The Worcester ACTs team coordinates an evidenced-based trauma treatment program to help children who have witnessed violent crime (see page 9).
Our Community Benefits Mission

UMass Memorial Health Care

“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 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 2017, UMass Memorial Health Care contributed nearly $167.9 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 $94.6 million in other non-Community Benefits expenses were absorbed through bad debt write-offs and Medicare Shortfalls.

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System Hospitals

UMass Memorial Medical Center
Michael Gustafson, MD, MBA, President
Mónica Escobar Lowell, Vice President, Community Relations

*UMass Memorial HealthAlliance-Clinton Hospital
Deborah Weymouth, FACHE, President and CEO
Rosa I. Fernandez, Director, Community Health & Volunteer Services

UMass Memorial – Marlborough Hospital
Steve Roach, President and CEO
Gloria Pascual, MA, Director, Community Benefits, Spiritual Care and Volunteer Services

* UMass Memorial – HealthAlliance and UMass Memorial – Clinton Hospital merged in FY2018
Dear Community,

It is with great excitement that we share our Community Benefits activities and innovations from across UMass Memorial Health Care in this Annual Report. As you will read, our health care system continues its work, in partnership with our community, in addressing social factors and root causes of disease as a means of improving the health and quality of life for our most vulnerable populations.

This collaborative approach incorporates addressing social determinants of health and “links” our clinical system’s expertise with community partners. For example, the launch of the new CommunityHELP online tool (see page 11) provides easy access to an array of health and social support resources through the click of a button! This platform was developed in collaboration with UMass Memorial Medical Center and Reliant Medical Group based on input from community stakeholders who told us a tool that easily connected users to clinical, social and behavioral resources would improve access to care.

Likewise, Worcester ACTs, a new, early childhood trauma intervention (see page 9) launched by Clark University Professor and member of our Community Relations staff, Laurie Ross, PhD, resulted from fostering relationships with groups that typically do not partner with hospitals. This innovative approach utilizes specially trained Community Health Resilient Workers to ensure connection to mental health services for children who witness violence — both to address their immediate needs, and prevent future violence that can result from exposure to trauma at a young age.

While the health care industry continues to change and present new challenges, we will continue to foster partnerships to improve the health and well-being of the communities our health care system serves. UMass Memorial extends a sincere thank you to each of our community partners who work side-by-side with our system to touch the lives and improve the health of all those we serve.

We hope this report proudly tells a small piece of the community health improvement story that UMass Memorial and the community have created together.

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

Nsidinanya Okike, MD
Chair, Community Benefits Committee
UMass Memorial Health Care, Inc., Board of Trustees

Social Determinants of Health

The UMass Memorial Community Benefits mission incorporates a 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 (chart at left). Understanding the social determinants of health is critical to community health improvement. Looking beyond our hospital walls to what is happening in the region can reveal the source of complex socioeconomic problems and give us the opportunity to change the future for thousands of residents. This “upstream” approach is critical to addressing root-cause factors, and would not be possible without strong partnerships with community stakeholders and grassroots organizations. Throughout this report, you will hear directly from them about the importance of our shared commitments and the rewards of working together toward a common vision of a healthier, safer central Massachusetts.
"A community health assessment (CHA) is a systematic examination of the health status indicators for a given population that is used to identify key problems and assets in a community. CHA data is used to identify priority issues, develop and implement strategies for action, and establish accountability to ensure measurable health improvement, which are outlined in the form of a community health improvement plan (CHIP).”
—National Association of County and City Health Officials (NACCHO)

Not-for-profit hospitals are required to complete a CHA every three years.

UMass Memorial Medical Center CHA and CHIP Updates

In 2015, the City of Worcester Division of Public Health, in partnership with UMass Memorial and Fallon Health, embarked on a process to evaluate the health status of the communities of Greater Worcester: the towns of Grafton, Holden, Leicester, Millbury, Shrewsbury, West Boylston and the City of Worcester. The community health assessment (CHA) included input from more than 1,500 individuals who live, work, learn, or play in the region, and revealed nine priorities that formed the foundation of the region’s community health improvement plan (CHIP, see sidebar). The CHIP is a roadmap for health improvement over a three to five-year period and guides the investment of resources by the health department, hospitals, health plans, and any organization that has a stake in improving health for the residents of Worcester and the surrounding communities. In 2017, working with its partners, UMass Memorial Medical Center initiated the process for completing its 2018 CHA, which is forthcoming.

Some CHIP accomplishments in 2017 included:

**Physical activity:** A new collaborative project was created to establish and promote walking, bicycling and transit routes to 25 public, private indoor and outdoor recreational facilities.

**Access to healthy food:** Successful advocacy for legislation to increase the minimum wage from $11 to $15 per hour over the next five years, and for the state Healthy Incentives Program (HIP) that dramatically improved the spending power of SNAP (food stamps) benefits.

**Economic opportunity:** Leveraged funds to provide trauma-informed free trainings for professionals serving formerly incarcerated people and veterans.

**Safety:** Worcester Addresses Childhood Trauma (Worcester ACTs) was launched. Three sessions using the evidence-based, Youth-Police Dialogues curriculum were held in the Main South area and were attended by 12 officers and 50 youth.

**Access to care/cultural responsiveness:** A plan for a medical interpreter training program for high school students was developed. The Health Professional Shortage Areas Score was reevaluated and changed to highlight the lack of health care providers.

**Substance use:** An Overdose Awareness vigil to raise awareness of fatal overdoses was held and attended by over 200 people. One hundred thirteen City of Worcester employees also received training on administering Narcan, a medication used to reverse opioid overdoses.

**Mental health:** The Mayor’s Mental Health Task Force was established to focus attention and education on barriers to access, provider collaboration and MassHealth payment reform.

CHIP Priority Areas

CHIP priorities align with the findings of each hospital’s respective CHA.

**UMass Memorial Medical Center**
- Racism and discrimination
- Substance abuse
- Access to care
- Mental health
- Economic opportunity
- Cultural responsiveness
- Access to healthy food
- Physical activity
- Safety (violence and injury prevention)

**Clinton Hospital and HealthAlliance Hospital**
- Healthy eating and active living
- Healthy and safe relationships
- Mental and behavioral health and substance abuse
- Transportation and access

**Marlborough Hospital**
- Access to care
- Behavioral health
- Healthy aging
- Healthy eating/active living
UMass Memorial – Clinton Hospital

Clinton Hospital* serves North Central Massachusetts, including the towns of Clinton, Lancaster and Sterling. Partnering with HealthAlliance Hospital, the hospitals address four priority areas in their combined CHIP: healthy eating and active living; healthy and safe relationships; behavioral health and substance abuse; and transportation and access. In addition to projects featured in this report, other hospital-specific activities in 2017 included: the Mi Vida, Mi Salud (My Life, My Health) chronic disease management program for Spanish-speaking individuals with ongoing health problems or those caring for people with chronic conditions; a free, eight-week program with Oriole Health Care, A Matter of Balance, that teaches individuals how to prevent and manage falls through strength and balance exercises; and Cooking Matters, classes to promote healthy eating. The hospital is also involved in several coalitions that address public health needs such as health disparities and workforce development.

UMass Memorial – HealthAlliance Hospital

HealthAlliance Hospital*, serving the North Central Massachusetts region that includes Clinton Hospital, addressed four CHIP priorities through the programs highlighted throughout this report as well as with a strong program of screenings and educational sessions at community events and health fairs. Aligning with priorities identified in the CHA, these were held at the request of, and in collaboration with targeted community-based organizations, and focused on nutrition and healthy eating, cancer prevention, smoking cessation, blood pressure, medication safety, and mental health support services. Specific programs included supporting Townsend Elderly Housing in 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 by request at the Fitchburg and Leominster Public Schools. In addition, the hospital began Walk with a Doc to increase physical activity. HealthAlliance and Clinton Hospital merged in FY2018. In 2017, in collaboration with Community Health Connections, Heywood Healthcare, The Joint Coalition on Health and the Montachusett Public Health Network, the hospitals initiated the process for completing an updated 2018 CHA.

UMass Memorial – Marlborough Hospital

Marlborough Hospital has been a community resource since 1890. The hospital provides emergency care and a wide range of inpatient and outpatient medical, surgical and ancillary services in MetroWest, an area encompassing 22 towns, including Framingham, Hudson, Marlborough, Natick, Northborough, Southborough and Westborough. The hospital completed its 2016 community health assessment in collaboration with partners in the MetroWest region: Community Health Coalition of MetroWest (CHNA-7), Framingham Board of Health, Hudson Board of Health, Marlborough Hospital, MetroWest Health Foundation and the MetroWest Medical Center. The completed CHA was presented to the community at an event attended by over 100 people. Findings from the CHA include identifying mental health and substance use (opioids, heroin) as the most pressing health concern in the region; healthy aging and lack of a skilled workforce to address elder health issues; a focus on vulnerable populations, such as immigrants, the disabled and homeless; and support for youth, mental health and substance use. Based on findings of the CHA, the hospital and its partners completed the updated 2017 MetroWest CHIP.

* UMass Memorial – HealthAlliance and UMass Memorial – Clinton Hospital merged in FY2018
In Northern Worcester County, college-bound high school graduates, or students currently enrolled in a college degree program, can gain professional experience through the HealthAlliance Hospital summer intern program. Now in its 10th year, the program recruits 20 to 30 students for paid positions in a variety of hospital departments. Interns commit to 20 working hours per week for nine weeks.

Erica Connolly, human resources operations generalist, explained, “We open the selection process in February. Positions are in high demand and we receive three to four times the number of applications than we select. Typical candidates live in the area, attend college locally and further away, and have a variety of majors, from forensics to nursing. They also have volunteer experience, extracurricular activities, professional references from instructors and past employers, and can commit to a weekly schedule. We interview them as any other prospective employee, and departments try to accommodate the interns’ interests.

“Almost every intern works in a different department: quality control, nutrition, physical therapy, pharmacy, family practice, emergency, finance, lab, cardiac rehab, urgent care and surgery. They participate in administrative tasks including filing, data review and information collection, as well as food preparation and hospital supply.

“This program builds community. It brings in people who grew up in the area, went to school here, or perhaps, were even born here. Interns gain a good appreciation of the UMass Memorial Health Care culture, the work environment and changes in the health field. They also become acquainted with what they might want to do later in life.

“It’s also a fantastic way to ‘organically grow’ our employee base. We generally hire one to three former interns each year. In addition to the intern program, the hospital annually awards four college scholarships to local high school graduates pursuing a career in health care.”

Patrick Josephs, intern, Fordham University:

“Coming away from this internship, I’ve seen that health care has a lot of different aspects: finances, human resources, employee relations, even benefits. It’s not only the clinical side, but there’s also a business side to it.”

Summer interns Patrick Josephs, Vanessa Yu and Gabrielle McDonough tour HealthAlliance Hospital with Heidi Wilcox, former manager of Volunteer Services.
Established by UMass Memorial, Building Brighter Futures For Youth (BBFY) is a six-week summer employment initiative for Worcester public high school students. Recommended by teachers and counselors, they are placed in clerical and administrative positions across the Medical Center, as well as at the Grant Square Community Garden Urban Agriculture program through YouthGROW, a food justice program of the Regional Environmental Council. Eighteen youth, including three at the garden, worked 24 hours per week.

A similar program at Clinton Hospital involved 35 student interns through collaboration with the North Central Workforce Investment Board, a non-profit that promotes employment and workforce opportunities.

Since 2005, UMass Memorial Medical Center has created more than 400 youth jobs, and since 2008, has enabled the city to leverage more than $5 million in YouthWorks funding for 3,648 summer jobs citywide.

UMass Memorial Medical Center supported the Green Hill Caddie Project in Worcester, which provides inner-city youth with job opportunities and skills development while instilling values of honesty, hard work and integrity. Twenty-one youth were referred through one of the city’s YouthConnect organizations (Boys & Girls Club of Worcester, Friendly House, Inc., Girls Inc., Worcester Youth Center, YMCA of Central Massachusetts, YOU, Inc. and YWCA of Central Massachusetts). Worcester Community Action Council also offered Life Lessons training. Youth who complete two years or more as a caddie are eligible for a college scholarship through the Francis Ouimet Scholarship Fund. The fund provides need-based, undergraduate scholarships up to $50,000 for four years for qualified youth. In the second year of the project, three participants were eligible to apply for the 2018 – 2019 academic year.

The Caddie Project promotes a strong work ethic and an opportunity for a college scholarship for inner-city youth.
MassDOT Complete Streets is a statewide funding initiative that improves the physical condition of sidewalks, crosswalks, bike paths and roads to increase accessibility and safety for people of all ages and abilities. The town of Clinton, home to Clinton Hospital, received a Community Development Block Grant for the work, with priority given to low- and moderate-income neighborhoods.

Rosa Fernandez, director, Community Health and Volunteer Services commented, “Clinton Hospital became involved because Complete Streets addresses a priority in the Clinton community health improvement plan (CHIP, see page 3), healthier eating and active living. By improving our public access ways, people are more likely to go out to walk or ride a bike, and to be less isolated. From the hospital lens, the project also improves health care equity, making it easier for everyone to access our services.”

The hospital is part of a town advisory group that includes the schools, retail and other community stakeholders. As a result, more than a half-mile of sidewalk has been constructed in areas where the town’s network of pathways was disconnected. Pedestrian routes to the hospital have been identified as the 10th priority of 15 in the Complete Streets plan, and will be tackled in the coming years.

“Another part of the project includes way finding,” said Amanda Curtis, community outreach specialist, HealthAlliance Hospital. “Existing signs point to the hospital, but they don’t always attract attention. They might blend in with signage for other town services, such as the police station and library, or may not be meaningful. The committee appreciates our perspective regarding easy-to-follow colors and symbols that will be well understood by the town’s culturally diverse population.”

Clinton stakeholders participated in a program of way finding and sidewalk planning. Photo, top, left to right, Rosa Fernandez, Clinton Hospital; Phil Duffy, Town of Clinton; Ayn Yeagle, Growing Places; Amanda Curtis, HealthAlliance Hospital; Mary M. Smith, Growing Places.
Ted Kremer, MD, division director, pediatric pulmonology medicine, UMass Memorial Medical Center and associate professor of pediatrics, University of Massachusetts Medical School: “As physicians and providers, we often find ourselves thinking about medical care in the traditional sense. We see patients in the clinic, obtain their history, try to get answers that guide us toward diagnosis and treatment, and we give recommendations on how to manage their illness. And in the end, we often don’t have a sense of how their home environment contributes to that illness. They may or may not be using medications as prescribed. When they come back for checkups, some are doing better, but many are not. When they end up in the Emergency Department (ED), we might change dosing and medications, but that may not be the right approach.

“We know that a lot of asthmatics, who struggle with control, come from lower-income neighborhoods where housing conditions are poor and environmental exposures are greater. We recognize, more and more, that what actually happens in the home is very important and may well have a significant impact on the severity of someone’s asthma — such as insect and rodent infestations, mold and smoke exposure — and we can’t fully appreciate it until we see the way a patient actually lives.

“Now, a community health worker can go into a home and do an assessment in a sensitive way that is respectful of the family and situation. We can identify triggers, address medication use and get a better sense of barriers to compliance that we wouldn’t see in the clinic. For our patients, combining this work with the AsthmaLink program, which provides medications in school (see below), the improvement has been huge.

“Better asthma care helps to limit ED use and hospitalization, and at the same time, lowers school dismissals and absences, reduces steroid use, and improves a child’s ability to participate in sports and activities, which we try to encourage in order to decrease the risk of chronic conditions such as obesity.”

Community Benefits Report 2017
Weayonoh Nelson-Davies, JD, managing attorney, Community Legal Aid (CLA): “We have received referrals from UMass Memorial Medical Center for many years to address the legal needs of their patients. Through a Prevention and Wellness Trust Fund (PWTF) grant, we formalized the partnership in 2014 and began to address housing conditions of asthmatic patients from pediatric primary care. Later, we expanded the program through a Legal Services Corporation Pro Bono Innovation grant, and a staff attorney was fully integrated into three clinics to consult with providers and conduct screenings, referrals and interviews. The grant also allowed us to recruit and train 79 private volunteer attorneys to take on referred cases. Ongoing collaboration with the Medical Center and University of Massachusetts Medical School helps us to plan for project sustainability and through data collection, evaluation and storytelling, we know that the intervention is contributing to positive health outcomes.”

Kate Gannon, CLA staff attorney for the partnership: “This project is unique in that it intertwines the private bar, CLA, the Medical School and the hospital to help low-income community members. By being physically present in the clinical office, I can have a timely and ongoing relationship with providers and patients. Since the program began, 308 referrals have been made to CLA for special education, housing, public benefits and guardianship.”

Ms. Nelson-Davies: “Here are a couple of examples of legal intervention on behalf of patients. A victim of domestic violence needed to relocate from her apartment for her safety so that her abuser could not find her. The Housing Authority didn’t have a transfer policy, and one needed to be established for this issue. Through the advocacy of her pro bono attorney, she received a voucher to move anywhere in the country. In another case, a client was feeling the stress of the legal process. The pro bono lawyer asked, ‘While we are working on the case, what is one thing that could help you, right now?’ The client said that he wanted to swim. The attorney contacted the YMCA to secure a membership, and the client has been swimming every day.”

Livia, whose son Roberto, 20, was diagnosed with Duchenne muscular dystrophy at age five, knows the benefit of the medical-legal partnership. “I had to give up a job because I didn’t want to use my son’s handicapped-accessible van to get there. When I bought a used car, I was told that because I had two vehicles, I didn’t qualify for benefits. I was stressed out and I told Dr. Nazarian about the situation we were facing. She referred me to Community Legal Aid.”

Beverly Nazarian, MD, pediatric primary care, UMass Memorial Medical Center: “Families have a lot of struggles even without special needs. They have housing and benefit issues. For a child who has complex needs, complex care; these things are magnified. The idea behind the partnership is to increase the number of attorneys who are part of this mission, and who can work with our families. If I tried to find every community resource (for them), I wouldn’t be able to care for the families who need me as a physician as well.”

Livia and Roberto, who shared their story in a video testimonial, have raised over $100,000 for the Muscular Dystrophy Association. To hear more about their story and the medical-legal partnership, visit https://www.youtube.com/watch?v=CbbNznhilzg.
Childhood Trauma Intervention

Worcester Addresses Childhood Trauma (Worcester ACTs) is a newly launched response and treatment program based on evidence that children who experience trauma, as a victim or witness, are more likely to engage in serious delinquent behaviors in adolescence and young adulthood.

Laurie Ross, PhD, UMass Memorial Community Relations Department staff member, associate professor, Clark University, and research partner on the Worcester Youth Violence Prevention Initiative, commented: “As we began looking at youth violence, we never imagined that we would be in the early childhood space. But we know that trauma has a detrimental effect on child brain development. With early intervention, children can lower their risk for ongoing violence, increase their well-being and extend their lifespan.

“The intervention begins when police get a call. All Worcester officers have been trained in childhood trauma by the program, and they document the presence of young children involved in violent incidents. The YWCA of Central Massachusetts, through its domestic violence program, evaluates a child’s needs and refers qualifying families to Worcester ACTs specially trained, culturally competent UMass Memorial community health resilience workers (CHRW). The program, perhaps the first of its kind, was designed with input from young men who were victims and perpetrators of gang violence. When asked about ideal characteristics of an effective CHRW, they wanted someone with deep community knowledge, perhaps someone they knew, who would not judge and could be trusted from the get-go.

“We were successful in hiring two full-time CHRWs who are bicultural, bilingual and very involved in the community. Nerissa Harper-Ketter comes from a large family that has many social networks. Diogenito Jorge (DJ) also grew up in Worcester and has work experience from one of the community health centers. They both have completed 80 hours of community health worker training through the Center for Health Impact. As the intervention progresses, we expect that they will be working with about 25 families at a time, each at different stages of the process. We anticipate that the CHRWs will screen at least 100 families a year. With an evidence-based assessment tool, they will determine how children and their families have been affected by trauma and will help them find coping strategies to manage their stress, recognize their strengths and discover their resilience.”

Community health workers Nerissa Harper-Ketter and Diogenito Jorge (DJ) grew up in Worcester and have strong social connections. This level of familiarity and trust will help families who have been affected by violence.

Trauma-Informed Training

Recreation Worcester (RW) is a six-week, outdoor summer program supported by UMass Memorial to help inner-city children learn and be active in a safe, supervised environment. It is very intentional about recruitment and hiring of staff (ages 18 to 24) to reflect the cultural demographics and neighborhoods of the children who attend. In 2017, of the 100 total staff hired, 94 were in that age group. Raquel Castro-Corazzini, director, City of Worcester Division of Youth Opportunities, commented, “Most of the staff are attracted to programs like ours because of trauma they have personally experienced and for the healing that the work can provide. It can be overwhelming for them, as young adults, to interact with kids who also cope with so much.

“We now think of RW as serving youth, families and staff. We have strengthened our training to be trauma-informed, helping youth workers to watch for triggers in the vulnerable population we serve. The curriculum follows social emotional learning (SEL) priorities and acknowledges that all people have had some type of trauma (death, divorce, violence, deployment). Treating everyone as having this experience is crosscutting.

“The continuity of relationships really matters to children who attend RW every day. But there is a whole other cohort that comes and goes, causing disruptions. The staff has to be ready to respond to all attendees without creating more trauma or injury. Through SEL training, incident reports have dropped and there has been a higher level of satisfaction.

“As a city, our goal is to create a community that loves the community. The way we do it has to be personal, authentic and have long-term impact. It’s important that youth see themselves in their mentors and build positive relationships. We hope that because our staff comes from the neighborhood, they’ll see these kids again.”

Care Mobile

The UMass Memorial Ronald McDonald® Care Mobile fills a vital need in our community by providing medical and preventive dental services to underserved populations — meeting them where they are — and fostering a connection to a medical or dental home for ongoing care. Patients include those who are uninsured, underinsured or not connected to care. The staff also links patients with insurance enrollment assistance and other social service resources when needed.

The first of its kind in New England, the Care Mobile, launched in 2000, is made possible through a partnership between UMass Memorial Health Care and the Ronald McDonald House Charities. The mobile clinic offers services at Worcester schools and 11 neighborhood sites across the city, locations that are familiar and safe for residents. The staff also conducts outreach to medically underserved populations through participation in neighborhood events, ethnic festivals and community-based programs.

In 2017, the Care Mobile provided:
- 3,726 patient visits and 13,043 procedures
- Onsite preventive dental services at 20 Worcester public and charter schools
- Screenings and education at special events and neighborhood sites, including the YMCA and Nueva Vida Church
- Flu clinics at Abby’s House women’s shelter, Worcester Adult Learning Center and Ascentria Care Alliance

The Care Mobile school-based dental program provided the following services for children:
- 1,436 dental screenings and 957 children served
- 5,782 total number of sealants placed
- 2,898 fluoride applications

Photo right, Nardy Vega, outreach liaison, welcomes a young patient and mother to the Care Mobile.
CommunityHELP: Connecting Community to Resources

Christine Cernak, RN, senior director, UMass Memorial Office of Clinical Integration: “A few years ago, as we were looking at longitudinal care management for patients, we realized that our internal knowledge of community programs, as well as our ability to connect patients to them — and verify that a connection was made — was suboptimal. A survey of community organizations found that their top priorities were collaboration and partnership, bidirectional communication, and improving cultural and linguistically competent care.

“Paper resource directories in the regional Community Health Networks (CHNAs) and at other locations within our system were out of date as soon as they were published. A group of community entities evaluated vendors of online directories, looking for those that weren’t just focused on health care, but encompassed a 360-degree view of care and services across a variety of organizations. Bidirectional communication was also important, so that when people are referred to services, there is a clear status on progress. Did they follow up? Were they interested? Did they qualify financially?

“We identified a multi-lingual platform that helps people connect to free and low-cost resources for food, housing, transportation, health care, education, employment, and financial and legal issues. During the process, we discovered that Reliant Medical Group was going down a similar path with another vendor. Since a single platform made sense for our community as a whole, we partnered with Reliant and moved forward with implementation.

“This project has far exceeded expectations based on receptivity from health care providers and the public. To date, more than 9,000 searches have been initiated at www.communityhelp.net, and a search on Worcester zip code 01605 yields 1,356 programs registered in the system. We have become a national example for the vendor regarding community engagement. Within the platform analytics, there is a heat map of the United States with a bright green dot in New England. That dot is Worcester and it’s growing. So far, more than 140 organizations are participating and the focus is to continue the growth.

“UMass Memorial supports this work for a variety of reasons. If we are truly invested in the community we serve, we can improve its long-term health in a way that is different from visiting a clinic.”

Insurance and Food Assistance

UMass Memorial Medical Center and its affiliates — HealthAlliance, Clinton and Marlborough hospitals — helped 8,500 people to sign up for health insurance, SNAP/food stamps and Women, Infants & Children (WIC) vouchers that improve access to health care and nutritious food for uninsured and low-income populations.

Central Massachusetts Oral Health Task Force

Worcester children have a high rate of tooth decay due to a lack of fluoride in the city water supply. UMass Memorial Community Relations coordinates and supports the Central Massachusetts Oral Health Task Force to ensure the provision of preventive dental services for at-risk children in public and charter schools. Collaborators include Worcester Public Schools (WPS), Edward M. Kennedy Community Health Center, Family Health Center of Worcester, Quinsigamond Community College, Massachusetts Department of Public Health and the Massachusetts College of Pharmacy. In 2017, a commitment was secured from WPS to allow an outside dental vendor to provide restorative services onsite at the schools. A total of 2,600 students received services.
In collaboration with WHEAT Community Connections (WHEAT), Clinton Hospital offered nutrition classes to food pantry clients with hypertension and/or diabetes from Berlin, Bolton, Clinton, Lancaster and Sterling. A hospital dietician helped 50 people to make healthier choices and each received a grocery gift card to purchase food items not available at the Community Cupboard pantry operated by WHEAT, to meet their dietary needs. The dietician also educated WHEAT staff members about recommended foods for distribution to these clients.

WHEAT works to increase health awareness, knowledge and skills for its clients, as many have limited access to medical care and use the hospital Emergency Department for primary care. Through education that encourages nutritious eating, clients can achieve positive health outcomes. Key relationships with the Worcester County Food Bank, local farmers and supermarkets enable WHEAT to obtain healthier food for the Community Cupboard and WHEAT Café, including more fresh fruits and vegetables, and demand remains high.

WHEAT, an integral direct service of United Way of Tri-County, provides hunger relief, improves quality of life for individuals and families, and connects those in need to essential services and local resources. Clinton Hospital employees also volunteer monthly to serve free, hot and nutritious meals to about 70 people at the WHEAT Café.

Worcester Food Policy Council

UMass Memorial Medical Center is a member of the Worcester Food Policy Council (WFPC) Steering Committee that convenes the CHIP Access to Healthy Foods work group. WFPC works on a range of issues to promote healthy weight and nutrition, including improved access in underserved, food insecure areas (retail, SNAP/food stamp), increasing minimum wage and expanding urban agriculture.

Accomplishments in 2017 included:
- Massachusetts Food Trust legislation to increase food access and spur economic development through loans, grants and technical assistance that supports local healthy food retailers in low- and moderate-income communities
- The re-funding of the anti-hunger Massachusetts Healthy Incentives Program (HIP) that provides monthly incentives to SNAP households when they purchase fresh, locally grown produce at farmers markets and stands, community supported agriculture farms and mobile markets

Additional WPFC efforts:
- Advocacy to update Worcester zoning to allow farming and farm stands in the city
- Advocacy for free school meals and “Breakfast After the Bell” for all students, both locally and statewide
- A thriving network of community and school gardens with support from the Worcester Regional Environmental Council and the Medical Center
- Collaboration with Worcester Public Schools to improve the health content of food served

The Medical Center and WFPC are part of the Massachusetts Food is Medicine State Plan, an effort led by the Harvard University Center for Health Law and Policy Innovation and a home meal-delivery system, Community Servings, that works to increase access to medically-tailored foods and improve availability of nutritious food.
Recreation Worcester (RW) feeds a lot of children. Cumulatively, the total number is approximately 1,700 (in 2017) over the course of its six-week summer program at 10 public parks in Worcester — an average of 528 kids per day, plus staff. Food distribution is a collaborative effort with the Worcester Public Schools and Friendly House. Raquel Castro-Corazzini, director, City of Worcester Division of Youth Opportunities, explained, “We have kids who drop into RW in the morning, and summer school kids who join in the afternoon. We serve lunch, a snack and dinner. We try to serve lunch as early as we legally can because many kids haven’t eaten yet that day. A typical meal might consist of a sandwich, fruit and vegetable.

“Friendly House, as part of its many feeding programs, drops off coolers with prepared items and RW staff are educated on how to properly serve the meals. We try to do nutrition training and talk about food disparities to give them a better understanding of our feeding program and why food justice is a priority. Initially, we hadn’t even thought about how many of our own staff were hungry or who grew up with food insecurity.

“A mobile application helps us forecast trends in attendance and food needs. At any given time, I can open the app, see where kids are, and contact Friendly House if we have a bigger demand. Sometimes neighborhood kids (not officially enrolled in RW) will only come to eat, usually because they are too old for the program or ‘too cool.’ We try to engage these unattached kids so they can come in, maybe play a game, and by the end of summer, become more involved. They could even be hired to work as staff for the program the following year.

“RW is the largest employer of youth workers in Worcester with a big influence on the way youth development is done in our community. As one of our biggest funders, UMass Memorial Medical Center helped us to offer above-minimum wages and increased training hours for 100 staff members, including 94 young adults (ages 18 to 24).”

Read more about Recreation Worcester staff training, page 9.

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Grant Square Community Garden

Initiated and developed in 2010 by the Regional Environmental Council (REC) with support from UMass Memorial Medical Center and the City of Worcester, the garden includes 34 raised beds maintained by youth workers and neighborhood residents. Approximately 800 to 1,000 pounds of fresh garden produce is made available annually to the Bell Hill neighborhood and at 15 stops in food insecure areas across the city through the REC Veggie Mobile. The three stops in the Bell Hill average between 60 and 90 customers per week.

Photo left, Clinton Hospital partnered with Growing Places to develop a community garden in Clinton’s downtown area. Photo right, a YouthGROW participant plants seedlings at Grant Square community garden located in a public park in Worcester.
1,500 community members attended the annual Safe Summer Fun Day for children and families, hosted by Marlborough Hospital.

Vehicle Safety

The UMass Memorial Injury Prevention Center (IPC) in Worcester operates several programs each year to promote vehicle safety. The Teen RIDE driver simulation program addressed the consequences of risky driving behaviors with 146 youth convicted of first-time motor vehicle offenses. The Teen DRIVE program engaged more than 20,000 teens in Worcester Public Schools on the risks of distracted driving. Two hundred seventy-five people also participated in Child Passenger Safety educational sessions that teach parents the proper use of car seats and seat belts and avoidance of driving distractions. In 2017, over 125 car seats were distributed and 150 seats safely installed.

Goods for Guns

This program through UMass Memorial Medical Center retrieves firearms from the community and educates gun owners on the proper storage of guns to help reduce injury and gun-related violence and distributes free trigger locks. In 2017, 302 guns were turned in at gun buyback events at 16 police departments in Worcester and surrounding communities. Since 2002, a total of 3,300 guns have been returned to law enforcement officials in Central Massachusetts.

Safe Summer Fun Day

Marlborough Hospital hosts this annual event to focus on injury prevention and to teach children how to have a safe, healthy summer. Hospital departments participate by presenting fun and interactive safety education. To prevent head injuries and promote physical activity, the hospital distributed 300 free bike helmets, with a mandatory fitting, to children. Approximately 1,500 community members participated.
The Healthy Options for Prevention and Education (HOPE) Coalition is a youth-adult partnership created to reduce youth violence and substance use and promote mental health and youth voice. This peer leadership program trains teens in public health research methods and advocacy to influence local policy. Laurie Ross, PhD, associate professor, Clark University and HOPE Coalition director, UMass Memorial Community Relations, explained:

“To build a successful youth-adult coalition, we have to focus on the youth’s concerns. Through strategic planning, HOPE peer leaders identified education equity as a concern and asked, ‘are youth of color prepared for college?’ Through dialogues with more than 200 young people at different organizations and subsequent data analysis, they ultimately identified three areas for improvement, or ‘points of change’: resources (materials and college prep), respectful student-teacher relationships (including teachers who reflect the student body) and student voice (the opportunity to be heard).

“HOPE is really about advocacy, and as part of the process, peer leaders held a Youth Education Success YES! Summit, which was attended by more than 100 youth. At a second summit for adults, participants included Senator Harriet Chandler, City Manager Edward Augustus, members of the School Committee and teachers that peer leaders regarded as allies. As a result, these points of change have been included in the Worcester Public Schools’ strategic plan. A related project that is underway is expanding HOPE to the high schools with chapters at Doherty and North High Schools. When youth start something in a new space, it’s challenging, and we developed a social justice leadership curriculum to guide chapter creation.

“2017 was also a significant milestone for HOPE: its 16th anniversary. We wanted to mark the occasion by throwing a Sweet 16 birthday party, inviting peer leader alumni and celebrating their successes. We ended up with a list of over 150 alums! Many spoke about their accomplishments, and one peer leader from the very first group, Diogenito Jorge (DJ) is now a community health worker for Worcester Addresses Childhood Trauma (Worcester ACTs, see page 9).

“There is no way we could have achieved this longevity without an anchor organization like UMass Memorial. With its focus on the social determinants of health, they see that this youth connection reduces injury and chronic disease. The investment they are making is for the long-term.”
As part of its combined community health improvement plan, Clinton and HealthAlliance Hospitals established Healthy and Safe Relationships for Families and Individuals as a priority area. Aligning with this identified community health need, Clinton Hospital hosted “Effective Intervention for Our Victims” Lunch and Learn Lecture workshops for health care providers. The workshops offered education on intervention techniques for victims of domestic violence, safety resources for victims and holding batterers accountable. The program was provided by the YWCA of Central Massachusetts Domestic Violence program, which has developed a comprehensive approach to encompass a service delivery system that can respond to survivors of domestic violence effectively and efficiently. The workshops discussed domestic violence prevention strategies, instruction on establishing safety plans for victims and how to assess threat.

Staff from HealthAlliance Hospital participated in health fairs targeting a range of age groups, including the Fitchburg and Leominster Public Schools and area senior centers. Displays helped to build awareness and educate students, facility residents and community members on depression, medication safety, mental illness, mental health support services, substance abuse and smoking cessation. Hospital staff additionally provided a community lecture series and held screenings on these topics, and others, including chronic disease, breast and lung cancer, heart health and diabetes.

Photo above right, “Mi Vida, Mi Salud” (My Life, My Health), at Clinton Hospital, helps Spanish-speaking patients and caregivers to cope emotionally with chronic illness.
Kathy Leonard, chair, Marlborough Substance Use Prevention Coalition: “I became involved in this cause when it became personal. I had a son who struggled with addiction and he passed away in December 2014. I’m not a health professional. I have training from the school of hard knocks and am passionate about it. With the city mayor’s blessing and his recommendations, we built a well-rounded coalition with Marlborough Hospital, the police department and various school departments, including nursing and counseling services. We also engaged parents and organizations, such as the Addiction Recovery Center, Marlborough Community Development Corporation and Prana Recovery. Our goal is to spread awareness about the severity of the opioid epidemic through educational programs in the schools and at public events (photo left). On August 31, International Overdose Awareness Day, we do a sidewalk display on Main Street with a flag for each life lost statewide during the previous year and hold a candlelight vigil. In 2016, that number was 2,107. Initially, we had no budget, and as you can imagine, it was challenging to bring information and speakers to the community. Marlborough Hospital was there from early on. In order to do this work, it has to be a cooperative effort. No one group can do it alone.”

Ellen Carlucci, vice president of development, marketing and communications, Marlborough Hospital: “Behavioral health and substance abuse have been identified as priorities through the community health assessment (CHA), not only by focus groups, but also through data collection and relationships with our partners in the Substance Use Prevention Coalition (see sidebar). Addiction has no age or socioeconomic preference, and it’s not just about heroin or fentanyl. People are abusing prescriptions and it is affecting our community at all levels. Grandparents are raising children because their parents are not able. We hear from guidance counselors that some students have parents who are behind bars or have died due to overdose. Schools are more concerned than ever with gateway drugs. Kids are starting earlier and earlier, with vaping and edible drugs, and we still need to look at alcohol. There is less outrage over underage drinking, because it is more socially acceptable.

“The coalition meets monthly to plan and host a variety of community programs to address these issues. One event, Pathways to Addiction, was a panel discussion about the contributing factors to opioid addiction. It’s powerful to hear a young adult talk about his drinking, marijuana use, experience in and out of detox, and how a neighbor and Narcan saved his life. But we also know that our efforts have to reach further, including educational posts on social media, advertisements in newspapers and more collaboration with local agencies, including local senior centers.

“Addiction and depression affects seniors, too, and we want to educate them about what to them, are ‘taboo subjects.’ We look for opportunities to go to an environment where they feel comfortable. The Westborough Senior Center holds regular educational programming on a variety of topics, and they have a loyal following, so there is no stigma associated with attendance. I give credit to the center for addressing health concerns in older populations and for inviting our director of behavioral health and clinical social worker to conduct programs there. Through partnerships like this, we can address health concerns that are relevant to the community and be the go-to for this information.”
Karyn Clark, director, Worcester Division of Public Health (WDPH): “In 2009, WDPH lost 75 percent of its staff in the economic downturn, leaving four employees. A task force, assembled by the former city manager, put forth recommendations to develop a 20th-century health department that included accreditation, regionalization of public health services and creation of an academic health collaborative (AHC). One member, John O’Brien, former CEO of UMass Memorial Health Care and professor at the Mosakowski Institute for Public Enterprise at Clark University, was key in bringing these recommendations to reality. Through his longstanding relationships in the community, the Medical Center and seven universities (see list below) have become part of the AHC, expanding our footprint in central Massachusetts. Now, we are 26 strong, covering seven communities.

“The work of WDPH continues to expand as the public health landscape changes, and we are never going to have enough resources to accomplish what we want to do. There are more than 100 strategies in the 2015 Greater Worcester Community Health Improvement Plan (CHIP), (see page 2) alone. University faculty and student interns expand our reach by taking on all kinds of projects that expose them to the public health environment. By involving them, we also hope to be part of the solution to grow the next generation of public health workers.

“In addition to contributing to the CHIP and community health assessment (CHA) reports, interns completed a comprehensive assessment of pharmacies that provide Narcan (treatment for opioid emergency). We encourage family members to carry it to reverse an overdose, but they may not know where to find it, the cost of treatment or if insurance will pay. Other interns from the UMass Medical Graduate School of Nursing worked on an event at Elm Park, a Day of Play, to focus on children’s mental health. Kids experience trauma and there needs to be a pipeline of support developed for young people with mental health issues and their parents. Students were also instrumental in working to engage the community in the new health resources website www.communityhelp.net (see page 11).

“There is no way we could do this without the support of UMass Memorial. By working collaboratively to address public health issues and identify resources, we can be with them on the front line with services for people in need.”

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An Intern’s Perspective

Julie Coco, from Amesbury, Massachusetts, interned for the Worcester Division of Public Health (WDPH) in 2017: “I have a master of public health (MPH), with a concentration in epidemiology, and have always had an interest in public health. After my undergraduate degree, I worked in Lowell as a case manager for HIV patients before entering graduate school. As part of my MPH, I could opt to present a thesis or complete an internship. I’m a people person, and because public health entails going out to see how things operate in the world, I researched internships. I looked in Boston and other places, but WDPH was the right choice for me. It is the first nationally accredited department of public health in Massachusetts. It has that larger feel I was looking for, and I wanted my internship to be very hands-on. The people at WDPH are very organized and supportive. They provided orientation, invited the interns to conferences and meetings, and offered opportunities to network with other public health professionals. I worked on the CHIP, and for the CHA, I analyzed data relating to opioid use from six communities, for both youth and adults, and looked for ethnic and racial disparities.

“My supervisor allowed me autonomy and I could use my creativity. The experience made me realize that I am very self-motivated and like working directly with data. I’m currently an epidemiologist at the Maine Center for Disease Control, coordinating HIV and STD tracking. My experience at WDPH gave me a ‘one-up’ with regard to interviewing and knowing the dynamics of a large health department.

In 2017, 10 interns worked on five CHIP-related projects in support of the Worcester Division of Public Health.
UMass Memorial Medical Center was one of the founding partners that spearheaded the launch of the Coalition for a Healthy Greater Worcester (CHGW) and is a member of the Steering Committee, which is comprised of a diverse group of community stakeholders. The coalition raises awareness, creates opportunities for networking, and supports finding solutions for health issues affecting quality of life in the region. CHGW convenes partners that include the Massachusetts Department of Public Health, service providers, local health departments, and consumers and residents of Worcester and six contiguous towns to implement the Greater Worcester community health improvement plan (CHIP). The coalition oversees CHIP work groups and disbursement of Determination of Need (DoN) funds. The Medical Center co-chairs the coalition’s Resource and Development sub-committee, is a member of the CHIP Access to Care Work Group and provides financial support for the coalition coordinator position, hired in 2017.

CHGW works to ensure ongoing community engagement that is inclusive and represents the diversity of its organizations, agencies and residents. Working with the coalition, the Medical Center and its partners, the Worcester Division of Public Health and Fallon Health, embarked on the completion of the 2018 community health assessment (CHA), including a review of primary and secondary data to identify priorities (see page 2). Findings of the CHA will be used to update the CHIP. The CHIP is a roadmap for the future health of the region and is intended to be a living document to be reassessed annually. The UMass Memorial Community Benefits Strategic Implementation Plan aligns with the CHIP.
Supporting Community Initiatives
Our health care system supports a range of community initiatives, including:

Access to Care
- Health education outreach programs
- Health insurance enrollment
- Hector Reyes House Residential Substance Abuse Treatment Program for Latino men
- Primary care at community health centers
- UMass Memorial Ronald McDonald Care Mobile

Bell Hill Healthy Community Outreach and Revitalization
- Increased availability of fresh produce
- United Way Day of Caring

Coalition-Building Efforts
- Central Massachusetts Oral Health Initiative
- Coalition for a Healthy Greater Worcester
- Hoarding ClearPath Mental Health Task Force
- Massachusetts Food is Medicine Planning Council
- North County Minority Collaboration for Community Development & Health Equity
- Pediatric Asthma Intervention
- Worcester Free Clinics Coalition

Coalition-Building Efforts (continued)
- Worcester Healthy Baby Collaborative (Infant Mortality)
- Youth Violence Coalition – Early Childhood Trauma Intervention

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

Other Contributions/Community Service
- American Heart Association Heart Walk
- UMass Medicine Cancer Walk
- Central Massachusetts Housing Alliance

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

Youth At-Risk
- Building Brighter Futures With Youth/workforce development
- Francis Ouimet Scholarship Fund/job skills training program
- HOPE Coalition
- Mental health services at community sites
- United Way of Central Massachusetts Summer Camp
- Worcester ACTs
- Worcester Youth Worker Training Institute

Chronic Disease/Injury Prevention
- Expansion of Goods for Guns to Boston Hospitals
- Pediatric Asthma Home Visiting program
- Senior Falls Prevention

Community Service Highlights

UMass Memorial departments and employees participated in a wide range of community service activities throughout the year. Examples include:

Thirty UMass Memorial Medical Center and University of Massachusetts Medical School volunteers painted a large activity room at the Worcester Youth Center (WYC) as part of the United Way Day of Caring. WYC is a safe space for education, health and recreation programs for inner city youth and the only free, teen drop-in center with structured programs and support groups in the City of Worcester. For 20 years, the Medical Center provided critical financial support to WYC to grow, evolve and expand programming.

Volunteers from the Medical Center also filled backpacks with school supplies for donation to students of the New Citizens Center School, which welcomes refugee children and prepares them for entry into the community and mainstream public school. Thanks to Susan Sweet, Patricia Segerson, Kate Wood and the senior leadership team for volunteering, and to organizers Kate Behan and Becky Martella.

Doctors from the Department of Pediatrics provided on-call services at no cost to the Camp Physician – Elm Park Ministries summer camp for 80 underserved youth and recently immigrated refugees. Collaborators included Ascentria Care Alliance, Trinity Church and Elm Park Church in Worcester.

The UMass Memorial OB/GYN Department’s diaper drive resulted in the distribution of more than 2,000 donated diapers to area shelters and organizations, including Visitation House, YWCA Daybreak, and You Inc. teen apartments for new mothers. A “Community Mitten” holiday party was also held for 450 children and family members at Belmont Street Community School, where they received health information and donated mittens.

Volunteers from the Medical Center, left to right, Martin Richman, Lori Pelletier and Rick King, filled backpacks with supplies for public school students.
The UMass Memorial Medical Center Community Relations Department was named one of the top four programs in the nation by the American Hospital Association (AHA) following its consideration for the esteemed Foster G. McGaw Prize for Excellence in Community Service. The prize is awarded annually to a health care organization that demonstrates a commitment to community service through multiple programs that focus on making communities healthier and more vital. Last October, after being notified that UMass Memorial was a finalist, the department, alongside its many community partners, coordinated an outstanding showcase of their collaborative work during a humbling and inspiring presentation to the AHA. As a finalist, UMass Memorial received a $10,000 award to be used in support of community health improvement efforts. The department was also recognized at a formal ceremony held in Washington, DC. The 2017 Foster G. McGaw Prize of $100,000 was awarded to Yale New Haven Hospital, New Haven, Connecticut. Finalists included Providence Health & Services in Portland, Oregon, Samaritan Health Services in Corvallis, Oregon and UMass Memorial Medical Center in Worcester, Massachusetts. These four health care organizations were selected from a pool of approximately 100 applicants from across the country. For more information, see the UMass Memorial Medical Center website.

### About UMass Memorial Health Care System

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### Our System

- Largest not-for-profit health care system in Central New England
- Largest provider for 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
- 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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Front cover, pages 3 (top), 6, 7, 9, 12: Dany Pelletier
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Page 4: (top) Erica Connolly, (bottom) Barry Ouellette, Ouellette Productions
Page 5: (top) Regional Environmental Council, (bottom) Green Hill Municipal Golf Course Caddie Project
Page 8: Barry Ouellette, Ouellette Productions
Page 10: UMass Memorial Health Care
Page 13: Recreation Worcester
Page 14: Marlborough Hospital
Page 15: Healthy Options for Prevention and Education (HOPE) Coalition
Page 16: Clinton and HealthAlliance Hospitals
Page 17: Kathy Leonard
Page 18: Worcester Division of Public Health
Page 19: Sean Maher, La Jolie Fleur
Page 20: UMass Memorial Health Care
Back cover: UMass Memorial Health Care

On the cover: The Worcester ACTs team, left to right, Diogenito Jorge (DJ), Corie Welch, Laurie Ross, PhD, Nerissa Harper-Ketter and Amy Ebbeson (story on page 9).

For more information about UMass Memorial Health Care, visit www.umassmemorialhealthcare.org.
As a finalist for the prestigious American Hospital Association Foster G. McGaw Award for community service, the Community Relations Department at UMass Memorial Medical Center showcased their health improvement work alongside its many community partners. Patrick Muldoon, recent past president of the Medical Center, was among the presenters at a well-attended site visit held at the Worcester Youth Center.

UMass Memorial Health Care is a not-for-profit health care system in central New England with nearly 1,700 physicians and more than 14,000 employees. Our fully accredited hospitals are:

UMass Memorial HealthAlliance-Clinton Hospital  •  UMass Memorial – Marlborough Hospital
UMass Memorial Medical Center