



UMass Memorial Health

DETERMINATION OF NEEDS FUNDING ANNOUNCEMENT

FY'22-FY'24

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UMASS MEMORIAL HEALTH

Community Healthlink | Harrington | HealthAlliance-Clinton Hospital | Marlborough Hospital
UMass Memorial Medical Center | UMass Memorial Medical Group | UMass Memorial Accountable Care Organization

AGENDA

- Introductions and Housekeeping
- Overview of DON
- CHNA and HIP Overview
- 2022 Funding Announcement and Process
- Important Dates
- Q&A
- CommunityHelp



OVERVIEW OF THE DON

WHAT IS THE DETERMINATION OF NEED?

- Commitment mandated by the Department of Public Health when non-profit hospitals undergo “substantial capital expenditure”
 - Portion of capital cost must be distributed in the community
- The purpose and objective of the Determination of Need (DoN) program is to encourage competition with a public health focus to:
 - Promote population health,
 - Support the development of innovative health delivery methods and population health strategies within the health care delivery system, and
 - Ensure that resources will be made reasonably and equitably available to every person within the Commonwealth at the lowest reasonable aggregate cost.

THE HA-C HOSPITAL DON

- Where do these DoN Funds come from?
 - HealthAlliance-Clinton Hospital completed major renovations to the Emergency Department on the Leominster Campus
 - Project completed in 2020
- How much will you give out for this DoN?
 - In 2020, UMass Memorial Health - HealthAlliance-Clinton Hospital began distributing \$2,354,926 from this DoN.
 - These funds represent 5% of the total cost of the Emergency Department renovation as approved by the Department of Public Health on January 17, 2017.

ED RENOVATION DON DETAILS

Total amount:	\$2,354,926.00
Term:	FY20 – FY24 (October 1, 2019 – September 30, 2024)
Distribution:	RFP (Request for Proposals)
Criteria (revised as of 2022):	Based on the Community Health Needs Assessment and the 2022-2024 Community Benefits Strategic Implementation Plan
Criteria Committee:	Comprised of hospital officials, the Executive Director of the CHNA9 (Health Equity Partnership) and members of the Community Health Advisory Board
Distribution Committee:	Comprised of hospital officials and community members unaffiliated with organizations completing the RFP to insure transparency and eliminate conflicts of interest.
Funds distributed to date:	\$850,006.00
Remaining funds available through 9/30/24:	\$1,504,920.00

DON COMMUNITY ADVISORY COMMITTEE

Jody	Breidel	North County Regional Director	WHEAT
Christine	Cordio	Adult Education Director	Adult Learning Center
Stephen	Curry	Health Director	Board of Health
Phil	Duffy	Community and Economic Development Director	City of Clinton
Glenn	Eaton	Executive Director	MRPC
Rosa	Fernandez	Director, Community Health & Volunteer Services	Hospital
Tricia	Pistone	Senior Director, External Affairs	Hospital
Irene	Hernandez	Member	PFAC/Active Adults etc.
Neddy	Latimer	Executive Director	Spanish American Center
Brandy	Litt	Director of Community Engagement and Support Services	LUK
Sue	Lowe	Director of Patient Services & Community Outreach	Community Health Connections
Chelsey	Patriss	Executive Director	CHNA9
McDonald	Peter	Executive Director	Sunrise Senior Living of Leominster
Francisco	Ramos	Community Organizer	NewVue Communities
Eladia	Romero	District Representative	Representative McGovern's Office
Melissa	Tasca	Small Business Coordinator	City of Leominster
Leona	Whetzel	VP, Community Benefits	Montachusett Opportunity Council
Ayn	Yeagle	Executive Director	Growing Places
Mary	Lotz	Advisory Board Member	PFAC

TIER 2 & 3 DON DISTRIBUTION COMMITTEE

Mary Lotze, Community Co-Chair - Patient Family Advisory Council

Irene Hernandez, Program Director - Active Life Health Care

Peter J. MacDonald, Executive Director - Sunrise of Leominster

Tayyaba Salman, Physician - HealthAlliance - Clinton Hospital

Community partner - pending

DETERMINATION OF NEEDS (DON) TIER 1

The **Tier 1** distribution committee for the Determination of Needs (DoN) funds has approved the following support requests (FY 2020-2022):

Fiscal year 2020		
Organization	Project/Program	Approved
Shine Initiative	Mental Health programming	\$ 1,500
WHEAT	Food insecurity	\$ 2,500
Perkins School	Mental Health Speakers Series	\$ 2,000
Ginny's Helping Hand	Holiday Ask - Food Insecurity	\$ 500
Salvation Army	Holiday Ask - Food Insecurity	\$ 500
Spanish American Center	Holiday Ask - Food Insecurity	\$ 500
Clinton Adult Education	ESOL	\$ 5,000
Bigelow Free Library	Library Cards for Gym	\$ 4,872
United Hmong of Massachusetts	Mental Health Symposium	\$ 5,000
Clear Path for Veterans	Thrive: Post Traumatic Growth	\$ 4,200
Restoration Recovery Center	Transportation for recovery patients	\$ 2,500
Clinton Early Childhood Resource	Positive Parenting Program	\$ 5,000
Aids Project Worcester	Recovery program for homeless	\$ 5,000
Friends of Sterling Seniors	Going Steady Falls Prevention	\$ 2,400
Shirley Arts Main	Hearing devices for arts	\$ 1,000
Fitchburg Public Library	Diabetes three-month program	\$ 1,950
MOC	Community response to COVID-19 food insecurity	\$ 5,000
Growing Places	Community response to COVID-19 food insecurity	\$ 5,000
	Sub-total	\$ 54,422.00

Fiscal year 2022		
Organization	Project/Program	Approved
Habitat for Humanity	Housing/Construction material costs	\$ 5,000
Perkins/Robert F. Kennedy Comm Alliance	Speaker Series	\$ 5,000
Spanish American Center	Staff Workforce training/development	\$ 5,000
Germinemos & Sprout Change/Somerville Hispanic Assoc.	Food as Medicine program materials/resources for community participants	\$ 5,000
	Sub-total	\$ 20,000

Fiscal year 2021		
Organization	Project/Program	Approved
Salvation Army	Salvation Army Youth Program	\$ 5,000
Wheat Community Connections	Food Pantry	\$ 5,000
Perkins	Speaker Series	\$ 5,000
Virginia Thurston Healing Garden	LiveWell Cancer Survivorship Program	\$ 5,000
Clinton Adult Learning Center	English as a Second Language (reduce waitlist)	\$ 5,000
Revive of the USA	Recovery Program (including Nutrition and Physical Activity)	\$ 5,000
At Home and Afar	Bicycle helmets for youth	\$ 2,500
North Central Mass Faith Based Coalition	Homeless food access	\$ 4,400
Clear Path for Veterans	Veterans' food relief	\$ 5,000
Restoration Recovery Center	Transportation for recovery patients	\$ 5,000
New Vue	Community Gardens	\$ 5,000
Fitchburg Loves the Children (New Vue)	Calming kits	\$ 5,000
JUMP (Just Understand my Potential)	Train the trainer training	\$ 5,000
Montachusett Recovery Foundation		\$ 5,000
	Sub-total	\$ 66,900.00

THE RELENTLESS PURSUIT OF HEALING



DETERMINATION OF NEEDS (TIER 2)

Organization	Project/Program	Amount
Aids Project Worcester	Transportation	\$ 25,000
GAAMHA	Family Recovery Coaching Proposal	\$ 25,000
Growing Places & WHEAT	Mobile Fresh Food Pantry	\$ 22,560
Spanish American Center	Community Health Navigator "Promotoras de Salud"	\$ 25,000
LUK Inc.	Youth Development Services	\$ 12,500
	Total	\$ 110,060.00



DETERMINATION OF NEEDS (TIER 3)

Organization	Project/Program	Amount
Clinton Public Schools	Family Welcome Center	\$ 100,000.00
Germinemos & Sprout Change	“Food as Medicine” wellness program	\$ 127,660.00
Health Equity Partnership (North Region CHNA9 Coalition)	Anchor Collaborative	\$ 200,000.00
Mount Wachusett Community College	ELL Health Care Training Academy	\$ 99,600.00
The Salvation Army (Fitchburg)	Comprehensive Basic Needs Program	\$ 80,000.00
	Total:	\$ 607,260.00



HIGHLIGHT OF OUTCOMES

- Transportation Education Project
- Developed a Promotores de Salud (Peer Health Navigator/Outreach Worker) Model

Spanish American Center



- Hired multilingual family liaison (English, Spanish, Portuguese) to support families and students with social needs

Clinton Public Schools



- Campaign to promote free multilingual programs in North Central Massachusetts.
- FREE Multilingual programs including “No-Dig Garden” Train-the-Trainer program and “Food as Medicine” workshops.

Germinemos & Sprout Change



- Formed a community advisory group
- Identifying workforce as a key priority for the network of North County Anchor Institutions.

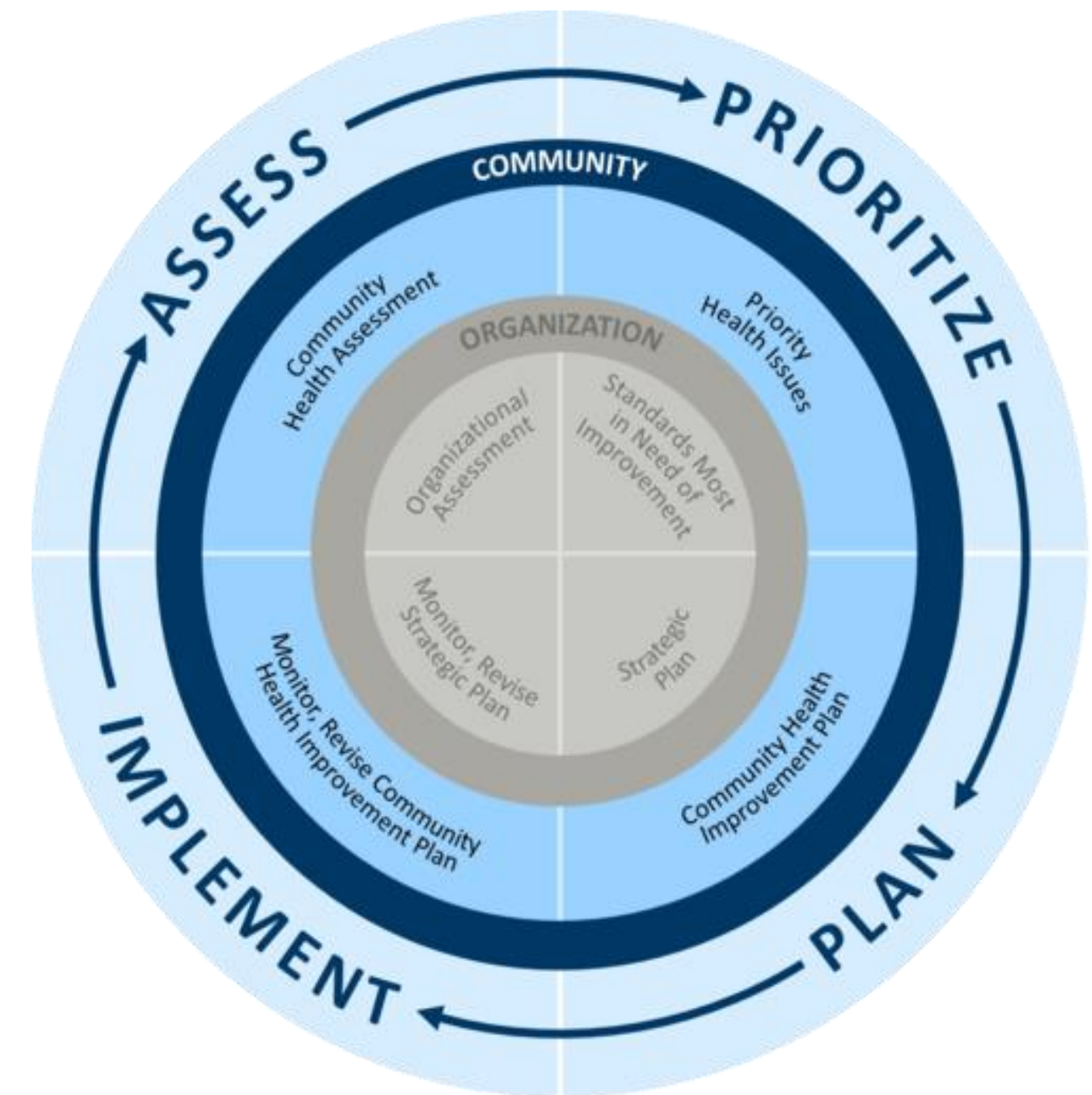
Health Equity Partnership (North Region CHNA9 Coalition)



CHNA PROCESS AND FINDINGS

CHNA PURPOSE

- AGO and IRS Compliance
- Community Assessment
 - Data collection and analysis
 - Stakeholder engagement and partnership development
 - Collaborative priority setting
- Development of the Community Health Improvement Plan



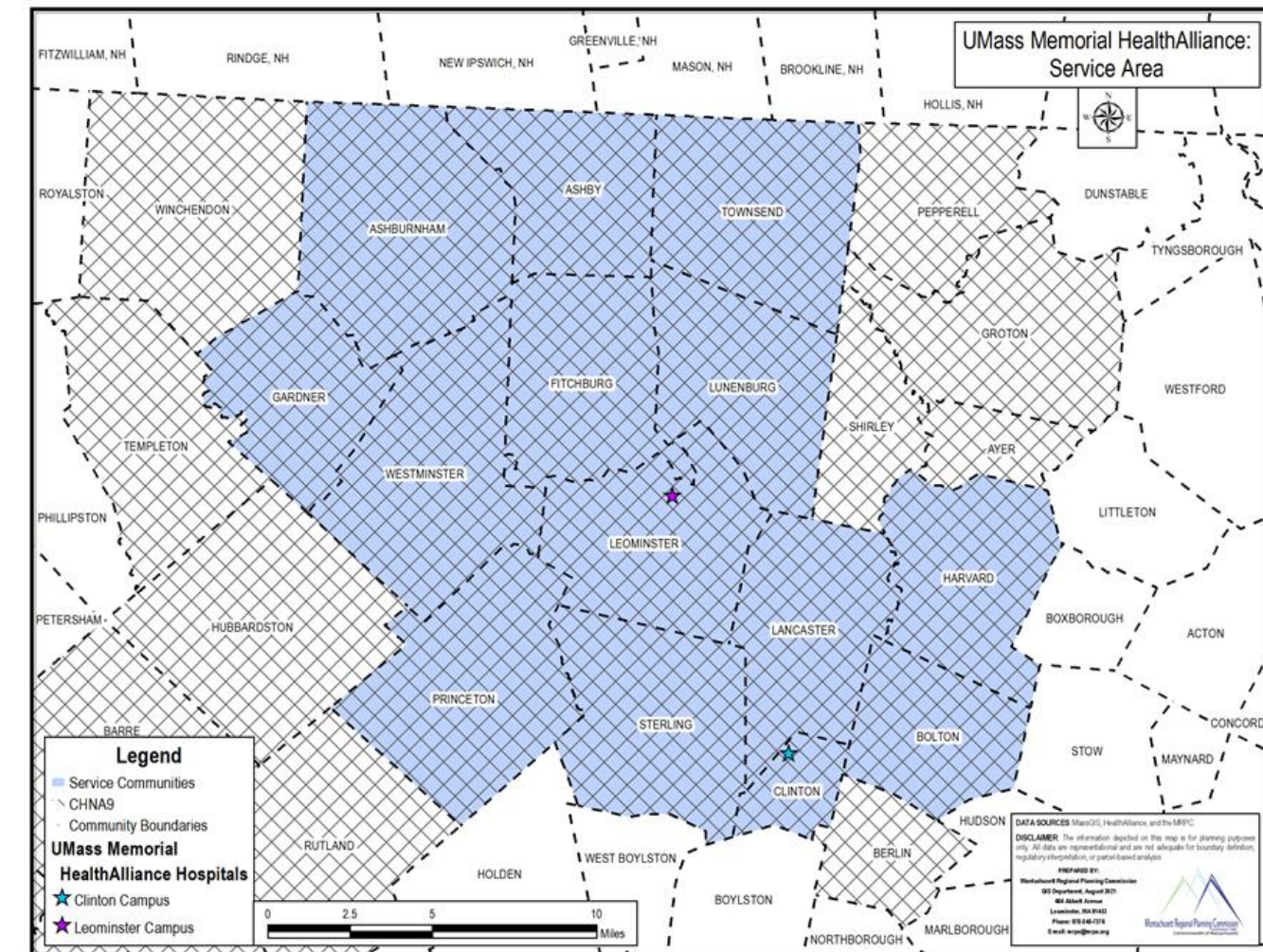
CHNA METHODOLOGY

- Performed in conjunction with Heywood Healthcare
- Contracted with Montachusett Regional Planning Commission to conduct study
- Created CHA Advisory Committee to:
 - Provide a diverse perspective and expertise to the CHA and CHIP development.
 - Facilitate connections with organizations and social service providers that are closest to the targeted populations
- Set agenda, collect data, data analysis, draft report, review/edit and publicize
- Report findings to inform HealthAlliance-Clinton Hospitals's future improvement plan, programs, policies, practices and feedback



SERVICE AREA- FOCUSED ON 14 COMMUNITIES

Ashburnham
Ashby
Bolton
Clinton
Fitchburg
Gardner
Harvard
Lancaster
Leominster
Lunenburg
Princeton
Sterling
Townsend
Westminster



CHA POPULATION AND HEALTH FOCUS AREAS

Demographics and Social Determinants of Service Area

- Population composition and growth by age, gender, ethnicity, disability, and veteran status; Economic factors; Educational attainment; Built Environment

Health Status of Service Area

- Maternal and Infant Health; Environmental Health; Infectious Disease; Injury and Violence; Behavioral Health and Substance Use; Wellness and Chronic Disease

Identify Health Disparities

- Racial/Ethnic Minorities; Older Adults; Veterans; Low SES; Youth/Young Adults; LGBTQI

2021 Greater focus on Housing/Homelessness; Structural Racism; COVID 19

Greater Coordination with UMASS Memorial Health HealthAlliance-Clinton Hospital

QUANTITATIVE DATA

- US Census Data
- Massachusetts Department of Public Health
- Massachusetts Department of Mental Health
- American Community Survey Data
- Massachusetts Department of Labor and Workforce Development Data
- Youth Risk Behavior Surveillance System Data
- Behavioral Risk Factor Surveillance System Data
- Montachusett Regional Transit Authority Data

**** Note that the US Census Bureau will release a new data set in December of 2021. Efforts will be made to update data in this report upon that release as an addendum. [Due to COVID-19, delays in the 2020 decennial Census data collection process did not allow for MRPC to use 2020 Census data for this report]*

2021 HEALTHALLIANCE-CLINTON HOSPITAL COMMUNITY
HEALTH NEEDS ASSESSMENT

QUALITATIVE DATA

- Hosted meetings March thru May 2021
- Held in coordination with Heywood Healthcare
- All meetings used virtual format
- Larger meetings included break-out groups
- Conducted 18 Focus Groups total
- Approximately 209 participants
- *COVID limited access to certain populations*

FOCUS GROUP	TYPE	DATE
GARDNER COMMUNITY ACTION TEAM	PROVIDER	March 9
PATIENT & FAMILY ADVISORY COUNCIL	COMMUNITY	March 18
CLINTON AREA PARTNERSHIP	PROVIDER	March 24
GARDNER CHAMBER OF COMMERCE	PROVIDER	March 25
NORTH QUABBIN FOOD ALLIANCE	PROVIDER	March 29
CLINTON COMMUNITY STEWARDS	COMMUNITY	March 30
SCHWARTZ ROUNDS	PROVIDER	April 7
CHNA-9 BHMHSU	PROVIDER	April 8
YOUTH CHANGE LEADERS	COMMUNITY	April 14
TRANSPORTATION GROUP	PROVIDER	April 20
NORTH CENTRAL HOMELESSNESS TF	PROVIDER	April 21
GAIT	PROVIDER	April 23
TRANSPORTATION GROUP	PROVIDER	April 28
CARE TRANSITIONS	PROVIDER	May 4
RACIAL JUSTICE	PROVIDER	May 17
LGBTQ+	PROVIDER	May 19
DISABILITIES	PROVIDER	May 20
VETERANS	PROVIDER	May 21

HEALTH IMPROVEMENT PLAN

HEALTHALLIANCE-CLINTON HOSPITAL'S COMMUNITY PRIORITY FRAMEWORK

TARGET POPULATIONS

Racial & Ethnic
Minorities

Recent
Immigrants &
Non-English
Speakers

Low Income
Individuals and
Families

Older Adults

Veterans

Homeless

Children &
Adolescents

LGBTQIA+

Applying UMMH Strategic Goal:

Our promise is to improve the health of the population of our region by addressing the social determinants of health, enhancing our population health management capabilities and ensuring equitable care for all.

HEALTH INDICATORS

Behavioral Health and
Substance Use

Chronic Disease
(Cancer, Diabetes, Heart Disease)

Strategies

SOCIAL DETERMINANTS OF HEALTH

Healthcare Access and Quality

Social and Community Context

Housing, Neighborhood and Built
Environment

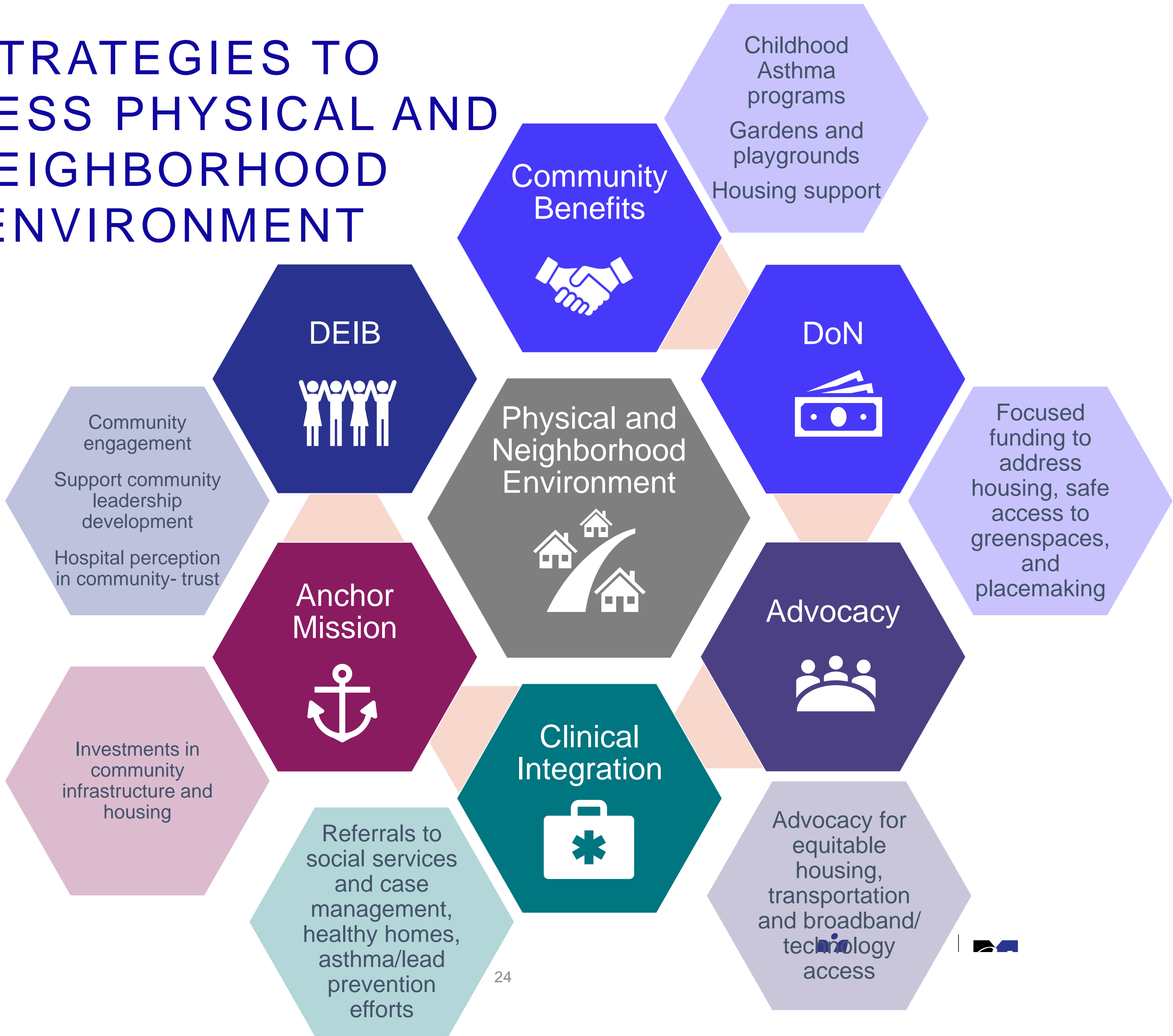
Economic Stability

Food and Nutrition

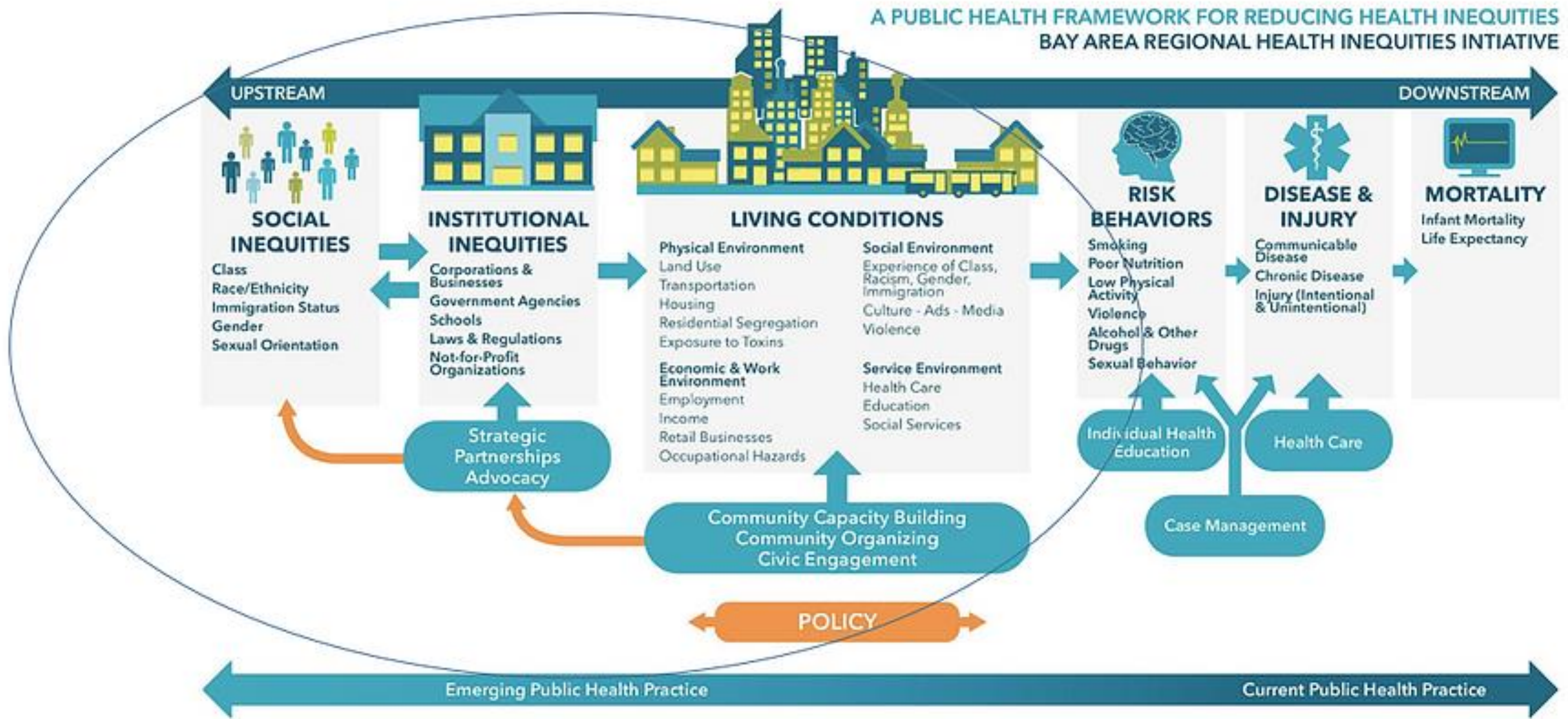
HEALTH ALLIANCE – CLINTON HOSPITAL
PRIORITY AREAS AND GOALS

Priority Areas	Goal
 <p>Priority Area A1: Health Care Access and Quality</p>	<p>Goal: Increase access to comprehensive, high-quality, <i>equitable</i> health care services</p>
 <p>Priority Area A2: Social and Community Context</p>	<p>Goal: Increase social and community support <i>for our target populations.</i></p>
 <p>Priority Area A3: Housing, Neighborhood and Built Environment</p>	<p>Goal: <i>Support efforts to improve housing stock, neighborhoods and environments that promote affordability, health, and safety.</i></p>
 <p>Priority Area A4: Economic Stability</p>	<p>Goal: Support efforts that lead to economic wellbeing for target populations.</p>
 <p>Priority Area A5: Healthy Food and Nutrition</p>	<p>Goal: Reduce household food insecurity and hunger <i>through the promotion of equitable food access.</i></p>
 <p>Priority Area B1: Behavioral Health and Substance Use</p>	<p>Goals: 1) <i>External:</i> Support social determinants of health (SDOH) efforts that lead to better mental health outcomes, including prevention of mental illness 2) <i>Internal:</i> Expand and develop systems that support the continuum of mental health care to improve health outcomes.</p>
 <p>Priority Area C1: Chronic Disease</p>	<p>Goals: 1) <i>External:</i> Support community-based prevention efforts for chronic diseases, particularly heart disease, diabetes, and cancer 2) <i>Internal:</i> Address access to diagnosis and self-management resources.</p>

STRATEGIES TO ADDRESS PHYSICAL AND NEIGHBORHOOD ENVIRONMENT



LOOKING UPSTREAM



Anchor Community Engagement Spectrum



<i>INTENT</i>	<i>INFORM</i>	<i>CONSULT</i>	<i>INVOLVE</i>	<i>COLLABORATE</i>	<i>CO-LEAD Shared Governance</i>
Goal	Provide balanced and objective information in a timely manner	Obtain feedback on analysis, issues, and alternative decisions	Work with community to ensure their vision and concerns are considered & understood	Partner with community in each aspect of decision-making	Final decision-making is shared between the community and the institution
Stakeholder experience	I was updated on the work	I gave my input into the work	I gave my input and it's clear that it was considered in the design	I know that my interests are helping to shape the design because I'm regularly at the table	My interests help(ed) shape the vision that's driving all the work
Example Strategies	Fact sheets Websites Open houses	Public comment Focus groups Surveys Public meetings	Workshops Deliberative polling Charrettes	Community advisory committees Consensus-building Participatory decision-making	Community oversight boards Ballots Delegated decision-makers
Challenges	Making sure the communications "land" and are meaningful	Agreement that the problem is a shared problem (developing a shared vision)	Setting aside individual interests to allow genuine collaboration	Building genuine empathy and interest in building the capacity of the whole community	Getting people to efficiently and effectively work together from a shared intent

Source: CoCreative Solutions, IAP2

2022 FUNDING ANNOUNCEMENT AND PROCESS

WHAT WE ARE LOOKING FOR

After five years, we want to look back and see a noticeable impact (at all funding levels)

Geographic Distribution

The world and public health have changed a lot since 2019!

- **Focus on reducing health disparities and addressing health equity**
- **Diversity Equity and Inclusion**
- **Healthcare Access and Health Equity**
- **COVID-19 Pandemic**
- **Address Social Determinants of Health—especially policy and structures and systems**

TIER 1 ANNOUNCEMENT

- Grants of \$10,000 or less
- Awards: FY'22 – 7 (2 already awarded under prior process); FY'23 & FY'24: 8 awards annually
- Rolling application reviewed/awarded quarterly
- Completion of online application including budget detail required
- Fund priorities based on new priority areas and target populations
- Cannot be for event sponsorship
- One-time/per agency/annually
- Does not preclude organization/agency for applying for Tier 2 & 3 funding

TIER 1 ANNOUNCEMENT, CONT.

- Will consider applications that support capacity building and/or diversity, equity and inclusion initiatives if project advances efforts to address priority areas.
- Capital improvement request will require landlord approval (if applicable)
- Fiscal agent needs to be clearly identified and letter of support provided (if applicable)
- Funds need to be committed within 3 months of award
- Additional financial information may be required before grant funds will be released, including a W-9

TIER 2 ANNOUNCEMENT

- Grants of \$50,000 or less a year (can apply for up to three years)
- Awards: FY'22: 5 awards; FY'23 & FY'24: 7 awards annually
- Annual allocation of funds by committee
- Letter of Intent and budget details (online application) are required; full applications by invitation only
- Additional grant in FY'23 and FY'24 would be available to Tier 2 grantees
- Fund priorities based on new priority areas and target populations
- Linkages to policy, systems, environmental change
- All applications must have an equity approach
- Tier 3 recipients not eligible to apply if actively receiving funds (prior Tier 1 and 2 are eligible)
- Additional financial information may be required before grant funds will be released. A W-9 will be required.

TIER 3 ANNOUNCEMENT

- Anticipating over \$300,000 in funding to be awarded in FY'22
- Only current Tier 3 Awardees are eligible - This funding round by invitation only
- Awards expected to be granted by end of June



IMPORTANT DATES

Tier 1 (Awards up to \$10,000)

While we will accept applications on a rolling basis, the review committee will be meeting on the following dates:

- May 13, 2022 (all applications received by May 2nd will be reviewed)
- August 19, 2022 (all applications received by August 8th will be reviewed)
- November 11, 2022 (all applications received by October 31st will be reviewed)

Tier 2 (Awards \$10,000 to \$50,000)

- Public Announcement – 2022 RFP Open Date – **April 13, 2022**
- Letter of Intent/online application deadline – **Friday, May 13, 2022**
- Candidates are notified of full proposal process – **by May 27, 2022**
 - Deadline for full proposal due – **June 10, 2022**
 - Awards announced – **by July 1, 2022**

ONLINE APPLICATION



Determination of Needs (DoN) Funding Opportunity

Since 2020, UMass Memorial Health - HealthAlliance-Clinton Hospital has been distributing \$2,350,000 in community benefits through the Determination of Needs (DoN) funding from our emergency department capital project. These funds represent 5% of the total cost of the ED renovation as approved by the Department of Public Health January 17, 2017. As part of this commitment, the Hospital is pleased to announce a new Determination of Need funding opportunity.

[LEARN MORE](#)



UMass Memorial Health

TIER 1 APPLICATION

Part 1: About the Project

Required questions are marked by an asterisk ()*

Proposed project title: *

100/100

Maximum of 100 characters

What issue, problem, or opportunity does this project address? *

500/500

Maximum of 500 characters

What are the expected impacts of this project? *

500/500

Maximum of 500 characters

Does your project align with the HealthAlliance-Clinton Hospital Community Priority Framework? *

Yes No

[DoN Announcement Webpage Link](#)

OTHER HOUSEKEEPING ITEMS

- Technical Assistance
- Capacity Building Webinar(s)



Q & A

Please check out the website for additional Q & A information



UMass Memorial Health

CommunityHELP,
*Connecting our community
to available social care resources*

HealthAlliance-Clinton
RFP Funding Webinar
April 13, 2022

Kathy Franco-Anthony

Office of Clinical Integration | Population Health

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UMASS MEMORIAL HEALTH

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UMass Memorial Health

THANK YOU!

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