postpartum doula program in which community-based doulas are trained to support mothers via weekly video chats after childbirth. They offer support for breastfeeding, newborn care, maternal depression and knowing when

to call a doctor for hemorrhaging or other serious problems.

- CHALK (Choosing Healthy and Active Lifestyles for Kids) partners with schools and early childhood centers to reduce food insecurity and childhood obesity. CHALK's Food FARMacia — twice-monthly home delivery of free healthy grocery boxes — has served more than 12,000 households since it started in March 2020.

- More than 150 community health workers (CHWs) and patient navigators (PNs) support patients in managing their conditions. NewYork-Presbyterian trains the CHWs, but they are employed by community-based organizations and are embedded in local neighborhoods.

Many of the health care system's community programs started small with external funding targeted specifically to Northern Manhattan and, in many cases, eventually expanded throughout NewYork-Presbyterian's service area.

The health system commits community benefit dollars to make the programs sustainable. "After we demonstrated the impact of this work, the hospital gave us funding to expand it because they knew how important it was," said Patricia Peretz, director of community and population health strategy and Center for Community Health Navigation.

Key to the health system's success: involving community partners from the start so their perspective and exper-

tise is embedded in program design. When appropriate, grant funds go directly to a community-based organization rather than the health system. "Our goal is to invest in our communities and help expand the capacity of these organizations," said Davina Prabhu, vice president of community and population health. "This creates a model where they are truly co-leading this work, and together, we can make the greatest impact in the communities we serve."

Each program also includes leadership from NewYork-Presbyterian's affiliated medical schools. "Partnering with the physicians makes sure that these are evidence-based programs that address a clinical need in the community," said Andres Nieto, senior director of community and population health. ●

PHOTO CAPTIONS:

1. Food FARMacia is a twice-monthly home delivery of free healthy groceries.
2. A postpartum doula program supports mothers via weekly check-ins after childbirth.
3. CHALK teen volunteers at the Youth Market, which aims to reduce food insecurity and childhood obesity.
4. Steven J. Corwin, M.D., president and CEO of NewYork-Presbyterian



Making a lasting impact on health care and the health of communities

The Baxter International Foundation and the American Hospital Association founded the Foster G. McGaw Prize on the belief that the relationship between a hospital and its community is unique. We celebrate the winners and finalists of this award because they show us how people working together in hospitals and communities can enrich the environment in which they live.

In the decades that come, the bond between the community and its health care providers will become stronger and more interdependent. And we shall continue to honor those individuals and organizations that distinguish themselves through excellence in community service.

We congratulate Boston Medical Center on the impact it has had to advance care and well-being in its communities, along with this year's Foster G. McGaw Prize finalists who are inspiring new ways to deliver health care and adapting to meet evolving local needs.

BOSTON
MEDICAL
CENTER

ENGLEWOOD
HEALTH

**NewYork-
Presbyterian**