



September 15-17, 2025
New Orleans

Fenway Health's model for
building and sustaining a
diverse, culturally competent
workforce and delivering
integrated, person-centered
care

Julia Fleming, MD MHS



Overview

- Overview of Fenway Health
- Delivering integrated, person-centered care
- Maintaining a diverse and culturally-competent workforce



Fenway Health

- Founded in 1971, advocates for and delivers innovative, equitable, accessible health care, supportive services, and transformative research and education
- Centering LGBTQIA+ people, BIPOC individuals, and other underserved communities.
- Provides medical, behavioral health, dental, and eye care as well as supportive services.
 - >1500 PHIV and >5000 people who have started PrEP
- Staff of close to 500 and a patient population of close to 33,000



Public Health, Research, and Advocacy

- **Public Health:**
 - ACCESS Drug User Health Program/Syringe Service Program (SSP): Providing harm reduction services for People Who Use Drugs since 1994
 - Sexual Health Clinic: Providing walk in HIV/STI testing and treatment
- **Education:**
 - The National LGBT Health Education Center: Provides educational programs, resources, and consultation to health care organizations with the goal of optimizing quality, cost-effective health care for LGBTQIA+ people.
 - LGBTQIA+ Aging Project
 - Advancing Excellence in Transgender Health yearly conference
- **Advocacy:**
 - Advocacy Division advocates for legislation that aligns with its mission to serve the LGBTQIA+ community, those living with HIV, and those who are vulnerable to healthcare access inequities



Fenway Cares for a Diverse Population

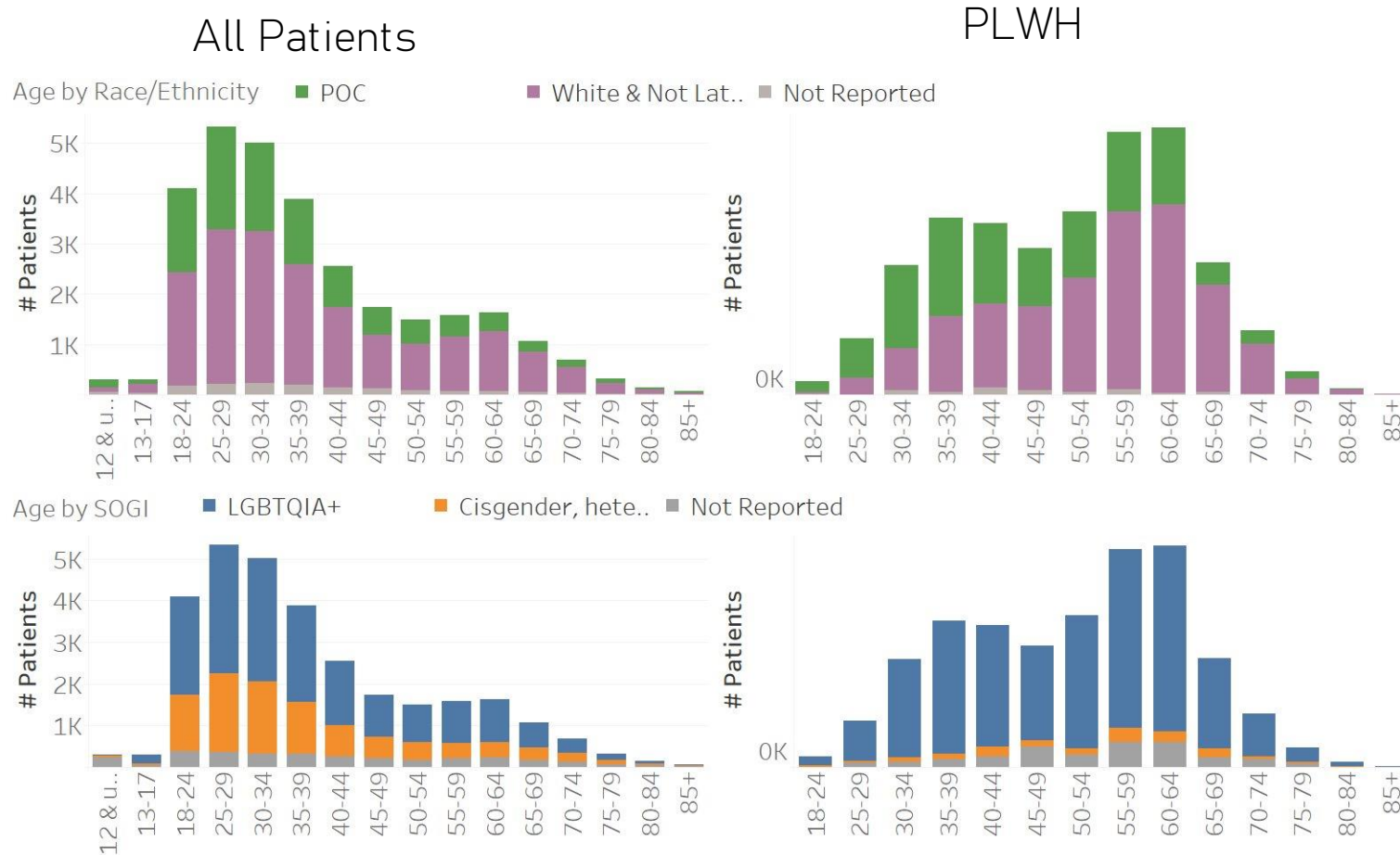
	All FH Patients	All PLWHA	
Age mean (median)	39 (35)	51 (53)	↑
People of Color*	35.6%	38.8%	↑
Sexual or Gender Minority	65.0%	93.9%	↑
Trans/Gender Diverse	21.2%	5.1%	↓
Uninsured	4.0%	2.8%	↓
Medicaid**	17.1%	31.1%	↑
Medicare**	7.3%	19.0%	↑
Unhoused	0.9%	1.8%	↑

*POC includes patients whose race is a known-value other than White OR whose ethnicity is Hispanic/Latino/a/x

**Includes patients who are dually eligible for Medicare and Medicaid

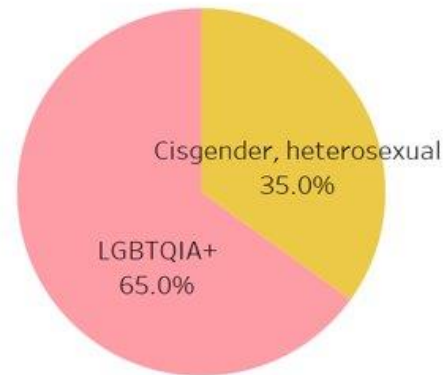


Populations Served at Fenway: Aging and HIV

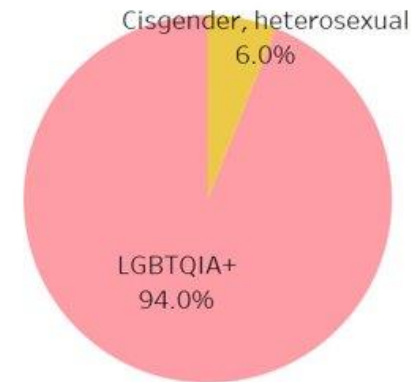


Populations Served at Fenway: SO/GI

All Patients



PLWH



Person-Centered, Status-Neutral Care

- Status neutral care integrates HIV care and HIV prevention into one single model
 - All patients living with HIV or at risk for HIV are entered into the care pathway through the same door
 - Once engaged in services, patients can be triaged to the resources most needed
- Bring together multiple, disparate services to provide care for a patient
 - Medical, Mental Health, Dental, Optometry, Podiatry, Nursing, Case Management, Pharmacy, OB/GYN, Financial Assistance



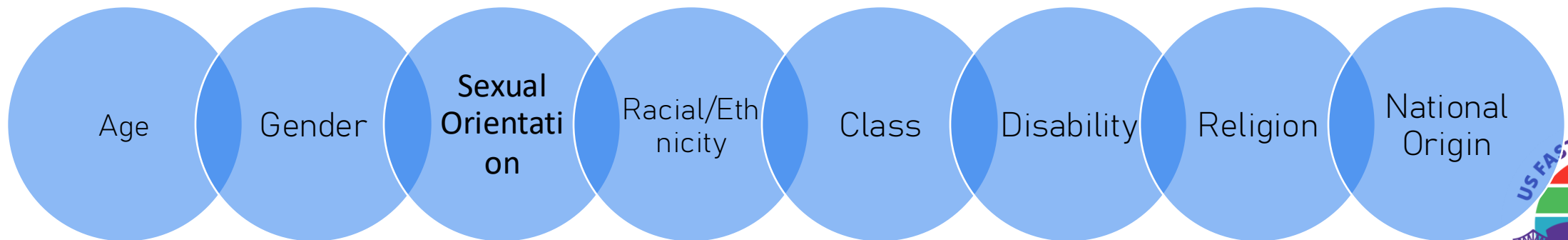
Primary Care for PLWH

- All providers are trained to provide primary care services and ART management for PLWH
- ID department able to provide specialty level consultation and management of complex ART and HIV-related medical issues



Caring for Intersectional Identities

- Fenway Health aims to provide a welcoming, safe space where all patients feel seen and valued
- For example:
 - Clear signage in multiple languages
 - Provider training around care for transgender patients
 - Clear pronoun, preferred name, and language placement in the EMR

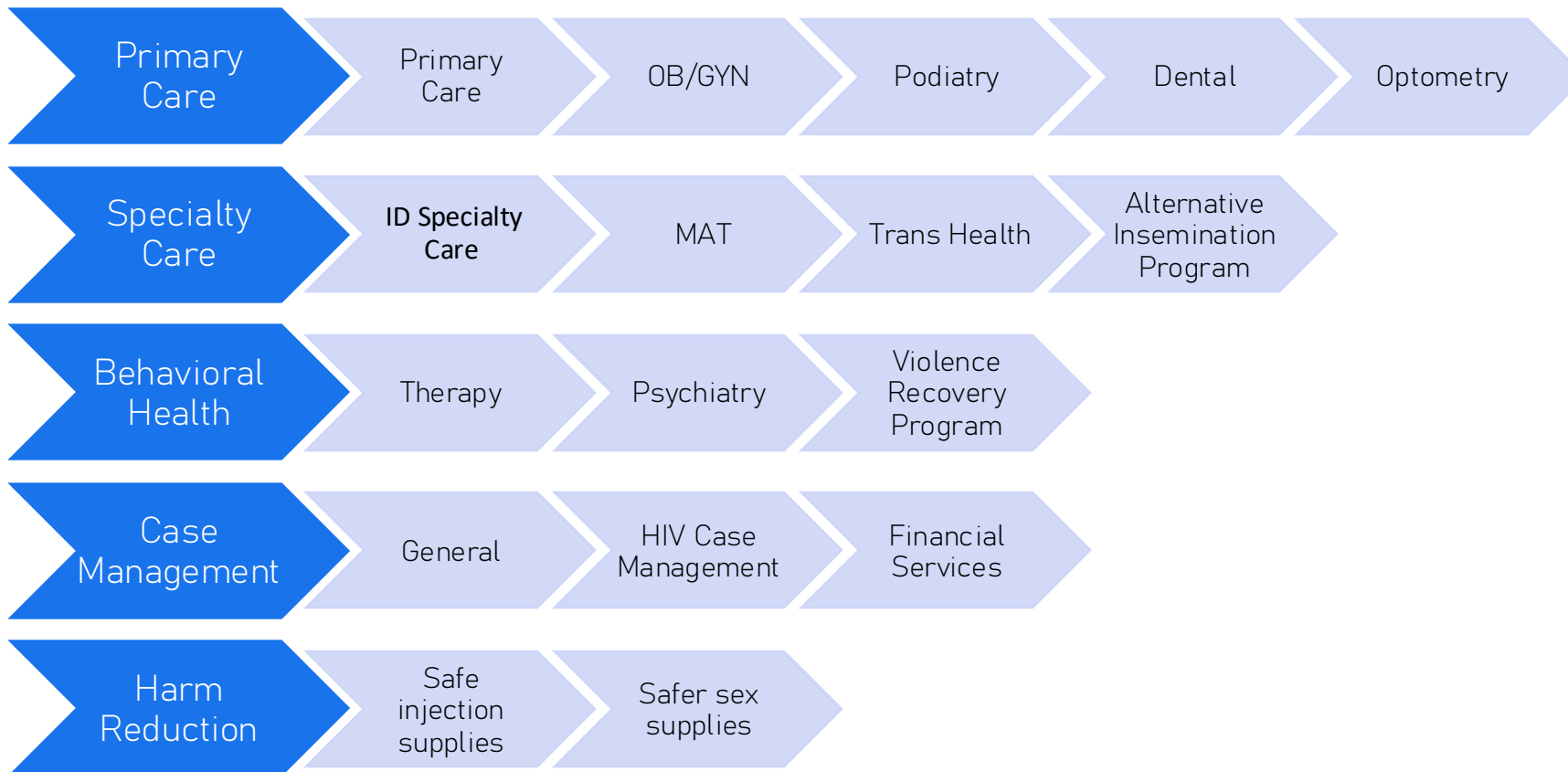


Person-Centered Model

- No Wrong Door Approach:
 - A patient can access ANY service through any department
- Break down internal silos
 - Improve communication across departments
- Make ALL services accessible when and where a patient needs them:
 - Walk-in clinics
 - Drop-in hours
 - Same day accessibility
 - Telehealth options



Person Centered Model: Broad Range of Services



Same Day Services

- Recognizes that care must be built around the needs of each patient
- Medical services offered same day across multiple departments:
 - Same day episodic medical visits
 - Walk-in optometry visits
 - Drop-in Behavioral Health Specialist Hours
 - Walk-in Sexual Health Clinic
 - Walk-in Harm Reduction Clinic/Syringe Service Program
 - Same day Nursing Visits/Injections/Vaccines/STI treatments
 - Same day Financial Services for PLWH



Reducing Barriers to Care

- Improving ease of referral and access to case management
 - o Single Referral to Case Management:
 - High Acuity
 - Primary Care CHW
- Reducing barriers to accessing supportive services
 - o Drop-in Primary Care CHW Hours
 - o Drop-in High Acuity CHW Hours
 - o Drop-in Behavioral Health Specialist Hours



Care Planning

- Extending Fenway's reach outside of Fenway is critical to ensuring that patients are seamlessly connected to services outside of Fenway
- Collaboration with multiple community agencies to develop person-centered, goal-oriented care plans:
 - C3
 - Baycove
 - Vinfen
 - North Suffolk Mental Health



Setting the Groundwork for Person-Centered Care

- Establishing guiding principles
- Ensuring adequate training around key topics to ensure the highest quality medical care



Establishing Core Principles

BUILDING THE BEST WORKPLACE CULTURE



Brave Space Principles

WELCOME MULTIPLE VIEWPOINTS

Speak from your own experience by using "I" statements. Ask questions to understand the sources of disagreements.

OWN YOUR INTENTIONS AND YOUR IMPACTS

Respect each other's experiences and feelings by taking responsibility for the effects of your words. On the other side, if you have a strong reaction to something, let the group know. Be open to dialogue.

WORK TO RECOGNIZE YOUR PRIVILEGES

Use this space to recognize and investigate your privileges (for example: class, gender, sexual orientation, ability). Honor the different experiences we all bring to this space. Privilege is sometimes called unearned advantage.

TAKE RISKS

Lean into discomfort. We are all in process. Challenge yourself to contribute even if it is not perfectly formulated.

TAKE SPACE AND MAKE SPACE

(was Step back) Share participation time and try to participate after others who have not a chance to do so.

NOTICE AND NAME GROUP DYNAMICS IN THE MOMENT

We are all responsible for this space. Be aware of how others are responding or not responding. Ask for a "time out" or dialogue if needed.

ACTIVELY LISTEN

Use your energy to listen to what is said before thinking about how to respond. Notice when defensiveness and denial arise.

CHALLENGE WITH CARE

Find ways to respectfully challenge others and be open to challenges of your own views. Think about how to question ideas without personal attacks.

CONFIDENTIALITY

Share the message, not the messenger.

BREAK IT DOWN

Use simple language and background information when necessary. Ask for clarification if needed.



Ensuring Content Competencies

- New Staff Training:
 - Trans health Curriculum
 - HIV Core Curriculum and Monthly Trainings
 - Management of Addictions
- Ensuring ongoing competency:
 - AAHIVM Certification
 - Trans Health Competency Program





2025 SUMMIT

September 15-17, 2025
New Orleans

Acknowledgements:

Will Giordano-Perez

Ken Mayer

Taimur Khan

Adrianna Boulin

Fenway Staff

