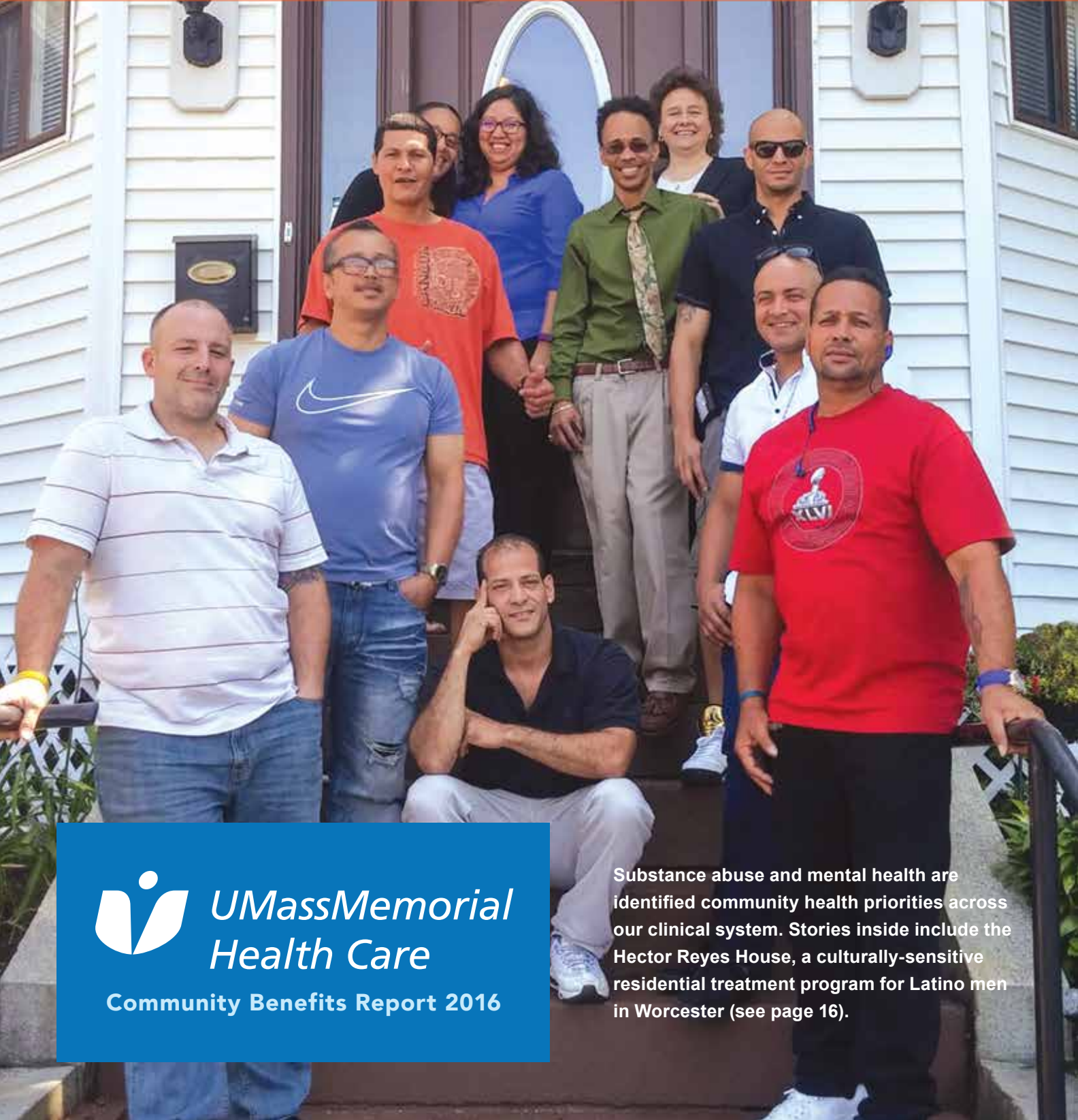


WORKING TOGETHER ON COMMUNITY HEALTH IMPROVEMENT

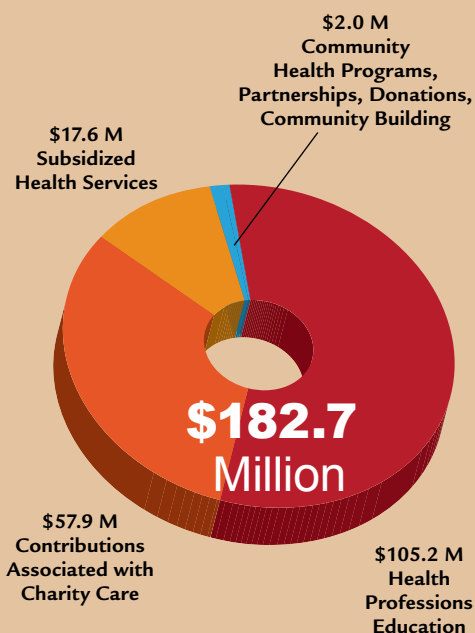


*UMassMemorial
Health Care*

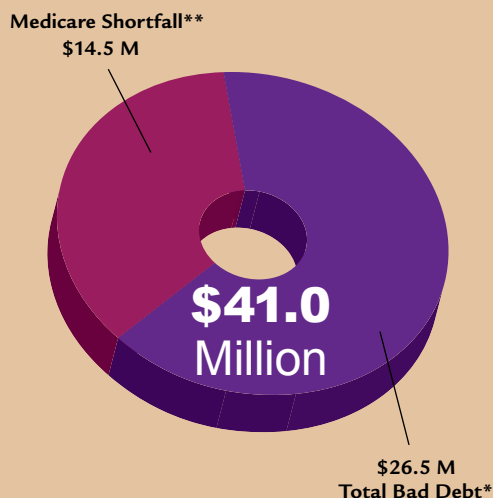
Community Benefits Report 2016

Substance abuse and mental health are identified community health priorities across our clinical system. Stories inside include the Hector Reyes House, a culturally-sensitive residential treatment program for Latino men in Worcester (see page 16).

2016 Community Benefits Total



Other Significant Expenses Total



* Bad Debt: Expenses for receivables that can no longer be collected and are written off.

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

Our Community Benefits Mission



“UMass Memorial Health Care is committed to improving the health status of all those it serves, and to addressing the health problems of the poor and other medically underserved populations. In addition, non-medical conditions that negatively impact the health and wellness of our community are addressed.”

Addressing Root Causes to Improve Community Health

Advancing the health of the population is not only vital to increasing residents' quality of life, but to ensuring the overall success of a community as well. The UMass Memorial Community Benefits mission incorporates the broad definition of health from the World Health Organization – “a state of complete physical, mental and social well-being and not merely the absence of disease” – and recognizes that health is a product of multiple influences. These “social determinants of health” include factors such as socioeconomic status, education, the physical environment, housing, transportation, employment and social support networks, as well as access to health care. Understanding these factors, and their influence is critical to community health improvement.

What Are Community Benefits?

Community Benefits are programs and services provided by not-for-profit hospitals to improve community health. They are designed to respond to identified community needs and address health disparities among disadvantaged and vulnerable populations.

Community Benefits are not for marketing purposes and must meet at least one of the following criteria:

- Improve access to health care services
- Enhance the health of the community
- Advance medical or health knowledge
- Relieve or reduce burden of government or other community efforts

In 2016, UMass Memorial Health Care contributed nearly \$183 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, almost \$10 million in other non-Community Benefits expenses were absorbed through bad debt write-offs and Medicare shortfalls.

Dear Friends and Colleagues

It is always with pleasure that we look forward to sharing our Annual Report, which highlights the community health improvement activities we proudly support in Central Massachusetts. This is also a good time to reflect on the guiding principles that direct our work.

Our Community Benefits mission, which incorporates the World Health Organization's broad definition of health, defined as, "a state of complete physical, mental and social well-being and not merely the absence of disease," is the anchor to which all of our work, in partnership with the community, is fastened. We also know that achieving this mission not only requires providing excellent medical care in the clinical setting, but it also means "working beyond the hospital walls" to address those social factors that impact health, such as poverty, housing, jobs, education, access to care and other support services. As you will read in these pages, this past year we continued to build upon our community health improvement strategy that incorporates root causes of poor health and health outcomes, as well those important social factors. Strategically, our system's community health improvement plan must, and does, address identified needs through a health equity lens and leverages resources to maximize impact. But, we do not do this work alone. Our planning approach is grounded in a long-standing commitment to partner upstream with community groups and stakeholders who bring a broad spectrum of knowledge, expertise and assets that are vital to improving the health and quality of life for all our residents.



Thank you to each of our community partners. Your collaboration is essential to these efforts. This is as much your Annual Report, as it is ours. We look forward to continuing to build on these efforts together and celebrating our continued progress in improving the health and well-being of all those we care for in the communities we serve.

Eric W. Dickson, MD, MHCM, FACEP
President and CEO
UMass Memorial Health Care, Inc.

System Hospitals

UMass Memorial Medical Center
Patrick Muldoon, FACHE, President
Mónica Escobar Lowell, Vice President, Community Relations

UMass Memorial – Clinton Hospital
Deborah Weymouth, FACHE, President
Rosa Fernandez, Manager, Community Benefits

UMass Memorial – HealthAlliance Hospital
Deborah Weymouth, FACHE, President
Kelli Rooney, MSc, Director, Marketing & Communications

UMass Memorial – Marlborough Hospital
Steve Roach, President
Mary Ann Stein, Director, Volunteer Services and Community Outreach

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Community Health Planning Updates



Priority Areas Based on CHA Findings

UMass Memorial – Clinton Hospital

- Healthy eating and active living
- Individuals and families in healthy and safe relationships
- Behavioral health and substance abuse
- Transportation and access

UMass Memorial – HealthAlliance Hospital

- Healthy eating and active living
- Healthy and safe relationships
- Mental and behavioral health and substance abuse
- Transportation and access

UMass Memorial – Marlborough Hospital

- Increase awareness of mental health issues
- Substance abuse
- Increase access to health care
- Promote healthy aging
- Promote health and wellness

Community Health Needs Assessment (CHA) and Community Health Improvement Plan (CHIP)

UMass Memorial Health Care system hospitals – UMass Memorial Medical Center, HealthAlliance, Clinton and Marlborough – conduct a Community Health Needs Assessment of their respective communities every three years to identify leading community health improvement priorities, which serve as the basis for Community Benefits strategic planning and the development of a Community Health Improvement Plan (CHIP). The CHIP includes actionable objectives, strategies and measurable outcomes through involvement with local public health departments and key community stakeholders. Each hospital works with its local public health department and a range of community stakeholders in updating the CHA and CHIP reports.

Prevention and Wellness Trust Fund Update

UMass Memorial Medical Center continues to serve as a member of the Prevention and Wellness Trust Fund (PWTF) Worcester Partnership Executive Committee and co-chair of the PWTF Pediatric Asthma Intervention Task Force (see page 9). As part of advocacy to secure long-term funding, the Medical Center held a Legislative Breakfast in collaboration with PWTF partners at the Worcester Senior Center, attended by approximately 200 people. The program included video presentations of the Senior Falls Prevention, Hypertension and Pediatric Asthma Interventions featuring testimonials from program participants, clinical providers and community partners.

PWTF Partners

- City of Worcester and Worcester Division of Public Health
- City of Worcester Healthy Homes
- Commonwealth Medicine/University of Massachusetts Medical School
- Edward M. Kennedy Community Health Center
- Fallon Health
- Family Health Center of Worcester
- Mass Audubon
- UMass Memorial Office of Clinical Integration
- UMass Memorial Office of Community Relations
- UMass Memorial Pediatric Primary Care
- UMass Memorial Pediatric Pulmonology
- UMass Memorial Plumley Village Health Services
- Worcester Community Legal Aid
- Worcester Head Start Program
- Worcester Public Schools
- Worcester Senior Center

Photo above, UMass Memorial Medical Center – University Campus

Worcester Division of Public Health Accreditation

Worcester is the lead municipality in an accredited regional public health district that encompasses 250,000 residents. Karyn Clark, director of public health for the city of Worcester and the Central Massachusetts Regional Public Health Alliance, commented on the important role of partnerships in the accreditation process:

“During the economic downturn of 2009, the Worcester Division of Public Health (WDPH) lost 75 percent of its staff. The community rallied and a Public Health Task Force was formed to talk about how to continue services and to reconstitute WDPH as a 21st-century health department. There were three goals: regionalization to maximize limited funding and leverage resources, creation of an academic health collaborative (Academic Health Department) with local universities and, finally, accreditation.

“Through the effort of John O’Brien, past president and CEO of UMass Memorial Health Care, and others, WDPH formalized an agreement with the Mosakowski Institute for Public Enterprise at Clark University to form the Center for Public Health Practice. The partnership involves faculty and student interns more intentionally in WDPH projects, such as updating the Community Health Needs Assessment (CHA), increases our ability to serve the community with ‘more boots on the ground,’ and contributes to the development of public health practicum. The work is virtually endless and this type of productivity would not be possible without our academic partners.

“In 2016, Worcester became the first accredited health department in the Commonwealth; not even the state has this distinction. The award from the Public Health Accreditation Board (PHAB) came after an intense, three-year process, and only 160 of 5,000 departments are accredited nationally. The city is also the first multi-jurisdictional public health department in the country. PHAB accreditation is the gold standard in public health and affirms our constant focus on quality improvement.

“UMass Memorial Medical Center led that process, through collaborative development of the CHA and Community Health Improvement Plan, engagement of community stakeholders and active participation in the PHAB on-site evaluation. A key to our success was demonstrating the long relationship and the strong commitment from the Medical Center. Not every community has this level of support.”

UMass Memorial Medical Center CHIP Update

Based on findings of the **2015 Greater Worcester CHA** (see page 2), UMass Memorial Medical Center, in collaboration with the Worcester Division of Public Health and Fallon Health, spearheaded the **2016 Greater Worcester CHIP** planning process. Working groups were established to identify, carry out and report on actionable objectives, strategies and measurable outcomes for nine priorities identified by the CHA: access to care, access to healthy food, cultural competency, economic opportunity, mental health, physical activity, racism and discrimination, safety and substance abuse. Groups are convened through the **Coalition for a Healthy Greater Worcester** (CHGW). The Medical Center coordinated the launch of the coalition and is a member of its steering committee. CHGW engages diverse public, nonprofit and private-sector stakeholders to implement the CHIP including public health practitioners, local and state health departments, service providers, consumers and members of the general public.

Academic Health Department

In 2014, UMass Memorial Medical Center co-led the establishment of the Academic Health Collaborative of Worcester (AHCW), previously known as the Center for Public Health Practice at Clark University. The AHCW is a formal partnership between the Worcester Division of Public Health (WDPH) and academia to more effectively address public health issues. The collaborative enhances the capacity of the WDPH and helps to inform public health practice while providing students with unique research and practicum experiences. In FY16, ten student interns worked with WDPH on public health efforts in support of the CHIP (see page 2).

The Worcester Division of Public Health benefits from partnerships with local universities, which provide student interns and valuable academic support for community projects.



Safety Programs

In 2016, the UMass Memorial Injury Prevention Center presented programs to promote safety in the community. Approximately 400 people participated in **Child Passenger Safety** educational sessions that teach parents and children the proper use of car seats and seat belts, and how to avoid distracted driving. The traveling exhibit, **Mobile Safety Street**, brought a hands-on learning experience to 1,750 children in preschool to fifth grade through onsite educational vignettes and simulations onsite at Worcester Public Schools (WPS). Through the **Teen RIDE** driver simulation program, 125 youth convicted of first time motor vehicle offenses learned about the increased likelihood of negative medical outcomes associated with risky driving behaviors. Twenty-one thousand teens from 19 WPS were exposed to the **Teen DRIVE** program, which raises awareness of the risks associated with driving.

Goods for Guns, a program established and directed by Michael Hirsh, MD, surgeon-in-chief at UMass Memorial Medical Center and the Division of Pediatric Surgery and Trauma, retrieves firearms from the community and educates owners on proper storage of guns in the home to reduce injury and gun-related violence. "Gun buyback," events held by the Injury Prevention Department in collaboration with 16 police departments in Worcester and surrounding communities, resulted in 268 guns being turned in to the Worcester Police Department in 2016. Since the inception of the program in 2002, nearly 3,000 guns have been returned to law enforcement officials in Central Massachusetts.

The Worcester Healthy Baby Collaborative encourages the Latino community to help pregnant women stay healthy and care for their infants. Health fair visitors wrote words of encouragement on fabric squares. Volunteers created eight beautiful quilts that were displayed at the March of Dimes Walk.



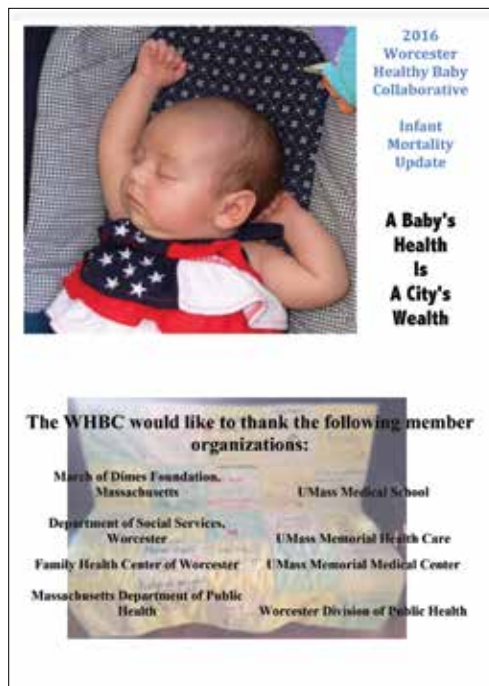
Worcester Healthy Baby Collaborative

Worcester has a higher infant mortality rate (IMR) than similar cities in the Commonwealth. Approximately 75 percent of infant deaths are neonatal and due to extreme prematurity and low birth weight. The rate for Hispanics surpassed the black IMR for the first time from 2012 to 2014, and is more than twice the state average. In partnership with the March of Dimes, the Worcester Division of Public Health and local agencies, the Worcester Healthy Baby Collaborative (WHBC), chaired by Sara Shields, MD, at Family Health Center, is working to reduce the rate of premature birth and infant death in the city. Cathy Violette, NP, UMass Memorial Maternal Fetal Medicine Department, and WHBC vice chair, commented:

“Based on our success with the city’s Ghanaian population through the Nhyira Ba program (“Blessed Baby” in the Twi language), we are now implementing culturally sensitive strategies to specifically address the IMR disparity in the Latino community. Worcester Latina women are generally from Puerto Rico and the Dominican Republic, and it appears that their network of social and economic support during pregnancy becomes strained. We don’t know why this happens, but our goal is to increase access to pre- and post-natal care. In addition, the WHBC statistician, Heather Alka, MD, MPH, has been routinely reviewing infant and fetal death certificates in Central Massachusetts to inform our initiatives and to identify changes in the IMR that may require quick action.

“WHBC, the Worcester Division of Public Health and Baby Box University will be bringing the ‘Baby Box’ to the city. The concept is based on a Finnish tradition of providing supplies to parents of newborns. The box contains infant clothing and information about neonatal care, such as safe sleeping arrangements and breastfeeding. The box itself is padded and can be used as a bassinet. Baby boxes will be free to parents who enroll in an online educational program.

“To quote former Worcester Department of Public Health Commissioner, Dr. Leonard Morse, ‘A baby’s health is a city’s wealth.’ Healthy babies are a measure of our progress and success. To put it in context, if babies aren’t thriving, it is a measure of what social services are lacking – education, housing, nutrition, and physical and mental health care – for vulnerable families.”



A WHBC report presented to the Worcester City Council in 2016, “A Baby’s Health Is a City’s Wealth” contains data on the infant mortality rate and recommendations for action: www.worcesterhealthybaby.org/reports/

Infant Mortality Rates (per 1,000)

National: 5.96 (2013)
Massachusetts: 4.15 (2013)
Worcester: 5.2 (2013-2015)
Worcester Hispanic: 10.5 (2012-2014)
Worcester Black: 7.5 (2012-2014)



The infant mortality rate (per 1,000) for Worcester Hispanics is more than twice the state average.



Healthy Food Access

UMass Memorial Medical Center and its partner hospitals — HealthAlliance, Clinton and Marlborough (see pages 10 and 11) — provide **enrollment assistance** for health insurance, Supplemental Nutrition Assistance Program (SNAP) food stamps and Women, Infants & Children (WIC) nutrition program to improve access to health care and nutritious food for uninsured and low-income populations. More than 9,200 people received health insurance and SNAP enrollment assistance in 2016.

The Medical Center is a member of the **Worcester Food Policy Council** Steering Committee that convenes the CHIP (see page 2) Access to Healthy Foods work group to promote healthy weight and nutrition in distressed, food insecure neighborhoods. The group works on a range of issues to improve access in underserved, “food desert” areas, including healthy food retail, SNAP, increasing minimum wage and expanding urban agriculture opportunities.

The Medical Center has also invested in the City of Worcester’s **Recreation Worcester (RW)** program (formerly Wheels to Water) since its inception in 2008. This neighborhood-based summer initiative provides access to free, safe, supervised physical activity and educational programming that promotes positive youth development for approximately 1,600 inner-city children (ages seven to 13). The program incorporates three healthy meals and a snack daily. In partnership with the Worcester Public Schools, educational activities use a curriculum developed by the Worcester Education Collaborative to minimize summer learning loss. The Medical Center investment leverages Massachusetts YouthWorks funding (see page 15) to employ a minimum of 100 teens and young adults in the RW program each summer.

To improve access to physical activity in the Bell Hill and Plumley Village neighborhoods, the Medical Center funded a **summer eating and exercise program** for students of Belmont Street Community School in Worcester. Ninety-seven students, grades one through six, participated in the 19-day program.



Community Gardens

The community garden in Grant Square Park is part of a network of 61 community gardens, urban farms and school gardens managed by the Regional Environmental Council (REC), an organization that advocates for food justice. It was also the first garden in a Worcester city park. Steve Fischer, executive director, described this experiment in urban agriculture that involves the Worcester Parks & Recreation Division and UMass Memorial Medical Center:

“Our partnership with UMass Memorial has been key to the community gardens in the Bell Hill neighborhood, and especially in Grant Square Park. Frankly, this wouldn’t have happened without its support, participation and commitment to increasing healthy food access and building community. The project began as we were jointly searching for a new location for the REC YouthGROW program, but we wondered if we could also create a community garden. The Medical Center and REC staff went door-to-door in the neighborhood, hosted community forums and found there was tremendous interest. With their involvement and the leadership of neighbors, beautiful, delicious healthy food is being grown right in the park. It’s a successful garden that has expanded year over year. We now have complementary land usage with youth urban agriculture adjacent to the community site.

“Following the creation of this community garden and urban farm space, the Worcester Parks & Recreation Division made a major investment into Grant Square Park, turning a neglected park with little infrastructure into one of the most beautiful, well-used parks in the city, with benches, a playground and basketball courts. The garden was a first step in reclaiming the space as a more vital community resource. We would love to see that kind of process replicated in other city parks and more vacant lots. Community gardens definitely help people access healthy food and do it in a way that is empowering. But community gardens offer much more than this; they revitalize neighborhoods. There is an aesthetic beauty and psychological benefit to a beautiful garden and it gives the neighborhood tremendous pride. These things have implications for mental health, emotional well-being, safety and security. We have noticed that people who live in the neighborhood, who walk by the garden daily, start to feel sense of ownership and pride – even those who aren’t gardeners.”

Youth Urban Agricultural and Leadership Development Program at Grant Square

Christopher Humphrey, Regional Environmental Council UGROW and social entrepreneurship coordinator, commented, “Grant Square Park gardeners come from all over the world and there is a beautiful diversity of traditional farming techniques and culturally specific produce grown there. With YouthGROW and community gardens side by side, you can see how different urban farming can look.”

Grant Square Park, located in the Bell Hill neighborhood of Worcester, is within walking distance of the UMass Memorial Medical Center – Memorial Campus.



Legal Advocacy for Patients

Community Legal Aid (CLA) improves the lives of the community's most vulnerable residents through legal advocacy, improving access to basic needs and challenging practices that cause harm. Beginning with the Pediatric Asthma Intervention (see next page) three years ago, CLA and UMass Memorial Medical Center have continued to look for ways to work together to improve patients' broader health needs. Valerie Zolezzi-Wyndham, Esq., managing attorney, commented:

"Partnering with the Medical Center helps our agency advance our mission because clinical providers are in a unique position to hear from patients about health-harming issues that prevent their full participation in and benefit from medical care. Families trust physicians and talk about what is happening in their lives, but clinicians may not have the time or resources to address these issues. We train clinical teams — meeting them where they are — to screen for legal needs. The goal is not to teach them advocacy, but rather, to recognize what patients are telling them so they can be referred to a lawyer if necessary.

"Medical students conducted a survey at three primary care community-based clinics and identified a set of medical-legal priorities (see sidebar). In 2015, we received funding to embed a CLA attorney, Weayonnoh Nelson-Davies, for a half-day at each clinic. She is a great resource for the clinical team and patients. She is also the glue that holds the partnership together. Ms. Nelson-Davies is a patient's connection to CLA and approximately 60 volunteer attorneys recruited from local law firms. We have developed educational materials and a curriculum for attorneys who want to engage in this work and who may not have experience in a particular specialty area. Volunteers have an attorney mentor who adds support on each case.

"Our success can be gauged by those involved. To date, we have worked with 180 patients. Clinicians have augmented their ability to help patients through legal referral and volunteer attorneys, who strongly support this partnership, are empowering patients to work for better health outcomes and a healthy community. By understanding and addressing social determinants, we help patients achieve their potential."

The Benefit of Medical-Legal Partnerships

Katharine Eshghi, senior vice president and general counsel, UMass Memorial Health Care, commented, "The partnership with Community Legal Aid (CLA) began in response to the work by UMass Memorial physician Beverly Nazarian, MD, and community health workers who showed that their clinical team could not always address the underlying cause of pediatric asthma. For example, a patient might repeatedly visit an emergency department but be living in an apartment with mold or other triggers. Recognizing that our most vulnerable populations require a much broader intervention that goes beyond medical care, we now screen patients at our three community-based clinics about social determinants of health: access to fresh food, home environment, employment and educational attainment. Through CLA training and support, the dedication of our clinical staff and a shared vision, we can have an extraordinary ability to change lives."

Medical-Legal Partnership Priorities

1. Guardianship for children with chronic disabilities as they transition to adulthood.
2. Pediatric special education to ensure that learning is taking place in school without excessive discipline.
3. Safe, clean housing for all without discrimination.
4. MassHealth, public benefits and SNAP (food stamps) to maximize financial security and reduce worry about basic needs.

The Medical-Legal Partnership team, from left: Katharine Eshghi, Weayonnoh Nelson-Davies, Bill Behan, RN, BS, CCM, Mónica Lowell, Valerie Zolezzi-Wyndham and Beverly Nazarian, MD.



Pediatric Asthma Intervention

The comprehensive Prevention and Wellness Trust Fund (PWTF) Pediatric Asthma Intervention targets school absenteeism, hospitalizations and Emergency Department (ED) use among high-risk asthmatic children in Worcester where rates of asthma-related ED visits are nearly double that of the Commonwealth. Massachusetts PWTF funding received by the city expanded a pilot program launched in 2013 by the Medical Center to a citywide intervention including 11 partners and all Worcester Public Schools and Head Start programs. This evidence-based, community-clinical linkage program employs trained, culturally competent community health workers to address asthma triggers in the home. They also provide basic education to improve medication adherence for poorly controlled asthma. The intervention completed approximately 1,420 home visits from December 2014 to December 2016. UMass Memorial Medical Center co-chairs the Pediatric Asthma Intervention Task force.

These colorful, “friendly” medication delivery devices and bilingual information guides help children, and their families, learn how to treat and control asthma. By improving medication adherence, children can spend more time in school and reduce Emergency Department visits.



Related Programs

The **Pediatric Asthma Policy Subcommittee** works to improve environmental asthma triggers in the Worcester Public Schools (WPS) through policy reform that seeks to standardize ductwork, the use of asthma-friendly cleaners, and the removal of throw rugs and other environmental asthma triggers in school buildings. The Committee conducted a pilot intervention at two schools with high rates of absenteeism and percentage of asthmatic students, resulting in the hiring a WPS Indoor Air Quality Specialist.

The UMass Memorial Pediatric Pulmonology Division plays a key role in **Meds-In-School**, a school-based medication adherence program. A nurse practitioner provides medical advice, coordinates medications given by school nurses for high-risk asthmatic students and ensures referral into the home visiting component for children not connected to the intervention. The division also offers training to school nurses as well as parents, guardians and students. They also train clinical staff at four sites: Edward M. Kennedy Health Center, Family Health Center of Worcester, UMass Memorial Plumley Village Health Services and UMass Memorial Pediatric Primary Care. Seventy-three children participated.

An innovative intervention, developed by the Pediatric Pulmonology Division, links pediatric asthma patients who are admitted to the hospital to the **Community Health Worker/Home Visiting Intervention** as a way to improve health outcomes and reduce hospitalizations, Emergency Department (ED) use and costs. The program establishes communication with medical residents and identifies a provider champion in the ED. This linkage triggers a visit to the patient's home by a community health worker upon discharge. Eighty-four patients were referred to the program.

UMass Memorial – Marlborough Hospital

Mental Health: Hoarding

Hoarding disorder affects about 5 percent of the population. Its tendencies develop before age 20 and trigger as people age. Many hoarders are older adults, but most have experienced some type of trauma such as the loss of a spouse, armed conflict (veterans) or violence. Family members, neighbors and coworkers often know about the hoarding but don't know what to do. Emergency response teams discover it when they can't get into a home, and firefighters warn that a fire in such conditions is more likely to result in human tragedy. Lynn Faust, executive director of the Marlborough Community Development Corporation (MCDC), has partnered with Marlborough Hospital since 2013 to bring attention to this mental health issue:



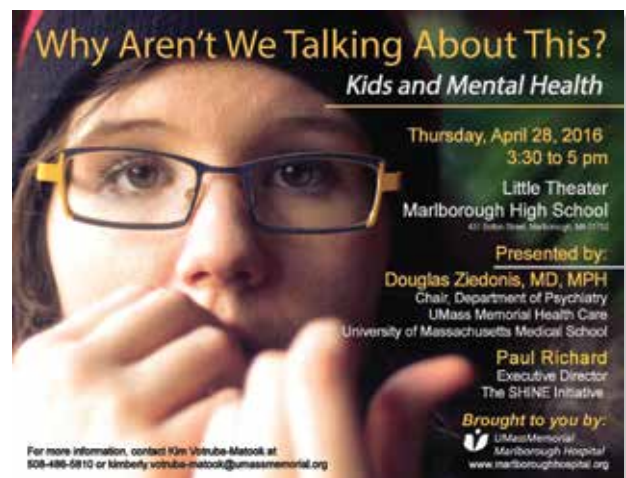
“ClearPath, an MCDC program, assists people who have difficulty with clutter and the challenges of compulsive hoarding disorder. This year, we expect to serve 250 hoarders and family members through education, support groups and in-home services. About 30 people attend information sessions that run once or twice a year in each town in the Worcester-MetroWest area. From there, participants are recruited into a peer support group. A 15-week targeted workshop, using the evidence-based curriculum ‘Buried in Treasure,’ also prepares people for sorting and discarding, which can result in de-cluttering a home to a safer level.

“Marlborough Hospital, as a known and trusted mental health provider, was involved in the creation of the ClearPath Wellness Model in 2013. It is a member of ClearPath’s advisory board and hosts a monthly peer support group. Having hospital support and staff participation makes this a much better and healthier community.”

Above left, Lynn Faust, executive director of Marlborough Community Development Corporation, collaborates with Mary Ann Stein, CAVS, right, of UMass Memorial – Marlborough Hospital. Below, a presentation by the hospital and the SHINE Initiative focused on children’s mental health.

Kids Mental Health

Mary Ann Stein, CAVS, former director of volunteer services and community outreach at Marlborough Hospital, developed partnerships that improve health in the MetroWest area. “The Community Health Needs Assessment (CHA), updated every three years, guides our Community Benefits efforts. Conducted with the assistance of public health officials, schools, local businesses and organizations, the CHA indicated an increased need for children’s mental health services between 2013 and 2016. Working with The SHINE Initiative and the Rotary Club of Marlborough, we put together a program, ‘Why Aren’t We Talking About This? Kids and Mental Health,’ for educators about children’s mental health issues. Topics include stress triggers, brain development and available behavioral health programs. Another initiative, through the Marlborough Public Schools, was a summer project that involved STEM (science, technology, engineering and math) students assembling ‘Little Bags of Happiness.’ The bags, which contained ideas, suggestions and objects for stress reduction, were handed out to more than 1,000 high school students. The collaborative efforts of these community partners and programs are focused on reducing the stigma of mental health issues.”



UMass Memorial – HealthAlliance Hospital

At the request of, and in collaboration with, community-based organizations serving target populations, screenings and educational sessions were held by UMass Memorial – HealthAlliance Hospital. Aligned with priority needs identified in the hospital's 2015 Community Health Needs Assessment of North Central Massachusetts, these efforts focused on nutrition and healthy eating, cancer prevention, smoking cessation, blood pressure, medication safety and mental health support services. Specifically, the Townsend Woods Elderly Housing Complex requested smoking cessation education for their residents as they were implementing a smoke-free facility. Educational sessions on smoking cessation, medication safety, healthy eating and mental health support/education targeted for youth were also held at the Fitchburg and Leominster Public Schools.

Catherine Albotelli, RN, from UMass Memorial – HealthAlliance Hospital in Leominster, screens a patient at an outdoor health fair.



UMass Memorial – Clinton Hospital



To reduce the risk of falls for older adults, Clinton Hospital, in collaboration with Oriol Health Care and BayPath Elder Services offered a free, evidence-based program, “A Matter of Balance,” in both English and Spanish. The eight-week program includes strength and balance exercises, teaches participants how to make practical changes in their living space to prevent falls and shares tips on how to control falls to minimize injuries. Fifteen English- and 14 Spanish-speakers completed the program.

Clinton Hospital also presented the evidence-based Mi Vida, Mi Salud, (My Life, My Health) Chronic Disease Self Management program in collaboration with BayPath Elder Services. Fifteen participants graduated the six-week program. Transportation was provided by the Lancaster Senior Center.

Participants in the Falls Prevention program at UMass Memorial – Clinton Hospital perform balance exercises.

Youth Successfully Raise the Minimum Age for Tobacco Purchases

Healthy Options for Prevention and Education (HOPE) Coalition is a youth-adult partnership created to reduce youth violence and substance use, and promote adolescent mental health. HOPE peer leaders co-chair the Youth Substance Abuse Prevention Task Force with the Worcester Division of Public Health (WDPH). In fiscal year 2016, peer leaders focused on changing the city's tobacco purchase policy and, by working with the WDPH, successfully raised the minimum age for tobacco purchases in the city to 21. They also worked on the issue of education equity through a youth summit and a dialogue series "Change Your School Night by Knowing Your School Right." The summit was attended by 190 youth from eight youth-serving organizations. UMass Memorial Medical Center is the lead agency, partner and fiscal sponsor for HOPE Coalition.



Photo at top, Walter Jovel, assistant director and Laurie Ross, PhD, director, empowered peer leaders of HOPE Coalition to work with city officials, shown here, to raise the minimum age for tobacco purchases.

Other HOPE Programs

The **HOPE Coalition Youth Worker Training Institute (YWTI)** provides professional education for front-line youth workers from community organizations in the Greater Worcester area to better prepare them to serve vulnerable young people. HOPE partners with Clark University to offer college credit to youth workers who take YWTI courses. Thirty-eight youth workers participated in FY16 and six enrolled in the Professional Certificate in Youth Work Practice program. HOPE also partners with Worcester Public Schools (WPS) to certify youth workers in Youth Mental Health First Aid, a program designed to help young people in crisis. Approximately 90 area youth workers participated in the training.

The **HOPE Youth Mental Health Model**, developed by HOPE peer leaders in 2006, targets the stigma and barriers identified by youth to accessing mental health services. The model incorporates mental health counselors into the staff at the Boys & Girls Club of Worcester, Worcester Youth Center and YouthConnect. Counselors and youth have the opportunity to get to know one another, build a relationship and develop mutual trust. In 2016, the program served approximately 631 youth through one-on-one counseling, therapeutic groups and crisis intervention delivered by You, Inc. Since its launch, the model has served over 5,000 youth who otherwise would not have had access to mental health support.

631

Number of youth who received counseling through the HOPE Youth Mental Health Model

Addressing Early Childhood Trauma

Laurie Ross, PhD, associate professor of community development and planning at Clark University, is the director of the HOPE Coalition (Healthy Options for Prevention and Education), a program led by UMass Memorial Medical Center (see page 12). In her role as research partner to the Worcester Youth Violence Prevention Initiative (WYVPI), her research is spearheading a new initiative, Worcester Addresses Childhood Trauma, (Worcester ACTs), for children who have witnessed violence:

“For over a decade, the Worcester Police Department (WPD) has actively worked to reduce gang-related violence, and progress has been made in lowering the occurrence of violent incidents involving city youth. But young men of color – particularly Latinos – are still highly involved in serious incidents. In 2012, as the research partner with the Safe and Successful Youth Initiative (SSYI), a state program, I read case histories of young men who are a proven risk for gun or knife violence. Thirty percent had their first violent experience (as a victim or witness) before age 12, and 30 percent were parents, creating the potential for an ongoing cycle of violence.

“More recently, my analysis of WPD data encompassing 24,000 men (younger than 27) and 98,000 incidents showed that if they had been a victim or witness to violence before age 12, they were 49 percent more likely to have a violent incident later and participate in three more recorded incidents than those not involved with police at an early age. Even more surprising was that if they had been a witness only, they were more likely to experience violence later in life than those who were victims only.

“While most social services support victims, Worcester ACTs will introduce timely trauma-informed family support for children under 10 and their families who have witnessed an incident. Within 72 hours of a call to the police, a culturally competent community health worker (CHW) will help the family with emergent and longer term needs. All 400 WPD officers have already received training on how trauma affects a child’s brain development and hiring of CHWs is underway. A focus group of men in SSYI agreed that an ideal CHW for this project should be someone trusted by the community and who has deep community knowledge.”

Childhood Trauma Partners and Funders

- Center for Health Impact
- Clark University
- Community Healthlink
- Fairlawn Foundation Fund at Greater Worcester Community Foundation
- Straight Ahead Ministries
- UMASS Child Trauma Training Center
- UMass Memorial Medical Center
- Worcester Division of Public Health
- Worcester Police Department
- YWCA of Central Massachusetts

400

Number of Worcester Police Department officers who have received training on how trauma affects child brain development





Youth Jobs at Green Hill Park and College Scholarship Program

UMass Memorial Medical Center supported the Green Hill Municipal Golf Course Caddie Project in Worcester. Launched in 2016, the project creates jobs, develops job skills and provides exposure to adult role models while instilling values of hard work, honesty and integrity. Youth who successfully complete a minimum of two years become eligible to apply for and, if qualified, receive a college scholarship through the Francis Ouimet Scholarship Fund, established to help inner-city youth who have worked at Massachusetts golf courses. The fund grants need-based, renewable undergraduate scholarships up to \$50,000 for four years and is the largest independent scholarship fund in New England. The Caddie Project works with youth active at any YouthConnect organization in Worcester: Boys & Girls Club of Worcester; Friendly House, Inc.; Girls, Inc.; Worcester Youth Center; YMCA of Central Massachusetts; YOU, Inc. and the YWCA of Central Massachusetts. Eighteen youth participated in the program in 2016.



Health Career Expo

In collaboration with the University of Massachusetts Medical School, Worcester Public Schools and regional high schools, Boys & Girls Club of Worcester, the City of Worcester Youth Opportunities Office and the College of the Holy Cross, UMass Memorial Medical Center held a Health Career Expo for 564 area high school students. The event introduces students to over 30 health care career opportunities and related college programs. More than 60 clinicians and other professionals participated.

The Green Hill Municipal Golf Course Caddie Project offers employment to inner-city youth, promotes a strong work ethic and creates an opportunity for a college scholarship.

Leveraging Funds for Youth Workforce Development

For more than a decade, UMass Memorial Medical Center has invested in employment opportunities for inner-city teens through summer and year-round jobs in its Building Brighter Futures Youth Employment Program (BBF, see right). Through placements in a variety of hospital settings, young workers benefit by learning transferable skills, meeting employer expectations and developing professionalism. BBF is part of a larger effort, YouthWorks, which is state funded. Locally, YouthWorks is coordinated by the Central Massachusetts Workforce Investment Board and managed by the Worcester Community Action Council (WCAC), the area's federally-designated anti-poverty agency. WCAC serves more than 75,000 people annually in Worcester and 45 surrounding towns through economic self-sufficiency programs. Carrick O'Brien, director of the Job and Education Center, and Terra Oliveira, director of administration, talked about the leadership of the Medical Center.

Ms. O'Brien: "YouthWorks work readiness training has helped teens and young adults find employment through a network of Worcester nonprofits and private companies. We work with the city's Youth Opportunities Office where young people can use their skills as a springboard to the Recreation Worcester summer program and other jobs. Workers, age 14 to 21, are recruited through Worcester Public Schools and go through a 12-hour comprehensive training. They are excited to get to work and interact with professionals in health care, administration, warehousing and recreational activities. Our partner agencies often fill YouthWorks positions from the neighborhoods immediately surrounding them. Employers know the youth arrive pre-trained and ready to work. We expect employers to offer a meaningful experience, and in 2016, 700 youth worked in subsidized opportunities. Youth are the future of the workforce. By involving them early, they will have more skill in working their way up the ladder."

Ms. Oliveira: "YouthWorks money must be matched from the community. The BBF program at the Medical Center counts toward that requirement and helps us leverage additional funds. WCAC recently recognized UMass Memorial Health Care through its annual Action Hero Award for investment in youth programs and long-term financial commitment. They provide a positive work experience for local youth, as well as the 20 percent local match required for state funding. Over 10 years, their contribution led to more than 3,500 youth jobs and leveraged an additional \$5.2 million dollars."

Youth Employment at UMass Memorial Medical Center

For 12 consecutive years, the Medical Center has played a leading role in providing summer jobs for Worcester Public Schools youth, especially those in underrepresented neighborhoods. Students are recommended for the program by teachers and guidance counselors. In 2016, 31 students worked 24 hours a week for six weeks.



Number of youth employed through the Building Brighter Futures program since 2005

Building Brighter Futures with Youth

The UMass Memorial Building Brighter Futures (BBF) Youth Employment program has provided summer employment for youth, ages 16 to 24, since its founding in 2005. In partnership with the City of Worcester, Worcester Community Action Council and other organizations, BBF offers selected placements in departments throughout the Medical Center with valuable on-the-job experience. The program leverages Massachusetts YouthWorks funding and employs youth each summer as part of the city's summer job employment effort. Since its inception, the hospital has provided more than 400 jobs. The hospital's involvement has also enabled the city to leverage over \$5 million in YouthWorks funding (see left). As part of the Medical Center's investment in the Bell Hill neighborhood, BBF youth are also placed in employed leadership positions at the Grant Square Community Garden (see page 7), a collaboration with the Worcester Regional Environmental Council YouthGROW Urban Agricultural program. For low-income youth, pre-employment training opportunities and skill-building improve their likelihood of obtaining and keeping a job as adults — a key to breaking the poverty cycle — and increases their ability to maintain a healthy lifestyle and access to care.



Building Brighter Futures employs YouthGROW participants at Grant Square Community Garden.

Other Programs

Employees from UMass Memorial Medical Center and the University of Massachusetts Medical School joined forces in the annual **United Way of Central Massachusetts Day of Caring**. The hospital's Capital Planning Department and other hospital and Medical School employees aided the Belmont Street Community School staff by clearing and beautifying the school grounds and planting decorative flower gardens. The Managed Care Operations Team completed an additional volunteer project at Blessed Sacrament Church. Medical Center staff cleaned the church kitchen, which is used by volunteers to cook and bake for the homeless. Staff also aided by cleaning woodwork inside the church.

The **Worcester Free Clinics Coalition**, a group of free medical programs in Greater Worcester, provides services regardless of insurance or citizenship status. Staffed by volunteers — UMass Memorial clinicians and students from the University of Massachusetts Medical School and Graduate School of Nursing — the coalition is convened by the UMass Memorial Ronald McDonald Care Mobile manager, Sara Connor, NP (see page 19), who also serves as co-president.

UMass Memorial participates in the **CHIP Access to Care Work Group**, to create a well-coordinated, respectful and culturally responsive environment that encourages prevention of chronic disease, reduction of infant mortality and access to quality comprehensive care for all. Objectives include increasing the number of clinicians who care for diverse, low income patients at Worcester community health centers; decreasing rates of re-hospitalization and preventable use of emergency departments through a “no wrong door” approach; and increasing cultural awareness and competence to improve patient experience at area health providers.



Hector Reyes House

The Hector Reyes House is a culturally sensitive residential program for Latino men who need medical and substance use disorder treatment. Their road to recovery includes in-house care provided by UMass Memorial physicians as well as job training and employment through Café Reyes. Matilde Castiel, MD, founder and medical director of the Hector Reyes House, is the current commissioner of Health and Human Services for the City of Worcester:

“Addiction is a chronic disease that is surrounded by stigma. The outdated philosophy of having to ‘hit rock bottom’ before recovery, doesn’t need to happen. Treatment needs to be empathetic, supportive and comprehensive. Building new connections to the community is extremely important but how do we reintegrate people, many of whom have spent years in jail, back into society? Where do they find housing and jobs? If they become homeless, they will likely relapse. How do we break that cycle?

“We started Casa Reyes as affordable housing for Latino men in recovery who work to graduate from the program. The rent is \$435 a month and if residents pay it by the fifth of the month, they get a \$100 refund. The idea is to start working and start saving. In 2015, we opened the Café Reyes, a Cuban restaurant. By partnering with Quinsigamond Community College, the men receive food safety training and preparation certification. All of the men rotate through the café and receive job training and skills. The café has been a huge success and it brings addiction to the forefront in the community. The stigma of ‘this is what an addict looks like,’ is replaced by ‘this is what recovery looks like.’ Everyone there can tell you a story. The experience gives them reassurance and a way back into the community. Reyes Café graduates are now working in local restaurants.

“The importance of UMass Memorial support – bringing primary care, psychiatry and infectious disease control – to this group of men can’t be overestimated. Our goal is to keep the men physically and mentally well, sober and confident, so that they can move successfully toward independence. The community needs residential programs like this because many people suffering with addiction can’t access other housing and treatment options. It’s a method of bringing people to treatment in a safe and supportive environment.”



The Reyes Café, opposite page, provides valuable employment skills and stability for residents of Hector Reyes House. UMass Memorial physician Matilde Castiel, MD, left, is the founder and medical director of “Casa Reyes” and the current commissioner of Health and Human Services for the City of Worcester.

Plumley Village Health Services

Plumley Village Health Services (PVHS) was established as a licensed clinic by UMass Memorial Health Care in 1992 with the mission to improve the health of the community by providing essential medical and health education services to a vulnerable population. This satellite family medicine clinic serves a public housing complex that is home to 1,400 primarily Latino families. About 80 percent of its 3,000 patients are Medicaid eligible and disabled.

Population-specific health methods and medical services are used by PVHS to address identified community health needs, including rising childhood obesity and asthma rates, and high rates of chronic disease, such as diabetes. The PVHS Wellness Center engages residents in programs including a community garden, fitness and cooking classes. In addition, a community health worker conducts home visits to high-risk pediatric asthma patients to identify and address asthma triggers, and improve medication adherence.

Additional activities through PVHS include the annual Plumley Village Health Fair and Plumley Village Literacy Fair, Healthy Shopping supermarket tours, a patient advisory group, “Girl Talk” (sexual health education for adolescent girls), diabetes education and the quarterly bilingual publication, “PVHS Up to Date Health Newsletter” for patients and residents of the housing complex.



Number of Latino families served by Plumley Village Health Services

Redefining Care on the Care Mobile: The “Connector Mobile”

South Worcester Neighborhood Improvement Corporation (SWNIC) is a nonprofit association of residents, businesses and organizations that serves a highly diverse and low-income area of the city where homes are primarily rented, not owned. Its residents are sometimes referred to as “the working poor,” often employed at minimum wage jobs and not making ends meet. Many are immigrants. SWNIC runs an emergency food pantry, advocates for neighborhood issues and acts as an intermediary for individuals having difficulty paying their bills. It built 35 below-market-rate rental units, operates a summer program for youth, aged six to 12, and provides support for job seekers. Ron Charette, executive director, spoke about his organization’s long association with the UMass Memorial Ronald McDonald Care Mobile:

“I have been involved with the Care Mobile since day one and was part of the team that wrote the original grant to the Ronald McDonald House Charities Foundation. SWNIC was one of its first sites and, currently, three elementary schools in our service area are among its regular stops. The Care Mobile is an amazing resource for the community, and by that I mean, yes, it comes here to focus on medical and dental needs. But “care” on the Care Mobile is broader in scope than that. No matter where it is parked, citywide, the staff gets to know families and individuals by acknowledging their concerns and learning what is going on under their roof – for example, a poor-paying or nonexistent job, insufficient food, drug abuse, domestic violence and/or substandard housing conditions. And then, they do something about it. The staff is expert at making connections to all immediate and long term social needs. I call it the ‘Connector Mobile.’

“No health group, no one else is doing this work. It’s as simple as that. From ‘day one,’ the Care Mobile was designed to be a connector and the community’s benefit over the last 17 years has been phenomenal. We have a very positive relationship with its caring and knowledgeable staff. As soon as patients are in the door, they bring quality health care, build trust and create relationships that save lives.”

About the UMass Memorial Ronald McDonald Care Mobile

Launched in 2000, the Care Mobile delivers onsite medical and dental services to children, families and individuals in 11 low-income neighborhoods. It also brings preventive dental services to 20 Worcester Public Schools, where young children have a high incidence of



tooth decay due to lack of fluoridated city water. The Care Mobile serves as an entry point to the health care system by reaching out to medically underserved populations: those who are uninsured, underinsured or not connected to primary care medical or dental providers. Complete with exam rooms and lab capability, the mobile unit is staffed with a nurse practitioner, phlebotomist, dental hygienist and medical interpreter. They assist patients with insurance enrollment and facilitate their access to services such as food pantries, employment, housing and other basic needs. The Care Mobile is part of an effort by UMass Memorial Health Care to increase health care access for vulnerable populations and prevent unnecessary use of the Emergency Department.

Sara Connor, NP, Care Mobile manager, commented on the importance of including social determinants of health in patient records: “The ‘average’ medical record is set up on the assumption that a patient will return to the same clinic multiple times. Generally, our patients are new to us and to the health care system, and, ideally, will visit us only once or twice before we find them a medical home. Our unique approach includes asking about employment, food and living conditions as part of patient care. Not long ago, the staff met a recent immigrant who was a nurse in her country of origin. Her reason for visiting the Care Mobile was a pre-employment physical, but her main concern was that she was living in a basement. We connected her to housing resources to ease the worry of not having a healthy, safe place to stay. We look for ways to adapt medical records so that this valuable information will not be lost.”





Other Programs

The **Central Massachusetts Oral Health Initiative**, a partnership of the UMass Memorial Ronald McDonald Care Mobile and leading oral health providers, works to bring preventive education and care — screenings, sealants and fluoride — to all Worcester Public School children, grades K to six. In 2016, the initiative screened 2,300 students. Of those, 2,230 children received at least one fluoride varnish application and 1,200 received at least one sealant. The KidSeal Project of Quinsigamond Community College piloted an “Opt Out Only” program at Union Hill Elementary School, through which parents exclude their children from oral health screening. As a result, 82 percent of the students were assessed, compared to about 30 percent with a standard permission form.

Care Mobile Manager Honored

Sara Connor, NP, manager of the UMass Memorial Ronald McDonald Care Mobile, left, was named the 2017 Katharine F. Erskine Award winner in the category of Health, Science & Technology by the YWCA of Central Massachusetts. Five awards are granted annually to women who work to eliminate racism and empower women. Ms. Connor received the award for her approach in caring for vulnerable populations and mentorship of her staff. In its 16th year of operation, the Care Mobile serves an average of 3,300 patients annually.

2,300

Number of students from Worcester Public Schools screened by the UMass Memorial Ronald McDonald Care Mobile

Supporting Community Initiatives

Our health care system supports a range of community initiatives, including:

Access to Care

Health education outreach programs
Centro Las Americas health fair
Health insurance enrollment
Hector Reyes House Residential Substance Abuse Treatment Program for Latino men
Hotspotting planning project
Primary care at community health centers
Plumley Village Health Services
UMass Memorial Ronald McDonald Care Mobile

Bell Hill Healthy Community Outreach and Revitalization

Increased availability of fresh produce
United Way Day of Caring

Programs Enhancing Community and Public Health

Center for Academic Health Practice/
Clark University
City of Worcester Public Health Infrastructure
Injury Prevention programs
and Goods for Guns

Coalition-Building Efforts

Central Massachusetts Oral Health Initiative
Healthy Greater Worcester Coalition
ClearPath Mental Health Task Force
North County Minority Collaboration for Community Development & Health Equity
Pediatric Asthma Intervention;
Prevention and Wellness Trust Fund
Worcester Free Clinics Coalition
Youth Violence Coalition -
Early Childhood Trauma Intervention

Obesity and Healthy Weight

Belmont Street Community School
exercise programs
Community gardens; Worcester and Clinton
Community nutrition, education,
outreach and screenings
Elementary school health fairs
Marlborough Walking School Bus
Plumley Village Health Services Community
and Wellness programs
Recreation Worcester

Obesity and Healthy Weight (continued)

Regional Environmental Council mini-farmers
market and Veggie Mobile
SNAP food stamp enrollment
Worcester Food Policy Council

Youth At-Risk

Building Brighter Futures With Youth/
workforce development
Francis Ouimet Scholarship Fund/
job skills training program
HOPE Coalition peer leaders program
Mental health services at community sites
Worcester Youth Training Institute

Chronic Disease/Injury Prevention

Pediatric Asthma Home Visiting program
Senior Falls Prevention; Clinton and Worcester

Other Contributions/Community Service

American Heart Association Heart Walk
Central Massachusetts Housing Alliance
Homeless Walk

Mónica Escobar Lowell Named to Massachusetts Latino Advisory Commission

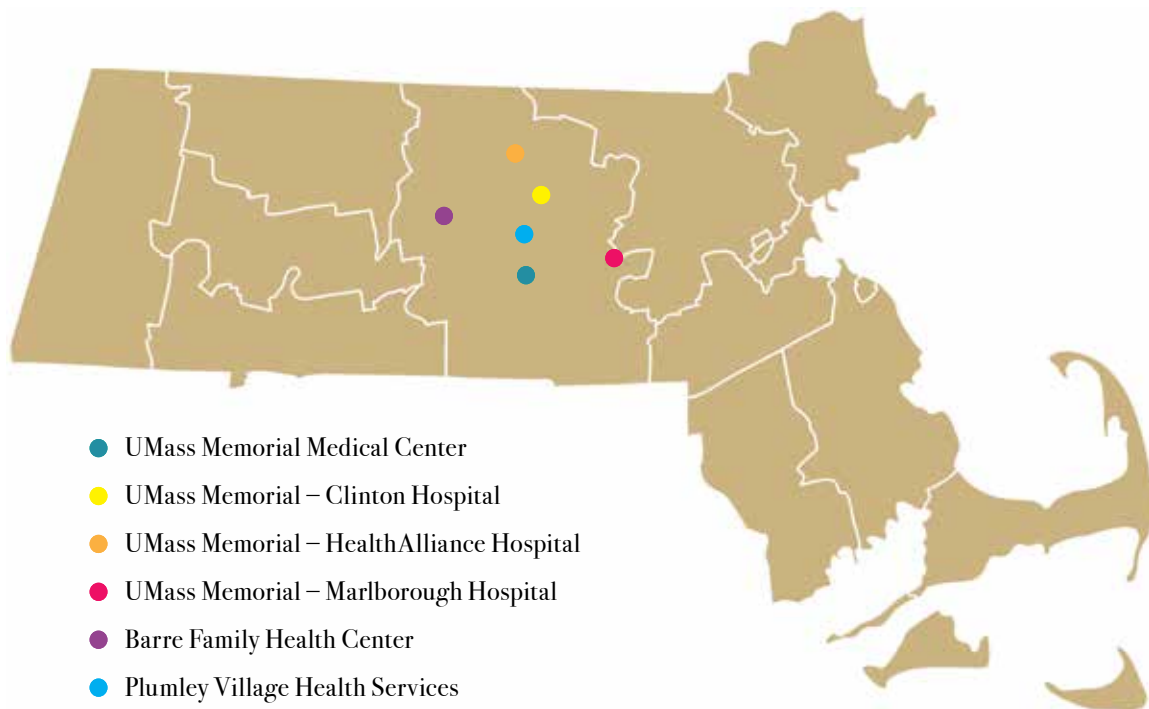
Mónica Lowell, vice president of Community Relations, was sworn in as a member of the Latino Advisory Commission by Governor Charlie Baker, Lt. Governor Karyn Polito and Secretary Rosalin Acosta. Governor Baker signed an Executive Order to establish the commission, whose work will be to address the concerns of the Massachusetts Latino community and promote economic prosperity and well-being. In a statement released by the Governor's office, Governor Baker said, "Our administration is committed to creating opportunities all our citizens in every corner of the Commonwealth to drive economic growth and success, and I'm confident this commission will add meaningful value to our goal to make Massachusetts the best place to live, work and raise a family."



Worcester Receives Pacesetter Community Award

The Campaign for Grade-Level Reading of the National Civic League designated the City of Worcester as a **Pacesetter Community** due in part to the work of the citywide Pediatric Asthma Intervention co-chaired by UMass Memorial Medical Center (see page 9) and the UMass Memorial Care Mobile (see page 18) for addressing poor oral health among city children. Statistics show that children with poor oral health are nearly three times more likely to miss school as a result of dental pain. Worcester was also named an **All-American City Award** finalist. The designation was announced at the National Civic League All-America City Awards Conference in Denver, CO. Worcester is a five-time finalist, and won the All-American City Award designation in 2000.

2016 UMass Memorial Health Care System Statistics



Active
Medical Staff
System Total
1,703

Hospital Discharges
(excluding newborns)
System Total
49,816

Ronald McDonald
Care Mobile
Patient Visits
4,270

Licensed Beds
System Total
1,021

Outpatient Visits
System Total
1,530,529

Life Flights
492

Emergency
Department Visits
System Total
222,846

About the System

- Largest not-for-profit health care system in Central New England
- Largest provider to the 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

Community Benefits Partners

- Academic institutions
- Advocacy groups
- The City of Worcester
- Community health centers
- Local and state health departments
- Medically underserved populations
- Neighborhood groups
- Philanthropic organizations
- Schools and community-based organizations

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Page 1: UMass Memorial Health Care
Page 2: Rob Zeleniak
Page 3: Worcester Division of Public Health
Page 4: UMass Memorial Maternal Fetal Medicine
Page 5: Worcester Healthy Baby Collaborative
Page 7: Regional Environmental Council
Page 8: UMass Memorial Medical Center
Page 9, 17, 19, back cover: Dany Pelletier

Page 10: UMass Memorial – Marlborough Hospital
Page 11, top: UMass Memorial – Health Alliance Hospital
bottom: UMass Memorial – Clinton Hospital
Page 12: Healthy Options for Prevention and Education (HOPE) Coalition
Page 13: Dreamstime.com
Page 14: Green Hill Municipal Golf Course Caddie Project, Worcester
Page 15: Regional Environmental Council
Page 18: UMass Memorial Medical Center
Page 20: Association of Community Health Improvement



Supervised by UMass Memorial – Marlborough Hospital staff in the spring and fall, the “Walking School Bus” at Richer Elementary School made walking to school safer for students while promoting health, wellness and physical activity. The group also took part in stretching and warm up exercises. For more programs from Marlborough Hospital, see page 10.

UMass Memorial Health Care is a not-for-profit health care system in Central New England with nearly 1,600 physicians and more than 12,000 employees. Our member hospitals, all fully accredited, are:

UMass Memorial – Clinton Hospital · UMass Memorial – HealthAlliance Hospital
UMass Memorial – Marlborough Hospital · UMass Memorial Medical Center



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