



 UMass Memorial Health

# BUILDING COMMUNITY CONNECTIONS

2022 COMMUNITY BENEFITS REPORT

# Our Community Benefits Mission

UMass Memorial Health is committed to improving the health status of all those it serves and addressing the health problems of those experiencing poverty and other medically underserved populations. Our commitment also includes tackling non-medical conditions – unemployment, lack of housing and access to healthy food – that negatively impact our community’s health and wellness.

## What Are Community Benefits?

Community Benefits are programs and services not-for-profit hospitals provide to improve community health. These programs and services focus on identified community needs and address health disparities among disadvantaged and vulnerable populations. Community Benefits must meet one of the following criteria:

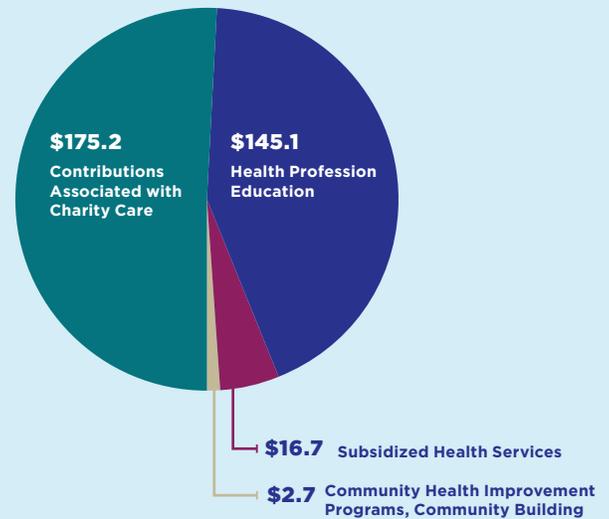
- Improve access to health care services
- Enhance the health of the community
- Advance medical or health knowledge

In 2022, UMass Memorial Health contributed \$339.7 million to positively impact the health and well-being of the communities we serve. Our Community Benefits contributions support charity care, subsidized health services, education of health professionals, research, community-based programming and partnerships. In addition, \$158.8 million in other non-Community Benefits expenses were absorbed through bad debt write-offs and Medicare shortfalls.

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2022 Community Benefits  
Total: **\$339.7 Million**



Other Significant Expenses:  
**\$158.8 Million**



\* Total bad debt: Expenses for receivables that can no longer be collected are written off.

\*\* Medicare Shortfall: Net loss incurred for the cost of providing services to Medicare patients versus income received from the Medicare program.

**Cover:** Members of the Road to Care team from left: Jacqueline Belim, Recovery Coach; Austin Lachance, Medical Student; Michael Pepin, Medical Student; Kavita Babu, MD, Co-Director, Road to Care Mobile Addiction Services; Brittany Chapman, Senior Clinical Research Coordinator; and Erik Garcia, MD, Medical Director, Homeless Outreach & Advocacy Project, Family Health Center of Worcester.

## Dear Community, Partners and Friends

At UMass Memorial Health, the health of our community is at the center of everything we do, and we are most proud of the community partnerships we have built to address health inequities and racial disparities among our most vulnerable community members. In the pages of our 2022 Community Benefits Report, you will read about some of these partnerships and how our continued response to COVID-19 reinforced existing partnerships and presented opportunities to foster new ones.

As a health system in 2022, we remained nimble in addressing emerging needs in the community while, at the same time, we continued to provide COVID-19 vaccines and testing. Whether it was through our CommunityHELP platform (page 5), Ronald McDonald Care Mobile (page 6) or Anchor Mission initiatives (pages 14-15), we leveraged our collective resources to make our community a better place to live, work and play.

Driven by data and informed by our caregivers and community stakeholders, we continue to tailor interventions to target racial and ethnic health gaps. Our new Kraft Community Care in Reach mobile unit (page 4) provides addiction services in the community to those experiencing homelessness and substance use disorder. Similarly, a pilot program (page 8) in our Maternal-Fetal Medicine Department connects high-risk Latina patients with a bilingual community health worker who provides pregnancy to post-delivery support in their homes.

Also featured are our system-wide collaborations that combat food insecurity, which are crucial in supporting our community's overall health and stability. Lastly, we are excited to share a collaborative partnership with the Central Massachusetts Agency on Aging that led to the development of a Grandparents Raising Grandkids Resource Center (page 16).

These highlights serve to remind us that by focusing on our connections, we thrive together. Thank you for working with us to strengthen our partnerships and diversify our community support so that we may collectively tackle health and racial inequities head-on with compassion and produce results for a healthier community for all.



*Eric W. Dickson, MD*

**Eric Dickson, MD**  
*President and CEO*  
*UMass Memorial Health*



*Elvira Guardiola*

**Elvira Guardiola**  
*Chair, Community Benefits*  
*Committee*  
*UMass Memorial Health*

## UMass Memorial Health Leadership for 2022

### UMass Memorial Medical Center

Michael Gustafson, MD, MBA, President  
 Michelle Muller, FNP, Interim Senior Director,  
 Community Benefits Department

### UMass Memorial Health - HealthAlliance -Clinton Hospital

Steve Roach, President and CEO  
 Patricia Pistone, Senior Director, External Affairs

### UMass Memorial Health - Marlborough Hospital

Steve Roach, President and CEO  
 Ellen Carlucci, Vice President, Development, Marketing  
 and Communications

### UMass Memorial Health - Harrington

Edward Moore, President and CEO  
 Angela Chviek, MBA, CMA, Senior Director, Strategic  
 Planning, Philanthropy & Outreach

# Road to Care Team

Meeting people where they are to provide the care they deserve.



Pictured from left at the ribbon-cutting for the Kraft Community Care in Reach mobile unit: Elsie Tavares, MD, Executive Director of the Kraft Center; Josh Kraft; Robert Kraft; Kavita Babu, MD, Co-Director of the Road to Care Mobile Addiction Service; Michael Gustafson, MD, MBA, Former President, UMass Memorial Medical Center; and Eric Dickson, MD, President and CEO, UMass Memorial Health.

Since 2020, the UMass Memorial Medical Center's Road to Care team has been providing care where people are with the support of a five-year contract by the Massachusetts Department of Public Health Bureau of Substance Addiction to target at-risk individuals with opioid disorders. Now, with the September 2022 arrival of the Kraft Community Care in Reach mobile unit donated by the Kraft Family Foundation, Road to Care has evolved into a mobile addiction service designed to reach out to those experiencing homelessness and substance use disorder to reduce morbidity and mortality and mitigate barriers such as lack of transportation or mistrust in health care. Kavita Babu, MD, Co-Director, Road to Care Mobile Addiction Services and Chief Opioid Officer, UMass Memorial Health; and Erik Garcia, MD, Family Medicine, UMass Memorial Health and Medical Director, Homeless Outreach & Advocacy Program, Family Health Center of Worcester, initiated the program, which Matilde (Mattie) Castiel, MD, Commissioner of Health and Human Services for the City of Worcester, inspired.

The Road to Care program's success is possible because of the many community organizations, like AIDS Project Worcester and Eliot Community Human Services, whose outreach workers are embedded in the community and connected to this vulnerable population. These partnerships have helped the Road to Care team identify prime locations near encampments and supplement outreach work with clinical services. The mobile unit offers a modern exam space that provides privacy and necessary equipment for patient care that is not available in many shelters and public spaces. No appointments are required, and anyone can walk up to the mobile unit and ask for and receive care. "This is good medicine. We focus on meeting our patient's needs in a compassionate, modern environment and deliver life-saving care where patients need it most," said Dr. Babu.

The regular presence of the mobile unit at established locations each week has also contributed to the program's success. In 2022, the team conducted 2,094 clinical patient encounters. Services include COVID-19 vaccinations, primary care management, acute care, opioid addiction treatments, screenings for sexually transmitted infections, case management and referrals to social support services.

One of these locations is the nonprofit LIFT's HARBOR emergency women's shelter. "Having the Road to Care team providing medical care at HARBOR is essential for our guests," said Jillian Keans, Program Manager, HARBOR. "There can be multiple obstacles when accessing medical care. Having available services onsite has helped remove those barriers. The Road to Care team shows up with compassion, which is critical when providing a continuum of trauma-informed care."

The Road to Care team exemplifies what is possible through creative collaborations.



The Road to Care team shows up with compassion, which is critical when providing a continuum of trauma-informed care."

Jillian Keans, Program Manager, HARBOR

# CommunityHELP

Connecting people to health and everyday living programs.

Powered by the passion of caregivers and community-based organizations working together to improve the health of local communities, CommunityHELP ([communityHELP.net](http://communityHELP.net)) connects area residents and their health care providers to free and low-cost services for food, housing, transportation, health care, education, employment and legal issues. The site, built on the nationally recognized, multilingual search platform [FindHelp.org](http://FindHelp.org), is a cooperative effort between UMass Memorial Health and Reliant Medical Group, which provides primary and specialty care to patients throughout Central and MetroWest Massachusetts.

“How compliant can we expect a patient to be with their medication if they are worried about where they are going to sleep or whether they have enough to eat?” said Kathy Franco-Anthony, Former Senior Project Manager, CommunityHELP. “By establishing an online resource where community members can search and access much-needed programs, we are seeking to improve health equity and health outcomes in our region.”

CommunityHELP is one part of a comprehensive strategy to identify the needs of patients and connect them with resources. Working in partnership with UMass Memorial Medical Group, the Office of Clinical Integration launched routine social determinants of health screenings — such as housing, food insecurity, insurance and childcare — in the primary care setting during 2020 and 2021. By the end of 2022, 44 primary care practices were conducting screenings, along with several specialty clinics and other departments like the Diabetes Center of Excellence, Oncology clinics and Financial Counseling. When a patient shares a need, UMass Memorial caregivers have the

resources available in CommunityHELP to respond. “When I first came across CommunityHELP, I saw what a great opportunity it was for people who need that first connection to resources,” said Alketa Isufi, Practice Improvement Facilitator, Office of Clinical Integration. “Being able to provide resources to our patients — and also indirectly with their family and friends — makes me feel like I have made a real difference.”

In the future, the platform will be available to more patients by improving and expanding screening efforts, increasing the quality of resource listings and facilitating warm handoffs to community organizations providing resources. CommunityHELP is one way UMass Memorial is delivering patient-centered and culturally appropriate care that addresses everyday life’s complexities that impact health.



How compliant can we expect a patient to be with their medication if they are worried about where they are going to sleep or whether they will have enough to eat?”

Kathy Franco-Anthony, Former Senior Project Manager, CommunityHELP

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View Hours and Locations

FOOD | GOODS | HOUSING | WORK | EDUCATION | TRANSIT | LEGAL | MONEY | HEALTH

[www.communityhelp.net](http://www.communityhelp.net)

Because everyone needs a little help sometimes.

You can search CommunityHELP resources at [communityHELP.net](http://communityHELP.net) or use your phone’s camera app to scan the QR Code below:



# Ronald McDonald Care Mobile Team

This year, the Ronald McDonald Care Mobile served 1,477 patients.

The UMass Memorial Health Ronald McDonald Care Mobile (Care Mobile) — the first-of-its-kind prototype in New England — provides medical and preventive dental services in a single mobile unit. Made possible through a partnership between UMass Memorial Health and the Ronald McDonald House Charities, the Care Mobile serves 10 low-income neighborhoods in the City of Worcester and offers preventive dental treatments to children in 24 Worcester Public Schools (page 7). Launched in 2000, this mobile clinic is a user-friendly point of entry into the health care system for medically underserved families and individuals, serving patients regardless of insurance status, assisting with enrollment into medical and dental care, and connecting them to needed social support services by screening each patient for social determinants of health — such as housing, transportation, education, employment, food insecurity and social support.



After a hiatus due to the COVID-19 pandemic, the Care Mobile resumed regular operations in the fall of 2021, conducting school physicals, semi-urgent medical visits and fluoride treatments to schoolchildren while also continuing COVID-19 testing and vaccines through March 31, 2023.

The team also provides community resources and guidance for insurance and primary care provider enrollment to patients in need, with the goal of each person having access to routine and ongoing medical and dental care. In February 2022, the Care Mobile added a new location: the Clinton Public Schools. From October 2021 through September 2022, the Care Mobile team cared for 1,477 medical and dental patients.



Top right photo: Pediatric patients show their Ronald McDonald Ice Cream Gift Cards after having medical and dental exams.

Bottom right photo from left: Members of the Care Mobile team Michelle Muller, FNP, Care Mobile Manager; Nardy Vega, Outreach Liaison; Stacy Hampson, RDH, Care Mobile Dental Program Coordinator; and Rafael Gonzalez, Care Mobile Coordinator.

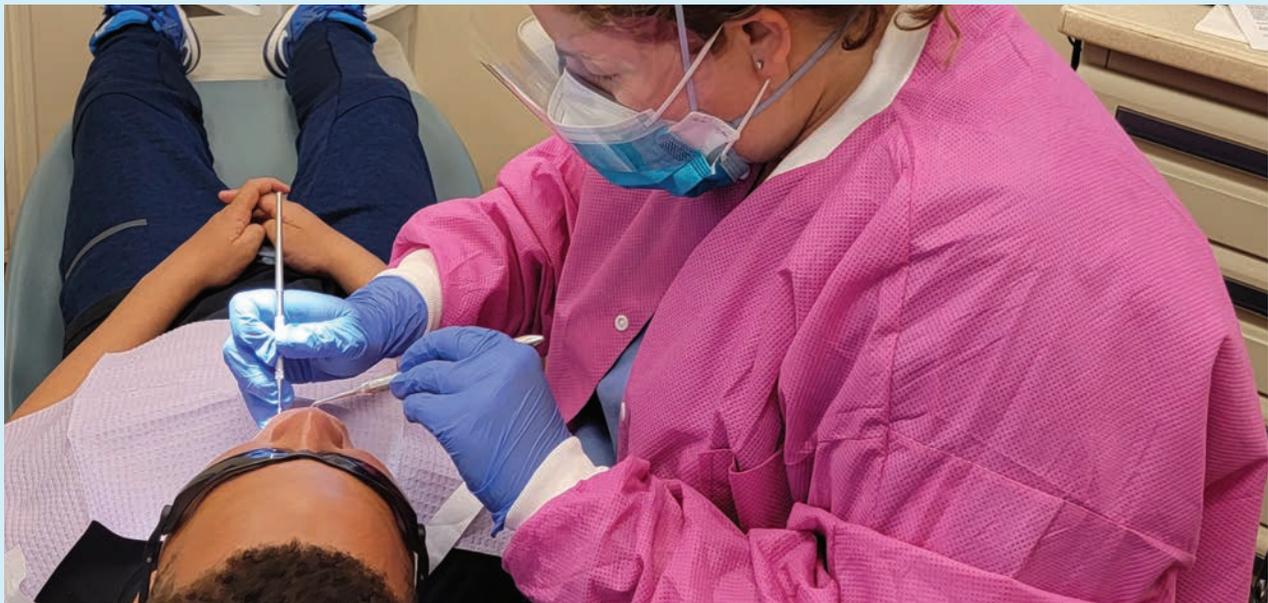


Outreach Liaison and Phlebotomist Nardy Vega, (center), and Care Mobile Coordinator and Phlebotomist Rafael Gonzalez (right) help a young patient, with assistance from her mother, take a lead screening test.

# In-School Dental Program Provides Preventive Dental Care

“The Care Mobile Dental Program is a tremendous resource for the school community.”

— Maureen Burke, RN, Health Science Teacher, Nelson Place School, Worcester



Care Mobile Dental Program Coordinator and Dental Hygienist Stacy Hampson, RDH, provides dental care to a student.

Through the UMass Memorial Health Ronald McDonald Care Mobile (Care Mobile) program (page 6), UMass Memorial provides critically needed in-school dental services for vulnerable students to improve their overall health care and to encourage regular dental visits. The school-based preventive dental program plays a critical role in addressing the high level of tooth decay prevalent among Worcester children due to a lack of fluoride in the city’s water supply.

“The dental program addresses unmet dental needs in many of the city’s schoolchildren, whose families may have no health insurance, have had difficulty finding a dentist, are recent or undocumented immigrants, or are unaware or are afraid to apply for state insurance benefits because of legal status,” said Care Mobile Manager Michelle Muller, FNP.

The Care Mobile team, which includes a dental hygienist coordinator and a community outreach liaison who is also a certified Spanish interpreter, works directly with the school’s

principals, teachers and nurses to organize appointments. Students are seen three times during the school year, where their care includes fluoride treatments, dental cleanings, screenings and dental sealants as needed.

“The Care Mobile School Dental Program is a tremendous resource for the school community,” said Health Science Teacher Maureen Burke, RN, Nelson Place School. “The staff are so kind, caring and dedicated to the dental health and well-being of each child. From screenings to sealants and fluoride, the staff strives to provide children with a positive dental experience. We are so fortunate to work with these wonderful health care professionals.”

**More than 1,300 dental treatments were provided to children in 24 Worcester Public Schools.**

### Supporting High-Risk Latina Mothers

UMass Memorial Medical Center's Maternal-Fetal Medicine Department is helping to promote health for high-risk Latina mothers and their babies, providing critical support for some of Worcester's most vulnerable patients, with many of them non-English speaking and new to the country or the area.

A pilot program aims to improve pre- and post-pregnancy health for mothers and babies and positively impact infant mortality risks. The program provides resources for lactation counseling and breastfeeding support. It also identifies social determinants of health needs — such as food insecurity and nutrition — to reduce chronic disease disparities and risk factors, including hypertension, heart disease, Type 2 diabetes and obesity.

This intervention is part of a Centers for Disease Control and Prevention REACH (Racial and Ethnic Approaches to Community Health) grant received by the Worcester Division of Public Health in 2018 to reduce racial and ethnic health disparities by developing culturally tailored community and clinical relationships, such as the one with Maternal-Fetal Medicine. By September 20, 2022, 160 patients were enrolled in the pilot program.

Also, in 2022, Community Health Worker Jacqueline Freidhoff, CNA — fluent in Spanish and English — was hired to screen potential at-risk patients, help them navigate the health care system, and find resources to promote the health of themselves and that of their babies. Freidhoff makes home visits, accompanies patients to appointments and helps bridge language barriers.

“What Jackie has accomplished is nothing short of amazing,” said Cathy Violette, WHNP-BC, a member of the Maternal Fetal-Medicine Department, which promotes priority initiatives like the community health worker role to reduce disparities and promote equity in preterm birth outcomes in Massachusetts.

“Jackie follows these patients closely to ensure they have proper prenatal care, get to their office visits, have adequate nutrition and housing — whatever it takes to promote the best possible outcome for these at-risk patients and babies,” said Violette.



Jackie Freidhoff, CNA, (left), and Cathy Violette, WHNP-BC, discuss options for providing on-going nutrition and lactation support for a high-risk patient.

### Community Healthlink: Expanding Behavioral Health Services

In July 2022, the Massachusetts Executive Office for Health and Human Services (EOHHS) selected UMass Memorial Health - Community Healthlink as the designated Community Behavioral Health Center (CBHC) for the north and central regions of Worcester County.

As one of 25 designated CBHCs in the state, Community Healthlink plays a vital role in the state's “Roadmap for Behavioral Health Reform.” This initiative, introduced in 2021 and launched in January 2023, helps individuals by expanding access to behavioral health and substance use disorder care, providing more effective treatment and improving health equity.

The “roadmap” includes a 24/7 Behavioral Health Help Line, Behavioral Health Urgent Care and crisis support. As a CBHC, Community Healthlink provides comprehensive behavioral health care services — including 24/7 mobile crisis services and outpatient services — coordinated with care from other health care providers in the community.

Community Healthlink, as a designated CBHC, offers additional evidence-based and evidence-informed treatments tailored to meet the unique needs of individuals. Adult mobile crisis intervention services and youth community crisis services are also available. Expanded walk-in clinic hours ensure that individuals seeking assistance can conveniently access the care they need when they need it.

Since 1977, Community Healthlink has been promoting, restoring and maintaining the physical and mental well-being of more than 22,000 adults, children and families in Central Massachusetts each year. This designation further helps our caregivers to continue to provide this type of care to the people we serve who are in crisis.

*To learn more about Community Healthlink and to access their services, visit [communityhealthlink.org](https://communityhealthlink.org).*

# Jobs Pipeline

Supporting the Anchor Mission’s intentional efforts to hire locally.

As a hospital system deeply anchored in the community, UMass Memorial Health takes seriously its responsibility to break down barriers to social determinants of health, such as unemployment, to enable residents to have consistent jobs with opportunities to advance. A partnership with the Worcester Community Action Council (WCAC) contributed to the development of a workforce pipeline that helped staff UMass Memorial Medical Center’s COVID-19 Stop the Spread testing site at Mercantile Center, an office and retail property in downtown Worcester. This workforce pipeline resulted in permanent positions within the clinical system, supporting the Anchor Mission’s (page 15) intentional efforts to hire locally.

*Meet two of our workforce pipeline staff:*



## Kassandra Follwell

Kassandra Follwell had completed a certified nursing assistant (CNA) course in 2020 at Quinsigamond Community College (QCC) in Worcester. Waiting to take the state CNA exam, she heard of a job opportunity through QCC at the COVID-19 Stop the Spread testing site at Mercantile Center. From November 2020 to March 2022, Follwell worked as a clinical COVID-19 tester, stocking and sanitizing the site location, and later helping with the COVID-19 vaccine program, registering and making appointments.

As the testing site was closing, UMass Memorial’s Human Resources met with Follwell about permanent job opportunities, and she eagerly accepted a position as an ambulatory service representative with Dermatology at the Medical Center – Hahnemann Campus. “It was an amazing experience,” she said. “They made the entire process so easy, providing a direct path to a new job.”

Today, she enjoys scheduling and checking patients in and out of appointments, verifying prior authorizations and coordinating provider schedules. She still plans to pursue a career as a CNA and, ultimately, as a certified medical assistant.

“I love my job and the interactions I get to have with people day to day,” Follwell said. “Regardless of where my career takes me, I hope to stay with UMass Memorial Health. I love it here.”



## Norah Brennan

In the fall of 2020, Norah Brennan, a freshman majoring in elementary education at Bay Path University, in Longmeadow, was looking for a fulfilling job to help support her while in school. When she learned that the WCAC was hiring temporary employees to staff the COVID-19 Stop the Spread testing site at Mercantile Center, she applied and was excited to be hired. Brennan worked as a registrar there from October 2020 to March 2022.

“I was fresh out of high school and really shy,” she said. “This job helped me get out of my shell and be more comfortable and confident meeting and working with people, particularly when people were so isolated during COVID-19.”

When the testing site was preparing to close in 2022, the WCAC staff met with Brennan to explore future job opportunities. With the support and training of WCAC staff, UMass Memorial was able to hire Brennan as a per diem float ambulatory service representative, and she jumped at the opportunity. The job has been a perfect fit for Brennan, who works flexible hours that allow her to continue her college classes.

“I love working in different departments and meeting so many new people,” she said. “It is a great job, and I would love to continue to work here the entire time I am in college.”

## Continued Pandemic Efforts

Due to the ongoing pandemic, UMass Memorial Medical Center continued coordinating community-based outreach in 2022 for COVID-19 education, testing and vaccination. These free services delivered by the Ronald McDonald Care Mobile team (page 6) were critical to reaching vulnerable populations and addressing disparities among high-risk and highly impacted populations. The Medical Center's Mobile Vaccine Equity Enhancement Program (MVEEP) also continued to ensure the COVID-19 vaccine supply would reach vulnerable people, particularly communities of color, increasing access to those who may lack transportation, have limited mobility (homebound), or have limited language proficiency or knowledge of technology.

Throughout the pandemic, the team partnered with the Latino Education Institute at Worcester State University to engage students in COVID-19 education and Spanish public service announcements

and collaborated with the Worcester Community Action Council to hire temporary staff for testing sites (page 9). These staff members helped with registration, testing and operations support. Testing sites included public housing, parks, ethnic supermarkets and the Mercantile Center, an office and retail property in downtown Worcester. By adopting a "pop-up" strategy — going directly to the people in their neighborhoods — the team addressed the challenges faced by communities of color — getting care where they live and in real time. The flexible, pop-up COVID-19 testing operation tested up to 340 people per hour, with the Mercantile Center site designated a Stop the Spread location by the state.

In fiscal year 2022, these Medical Center programs administered more than 47,554 free COVID-19 tests and 5,737 COVID-19 vaccines. UMass Memorial Health – Marlborough Hospital was also a COVID-19 Stop the Spread testing site (page 12) for the state.



## “Stop the Spread” Recognition by WCAC

In May 2023, the UMass Memorial Medical Center's COVID-19 Stop the Spread team, led by the Care Mobile team, was honored at the annual Worcester Community Action Council (WCAC) Resiliency Awards ceremony. Noted in WCAC's program, "These awards celebrate individuals who tirelessly strive to improve community members' lives and recognize the invaluable contributions of heroes who have supported WCAC's efforts to move individuals and families out of poverty and toward economic mobility."

The team received "Action Hero" awards for their management of the Worcester COVID-19 Stop the Spread testing program. The program operated from July 2020 to March 2023, with the team administering more than 119,000 tests during that time.

From left: Care Mobile Dental Hygienist and Dental Program Coordinator Stacy Hampson; Care Mobile and Stop the Spread Program Manager Michelle Muller, FNP; and Care Mobile and Stop the Spread Program Outreach Liaison Nardy Vega accepted the Action Hero award on behalf of UMass Memorial Medical Center.



## COVID-19 Vaccine Recognition by the United Way

In August 2022, the United Way of Central Massachusetts honored UMass Memorial Medical Center and its collaborators with the Ted Coghlin Community Citizen Award for their widespread efforts in distributing the COVID-19 vaccine through MVEEP. The award recognized the Medical Center's efforts to identify and address disparities among high-risk and highly impacted populations to ensure equitable vaccine distribution throughout Worcester and surrounding communities. Throughout the pandemic, the MVEEP team administered more than 12,000 doses of COVID-19 vaccines.

The award honors the memory of the late civic leader Edwin B. "Ted" Coghlin Jr., who was the father of UMass Memorial Board of Trustees member Susan Coghlin Mailman. This award was shared with the UMass Chan Medical School Vaccine Corps, Saint Vincent Hospital, the City of Worcester's Department of Health and Human Services and Public Health Division, Worcester State University and its Latino Education Institute, and Charles F. "Chip" Norton for their roles in the vaccination effort.

United Way of Central Massachusetts President and CEO Tim Garvin (right) presented the Ted Coghlin Community Citizen Award to UMass Memorial Health CEO and President Eric Dickson, MD, (left) and Care Mobile and MVEEP Program Manager Michelle Muller (center).

# Investing in Local Food Systems

Daily, many North Central Massachusetts residents are at an increased risk for food insecurity, leading to stress, a strained local economy and poor overall health and well-being. UMass Memorial Health - HealthAlliance-Clinton Hospital is addressing food insecurity by providing funding to the area's food system — from growing to education and distribution — through partnerships and collaborations, including:

- Growing Places is a nonprofit organization that purchases produce from local farms and distributes it through mobile markets, farmers markets and a home-delivery program. In fiscal year 2022, the hospital supported Growing Places with \$43,000 in funding, totaling more than \$70,000 since 2020.
- SproutChange teaches gardening techniques to grow nutritious food and how to use food and herbs for natural remedies. In fiscal year 2022, the hospital provided SproutChange with \$63,696 in funding totaling more than \$196,000 over the past three years.
- Littleton Community Farm grows and distributes vegetables to households through Growing Places and Rx Food FARMacy (see below). In fiscal year 2022, the hospital provided \$15,000 to support its programs.

“The biggest factor that impacts somebody’s ability to consume highly, nutrient-dense food to support well-being is not necessarily determined by individual choices made at the supermarket or other food outlets, but in the whole food ecosystem. HealthAlliance-

Clinton understands this and is helping to connect the dots between the health care system, food security, and a new approach to engaging the local food system to create systems change benefiting both residents and farmers,” said Minna Scholten, Community Nutrition Director, Growing Places.



A Growing Places staff member helps with food distribution at one of their mobile markets.

## Rx Food FARMacy: Addressing Food Insecurity in Cancer Patients

An initiative of UMass Memorial Health’s Food is Medicine program (page 12), HealthAlliance-Clinton Hospital’s Simonds-Sinon Regional Cancer Center Rx Food FARMacy pilot program seeks to provide the right nutritional support, at the right time to the right patient. In collaboration with local nonprofit Growing Places and its Local Food Works, the pilot launched in August 2022.

To expand access and add more complementary care resources to cancer patients at the Simonds/Sinon Regional Cancer Center, the hospital identified food insecurity as a need among patients and developed the Rx Food FARMacy program. Made possible through \$72,000 from private donations to UMass Memorial, this program creates better pathways for patients to access nutritious food.

At clinic visits, patients are screened for adverse social determinants of health — such as housing, transportation, food insecurity and access to medical care. Those patients who identify food insecurity or other economic insecurities are given a resource bag containing \$40 in Rx Food FARMacy tokens to Growing Place’s fresh food mobile market, as well as other helpful nutrition resources.

Upon use of the token, patients engage with Growing Place’s bilingual staff to enroll in Supplemental Nutrition Assistance Program (SNAP) and Healthy Incentives Program (HIP); access monthly locally grown fresh fruits and vegetables at the mobile market; receive culturally appropriate recipes and cooking suggestions; and can enroll in a CSA (community-supported agriculture) fresh food home delivery.

Patients are then referred to the oncology nutritionist for further assistance and enrollment into the Rx Food FARMacy program. The program is embedded within the system’s electronic health record, Epic, to track and evaluate progress in addressing food and other economic insecurities.

## “Stop the Spread”

UMass Memorial Health – Marlborough Hospital’s resources were fully allocated to caring for the community during the COVID-19 pandemic. The Massachusetts Department of Public Health designated Marlborough Hospital as the first COVID-19 Stop the Spread testing site. From July 2020 through March 2022, the hospital administered 148,369 COVID-19 PCR tests.

The hospital also provided COVID-19 tests to residents of the community in partnership with the Massachusetts Department of Public Health, the City of Marlborough and the Town of Hudson. COVID-19 tests were available both at the hospital and accessible community locations. Health insurance and documentation were not required to receive a COVID-19 test, with results provided in English, Spanish and Portuguese.

Additionally, Marlborough Hospital established COVID-19 vaccination clinics in partnership with the City of Marlborough, the Town of Hudson, the Marlborough Public Schools, the Hudson Public Schools and the Edward M. Kennedy Community Health Centers. The goal of the clinics was to provide vaccines to the most vulnerable members of the community, including children, seniors, undocumented individuals and individuals with limited English proficiency at locations closer to where they live and at convenient times. A total of 22,912 COVID-19 vaccines were provided.



As part of a social media campaign encouraging others to get their shots, a caregiver poses to let others know she got hers.

## MassHealth Enrollment

One of the hospital’s community benefits initiatives in fiscal year 2022 addressed access to health care – specifically, enrollment in various health insurance programs such as MassHealth. Assistance was provided to residents in English, Spanish and Portuguese. The hospital enrolled 2,737 people into the appropriate health plans.

Across UMass Memorial Health 12,000 people each year receive assistance with insurance enrollment.



## Healing Through Food

Targeted patient interventions, advocacy and grant funding for our community partners are some of the ways that UMass Memorial Health is working to get a sustainable source of nutritious food for our patients while also addressing food insecurity in Central Massachusetts. The Fresh Connect pilot program, part of UMass Memorial Health’s Food is Medicine program and designed by the nonprofit About Fresh, is one of these initiatives.

Launched in March 2022 at the UMass Memorial Health Cancer Center, the pilot program provides pre-paid debit cards for patients to buy fresh fruits and vegetables from partner grocers and farmers markets, like the Regional Environmental Council’s Mobile Farmers Markets. The pilot has since expanded to include UMass Memorial Medical Center’s Children’s Medical Center and UMass Memorial Health - HealthAlliance-Clinton Hospital (page 11).

Since people’s experiences with food insecurity differ, the program matches individual patient needs by connecting them with dietitians to help incorporate healthy eating with medical treatment to benefit their overall health.

# Recharged Energy to Connect, Educate and Perform Health Screenings

In 2022, as the COVID-19 pandemic slowed, the Community Outreach team at UMass Memorial Health – Harrington was thrilled to get back into the community with a recharged energy to connect, educate and perform health screenings. The team participated in more than 40 events throughout the year, 30 of which the Harrington on Wheels mobile health van was in attendance. Through our Community Outreach Department, Harrington caregivers provide screenings and education opportunities, giving members of our community critical information about their health and well-being.

Caregivers provided screenings for blood pressure, BMI (body mass index) and sun damage, as well as education about stroke, nutrition, self-wellness, COVID-19, Stop the Bleed (how to help in bleeding emergencies) and Hands-Only CPR. We also participated in the Dudley Police Station’s Drug Take-Back Day, Healthy Kids Day at the Tri-Community YMCA, the International Festival at Notre Dame Church, Harrington’s annual Trunk or Treat and Holiday Community Festivals, the Teddy Bear Clinic at the Oxford Community Center and many other events throughout the year.

The Community Outreach team participates in as many community events as possible each year while also prioritizing the focus areas identified — social determinants of health, behavioral health, access to care, chronic and complex conditions and risk factors, and health equity — in our Community Health Needs Assessment. In 2022, we continued to prioritize at-risk youth, seniors, those in lower-income households, and those with or at risk for chronic disease by providing specific support, resources and prevention education.

In 2022, approximately 300 people learned about healthy eating, healthy food resources, heart disease and received Hands-Only CPR training.

The Harrington on Wheels mobile health van travels to local communities, providing health screenings and education about available services and preventive care to all ages (top and center photos). We also encourage children to attend events like our annual Trunk or Treat (bottom photo) so that going to the hospital isn’t so scary when they need care or have an emergency.



## Volunteering in Our Community

On Saturday, April 9, 2022, more than 20 UMass Memorial Health caregivers spent a day of service with Working for Worcester, a student-run nonprofit working to improve recreational and family spaces in Worcester. The volunteers cleared out and cleaned up the second-floor area of El Buen Samaritano Food Program Inc. and transformed it into a STEM (science, technology, engineering and mathematics) classroom to promote science, technology and education.

This space will be home to an afterschool program that provides students with a safe and educational place to spend their time. Volunteers assembled tables, bookcases, easels and desks, cleared out old landscaping around the building, and sorted and organized the food pantry. Volunteers from the Information Services Department practiced “skill-based volunteering,” using their professional experience and expertise to set up the classroom computers and to make sure they were operating.

The El Buen Samaritano service was just one of dozens of volunteer projects through the Anchor Mission Volunteer Program. As one of the four pillars of the Anchor Mission (page 15), volunteering encourages and rewards employees to join efforts addressing the social determinants of health — such as literacy, unemployment, housing, hunger and education — that can adversely affect the communities we serve.

With a system-level platform that leverages volunteer opportunities to meet existing community needs, employees can help the overall social and economic health of the community beyond the hospital walls. “We are finding needs that already exist in our community and matching up our resources and the gifts and skills of our volunteers to meet those needs,” said Kate Behan, Senior Director, Anchor Mission Strategy.

## Anchor Mission Celebrates Fifth Anniversary

In 2023, UMass Memorial Health is celebrating our fifth anniversary as an Anchor Mission Institution. Over the past five years, we have made significant investments in the four Anchor Mission pillars — Local Investment, Local Hiring, Local Procurement and Volunteerism — (page 15) to address structural inequities and the social determinants of health in our community.

*During this time, we have:*

- Moved \$4 million of reserve investments to community projects that support housing, food insecurity, the arts and more.
- Expanded our local hiring efforts through additional training pipelines and employee resources to ensure our employee profile reflects our community.
- Focused our purchases of goods and services from local businesses and businesses owned by women and minorities.
- Provided volunteer opportunities for UMass Memorial caregivers with many organizations to help improve our community’s health.

Together with our community partners and Community Benefits Department, we continue to work to help improve the health and welfare of our diverse and culturally rich communities beyond our hospital walls.



Anchor Mission volunteers with Mari Gonzalez, Executive Director of El Buen Samaritano (back row center), gather after transforming a second-floor food pantry space into a STEM classroom to promote science, technology, education and safe spaces for children in Worcester.

## Investing in Local Development

As part of its ongoing Anchor Mission investment work, UMass Memorial Health has committed \$650,000 in funding for a unique development in Worcester’s Main South neighborhood. This commercial condominium building will provide affordable rent-to-own storefronts for six local business owners.

Kate Behan, Senior Director, Clinical Affiliations, Anchor Mission Strategy, explained that place-based investing such as this creates opportunities for people and organizations in the community who may find challenges in obtaining traditional sources of investment. Access to this type of capital is vital for specific neighborhoods that have been under-resourced.

“By making it possible for these local business owners to own the space where their businesses operate out of, we are helping to build generational wealth in historically marginalized neighborhoods,” said Behan. “The healthier we can make the neighborhood economically, the healthier we can make it physically.”

The project at 807-815 Main Street will include six units that will be priced between \$125,000 and \$190,000, with priority given to small businesses already active with the Main South Business Association. Tenants will be allowed to rent the units for several years while they work toward qualifying for a mortgage. Additionally, resale restrictions on the units will require the new owners to hold them for 10 years before they can sell. These storefronts, which range in size from 1,200 to 1,900 square feet, could house businesses such as restaurants, clothing boutiques, salons, food markets and more.

Building wealth and capacity of local and diverse businesses, as well as providing opportunities for residents to shop within their neighborhood, are key goals of Anchor Mission’s local investment and purchasing pillars.

The \$3 million project is being developed by the Main South Community Development Corporation, with funding from MassDevelopment, American Rescue Plan Act funding and construction financing from UMass Memorial Health.



A development at a long-standing vacant lot at 807-815 Main Street in Worcester is proposed with six affordable rent-to-own commercial units.

“The healthier we can make the neighborhood economically, the healthier we can make it physically.”

**Kate Behan, Senior Director, Clinical Affiliations, Anchor Mission Strategy**

### Anchored in Our Community



**Local Investment** - Allocate hospital investment funds to address social determinants of health and economic opportunities through collaboration with financial and philanthropic organizations, local government and housing authorities in the region.



**Local Hiring** - Partner with community-based organizations that serve vulnerable populations to mitigate barriers to employment, identify growth opportunities and formalize a hiring pipeline.



**Local Procurement** - Build opportunities for local purchasing and vendor contracts.



**Volunteerism** - Expand upon the network of UMass Memorial Health employees to volunteer in community projects.

## COMMUNITY BENEFITS SUPPORTED PROGRAMS

### Grandparents Raising Grandkids

Families in which grandparents raise their grandchildren have historically been a largely underserved population. Many of these “grandfamilies,” as they are known, come from communities of color, speak a language other than English, and are unable to navigate the social and human services systems to access the resources they need, according to Dr. Moses Dixon, President & CEO of the Central Massachusetts Agency on Aging, Inc. (CMAA). According to a 2019 American Community Survey, 1 in 10 children are being raised by at least one grandparent in the United States.

Prior to 2020, CMAA had roughly \$3,000 in federal funding each year to support a small number of grandfamilies. But the need was so much more significant. When the COVID-19 pandemic generated a massive spike in demand for mental health and substance use disorder services for families, UMass Memorial Health stepped up with \$25,000 in funding for CMAA’s Grandparents Raising Grandkids program to hire part-time clinicians to work with families to get the critical support they needed.

The initial \$25,000 served as a catalyst to raise awareness of the unique needs of these families and spur additional interest and funding. In December 2022, Congressman James P. McGovern secured \$1.2 million to fund the development of a permanent Grandparents Raising Grandkids Resource Center and the hiring of six Black, Indigenous and people of color (BIPOC) Grandfamily Community Health Workers as of July 2023.

The center, led by the CMAA, provides culturally competent support for these families in 61 communities across Central

Massachusetts. “The creation of the Grandparents Raising Grandkids Resource Center is directly tied to the commitment and funding by UMass Memorial Health,” said Dr. Dixon. “They were an early supporter that made this entire center possible.”

Since the delivery of services to these grandfamilies at the start of the COVID-19 pandemic, CMAA has assisted more than 200 families with a mobile resource center approach, rather than a single brick-and-mortar building, collaborating with more than 60 senior centers and providing community health workers to go into the homes to assess and address needs.

“Our goal is to become a model for the country on how to support grandparents raising their grandchildren,” said Dr. Dixon.



The creation of the Grandparents Raising Grandkids Resource Center is directly tied to the commitment and funding by UMass Memorial Health. They were an early supporter that made this entire center possible.”

**Dr. Moses Dixon, President & CEO of the Central Massachusetts Agency on Aging, Inc.**



Grandparents, grandchildren and staff from the Central Massachusetts Agency on Aging, Inc. gather for an afternoon of activities.

### Hector Reyes House

Through the support of UMass Memorial Health, the Hector Reyes House, a 25-bed residential addiction treatment center for Latino men, provides in-house medical care and cognitive behavioral therapy to reduce relapse and ease the transition to independent living. Founded in 2009 by UMass Memorial and the Latin American Health Alliance (LAHA) — a nonprofit organization in Worcester dedicated to combating homelessness and drug addiction — the program serves an average of 80 Latino men annually, addressing nationally recognized health care disparities and alleviating a shortage of treatment options for Latinos, according to Matilde (Mattie) Castiel, MD, who founded LAHA and is the former medical director of the Hector Reyes House, in addition to her role as the City of Worcester’s Commissioner of Health & Human Services.

“The importance of UMass Memorial’s support to this group of men — bringing primary care, psychiatry and infectious disease control — can’t be overestimated,” said Dr. Castiel, who provides a weekly clinic at the center. “Our affiliation with UMass Memorial and all the clinical services they provide is key to our success in working to keep the men physically and mentally well, sober and confident, so they can move successfully toward independence.”

In addition to the Hector Reyes House, the LAHA founded two transitional houses (Casa Reyes and Mattie’s House) and Café Reyes, an innovative jobs training program for the residents. Providing medical services in-house ensures that residents keep appointments, which contributes to their overall health and helps reduce the odds of relapse, explained Aaron Mendel, MD, Volunteer Executive Director, LAHA.



Residents participate in activities, including community events, to develop a lifestyle that is consistent with their recovery.

“It takes a village to provide this level of support. UMass Memorial is that village,” said Dr. Mendel, a UMass Memorial gynecologist and Castiel’s husband. “They have been with us from the inception and have enabled us to provide the level of care and services these men need to survive and thrive. We simply could not do this without their support.”



As part of the program, activities are available to residents that emphasize social responsibility and non-substance-related activities.

“

Our affiliation with UMass Memorial and all the clinical services they provide is key to our success in working to keep the men physically and mentally well, sober and confident, so they can move successfully toward independence.”

**Matilde (Mattie) Castiel, MD, Commissioner, City of Worcester Health & Human Services**

## Recreation Worcester

Operated by the City of Worcester, Recreation Worcester is a neighborhood-based summer and afterschool program that provides safe, supervised access to physical activity and youth development to nearly 800 inner-city youth each summer, along with healthy snacks and meals. The program also enables the Worcester Department of Public Health to hire approximately 100 young people as program staff during the summer months.

## UMass Memorial Medical Center Injury Prevention Center

**Child Passenger Safety:** This educational program teaches proper installation of car seats and provides free car seats to parents with financial need. In fiscal year 2022, 50 car seats were distributed and 100 were inspected and safely installed.

**Goods for Guns:** In partnership with the Worcester Police Department, the Worcester Division of Public Health, the City's Office of the District Attorney and other community stakeholders — this program provides grocery store gift cards in exchange for unwanted firearms. Participants also receive gun safety education and are offered free gun trigger locks. The program works with police departments from 17 surrounding communities in Central Massachusetts. At community events in December 2021 and June 2022, 135 firearms were collected and destroyed. Since the program's start in 2002, more than 3,382 guns have been returned.

## Regional Environmental Council: Food Justice Programs

These programs connect urban and rural sectors of the food system, develop entrepreneurial food projects and support urban agriculture in Worcester. YouthGROW, a youth development and employment program (back cover); UGROW, a network of community and school gardens and urban farms (below); and community farmers markets and mobile markets (below) are part of this effort.

**UGROW** (Grant Square Community Garden in Bell Hill): While unable to directly support the operations of the Grant Square Community Garden due to its temporary closure for renovations, in 2022, UGROW provided 10 free workshops to members of the UGROW Community Garden network.

**Farmers Markets:** Overall, the farmers markets saw tremendous growth in 2022, with a 48% increase in total sales. More than 80% of this increase came from purchases through food subsidy programs, primarily the Healthy Incentives Program (HIP) used by Supplemental Nutrition Assistance Program (SNAP) customers, which provides up to \$80 per month in fruits and vegetables.

## Medical-Legal Partnership

The Medical-Legal Partnership's (MLP's) Advocacy for a Healthy Community brings legal aid lawyers, private lawyers and clinicians together to address the health-harming legal needs of low-income pediatric and adult primary care patients served by four UMass Memorial Medical Center clinics. During the height of the COVID-19 pandemic, the MLP implemented remote services providing virtual clinic hours to each clinic and providing options for e-referrals. Working closely with Medical Center providers, in fiscal year 2022, the MLP processed 174 electronic referrals for possible health-harming legal issues among patients and conducted an additional 117 legal consultations.

## CHA & CHIP Updates

As part of a not-for-profit health care system, every three years, each hospital within the UMass Memorial Health system conducts a Community Health Needs Assessment (CHA) specific to its region. The hospitals also collaborate with community partners and local health departments to develop and update the local Community Health Improvement Plan (CHIP). Hospitals also adopt a three-year Community Benefits Strategic Implementation Plan to align with the CHA and CHIP. In fiscal year 2022, Marlborough Hospital and Harrington Hospital completed their CHA while HealthAlliance-Clinton Hospital and UMass Memorial Medical Center updated their strategic plans.

## Social Determinants of Health



Community Benefits supported programs align with priority needs identified in the CHA and CHIP and address the social determinants of health. These include the non-medical factors or conditions in the environment that impact people's health, well-being and quality of life, which contribute to health disparities and inequities. They are often grouped into the five domains/areas depicted above.

*Source - Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved, August 2023 from <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>*

# Thank You for Your Ongoing Collaboration

Faced with another year of pivoting programs and resources to address COVID-19, we again relied on the ongoing collaborations between our hospital volunteers and community partners in Central Massachusetts and surrounding towns. Together, through outreach programs that tackled COVID-19, addressed food insecurity and health equity, we brought health care, education and resources to those most vulnerable in our community.

## Community Benefits Partners

- Academic institutions
- Advocacy groups
- Community health centers
- Community development corporations
- Local and state health departments
- Local city and town governments
- Medically underserved populations
- Neighborhood groups
- Philanthropic organizations
- Schools and community-based groups



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- Page 3 (Elvira Guardiola): Robert Carlin Photography
- Page 11: Growing Places
- Page 12: UMass Memorial Health - Marlborough Hospital
- Page 13: UMass Memorial Health - Harrington
- Page 15: Main South Community Development Corporation
- Page 17: Hector Reyes House
- Back Cover: Regional Environmental Council



## YouthGROW

Since 2010, UMass Memorial Medical Center has partnered with the Regional Environmental Council (page 18) to support programs, including YouthGROW. In 2022, YouthGROW employed 40 teens as members of their summer intensive agriculture-based youth employment and leadership programming over six weeks, 20-30 hours each week. All youth received training and hands-on education in urban farming, nutrition, food systems, life and job skills. They supported the production of more than 50 varieties of fruits, vegetables and herbs. They also participated in four service-learning trips to visit and support other farming projects and planned and hosted an end-of-summer Community Block Party with more than 200 attendees.

## Our System

- Largest not-for-profit health care system in central New England
- Largest provider of uninsured outside Boston
- Only safety net provider in central New England and the fourth largest in the Commonwealth
- Supports a dedicated financial benefits program that connects the medically underserved and uninsured populations to health insurance and other services



UMass Memorial Health is the largest not-for-profit health care system in Central Massachusetts with more than 15,500 employees and 2,100 physicians, many of whom are members of UMass Memorial Medical Group and Harrington Physician Services. We are the clinical partner of UMass Chan Medical School. Our comprehensive system includes UMass Memorial Medical Center, UMass Memorial Health – Harrington, UMass Memorial Health – HealthAlliance-Clinton Hospital, UMass Memorial Health – Marlborough Hospital, and UMass Memorial Health – Community Healthlink. Together, we impact every aspect of life in the region by making health and wellness services available to everyone, at the bedside, in the clinic or community, or even at home, advocating for social equality and providing economic stability and opportunity. There are many ways to heal. We pursue them all. Relentlessly. Visit [www.ummhealth.org](http://www.ummhealth.org).

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