UMass Memorial Hospitals, Inc.

UMass Memorial Medical Center, Inc.

2001 COMMUNITY BENEFIT NARRATIVE

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Overview

UMass Memorial Health Care, Inc.
UMass Memorial Health Care, Inc., (UMMHC) is the clinical partner of the University of Massachusetts Medical School (UMMS) and the largest health care system in Central and Western Massachusetts. UMass Memorial Health Care is a not-for-profit, integrated health care
system designed to provide all levels of health care, from primary to quaternary. UMass Memorial Health Care delivers care through the UMass Memorial Medical Center (UMMMC) and its member hospitals (Clinton, HealthAlliance, Marlborough and Wing Memorial) with health care services further enhanced and augmented by UMass Memorial Medical Group, University Commons Nursing Care Center, Fairlawn Nursing Home, Highlands Long-term Care Facility, Community HealthLink, Diversified Visiting Nurses Association and UMass Memorial Home Health and Hospice.

UMass Memorial Medical Center

As the advanced tertiary care referral center for Central and Western Massachusetts, UMass Memorial Medical Center is a 761 licensed bed facility on three campuses (University, Memorial and Hahnemann campuses). The Medical Center offers a full complement of sophisticated technology and support services, providing the region with specialists renowned for their work in areas such as cancer, cardiology, emergency medicine, women's health, and children's medical services – including an internationally recognized newborn intensive care unit. It also operates a 26-bed mental health unit at Worcester State Hospital.

UMass Memorial Medical Center is accredited by the American College of Surgeons as the region's only designated Level I trauma center, and the University Campus is home to LifeFlight, New England's first hospital-based air ambulance. The Memorial Campus houses the region's only Level III Obstetrical and Newborn Intensive Care Unit.

The system has developed a range of services previously unavailable in the region. A comprehensive transplant program includes heart, liver, kidney, pancreas and bone marrow transplantation. Advanced laser technology, off-pump cardiac bypass surgery, minimally invasive surgical techniques, the region's most advanced and active cardiac catheterization labs, and a sophisticated breast care center all enhance the reputation of UMass Memorial Medical Center.

The UMass Memorial Medical Center hospital campuses are: the Memorial Campus located at 119 Belmont Street, the University Campus at 55 Lake Avenue North, and the Hahnemann Campus at 281 Lincoln Street. These campuses are in the city of Worcester and are approximately two miles apart.

UMass Memorial Community Medical Group is comprised of over 700 physicians and is one of the largest and most diverse medical groups on the East Coast. The group includes the practices of over 175 employed physicians and nurse practitioners in 20 of the region’s cities and towns and more than 600 UMass Memorial hospital-based physicians.

The Hahnemann Campus

The Hahnemann Campus, located on Lincoln Street, Worcester, contains physicians' offices, laboratory and X-ray facilities and a renal dialysis center, as well as the Hahnemann Family Health Center.
A state-of-the-art ambulatory surgery and specialty care practice center is located at the Hahnemann Campus. The Center contains eight day-surgery operating rooms; two ophthalmologic operating rooms; three surgical rooms for MOHS microsurgery- a specialized type of skin cancer surgery; six procedure rooms; 28 exam rooms; 25 physician offices; and admission, testing and discharge areas. The project has created a patient-centered, full-service outpatient surgery center focusing on dermatology, hand and upper extremity surgery and therapy, ophthalmology and cosmetic surgery.

The Memorial Campus
The Memorial Campus is a leading provider of acute-care services in the greater Worcester area and provides a broad array of primary, secondary and tertiary care services. An acute care facility with 345 licensed beds, it is known for its outstanding patient care and excellence in teaching. It is the regional referral center for women with high-risk pregnancies, the regional Level III neonatal intensive care center for seriously ill newborns in Central Massachusetts, and a leading center for the care and treatment of cancer patients. It is also the site of the New England Hemophilia Center.

The Homer Gage Memorial Library, a medical library at the Memorial Campus, provides reference, teaching, document delivery and book ordering services. The electronic resources include MEDLINE, Evidence Based Medicine Reviews, selected full text journals, AIDSLine, BioethicsLine, CancerLit, CINAHL (nursing and allied health), HealthSTAR, Harrison’s Textbook of Internal Medicine Online and InfoTrac Health Reference Center for consumer health.

The University Campus
The University Campus has 416 licensed acute-care beds, including 26 psychiatric beds at Worcester State Hospital, and serves as a tertiary-care referral center. The campus’ main areas of focus are on plastic surgery, bone diseases, neurology, advanced cardiovascular care, dermatology, radiation therapy and other forms of cancer care, with a full complement of sophisticated technology and support services. The campus also includes a comprehensive Children’s Medical Center, with specialists in all principal fields, including orthopedics, psychiatry and surgery, and the only pediatric intensive care unit and pediatric AIDS treatment facility in Central Massachusetts.

The University Campus provides advanced tertiary care unavailable at other sites in Central Massachusetts, including a full complement of transplantation programs, advanced laser technology and forensic psychiatry. Medical schools and teaching hospitals are an important part of society's "safety net." Care provided at UMass Memorial Medical Center by the faculty and staff extends to all people within the community.

UMass Memorial Medical Center provides kidney, pancreas, heart and liver transplantation. UMass Memorial is also a pioneer in performing bloodless procedures, including bloodless transplants. While bloodless medicine is widely practiced across the country, UMass Memorial claims the only formalized Bloodless Medicine and Surgery Program in Massachusetts. The care
offered to all patients benefits greatly from this program, in that techniques have been developed that reduce or eliminate the need for blood products.

The UMass Memorial Children's Medical Center introduces a new Child Protection Program, offering evaluations of children for suspected abuse, neglect and maltreatment. It is the first program of its kind in the region.

Life Flight, New England’s first hospital-based air ambulance and the only emergency helicopter service in Central Massachusetts, is located at the University Campus and provided 1,313 flights in 2001. The Emergency Department at the campus provides training and consultation to providers and appoints medical directors for area town Emergency Medical Services. The department also provides symposiums on subjects such as helicopter services, critical pediatrics and management of trauma cases.

Accomplishments of the University Campus include:
- A center for the region’s tertiary and quaternary care
- Provision of a state-mandated cancer database with annual costs of $262,000
- Graduate medical education unreimbursed costs for 2001 totaled $9.4 million
- Creator of a network of community health centers and primary care practices

The Partnership with the University of Massachusetts Medical School

Research and Medical Notes
In fiscal year 2001, research at the University Campus grew with programs that assist families facing life-threatening and debilitating diseases. A total of $131 million in research grants, federal and private, were awarded in 2001.

The National Institutes of Health awarded an HIV Vaccine Design and Development Team research contract to the University of Massachusetts Medical School and project partner Advanced BioScience Laboratories, Inc. Approximately, $70 million dollars has been committed over the next five years to just four public-private partnerships worldwide, in an effort to accelerate the development and testing of promising HIV vaccines.

The University of Massachusetts Medical School will dedicate the new Aaron Lazare Medical Research Building in June, 2002. The building expands and upgrades current research facilities in order to alleviate overcrowding and recruit the large numbers of new faculty needed over the next five years. UMMS has experienced one of the highest growth rates of funded research in the country. Planned as a multidisciplinary research center, the building will house research programs such as cancer, genetics, biochemistry and molecular biology. The structure provides a tangible symbol of the ambitious course UMMS has charted on its path toward national distinction, under the leadership and vision of Chancellor Lazare.

Ongoing research and education of the public continues on the effects of alcoholism, molecular genetics, and increasing breast, cervical and colorectal cancer screenings.
**Education**

The UMass Memorial Medical Center's role is to train the next generation of primary care physicians for the Commonwealth and provide continuing education to primary care physicians and specialists in the region. In 2000-2001 there were a total of 399 medical students, 12 MD/PhD students, and 427 residents and fellows trained at the medical school.

There are family practice residency programs at community-based ambulatory teaching centers. They are: Family Health Center in Worcester, Hahnemann Family Health Center at the Hahnemann Campus in Worcester, the Regional Family Health Center in Barre, Fitchburg Family Practice, Tri-River Family Health Center (a satellite health center) in Uxbridge, and South County Pediatrics in Webster. The residency programs, which are university administered, provide residencies in many specialties, such as family practice, medicine, surgery, obstetrics, pediatrics, internal medicine, emergency medicine and psychiatry.

UMass Memorial Medical Center also offers summer enrichment programs, which expose students from many surrounding communities to the opportunities of health care careers available.

**Other notable accomplishments**

- Leadership in medical education curriculum reform
- Recently ranked fifth among 125 medical schools nationally in primary care
- Maintained the highest approval rating from the Accreditation Council on Graduate Medical Education

**UMass Memorial Hospitals, Inc.**

UMass Memorial Hospitals, Inc., a member of UMass Memorial Health Care, Inc., is comprised of Clinton, Marlborough, HealthAlliance, and Wing Memorial hospitals. Each UMass Memorial hospital, including its flagship Medical Center, is fully accredited by the Joint Commission on the Accreditation of Healthcare Organizations. As member hospitals of UMass Memorial Health Care, outreach and health care programs are tailored to meet the needs of each hospital partner and its service area, including residency programs and assistance with recruiting primary care physicians and specialists to the local area.

**Clinton Hospital**

Clinton Hospital became a corporate affiliate of UMass Memorial Hospitals, Inc., in February 1996. Located in Clinton, Massachusetts, it is a community hospital with 41 licensed beds. It is highly regarded for its Geriatric Psychiatry Program. As a wholly owned subsidiary of UMass Memorial Hospitals, Inc., Clinton Hospital remains the community focused health care provider for those residing in the six-town primary service area and beyond. Clinton Hospital’s primary service area consists of the following towns: Clinton, Lancaster, Sterling, Bolton, Berlin and Harvard.

Clinton Hospital prides itself on providing health care to all of its residents and in developing patient awareness regarding preventative services. The hospital’s Community Benefit Plan is designed to provide health care and social services to the community. The targeted populations are:

- Low income families in the service area
The Latino community
Substance abusers
Pregnant teenagers
Health care for the elderly and children

With these groups in mind, Clinton Hospital expanded upon neighborhood outreach activities to several public and private housing complexes. In addition, Clinton Hospital provided the following Community Benefit Programs with the community’s input: a children’s literacy fair, health fair, free addiction outpatient services, flu vaccines, interpreter services, assistance with health insurance enrollment, registration in GED programs, and health screenings. In fiscal year 2001, Clinton Hospital provided $257,110 in uncompensated free care for its service area.

In addition, in fiscal year 2001, there were many programs provided by the hospital to promote well-being in the community. Among them were vaccination clinics, first aid classes, cardiopulmonary resuscitation instruction, Heimlich maneuver instruction, nutritional classes, and cancer screenings. In 2001 there were activities including a week-long health education program, poster contests with local schools and emergency medical technician classes at the hospital. Programs such as diet and exercise, and breast and prostate cancer education were provided at area companies.

**HealthAlliance, Inc.**

HealthAlliance, became a corporate affiliate of UMass Memorial Hospitals, Inc., on June 1, 1998. This allowed for HealthAlliance to continue as an independent, locally managed, not-for-profit hospital serving the residents of the twin cities and surrounding communities. HealthAlliance also provides health care services through its Diversified Visiting Nurses Association, a medical supply company called Diversified Medical Equipment Services and two nursing homes, Fairlawn Nursing Home in Leominster and Highlands Long-term Nursing Facility in Fitchburg. HealthAlliance, is comprised of the 171-bed Leominster Campus (Leominster, Mass.) and the Burbank Campus (Fitchburg, Mass) home to North Worcester County's most comprehensive and state-of-the-art Cancer Care Center.

The Fitchburg Family Practice program, funded by UMass Memorial Health Care, is a clinic where family practice residents provide in-hospital and on-call coverage for other local family practitioners. In addition, subspecialists traveling to HealthAlliance from UMass Memorial include urologists, pediatric cardiologists and pediatric neurologists. HealthAlliance is also one of the sites where the UMass Memorial mobile cardiac catheterization van serves patients. In primary care, UMass Memorial employs and supports physician practices in the Fitchburg, Leominster and Clinton communities.

The Fitchburg Family Practice Residency Program, a leader in providing high quality health care in northern Worcester County, has been located on the Burbank Campus of HealthAlliance since 1996. With about 19,000 patient visits a year, the practice provides primary care to residents of Fitchburg, Leominster and surrounding communities, and graduate training to physicians specializing in family medicine. Many primary care physicians in the area are graduates of the program.
In fiscal year 2001, HealthAlliance provided $2,031,104 in uncompensated free care to its service area. HealthAlliance has established health care priorities, which are the focus of its Community Benefit Plan. The priorities were established to address barriers to access, absence of relevant resources and specific health care needs of the population. This list of priorities was determined by agreement with community representatives and a planned response was established by meeting with elected officials and community coalitions. The priorities include the following:

**a. Short-term Priorities**
- Develop a program to address the uninsured and underinsured population
- Establish a regional health information and referral system
- Donate emergency medical service equipment to area communities
- Provide health career scholarships
- Expand interpreter services

**b. Long-term Priorities**
- Create comprehensive outpatient services on the Fitchburg Burbank Campus
- Establish a community health center
- Develop mental health and substance abuse programs
- Establish women and infant health programs
- Collaborate with the North Central Massachusetts United Way in establishing the “Success by 6” program
- Develop and implement community health education programs
- Develop teen health services
- Provide regional tuberculosis clinic services
- Oral and dental health initiative

**Marlborough Hospital**
Marlborough Hospital, a member of UMass Memorial Health Care, Inc., values its position as a community hospital. For nearly 113 years it has provided services for the city of Marlborough and the surrounding communities of Hudson, Stow, Berlin, Bolton, Westborough, Northborough, Sudbury and Southborough. Marlborough Hospital joined the UMass Memorial Health Care System in 1995, thereby increasing available comprehensive health care services. This affiliation assures top quality medical services and professionalism at the community level, within an integrated health care system offering advanced quaternary and tertiary care, medical research, education and community outreach.

The hospital is currently licensed to operate 79 beds and is fully accredited by the Joint Commission of Accreditation of Healthcare Organizations. Its annual patient volume includes over 3,600 admissions, 93,217 emergency and outpatient visits and 16,218 patient days with an average length-of-stay of 3.5 days. The hospital’s primary service area has an estimated population of 125,000 with the daytime population increasing to approximately 140,000.

The campus of the hospital consists of approximately 19 acres in the city of Marlborough, bounded on the west by Hudson Street and on the south by Union Street. The facility has
undergone several expansions over its history. Presently, the hospital consists of five buildings containing approximately 145,000 square feet.

Marlborough Hospital provides a full range of inpatient and outpatient acute care services and in fiscal year 2001, Marlborough Hospital provided $1,027,118 in uncompensated free care for its service area. The current patient services include a 35-bed inpatient medical/surgical unit, a 10 bed special care unit (SCU), a 22-bed inpatient locked psychiatric unit, a 24 hour Emergency Department, outpatient day surgery unit, rehabilitation services, and a full range of diagnostic and therapeutic services. The hospital also has a diabetes center, oncology services, center for pain management and a teen health center.

As a member of UMass Memorial Health Care, Marlborough Hospital is positioned for long-term stability and growth. The hospital continues to maintain its identity as a locally governed acute care, nonprofit community hospital. This enables Marlborough Hospital to provide enhanced services, superior quality and lower health care costs to all people living within the service area.

Marlborough Hospital recognizes the new challenges facing health care and the needs of the community members it serves. These challenges include the growth of the non-English speaking population, the need for more local, preventative and comprehensive health care regardless of economic means and the ongoing commitment of individuals to live healthier lifestyles.

Marlborough Hospital’s areas of community benefit concentration for fiscal year 2001 are the following:
- Accessing affordable medical care
- Addressing the needs of the multi-cultural communities
- Reducing teenage violence
- Promoting early literacy
- Teaching community members CPR
- Working with middle school students to develop life skills and positive behaviors

Wing Memorial Hospital
Wing Memorial Hospital and Medical Centers became a member hospital of UMass Memorial Health Care, Inc. on October 1, 1999. Wing Memorial Hospital and Medical Centers provides integrated primary physician care, specialty care, emergency care, acute care, and home care. Wing Memorial Hospital is a 41-bed hospital located between Springfield and Worcester in Palmer, Massachusetts. Wing is comprised of six outpatient physician and counseling centers, provides a visiting nurse service, hospice care and home health aides. Wing provides emergency services, inpatient care, surgical day care with state-of-the-art surgical suites, neurodiagnostics (EKG, EEG, EMG and sleep studies), respiratory, physical, occupational and speech therapies, nuclear medicine, C.T. scan, ultrasound, mammography, contains a laboratory, and provides substance abuse and nutritional counseling. The affiliated medical centers are: Palmer Medical Center, Belchertown Medical Center, Monson Medical Center, Wilbraham Medical Center, Ludlow Medical Center, and the Griswold Center for Behavioral Health and Substance Abuse.
In fiscal year 2001, Wing Memorial Hospital provided $507,153 in uncompensated free care for its service area. Wing Memorial Hospital’s areas of community benefit concentration for fiscal year 2001 included the following:

- Breast and Cervical Cancer Screening for uninsured and underinsured women
- Smoking Cessation
- Community Health Education
- Health Screening Services
- Senior Programs

**Commitment to the Community**

There are several ways to measure the commitment that UMass Memorial Health Care provides to the community. The Attorney General’s Office has provided community benefit guidelines for not-for-profit acute care hospitals. In fiscal year 2001, UMass Memorial Medical Center and member hospitals provided $37.4 million in community benefits. (See details below.)
A. Gross Community Benefit Expenditures

Uncompensated Free Care and Emergency Bad Debt*

<table>
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<tr>
<th>Institution</th>
<th>Amount</th>
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<td>UMass Memorial Medical Group</td>
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<td>Clinton Hospital</td>
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<td>HealthAlliance Hospitals</td>
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<tr>
<td>Marlborough Hospital</td>
<td>$1,027,118</td>
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<tr>
<td>Wing Memorial Hospital</td>
<td>$507,153</td>
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<td><strong>Subtotal</strong></td>
<td><strong>$28,486,716</strong></td>
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Community Benefit Programs

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<td>UMass Memorial Medical Center</td>
<td>$7,362,134</td>
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<td>Clinton Hospital</td>
<td>$124,276</td>
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<td>HealthAlliance Hospitals</td>
<td>$1,098,886</td>
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<tr>
<td>Marlborough Hospital</td>
<td>$281,957</td>
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<tr>
<td>Wing Memorial Hospital</td>
<td>$34,475</td>
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<td><strong>Subtotal</strong></td>
<td><strong>$8,901,728</strong></td>
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**Total** $37,388,444

Total Patient Operating Expenses (1) $775,575,132

(1) Division of Health Care Finance and Policy, 403 Reports

*Net charity care as defined by the Attorney General's office. Data if from the July 2001 estimate of the pending 2001 Preliminary Settlement. Amounts are unaudited and subject to change until Final Settlement.

B. Community Benefit Service Programs

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<td>Wing Memorial Hospital</td>
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A broader view of community commitment includes accounting for the unpaid costs of graduate medical education as well as patient bad debt for nonemergency care. An additional $24 million in community expenditures, which benefit the community, is made up of these components listed under Other Community Contributions.
C. Other Community Contributions

Contribution to the statewide Uncompensated Care Pool shortfall

HealthAlliance Hospitals $ 863,274*
UMass Memorial Medical Center 656,154

Hospital Bad Debt (non-emergency care provided)

UMass Memorial Medical Center 8,270,255
Clinton Hospital 169,502
HealthAlliance Hospitals 2,577,456
Marlborough Hospital 564,887
Wing Memorial Hospital 1,022,887
Subtotal 14,124,415

Unpaid Graduate Medical Education Costs 9,738,694

Donations, Grants, Other Programs

Clinton Hospital 2,025
HealthAlliance Hospitals 8,157
Marlborough Hospital 14,938
UMass Memorial Medical Center 59,250
Subtotal 84,370

Total $ 23,947,479

Total for all Community Benefit Expenditures $ 62,519,302
Patient Operating Expenses $ 775,575,132

*Based on FY 01 Preliminary Settlement

A total of $62.5 million dollars was provided to the community in FY 2001 for residents in the UMass Memorial Health Care and its members’ service area. UMass Memorial Health Care anticipates that the fiscal year 2002 community benefit expenditures will be equivalent to 2001.

During FY 2001, UMass Memorial Health Care had over 57,000 discharges with 277,810 patient days. (See Table 1 below.)

Table 1
UMass Memorial Health Care, Inc.

<table>
<thead>
<tr>
<th>Patient Days</th>
<th>Discharges</th>
<th>ALOS</th>
<th>Lifeflight</th>
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12
<table>
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<tr>
<th>Location</th>
<th>Total Patients</th>
<th>Total Staff</th>
<th>Staff-to-Patient Ratio</th>
<th>Community Benefit</th>
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<tbody>
<tr>
<td>Memorial Campus</td>
<td>97,690</td>
<td>23,128</td>
<td>4.22</td>
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<tr>
<td>*University Campus</td>
<td>106,568</td>
<td>18,427</td>
<td>5.78</td>
<td>1,313</td>
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<tr>
<td>Clinton</td>
<td>11,446</td>
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<td>Health Alliance</td>
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<td>9,021</td>
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<td>Marlboro</td>
<td>16,219</td>
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<td>2,168</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>277,810</strong></td>
<td><strong>57,905</strong></td>
<td><strong>4.80</strong></td>
<td><strong>1,313</strong></td>
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</table>

*Includes 3 PTC
All stats include psych and newborns where applicable

I. Community Benefit Mission Statement

A. Summary
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, nonmedical conditions that negatively impact the health and wellness of our community are addressed.

Employee, in-kind and other financial resources are allocated to address community issues in the areas proximal to our system locations. Community benefit activities for our health care system are a collaborative effort with the residents of the community and community leaders. As UMass Memorial Health Care pursues its vision to be the "leading provider of compassionate, state-of-the-art health care in Central Massachusetts," the system and its employees embrace its core values, which are to be: Informative and Innovative, Committed to Caring, Accessible to All, Respectful of our patients, families and colleagues, Excellent in all that we do, (I-CARE). These core values encapsulated in the acronym I-CARE, drive our community benefits agenda as well as our primary care and research agendas.

UMass Memorial pledges to:
- Collaborate with the community at-large and with other health care and social agencies
- Identify and work toward meeting community health needs
- Improve the availability and provision of health promotion, education and services
- Be concerned for the community’s overall health status

B. Approval of governing body
The overall mission is recommended by the Community Benefit Advisory Committee and approved by the senior management and members of the board of trustees of UMass Memorial Health Care. The identical mission has been approved system-wide at all four affiliated hospitals.

II. Internal Oversight and Management of Community Benefit Program

A. Management structure
Management of UMass Memorial Health Care created a senior administrative level position, Vice President for Community Relations, who works with internal staff, community members and agencies, as well as system hospitals, and serves as liaison for all community outreach and benefit activities.

There exists an active and dedicated Community Benefit Advisory Committee (CBAC). Its work is a collaborative effort with the community and it is responsible for recommending the mission and scope of community benefit initiatives based on identified needs.

The CBAC is also responsible for reviewing community benefit activities and outcomes and is the clearinghouse for all community benefit and service activities. The community benefit and service long-range goals encompass many aspects of community health, such as:
- Define health in the broadest definition
- Create and maintain primary care practices in underserved areas
- Support comprehensive health care and social service efforts in the city of Worcester
- Continue and extend the provision of highly specialized services not available elsewhere
- Support community health care facilities at all levels
- Provide health education to individuals and communities

B. Internal communication of community benefits mission and programs
Information is disseminated system-wide to all UMass Memorial staff in a variety of ways, including:
- Articles in The Messenger, an employee newsletter
- An internal hospital website
- Weekly employee e-mail messages from the hospital CEO
- Publication and open availability of the annual UMass Memorial Health Care, Inc. Community Benefit Report

III. Community Health Needs Assessment

A. Process, including participants
Worcester has a long history of organizations and people coming together for a common cause. With more than 20 known coalitions in some way dealing with youth and families, there is a genuine desire on the part of providers, grassroots community organizers and community groups to maximize resources in order to achieve their respective and common goals. In addition many Worcester organizations have already embraced the healthy communities collaborative and integrated model. The following illustrates major community needs assessment undertakings, and combined with feedback from UMass Memorial Medical Center outreach staff working within the neighborhood communities, provides the data necessary to formulate effective and true community benefit programs.

B. Information sources
The Community Indicators Task Force of the United Way of Central Massachusetts compiled data and made recommendations regarding the needs and assets of the Worcester community. The objective was to determine where public and private resources should be invested to have the greatest possible impact on the most important human issues. Members of the Task Force included representatives of Clark University, the Fred Harris Daniels Foundation, the Diocese of Worcester, Greater Worcester Community Foundation, The Health Foundation of Central Massachusetts, the Worcester Latino Coalition, the National Conference for Communities and Justice, the Department of Public Health Office of Healthy Communities, Temple Sinai, Worcester Executive Office of Economic Development, Worcester Interfaith, Worcester Regional Chamber of Commerce, and Worcester Regional Research Bureau.

The City of Worcester HOPE (Healthy Options for Prevention and Education) Coalition comprised of 28 community stake-holders including: Henry Lee Willis Neighborhood Center, The YWCA, Girls, Inc., Worcester Youth Center, MSPCC, YMCA, Worcester Community Connections Coalition, YOU, Inc., Centro Las Americas, and Friendly House; conducted a survey of Worcester youth, and also worked to identify gaps in youth-related services and systems within the city of Worcester.
UMass Memorial Health Care had a vision to provide health care services access to for those who were not entering the traditional health care system. After a planning process that included a community needs assessment, community advisory group and development of a business plan, mobile health and dental services were identified as a top priority of UMMHC's community benefits plan.

Other sources of need assessment data included: Worcester School Department, Massachusetts Department of Public Health and Worcester Police Department compilation of statistics.

An analysis was undertaken of reported primary language for patients accessing services at UMass Memorial Medical Center during the calendar year 2001 - 24% of patients were found to be non-English speaking.

C. Summary of findings
The major area of focus in the 2001 Community Benefit Plan continues to be directed at addressing health care issues in the city of Worcester affecting the underserved and uninsured youth population, a targeted group identified as most at risk by the Worcester Wellness Coalition. A review of the plan will demonstrate that the vast majority of services are being provided to youth most at-risk because of their cultural, social and economic status. These services are also being provided where those with the greatest need most easily access them.

Critical issues identified by the Community Indicators Task Force are:
- Affordable housing
- After school programs
- Public transportation
- Education
- Civic participation
- Children's mental health
- Unemployment

The HOPE Coalition Worcester youth survey identified the following areas of need:
- Teen pregnancy and sexually transmitted disease prevention
- Violence prevention
- Mental health services
- Getting into college
- Transportation
- Reduction in substance abuse

Worcester, Massachusetts has been and continues to be a city in transition. With a multi-ethnic and multi-cultural population of approximately 172,648 (2000 Census), it is centrally located within the Commonwealth. Historically, Worcester has been an entry point for new immigrants. The city is known as a hometown, family-oriented community that is making the transition from an industrial city to one that has its economic base in the areas of health, medicine, and biotechnology research. Making this transition has come with a price, especially for the wave of immigrants that continue to make Worcester their new home. As factory jobs have disappeared, the opportunity for people to maintain a middle class standard of living without holding a high
school diploma has all but disappeared in Worcester. Although some factory work is still available, the pays tend to be low. Because of this transitioning economic base, as well as its historical role as an immigrant entry point, Worcester has pockets of entrenched poverty throughout its 38-square mile area. The majority of low-income families reside in distinct areas of the city. Services and programs for youth and families tend to be clustered in these neighborhoods.

What differentiates Worcester from other Massachusetts communities are the following:

|                                |                                                                                             |
|                                | 15.3% of the population of Worcester lives below poverty level - 3% higher than the state average. 25% of families are under 200% of the federal poverty level. |
| Higher rate of poverty overall |                                                                                             |
| Higher rate of poverty among children | 25% of youth under 18 live in poverty, compared to the statewide rate of 13.2%. The low-income population of students in the Worcester Public Schools is 50%. |
| Ethnic Composition             | 15% Hispanic (greater than the statewide rate), 4.5% African American, 4% Asian and 5.6% other. |
| Ethnic Composition - Public Schools | 26.9% Hispanic, 55.9% Caucasian, 9.8% African American, 7% Asian, .5% Native American. Over 20% of students do not speak English. |
| Infant Mortality               | Worcester has consistently ranked worse than the statewide average, with 8.2 deaths per 1,000 in 1995. For Latino and African American babies, death rates are even higher. |
| Child Abuse and Neglect        | Worcester County's rate of reported child abuse and neglect is higher than the statewide average (67 per 1,000 vs. 46 per 1,000.) Worcester Public Schools has a high percentage of children in protective services (foster care); most of them are adolescents who have chronic mental health issues resulting from abuse and neglect. |
| Health Status of Youth and Teens | Worcester teens have higher rates of pregnancy and drug addiction than those in other parts of the state |
| Alcohol and drug abuse         | Worcester has more admissions to drug treatment programs and hospital discharges related to alcohol/drugs than other Mass. communities. |
| Domestic violence              | Last year there were over 2,000 documented police responses to domestic violence. The Probate and Family Court's rate of restraining orders is the third highest in the state. |
| Youth Violence and Youth Gangs | There are about 20 identified gangs. Worcester averages between 900-1,000 juvenile arrests per year. |
| School Performance and Risk Factors | In Worcester the school dropout rate for Hispanics is about double that of Caucasians (11%). Mobility rates range from 35-75%, depending on the school. |

IV. Community Participation

A. Process and mechanism
An important and unique aspect of the planning and implementation process is to literally reach out to the community, including the people who will ultimately benefit from our services. By asking people what they need and want, UMass Memorial Medical Center was able to tailor services to meet their specific needs, which may vary from neighborhood to neighborhood. This process also served to engender a sense of trust between the hospital and the community, and to begin to empower people. Many programs -- from the Worcester Youth Center to neighborhood crime watch to a new playground at the Lakeside Housing project have come from asking – and listening – to what people need. This “resident empowerment” model will continually be used in planning and evaluating all of our outreach services.

UMass Memorial Medical Center seeks out more interactive community-based input using a Healthy Communities Model working directly with residents in at-risk neighborhoods and with input from community leaders.

A Healthy Community is defined as:

“\textit{A community that is safe with affordable housing and accessible transportation systems, work available for all who want to work, a healthy and safe environment with a sustainable ecosystem and a community that offers access to health care services which focuses on prevention and maintaining health.}”

The healthy communities initiative is based on the concept that health is more than the absence of disease, and in this context, health is defined more broadly to include a full range of quality-of-life issues. This is the Community Benefit Program design that UMass Memorial espouses to. UMass Memorial reaches out and collaborates with other organizations that know first hand what the local health issues are and can provide UMass Memorial with insight into the needs and desires of the residents. Using an outreach worker model, staff develop relationships with the residents in the neighboring communities incorporating the following goals and objectives:

- Develop programs to decrease teen pregnancy
- Assist residents in enrollment for health insurance coverage and connections to primary care services
- Educate residents to improve their access to health care services
- Increased access to dental care by partnering with area dentists and health centers
- Support literacy and mentoring programs at neighboring schools for at risk families
- Develop internship programs for job placement of neighborhood residents
- Stabilize neighborhoods through housing, and resident activities such as neighborhood cleanup and improvement and crime watch programs.

B. Identification of community participants

Input in planning was obtained from the following convening groups: Worcester Wellness Coalition (CHNA 8), Worcester Youth Promise Initiatives (United Way), Success By 6 (United Way), Bell Hill Neighborhood Association, the Belmont Community School, the Worcester East Side Community Development Corporation (CDC), Lakeside Tenant's Association, Infant Mortality Reduction Task Force, the Neighborhood Forum, the UMass Memorial Ronald
McDonald Care Mobile Advisory Group, the city of Worcester HOPE Coalition, and the UMass Memorial Community Benefits Advisory Committee.

C. Community role in review of community benefits plan and annual reports
The Community Benefit Advisory Committee reviews community benefit activities and outcomes and is also responsible for yearly updates and revision of the community benefits plan. The UMass Memorial Health Care, Inc. Community Benefit annual report is submitted to the CBAC for review and approval prior to dissemination. The annual report is also sent to state and local legislators as well as key community representatives. Copies are available by request of the general community by contacting the Department of Community Relations, UMass Memorial Medical Center, and is also available for review on the state Attorney General's website (www.ago.state.ma.us).

V. Community Benefits Plan

A. Process of development of Plan
Community benefit activities are based on local efforts to address specific issues. Input is obtained in cooperation with community-based ad hoc task forces (those convened by the Department of Public Health, community groups and local agencies), Community Health Network Agencies, and city and state initiatives. It is the responsibility of the designated community benefits coordinator at each hospital in the system to establish and maintain contacts with community groups and to gather community input in the planning process. The intent of all community benefit programs is not to duplicate currently existing programs offered by local agencies, but rather to work cooperatively to assure services are offered to the individuals and families in our community where the need is greatest.

The UMass Memorial Medical Center community benefit outreach priorities focus on mentoring for youth, health education and access to primary medical and dental care for vulnerable and underserved populations, Healthy Communities Initiatives, community service programs, literacy programs, increasing minority health care professionals, diversity training, violence prevention, teen pregnancy prevention, AIDS/HIV and STD prevention, substance abuse prevention and access to pharmaceuticals for the uninsured and underinsured.

B. Choice of target population(s)/identification of priorities
Recognizing the expansive size of the system and the communities served, the senior management and members of the board of trustees agreed that the community benefit focus would continue to be on communities immediately neighboring the UMass Memorial Health Care system locations. For the Worcester campuses, Memorial and University, it was agreed to maintain existing community outreach programs previously planned with community input and begin to target additional initiatives with community involvement that will improve the health and quality-of-life for residents in the surrounding neighborhoods and the city of Worcester.

Based on the multiple priorities of the numerous groups of community agencies and residents, the following were selected as focus areas:

- Access to dental care in partnership with the Oral Health Initiative
- Doherty High School Health Clinic services
Literacy programs
Plumley Village Health Center
Healthy Communities initiatives in three inner-city neighborhoods
Support for at-risk adolescents through the Worcester Youth Center and HOPE Coalition activities
Mobile medical, dental and health educational services

C. **Short-term (one-year) and long-term (three to five years) strategies and goals**

*Short-term goals:*
- Engage local neighborhood residents in identifying and planning solutions to address neighborhood deficits and work toward asset development in 3 targeted neighborhoods
- Expand enrollment in public health insurance and free care using an outreach worker model
- Develop programs that work toward reduction in youth and domestic violence
- Address early literacy as a means to promote school readiness and economic development
- Provide community based health care to underserved and minority groups that address health disparities

*Long-term goals:*
- Using a Healthy Communities approach, address root causes of poor health outcomes
- Develop an expanded model of prevention and opportunities for youth in need
- Partner with local residents and community based organizations to create vibrant neighborhoods
- Through targeted outreach, expand access to health care, including dental care, for those where traditional access is difficult
- Create a diverse and culturally competent, broad-based work force.

D. **Process for measuring outcomes and evaluating effectiveness of programs**

Major initiatives and programs have data gathering and tracking mechanisms in place. They allow for analysis of provision of services, compilation of demographic and self-evaluation data from participants, as well as reporting on program accomplishments and any unmet needs within the community. Results of the ongoing data collection and analysis are used continuously to modify existing programs. All collaborators are becoming increasingly involved in the design and implementation of proper statistical tools and processes to more effectively evaluate outcomes.

E. **Process and considerations for determining a budget**

The funding of programs is reviewed by the board of trustees with the process outlined below:
- A report is made to the board of trustees once per year regarding community outreach and benefit activities, including both existing and proposed programs and outcomes;
- Priority is given to maintain levels of community benefit funding within the overall UMass Memorial operating budget, even within the current fiscally constraining environment.

F. **Process for reviewing, evaluating and updating the Plan**
The Community Benefit Advisory Committee reviews community benefit activities and outcomes and is also responsible, along with the Vice President, Community Relations, for yearly updating and revision of the community benefits plan.

VI. Progress Report: Activity During Reporting Year

A. Expenditures for UMass Memorial Medical Center, Inc.

**COMMUNITY BENEFIT EXPENDITURES (related to the whole report)**

<table>
<thead>
<tr>
<th>TYPE</th>
<th>ESTIMATED TOTAL EXPENDITURES FOR Fiscal Year 2001</th>
<th>APPROVED PROGRAM BUDGET FOR FY 2002</th>
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</thead>
<tbody>
<tr>
<td>COMMUNITY BENEFITS PROGRAMS</td>
<td>Direct Expenses $7,362,134</td>
<td>Unchanged from FY 2001</td>
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<td>Other Leveraged Resources $1,538,730</td>
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<tr>
<td>COMMUNITY SERVICE PROGRAMS</td>
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<td></td>
<td>Other Leveraged Resources $301,948</td>
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<td>NET CHARITY CARE*</td>
<td>$13,770,640 – UMass Memorial Medical Center, Inc.*</td>
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<td>$10,893,591 – UMass Memorial Medical Group</td>
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</tr>
<tr>
<td>OTHER CONTRIBUTIONS</td>
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</tr>
<tr>
<td></td>
<td>TOTAL $51,388,166</td>
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</table>

**TOTAL PATIENT CARE-RELATED EXPENSES FOR FY 2001:** $618,858,049

*NET CHARITY CARE* as defined by the Attorney General's office. Data is from the July 2001 estimate of the pending 2001 Preliminary Settlement for UMMMC only. Amounts are unaudited and subject to change until Final Settlement.

Fiscal year 2001 was another year of financial challenges. The pressures of the balanced budget act of 1997 as well as reimbursements less than cost of care for both public and private insurers contributed to significant operating losses for UMass Memorial. The Hunter Group, a hospital turn around consulting group, was engaged to assist with developing and implementing plans to reduce operating costs and enhance revenues. Despite the negative margin for the institution, the organization's commitment to community programming was reaffirmed. All community based outreach programs were left intact.
B. Major programs and initiatives, including Gross Expenditures where reported

1. Interpreter Services and Cultural Competence $874,241

UMass Memorial Health Care recognizes the special needs and concerns of members of linguistic and culturally diverse backgrounds who have limited English proficiency (LEP) or who are deaf or hard of hearing. Accordingly, it is the UMass Memorial Health Care policy to maintain a system whereby Interpreter Services are available 24 hours a day, seven days a week, to help providers and hospital personnel communicate with all LEP, deaf or hard of hearing patients, their families, students, and employees. In 2001, Interpreter Services logged over 32,000 encounters.

In view of the increasing population of LEP patients, the Interpreter Services Office has established an Interpreter Training Program to educate and train selected candidates in the field of medical interpreting. Upon completion of the program, each student will be able to understand, develop and master the necessary skills and expertise in order to become a highly qualified medical interpreter and abide in the goals of excellence in quality care and civility of behavior. UMass Memorial Health Care Interpreter Services Medical Interpreter Training is nationally recognized.

Interpreter Services, in collaboration with the Equal Opportunity Office, conducts educational sessions. They include teaching deaf and hard of hearing people how to communicate effectively, with the assistance of the Massachusetts Commission for the Deaf and Hard of Hearing.

Interpreter services offered at all UMass Memorial Health Care sites include:

- Trained and qualified bilingual medical interpreters. The Interpreter Service Office business hours are Monday - Friday, 8:00 am - 5:00 pm.
- After business hours, Interpreter Services maintains interpreters on-call for the three most common languages. Spanish, Portuguese and Vietnamese.
- American Sign Language interpreters who are certified by the Massachusetts Commission for the Deaf and Hard of Hearing.
- Language Line telephone interpretation is available only as a back up system when an interpreter is not available to serve in situations where languages not common to the UMass Memorial Health Care population are needed. Language Line is available 24 hours a day, seven days a week, and provides access to interpreters that speak more than 140 different languages.
- The service dispenses a variety of hearing devices for the deaf and hard of hearing and equipment for the visually impaired in both inpatient and outpatient settings.

Interpreter Services has implemented cultural education and training for UMass Memorial Health Care medical providers, students and staff as follows:

- New employee orientation stressing the need to work with trained, competent interpreters and how to access an interpreter
- Inservice sessions for medical providers on working with interpreters and cultural awareness, sensitivity and competence
- Medical Interviewing in Spanish elective course for medical students
- Multiculturalism Interclerkship for medical students and faculty
- High school mentorship and community outreach programs stressing the importance of growing up bilingual and bicultural
- Establishing communication and working relationships with community leaders and agencies serving all languages and cultures

2. Mobile Medical and Dental Services $382,962

Community-based care is critical to reach individuals who can't afford care, who do not know how to seek it out, or who have difficulty accessing it through existing site-based systems. The primary purpose of the UMass Memorial Ronald McDonald Care Mobile is to be an access point. Services are provided for targeted low-income neighborhoods in the City of Worcester and selected sites in Worcester County, which include connecting children and their families to health insurance, family support services and the established health care system in the context of a "medical home."

The children and families we are serving through this program are both medically underserved and at high risk for poor health outcomes because of poverty and other factors. For those who live in poverty, there is a huge gap between medical and dental care that is theoretically “available” and that, which is truly “accessible.” Since many of the families who participate in this program are either uninsured or underinsured, they are more likely to get delayed, fragmented and episodic health and dental care. Also, they are much less likely to receive regular care for chronic problems and prevention. Insurance is only one of the problems. Poverty is linked to a host of other issues that often prevent children from getting the care they need. These include issues such as lack of transportation, lack of child care that makes it difficult for parents to keep appointments, language barriers, and lack of knowledge about accessing community resources.

The Care Mobile is a 40-foot long mobile medical and dental office on wheels. It has been customized to include: two examination rooms, wheelchair accessibility with a hydraulic chair lift, dental operatory, furnishings, and X-ray equipment. It provides year-round services, 4-5 days per week at 7 neighborhood sites in Worcester as well as monthly visits to Head Start Programs and schools in North, South and Marlboro areas. Interpreter services in Spanish and other languages are available during service hours and all educational materials are available in English and Spanish.

Deployed in September 2000, it has served more than 1,600 children and adults during the first year of operation. The following list is an overview of the population who sought services on the Care Mobile:

- 38% identify a language other than English as their primary language
- 62% of the patients were children ages birth to 21 years
- 56% of the visits were by females
- 60 patients per week are seen on the Care Mobile
- 16% of the patients report the visit to the Care Mobile resulted in avoidance of an emergency room visit.

Our mobile unit is the first of its kind in New England to provide medical and dental services in a single unit. Staffing includes one family physician from UMass Memorial who is the Medical
Director and oversees two part-time family nurse practitioners who provide direct care for the patients, a bi-lingual coordinator who drives the Care Mobile, interprets, performs laboratory tests and registers patients, a supervising dentist who practices full-time at Great Brook Valley Health Center and oversees a full-time dental hygienist who provides education, cleanings, sealants and fluoride treatments. Three bi-lingual/bi-cultural, Latina, UMass Memorial community outreach workers are available both during the hours that the Care Mobile is in service – and available for follow-up and neighborhood work at other times. They provide family advocacy services to ensure that families, regardless of ability to pay, are connected to primary care physicians and dentists and keep their appointments. In addition, they visit families in their homes to assure that they are connected to needed resources for family stabilization. The Care Mobile is unique in that it combines an array of medical and dental services with community education, outreach and follow-up with a culturally competent staff of which 50% reflect the culture primarily served.

The Community Wellness Coalition and City of Worcester and Worcester Public Schools have all identified the need for accessible, affordable and convenient pediatric health care and dental care services. Neighborhood and school-based health clinics are sprinkled throughout the city, but unfortunately, they do not reach all populations. Dental services, in particular, are a high priority resulting in the inception of the Worcester Oral Health Initiative. Worcester has a greater number of welfare recipients than the statewide average, and more children under 18 living in poverty. Lack of transportation is a problem for many low-income families, and poses a significant barrier to accessing services. Many do not have primary care physicians and are either uninsured or underinsured, causing more Emergency Department visits for both medical and dental procedures.

An Advisory Board guides the Care Mobile program’s operation. The Board is comprised of representatives from various community, health care and social service groups such as the East Side Community Development Corporation; Department of Public Health; Great Brook Valley Health Center, Neighborhood residents, South Worcester Neighborhood Center, YWCA, Worcester Wellness Coalition; City of Worcester; and Worcester Public Schools.

This program supports the Worcester area community's efforts to build a "healthy community" in its truest and broadest sense. While there are wonderful singular and collaborative efforts underway throughout the region, the complexity of youth and family issues as well as the number of families who need help point to the need for the community to mobilize additional resources where they will have the most impact. This program dovetails and supports a holistic and collaborative approach to building a healthy community.

3. **Healthy Communities Initiative** $520,409
UMass Memorial Health Care espouses a broad, holistic approach to community health. We work on developing root cause prevention as the focus of all our programs. We embrace the Healthy Communities movement's definition of a healthy community, which is, “a community that is safe, with affordable housing and accessible transportation systems, work available for all who want to work, a healthy and safe environment with a sustainable ecosystem, and a community that offers access to health care which focuses on prevention and maintaining health.”
UMass Memorial is working with outreach liaisons in 3 neighborhoods in Worcester. Our program seeks to build a healthy Worcester community by building the capacity and resilience of individuals who live in the targeted neighborhoods. The initiative uses both the Healthy Communities model for building communities and the Worcester Targeted Cities model of strengthening individual and family capacity. Using these models, “health” is more than the absence of disease. It is the optimum state of well being: mental, physical, emotional and spiritual. It includes a sense of belonging to a community and experiencing control over one's circumstances and fate. Optimal health is achieved through people realizing their potential and living in a community that works toward fostering that potential. While not a perfect place, a healthy community is one that supports healthy life choices and a high quality of life.

This initiative seeks to improve the health status of the community by addressing the health problems of the poor and other medically under-served populations. Addressing health needs in the broadest sense, focus is placed on employment, access to health insurance and health care, housing, education, business development and neighborhood stabilization and improvement. In addition, family resiliency is promoted through strengthening parents groups at neighborhood schools.

**Worcester East Side Healthy Communities Initiative**

UMMHC along with the City of Worcester, Belmont Community School, neighborhood residents, Regional Environmental Council (REC), businesses and the Worcester East Side Community Development Corporation (CDC) have been working together since 1998 in a concerted effort to improve the East Side community. The group has been working on increased owner occupied housing, clean and safe streets, access to jobs, health care and other needed services. So as to avoid duplication of services, UMass Memorial Health Care has hired a bilingual/bicultural outreach worker to work in partnership between the Belmont Community School, UMass Memorial Health Care and the CDC. This shared partnership facilitates communication.

This program is a model of a healthy community approach - one city street at a time. A neighborhood where people know each other has less crime and promotes mental wellness by decreasing social isolation. The multi-focal approach was to reach out to neighborhood residents, find out what was important to them and develop street associations with block captains to address identified issues. Initial neighborhood meetings were hosted at the hospital. After individuals developed trust, local residents hosted meetings in their homes. Through these meetings and door-to-door surveys, residents identified crime, absentee landlords, litter, parking and appearance of the neighborhood as areas of concern. The neighborhood groups agreed to work together with the school, UMass Memorial Medical Center, CDC and City municipal services to address these issues.

Outcomes for 2001 continue to be very impressive. Ten streets now have block captains and are working with other neighbors and the community outreach worker to strengthen the neighborhood associations: Bell Hill, Eastern Avenue and Rodney Street. Three street cleanup days were conducted, targeting fifteen streets. New organizations took shape: Neighborhood Taking Action – which began planning meetings regarding the needs of the neighborhood; Parent Committee for After School Activities for Belmont Hill – organized in
response to the strong sense of a lack of after school activities for children, this coalition of churches, Girls, Inc., Friendly House, UMass Memorial and neighborhood parents began planning programs and sources of funding; Belmont Street Community School Parent Support Team – a new approach to reaching families which require services. The Belmont Street Bridge Mural was completed and flowers planted at the base. This true community improvement, cooperative venture involved the Seven Hill Foundation, children from Great Brook Valley, parents and children from the Belmont community, Worcester East Side Community Initiative and the Highland Artist Group. Future projects are being planned.

More than 90 percent of the children and their families at the local school were surveyed about their access to health care and connected to primary care providers and/or public health insurance or free care if needed. In an effort to assist children with successful school behaviors, the outreach worker in conjunction with the adjustment counselor at the elementary school, provided alarm clocks to families having difficulty arriving at school on time.

As a direct result of the community outreach worker's efforts and training community people in petition writing, Slow Down Beware of Children at Play signs were approved by the City Council for four neighborhood streets. Also, Crime watch signs were obtained through the Bell Hill Neighborhood Association and hung on five street corners.

A ComNET Project (Computerized Neighborhood Environment Tracking) survey of Bell Hill was conducted in July, 2001, utilizing a trained volunteer staff, including neighborhood residents. A total of 834 reportable physical conditions were recorded, with the four most frequent being problems with: sidewalk, vegetation, litter and buildings. Determination was made as to which city department was responsible for rectifying the reported condition. There were also 34 neighborhood assets recorded. The survey will be repeated in 2002 in order to determine what conditions have been addressed and if new conditions are present, with the ultimate goal to improve the condition of Worcester's neighborhoods.

The neighborhood park and community garden continue to be a source of pride and beauty for the Bell Hill community.

First time homebuyers classes are offered at the hospital in partnership with the CDC. Each of the multi-family homes renovated by the CDC is then sold to the individuals to meet the goals of increased owner occupied and affordable housing. As soon as one of the houses goes on the market, it is sold. In addition to extensive outreach efforts, money is donated to the CDC to help buy and renovate properties. At the core of these efforts is a desire to foster both community spirit and independence.

The UMass Memorial Ronald McDonald Care Mobile began coming to Bell Hill in November, 2000. Seventeen visits, totaling 164 patient encounters, were made in FY 2001. The community outreach worker coordinated scheduling with the Belmont Street Community School (BSCS) as well as the neighborhood in general. She also assisted with obtaining insurance coverage as well as placement with primary care doctors or dentists as needed by individual patients. 61 children received necessary immunizations and physicals, allowing
them to remain enrolled in school. 53 children also received dental screenings at BSCS by the Care Mobile staff; - 79% of the children were found to have dental caries, and 87% required sealants.

- **South Worcester/Lakeside Apartment Healthy Communities Initiative**
  Because of the success with the East Side Healthy community initiative, and specific neighborhood requests, UMMHC expanded the program model to the Lakeside and Lower Chandler neighborhoods, with support from the Greater Worcester Community Foundation. An outreach liaison was hired for Lakeside in August 2000.

  Worcester’s South quadrant is an area that comprises some of the city’s most disadvantaged neighborhoods. The outreach worker was employed to work with residents of Lakeside Housing Complex, Columbus Park Elementary school families and South Worcester Neighborhood Center. This position has assisted families to develop their skills in advocating for change for community improvement. In addition, the outreach liaison works with families to assure that they have the necessary supports in place for a healthy lifestyle including health care, clothing, shelter and food for their families. Assistance with employment and family stability is also the focus of the community outreach worker's endeavors.

  In addition, the outreach liaison assisted with family support services at the South Worcester Neighborhood Center and Canterbury School when the UMass Memorial Ronald McDonald Care Mobile visits. In partnership with the staff of Worcester Community Connections Coalition, South Worcester Neighborhood Center, the Worcester Housing Authority, and Lakeside residents she worked to identify important community issues, and to build resident skills to address local issues. The liaison also worked to assist residents in applying for health insurance, to connect them to medical and dental services of the Care Mobile and primary care providers, and to obtain other necessary services.

  The outreach liaison is working with children and families at Columbus Park and Canterbury Elementary Schools to assist families in receiving medical and dental care, as well as other health services, and to link them to other appropriate services. The outreach worker also provides health education and counseling as needed.

  Home-based and school-based advocacy for families is provided by the outreach worker. She has visited all Lakeside families in their homes, and will continue visit the homes periodically to insure that the situations of the residents remain stable. Additionally, any child identified with absentee, tardiness, or behavior problems is referred for family home visiting by a nurse or outreach worker from school. She also works to enhance the existing parents' groups at the school. With parental consent, the outreach worker attends Columbus Park School Family Support Team Meetings. This face-to-face relationship development approach is critical in the development of trust and respect. The families are more responsive to efforts that connect them with outside community resources for services.

  Working closely with the Worcester Community Connections Coalition, the outreach liaison has fostered a sense of neighborhood ownership and responsibility within Lakeside. In
addition to participating in community meetings, the outreach worker helps to coordinate activities in neighborhood, to enlist neighborhood involvement in community activities and projects, and to assist residents in bringing issues forward to appropriate community leaders and organizations. Many successful events have been held to bring the members of the community together in a spirit of teamwork and mutual responsibility.

Neighborhood residents are assisted with the planning and implementation of crime watches and other programs including neighborhood cleanups. Over the last year, neighborhood beautification efforts have included the installation of brightly colored benches and trash receptacles. Doors and hallways are being freshly painted with the residents volunteering to assist with this effort. A grant to engage youth clean up activities was written and approved to be implemented this spring.

Internship and work readiness programs are being developed for placement of neighborhood residents into jobs. One resident has been hired within the UMMHC literacy program as a Literacy Assistant. A computer center has been developed in the Lakeside Housing complex that will be a critical component in the acquisition of computer skills, which are becoming increasingly important for those seeking competitive employment. This computer center was a collaborative effort through which our outreach worker secured additional computers from Clark University.

Children and families are referred to UMMHC’s literacy programs when identified. Homework help will be provided after school until 3:30 every day in the computer center. Additionally, a summer reading program has been implemented which falls within the Success by 6 efforts. The outreach worker organized a basketball team from the complex to join in the Reverend Scrogin Basketball league run by the Worcester Youth Center in which young people are taught sportsmanship skills as well as life skills through participation. Attention is focused on trying to bring a playground to Lakeside. There is not any play equipment for the youth. As other needs are identified, we will continue to work with the school and the neighborhood to provide programs consistent with those outlined in the Worcester Promise Initiative to create additional safe spaces for youngsters.

- **Lower Chandler Healthy Communities Initiative**
UMMHC expanded the healthy communities model into the Lower Chandler neighborhood. An outreach worker was hired to focus on Lower Chandler, the Worcester Youth Center, Vendome and St. Ives Apartment buildings and support the Chandler Elementary School.

The outreach worker provides services to the children and families at Chandler Elementary School such as assisting families in receiving medical and dental care, as well as other health services, and to link them to other appropriate services. This work is done both in school and through home visits. She is an active participant in weekly Parent Group meetings at Chandler Elementary, helping to build a sense of community and provide information about community resources.

A neighborhood survey was conducted, and interest was found in organizing a tenant/crime watch association. Four meetings were held and were well attended. Community representatives wanted to work toward reducing drug use, crime and damage to buildings.
The Chandler Street Neighborhood Association is in its infancy. The residents of this neighborhood are highly mobile. This mobility interferes with developing a core group of neighborhood leaders.

A neighborhood response was coordinated by the outreach worker to a health inspection of several buildings on Lower Chandler. Outreach provided residents with a code violation checklist, and she encouraged individual residents to come forward with their concerns. Through these efforts, problems such as broken windows, leaky plumbing, needles and trash in hallways and pest infestation are being identified and corrected.

The UMass Memorial Ronald McDonald Care Mobile began coming to neighborhood sites at Becker College, Upland Gardens, the Worcester Youth Center and the YMCA in FY 2001. A total of 491 patient encounters were made. The community outreach worker coordinated scheduling with the neighborhoods, involving intensive door-to-door and telephone outreach. She also assisted with obtaining insurance coverage as well as placement with primary care doctors or dentists as needed by individual patients. 95 children received necessary immunizations and physicals, allowing them to remain enrolled in school. 91 children also received dental screenings at Canterbury and Goddard Schools by the Care Mobile staff. 59% of the children were found to have dental caries, and 85% required sealants.

### 4. Health Centers

- **Barre Health Center:** Barre has a population of 4,000 and the outlining communities of Hardwick, Oakham, Gilbertville, New Braintree, Hubbardston, Ware, North Brookfield, Rutland, Templeton, West Brookfield and Petersham have an additional 6,000 residents. The family health center, located in the rural community of Barre, provides preventative health care, such as immunizations, medical screenings and evaluations, a clinical laboratory, minor outpatient surgical procedures, diagnostic radiology procedures, prenatal and OB-GYN services, HIV/AIDS and STDs testing, a treatment room which provides 24-hour emergency services with residents and faculty on call, and a helicopter pad in the parking lot for LifeFlights to UMass Memorial Medical Center for serious medical conditions and trauma cases. It is the only allopathic health care resource for the Barre community.

  The health center focuses on primary care and has a residency program with the University of Massachusetts Medical School. The medical staff includes four family physicians and fifteen family practice residents in a three-year training program. Specialty services are available, such as cardiac, podiatry and psychology. Weekly childbirth education classes are offered.

Some of the community service programs provided are health and well-being lectures and physicals provided at the area schools, health fairs, immunization programs for area towns, wellness screenings, medical care for a nearby summer camp and participation in town celebrations. Community benefit programs include the uncompensated free care provided, donations from the UMass Memorial Foundation and one-on-one counseling for children at school.
Hahnemann Family Health Center: The health center is located at the Hahnemann Campus. The care provided is preventive and primary in scope. The health center serves a diverse population and provides family practice care, and has psychological and psychiatric services on-site. Physicians from the health center also serve as medical consultants and providers for area agencies, such as Montachusett Girl Scout Council Day Camps, six area day care centers, The School Age Mothers Program and residential programs including The Bridge, You Inc., Henry Lee Willis and The Key. Health center physicians also provide outreach services to the Plumley Village Health Center and the Worcester Youth Center.

Plumley Village Health Services: The health center at Plumley Village is a community-based medical clinic and outreach site that provides essential primary health care and health education to a population which experiences economic, cultural, language and transitional barriers to health care. It was established in 1992 as a collaboration between UMass Memorial and the Community Builders, Inc. (management for Plumley Village East) in response to residents' requests for improved access to health services. The center focuses on the following identified community health needs:

- High teen pregnancy rate
- Low childhood immunization rate
- Lack of primary health care services
- Low education level
- High school dropout rate

Plumley Village Health Services is located in the urban housing project of Plumley Village - East, in the city of Worcester. The health center served over 2,200 patients in 2001, with services and programs such as:

- Outreach to the uninsured
- A bilingual staff
- An annual health fair with over 60 agencies participating and 1,000 people attending
- A DPH state-sponsored HIV testing site
- Healthy Teens Program and Science Club
- Reach Out and Read and Annual Literacy Day
- Teen violence prevention
- Cancer prevention and screening services focusing on cervical cancer and smoking
- Referrals for free mammograms
- Free immunizations and flu clinics
- Prenatal home visits
- A family planning program which receives state and federal funds and provided 341 family planning visits
- Preventive care such as free pap smears and blood pressure screenings

At Plumley Village Health Center there are three to four physician sessions per month, and five physician assistant sessions each week at the clinic. The clinic targets some of Worcester’s most vulnerable population: highly transient, women with children, whom often lack phones and transportation, and have a very low education level. Approximately 50 percent live at Plumley Village, 77 percent do not speak English, 32 percent lack insurance, and nearly all live at or below the federal poverty level. The expansion of MassHealth and
the Children’s Medical Security Plan to low-income families increased coverage to the uninsured such that 71 percent of the patients seen had insurance coverage, almost exclusively Medicaid.

Plumley Village Health Services has operated a free immunization clinic weekly since August 1994; the clinic is open to anyone in need of routine immunization services. Despite improving national and state childhood immunization rates, the Plumley Village clinic continues to see a very delayed and under-immunized group of children. Overall only 15% were up to date for age with the currently recommended immunization schedule. The barrier to timely immunizations most commonly reported by parents was lacking insurance, followed by recently moving, and being a new immigrant to the United States.

This is the second year of a grant from the H. Arthur Smith Charitable Foundation, which provides for the Cancer Prevention, Screening and Treatment Program for Hispanic and Low-income Women. The program is designed to address the disparity between the much higher cervical and breast cancer rates and correspondingly much lower screening rates of Hispanic women compared to the general population. The program addresses barriers to screening for Hispanic women of all ages, provides smoking prevention and cessation services, and intensive outreach and health education services to the community.

- **Tri-River Family Health Center**: In 2001, the health center had greater than 68,000 patient visits with over 30,000 registrants; the health center employs 50 full-time employees. Located in Uxbridge, Tri-River provides interpreter services, referral services and health care education to the seven towns of the Blackstone Valley region. The goal of the health center is to reach out into the community and provide the necessary preventive care, break the cycle of acute care and reduce the use of emergency departments as primary care sites. The clinic provides the following services: pediatrics, obstetrical care, childbirth education, adult medicine, nutritional counseling for disease management, mammography, radiology, ultrasound and laboratory services.

- **School-based Health Clinic**: The Doherty Student Health Center has completed its sixth year of service to over 1,600 students, faculty and staff of Doherty Memorial High School in Worcester. This collaborative effort between UMass Memorial Health Care, the Worcester Public Health Department and the Worcester Public Schools provides adolescents with accessible health care services and is designed to keep students in school and in an optimal state of health. During the 2000-2001 school year, over 9,000 student visits were recorded with the most common being stomach upsets, upper respiratory problems, headaches, first aid, orthopedic injuries and administration of prescription medications. Mental health and social issues are seen with increasing frequency and the health center staff works closely with the school adjustment counselor, the school administration and parents to be certain that appropriate resources are in place. There are three staff members in the health center: a family nurse practitioner and public health nurse who provide patient care, and a secretary/data coordinator for administrative support.

The health issues of adolescents are varied and immense. The student population includes 36 percent minorities with 25 percent entitled to federally funded nutritional programs due to
low economic status. This school / physician partnership addresses adolescent health care issues in an environment most conducive to addressing their needs in a timely manner. The health center provides “first line” treatment for a variety of health conditions, student medical evaluations and health education programs. The health center also offers other immunizations to students who are not fully immunized.

Education plays a large part in all of the activities of the Health Center. An education bulletin board is in place outside the Center in the main hallway of the school. Topics are changed monthly, and past displays have covered nutrition, smoking cessation, drug and alcohol abuse, Hepatitis B, dating violence, sports injuries, asthma and stress. Handouts with information on common student problems have been developed and are given to students when they present in the Clinic. Appropriate use of the health care system is encouraged, and students are urged to utilize the services of their primary care provider rather than emergency room services for common, non-emergent problems. Information is also provided on free health care, Masshealth and Children's Medical Security.

- **Community Health Connections Family Health Center**: Work is underway on the Burbank Campus of UMass Memorial – HealthAlliance Hospital toward completion of the CHC Family Health Center. It is a new federally qualified program that expands services to all residents of North Central Massachusetts regardless of their ability to pay.

5. **Teen and Youth Programs** $461,050

- **Worcester Youth Center**: The Worcester Youth Center is an independent 501 c (3) organization that community supporters call a “tool for public safety.” But it is more than that, really. It is a true cross-generational and community partnership that operationalizes the Chinese proverb, “Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for a lifetime.” It is unique because it operates with significant youth input. No other agency in Worcester uses progressive peer leadership through a youth empowerment and development model. The Center's work has been created by youth themselves. They recommend programs and the rules/responsibilities of attendance. They make up a large percentage of the Board, also something that no other agency does.

The mission of the Worcester Youth Center is, "To provide a place where young people can build lasting, positive change in their lives. This is accomplished by seeking resources, collaborations and opportunities that help young people to realize their full potential, sharpen skills and enable them to become vital, responsible and contributing members of society. The Center is used to better the lives of youth and their families, friends, and community so they can grow in an environment of respect, integrity and justice. We support activities for social justice and contribute our efforts to create change in the community, which will benefit everyone.”

When the organization was created, the organizational goals included:
1. Create a safe haven for inner city youth
2. Decrease youth violence and gang activity in Worcester
3. Increase access to health care and insurance
4. Decrease unhealthy and risk behaviors

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5. Increase educational attainment
6. Increase connection to employment
7. Decrease teen pregnancy rate

The Worcester Youth Center works in collaboration with many other youth-serving agencies. Since the inception of the Center, the purpose and mission have been to provide a safe place where youth can access services, which are not traditionally found *in the neighborhood* or difficult to access because of transportation, language and other barriers.

Through its collaborations with partner agencies, the Center serves as a host for a wide array of services that address root causes of negative behaviors and increase opportunities to build individual resiliency. Activities focus on building self-confidence through increasing skills in the areas of education, employment, personal responsibility, and life skills. Specific programs include after-school tutoring, literacy programming, GED/ESL classes, peer leadership training, job readiness/job placement programs, community service and recreational activities. The approach is holistic; trying to deal with the many challenges that may impede a young person’s ability to hope for a better future for themselves and their community. Case management and risk assessments are integral. Trained staff and peer leaders work with the youth to maximize their potential, build on strengths and minimize failures. Nutrition and health issues are also addressed by the Center. Free snacks are offered on a daily basis, understanding that if a child is hungry, his ability to concentrate is significantly affected. Through the affiliation with UMass Memorial Health Care, mobile medical and dental services are provided monthly, and health insurance coverage is accessed through an extensive intake procedure.

The Worcester Youth Center is the only free "drop in" program for youth in Worcester that is open year-round, six days a week. The Center is able to reach a very diverse population those more traditional youth programs and agencies have not: 98% are living in poverty and many of them are not receiving services from anywhere else. Most are Latino (61%). The male/female ratio is 60/40. Annually, the Center serves 350 youth from pre-teen to early twenties, with about 100 of them using it daily. Over 5,000 visits were registered in 2000. Youth who attend do so because they choose to not because they are mandated to.

Youth ranging in age from 12-21 are the primary population served by the Youth Center. However, because some youth bring their younger siblings or their own small children, there are activities available for a younger population. In addition, older family members or youth who have previously been with us are assisted with education, job placement and housing needs.

This comprehensive and evolving program model has become an example for other communities because of its significant impact on the lives of at-risk youth. Others have visited and consulted with us in an effort to replicate the successes. The Peer Leaders have worked with a group from Leominster, MA to help them plan and implement a center for their own community.
The Center is open six days per week. Monday through Thursday the Center opens at 9:00 a.m. and closes at 8:00 p.m. The evening hours are extended during school vacations weeks and summer vacation. Fridays and Saturdays, the hours of operation are 9:00 a.m. to 11:00 p.m. There are thirteen adult staff members, five of which work full-time. They are Center Director, Site Coordinator, Education and Volunteer Coordinator, and Peer Leader Coordinator, Work Readiness Coordinator. There is also a part-time (30 hours per week) Homework Center Coordinator. There are youth staff members (both Staff Assistants and Staff Supports) whose positions are part of our Work Readiness and Job Placement program.

Outcomes over the Center's seven years of operation have been extremely positive. There have been changes in the health, employment status and lifestyles of youth and young adults. Success is measured on the following evaluative criteria: employment, participation on school or education programs, connection to primary health care, reduction in health risk factors and services provided.

In addition to primary care that is available through the on-site health clinic and through the UMass Memorial Ronald McDonald Care Mobile, regularly scheduled culturally and age appropriate health education programs are provided on site. Programs include: parenting, literacy, STI prevention, pregnancy prevention, stress management, smoking cessation, conflict resolution and CPR. Healthy behavior literature is available in Spanish and English geared toward the targeted population. Outcomes include the following:

- 100% of the center participants have attended a portion of the programming provided.
- In 1997 when the health clinic first opened, only 40% of those who initially used the clinic were insured. Today, most individuals are enrolled in the Children's Medical Security Insurance Program or Medicaid programs, if they qualify; those without health insurance are covered by UMass Memorial’s free care program or receive medical and dental services through the Care Mobile.

The Center Director and outreach worker collaborate actively with the school department and other agencies to assist youth involved in the center to get back to school or enroll in GED programs. There is an on-site GED and ESL program. Unemployment within our population has been reduced as a result of the Center’s job and skills training program that helps youth with interviewing skills, creating resumes and education about workplace requirements. The statistics specifically regarding educational and employment outcomes are impressive. In 1996, through survey methods and case management, it was discovered that a mere 18% of the youth involved in the Center was in school or employed. Today, the statistics have reversed – 80% are in school or are working at least part-time. Many of the youth that are working are coached in soft and hard skills through participation in various programs at the Center, such as the Staff Assistant program. As a result of the pre-employment programs, unemployment for participants not in school has been reduced from 95% to 10% over the same three-year period. These outstanding outcomes can also be attributed to the level of commitment on the part of the staff in assuring that each young person is treated with respect and energies are channeled towards achievable goals.

The Worcester Youth Center has actualized the vision of a holistic approach to youth development and empowerment using quality services available to at-risk youth in one,
‘youth-friendly’ location. Future goals include: expansion of data gathering and outcome evaluation, increased training of peer leaders, continued needs assessment and increasing city-wide collaboration.

- **The H.O.P.E. Coalition:** In the spring of 2000, the City of Worcester called UMass Memorial for assistance. Through the US Department of Health and Human Services, the city had an opportunity to apply for a planning grant that could potentially change the course of how the Worcester community identifies and delivers services to young people. UMass Memorial had already been working with the city administration and school departments to collaborate on a number of youth and family support programs.

With UMass Memorial at the forefront, the H.O.P.E Coalition of Worcester has come together with the vision to foster H.O.P.E - Healthy Options for Prevention and Education - for and with young people and their families in our community. The Coalition officially began in October 2000 and began its work towards reducing youth violence, decreasing substance use and abuse and improving adolescent mental health. Twenty-eight community stakeholders are participating, and others have been asked to engage in an inclusive consensus-building and planning process that will result in a City-wide, strategic youth prevention and youth development plan. This plan will encompass all service sectors of the community. UMass Memorial is the managing organization for this federally funded planning effort.

Since individual and community health are integrally linked, the Coalition has identified and assessed all institutional and informal supports in place directed toward the health and well-being of children and their families, with the ultimate goal of creating a more seamless and integrated system that both supports and connects categorical services. The primary goal of the Coalition is to provide safe places for all youth; and to create a seamless, integrated, and collaborative system to maximize development, prevention, health, and wellness services for youth and families. All work is completed with the assistance of a group of 17 teens from across the City of Worcester. This effort, which will result in increased community health and well-being, is an unprecedented undertaking for our community.

Starting with community wide collection and correlation of data and a complete inventory of services, the youth, along with UMass Memorial staff, have begun to identify gaps in services and systems. By actively engaging youth and families - in addition to service providers--, this partnership is strengthened. This partnership has resulted in a more systematic, coordinated service delivery system and improved ability by providers to serve youth.

The mission and goals of the HOPE Coalition are as follows: Through a collaborative effort of youth, service providers, and families, the HOPE Coalition will result in increased access to year round, out of school prevention, recreation, wellness, and development activities for youth ages 12-21, planned in partnership with young people. When we achieve our mission, we will see:

- Reduced rates of youth violence and fewer teens using drugs and alcohol.
Happier, healthier young people connected to families, schools, services, programs and neighborhoods, and ready to lead in their communities. Young people and adults will work together in an atmosphere of mutual respect and understanding to achieve these goals.

In order to accomplish the above overarching goals, the Coalition has four strategic goals that have evolved from the planning process: Increasing Youth Leadership in the Community, Integrating Mental Health into Youth Settings, Increasing Youth Access to After-School Programs and Services, and Increasing School-Community Partnerships and Coordination. Our projects focus on coordinating and expanding existing protective programs that discourage substance abuse while increasing skills vital for the successful transition through adolescence to adulthood. We are targeting low-income and minority youth as program participants, although these programs are open to anyone. The projects we are implementing maximize the impact of programs, increasing protective factors within our community. The community has demonstrated its readiness to plan and implement multi-faceted programs designed to address the many challenges, or risk factors, that impact our youth.

The HOPE Coalition consists of 16 organizations, including the City of Worcester, the Worcester Public Schools, youth serving organizations, mental health agencies, and a parent advocacy group. Seventeen diverse 15-18 year olds who represent these organizations and Worcester’s high schools drive the planning process. These young people collect data, establish adolescent best practices, and work in partnership with organizations to institute needed changes. An Adolescent Mental Health Task Force has also been convened to bring the guidance of additional mental health agencies and state departments, such as the Department of Public Health and the Department of Mental Health.

- **Teen Pregnancy and Sexually Transmitted Diseases:** Teen pregnancy and reproductive health is a significant health issue identified in the city of Worcester. The Massachusetts Department of Public Health’s MassCHIP data shows that births to teenage mothers were highest among Worcester's Hispanic teens (aged 10-17) compared to other groups (51.4% Hispanic, 30.4% White, 9.4% Black, and 5.8% Asian). During the same time period, the state's average birthrate was 28.6 for ages 15 to 19. Worcester's overall rate of births to teens age 15 to 19 was 51.2, ranking twelfth highest in the state. A number of initiatives in cooperation with other city-wide health care services are:
  - On-site pediatric services for teen mothers, such as those provided by Plumley Village Health Center
  - Teenage parenting classes
  - Medical consultation and education services for the School Age Mothers Program
  - Pregnancy / preventive health educational sessions during prenatal visits

**6. Violence Prevention and Awareness**

$112,573

A program at UMass Memorial for domestic violence prevention and awareness which is designed to educate all employees, provide community awareness and education, and provide counseling and advocacy to victims of domestic violence. The training program targets physicians, nurses, social workers, EAP professionals, police, and all other allied health professionals. Counseling programs, including individual counseling and support groups, legal
advocacy, and referral services are available to children and adults whose lives have been affected by domestic violence. Training programs and consultation services are also offered to health care professionals and organizations, police departments, schools, businesses and human service agencies. The program also provides financial assistance to victims who are fleeing domestic violence in the form of housing assistance, grocery vouchers, furniture, clothing, etc. An annual fundraiser is held which promotes awareness and raises these funds for patients who are fleeing a violent home. Emergency cellular telephones are provided to patients living in danger, and gifts at the holidays for families. An annual educational conference is held in October, which is open to the public and addresses many specific domestic violence related issues. In addition to employee and staff training, as well as counseling and financial assistance to victims of domestic violence, this program is working to directly influence policy on a larger scale through participation in the SHARED Leadership Project – seeking to establish clinical guidelines for Healthcare and Domestic Violence.

7. Programs for Uninsured, Underinsured, Indigent, Homeless $1,064,786

- **Department of Pharmacy Programs:** Free-of-charge medications and samples from pharmaceutical companies are dispensed to patients who do not have sufficient resources to pay for them. In addition, the Pharmacy staffs a patient information telephone line and answers questions from the community regarding drug overdoses, side effects and general information.

- **Department of Social Work, Patient Care Fund:** Home intravenous therapy, prescription medication vouchers, independent taxi vouchers and adjunctive medical care are available to patients based on financial need for improving their medical outcomes, and ensuring that all patients receive identical levels of service, whether or not they have insurance coverage.

- **The Department of Family Medicine and Community Health:** continues to provide primary clinical care to the uninsured and underserved population. The department also collaborates with other community organizations and agencies, such as the United Way and the Family Health Center in providing services to the homeless and low-income families in the region. The department is actively involved in developing community programs that assure equal access to health care and pharmaceuticals.

8. Literacy and Health Education Initiatives $206,017

- **Literacy Programs:** The overarching goal of our family literacy programs is to address the root causes of poor health outcomes. According to the US Department of Health and Human Services Healthy People 2010 Report, there is a direct correlation between education, income and health status. Disparities in income correlate directly to levels of educational attainment; further, disparities in income and educational levels are associated with poor health status. Using Healthy People 2010 as a backdrop, we believe that literacy is as important to a child’s healthy development as immunization and good nutrition. Children without good literacy skills – and whose parents are without the skills to promote their school readiness – are at risk of failing, not only in school, but also in life.

Healthy child development and school-readiness have been targeted as priorities by many community efforts, collaboratives and organizations including Success By 6, Family TIES,
and Community Partnerships for Children. Our program complements but does not duplicate these efforts, and builds on other community collaboration efforts within the city of Worcester.

Our literacy programs, which began in 1994, annually serve approximately 150 families, largely Latino all living below the federal poverty level. UMass Memorial is committed to promoting early literacy, especially among poor children who are most at risk of school failure. Programs provide a continuum of services for children 0-6 years of age. They incorporate the objectives of early learning programs by reading aloud to children, emphasizing the importance of reading in the family bonding process as well as in language development. These programs also teach parents to be their child’s first teacher, help establish a home library, and connect parents to community-based services.

UMass Memorial's family literacy programs include:

- **Formula for Success** is a program that provides parent education and support through interactive workshops, and home visits and follow-up by paraprofessionals. Currently 8 parents have been trained as Literacy Assistants. Open to first-time parents, **Formula for Success** workshops are held at three convenient neighborhood sites: Belmont Community School, Chandler Elementary School, and Lakeside Apartments. The literacy coordinator is working with the Rainbow Child Care Development Center, Worcester Youth Center, and the YWCA to provide Formula for Success programs.

  The **Formula For Success** program was begun in April 1999. It uses a model of parent-to-parent instruction. Families have told us that they feel more comfortable working with others who “know what they are going through.” Under the direction of the Coordinator for Literacy programs, neighborhood parents (literacy assistants) are taught how to teach reading, play and parenting skills to other parents. With the purpose of assuring school readiness and reinforcing the belief that the parent is the child’s first teacher, **Formula for Success** targets parents of children, birth through age six. Literacy assistants visit parents in their homes. They model reading and play. After each visit, the family is given a book as a gift to build their home library. The program components help parents interact with their children by reading aloud simple, colorful books. Adults learn how to choose books for young children. Parents are encouraged to read daily to their children. In addition to reading, parenting skills, nutrition and health are integrated into the visits. Through outreach families have been connected to a host of other resources including: health insurance applications, smoking prevention programs, parenting workshops, health education on children with asthma, assistance with library visits, and adult literacy opportunities to assist parents with low literacy skills. All participants are escorted to the public library for an orientation and to receive a library card.

Our "formula for success" is growing. The program at the YWCA provides an adult education component in the form of GED classes. Participating children are enrolled in the YWCA's child care program, or in other child care programs in the city. UMass Memorial staff provides the Parent and Child Together (PACT) components at the YWCA. The Parent Educators are from the YWCA. PACT provides the opportunity for parents to interact together as a family unit. For the most part, the children's interests and
preferences drive activities, with parents following their lead. Staff helps parents learn how to support their children's learning by interacting with each other in meaningful ways, including play. The reciprocal learning that takes place during this time gives parents and children a chance to become true partners in education.

- **Parenting Groups and Play Groups** form a continuum for the *Formula for Success*, infants and toddlers (6 mos. to 2 ½ years) may participate in *Parenting Groups and Play Groups* that integrate literacy into the curriculum.
- **Mini-Libraries** have been established through collaboration with the Worcester Public Library, sprinkled throughout the city's neighborhoods.
- **Reach Out and Read (ROR)** is a pediatric literacy program that makes reading part of children’s regular visits to the doctor and donates books to families. The demand for ROR is so great that we now host 10 sites, and have helped other community agencies establish 4 additional sites. Our Literacy Coordinator is a member of the ROR Coalition in Boston and sits on the National ROR Advisory Board.
- **Stories in the Park** is a family literacy program held at local parks during the summer.
- **Health and Literacy Fairs** are offered in collaboration with neighborhood health centers.

**Breast Cancer Resource Guide of Massachusetts (BCRGM):** In early 1998, the UMass Cancer Center published the BCRGM for the residents of Massachusetts. The Guide was published with the primary goal of improving access to care (screening, diagnosis and treatment) for breast cancer clients, their caregivers and their support groups across the state. The second edition of the 120 page resource guide is pending printing. A web version of the guide exists, which can allow for Spanish translation. A toll free, telephone hot line has also been established to improve access to the BCRGM and to assist in providing medical and financial services across the Commonwealth.

Breast cancer is a significant health concern for women in Massachusetts. Unfortunately, there has not been a complete and comprehensive list of resources available to Massachusetts' residents afflicted with the diagnosis of breast cancer, until now, with the BCRGM. Information is key to successful treatment of any disease. By obtaining knowledge of treatment options, patients can make educated choices. With easily accessible listings of services, programs and products necessary to their treatment and quality of life, cancer victims and their families save time, energy and stress. The Guide also offers information on free or reduced cost services and programs, thus offering an opportunity for uninsured and/or low-income women the knowledge they need to obtain services that may allow them to access treatment much earlier in the course of their disease.

Current statistics indicate that 5,000 Massachusetts residents receive a diagnosis of breast cancer each year. The goal is to make the guide available to each one of these patients as well as to caregivers, families, medical centers, communities and educational resources.

- **Department of Medicine, Diabetes Center:** The Diabetes Center participates in lectures, conferences, seminars, outreach and health fairs, in addition to meetings with the Reach 2010 project and the Diabetes Today Coalition, in order to reach as many Latino, African American, Vietnamese and elderly as possible with information about diabetes. The
Center is working to decrease risk for developing diabetes; decrease the risk for complications from the disease; increase early diagnosis; identify barriers to access of care; and improve quality of people's lives through health education.

- **Community Health Library:** Until June, 2001, the library was located in the Jaquith Building at the Memorial Campus. Because of growing access to the Internet and ongoing financial constraints, the library ceased services 06/01. The collection was donated to the new Worcester Public Library. The Community Health Library had over 2,500 books and 250 videos and 100 audiotapes covering approximately 650 topics. The library had computer databases and a professional health education specialist who provided searches on health related topics and assistance with the Internet. Visitors were able to learn about specific medical conditions and treatments, both traditional and alternative. The Community Health Resource Library provided patients and community members with information that educated them about treatment options and addressed the unique concerns of individuals. Materials about life issues such as parenting, nutrition, and stress management were also available.

9. **Senior Wellness Education** $32,735
Since fall of 1999 UMass Memorial Health Care has taken great strides to answer the needs of seniors within its service area. Accomplishments include:

- More than 50 health education programs were offered for area seniors, including such topics as: osteoporosis, internet training, stress reduction, first aid, exercise, self-defense, and nutrition.
- 3 elder-housing sites where UMass Memorial Health Care has consistently provided clinic services were identified for service enhancements. These included addition of primary care physician services, routine foot care and ongoing health education. Needs assessments were conducted at each site to identify the desires of the residents and ongoing evaluations of programs are in place.
- Collaboration with area elder services agencies has enabled UMass Memorial Health Care to become an important contributor to the Worcester County area elder network. These groups include:
  - Greater Worcester Alzheimer’s Partnership
  - ElderCare Committee
  - North Worcester County Alzheimer’s Partnership
  - Elder Caregivers Network
  - Advisory Committee - Blaire House
  - National Family Caregivers Association

10. **Neuropsychiatric Disabilities Unit**
The implementation of the Neuropsychiatric Disabilities unit (8 South) at the University campus was a request from the state and community due to an identified need for this particular population. Unfortunately there was a loss for operating the unit due to the high costs of maintaining the 8 beds. This community benefit program was developed in collaboration with the Department of Mental Retardation and Department of Medical Assistance in response to their request to address an unmet need.
11. Smoking Cessation

In response to the identified public health need for reducing the occurrence of smoking, The Behavioral Medicine Clinic of UMass Memorial Health Care conducts a Quit Smoking Program for those who wish to stop smoking. The content of the program includes gradual smoking withdrawal, nicotine replacement, craving and stress management, and relapse prevention.

Treatment is available in a group or individual format. Groups meet weekly for 8 weeks and individual sessions are scheduled as appropriate. This program is offered free of charge. If nicotine replacement is chosen, it is offered on a sliding scale for an additional fee. This program is offered in cooperation with the Department of Public Health.

12. HIV Clinical Center

The HIV Clinical Center at the University Campus provides coordinated, compassionate and state-of-the-art care. Since its inception, the program has demonstrated that early recognition of potentially serious diseases allow for interventions of medically necessary therapies. Early recognition delays adverse effects of the illness which improves patients’ quality-of-life. With the introduction of AZT and other drug “cocktails” physicians can now dramatically reduce the chance of a mother transmitting the virus to her unborn child and improve the life expectancy of HIV positive patients. People who take the drugs develop half as many opportunistic infections and there are 50 percent fewer deaths from AIDS among people taking the three-drug combination. The center has also directed its attention to the young adult Latino population for ongoing outreach and educational programs.

The clinic’s comprehensive outpatient program for patients with HIV/AIDS provides medically complex care that is not currently reimbursed in the present payer environment. UMass Memorial Health Care remains committed to providing continuity of care from an inter-disciplinary team of providers, including HIV physician specialists and nurse practitioners, social workers, case managers and psychiatrists.

13. Infant Mortality Reduction Task Force

UMass Memorial employees actively participate on the Infant Mortality Reduction Task Force steering committee. The task force meets monthly; it is comprised of physicians, Department of Public Health staff and community leaders who assess causative factors and implement specific activities in order to decrease the infant mortality rate in Worcester. The task force has noted that there are economically disadvantaged sections of Worcester that have a high infant mortality rate. In some neighborhoods the rate exceeds 12.8 percent. Recent investigation into the problem indicates that there is little correlation between the high infant mortality rate and access to prenatal care, but that it appears to be related to the overall living conditions of the pregnant women.

14. Wachusett Area Emergency Services

The Wachusett Area Emergency Services fund was established in 1993 as a restricted gift fund for the benefit of the Wachusett Area Towns serviced by the former Holden Hospital, namely, the Town of Barre, Town of Holden, Town of Hubbardston, Town of New Braintree, Town of North Brookfield, Town of Oakham, Town of Paxton, Town of Princeton, Town of Rutland, Town of Sterling, and Town of West Boylston. The Wachusett Area Towns retain the flexibility
and independence to determine independently the most appropriate manner of ensuring effective emergency medical services. Each Wachusett Area Town may use any distribution from the fund for any or all of the following purposes at the sole discretion of each Town:

- To contribute to the cost of emergency services transportation, emergency communications costs and facilities or local or regional ambulance services;
- To contribute to the cost of operating any emergency medical technician or paramedic transport service or equipment; and
- To contribute to the cost of training or educating emergency medical technicians or paramedics.

15. **Financial Services: Patient Access, Uninsured and Underinsured**  $651,805

At UMass Memorial Medical Center there are seventeen staff positions involved with the process of determining eligibility for free care as well as enrolling patients on medicaid or other forms of insurance. These include patient access counselors, patient advocates, and free care processors in the Financial Services Department, as well as community benefit staff in the Department of Social Work. All members of the outreach team also assist with enrollment.

16. **Uncompensated Free Care**  $24,664,231

In fiscal year 2001, approximately 3 percent of patients who were seen at both campuses received free care, this includes inpatients and outpatients. UMass Memorial Medical Center provided a total of $13.8 million in free care and emergency bad debt in FY 2001 and the physicians employed by UMass Memorial provided free care and bad debt totaling $10.9 million.

17. **UMass Memorial Foundation**

The UMass Memorial Foundation was founded as the charitable arm of UMass Memorial Health Care to coordinate all fundraising activities. Its mission is to raise funds, sponsor educational programs, and serve as an advocate for University of Massachusetts Medical School and UMass Memorial Health Care. Its time and effort in providing the community with access to health care and community benefit initiatives such as immunization, literacy programs, violence prevention and mentoring to youth directly benefits all of us.

18. **Community Service**  $997,448

Volunteers are an invaluable resource to UMass Memorial Medical Center. On the Worcester campuses, they support over 100 departments and log over 120,000 hours of service yearly. With their ongoing dedication, many departments manage their day-to-day workloads with greater ease. At this time, UMass Memorial Medical Center has over 425 volunteers in active service.

Numerous health fairs are developed and implemented at all of the campuses of UMass Memorial Health Care. They range in scope from blood pressure screenings to a Women’s 5K Run and Health Fair.

There are numerous programs and services provided by the staff members of UMass Memorial Health Care to the general public, professionals and youth. They include, but are not limited to: school health fairs; community flu and vaccine programs; workshops for teachers; international relief efforts; clinical lectures (such as nosocomial infections, endocrinology and biomedical
ethics); outreach to the medical community; summer internships for students; Cancer Registry; Drugs of Abuse laboratory; Latino awareness and health fairs; children’s fairs; medical support groups for patients and their families; care of the chronically ill; mentoring; HIV testing and support; blood donor programs; community health education; teen counseling; car seat and bicycle helmet safety programs; fundraising; and education and research.

C. Notable challenges, accomplishments and outcomes
Partnering with the community to create sustained improvement is a tremendously enriching experience for UMass Memorial. A major challenge is becoming a full partner across many diverse constituencies with extensive agendas. Selecting targeted programs to assist with resources large enough to make a significant outcome was difficult in a year of a deficit budget. In addition, many of the local agencies are also suffering from the effects of the economic downturn.

However, despite financial challenges, much was accomplished this year. The evolution of the Healthy Community model in Bell Hill and Lakeside Apartments has blossomed with residents working on multiple fronts to improve quality of life. The Care Mobile was on the road 4-5 days per week providing medical and dental health care access and connection to on-going care to over 1600 individuals in its first year of operation. 17 youth from across the City of Worcester are working in a youth adult partnership as the HOPE coalition to create a strategic plan for improving the quality of life for Worcester's young people.

VII. Next Reporting Year

A. Approved budget/projected expenditures
Funding levels will be maintained within the UMass Memorial operating budget for FY 2002.

B. Anticipated goals and program initiatives
UMass Memorial will implement and maintain community benefit programs that positively affect the communities we serve, targeted by major community-wide initiatives and the Department of Public Health data.

Programs that will be continued in the next reporting year are:
- Doherty High School Health Clinic (a school-based health clinic)
- Domestic violence training programs
- Insurance and primary care expansion efforts
- Interpreter services
- Literacy programs
- Mobile dental and medical services
- Plumley Village Health Center – and close collaboration with other regional health centers
- Healthy Communities Initiatives
- Worcester Youth Center
C. Conclusion
UMass Memorial Medical Center is committed to improving the health status of all those it serves and to addressing the health problems of minorities, the poor and the medically underserved of our community.

The health care needs of the community are met by providing many levels of care, from primary to quaternary care. In serving the community, the emphasis is on the provision of highly specialized services that are not available at other hospitals in the region, as well as reaching into the community as a partner in a Healthy Communities Model for root cause prevention of disease.

VIII. Primary Contact
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