



CITY OF CAMBRIDGE  
MASSACHUSETTS 02139 • 617-876-6800

Barbara Ackermann  
City Councillor

October 6, 1975

James L. Sullivan  
City Manager  
City Hall  
Cambridge, Mass.

Dear Jim:

The Task Force you set up to review the Health and Hospital Ordinance has nearly finished that part of its task. We hope to have a copy of a proposed ordinance in your hands within two weeks.

Today I am sending you, and hope you will see fit to forward to the Council, a copy of an Act which will require special legislation by the General Court. This Act, which was drawn up by the City Solicitor and at his suggestion, has the unanimous approval of the Task Force. You will note that it enables us to hire a Commissioner who need not be a physician and to set up a Health Policy Board, which would be responsible with the Commissioner for the establishment of health policy and would provide a forum for public discussion of health issues.

With regard to the Commissioner the Task Force feels that though an MD is desirable it is not essential. What is essential as well as background in health is skill and experience in administration. I enclose the list of qualifications we developed for the guidance of the Personnel Department.

The Health Policy Board was conceived as an answer to the main problem defined by those who submitted testimony to the Task Force: that they did not know to whom to turn to get health questions answered or health decisions appealed. Physicians, clergy, and consumers all raised the same question, and we believe we are proposing a solution. We will further propose, in the ordinance, that the Manager should solicit recommendations widely before making appointments to this Board and that "he should endeavor to locate individuals who have demonstrated

To: Mr. James L. Sullivan (cont.)

October 6, 1975

a concern for the health problems of Cambridge, who have made significant contributions to public service activities, and who represent a broad cross section of the City's consumer interests".

The Task Force has asked me to stress to you that though the Commissioner and the Board will oversee the Hospital, the majority of their attention should be devoted to the other critical health needs of the City: for instance, the deteriorating condition of housing; the problems of private practitioners in the City; air and water pollution; the need for health education and screening programs; the special needs of the elderly and non-English-speaking populations; and above all the need to plan and coordinate with private hospitals and health providers, with State, County and Federal Government so that we are not duplicating services but developing them to respond to the needs of the community.

As you know the Personnel Office has been advertising for candidates for Commissioner. You have expressed your intention of having qualified candidates interviewed by the Task Force. Because of the provisions of the City Charter, I of course will not take part in that interviewing.

For the Task Force on Health and Hospitals



Barbara Ackermann  
Chairperson



CITY OF CAMBRIDGE

COUNCIL ON AGING

876-6800 - EX.-310

57 INMAN STREET

CAMBRIDGE, MASSACHUSETTS 02139

CHARLES MOORE

Chairman

CATHERINE HANLEY

Secretary

December 9, 1975

Councilor David Wylie  
103 Fresh Pond Parkway  
Cambridge, MA 02138

Dear Councilor Wylie:

The Council on Aging at its regular meeting of December 2, 1975 voted unanimously to send a letter supporting the proposed new Ordinance - Chapter 11, "Health, Hospitals, and Housing," (Replacing Chapter 11 entitled "Health and Housing") to Councilor Ackerman, Chairman of the Committee on Health and Hospitals and Councilor Wylie, Chairman of the Committee on Ordinance, with the insertion in the first line of paragraph (C), section 11 - 2---duties and powers of Commissioner--- after the word "Personnel" of the words "including the director of the hospital."

I enclose a copy of Robert Wheatly's letter of May 1, 1975 to Councilor Ackerman which describes the complicated needs and hoped-for coordination of medical services for the elderly patient.

Sincerely yours,

*Catherine Hanley*

Catherine Hanley

CH/bs

Encl.

cc: City Councilor Members



# CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139 • (617) 876-6800

OFFICE OF  
THE CITY CLERK

November 28, 1975

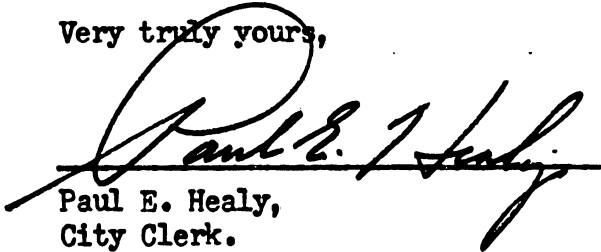
Mr. James L. Sullivan  
City Manager  
City Hall  
Cambridge, Mass.

Dear Sir:-

Enclosed you will find a copy of a hearing notice for Tuesday, December 9th, 1975 at 7:00 P. M. regarding the proposed amendment to the General Ordinances relative to the duties of the Commissioner of Health and Hospitals and the creation of a Health Policy Board.

You are requested to attend.

Very truly yours,

  
Paul E. Healy,  
City Clerk.

PEH/dl

Enclosure: Hearing Notice

c.c. City Solicitor  
Hospital Director  
Dr. Bruschi  
Task Force on the Department of Health and Hospital.

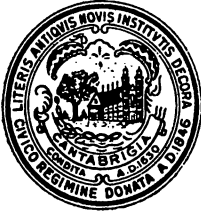
# City of Cambridge

## HEARING NOTICE

The Committee on Ordinances will meet on Tuesday, December 9th, 1975 at 7:00 P. M. to discuss the proposed amendment to the General Ordinances relative to the duties of the Commissioner of Health and Hospitals and the creation of a Health Policy Board.

For the Committee,

David A. Wylie, Chairman,  
Ordinance Committee.



# City of Cambridge

In the Year One Thousand, Nine Hundred Seventy-Five

## AN ORDINANCE

In amendment to an ordinance formerly entitled: "The General Ordinances of the City of Cambridge" as revised in 1972 and now designated as "The Code of the City of Cambridge."

*Be it ordained by the City Council of the City of Cambridge as follows:*

Chapter 11 entitled: "Health and Housing" is hereby amended by striking out the present Chapter 11 and substituting in place thereof a new Chapter 11 entitled: "Health, Hospitals and Housing" which reads as follows:-

### CHAPTER 11

#### HEALTH, HOSPITAL AND HOUSING

##### Section 11-1. Qualifications of Commissioner of Health and Hospitals.

There shall be a Commissioner of Health and Hospitals and in addition to the qualifications required by any Special Act of the Legislature, the Commissioner shall have proven administrative experience in the areas of planning, establishing priorities, personnel, program management, and/or budgeting.

##### SECTION 11-2. Duties and Powers of Commissioner.

(a) The Commissioner shall not engage in the private practice of medicine and shall devote his entire time to the performance of the duties of Commissioner.

(b) The Commissioner shall be responsible for promoting and protecting the health of the citizens of Cambridge. He shall see that, within the City, the laws of the Commonwealth, including regulations, and the Ordinances of the City pertaining to public health, hospitals and housing are faithfully executed and enforced. He shall have overall charge of all city operated health care and treatment facilities.

(c) He shall appoint health department personnel and he shall appoint the members of the medical staff or staffs of said facilities, and their assistants from those recommended by the medical staff in conformity with the medical staff by-laws, with the approval of the Cambridge Health Policy Board and the City Manager.

(d) He shall acquire, analyze, use and store health related statistics for program planning and evaluation purposes.

(e) He shall identify anticipated community health needs and assess the adequacy of public and private health resources to meet those needs.

(f) He shall coordinate with federal, state, regional and private health planning and/or delivery groups to ensure that the Department of Health and Hospitals is responsive to the health service needs of all members of the community.

(g) Although he retains full authority for action, he shall discuss major problem areas and proposed policy changes with the Board and is expected to reach agreement with them before making policy changes.

(h) He shall supply information and staff support as reasonably requested by the Board so that it may be fully informed.

(i) He shall attend all meetings of the Cambridge Health Policy Board except for justifiable cause such as illness, absence from the City or unless he is otherwise assigned by the City Manager, and attend as many subcommittee meetings of said Board as is reasonably practical or possible.

(j) He shall present the budget for the Department of Health and Hospitals to the Cambridge Health Policy Board for review and comment, prior to its submission to the City Manager.

(k) He shall develop needed proposals and programs; he shall approve and coordinate all grant proposals relating to health matters in the community; he shall coordinate the delivery of care by City and private health providers; he shall monitor the quality of private facilities such as hospitals, nursing homes, day care centers, and community residences; he shall promote health education and advocate health standards.

(l) He shall prepare and submit to the City Manager an annual report on the activities of his department during the preceding fiscal year.

(m) He shall perform such other duties and responsibilities as may from time to time be assigned by the City Manager.

(n) He shall promulgate and enforce such rules and regulations necessary or proper for the administration of the Department of Health, Hospitals, and Housing as may be required by this Chapter and by law.

SECTION 11-3. COMPENSATION. The Commissioner shall receive an annual salary of \$ \_\_\_\_\_ and such future salary as the City Council shall from time to time determine. He shall be provided with suitable office accommodations at the expense of the City and under the direction of the City Manager.

#### SECTION 11-4. CAMBRIDGE HEALTH POLICY BOARD: COMPOSITION

(a) There shall be a Cambridge Health Policy Board consisting of twelve (12) members, which number may be altered by an amendment to this Ordinance by the City Council. The members of said Board shall serve without compensation.

(b) The members shall be appointed by the City Manager for terms of three (3) years. Initial appointments shall be for the following terms: Four (4) members for a term of three (3) years, four (4) members for a term of two (2) years, and four (4) members for a term of one (1) year.

(c) One month prior to making said appointments or reappointments, the City Manager shall solicit nominations from as many public service groups and other sources as possible, including but not limited to: 1) Medical professionals - physicians, dentists, nurses, and social workers (see note at end of draft); 2) Other professionals and people representing the public interest - lawyers, clergy, environmentalists, financial professionals (bankers, accountants), and

individuals suggested by business organizations, social agencies and universities;  
3) Consumers - representing low-income, elderly, non-English speaking, and other consumer groups. He shall endeavor to locate individuals who have demonstrated a concern for the health problems of Cambridge, who have made significant contributions to public service activities, and who represent a broad cross-section of the City's consumer interests. Such individuals must also have been residents of Cambridge for at least four (4) years.

(d) The Board shall hold regular meetings at least once each month, and if board members fail to attend a third of the regular meetings without adequate explanation, the Manager shall replace them automatically by the same method.

(e) The Board shall effectively address each of the following areas: Hospital and Infirmary, Community Health Services, Environment, and Mental Health and Retardation; and to accomplish this purpose may establish Ad Hoc committees as required.

(f) The City Manager shall appoint a part-time secretary of the Board who shall prepare meeting agendas, coordinate the gathering of information for the Board, record minutes of Board meetings, distribute the above material to Board Members, and perform whatever additional functions as may be assigned by the Board from time to time.

SECTION 11-5. ADOPTION OF HOUSING CODE REGULATIONS. The provisions of the State Sanitary Code as promulgated and from time to time amended by the Department of Public Health, Commonwealth of Massachusetts, pursuant to General Laws, Chapter 111, Section 127A are hereby adopted and incorporated as part of these ordinances with the same force and effect as though set out in full herein.

Note relative to Sec. 11-4(c): The Committee on Health and Hospitals has yet to determine whether or not certain medical professionals should be made ineligible for membership on the Board because of possible conflicts of interest. The professionals in question are employees of the health department, the Cambridge health and treatment facilities, and affiliated medical schools. After further deliberation the Committee will submit an amendment to this draft which will clarify the point.

Passed to a second reading at the City Council meeting of  
and on or after the question  
may be on passing to be ordained.

ATTEST:- Paul E. Healy, City Clerk.

AN ORDINANCE

In amendment to an ordinance formerly entitled: "The General Ordinances of the City of Cambridge" as revised in 1972 and now designated as "The Code of the City of Cambridge".

Be it ordained by the City Council of the City of Cambridge as follows:

Chapter 11 entitled: "Health and Housing" is hereby repealed and inserted in its place is the following new Chapter".

CHAPTER 11

HEALTH, HOSPITALS, AND HOUSING

SECTION 11-1. QUALIFICATIONS OF COMMISSIONER OF HEALTH AND HOSPITALS.

There shall be a Commissioner of Health and Hospitals and in addition to the qualifications required by any Special Act of the Legislature, the Commissioner shall have proven administrative experience in the areas of planning, establishing priorities, personnel, program management, and/or budgeting.

SECTION 11-2. DUTIES AND POWERS OF COMMISSIONER.

(a) The Commissioner shall not engage in the private practice of medicine and shall devote his entire time to the performance of the duties of Commissioner.

(b) The Commissioner shall be responsible for promoting and protecting the health of the citizens of Cambridge. He shall see that, within the City, the laws of the Commonwealth, including regulations, and the Ordinances of the City pertaining to public health, hospitals, and housing are faithfully executed and enforced. He shall have overall charge of all City-operated health, care and treatment facilities.

(c) He shall appoint health department personnel and he shall appoint the members of the medical staff or staffs of said facilities, and their assistants, from those recommended by the medical staff in conformity with the medical staff by-laws, with the approval of the Cambridge Health Policy Board and the City Manager.

(d) He shall acquire, analyze, use and store health related statistics for program planning and evaluation purposes.

(e) He shall identify anticipated community health needs and assess the adequacy of public and private health resources to meet those needs.

(f) He shall coordinate with federal, state, regional, and private health planning and/or delivery groups to ensure that the Department of Health and Hospitals is responsive to the health service needs of all members of the community.

(g) Although he retains full authority for action, he shall discuss major problem areas and proposed policy changes with the Board and is expected to reach agreement with them before making policy changes.

- (h) He shall supply information and staff support as reasonably requested by the Board so that it may be fully informed.
- (i) He shall attend all meetings of the Cambridge Health Policy Board except for justifiable cause such as illness, absence from the City or unless he is otherwise assigned by the City Manager, and attend as many subcommittee meetings of said Board as is reasonably practical or possible.
- (j) He shall present the budget for the Department of Health and Hospitals to the Cambridge Health Policy Board for review and comment, prior to its submission to the City Manager.
- (k) He shall develop needed proposals and programs; he shall approve and coordinate all grant proposals relating to health matters in the community; he shall coordinate the delivery of care by City and private health providers; he shall monitor the quality of private facilities such as hospitals, nursing homes, day care centers, and community residences; he shall promote health education and advocate health standards.
- (l) He shall prepare and submit to the City Manager an annual report on the activities of his department during the preceding fiscal year.
- (m) He shall perform such other duties and responsibilities as may from time to time be assigned by the City Manager.
- (n) He shall promulgate and enforce such rules and regulations necessary or proper for the administration of the Department of Health, Hospitals, and Housing as may be required by this Chapter and by law.

SECTION 11-3. COMPENSATION. The Commissioner shall receive an annual salary of \$ \_\_\_\_\_ and such future salary as the City Council shall from time to time determine. He shall be provided with suitable office accommodations at the expense of the City and under the direction of the City Manager.

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- (b) The members shall be appointed by the City Manager for terms of three (3) years. Initial appointments shall be for the following terms: Four (4) members for a term of three (3) years, four (4) members for a term of two (2) years, and four (4) members for a term of one (1) year.
- (c) One month prior to making said appointments or reappointments, the City Manager shall solicit nominations from as many public service groups and other sources as possible, including but not limited to: 1) Medical professionals - physicians, dentists, nurses, and social workers (see note at end of draft); 2) Other professionals and people representing the public interest - lawyers, clergy, environmentalists, financial professionals (bankers, accountants), and

individuals suggested by business organizations, social agencies and universities;  
3) Consumers - representing low-income, elderly, non-English speaking, and other consumer groups. He shall endeavor to locate individuals who have demonstrated a concern for the health problems of Cambridge, who have made significant contributions to public service activities, and who represent a broad cross-section of the City's consumer interests. Such individuals must also have been residents of Cambridge for at least four (4) years.

(d) The Board shall hold regular meetings at least once each month, and if board members fail to attend a third of the regular meetings without adequate explanation, the Manager shall replace them automatically by the same method.

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Note relative to Sec. 11-4(c): The Committee on Health and Hospitals has yet to determine whether or not certain medical professionals should be made ineligible for membership on the Board because of possible conflicts of interest. The professionals in question are employees of the health department, the Cambridge health and treatment facilities, and affiliated medical schools. After further deliberation the Committee will submit an amendment to this draft which will clarify the point.

RESOLVED:

That the City Council of the City of Cambridge supports the following special legislation and prays the General Court to enact the same:

AN ACT RELATIVE TO THE DEPARTMENT OF HEALTH AND HOSPITALS, THE COMMISSIONER OF HEALTH AND HOSPITALS AND THE CAMBRIDGE HEALTH POLICY BOARD.

"Notwithstanding any provision of law to the contrary, the City of Cambridge is hereby authorized to establish and maintain the position of Commissioner of Health and Hospitals and the Cambridge Health Policy Board as follows":

Section 1. COMMISSIONER OF HEALTH AND HOSPITALS.

The Department of Health and Hospitals shall be under the charge, direction and control of the Commissioner of Health and Hospitals who shall be appointed by, and shall serve at the pleasure of the City Manager. The Commissioner shall be considered a Department Head of said City for all purposes.

Section 2. QUALIFICATIONS OF COMMISSIONER.

The Commissioner shall have proven experience and/or training in the field of public health but need not be a licensed physician.

Any vacancy in the position of Commissioner shall be filled in the same manner as the original appointment, provided, however, that the City Manager may appoint an Acting Commissioner to serve for a period of not more than six (6) months. The Acting Commissioner need not meet the qualifications required of a Commissioner hereunder.

Section 3. POWERS OF THE COMMISSIONER.

Except as otherwise provided in this Act, the Commissioner shall possess and exercise all the duties and powers previously possessed or exercised or hereafter conferred by Act of the Legislature, City Ordinance or State Sanitary Code, by a Commissioner of Health or Board of Health.

Section 4. CAMBRIDGE HEALTH POLICY BOARD.

There shall be a Cambridge Health Policy Board consisting initially of twelve (12) members to be appointed by the City Manager. The Cambridge Health Policy Board shall be responsible for the establishment with the Commissioner of Health Policy for the City of Cambridge and shall provide a forum for public discussion of health issues.

*MC*

Act (cont.)

Section 5. AUTHORITY OF CITY COUNCIL.

The City Council of the City of Cambridge may, from time to time, by Ordinance, define the term or terms of office, number of members of the Cambridge Health Policy Board and the rights, duties, obligations, responsibilities and qualifications of the Commissioner and the Cambridge Health Policy Board consistent with this Act and the City Charter of said City.



## CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139  
Tel. 876-6800

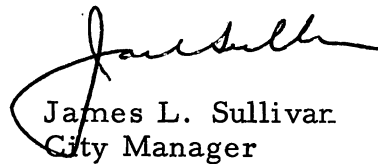
EXECUTIVE DEPARTMENT  
JAMES L. SULLIVAN  
City Manager

November 10, 1975

To the Honorable, the City Council:

I transmit herewith a revised draft of the proposed Ordinance on Health, Hospitals, and Housing, submitted by Councillor Barbara Ackermann as Chairperson of the Task Force on Health and Hospitals.

Very truly yours,



James L. Sullivan  
City Manager

JLS/mbf  
Enc.

Revised draft of the proposed Ordinance on  
Health, Hospitals, and Housing.

11/17/75 Filing of  
legislation approved  
by 6-3 Roll Call Vote  
11/16/75 Proposed Ordinance sent  
to Ordinance Committee  
Hearing set for  
Monday at 6 P.M.  
- November 17, 1975 -

In City Council,

Leo J. Silveira Nov. 17, 1975  
Member of Committee  
City Clerk Present