

Vision

The vision for the new Shattuck Campus is to create an innovative and person-centered Campus designed to promote health, reduce barriers to treatment and integrate care across health care, behavioral health and housing systems in a Campus setting that prioritizes connections with the natural environment and is compatible with neighboring Franklin Park.



Opportunity

Through Accountable Care Organization implementation, health care and social services are more intentionally collaborating, including at the **intersection of health and housing**. Health systems are looking to expand and better integrate behavioral health services. Health systems are investing in the communities they serve to lift local residents and help create career pathways; neighboring organizations may also help promote career pathways for people receiving services at the Shattuck Campus.



Request for Information

Themes

- Affirmed the need for the proposed program/service model
- Identified potential partners for both service delivery and as a Master Developer/Partner
- Identified range of potential financing mechanisms, that may support proposed program
- Respondents were aligned with the requirement to use the Campus for public health purposes and with the planning principles created through the planning process

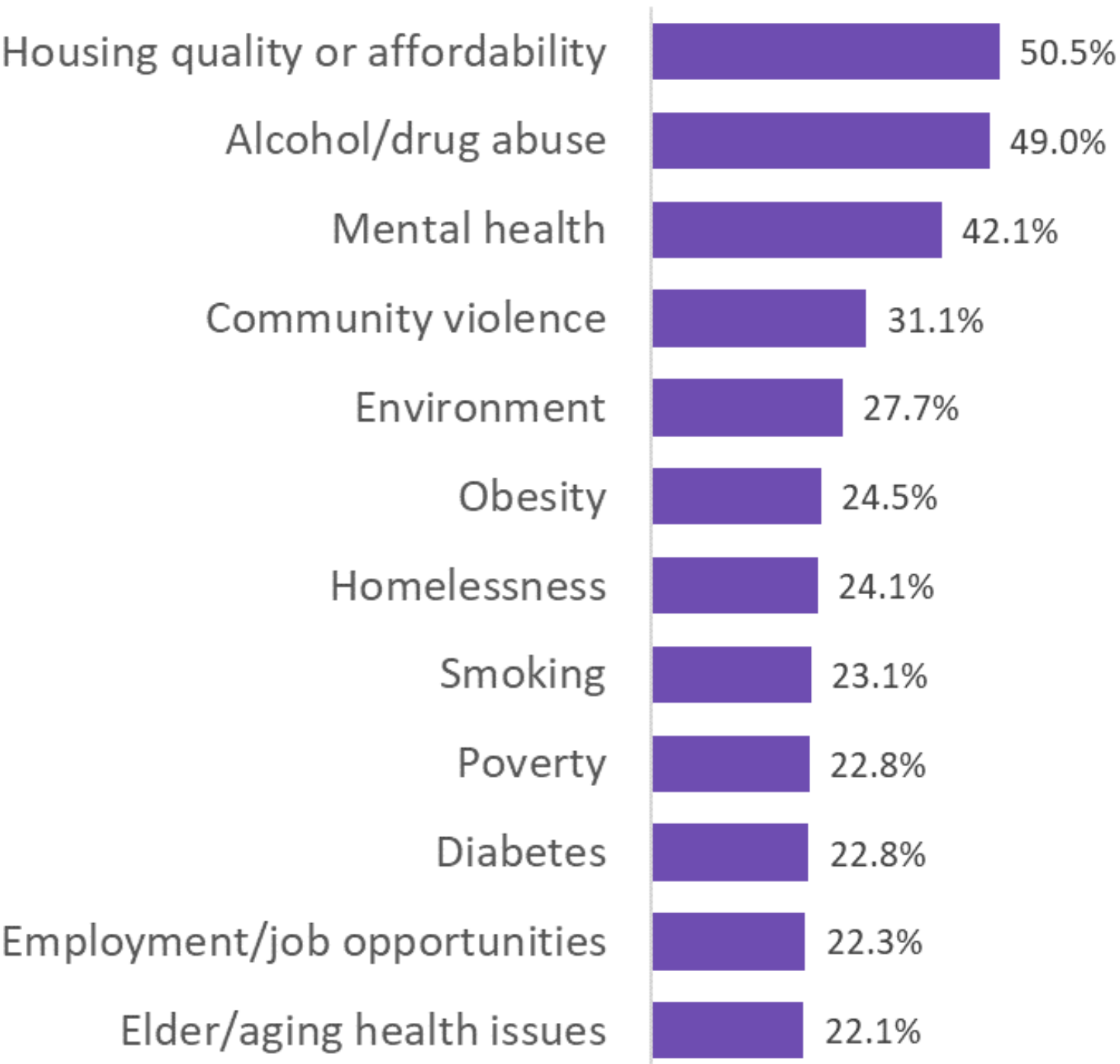
Respondents	Current Shattuck Campus Service Provider
Ascension	
Bay Cove Human Services	X
Boston Medical Center	
Health Care Resource Centers/ BayMark Health Systems	X
Pine Street Inn	X
St. Francis House, Inc.	
Uphams Corner Health Committee	
Victory Programs	X

Request for Information: Select programs and services

Sample of proposed services/ programs	Integrated behavioral health & health care	Housing	Other Complementary Ideas
<i>*current services</i>	<ul style="list-style-type: none">• Comprehensive substance use and co-occurring disorder care*, urgent psychiatric care, MAT*• Outpatient services including primary care, behavioral health, case management, medical and referral services, mental health counseling*• Community-based primary care and social services both in clinical setting and through a home care approach	<ul style="list-style-type: none">• Supportive housing• Emergency shelter beds• Mixed-use/ mixed-income housing	<ul style="list-style-type: none">Health centerVocational training Education/ employment centerSocial centerSpiritual centerCommunity kitchenOfficesWellness CenterGardeningSocial enterprise spaceFood pantry / grocery storeOpen space, passive or active recreation or similar

Health Needs and Services Assessment Data

Boston survey respondents identified top community health concerns as:



Current behavioral health (mental health and substance use) and homeless services at the Shattuck Campus are critical to the regional public health landscape

- Thousands of unique clients receive services at the Shattuck Campus each year
- Programs like these can reduce economic costs to society while improving individual health and wellness.
- Services of this type are very difficult to site; keeping access to these types of services is essential.

Methods

Secondary Data

- Review of existing social, economic, and health data from surveillance systems and other sources

Interviews with current Shattuck services providers (n=5 interviews and 4 organizations)

CHNA community survey (n=2,404 residents)

- Survey disseminated online and in hard copy by large network of organizations, in 7 languages

There is an increasing rate of co-occurring substance use and mental health disorders. Treatment systems are not person-centered and are difficult to navigate.

- 11% of Bostonians have substance use disorder
- 55% of accidental deaths in Boston are from overdose
- SUD and mental health challenges are often co-occurring; over half of DPH substance use service clients reported a history of mental health treatment
- Substance use is estimated to cost society \$442 billion each year in health care costs, lost productivity and criminal justice costs

Pedestrian and bike connections and greenways near Shattuck Campus and across Boston will improve access to open space, transit and jobs, promote active recreation and improve climate change resiliency.

- 34% of Boston residents do not own a car.
- 42% of Boston residents want mobility and open space improvements in their neighborhood.

Green and open spaces promote mental and physical health.

People who live in areas with more green space have less mental distress, less anxiety and depression, greater well-being and healthier cortisol profiles as compared to those with less green space.

Community Perceptions of Health by Neighborhood

Top Most Important Concerns In Community or Neighborhood That Affect Their Community's Health, by Neighborhood, 2019

	Dorchester (N=470)	Jamaica Plain (N=177)	Mattapan (N=91)	Roxbury (N=154)
1	Alcohol/drug abuse	Housing quality or affordability	Community violence	Alcohol/drug abuse
2	Community violence	Mental health	Obesity	Housing quality or affordability
3	Housing quality or affordability	Alcohol/drug abuse	Diabetes	Mental health
4	Mental health	Community violence	Alcohol/drug abuse (tied)	Community violence
5	Diabetes (tied)	Poverty	Housing quality or affordability (tied)	Homelessness
Tie	Homelessness (tied)		Mental health	

DATA SOURCE: Boston CHNA Community Survey, 2019

Access to safe, affordable, stable housing matters for public health.

- People navigating the behavioral health system are often homeless or housing unstable, making their health conditions difficult to treat.
- People who are chronically homeless face substantially higher morbidity in terms of physical and mental health and increase mortality.
- There is an identified need for 4,354 units of permanent supportive housing for chronically homeless individuals, homeless families and people with SUD and mental health conditions in Eastern MA.
- Study: approximately \$11,000 annual savings/person in public health care costs after chronically homeless adults move into supportive housing

Pine Street Inn owns or operates 40 permanent housing locations throughout Boston and in Brookline. Each residence is staffed with case managers who support the 850 tenants in accessing medical and mental health services, job training and volunteer opportunities. The goal is to help men and women connect back to the community and reach their highest level of independence.



A new tenant in his room at one of Pine Street's 40 housing locations

“

I found myself homeless and desperate to stop using drugs on January 11th, 2017. You may have no idea how hard it is to get into a holding in January. I was sick, penniless, and had been placed in a string of bad housing options previously. I had never been homeless before and this was a new bottom for me. The staff at Pine Street Inn Mens' Stabilization gave me the opportunity to get the help I needed, get into a half-way house, and get my life back in (relative) order again. They did indeed stabilize me. After 91 grueling days there I got into Hope House and graduated from there. Since then, I have lived on my own. Pine Street Inn Mens' Stabilization gave me the opportunity to become a clean member of society again. The facilities at Shattuck Hospital quite literally saved my life.

Timothy M. O'Rourke
Resident, Jamaica Plain

”

“Now I have a sense of community, and I have more love for myself”

-Christine
Green Street, Jamaica Plain

Although small in stature, Christine has a big personality – and a big smile!

After graduating high school in Boston, she worked in a mail room at a local company for 13 years. Then she became involved with drugs, which soon took over her life. She lost her job and couch-surfed with friends; eventually, she ended up on the street.

Pine Street's Outreach team talked to her at length about moving off the streets. They kept talking to her about a Pine Street residence in Jamaica Plain. Finally, she said yes.

Christine came to Pine Street with 'nothing' and was provided with clothing, food and support in moving beyond her addiction. “All of the staff do everything possible to help you,” she reflects.

As a resident at the house for more than 10 years, Christine has built a network of support. “Now I have a sense of community, and I have more love for myself,” she says.

“I am grateful to have this place to live, and with the support of the staff and my neighbors, I'm hopeful”

-Wayne
Green Street, Jamaica Plain

Wayne grew up in Boston, and eventually became responsible for caring for his dying mother. When she passed away, Wayne felt deeply affected, and wanted to get away, so he started moving around the country.

Eventually, he returned to the Boston winter from the warmth of Arizona, dressed only in a tank top and shorts. When he walked out of South Station with nowhere to go, he lost hope and didn't know what to do. A police officer directed him to Pine Street Inn.

With the help of Pine Street staff, Wayne was connected to housing. Although he faced health challenges and lost a leg, Wayne's spirit is strong. He is determined to join the workforce after physical therapy, where he is learning to walk on his prosthetic leg.

“I am grateful to have this place to live, and with the support of the staff and my neighbors, I'm hopeful,” says Wayne.

“

I am writing in support of the development of the Shattuck campus as supportive housing and services. **I am a twelve year resident of Forest Hills and well remember the number of unhoused people camped under the Casey overpass. Three years ago, I lost my oldest son to an overdose. For many years he received treatment at the Shattuck Hospital and attended support groups. With an epidemic of heroin addiction and so many with dual diagnoses I am in strong favor of continuing to provide these desperately needed services in my neighborhood.**

My relationship with the Shattuck goes beyond my son. For the past two decades a small group of people from my church would sing Christmas carols for the many patients being cared for at the Shattuck. I also spent two years as a preschool teacher at the Shattuck Child Care Center located in the personnel building.

While I understand the desire of many to return the campus to the park, the need for housing and services is far greater. Well thought out construction could integrate the buildings into the park. My hope is that all construction will be green and sustainable, with little to no reliance on fossil fuels once completed.

Heather Mick-Carito
Resident, Forest Hills

”



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La Casa Permanent Supportive Housing

WASHINGTON, DC



Planning Parameter

Minimum of 75 to 100 units of Supportive Housing

The combination of affordable housing and supportive services creates a synergy that allows residents to take steps toward advancing recovery and independence.

The Estelle

Seattle, WA



Sanderson APTs

Denver, CO



Supportive Housing:

- Offers stability with safe, affordable housing and services
- Evidence-based, cost-effective strategy improving peoples' lives
- Assists people with:
 - mental illness,
 - substance abuse,
 - chronic health issues,
 - physical disabilities,
 - developmental disabilities,
 - HIV/AIDS,
 - and recovering from domestic violence.



Supportive Housing Examples

A program/ service model that reduces barriers to treatment, integrates care within and across the health care and housing systems, and increases the housing supply (with a minimum of 75-100 units of permanent supportive housing).

Conway Center Washington, DC

Supportive Housing, Health Care & Job Training



Arroyo Village Denver, CO

Supportive and Affordable Housing + Emergency Shelter



Blackburn Center Portland, OR

Supportive Housing with Health Care Clinic & Pharmacy



BLACKBURN BUILDING USES

ACUTE CARE	TEAM 1	PALLIATIVE CARE
PHARMACY	TEAM 2	RCP
HOUSING OFFICE	TEAM 3	SUPPORTIVE HOUSING
RETAIL	TEAM 4	SROs PERMANENT STUDIOS

RCP: Recuperative Care Program
SRO: Single room occupancy
SUDS: Substance Use Disorder Services



6th FLOOR:
34 PERMANENT STUDIOS

5th FLOOR:
40 SUPPORTIVE HOUSING SROs

4th FLOOR:
40 SUPPORTIVE HOUSING SROs

3rd FLOOR:
10 PALLIATIVE SROs, 32 RCP BEDS, 19 RCP SROs

2nd FLOOR:
SUDS, PRIMARY CARE, COMPLEX CARE

1st FLOOR:
ACUTE CARE, PHARMACY, HOUSING OFFICE, RETAIL AND OTHER ROOMS INCLUDING COMMUNITY SPACE

Shattuck Campus Planning Process and Timeline

Community Processes

Seven Community Advisory Board Meetings

Health Needs and Services Assessment

- Discussions with current service providers
- Community stakeholders
- Secondary data analysis

Request for Information

Finalize Campus Plan

Supportive Housing Discussions

*Community Meeting 1
September 2018*

*Community Meeting 2
January 2019*

*Community Meeting 3
June 2019*

*Asset Management Board Process
TBD*

*Request for Proposal
Expected 2020*

*Private Partner Proposal
TBD*

*Shattuck Hospital Relocation
Expected 2022*

**Opportunity for
Public Comment**

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Public Comment**

Types of organizations and individuals engaged in the process:

- .Current Shattuck Campus vendors
- .Neighborhood-based groups (neighborhood organizations, community development corporations)
- .Formerly chronically homeless
- .People in recovery
- .Community-based Organizations (Housing, Faith-based, Green Space)
- .Subject-matter experts (supporting housing, behavioral health, health care systems, providers)
- .City and state officials

Select Recommendations from community

- ◇ Public Amenities (restrooms)
- ◇ Safety / centralized management
- ◇ Workforce opportunities / job training
- ◇ Community meeting space / gathering space



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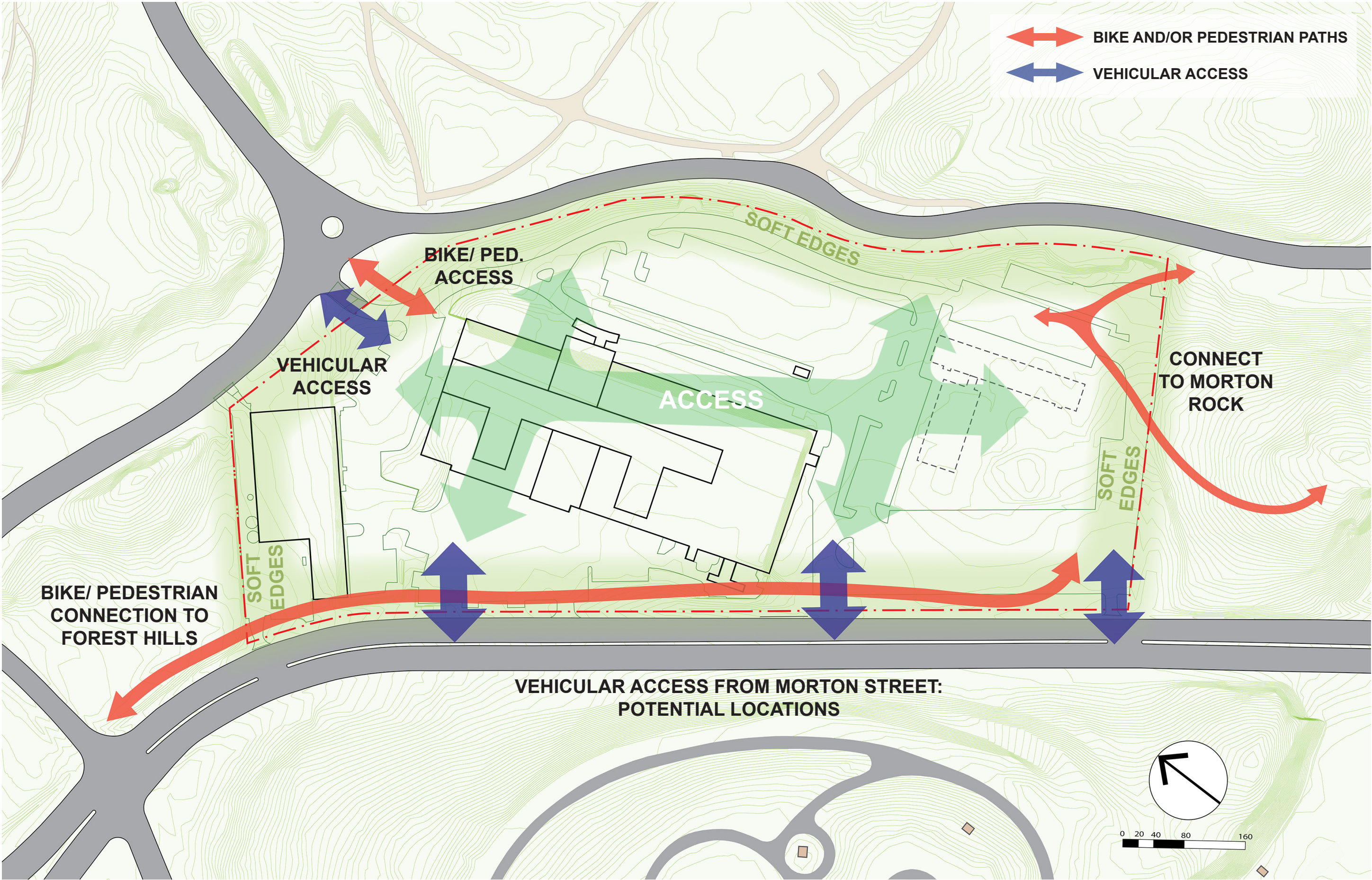
Process and Timeline



Access: Pedestrian & Bicycle Paths

Access

- Increase bike/ pedestrian access to the campus.
- Improve link to Forest Hills: include a multi-use path to site along Morton Street.
- Site should be universally accessible.
- Consider connecting to other park amenities such as Morton Rock.
- Consider incorporating Olmsted-like elements.



Vehicular Access & Parking Goals

Vehicular Access

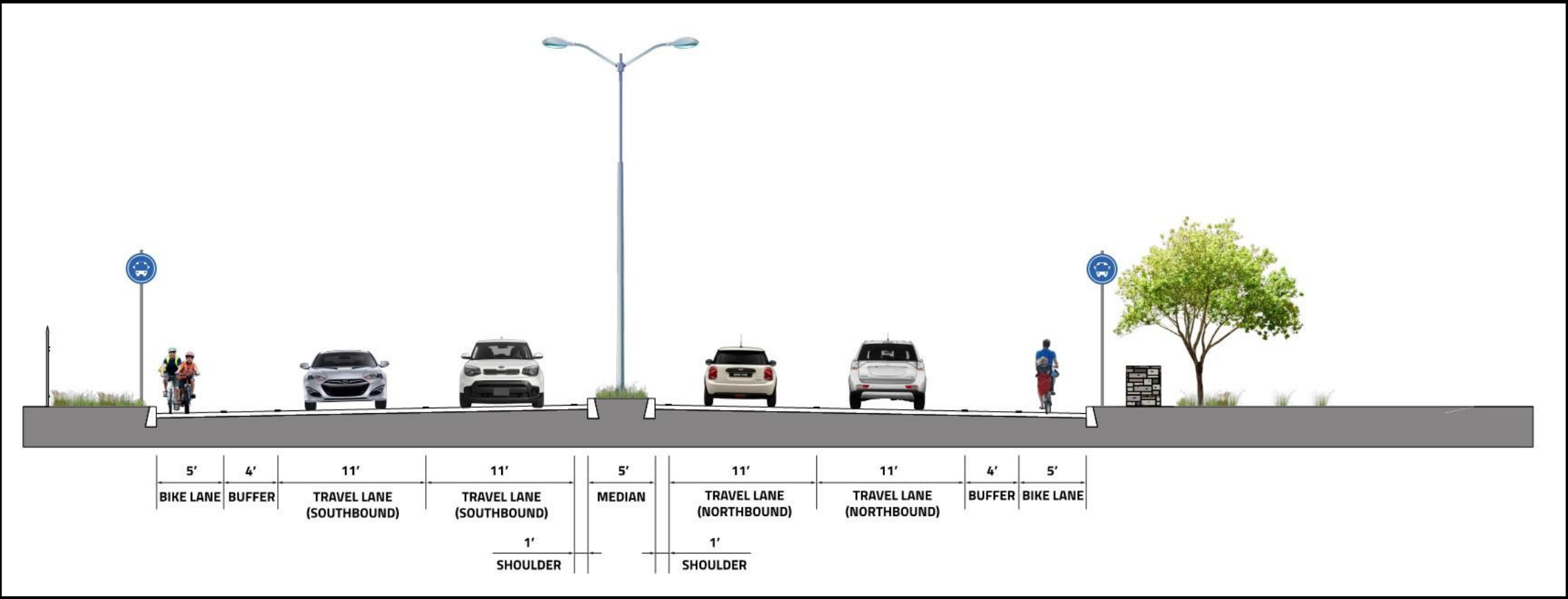
- Modify existing entrance and intersections.
- Evaluate need for traffic signal at intersection of site driveway and Morton Street
- Consider improving bus access to site through use of access lane from Morton Street.
- Upgrade and relocate bus stops to improve site access.
- Consider shuttle service to Forest Hills MBTA.
- Utilize on-street parking where possible.

Parking

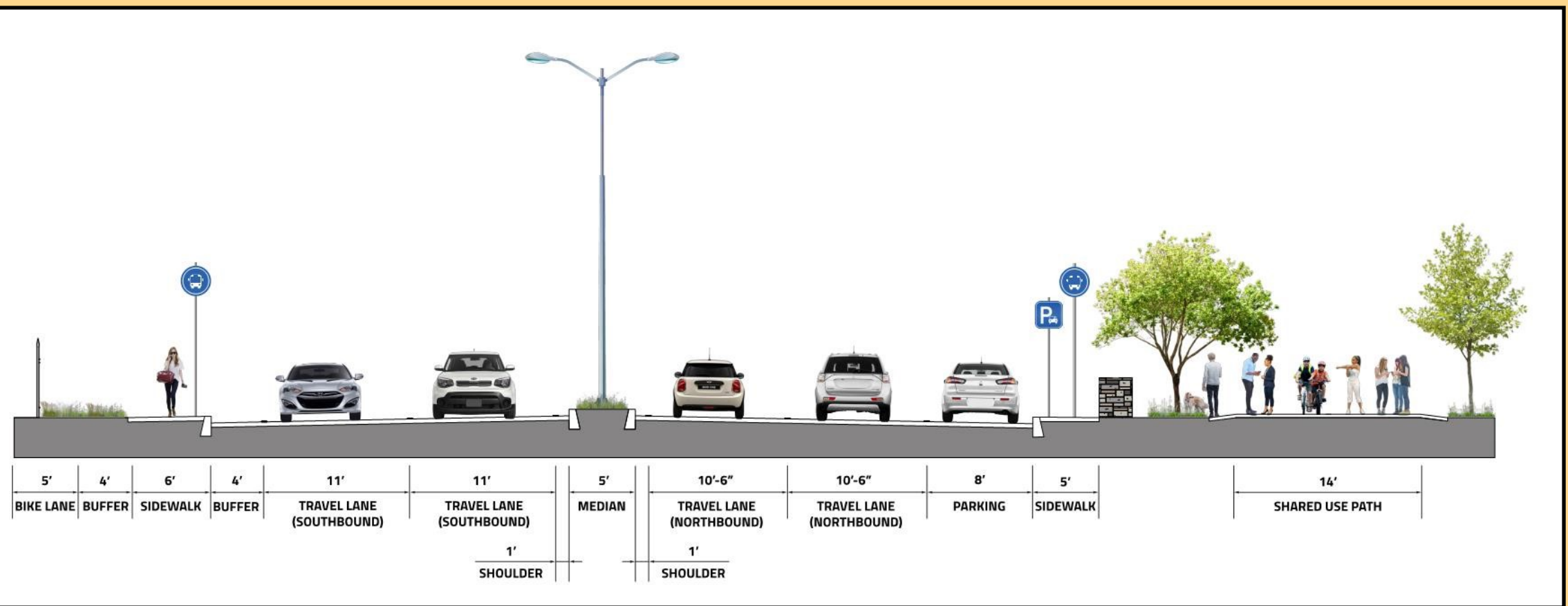
- Reduce parking on site & improve access to public transit.
- Use smaller lots integrated with landscape.
- Consider podium buildings and existing landforms to reduce impact of parking.
- Incorporate landscaping elements to reduce stormwater run-off and improve water quality.
- Permeable pavement reduces surface runoff, storing it for slower discharge



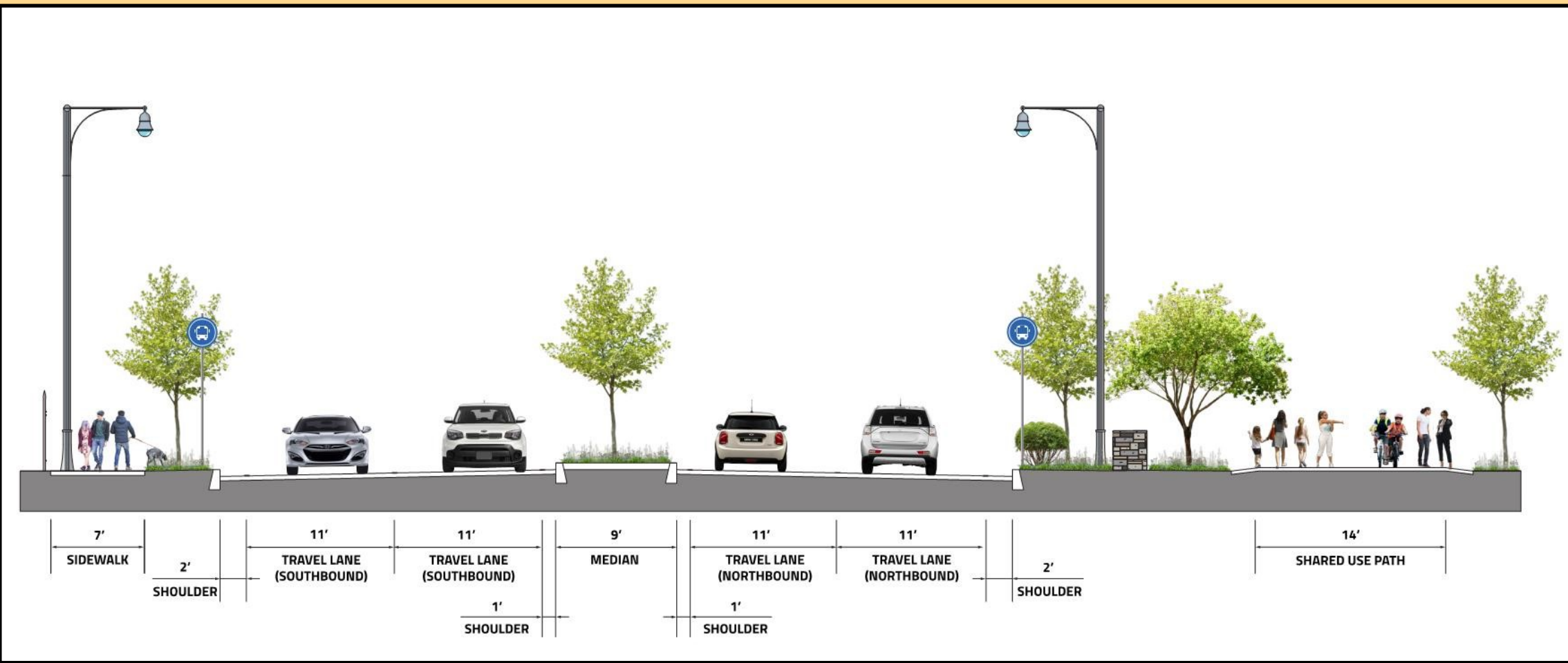
Morton Street Cross-Section



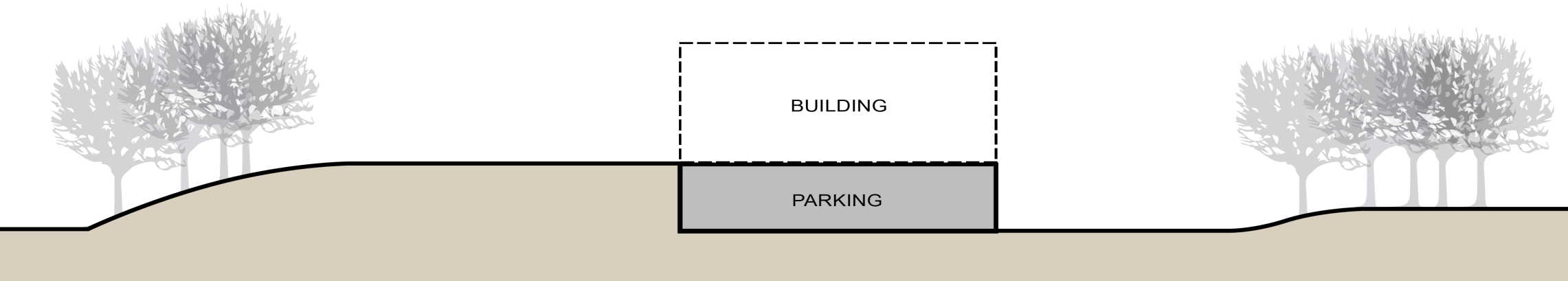
Existing Condition



Alternative A



Alternative B



SITE ACCESS AND PARKING



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Site Use & Building Type Goals

Buildings

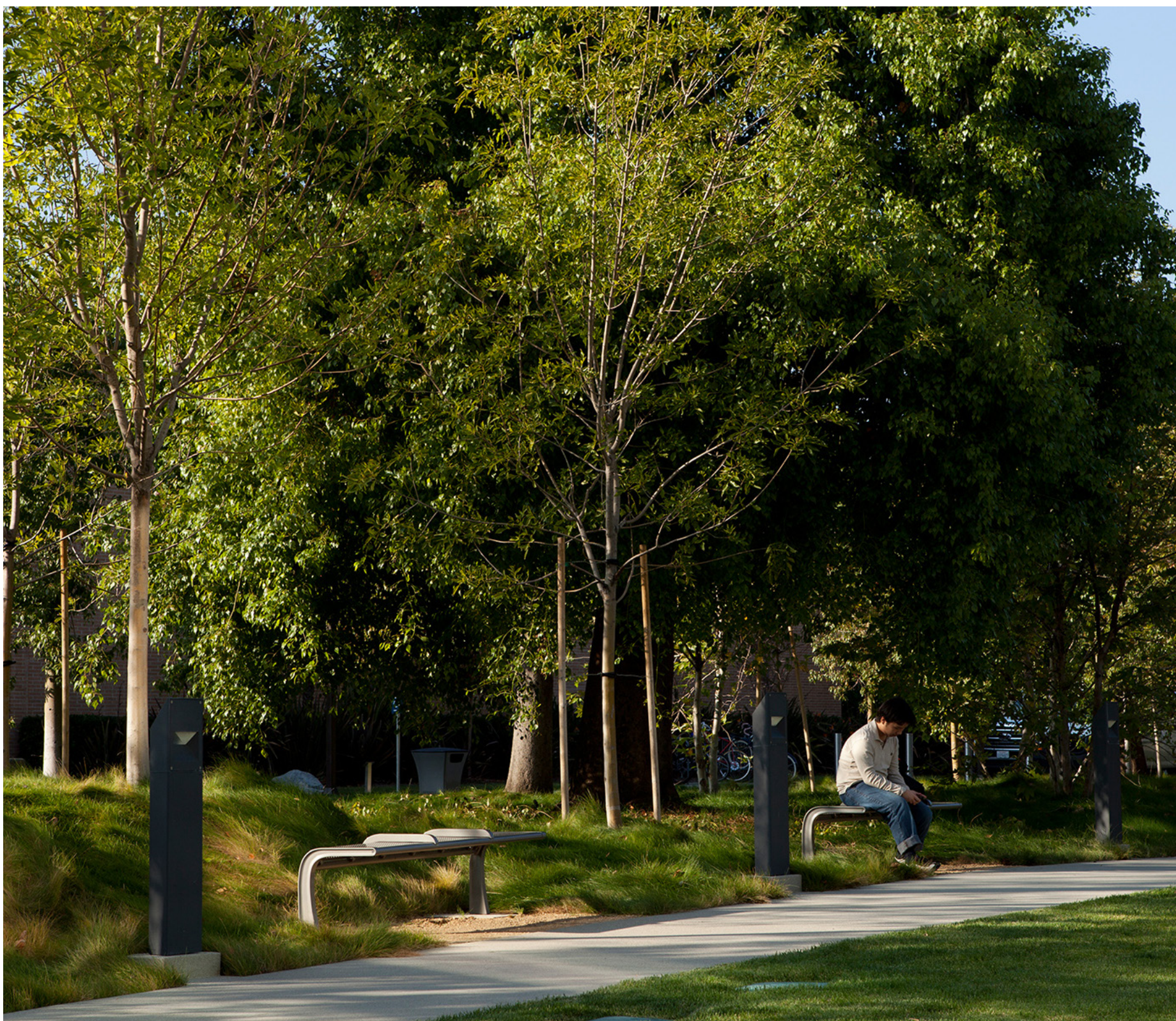
- Balance scale and character of uses and building types.
- Integrate buildings with site and open space.
- Consider a 6-story maximum height.
- Use quality design & materials.

Edges

- Soft edges.
- No barriers.
- Enhance visual and physical connection to/ from park.
- Maintain visibility of program on Morton St. for community connection.

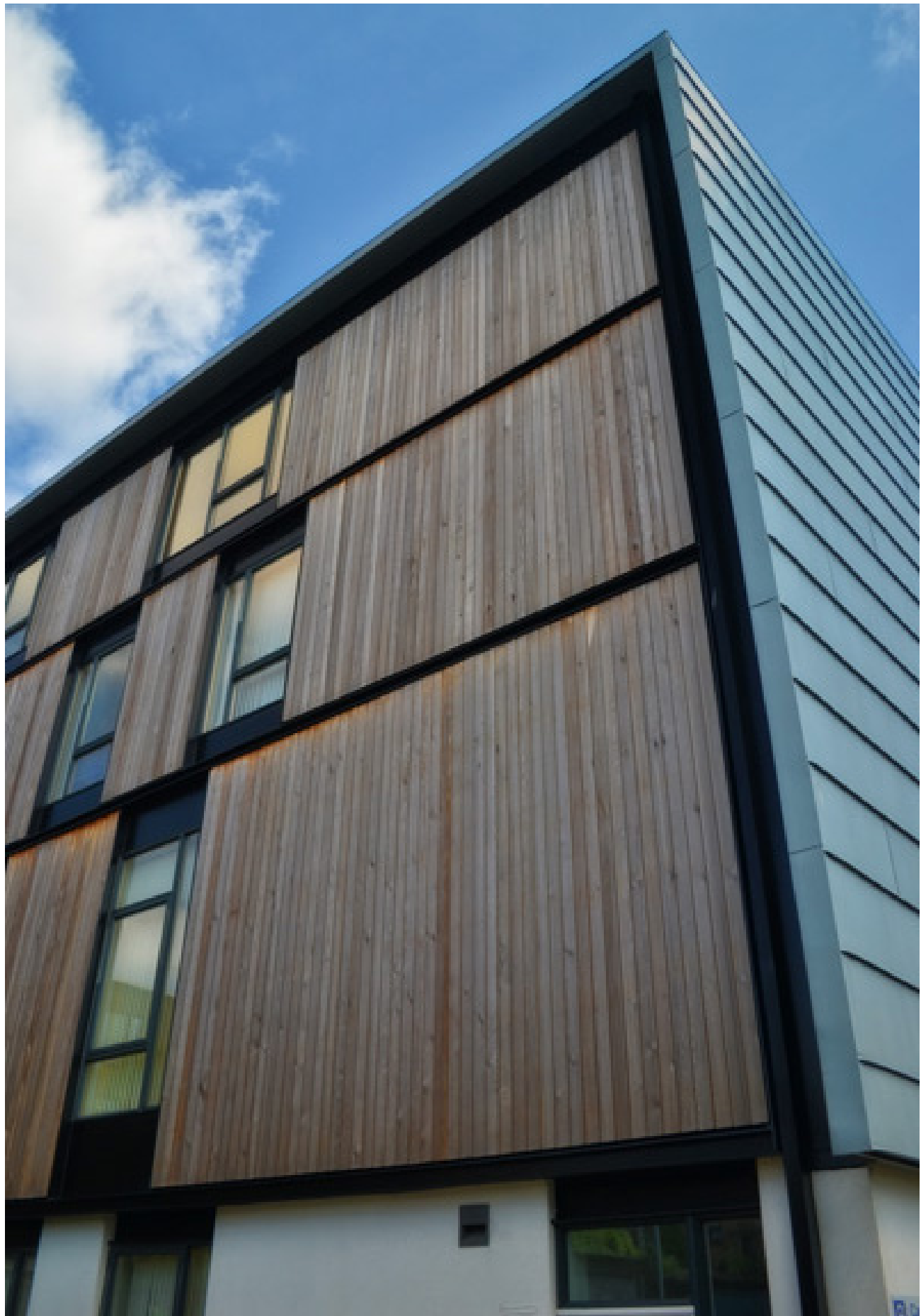
Landscape

- Consider Olmsted design principles.
- Integrate with park & park paths.
- Incorporate spaces for passive recreation.
- Provide spaces & gardens to support recovery.
- Provide Morton Rock connection.



Building Design & Materials

- Consider materials and color palettes that reflect the natural environment.
- Incorporate landscape in and around buildings.
- Consider buildings that are no more than six floors in height.



California State University, Northridge
Sandy Road Clinic, Glasgow



Weld Hill Building, Arnold Arboretum



Rehabilitation Centre Groot Klimmendaal, The Netherlands



Hebrew SeniorLife: NewBridge on the Charles



Design Goals



Sustainability Goals

- Consider renewables for energy generation, such as solar or geothermal.
- Incorporate energy-efficiency and natural lighting.
- Net Zero design and operation goal.
- Consider green roofs.
- Utilize Water Sense appliances and fixtures where possible.
- Use rainwater capture and reuse as appropriate.
- Consider xeriscaping to reduce water needs.
- Site lighting should incorporate dark sky best practices.

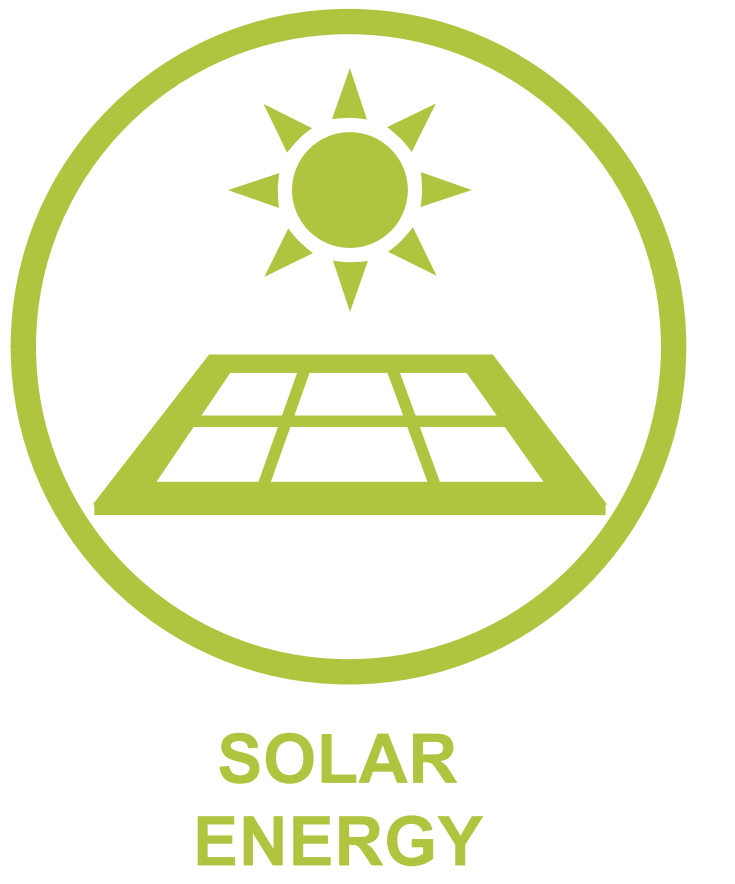
Net Zero



- In Net Zero Energy buildings more energy is produced by renewable sources, such as solar panels or geo-thermal, than consumed.
- South-facing courtyards provide passive solar heating, reducing energy needs.
- Water conservation technology helps reduce water usage 30%.
- Sustainable building products reduces carbon footprint. Low-toxin materials improve indoor air quality and health.

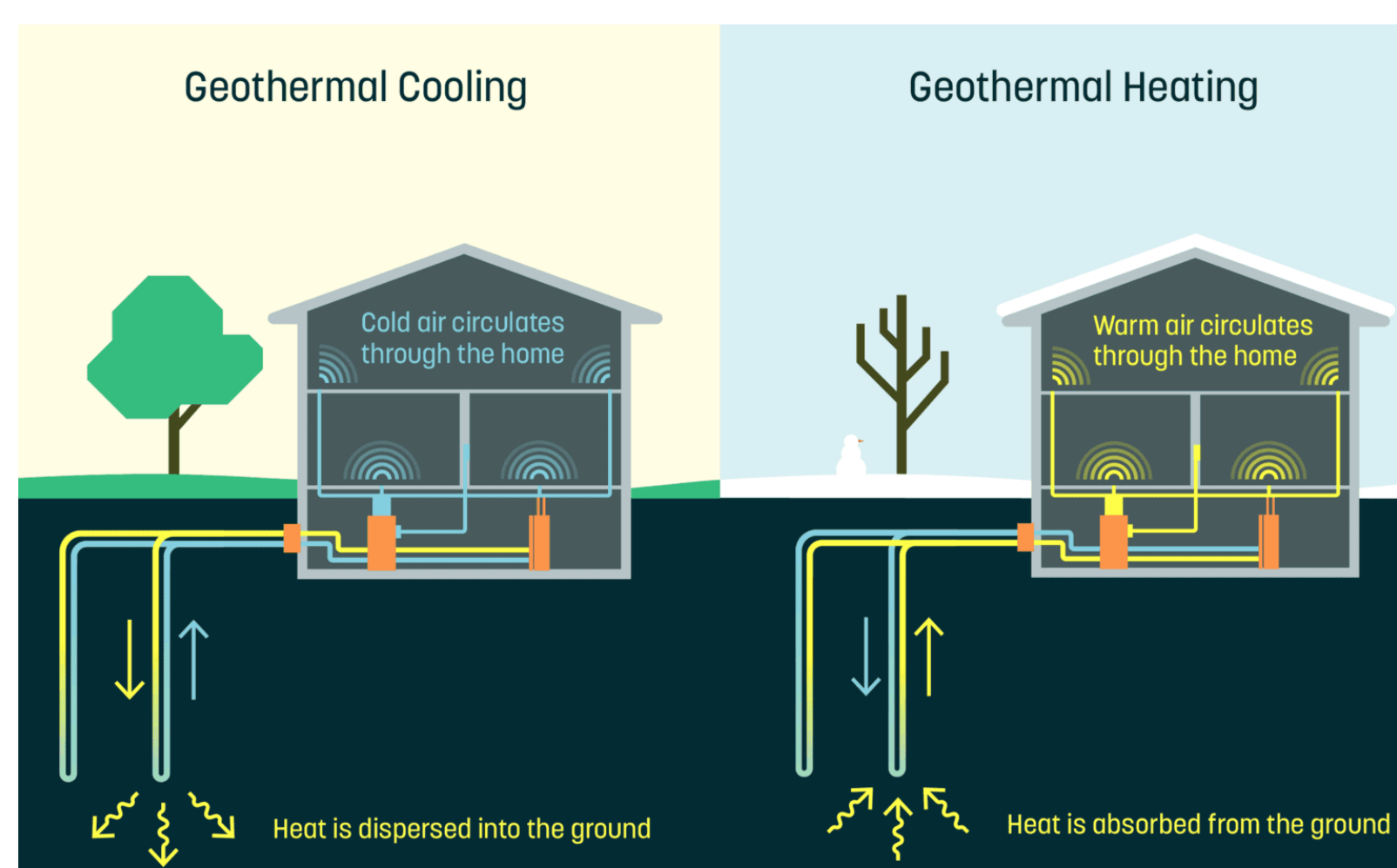
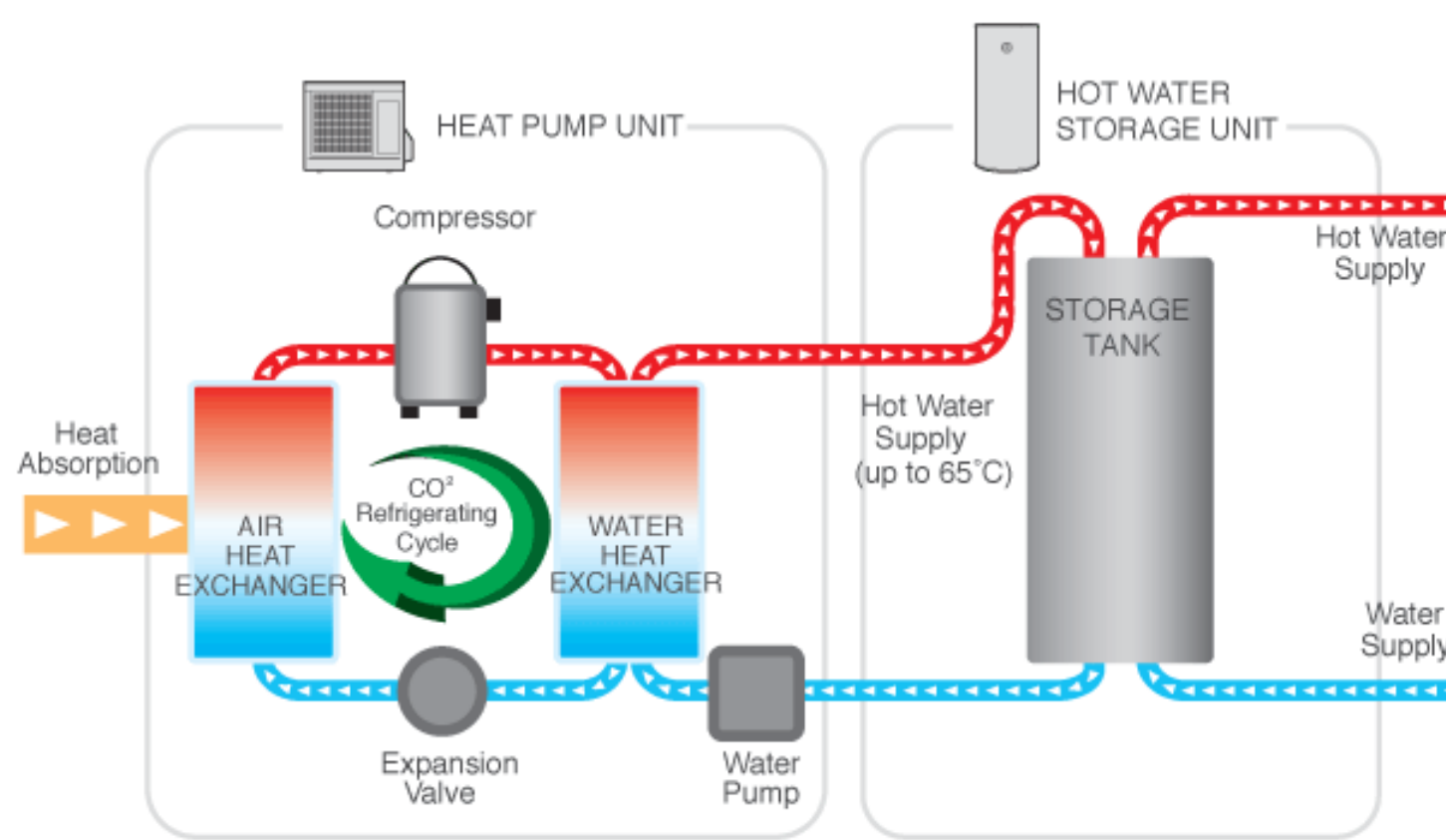
Solar

- Houses built to a low-energy consumption standard reduce overall carbon footprint.
- “Sustainable model district” energy systems have lower operations costs and better energy delivery.
- Solar is a viable renewable energy source for residential uses.



Geothermal

A geothermal pump makes use of the heat within the ground. Pipes are laid in the soil and connect to a building; fluid circulates in the pipes and picks up the heat from the surrounding soil. The heat is then pulled from the pipe is by an electric compressor and heat exchanger and distributed throughout the building. During the summer cooling season, the opposite process occurs. The pipes pull the heat out of the building and discharge it into the ground.



Z-Home Issaquah, WA



Vauban Germany



Sustainable Design



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