



# INSTITUTIONAL MASTER PLAN AMENDMENT

April 29, 2008

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*Submitted to:*  
**Boston Redevelopment Authority**  
**One City Hall Square**  
**Boston, MA 02201**

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



## INSTITUTIONAL MASTER PLAN AMENDMENT

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## 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

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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.

#### 1.2 Purpose of Institutional Master Plan Amendment

The purpose of this Institutional Master Plan Amendment is to remove the 2003 IMP Project from the 2003 Institutional Master Plan and to remove the 44,656 square foot area of the 2003 IMP Project (the “**PDA Project Site**”) from the 2003 Institutional Master Plan Area. After approval of this Institutional Master Plan Amendment, the area under this Institutional Master Plan (the “**IMP Area**”) will consist of 44,777 square feet bounded generally by Brookline Avenue, Joslin Place, Pilgrim Road and the Project Site. No new Institutional Projects are being proposed under this Institutional Master Plan Amendment. This Institutional Master Plan Amendment also renews the Joslin Institutional Master Plan for a period of ten (10) years from April 29, 2008, the date of approval of this Amendment by the Authority.

Subsequent to approval of the 2003 Institutional Master Plan, Joslin has sold the PDA Project Site to ARE/ND/CR Longwood, LLC (“**ARE/ND/CR**” or the “**Developer**”). Joslin and the Developer have proposed the development of a project as described in the Developer’s application for a Development Plan for a Planned Development Area filed on February 14, 2008 (the “**PDA Project**”) in a manner which complements Joslin’s Institutional Master Plan, while allowing the PDA Project to proceed under private ownership with private capital financing sources. The

Developer will develop the PDA Project in a manner consistent with the 2003 Institutional Master Plan, subject to the modifications set forth in the Development Plan for a Planned Development Area. Since the PDA Project is now proposed to be developed and owned, entirely or primarily, by a private party which is not an Institution, as defined in the Code, it is proposed that the PDA Project be removed from the 2003 Institutional Master Plan.

Although the PDA Project will be developed by the Developer rather than by Joslin, Joslin expects to purchase or lease certain space in the PDA Project. In addition, the purchase of the PDA Project Site by the Developer will serve to strengthen Joslin's endowment and contribute to the long-term financial strength of Joslin, a non-profit health care institution that is important to the City of Boston.

It is the intent of this Institutional Master Plan Amendment to restate the 2003 Institutional Master Plan, to amend it by removing references to the 2003 IMP Project and by removing the PDA Project Site from the IMP Area, and to, where appropriate, update the information presented as to matters such as Workforce Development.

### **1.3 Status of 2003 Planning**

Under the 2003 Institutional Master Plan, Joslin planned to expand its commitments to housing, workforce development and transportation improvements. Although Joslin is not developing the 2003 IMP Project, Joslin has met certain of those expansion plans in housing and workforce development, including: relocating and providing support for residents of the now-vacant apartment building located on the PDA Project Site; increasing internal employee training, despite a slightly smaller workforce; increasing the percent of Boston residents employed at Joslin; and making a \$240,000 payment to Boston Health Care and Research Training Institute.

### **1.4 Article 80C and Article 80D Processes**

This Institutional Master Plan Amendment is being filed under Article 80D to remove the PDA Project Site from the 2003 Institutional Master Plan Area and to remove the PDA Project from the 2003 Institutional Master Plan. Subsequent to such removal, the IMP Area will consist of approximately 44,777 square feet.

On February 14, 2008, the Developer filed an application for a Development Plan for a Planned Development Area which would approve the PDA Project approved under Article 80C in the 2003 Institutional Master Plan, subject to certain modifications, and establish the PDA Project Site as a Planned Development Area.

## **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. In short, to achieve our mission "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 624 individuals in three major divisions:

- 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., a joint venture between Joslin and Beth Israel Deaconess Medical Center, Inc., the world's first and most respected diabetes care facility, which cares for 23,000 adult and pediatric patients a year.
- Joslin Strategic Initiatives, which develops and markets innovative programs, products and services that expand the availability of Joslin knowledge and expertise to people with diabetes and the clinicians who care for them.

#### **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 aggressive, comprehensive care of the patient. With the world's largest team of board-certified physicians expert in treating diabetes, the highest concentration of Certified Diabetes Educators, the largest patient database of its kind, 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, *JoslinCare* 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 *JoslinCare* 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 *JoslinCare* is the delivery of the world's finest diabetes eye care 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 has a reputation for pioneering care and support of pediatric patients and their families. Joslin cares for the majority 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 a joint venture between Joslin Diabetes Center and Beth Israel Deaconess Medical Center (BIDMC), also a teaching hospital affiliate of Harvard Medical School. Together, Joslin and BIDMC provide patients a spectrum of multi-disciplinary care for diabetes and endocrine disorders in both the inpatient and outpatient setting. Joint specialty programs include cardiovascular disease, eye care, kidney, pancreas and islet cell transplantation, pregnancy, the care of the foot and obesity management.

### **2.2.3 Joslin Strategic Initiatives**

Joslin's Strategic Initiatives Division focuses on improving the quality of diabetes care around the globe. These programs include professional medical education, telemedicine services, publications and Affiliated Centers. 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 has 25 clinical care affiliates in the U.S., and two internationally, where an additional 100,000 annual patient visits take place. 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 leads a large federally funded consortium of investigators at

Joslin and seven other institutions—known as the Diabetes Genome Anatomy Project—that is using DNA chips and proteomic techniques to study diabetes, obesity and other insulin-resistant states.

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, as well as retail 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 this Institutional Master Plan Amendment, the FAR of the existing improvements on the IMP Area will be approximately 5.4.

#### **3.2 Pedestrian Access**

Pedestrian access to the main reception area of Joslin is accessible via Joslin Place and Pilgrim Road. The Pilgrim Road access is currently through the exterior alley, up an exterior ramp, to the second floor entrance. Prior to construction of the PDA Project, this entrance will be replaced with a new handicap entrance, which will provide a major entrance into Joslin Clinic from Pilgrim Road.

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

A small portion of the Joslin parcel accessible from Longwood Avenue is currently used as a parking area and service drive to the loading dock (approximately 11,420 gsf). The existing at-grade parking area accommodates approximately 28 vehicles. A portion of Joslin’s parking needs will be met within the below-grade garage being developed as part of the PDA Project proportionate to the space Joslin occupies in the PDA Project to be constructed under the Development Plan. Joslin may continue to lease off-site spaces to meet any remaining parking needs. Loading dock and trash disposal functions will be met within the PDA Project via the proposed loading dock at the PDA Project, which will support the entire block.

### **3.4 Off-Site Facilities**

In addition to on-site facilities, Joslin leases approximately 22,000 square feet of office space at 20 Overland Street, and research space at Harvard and Brandeis Universities. Joslin may lease additional space during the term of this Institutional Master Plan as its needs dictate.

## 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 20.8 million Americans and is the sixth leading cause of death in the U.S. Recently released data from the American Diabetes Association (ADA) shows that in 2007, diabetes claimed more than 284,000 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. Between healthcare costs and lost productivity, diabetes costs the nation \$174 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 and 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.
- Information Technology (IT) - Information support for complex genetic research, clinical programs and strategic initiatives will create demand for increasingly sophisticated IT support.
- 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 clinical, 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 10-year term of this Institutional Master Plan) that may include the return of staff in off-site locations, renovations of the 1950s Building to ensure suitability for use as a world-class, 21<sup>st</sup> century building, and the updating and modernization of clinic space located within Joslin's existing physical plant.

### **5.2 Joslin's Ownership or Lease of Space in the PDA Project**

Joslin anticipates meeting a portion of its current and future space needs during the term of this Institutional Master Plan through occupancy of space in the PDA Project. Joslin may occupy between 35,000 and 135,000 square feet of medical research space (and related medical office, clinical, storage and mechanical space) in the PDA Project. Joslin will occupy such space either by ownership or by lease, at Joslin's election. In the event Joslin elects to occupy its space pursuant to a lease, such occupancy would be for a period (including extension rights) of up to 90 years.

The PDA Project will include a maximum of 290 off-street parking spaces located in a below-grade garage. Under the terms of its occupancy agreement for the PDA Project, Joslin will have the right to use a pro rata share of the self-park spaces approved by the City of Boston in the below grade garage.

Joslin does not currently anticipate any Proposed Projects requiring approval under an Institutional Master Plan as provided in Article 80D-2 during the 10-year term of this Institutional Master Plan. In the event a Proposed Institutional Project is proposed during the term of this Institutional Master Plan, an application for Amendment to this Institutional Master Plan will be filed.

### **5.3 Effect of Approval of IMP**

Pursuant to Article 80D of the Code, upon approval of this Institutional Master Plan Amendment by the BRA and its adoption by the Boston Zoning Commission as the Institutional Master Plan, 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.

#### **5.4 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 or 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.

#### **5.5 Future Leased or Purchased Space**

From time to time during the term of this Institutional Master Plan, Joslin may purchase or lease space and parking facilities located outside of the IMP Area. Any such facility, to the extent it exceeds IMP exemption thresholds, will 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.

#### **5.6 Future Transfers of Space**

During the term of this Institutional Master Plan t, it is also possible that Joslin will transfer certain property described in this Institutional Master Plan. In such event, Joslin may, by written notice to the BRA, 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.

#### **5.7 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 Parking

A portion of Joslin's parking needs will be met within the below-grade garage being developed as part of the PDA Project proportionate to its occupancy in the PDA Project. Joslin may continue to lease off-site spaces to meet any remaining parking needs.

### 6.3 Transportation Demand Management ("TDM")

- **Transit Pass Sales** - Joslin will continue to make transit passes available on site. Sales of T-passes are approximately \$280,000 per year. Currently, 270 employees take advantage of this program, and receive a 30% subsidy from Joslin. Joslin will explore increasing its subsidy to 50% in the future.
- **Membership in MASCO** - Joslin has been a member of MASCO since its inception and has a seat on the board.
- **On-site Transportation Coordinator:** There is a Transportation Coordinator on campus: Brynn Manning, Human Resources Office, Brynn.Manning@joslin.harvard.edu, (617) 732-2595
- **Shuttle Bus Passes** - To reduce the number of vehicle trips within the LMA, Joslin supports the idea of providing resident passes for the LMA shuttles. MASCO implemented this idea allowing community ridership on most services run in 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 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 BTM to promote the use of alternative transportation, including CommuteWorks programs.

## 6.4 System-wide Transportation Projects

Through MASCO, 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. For example recent improvements made by MASCO, or currently underway, on behalf of its members include:

- Signal timing or detection equipment completed at 10 intersections on Longwood and Brookline Avenues, and 6 intersections along Fenway/Ruggles corridor between Avenue Louis Pasteur and Melnea Cass Boulevard, reducing congestion and delay;
- Completed technical analysis of signal issues from Melnea Cass/Tremont to the Southeast Expressway, to assist City in making travel corridor improvements en route to the LMA;
- At Sears Rotary, completed analysis of T-intersection of Riverway/Fenway and a pedestrian safety study, and advocated for implementation through the Muddy River Project by the Army Corps of Engineers;
- Completed traffic calming study of Netherlands Road, to identify impacts and trade-offs related to potential closure proposals;
- Reduced congestion at Riverway/Fenway intersection through meter removal and lane striping to include exclusive right-turn lane;
- Completed study of performance of E-Line in LMA and advocating for additional services in an extended peak hour schedule;
- Improved commuter rail service with addition of four new stops at Yawkey and JFK/UMass Stations, both of which are met by LMA Shuttle Service.
- Conducting feasibility study for additional commuter rail platform at Ruggles Station, to enable the more than 50% of AM trains that can't stop there, to provide LMA service in the future;
- Completing Urban Ring LMA surface route and tunnel analyses, to assist the state in developing a feasible and implementable Urban Ring service;
- Successfully advocated for handicap access improvements to the Longwood station on the D-Line (improvements are underway).



## 7. Workforce and Employment

### 7.1 Description of Joslin Workforce

Joslin currently employs 624 individuals, including both full-time and part-time workers, in a wide variety of clinical, research and administrative jobs. Of these employees, 277 are in exempt positions (generally managerial, supervisory, or professional positions) and 224 are in non-exempt positions (generally clerical, administrative, and technical staff). The remaining 123 individuals are on the Research Fellows payroll in Joslin’s research division, and are paid stipends from the grant that funds their research. Boston residents make up 31% of Joslin’s total workforce, including 45 individuals in exempt positions, 103 in non-exempt positions, and 47 who are research fellows.

### 7.2 Workforce Statistics

**Table 1: Employees by Payroll Type, Salary Band, & Educational Background**

	CURRENT					PROPOSED						
	<u>Boston Residents</u>	<u>Non-Boston Residents</u>	<u>Total</u>	<u>Boston Percent</u>	<u>Jobs as Percent of Total</u>	<u>Boston Residents</u>	<u>Non-Boston Residents</u>	<u>Total</u>	<u>Boston Percent</u>	<u>Increase in Total Jobs</u>	<u>Increase in Jobs Held by Boston residents</u>	<u>Boston Share of New Jobs</u>
<b>Payroll Type</b>												
Exempt	45	232	277	16%	44%	45	236	281	16%	4	0	0%
Non-exempt	103	121	224	46%	36%	114	130	244	47%	20	11	55%
Research Fellows	47	76	123	38%	20%	54	85	139	39%	16	7	44%
<b>TOTAL</b>	<b>195</b>	<b>429</b>	<b>624</b>	<b>31%</b>	<b>100%</b>	<b>213</b>	<b>451</b>	<b>664</b>	<b>32%</b>	<b>40</b>	<b>18</b>	<b>45%</b>
<b>Salary Bands</b>												
< \$30,000	27	38	65	42%	10%	28	38	66	42%	1	1	100%
30,000 - 39,999	57	50	107	53%	17%	67	59	126	53%	19	10	53%
40,000 - 49,999	21	36	57	37%	9%	21	36	57	37%	0	0	0%
50,000 - 59,999	14	41	55	25%	9%	14	41	55	25%	0	0	0%
60,000 - 69,999	4	29	33	12%	5%	4	29	33	12%	0	0	0%
70,000 - 79,999	8	35	43	19%	7%	8	35	43	19%	0	0	0%
80,000 - 89,999	2	19	21	10%	3%	2	19	21	10%	0	0	0%
90,000 - 99,999	7	12	19	37%	3%	7	14	21	33%	2	0	0%
>\$100,000	8	93	101	8%	16%	8	95	103	8%	2	0	0%
Fellows	47	76	123	38%	20%	54	85	139	39%	16	7	44%
<b>TOTAL</b>	<b>195</b>	<b>429</b>	<b>624</b>	<b>31%</b>	<b>100%</b>	<b>213</b>	<b>451</b>	<b>664</b>	<b>32%</b>	<b>40</b>	<b>18</b>	<b>45%</b>
<b>Education Required</b>												
MD or PhD	8	77	85	9%		8	81	89	9%	4	0	0%
Research Fellows	47	76	123	38%		54	85	139	39%	16	7	44%
All Other	140	276	416	34%		151	285	436	35%	20	11	55%
<b>TOTAL</b>	<b>195</b>	<b>429</b>	<b>624</b>	<b>31%</b>		<b>213</b>	<b>451</b>	<b>664</b>	<b>32%</b>	<b>40</b>	<b>18</b>	<b>45%</b>

**Table 2: Boston Residents by Zip code**

Neighborhood	No.	%
Longwood and Adjacent Neighborhoods	92	15%
All Boston Neighborhoods	195	31%
All Employees	624	100%

1. Covers: 02115, 02119, 02120, 02121, 02215

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

Job Category	# Boston Residents	% Boston Residents	# Joslin Employees	% Joslin Employees
Craft Workers (Skilled)	0	0%	4	1%
Service Workers	6	3%	12	2%
Laborers	7	4%	15	2%
Office and Clerical	53	27%	97	16%
Technicians	87	45%	252	40%
Officials and Managers	11	6%	85	14%
Professionals	31	16%	159	25%
<b>TOTAL</b>	<b>195</b>	<b>100%</b>	<b>624</b>	<b>100%</b>

### 7.3 Projected Staffing Needs

When the space to be occupied by Joslin in the PDA Project reaches full occupancy, Joslin expects to increase its employee base by approximately 20 to 40 individuals.

### 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.

- **Training Institute** - Although the 2003 IMP Project was not constructed, Joslin entered into a Memorandum of Agreement with the Boston Health Care and Research Training Institute (the “**BHCRTI**”) and Fenway Community Development Corporation. Under this Agreement, Joslin worked with BHCRTI to develop programs for its workforce. In addition, Joslin provided the Institute with a \$240,000 cash contribution, as well as in-kind contributions.
- **Computer Training** - Employees are offered basic Windows and Outlook training, and three levels of instruction in Excel, PowerPoint, and Word. These are offered in partnership with Dana Farber Cancer Institute and New Horizons.

- **ESL Training** - There are four levels of instruction in English as a Second Language offered in partnership with Dana Farber Cancer Institute. The levels of instruction range from "high beginner" to "low intermediate" to "mid-high intermediate" to "advanced", and is based on communications proficiency in speaking, listening, conversational skills and vocabulary. Joslin averages 46 ESL student per year, with 46% of the students testing at the "mid-high intermediate" level, 13% each at the "high beginner" and "low intermediate" levels, and the balance in the "advanced".
- **Tuition Reimbursement Program** - Tuition and laboratory fees are reimbursed, up to two courses per semester, for work-related (defined broadly), for-credit classes. Employees receive program and course selection counseling. Reimbursement is paid upon satisfactory passing of the class. An average of 45 employees per year receive tuition reimbursement.
- **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. Partnerships include Sociedad Latina, Operation A.B.L.E., Jewish Vocational Services, YMCA Training, Inc., and Bunker Hill Community College. 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.

## 7.5 Proposed Workforce Development Plan

Although Joslin is no longer implementing the 2003 IMP Project, since 2003 its proposed workforce development plan has expanded and will continue to expand in the following ways:

### Deliver New Training Programs:

- **Transitioning from Individual to Supervisor** - Provides individuals who have recently been or may be promoted to supervisory positions with basic knowledge of supervisory skills and an understanding of Joslin policies and procedures such as headcount approval process, performance management process, and job evaluation process.
- **Managing at Joslin** - Provides all supervisors and managers with fundamentals such as interviewing skills, building a team, developing staff, and conflict management.

**Participate in LMA Gateway Program** - Joslin will participate in the LMA Gateway Program with the John D. O'Bryant School, which is coordinated by MASCO. The Program provides mentorship and internship opportunities to encourage high school students from nearby Boston neighborhoods to enter into medically related careers, provide work opportunities and track students' matriculation into colleges, technical programs, and graduate programs. Joslin anticipates focusing on job shadowing with physicians/scientists (1-2 per offering). Additionally, Joslin would look to provide one to two mentors per semester.

**Recruit Boston Residents** - Since 2003, 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 80,000 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.
- The joint venture between Joslin and BIDMC provides patients with the best in preventative medicine, earlier diagnosis, enhanced treatment options and improved health and well-being. Patient benefits include: standardized care guidelines for treating and preventing diabetes-related complications; specialized care for treating the complications of diabetes, including heart, eye and vascular disease, neurologic dysfunction, high-risk pregnancy and obesity; easy and immediate access to top-notch BIDMC specialists, surgeons and resources; BIDMC ophthalmologists who provide care for complex eye conditions such as glaucoma, cataracts and age-related macular degeneration; and a shared patient information system that provides physicians immediate access to test results and treatment plans.

### 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, Asian America, and Native 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), Baile y 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)
- Coalition to End Disparities in Diabetes
- Mission Hill Health Movement
- Mission Hill Youth Collaborative
- Mission Hill Walk for Health
- Family Van Mobile Health
- MASCO
- Mo Peace Foundation
- Juvenile Diabetes Research Foundation (JDRF)
- Boston Steps (Boston Public Health Commission)
- Center for Information and Study on Clinical Research (CISCRP)
- Project HOPE – DEAF, Inc.
- Joseph M. Smith Community Health Center
- Massachusetts League of Community Health Centers
- The Women’s Lunch Place
- Dimock Community Health Center
- Department of Public Health Diabetes Control Program
- Diabetes Coalition of Massachusetts
- Harvard School of Public Health Community Partnership Day
- UN World Diabetes Day
- In January 2008, Joslin hosted the inaugural meeting of the Commonwealth’s Task Force on Health Care Disparities
- Northeast Chapter Meeting Association for Education and Rehabilitation of the Blind and Visually Impaired

## **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 and ongoing;
- 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 continuing in 2007-2008;
- Discussions with other LMA institutions, Fall, 2001 to Winter 2002-2003, and continuing in 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 ten (10) years from the date of approval of this document by the Authority.

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