



**Joslin Diabetes Center**

**INSTITUTIONAL MASTER PLAN  
NOTIFICATION FORM**

**For Renewal and Amendment of the  
Joslin Diabetes Center Institutional  
Master Plan**

**APRIL 6, 2018**

***Submitted to:***

**Boston Planning & Development Agency (BPDA)  
One City Hall Square  
Boston, MA 02201**

***Submitted by:***

**Joslin Diabetes Center, Inc.  
One Joslin Place  
Boston, MA 02215**



# Joslin Diabetes Center

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# Joslin Diabetes Center

## INSTITUTIONAL MASTER PLAN AMENDMENT

The Joslin Diabetes Center, Inc. (“**Joslin**”) is submitting this Institutional Master Plan Amendment pursuant to Article 80D-9 of the Zoning Code of the City of Boston (the “**Code**”).

### **1. Introduction and Background**

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#### **1.1 2003 Institutional Master Plan**

An Institutional Master Plan (the “2003 Institutional Master Plan”) for the 89,433 square feet (2.05 acres) of land (the “2003 Institutional Master Plan Area”) owned by Joslin within the Longwood Medical and Academic Area (“LMA”) bounded generally by Brookline Avenue, Joslin Place, Pilgrim Road and Longwood Avenue was approved in 2003. On May 1, 2003 pursuant to Article 80D-5 of the Code, the Authority approved a “Modified Institutional Master Plan” filed by Joslin on February 25, 2003, as the 2003 Institutional Master Plan. Map Amendment No. 421, which was adopted by the Boston Zoning Commission on May 28, 2003, approved the 2003 Institutional Master Plan and established the land subject to the 2003 Institutional Master Plan as an Institutional Master Plan Area. The Mayor approved the Map Amendment on May 29, 2003. The 2003 Institutional Master Plan was for a five (5) year period from May 1, 2003 through April 30, 2008.

The 2003 Institutional Master Plan proposed one major research project (the “2003 IMP Project”) that would house laboratory, office and clinic space, a residential component, and parking for 350 cars. Ultimately, Joslin did not pursue the 2003 IMP Project.

#### **1.2 2008 Institutional Master Plan Amendment**

On April 29, 2008, Joslin filed an Institutional Master Plan Amendment (the “**2008 IMP Amendment**”) in order (a) to remove the 2003 IMP Project from the 2003 Institutional Master Plan and to remove the 44,656 square foot parcel (the “**PDA Project Site**”) from the 2003 Institutional Master Plan Area; and (b) to extend the term of the Joslin IMP for a period of ten (10) years from the date of BPDA’s approval thereof (i.e., from April 29, 2008 to April 29, 2018). The BPDA Board approved the 2008 IMP Amendment on April 29, 2008. The Boston Zoning Commission approved the 2008 IMP Amendment and the accompanying Map Amendment on May 29, 2008 (the “**2008 Map Amendment**”). After approval of the 2008 IMP Amendment and the 2008 Map Amendment, the Joslin Institutional Master Plan Area (the “**IMP Area**”) was revised to consist of 44,777 square feet bounded generally by Brookline Avenue, Joslin Place, Pilgrim Road and the PDA Project Site.

## **2018 Institutional Master Plan Amendment**

The purpose of this Institutional Master Plan Amendment is (a) to renew the term of the Institutional Master Plan Amendment for five (5) years from April 29, 2018 to April 29, 2023; and (b) to add to the allowed first-floor uses permitted by the Institutional Master Plan (which includes Retail Uses with the exception of Adult Bookstores or Liquor Stores) in order to include Restaurant Uses (including Restaurant and Take-Out Restaurant Uses) and Service Uses. No new Institutional Projects are being proposed under this Institutional Master Plan Amendment.

It is the intent of this Institutional Master Plan Amendment to restate the 2008 Institutional Master Plan Amendment, to amend it by renewing the term of the Institutional Master Plan from April 29, 2018 to April 29, 2023, to add Restaurant Uses (including Restaurant and Take-Out Restaurant Uses) and Service Uses within the first-floor of the Institutional Master Plan Area, and to, where appropriate, update the information presented as to matters such as Workforce Development.

## **2. Mission and Objectives**

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### **2.1 Joslin Mission Statement**

The healthcare epidemic of our time, diabetes, affects more than 20 million Americans. In the face of this public health crisis, Joslin Diabetes Center, a Harvard Medical School-affiliated institution, is executing the largest categorical attack on the disease in the world.

Joslin is the world's largest diabetes research center, diabetes clinic and provider of diabetes education. Its concentrated focus on a single disease allows it to rapidly discover, create and distribute new knowledge about diabetes prevention, treatment options and research toward a cure.

Joslin is committed to addressing the challenges of diabetes from all angles, to deliver exceptional, compassionate care and education to not only treat, but also empower patients and their families to help manage diabetes and improve their overall health and quality of life. The ultimate goal of this approach is to help people with diabetes live long, healthy lives and offer real hope and progress toward prevention and a cure. Our mission is to improve the lives of people with diabetes and its complications through innovative care, education and research that will lead to the prevention and cure of the disease.

### **2.2 Major Operating Divisions**

Among the Harvard Medical School-affiliated institutions, Joslin is one of the most research-intensive academic medical centers and is unique in its sole focus on diabetes.

Founded in 1898 by a single physician, Elliott P. Joslin, M.D., Joslin today employs approximately 480 individuals in the following major areas:

- **Joslin Research:** a highly collaborative team of people undertaking the largest research program aimed at preventing and curing type 1 and type 2 diabetes and their long-term complications.
- **Joslin Clinic, Inc.:** the world's first and most respected diabetes care facility, which cares for approximately 23,000 adult and pediatric patients a year.
- **Joslin Education and Care:** Provides innovative learning programs that expand the availability of Joslin knowledge and expertise to people with diabetes and the clinicians who care for them domestically and across the globe.
- **Joslin Administration:** Provides administrative and operational support in Finance, Human Resources, IT and other administrative areas.

### **2.2.1 Joslin Research**

Joslin research comprises the most comprehensive and productive effort in diabetes research anywhere in the world. Joslin researchers focus on unraveling the biologic, biochemical and genetic processes that underlie the development of type 1 and type 2 diabetes and related complications.

Joslin research is highly innovative and imaginative, employing the newest tools in genetics, genomics and proteomics to identify abnormalities that may play a role in the development of diabetes and its complications. Joslin Clinic patients, and others with diabetes, have the option of participating in clinical trials at Joslin to help translate basic research into treatment innovations.

Joslin has one of the largest diabetes training programs in the world, educating approximately 130 physicians and Ph.D. researchers each year, many of whom go on to lead diabetes initiatives at leading institutions all over the globe. Three Joslin researchers are members of the prestigious National Academy of Science, a rare accomplishment even in large academic medical and research institutions.

Joslin's research budget has grown 15-fold since 1983, with strong support from the National Institutes of Health. Other support for Joslin research comes from the Juvenile Diabetes Research Foundation, the American Diabetes Association, as well as from individuals, foundations and industry.

### **2.2.2 Joslin Clinic, Inc.**

Joslin Clinic, since its inception, has focused on comprehensive care of the patient. Joslin's team consists of board-certified physicians expert in treating diabetes, Certified Diabetes Educators, Behavioral Health experts providing the patient with all care needed to live a full and productive life with Diabetes. Joslin has a large patient database and the largest patient population using insulin pumps and continuous glucose monitors. Joslin's 23,000 patients benefit from highly specialized care.

Dr. Elliott P. Joslin is credited with creating modern day diabetes care, which utilizes a combined medical and educational team approach to empower patients to manage their disease in order to prevent complications. Dr. Joslin was an early champion of tight glucose control and was proven right 75 years later by the Diabetes Control and Complications Trial (DCCT).

Today, Joslin's care teams are made up of highly specialized and multi-skilled experts in all facets of diabetes, including adult and pediatric diabetes, kidney disease, eye care, mental health and pregnancy, as well as Certified Diabetes Educators – nurses, dietitians, exercise physiologists, nurse practitioners and mental health professionals. Joslin clinicians are relentless in their pursuit of diabetes complications, which are a devastating burden to the patient, their family and the national healthcare system.

The impact Joslin has in preventing complications is second to none. Our care model is proof that with the recommended standard of care and management, complications of diabetes can be prevented or reversed. Joslin Clinic consistently ranks among the best in the care of patients with diabetes as measured by national quality indicator data collected by American Diabetes Association, National Committee on Quality Assurance and numerous private and for-profit health data consortiums, including Bridges to Excellence.

*Beetham Eye Institute:* Integral to patient care is the delivery of the world's finest diabetes eye treatment through Joslin's Beetham Eye Institute. Techniques pioneered at the Beetham have preserved the vision of more than nine million people around the globe.

*Pediatric Health Services:* Joslin Clinic provides pioneering care and support of pediatric patients and their families. Joslin cares for a large portion of children with diabetes in Massachusetts and more than a quarter of all children with diabetes in New England. Joslin provides the widest range of patient and family support programs anywhere.

**Beth Israel Deaconess Medical Center:** Joslin Clinic is affiliated with the Beth Israel Deaconess Medical Center (BIDMC), a teaching hospital affiliate of Harvard Medical School. Together, Joslin assists BIDMC primarily in the inpatient setting at the hospital.

### **2.2.3 Joslin Care and Education Initiatives**

Joslin's care and education initiatives focus on improving the quality of diabetes care around the globe. These programs include professional medical education, telemedicine services, Publications, Affiliated Centers and education provided directly to hospital physicians and nurses at various locations around the world. Joslin has the largest and most expansive diabetes continuing medical education program in the world. Since 2002, Joslin professional education has reached more than 500,000 healthcare providers.

Joslin also provides a wealth of patient education through books, videos and online services, allowing people around the globe to learn how Joslin experts recommend they manage their disease.

### **2.3 Collaboration with Other Institutions**

Our affiliation with Harvard Medical School gives Joslin researchers opportunities to collaborate with other investigators with complementary interests and expertise. Most Joslin researchers and clinicians have academic appointments at Harvard Medical School and several are involved in Ph.D. training at the Medical School.

Our investigators are advancing science at an unusually fast pace due to Joslin's unique environment. For example, Joslin's Diabetes Endocrinology Research Center (DERC) provides the infrastructure necessary to support research efforts across all the disciplines and encourage the development of young scientists. The DERC offers researchers specialized technical assistance as well as a network of colleagues from across the medical and scientific community. The DERC framework facilitates translational research—that is, the collaboration between basic

scientists and clinical investigators—resulting in breakthroughs that make a difference to the millions of people living with diabetes.

These types of collaborations offer an incredibly rich setting in which to work, and provide a significant asset to our researchers. Two other important examples are our affiliations with Beth Israel Deaconess Medical Center and Harvard Medical School, which enables Joslin researchers to work with investigators with complementary interests and expertise through such programs as the Harvard Stem Cell Institute; the Clinical Islet Transplantation Program at Harvard Medical School; and the Juvenile Diabetes Research Foundation Center on Immunological Tolerance in Type 1 Diabetes. In addition, Joslin is part of the Boston Autologous Islet Replacement Therapy Program (BAIRT), an academic and industry sponsored research program that looks to link a patient's own insulin producing cells to cure Diabetes.

Joslin maintains close links to other LMA institutions, including Children's Hospital for pediatrics inpatient care and training of fellows in pediatric endocrinology.



### **3. Existing Property and Uses**

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#### **3.1 Description of Existing Campus**

The Joslin campus as it appears today is essentially one building comprised of two separate wings. The original Joslin research and clinic facility was constructed at the corner of Pilgrim Road and Joslin Place in 1956 and remains in active use today supporting clinical and research programs (the “**1950s Building**”).

A second wing, the Howard F. Root Wing on Brookline Avenue was completed in 1976, to provide Joslin with additional space for research and clinical activities. This structure was originally four stories in height (50 feet) and included retail space on the first floor level along Brookline Avenue. At the time it was constructed, the design allowed for three additional floors. Joslin subsequently completed the expansion of this building in 1991, by adding three stories along Brookline Avenue and raising the courtyard to the Pilgrim Road level. A portion of the courtyard was enclosed for visitor and staff lounge functions.

Joslin presently occupies approximately 242,300 gsf, consisting of research, clinic, and administrative space. In addition, Joslin has historically leased retail, office and restaurant space on the first floor along Brookline Avenue (approximately 12,000 gsf). At the time of its 1991 expansion, Joslin was issued permission for conditional use and variance from the City of Boston, Board of Appeal (BZC -15190 dated November 19, 1991) allowing for a FAR of 3.9. This variance allowed Joslin to achieve a maximum height of 100 feet from average site grade (eight stories) along Brookline Avenue.

After approval of the IMP Area under the 2008 IMP Amendment, the FAR of the existing improvements on the IMP Area was increased to approximately 5.4.

#### **3.2 Pedestrian Access**

Pedestrian access to the main reception area of Joslin is accessible via Joslin Place. Through the main entrance Joslin’s Beetham Eye unit can be accessed. The Pilgrim Road access provides access to Pediatrics and Adult Diabetes clinics on the second floor. All entrances are handicapped accessible.

#### **3.3 Parking and Loading Facilities**

Joslin’s parking needs are provided by garages located in the Longwood Medical Area. Joslin does not have any parking available of its own. Employee parking is offered through Joslin’s affiliation with MASCO and area parking companies. Loading dock and trash disposal functions are accommodated within the completed PDA Project, known as Longwood Center, by virtue of a lease agreement between the owner of the PDA Project and Joslin.

## **4. Needs of the Institution**

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### **4.1 Regional and National Trends**

According to the Centers for Disease Control and Prevention, diabetes affects approximately 30.3 million Americans and is the seventh leading cause of death in the U.S. Recently released data from the American Diabetes Association (ADA) shows that in 2015, diabetes claimed more than 252,806 lives. Increases in types 1 and 2 diabetes, as well as obesity, are also being observed in children and adolescents presenting future challenges to the healthcare system.

Meanwhile, the financial burden associated with diabetes is staggering. In 2012, between healthcare costs and lost productivity, diabetes costs the nation \$245 billion annually. The ADA estimates that one out of every five healthcare dollars is spent caring for someone with diabetes.

### **4.2 Strengths and Weaknesses of the Existing Campus**

Joslin's present location in the LMA is ideal for multi-institutional research collaborations and its major partners for clinical care are located in this area. However, while Joslin's existing facilities have served it well in its quest to eradicate diabetes, the prevalence of diabetes continues. Additional research, alternative health care approaches, and an increased amount of educational programs are necessary. The current infrastructure limits Joslin's ability to expand its research programs and its staff, to promote innovative approaches, and to support stronger educational outreach programs. Research and clinical space are used to capacity. Joslin anticipates that the greatest infrastructure needs will be in three areas:

- **Well-trained staff:** As the complexity of research and demands for clinical services increase, the need for well-trained staff with a broad range of expertise will grow.
- **Patient care and Administration:** Joslin may need additional space to care for the ever growing diabetic population.
- **Lab and Research Facilities:** Existing facilities are becoming antiquated and are increasingly inadequate to optimally house even Joslin's current programming needs. The facility age and limitations impede Joslin's ability to achieve its mission, as well as the needed growth in research and administrative functions.

## **5. Proposed Future Projects**

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### **5.1 Long-term Planning**

Joslin is in the process of developing long-range space plans (e.g. beyond the 5-year term of this Institutional Master Plan) that may include renovations of the buildings to ensure suitability for use as a world-class research and clinical care facility.

### **5.2 Effect of Approval of the IMP Amendment**

Pursuant to Article 80D of the Code, upon approval of this Institutional Master Plan Amendment by the BPDA, uses or structures existing or described in this Institutional Master Plan will be deemed to be in compliance with the use, dimensional, parking and loading requirements of underlying zoning (including special purpose overlay districts) and may be reconstructed after casualty, notwithstanding any provision of underlying zoning to the contrary and without the requirement of further zoning relief.

So long as the existing uses or structures are consistent with the provisions of this Institutional Master Plan, the existing uses or structures may be located on multiple contiguous parcels or lots, whether or not any portion of the existing uses or structures satisfies the provisions of the underlying zoning. Consistent therewith, any yard and setback requirements shall be measured at the exterior property lines of the IMP Area, and shall not apply to any interior lots that may exist or be created within the IMP Area. Building Height shall have the same meaning as defined in Article 2A and shall be measured to the top of the last occupiable floor.

### **5.3 Future Building Renovation and Maintenance Projects**

Throughout the term of this Institutional Master Plan, Joslin may conduct ongoing building renovation projects and other campus improvements which may consist of an erection of extension of an Institutional Use but which may be below the threshold for IMP Review or Large Project Review. So long as each such project or improvement are below 20,000 SF GFA in the aggregate, such work may be conducted without amendment of this Institutional Master Plan and the permitted FAR under this Institutional Master Plan shall be deemed adjusted accordingly to not greater than approximately 5.9. In accordance with Article 80D-7 of the Code, Joslin will submit biannual updates from the date of approval of the IMP. These biannual updates will include updates on any building renovation and maintenance projects.

### **5.4 Future Leased or Purchased Space**

Joslin has no current plans to purchase or lease additional space located outside of the IMP Area. Any such facility, to the extent it exceeds IMP exemption thresholds, would not require an amendment to this Institutional Master Plan as long as the use category of the underlying zoning which most closely described the use of such facility is either allowed as of right by the underlying zoning or is allowed by zoning relief obtained by the property owner. This will give Joslin the needed flexibility to meet its space and parking needs. In accordance with Article 80D-

7 of the Code, Joslin will submit biannual updates from the date of approval of the IMP. These biannual updates will include updates on any future leased or purchased space.

### **5.5 Future Transfers of Space**

During the term of this Institutional Master Plan, it is also unlikely that Joslin will transfer certain property described in this Institutional Master Plan. In such event, Joslin may, by written notice to the BPDA, elect to remove such property from the Institutional Master Plan and/or IMP Area, whereupon:

- a) such transferred property, to the extent that it does not conform to the underlying zoning, shall be deemed to be lawful prior nonconforming structures; and
- b) remaining uses and structures described in this Institutional Master Plan shall be deemed to be lawful prior nonconforming uses and structures to the extent they do not conform to underlying zoning, notwithstanding the creation of a new lot as a result of such transfer.

In accordance with Article 80D-7 of the Code, Joslin will submit biannual updates from the date of approval of the IMP. These biannual updates will include updates on any future transfers of space.

### **5.6 Future Reallocation of Certain High Impact Subuses**

From time to time during the term of this Institutional Master Plan, Joslin may reallocate Gross Floor Area among the various Hospital Subuses, including certain High Impact Subuses (Facility of Public Assemblies and Ambulatory Care Facilities) located within the IMP Area. Any such reallocation will not require an amendment to this Institutional Master Plan as long as the Gross Floor Area devoted to High Impact Subuses is not increased. This will give Joslin the needed flexibility to meet its operational needs.

## **6. Institutional Transportation and Parking Management**

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### **6.1 Introduction/Consistency with LMA Interim Guidelines For Transportation**

Under the LMA Interim Guidelines, the LMA's transportation guidelines are applicable to institutions contemplating development. Although Joslin no longer is contemplating development, Joslin will continue to work to accomplish the goals of the Interim Guidelines related to Transportation Demand Management.

### **6.2 Transportation Demand Management ("TDM")**

- **Transit Pass Sales** - Joslin will continue to make transit passes available on site. Sales of T-passes are approximately \$360,000 per year. Currently, 250 employees take advantage of this program, and receive a 30% subsidy from Joslin.
- **Membership in MASCO** - Joslin has been a member of MASCO since its inception and has a seat on the board.
- **On-site Transportation Coordinator:** Human Resources coordinates the Joslin transportation program. The main HR phone number is 617-309-2595.
- **Shuttle Bus Passes** - As a member of MASCO, Joslin employees can utilize the LMA shuttles operated by MASCO. Nine routes servicing different parts of the greater Boston area are available, to reduce the number of vehicle trips within the LMA.
- **Guaranteed Ride Home** - In the event that an employee that chooses a non-auto mode to travel to home due to personal emergencies, a ride or rental car is available through MASCO's CommuteWorks Emergency Ride Home Program.
- **Biking** – Joslin provides on-site bike racks for employees.
- **Promotion of Alternative Transportation Modes** - Joslin will continue to work with MASCO and BTD to promote the use of alternative transportation, including CommuteWorks programs.

### **6.3 System-wide Transportation Projects**

As a member of MASCO and as a resident of the LMA, Joslin continues to work with the City to identify how it can best contribute to system-wide projects in an effort to improve transportation in and around the LMA.

## 7. Workforce and Employment [Rename]

### 7.1 Description of Joslin Workforce

Joslin currently employs 526 individuals, including both full-time, part-time and per-diem workers, in a wide variety of clinical, research and administrative jobs. Of these employees, 276 are in exempt positions (generally managerial, supervisory, or professional positions) and 170 are in non-exempt positions (generally clerical, administrative, and technical staff). The remaining 80 individuals are Research Fellows. Boston residents make up 30% of Joslin's total workforce, including 54 individuals in exempt positions, 69 in non-exempt positions, and 35 who are Research Fellows.

### 7.2 Workforce Statistics

**Table 1: Employees by Payroll Type**

**Employees by Payroll Type**

	Boston Residents	Non-Boston Residents	Total	Boston Percent	Jobs as Percent of Total
<b>Payroll Type</b>					
Exempt	54	222	276	19.57%	52%
Non-Exempt	69	102	170	40.59%	32%
Research Fellows	35	45	80	43.75%	15%
<b>TOTAL</b>	<b>158</b>	<b>369</b>	<b>526</b>	<b>30.04%</b>	<b>100%</b>

**Table 2: Boston Residents by City**

**Boston Residents by City**

City	Number	%
Boston	82	15.59%
Allston	4	0.76%
Brighton	16	3.04%
Charlestown	2	0.38%
Dorchester	13	2.47%
East Boston	3	0.57%
Hyde Park	7	1.33%
Jamaica Plain	11	2.09%
Mattapan	3	0.57%
Roslindale	8	1.52%
Roxbury	2	0.38%
South Boston	1	0.19%
West Roxbury	6	1.14%
<b>ALL BOSTON NEIGHBORHOODS</b>	<b>158</b>	<b>30.04%</b>
All Other Cities	368	69.96%
<b>TOTAL</b>	<b>526</b>	<b>100.00%</b>

**Table 3: Boston Residents by Job Category**

<b>Boston Residents by Job Category</b>				
	<b># Boston Residents</b>	<b>% Boston Residents</b>	<b># Joslin Employees</b>	<b>% Joslin Employees</b>
Service Workers	11	6.96%	25	4.75%
Laborers	6	3.80%	13	2.47%
Administrative	33	20.89%	77	14.64%
Technicians	62	39.24%	171	32.51%
Officials and Managers	10	6.33%	75	14.26%
Professionals	36	22.78%	165	31.37%
<b>TOTAL</b>	<b>158</b>	<b>100.00%</b>	<b>526</b>	<b>100.00%</b>

### **7.3 Projected Staffing Needs**

Joslin continues to evaluate its workforce needs based on projects and grants that are deployed. There are no plans that would significantly affect the current workforce in place.

### **7.4 Current Workforce Development Efforts**

Joslin has invested heavily in Workforce Development Programs and has an extensive array of programs to help retain current workers, improve their skills, and help them qualify for promotions. Most of these training opportunities are available to all Joslin employees, both part-time and full-time.

- **Computer Training** - Employees are offered software training courses (i.e. word, excel, powerpoint, outlook) via onsite or virtual classed through New Horizons.
- **ESL Training** - There are three levels of instruction in English as a Second Language offered in partnership with Dana Farber Cancer Institute. The levels of instruction range from beginner to advanced, and is based on communications proficiency in speaking, listening, conversational skills and vocabulary.
- **Tuition Reimbursement Program** - Tuition and laboratory fees are reimbursed based on length of service, up to the company maximums per fiscal year. Courses eligible for reimbursement include those related to the employee's current position, are required as part of a degree-granting program, or taken for career advancement within Joslin. Reimbursement is paid upon satisfactory passing of the class.
- **Other Training** - Joslin also offers training on customer service, communication, public speaking, and leadership skills, as well as specialized computer applications.
- **Internships** - Joslin partners with several community programs and agencies to provide internship opportunities. Joslin averages 10 interns and 5-6 mentors per year. One mentor typically has 2 interns per year. The internships are generally sequential, so Joslin is able to offer a 1:1 relationship for each intern.

**Recruit Boston Residents** - Since 2008, Joslin has increased the number of Boston residents from 28% to 31% of its overall workforce. Joslin continues to send weekly updates of job listings to roughly 30 Boston-based community agencies, including 2 of the 3 One-Stop Career Centers.



## 8. Community Benefits

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### 8.1 Impact on the Surrounding Area

Joslin is one of the most significant assets to the patient and medical community in Boston, a city regarded as the country's preeminent medical center. Here, Joslin plays a vital role as the only Harvard Medical School Affiliated institution with a sole focus on diabetes. Joslin's invaluable educational programs and care resources benefit patients in the surrounding neighborhood, the City of Boston and the New England region. Some of these benefits include:

- Joslin is a unique resource for people with diabetes and its complications. With 40 physicians on staff—the world's largest team of board-certified physicians treating diabetes—Joslin has a concentration of knowledge and support to help people manage this difficult disease. Joslin has the largest patient database in the world—23,000 active patients who make more than 70,000 visits a year, commuting to Boston from surrounding towns and from all over New England for the best diabetes care available.
- Diabetes affects more than 6.2% of the population in Massachusetts. Joslin cares for 51-76% of kids with diabetes in Massachusetts and 23-34% of kids with diabetes in New England.

### 8.2 Special Programs

As part of Joslin's clinical services, Joslin serves groups at high risk of developing diabetes, such as African Americans, Latinos and Asian Americans. Two of Joslin's programs offer unique opportunities for Latinos and Asian Americans to receive diabetes care that is both linguistically appropriate and culturally relevant.

#### 8.2.1 Latino Diabetes Initiative (LDI)

The LDI at Joslin is designed to improve health outcomes for Latinos, who are one and one-half times more likely to develop diabetes than non-Latino Caucasian Americans. Through vigorous community outreach initiatives that aim to address common myths and perceptions about diabetes, and in tandem with clinic services in Spanish, Joslin delivers innovative and specialized care to Latinos in Boston, and from around the world. Outreach programs include: *Beisbol y Salud* (Mo Peace Foundation), *Bailey Salud* (Dance for Health) – community dance program, group visits, outreach to churches and other community gathering places, *Rosa's Story* novella.

#### 8.2.2 Asian American Diabetes Initiative (AADI)

The AADI was established in recognition of the growing challenge of diabetes in the Asian American population. Joslin has implemented educational outreach programs that increase awareness of diabetes in Asian communities, and draw these populations to the Joslin Clinic. Through the AADI, patients receive culturally appropriate diabetes care from a team of doctors, as well as a *JoslinCare* ambassador that offers translation services, coordinates appointments,

and handles prescriptions. Outreach programs include: Asian Diet Study, church and health fair outreach, website, newsletter, several books.

### **8.3 Community Outreach**

Joslin participates in and supports these additional community outreach programs:

- American Diabetes Association (ADA), including the ADA Expo and ADA Walk
- American Association of Diabetes Educators (AADE)
- Boston Fire Department
- Boston Steps (Boston Public Health Commission)
- Center for Information and Study on Clinical Research (CISCRP)
- Coalition to End Disparities in Diabetes
- Commonwealth's Task Force on Health Care Disparities-In January 2008, Joslin hosted the inaugural meeting of the
- Department of Public Health Diabetes Control Program
- Diabetes Coalition of Massachusetts
- Dimock Community Health Center
- Doors of Salvation Church - Dorchester
- Family Van Mobile Health
- General Electric Corporation
- Harvard School of Public Health Community Partnership Day
- Joseph M. Smith Community Health Center
- Juvenile Diabetes Research Foundation (JDRF)
- Latino Family Festival
- MASCO
- Mattapan Community Health Center
- Massachusetts League of Community Health Centers
- Mission Hill Health Movement
- Mission Hill Walk for Health
- Mission Hill Youth Collaborative
- Mo Peace Foundation
- Northeast Chapter Meeting Association for Education and Rehabilitation of the Blind and Visually Impaired
- Project HOPE – DEAF, Inc.
- The Women's Lunch Place
- UN World Diabetes Day
- World Diabetes Day-State House
- World Kidney Day

## **8.4 Other Benefits**

### **8.4.1 Free Care**

Joslin Clinic is not an inpatient institution and does not participate in nor does it receive reimbursement from the Commonwealth's free care pool. Despite that, Joslin Clinic offers free care to any patient in need who meets financial qualifications.

### **8.4.2 MASCO Initiatives**

Joslin currently participates and will continue to participate in MASCO initiatives to coordinate area planning. In the past, these projects have secured improved signage in the medical area, bus shelters, street light monitoring, transportation studies and management, security patrols and the childcare center.

## 9. Community Input

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Joslin's Institutional Master Plan reflects the result of Joslin's internal strategic planning process as well as discussions with MASCO, MEPA, and city agencies. Outreach to/from the community has included:

- Presentations and attendance at the LMA forums beginning in Fall, 2001 through 2013;
- Meetings with the city-designated Impact Advisory Group ("IAG") in 2002 and 2007-2008;
- Discussions between Joslin and the Winsor School ongoing in May, June, July, 2002, Fall, 2002 and Winter, 2002-2003 and 2007-2008;
- Discussions with other LMA institutions, Fall, 2001 to Winter 2002-2003, and 2007-2008; and
- Public comment letters on the PNF, IMPNF, and ENF, and Draft PIR/IMP/EIR related to the 2003 Institutional Master Plan, and to the Notice of Project Change related to the PDA Project, from neighborhood residents, institutional abutters, and other interested parties.

## **10. Term of Institutional Master Plan**

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Section 80D-8 of the Code provides that an approved Institutional Master Plan may be renewed at any time.

This Institutional Master Plan, as amended and renewed, shall be in effect for a period of five (5) years from April 29, 2018 to April 29, 2023.

This Institutional Master Plan, as amended and renewed, will be updated biannually from the date of its approval by the BPDA.