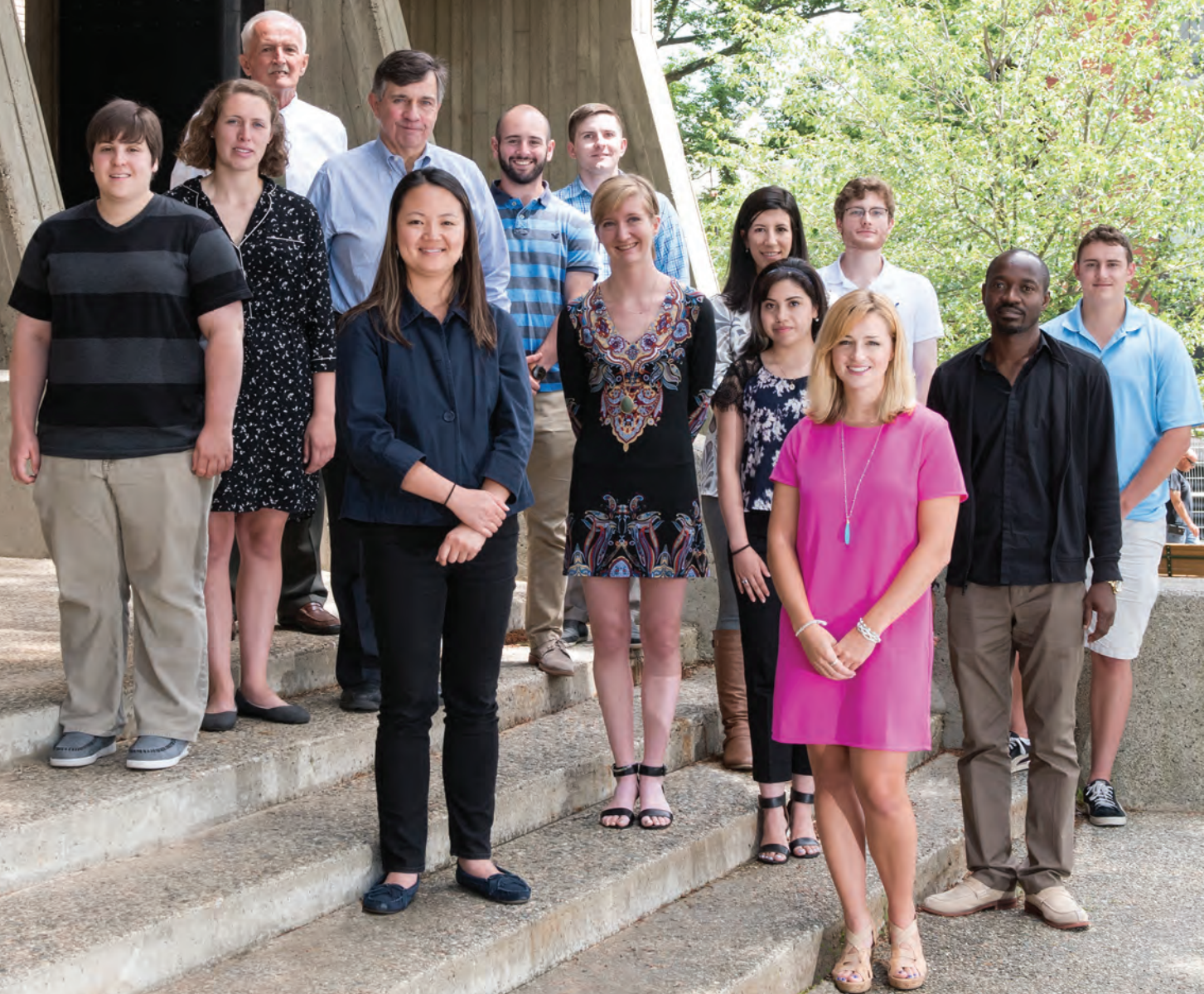


Our Partnerships Your Community



**UMassMemorial
Health Care**

Community Benefits Report 2014

UMass Memorial partners with Mosakowski Institute for Public Enterprise at Clark University and Worcester Division of Public Health to establish a Center for Public Health Practice (page 7).



Dear Friends and Colleagues

I am excited to share this year's annual Community Benefits Report that highlights our existing, as well as new and growing partnerships with a wide array of community organizations. We are proud to partner with the Worcester Division of Public Health (WDPH) and closely align UMass Memorial Community Benefits programming with priorities identified in the Greater Worcester Community Health Improvement Plan. At the center of our approach to improving the health of the community is the understanding that we cannot do this work alone and partnerships are vital to leveraging opportunities that maximize the impact of limited resources. Many organizations and community groups are working together to address these needs. We also recognize that fostering a healthy community goes beyond ensuring access to medical care. As such, our clinical system needs to engage non-traditional and multi-sectoral stakeholders in our discussions and strategies. For example, our partnership with the WDPH and Clark University resulted in the new, first-of-its-kind in the region, Center for Public Health Practice.

Within this report are some of our many Community Benefits initiatives. We are also excited to specifically incorporate population health models into our Community Benefits approach as we address disparities and those populations most in need and continue our work in the coming years.

We wish to thank all of our community partners for their support. Without this important connection, we would not be able to build the community linkages that are so essential to helping our region become a safe, healthy and vibrant area in which to live, work and learn.

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



As a co-chair of the 2014 United Way of Central Massachusetts Campaign, Dr. Eric Dickson visited the Girls Inc. Camp Kinneywood summer program, where girls in grades K-6 participate in health, fitness and other activities that promote learning.

System Hospitals

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

UMass Memorial – Clinton Hospital
Sheila Daly, RN, MS, CPHQ, President and CEO
Rosa Fernandez, Manager, Interpreter Services/Community Benefits

UMass Memorial – HealthAlliance Hospital
Deborah Weymouth, FACHE, President and CEO
Kelli Rooney, Manager, Marketing, Public Relations and
Community Relations

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

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Cover: Mosakowski Institute for Public Enterprise at Clark University

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. ”

What Are Community Benefits?

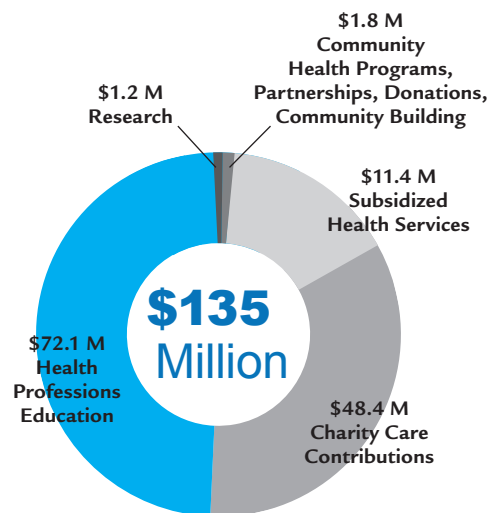
Community Benefits are programs and services provided by not-for-profit hospitals to improve community health. They are designed to respond to identified community needs and address health disparities among disadvantaged and vulnerable populations. Community Benefits are not provided for marketing purposes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

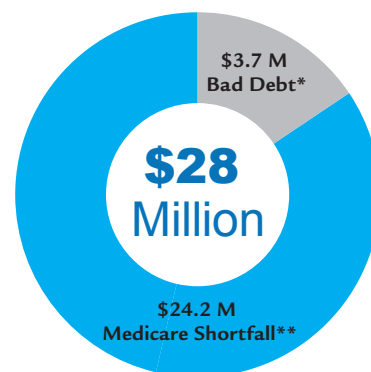
In 2014, UMass Memorial Health Care contributed nearly \$135 million to positively impact the health and well-being of the communities we serve. Our Community Benefits contributions support charity care, subsidized health services, education of health professionals, research, community-based programming and partnerships. In addition, almost \$28 million in other non-Community Benefits expenses were absorbed through bad debt write-offs and Medicare shortfalls.

2014

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 Partnerships, Your Community



Community Health Improvement Plan

The Greater Worcester Community Health Improvement Plan (CHIP) was first completed in FY12 through a joint effort co-led by **UMass Memorial Medical Center, Worcester Division of Public Health** and **Common Pathways**. The CHIP process, which includes a Community Health Needs Assessment (CHA) of Worcester and five outlying towns, involves collection and analysis of primary and secondary data and key informant interviews.

The updated CHIP was released at a press conference at Worcester City Hall in February 2014 attended by over 100 community members and stakeholders. The revised plan documents data-driven priority goals and strategies, and provides an update on progress. The UMass Memorial Medical Center Community Benefits Plan and partnerships closely align with the CHIP, which is updated annually.

CHIP Domain Areas

- Healthy Eating and Active Living
- Behavioral Health
- Primary Care and Wellness
- Violence and Injury Prevention
- Health Equity and Health Disparities



The Power of Collaboration

Modern health care requires flexibility and focus. Rapidly responding to patients with acute conditions is always our first priority, but we also need to keep those who may be heading toward chronic illness firmly within our sights. Poverty, substandard housing conditions, violence, lack of nutritional food and education, language barriers and a host of other factors can prevent entire families, and even neighborhoods, from enjoying a productive, healthy life. Looking beyond our walls to what is happening in the region can reveal the source of complex socioeconomic problems and give us the opportunity to, quite literally, change the course of history for thousands of residents.

Such an “upstream” approach takes imagination and planning, and entails a certain amount of risk that simply would not be possible without strong partnerships. The community benefit plans for all four hospitals in the UMass Memorial Health Care system actively align with health priorities in their respective geographic areas and strategically involve a wide range of community partners that can include city and town government, academic institutions, schools, nonprofit organizations and residents themselves. Armed with our combined knowledge and experience, we are taking up the challenge to slow the growth of chronic disease, reduce food insecurity, inspire youth, create jobs and make health care accessible and affordable.

There is a lot to accomplish and so much to be gained. Throughout this report, you will hear directly from our community partners who speak to the importance of our deep, shared commitments and the rewards of working together toward a common vision: to build a healthier, safer community for everyone living in Central Massachusetts.

*We wish to thank all of our community partners for their support.
Without this important connection, we would not be able to build the
community linkages that are so essential to helping our region become
a safe, healthy and vibrant area in which to live, work and learn.*

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

Prevention and Wellness Trust Fund

In 2014, the City of Worcester was selected as one of nine communities in Massachusetts to receive a Prevention and Wellness Trust Fund (PWTF) grant from the Massachusetts Department of Public Health. UMass Memorial and the Worcester Division of Public Health convened and led a group of diverse community partners through an application process. PWTF interventions utilize clinical-community linkages to target outcomes that reduce preventable conditions and thereby health care costs. The grant brings more than \$7 million over 30 months for three citywide interventions: Pediatric Asthma, Hypertension and Senior Falls Prevention. UMass Memorial co-chairs the PWTF Pediatric Asthma home visiting intervention (page 9).

PWTF Partners

City of Worcester Division of Public Health
City of Worcester Healthy Homes
Edward M. Kennedy Community Health Center
Family Health Center of Worcester
UMass Memorial Plumley Village Health Services
UMass Memorial Pediatric Primary Care
UMass Memorial Pediatric Pulmonology
UMass Memorial Office of Clinical Integration
UMass Memorial Office of Community Relations
Worcester Community Legal Aid
Worcester Head Start Program
Worcester Public Schools

Partners in Public Health



Healthy Eating Campaign

As part of the CHIP (page 2) Healthy Eating & Active Living Domain, UMass Memorial supported the Worcester Division of Public Health in a coordinated public awareness campaign to promote “5-2-1-0 Let’s Go!” with messaging that recommends five or more fruits and vegetables per day, no more than two hours of recreational screen time, at least one hour of physical activity and no sugar-sweetened drinks. Multiple resources were devoted to promote change within organizations. The **Worcester Food and Active Living Policy Council**, **United Way of Central Massachusetts**, and **Edward Street Child Services** launched the campaign and the **Worcester Regional Transit Authority** provided free ad space in and on city buses.



Grant Square Park in Bell Hill (from left) Karyn Clark, MA, acting deputy director, and Zachary Dyer, MPH, chief of community health, Worcester Division of Public Health; Worcester City Manager Edward Augustus; Mónica Lowell, vice president of UMass Memorial Health Care Community Benefits; and Nsidiannya Okike, MD, former thoracic and cardiac surgeon and chair of the UMass Memorial Health Care Community Benefits Committee.

City of Worcester

UMass Memorial Medical Center's partnership with the city of Worcester creates a public health framework to develop community-clinical interventions for vulnerable populations. Focus is on public policy and collective impact through collaborative initiatives. As part of its mission to promote health and address disparities among underserved populations, the hospital works with the Worcester Division of Public Health (WDPH) to support a range of priorities identified through the joint development of the 2012-2015 Community Health Needs Assessment and Greater Worcester Community Health Improvement Plan (CHIP).

Investment in WDPH infrastructure through the hospital's Community Benefits programming has aided the division in fulfilling the requirements to pursue accreditation by the Public Health Accreditation Board (PHAB). Accreditation is a measurement of performance against nationally recognized, evidenced-based standards of quality and is voluntarily pursued by health departments to improve service, value, and accountability to stakeholders. WDPH is the first department of public health in the state to apply for PHAB accreditation. "UMass Memorial is one of our most vital partners in the effort to make Worcester the healthiest city in New England by 2020. By partnering with the Division of Public Health on programs like the CHIP, the Prevention and Wellness Trust Fund and Wheels to Water and Beyond, UMass Memorial is truly practicing what they preach when it comes to supporting community health. These programs—that reach residents who would not otherwise seek out health care or have access to safe summer activities for their kids—would not be possible without the hospital's support, and demonstrate the organization's steadfast commitment to our community," said Worcester City Manager Edward M. Augustus.

"Public health alliances have the potential to promote community wellness and reduce unnecessary use of the emergency room. Our partnership has leveraged additional funding for WDPH. Support from UMass Memorial is multiplied six-fold through grants, regionalization and engagement of other stakeholders. This collaboration has also resulted in the establishment of a Center for Public Health Practice (page 6). That's a lot of bang for the buck," said Michael Hirsh, MD, WDPH medical director, surgeon in chief of UMass Memorial Children's Medical Center and professor of surgery and pediatrics, UMass Medical School.

*"UMass Memorial is one of our most vital partners
in the effort to make Worcester the healthiest city
in New England by 2020."*

Edward M. Augustus, Worcester City Manager



Convening Residents

Twelve neighborhood conversations that targeted youth, the African and Southeast Asian communities and faith-based organizations were attended by 146 people and will be incorporated into the next Community Health Needs Assessment. Common Pathways engaged residents, providers and other key stakeholders in the identification of health priorities that support the work of the CHIP (page 2).

Partners with Academia



Jim Gomes and John G. O'Brien meet with three interns from the Center for Public Health Practice.



Center for Public Health Practice Goals

Student education and workforce development:

To engage students with timely, relevant topics to increase their knowledge and skills in public health methods. Two-way communication contributes to workforce development and faculty connection with health care practitioners.

Practice-based research:

To identify relevant research opportunities as stakeholders discuss needs and to emphasize the iterative cycle where research translates to practice and practice informs research.

Shared funding opportunities:

To leverage existing resources and identify new funding sources through collaboration to help support sustainability.

Community engagement and Public Health Improvement:

To ensure that prevention and interventions are scientifically supported and effective in practice.



Mosakowski Institute for Public Enterprise

An academic health department (AHD) is a formal collaboration between a public health department and an academic institution to more effectively address local public health issues. What may be unique to Worcester is that the AHD includes the Worcester Division of Public Health (WDPH), Clark University and UMass Memorial Medical Center, as well as other universities. The partnership began in 2013 when John G. O’Brien, former president and CEO of UMass Memorial, was named the Jane and William Mosakowski Distinguished Professor of Higher Education at Clark. Shortly thereafter, the Center for Public Health Practice, a department within WDPH, was established. Jim Gomes, director of the Mosakowski Institute for Public Enterprise at Clark University, explained:

“WDPH, with about 20 employees, is responsible for a wide range of public health services and addressing problems that affect about 250,000 residents in the city and five surrounding towns—everything from safe pedestrian routes to communicable diseases. It needs more hands on deck. Worcester has an unusually high number of quality educational and health institutions. By engaging the academic community in service to WDPH, we inform public policy, create synergies and leverage additional resources. Five programs, including nursing and engineering, as well as UMass Medical School, are now approaching Worcester’s health issues from different perspectives. Most cities simply don’t have this.

“Clark undergrads and graduate students, from a wide range of majors, bring high-level skills like data analysis, consumer survey methods and geographic mapping to their WDPH work and out in the community. Last summer, the number of Worcester markets carrying fresh, healthy produce was increased in urban areas where supermarkets are scarce. Currently, our students are working on the federally required Community Health Assessment. This hands-on work is an outstanding opportunity and a valuable part of the educational process. Financial support from UMass Memorial helps our students and faculty work with the city, but it goes beyond that; making Worcester a healthier place is a goal that is obviously at the core of its mission. Some health care providers are new to partnering with the city. UMass Memorial embraced this work a long time ago.”

“By engaging the academic community in service to WDPH, we inform public policy, create synergies and leverage additional resources.”

Jim Gomes, Director of the Mosakowski Institute for Public Enterprise at Clark University



About the Institute

The Mosakowski Institute for Public Enterprise aims to enhance the effectiveness of governments and other institutions, with the commitment of Clark University, to draw upon the strength of its academic programs to make a difference locally, nationally and globally. Its mission is to improve the effectiveness of government and other institutions in addressing social concerns through the successful mobilization of use-inspired research. The Institute, together with UMass Memorial and the Worcester Division of Public Health, established the Center for Health Practice in 2013.

Partners Address Chronic Conditions



UMass Memorial's Ted Kremer, MD, and Dottie Page, FNP (standing), with Head Start health coordinator MaryAnn Rollings, RNBS, talk about how to teach young children about treating and controlling asthma.



Pediatric Asthma Intervention Task Force

UMass Memorial Medical Center Community Relations co-chairs the **Prevention and Wellness Trust Fund Pediatric Asthma Intervention Task Force** with the Edward M. Kennedy Community Health Center and meets monthly to address the high rate of asthma among children in Worcester; nearly double that of the state. Other clinical partners include: The Family Health Center of Worcester, UMass Memorial Pedi-Primary Care, Pediatric Pulmonology, Plumley Village Health Services and the Office of Clinical Integration. Community partners include Worcester Public Schools and Head Start Program, Worcester Community Legal Aid and the City of Worcester Division of Public Health and Healthy Homes Office.



Worcester Public Schools

In Worcester, children with asthma have some of the highest rates of emergency room visits and hospitalizations in the state. Through an innovative initiative made possible by a Prevention and Wellness Trust Fund (PWTF) grant in 2013, UMass Memorial Medical Center is partnering with two community health centers and the city's public schools (including HeadStart preschools) located in the most diverse and distressed neighborhoods to keep children with asthma healthy and in school. This community-clinical linkage project, initially piloted by UMass Memorial in one elementary school, is a comprehensive, multi-sectoral, citywide intervention that aims to improve health while reducing costs.

"Asthma management generally starts in a primary care office. One of our first goals was to educate clinical staff to more accurately classify its severity so that appropriate medications can be chosen," said Ted Kremer, MD, Division of Pediatric Pulmonary Medicine. "Then, it's a matter of proper usage. Many rescue and controller meds are inhalers, and a patient must know how to differentiate them. Dosing requires a specialized spacer chamber that gives children more time to inhale the medication and parents should be involved to increase compliance. With increased understanding of these considerations, primary care teams can be more effective in diagnosing and managing asthma."

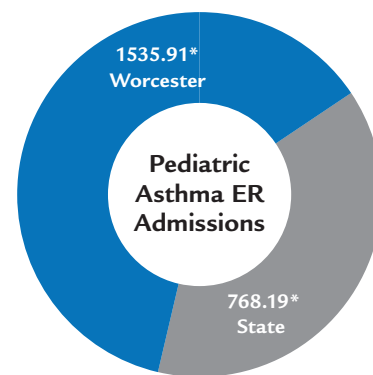
"Dottie Page, FNP, Division of Pediatric Pulmonary Medicine, has also been working with every public school nurse to identify students with poorly controlled asthma and to administer meds in the school setting. Currently, 60-70 children receive their controller meds five days a week, but we can't forget about exposure to triggers while at home or outdoors. A trained community health worker visits the homes of children most affected by asthma to offer suggestions that improve their environment, such as dust covers, green cleaning products and lower smoke exposure. Sometimes they involve Community Legal Aid in cases where landlords are slow to deal with mold, mice, termites and roaches."

"We would like to have an action plan—in multiple languages—that works for every asthmatic child and coordinates primary care, public school nurses and family members," added Ms. Page. "By working together with our clinical partners, we have progressed toward this goal. We all have a stake in this."

3,506

Children diagnosed with asthma in the Worcester Public Schools and Head Start

Asthma is prevalent among low-income populations living in public housing and older housing stock, and particularly among Hispanic and Black populations. The evidence-based PWTF Pediatric Asthma intervention targets students in the Worcester Public Schools and Worcester Head Start program who have uncontrolled intermediate to severe asthma.



*Per 100,000 residents

Source: Outpatient Emergency Department Visit Data from the Center for Health Information and Analysis for 2009-2011, Massachusetts Department of Public Health

Addressing Childhood Obesity

UMass Memorial supports summer and after-school fitness programs at Belmont Street Community School where 93% of students receive free or reduced lunch and lack access to recreational opportunities. A total of 116 elementary school students participated in these programs.

Funding from the hospital also enabled the **YWCA of Central Massachusetts** to provide an eight-week gym and swim program to 39 preschoolers from the Guild of **St. Agnes Early Education and Care Center**. The YWCA also provided the preschoolers and their families free access to its weekly "Family Fun Friday" and an eight-week membership.

Partners in Wellness



Jamie Russell, dental hygienist, treats Worcester Public School children on the Care Mobile.

UMass Memorial Supported Programs

The **Central Massachusetts Oral Health Initiative** ensures the provision of preventive dental services in Worcester public and charter schools. Children in Worcester experience a high rate of tooth decay due to lack of a fluoridated water supply. Collaborators include UMass Memorial, Edward M. Kennedy Community Health Center, Family Health Center of Worcester, Quinsigamond Community College, Massachusetts Department of Public Health, Massachusetts College of Pharmacy and Tufts University School of Dental Medicine.

Plumley Village Health Services, a satellite family medicine clinic, serves a public housing complex that is home to 1,400 primarily Latino families. About 80% of its 3,000 patients are Medicaid eligible and disabled. Their Wellness Center engages residents in community gardening, fitness and cooking classes.

13,047

Medical and dental procedures were completed on the Care Mobile

Monthly Parent/Teacher Organization wellness workshops at **Belmont Street Community School** provide parents with needed health and prevention resources. Workshops feature experts from the clinical system who cover topics such as nutrition, oral health, asthma and behavioral disorders.

Serving 2,000 people annually, the **Southeast Asian Coalition**, offers English language classes, job training, nutrition and exercise programs, and a connection to the Care Mobile and other health providers. Youth members participated in evidence-based “MyPlate” nutrition workshops.



UMass Memorial Ronald McDonald Care Mobile

In 2014, the UMass Memorial Ronald McDonald Care Mobile pulled up to 20 Worcester schools and 10 neighborhood sites, bringing medical and preventive dental care to vulnerable populations where they live. When the state-of-the-art, brightly colored mobile office is off the road, its clinical staff continues their outreach by visiting community sites and classrooms, including the Worcester Adult Learning Center (WALC), part of the public school system. Aged 17 to 80, more than 500 WALC students are enrolled in high school equivalency or English for Speakers of Other Languages (ESOL) programs, and most are recently arrived immigrants and asylees.

John Trainor, WALC facilitator, said, “The Care Mobile team is a great resource for our students. They visit about six times during the academic year to explain their services and to talk about specific health topics. WALC instructors are made aware of the topics in advance, allowing them to incorporate information into their lesson plans and help students with concepts and vocabulary prior to the presentation. The group approach works and it’s amazing to see how students support one another.”

“WALC teachers see the value of our services and we continue to think about what additional information might be valuable to the program,” said Sara Connor, FNP, Care Mobile manager. “Our credentialed medical interpreter helps fill out insurance forms and sets up appointments, which is especially important during flu season. Many of these students wouldn’t get a vaccine if it were not made readily available at the center. Our partnership works well to promote the concept of ‘Community Immunity.’”

“The Care Mobile is an entry point to services we can’t provide directly,” added John McGovern, WALC director, “and is a great benefit to the educationally and economically disadvantaged in Worcester who are also job seekers. In addition to assisting [our students] with resumes, how to complete a job application and the ‘soft skills’ for successful employment such as showing up on time and staying for the complete work day, we know that being healthy is key to keeping a job. And when parents are healthy, their children will be in school more often.”

“Many of these students wouldn’t get a vaccine if it were not made readily available at the center. Our partnership works well to promote the concept of ‘Community Immunity’.”

*Sara Connor, FNP, UMass Memorial Ronald McDonald
Care Mobile Manager*



More About the Care Mobile

A **designated outreach liaison** works with staff and families at Belmont Street Community School to improve access to Care Mobile medical and dental services, increase the availability of healthy food through a community gardening initiative—including school and backyard gardens—and conducts home visits to improve medication adherence and address triggers for students with uncontrolled asthma (page 9).

The **Worcester Free Clinics Coalition** provides services regardless of insurance or citizenship status. Staffed by volunteers—clinicians and students from the University of Massachusetts Medical School and Graduate School of Nursing—the coalition is convened by the Care Mobile manager who also serves as co-president.

Partners in Behavioral Health



By working on staff at Worcester Youth Center and Boys & Girls Club, MSPCC counselors Walter Jovel and Lucia Alfaro build trust and help youth to deal with stress in non-violent ways.



Other HOPE Coalition Programs

Healthy Options for Prevention and Education Coalition Peer Leaders

co-chair the Worcester Youth Substance Abuse Prevention Task Force with Worcester Division of Public Health. In FY14, the “I’m About This Life” social norms campaign to reduce smoking, underage drinking and prescription drug abuse reached over 1,000 people.

The **Youth Worker Training Institute** provides education for aspiring, novice and experienced youth workers in the Greater Worcester area. Through this partnership, Clark University offers credit for Institute courses at no cost. Fifty-seven youth workers participated in FY14 and four enrolled in the Professional Certificate in Youth Work Practice program.





Massachusetts Society for the Prevention of Cruelty to Children

More than a decade ago, peer leaders from Healthy Options for Prevention and Education (HOPE) Coalition—a youth-adult partnership created to reduce violence and substance abuse—met to talk about coping with stress and depression. An idea emerged for on-demand mental health services at local youth organizations to address these issues. Since then, through a partnership with UMass Memorial Medical Center, the Massachusetts Society for the Prevention of Cruelty to Children (MSPCC) counselors have been on staff at the Worcester Youth Center (WYC) and Boys & Girls Club.

Meghan McGuirk, LMHC, MSPCC prevention director, said, “Adolescents do not want to access mental health services in traditional ways and youth center staff members often do not have the training to deal with struggles that youth are facing. Our partnership with UMass Memorial makes it possible to send counselors where youth feel comfortable.”

Lucia Alfaro, MA, MSPCC counselor, spends her time with youth aged 14-24 (or younger with permission). She has a special connection to this work, having grown up in Worcester and attended WYC programs as a teen. “The goal is to be accessible, someone people recognize, and I am never in an office unless speaking one on one,” Ms. Alfaro said. “Being in the youth milieu is always busy. I ask questions, look for trends and participate in whatever is going on. At weekly youth groups, we not only use planned curriculum but also discuss issues on their minds and I try to respond to what they are experiencing in that moment. In some cases, because of the drop-in nature of the youth center, I may see them only once. In the back of my mind, I’m thinking, ‘What plan can I give them today?’”

“I also work with staff to recognize and diffuse potentially dangerous situations. Because of my own history with the youth center, we can communicate openly. A few weeks ago, a young man was visibly unstable and making inappropriate comments. It wasn’t a safe situation and I called 911 when he attempted a physical altercation. While everyone was shaken by the experience, our staff conversation addressed next steps and a plan to help the young man connect to the additional mental health services he needed.”

“I try to respond to what they are experiencing in that moment. In some cases, because of the drop-in nature of the youth center, I may see them only once. In the back of my mind, I’m thinking, ‘What plan can I give them today?’ ”

Lucia Alfaro, MA, MSPCC Counselor



UMass Memorial Supported Programs

LUK Compass Project strengthens the social service network for homeless youth (aged 17-24) in Worcester by coordinating a system of care, increasing the availability of safe, stable housing and advocating for resources to prevent homelessness. Funding supported intensive case management and development of a database to measure longitudinal outcomes.

The Center for Non-Violent Solutions teaches effective communication skills to Worcester residents to reduce conflict. 120 youth from Sullivan Middle School participated in an academic enrichment program designed to help decrease bullying, verbal and physical violence, and suspensions.

677

Youth served by the HOPE Mental Health model. The program is also funded in part by United Way of Central Massachusetts, Fallon Community Health Plan and the Webster 5 Savings Bank.

Partners for Food Justice

The Regional Environmental Council's (REC) Food Justice Program works to increase access to nutritious, healthy and locally grown food in Worcester's lowest-income neighborhoods, including Bell Hill where the UMass Memorial Medical Center – Memorial Campus is located. REC programs here encompass a community garden, three school gardens, a YouthGROW urban farm (page 16) and a Mobile Farmers' Market, known as the "Veggie Mobile," that makes 15 weekly stops in all five of the Neighborhood Revitalization Strategy Areas identified in the city.

"Everyone wants access to healthy food and there is a 'growing interest' in local food," said Steve Fischer, REC executive director. "We started a farmers' market in 2008 as a one-month pilot to see if the concept would work in a low-income neighborhood. Now, we set up a market somewhere in the city six days a week at senior and public housing sites, the Worcester Senior Center, community health centers and a number of social service agencies. In the last growing season, we sourced thousands of pounds of produce from regional farmers and YouthGROW farms. It has been a great success."

One YouthGROW urban farm, located in Grant Square Park in Bell Hill, was initiated and developed with support from UMass Memorial and the City of Worcester a few years ago. Ten of the garden's raised beds are actively farmed by city youth. Another 20 are maintained by community residents for their own use and for sharing with neighbors.

All of REC's farmers' markets accept cash, credit, debit, WIC (a nutritional supplement program for Women, Infants, and Children) and senior coupons, and SNAP (food stamps)—a customer service that is unique in Worcester. The Veggie Mobile brings fresh produce to food-insecure neighborhoods where supermarkets are lacking, and offers a festive place for community building, family activities and healthy cooking demonstrations. "With partners like UMass Memorial," continued Mr. Fischer, "markets double all SNAP purchases up to \$20 per person per market stop, a terrific incentive for families to purchase even more high-quality affordable produce, meat, eggs and dairy on a limited budget."

15

Weekly neighborhood stops visited by the Veggie Mobile



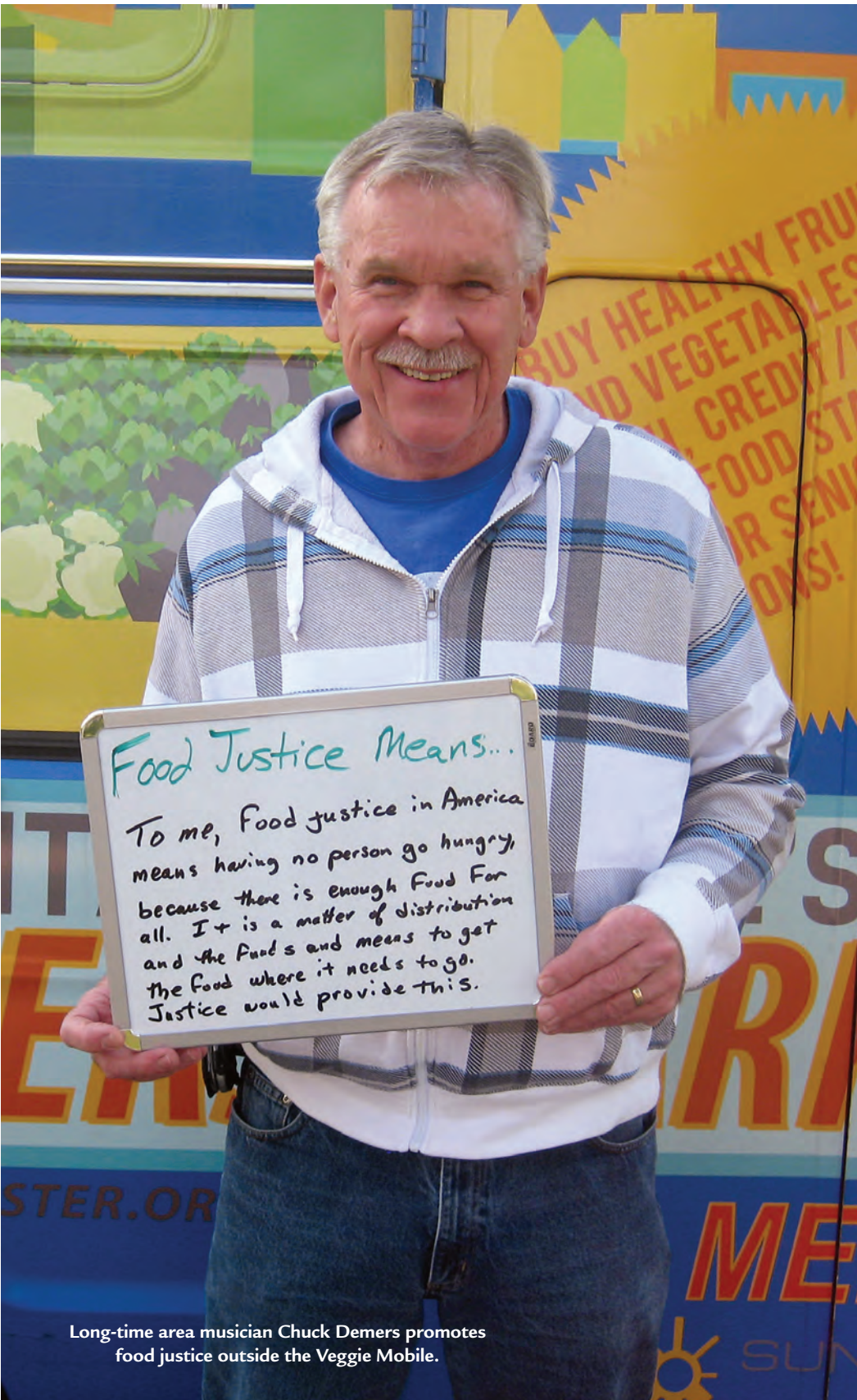
Other Supported Programs

UMass Memorial Medical Center employed five inner-city youth workers at **Grant Square Community Garden** and funding was leveraged for seven youth through YouthGROW (page 17). In addition, the hospital supported **Act FRESH**, a statewide campaign that improves access to healthy, affordable food and safe spaces for physical activity. Lack of access to these basic resources is a contributing factor to preventable chronic disease that disproportionately impacts low-income groups and people of color.

To improve health for uninsured/low income populations, all hospitals in the UMass Memorial Health Care system provided enrollment assistance to more than 9,000 people for health insurance, **SNAP** (food stamps), and **Women, Infants & Children** (WIC) nutrition vouchers.



Regional Environmental Council



Long-time area musician Chuck Demers promotes food justice outside the Veggie Mobile.



Increasing Access to Healthy Food

Share Our Strength® **Cooking Matters** offered 6-week cooking courses and nine grocery store tours. Classes were held at the Worcester Adult Learning Center, Worcester Head Start, Plumley Village Wellness Center, St. Paul's Outreach Food Pantry and YWCA of Central Massachusetts. Fifty-nine people learned how to shop on a tight budget and 512 participated in educational food demonstrations at four city locations.

UMass Memorial Medical Center is a member of the **Worcester Food & Active Living Policy Council Steering Committee** that convenes the Healthy Eating & Active Living Work Group and the Childhood Obesity Sub Group to promote healthy weight/healthy eating and improve nutrition in distressed, food-insecure neighborhoods like Bell Hill and Plumley Village.



Partners in Youth Employment



Andrew DeBrusk is one of five teens employed by YouthGROW through the support of UMass Memorial's Building Brighter Futures for Youth program.



UMass Memorial Medical Center Supported Programs

In the summer months, **YouthConnect** offers daily recreational, educational and cultural activities for 200 to 300 at-risk middle schoolers to reduce violence, crime and substance abuse. The partnership includes Boys & Girls Club of Worcester, Friendly House, Girls Inc., Massachusetts Society for the Prevention of Cruelty to Children, Worcester Youth Center, YOU Inc., YMCA and YWCA.

Worcester Roots is a grassroots organization that focuses on environmental social justice and co-op incubation. Funding enabled adult staff and youth to conduct a feasibility study for an aquaponic greenhouse.



YouthGROW

Building Brighter Futures For Youth (BBFY), established by UMass Memorial Medical Center in 2005, creates meaningful employment for 40 to 60 Worcester high school students each year. They work 24 hours weekly during the summer with an opportunity for eight hours per week when school resumes. While most BBFY students are found in departments across the hospital system, five youth were employed at Grant Square Community Garden in Bell Hill through YouthGROW, a food justice program of the Regional Environmental Council (REC) (page 14).

Andrew DeBrusk, 17, a junior at North High School, discovered YouthGROW through his sister, a former participant. “Initially, I was shy and didn’t think of myself as a leader. I started by setting up and fencing raised beds, and learning the underlying infrastructure of urban gardening. My responsibilities grew and I am now a group leader. YouthGROW helped me get out of my comfort zone and grow as an individual.” Andrew, along with six other teens, was responsible for hiring 15 youth gardeners from a pool of 250 applicants. “We worked in teams, learning what it’s like to interview and thinking about the applicants’ perspective. They took the time out of their day to meet with us, so we were prepared to ask our questions, listen and be respectful.”

“Andrew is a great example of someone who has flourished through YouthGROW,” said Grace Sliwoski, REC coordinator. “He makes his voice heard and motivates others, is consistent, incredibly hard-working and leads by example with his great attitude. We see it in his group’s productivity.”

BBFY is part of a larger annual youth employment initiative coordinated through the Worcester Community Action Council (WCAC), a federal anti-poverty agency for Central Massachusetts. “UMass Memorial is a wonderful partner, generously supporting workforce development efforts for so many young people. The hospital stepped up again to provide both a positive work experience as well as the 20 percent required local match for the state funding,” said Jill Dagilis, WCAC executive director. “Through this commitment we have collectively leveraged thousands of dollars in additional resources from more than 50 multi-sector, public-private partnerships. This summer nearly 400 youth benefited from meaningful paid work experience, daily supervision and support.”

48

Youth participated in Building Brighter Futures For Youth
and benefited from paid work experience



More About Youth Jobs

In collaboration with the University of Massachusetts Medical School, Worcester Public Schools, Boys & Girls Club and the City of Worcester Youth Opportunities Office, a **Health Career Expo** for 600 high school students included an introduction to 35 health care careers and contact with local resources and nine colleges. Over 60 clinicians and providers participated.

The **City of Worcester Youth Opportunities Office**, under the oversight of the Worcester Division of Public Health, coordinates employment and pre-employment training for youth aged 12 to 21. The office works with the state-funded YouthWorks program and partners with non- and for-profit organizations to create meaningful job placements. Since 2008, more than 8,000 youth have been placed in summer jobs. Support from UMass Memorial has helped Worcester youth job programs collectively to secure well over \$2 million in funding annually.

Partners in Fitness and Health Equity

For the past seven years, Wheels to Water & Beyond has provided youth (aged 7-17) with transportation to safe, supervised swimming facilities, a free lunch and a variety of summer recreational activities. Zach Dyer, MPH, chief of community health, and Karyn Clark, MA, acting deputy director, Worcester Division of Public Health (WDPH), talked about the evolution of the program and partnership with UMass Memorial Medical Center:

Mr. Dyer: “The concept of Wheels to Water started when antiquated city pools were closed during the economic recession. Through collaboration with the YWCA, YMCA, Jewish Community Center, Girls Inc., and Boys & Girls Club, kids could swim at these organizations and then drop into a variety of activities at city parks. When the new pools and splash pads came back online in 2013, we realized that what started out as a stop-gap measure resulted in a huge opportunity for more physical exercise and structured learning. Last year, we added the “& Beyond” component at five city parks; one week of swim followed by a free recreation program that ran five days a week from 10am to 3pm.”

Ms. Clark: “This year, we worked to reach more youth by expanding the program to 11 parks. After the one-week water safety component, a very specific development curriculum was presented for five weeks with activities that were not only entertaining, but also included reading, arts and crafts, and math and science learning. Through the generosity of UMass Memorial Medical Center we were able to retool for higher impact and more ways to participate—from STEM activities, to organized sports, to a Safe Routes to School curriculum. The retooled program, now named ‘Recreation Worcester,’ includes opportunities for learning, recreation, youth development, and nutrition, with students able to receive three meals a day through a partnership with Worcester Public Schools summer school. The increased breadth and depth of the program enabled us to hire 77 young people as program staff. This is a big change and we are fortunate that UMass Memorial sees the value in this.”

Mr. Dyer: “By partnering with UMass Memorial, we can address many of the same strategic priorities of the Community Health Improvement Plan (CHIP): healthy eating and active living, behavioral health and positive youth development. Increasing positive interactions among kids reduces violence, pushes out negative activities in the parks and leads to safer communities.”

1,470

Youth registered for Wheels to Water & Beyond



Affiliate Hospital Supported Programs

UMass Memorial – Clinton Hospital, in collaboration with Holden-based Oriol Health Care, offered a falls prevention program, “**A Matter of Balance**,” at no cost to 14 area seniors. The eight-week evidence-based program includes strength and balance exercises as well as tips on how to lower the risk of falling at home and minimizing fall-related injuries.

UMass Memorial – HealthAlliance Hospital funds the **North Central Massachusetts Minority Coalition**, a strategic alliance of minority-led agencies—the Spanish American Center, Asian American Program, Three Pyramids Inc., and the Cleghorn Neighborhood Center—to address disparities and promote health equity among racial and ethnic minorities. Efforts address institutional racism, mobilizing residents, data tracking and policy advocacy.



Worcester Division of Public Health



Kids cool off at the pool.



Affiliate Hospital Supported Programs

UMass Memorial – Marlborough Hospital led the Walking School Bus program at **Richer Elementary School**. One hundred eighty students were supervised by hospital staff in spring and fall to make walking to school safer while promoting health, wellness and physical activity.

The hospital also hosted “**Safe Summer Fun Day,**” an annual child-oriented health and safety fair that features hands-on hospital exhibits and activities to promote wellness such as bike safety, healthy eating, heart health and education on stopping germs from spreading. Skin cancer screenings are provided as well as a children’s bike helmet give-away with proper fitting by trained hospital staff.



Supporting Community Initiatives

Our hospital system is proud of the many supporting community partners and initiatives, including:

Access to Care

Elder medical services at Worcester Housing Authority and Centro Las Americas
Health insurance enrollment
Hector Reyes House
Primary care at community health centers
Outreach education programs
Plumley Village Health Services
Southeast Asian Coalition
UMass Memorial Ronald McDonald Care Mobile

Bell Hill Healthy Community Outreach and Revitalization

Crime Watch and Bell Hill Task Force meetings
Increased availability of fresh produce

Coalition-Building Efforts

Central Massachusetts Oral Health Initiative
North County Minority Collaboration for Community Development & Health Equity
Worcester Free Clinics Coalition

Chronic Disease

Prevention and Wellness Trust Fund
Pediatric Asthma Home Visiting Program

Obesity and Healthy Weight

5-2-1-0 Healthy Eating campaign
Act FRESH campaign
Backyard gardens
Belmont Street Community School exercise programs
Community gardens; Worcester & Clinton
Community nutrition, education, outreach and screenings
Marlborough Walking School Bus
Plumley Village Health Services Community and Wellness programs
Regional Environmental Council mini-farmers market and Veggie Mobile
Safe Routes to School
Share Our Strength® Cooking Matters healthy cooking and shopping classes
SNAP food stamp enrollment
Wheels to Water & Beyond
Worcester Food and Active Living Policy Council
YWCA Swimming Program for children

Youth at Risk

Building Brighter Futures with Youth/Workforce development
City of Worcester Youth Opportunities Office
Health Career Expo
HOPE Coalition
LUK, Inc. Compass Youth Homelessness Project
Mental health services at community sites
Worcester Youth Center
Worcester Youth Training Institute
Worcester Roots
YouthConnect violence prevention

Programs Enhancing Community Health

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

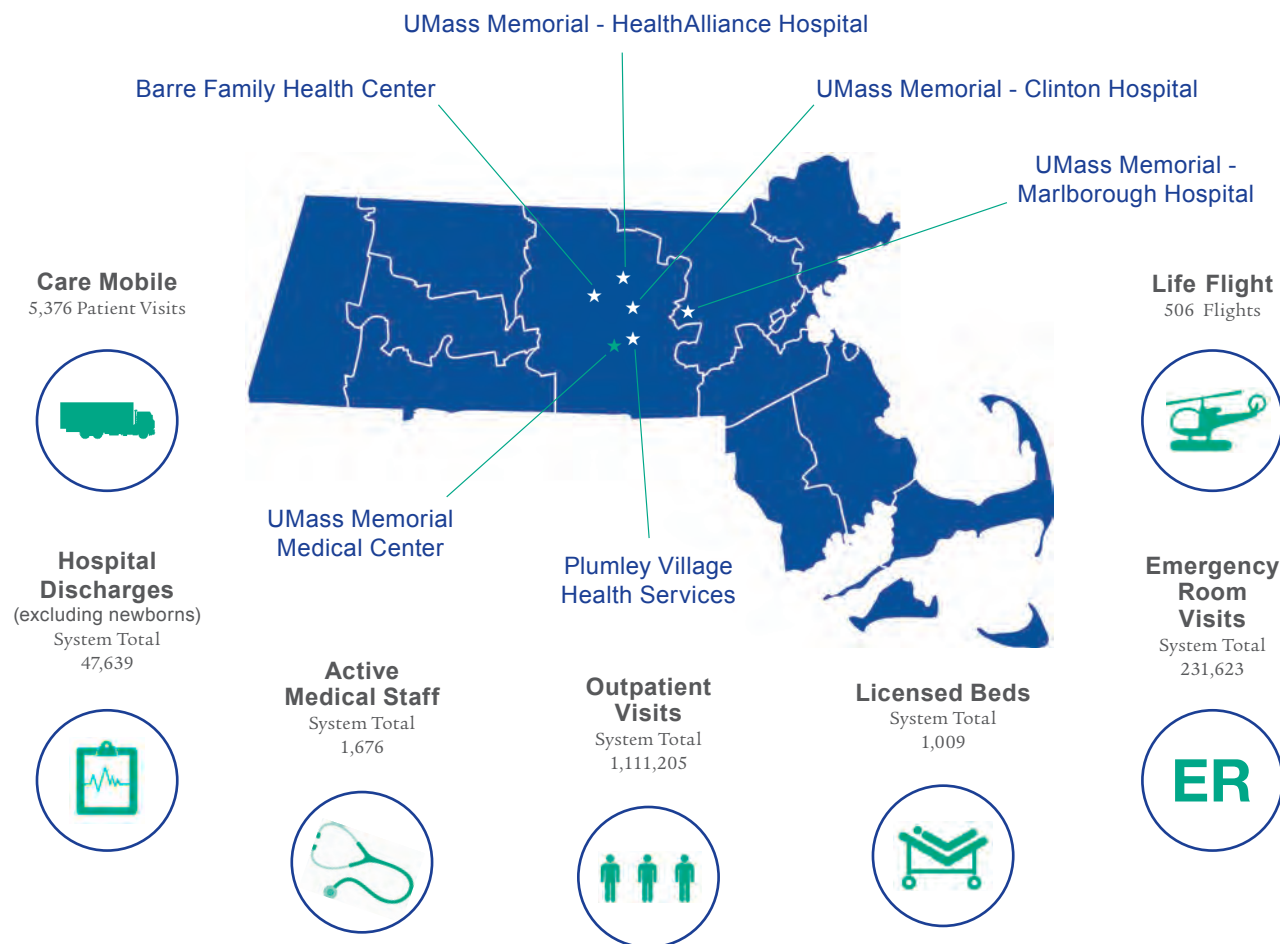
Other Contributions

Health Care for All/Advocacy



Worcester City Manager Edward M. Augustus and UMass Memorial's Dr. Nsidinanya Okike and Mónica Lowell joined Steve Fischer, executive director, and staff of Regional Environmental Council on a tour of the Grant Square Community Garden (pages 14 to 17).

UMass Memorial Health Care 2014 System Stats



About Our 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 4th largest in the Commonwealth
- Supports a dedicated financial benefits program that connects the medically underserved and uninsured populations to health insurance and other services

Our Community Benefits Partners

- Advocacy groups
- Medically underserved populations
- Neighborhood groups
- State and local government officials
- State and local health departments
- The City of Worcester
- Community health centers
- Schools and community-based organizations

Photo Credits

Unless otherwise noted, all photos were provided by UMass Memorial Community Relations; Kim Reckert, photographer.

Inside front cover: Courtesy of UMass Memorial Marketing and Communications Department

Front cover, pages 2, 6 (large photo), 7 (small photo of Jim Gomes), 8 (large photo), 12 (large photo), 13 (small photo of Lucia Alfaro), 15 (small photo lower right), back cover: Dany Pelletier, photographer

Page 5 (small photo of Edward M. Augustus): Courtesy of City of Worcester

Page 6, 7 (small photos): Courtesy of Mosakowski Institute for Public Enterprise

Page 12 (small photo top): Courtesy of HOPE Coalition

Page 14 (small photo bottom), 15 (large photo): Courtesy of Regional Environmental Council

Page 15 (small photo top): Cooking Matters classes, Courtesy of Alicia McCabe, Massachusetts State Director | No Kid Hungry®

Page 16 Courtesy of Grace Sliwoski, YouthGROW Coordinator, Regional Environmental Council

Page 18 (small photo top): Matter of Balance classes, Courtesy of UMass Memorial - Clinton Hospital

Page 18 (small photo bottom), 19 (large photo): Courtesy of Wheels to Water Program



Matilde Castiel, MD, a physician with the UMass Memorial Medical Group and executive director of Hector Reyes House, with residents of the program.

UMass Memorial Health Care funds the executive director position at Hector Reyes House, a residential substance abuse treatment program for Latino men. In addition to on-site medical care and cognitive behavioral therapy to reduce relapse and ease the transition to independent living, the program offers job training and skill development at the recently launched Café Reyes, featuring Cuban food and coffee.

UMass Memorial Health Care is a not-for-profit health care system in Central New England with nearly 2,000 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



UMass Memorial Health Care, Biotech One, 365 Plantation Street, Worcester, MA 01605
Tel: 508-334-1000 www.umassmemorial.org

