

The Health Foundation of Central Massachusetts
Health Care & Health Promotion Synergy Initiative
Project Impact Summaries (as of June 1, 2018)

Oral Health
❖ Central Massachusetts Oral Health Initiative (CMOHI) <i>Nov. 2000 – June 2011</i>
❖ Oral Health Initiative of North Central Massachusetts (OHINCM) <i>Jan. 2001 – June 2008</i>
<p>The Health Foundation focused nearly \$6 million on the introduction and expansion of dental services for vulnerable populations in the Worcester area and North Central Massachusetts via the Central Massachusetts Oral Health Initiative (CMOHI) and the Oral Health Initiative of North Central Massachusetts (OHINCM).</p> <ul style="list-style-type: none"> • A partnership with Health Care For All’s statewide Oral Health Advocacy Task Force advocated for public policies which removed barriers that had prevented dentists in private practice from accepting MassHealth (the Massachusetts Medicaid program). At the outset of the projects, fewer than ten dentists in Central Massachusetts accepted MassHealth; by the conclusion of the projects in 2011, nearly 200 dentists accepted MassHealth, boosting participation rates to 50%. For reference, in 2014, according to federal data, only 20% of dentists nationally accepted Medicaid patients. That same year, MassHealth reported that 95% of their members throughout the state had access to at least two dental providers within five miles of their homes. • Three regional community health centers (Edward M. Kennedy, Community Health Connections in Fitchburg, and Family Health Center of Worcester) implemented an Advanced Education program in General Dentistry through Lutheran Medical Center (Brooklyn, NY) in conjunction with the Massachusetts League of Community Health Centers to increase the number of individuals trained in dentistry. • Dental care capacity at the community health centers in Worcester was nearly doubled as a result of CMOHI. Over the years CMOHI was funded, the health centers provided more than 335,000 dental visits. • A community health center opened dental clinics at three locations in North Central Massachusetts which provide over 25,000 visits per year and provide preventive dental care at 55 public schools. • A fully accredited dental hygiene program was established at Mount Wachusett Community College, providing skills necessary to become a registered dental hygienist/certified dental assistant. Community Health Connections in Fitchburg serves as a practicum site for the dental assisting students and, since 2005, students have provided dental hygiene treatment to thousands of patients.

Behavioral Health in Preschools
❖ Together For Kids (TFK) <i>May 2001 – June 2009</i>
<p>The Health Foundation’s funding of Together For Kids (TFK) totaled \$1.8 million for the development of a mental health consultation model to aid the social-emotional development of preschoolers who presented with challenging behaviors in child care settings.</p> <ul style="list-style-type: none"> • The TFK model demonstrated that with an average of 24 hours of direct service, children’s behavior and developmental skills were improved; preschool expulsions were reduced to near zero; and parents reported greater satisfaction with their preschools. • The United Way provided \$401,000 and The Daniels Foundation \$24,000 for TFK. • TFK was one of six early childhood mental health programs chosen from around the country to be studied by Georgetown University’s Center for Child and Human Development. • Since FY’08, state funding for mental health consultation in preschool settings has totaled more than \$13 million. • Under the CMS Section 1115 waiver that was approved for Massachusetts in November 2016, the Children’s Behavioral Health Initiative Community Service Agencies have been approved as community partners for the Accountable Care Organizations that are being established. This means that services will continue to be provided as they have been under the Children’s Behavioral Health Initiative.

Child Abuse
❖ Child Abuse Prevention and Protection Collaborative <i>Jan. 2001 – Nov. 2007</i>
<p>The Health Foundation provided nearly \$2 million in funding for this collaborative effort to develop a coordinated, community-based effort to prevent child abuse and neglect, establish a continuum of care for victims and their families, and advocate for legislation to address shaken baby syndrome and provide for sexual assault nurse examiners.</p> <ul style="list-style-type: none"> • The Collaborative expanded the Family Outreach Network’s home visiting services; implemented the Shaken Baby Syndrome Prevention Campaign at two hospitals and expanded the Campaign to four additional birthing hospitals; explored best practices for child sexual assault prevention; continued community-based child abuse prevention education; and advocated for the establishment of regional diagnostic and treatment centers in Massachusetts for child victims of maltreatment. • Massachusetts law now requires that all birthing parents receive education about shaken baby syndrome at the hospital. • The state continues to fund sexual assault nurse examiners at child advocacy centers throughout Massachusetts, funding \$3.1 million per year from FY’11 to FY’14. Funding averaged about \$4.4 million from FY’15 to FY’18, totaling over \$30 million to date.

Adult Chronic Homelessness
❖ Home Again <i>Jan. 2007 – June 2013</i>
<p>Home Again received over \$2.2 million from The Health Foundation to end adult chronic homelessness in Worcester using the “housing first” approach.</p> <ul style="list-style-type: none"> • Home Again housed 108 individuals in scattered and clustered sites around Worcester. • Central Mass Housing Alliance/Continuum of Care prioritized and secured housing subsidies for the adult chronic homeless population in Worcester. • Home Again documented the efficacy of the “housing first” approach and the state transitioned its housing supports from sheltering to “housing first.” • In January 2011, the U.S. Interagency Council on Homelessness recognized Worcester as the first city of its size to effectively end chronic adult homelessness. • Ongoing funding for case management/community supports has been provided statewide by all Medicaid behavioral health providers since 2011. • Massachusetts received a CMS Innovations planning grant in 2011 to address serving “dual eligibles” with Medicaid and Medicare funds for vulnerable populations, including 18 of the adult chronic homeless who were housed by Home Again. This implementation began October 1, 2013. • Funding for occupancy costs through HUD has totaled over \$3.5 million, since FY’08. • Under the CMS Section 1115 waiver that was approved for Massachusetts in November 2016, case management services will continue to be available to “dual eligibles” and all MassHealth recipients will be eligible for the services from July 1, 2017-June 30, 2022.

Hunger
❖ Hunger-Free & Healthy <i>Jan. 2007 – Dec. 2012</i>
<p>Hunger-Free & Healthy received \$1.5 million in funding from The Health Foundation for a variety of approaches to improve local access to healthy food and to reduce hunger in Worcester.</p> <ul style="list-style-type: none"> • A partnership with the Worcester Public Schools improved the quality of meals offered to 25,000 students. Building on this partnership, in 2018, 21 schools in the district now provide free breakfast after the bell which is remarkable given that only 100 schools across the state do so. • Hunger-Free & Healthy participants worked for the passage of the School Nutrition Bill that initiated the creation of a statewide Food Policy Council, which still exists today. • Project partner Project Bread hired a community outreach worker to visit various food pantries across Worcester, improving access to SNAP (food stamps) by enabling eligible individuals to enroll in the program. Between May 2009 and December 2011, the outreach worker conducted outreach at 38 different sites and submitted 552 SNAP applications on behalf of the clients. • Through a partnership with the Regional Environmental Council, 22 community and school gardens were developed, bringing the total number of gardens in Worcester to 60.

Children’s Mental Health
❖ Choices <i>Jan. 2007 – Dec. 2011</i>
❖ The Winchendon Project <i>Jan. 2007 – Dec. 2012</i>
<p>The Health Foundation provided \$2.2 million in funding for Choices and The Winchendon Project. These projects focused on access to mental health services and the prevention of substance abuse among adolescents and joined the statewide Children’s Mental Health Campaign (CMHC) to advocate for issues pertinent to children’s mental health.</p> <ul style="list-style-type: none"> • In 2008, CMHC was successful in advocating for the passing of Chapter 321 – An Act Relative to Children’s Mental Health. Major provisions of this legislation included early identification for children with mental health needs, the creation of a task force to assess the capacity of schools to deliver behavioral health services and make recommendations to promote effective delivery; improved insurance coverage for children with mental health needs; and the restructuring of the Commonwealth’s provision, coordination, and oversight of children’s behavioral health services. • “An Act Relative to Safe and Supportive Schools” legislation was passed in July 2014. The law requires that schools develop action plans to create safe and supportive environments. The Winchendon Project staff participated in the Safe and Supportive Schools Coalition which played an important role in developing this legislation. • The Winchendon Project integrated behavioral health services at Murdock Middle High School through the school-based health center administered by Heywood Hospital. • Under the CMS Section 1115 waiver that was approved for Massachusetts in November 2016, case management services will continue to be provided for MassHealth recipients which will mean additional support for many of these children from July 1, 2017-June 30, 2022.

Economic Self-Sufficiency

❖ A Better Life (ABL) *Jan. 2011 – Dec. 2017*

The Health Foundation provided more than \$3 million to the Worcester Housing Authority (WHA) to enable families to achieve economic self-sufficiency and transition out of public housing. WHA aimed to break the persistent cycle of poverty and public housing reliance, as well as transform the lives of its residents with comprehensive wrap-around services that promote and sustain a strong and self-sufficient family unit.

As of February 2018, ABL has served 274 participants (and their families). Findings from a July 2017 evaluation report from Boston University indicate that ABL is effectively helping residents move to self-sufficiency:

- 11% of ABL participants in the evaluation study moved to private housing, and an additional 4% moved to Section 8 housing.
- ABL participants were more likely to be employed, to achieve a larger increase in annual income, decrease their debt, have funds in escrow, and experience a greater decline in self-reported depression than were non-participants.
- 95% of ABL clients, enrolled for more than 6 months, become engaged in employment, school or community service.

Advocacy efforts at the state level have led to system changes to sustain and replicate ABL:

- In July 2014, “An Act to Foster Economic Independence” was approved. It included a provision that required the Mass Dept. of Housing & Community Development (DHCD) to allow the WHA to operate ABL in its state-subsidized housing properties, which represent about 20% (493) of its units. In April 2015, DHCD approved the administrative details to implement the work/education requirement.
- ABL was selected by DHCD as an innovative model program to replicate at other Housing Authorities. In September 2017, DHCD awarded four planning grants to replicate ABL (Chelsea, Gloucester, New Bedford, and Taunton/Stoughton).
- Under the CMS Section 1115 waiver that was approved for Massachusetts in November 2016, case management services will continue to be provided for MassHealth recipients, which will mean additional support for ABL participants.

Advocacy efforts continue at the federal level to gain authorization for ABL to operate in its Massachusetts’ federal public housing units:

- WHA continues to work with the Governor’s office and its Washington liaison to assist WHA to move the proposed budget resolution that would allow WHA to implement ABL within Federal subsidized housing.
- Advocacy efforts in 2016 resulted in support from Speaker of the House Paul Ryan (R-WI) for legislation that would allow states that operate self-sufficiency programs in their state properties to operate these programs in their federal properties as well. Efforts to obtain congressional authorization continue.

Prisoner Reentry

❖ Worcester Initiative for Supported Reentry (WISR); Wiser Men; Wiser Women *Jan. 2011 – Aug. 2017*

The Health Foundation provided over \$2.3 million to Advocates, Inc. for WISR, Wiser Men and Wiser Women to reduce recidivism among men and women who were formerly incarcerated, thereby improving public safety and public health. Key elements in achieving this goal included access to social and health services, housing placement and employment readiness and job placement.

Findings from a November 2016 Three-Year Post-Release Evaluation Report from Brandeis University indicate:

- The recidivism rate among WISR participants three-years post-release was 20.8%, a reduction of 47% relative to a historical comparison group. This represents a savings of more than \$375,000 for a 59% return on investment based on one-year incarceration costs.
- 96% of participants were housed immediately upon release, and the remaining 4% were housed within one day of release.
- 97% of participants in need of MassHealth insurance were enrolled. 93% of participants referred to substance abuse treatment services accessed them and 75% of participants referred to mental health services accessed those services.
- Among the 152 participants, 62% were employed post-release and 71% were continuously employed for one year or longer.

WISR advocacy efforts continue with state officials to ensure the sustainability of reentry programming.

- Senate Bill #2021, “An Act relative to motor vehicle license suspension” was signed into law in March 2016, thereby repealing the automatic suspension of drivers licenses and accompanying fine for people convicted of a drug crime.
- In July 2016, Advocates, Inc. secured a commitment from MassHealth / Mass Behavioral Health Partnership to provide healthcare and community support services (i.e., case management) as post-release reentry services. Approximately 97% of those incarcerated are eligible for MassHealth.
- WISR provided information for the Senate’s criminal justice reform agenda and worked with the Office of Probation to replicate the WISR model in select Community Corrections Centers.
- Work has also been done with sheriffs in Essex and Middlesex Counties to create reentry programs in those jurisdictions, and Middlesex County received a Bureau of Justice Assistance grant in October 2017 to implement the WISR model.

The Worcester County Sheriff’s Office received a \$750,000 grant from the Bureau of Justice Assistance in 2014, one of only seven awarded nationally, to implement Wiser Men, a region-wide reentry program modeled after WISR. The Health Foundation provided a \$375,000 cash match for this project. The goal of Wiser Men is to reduce recidivism by 50% in five years. Under this grant, 79 participants were recruited and consented into the program from the Worcester County House of Correction. A region wide reentry strategic plan has been created and will support opportunities for resource sharing and local-level systems change initiatives that can be leveraged to reduce recidivism. At one-year post-release, the re-incarceration rate for Wiser Men was 10.7% less than for the comparison group. Recommendations include building a greater alliance with community supervision.

Healthcare Access

❖ Improving Access to Health *Jan. 2011 – Dec. 2015*

The Health Foundation provided over \$900,000 to the Improving Access to Health project. Milford Regional Medical Center (MRMC) identified concerns about access to primary care in its service area and the impact it was having on the emergency department. MRMC brought together a group of community organizations that determined that a community health center would improve local access. The Edward M. Kennedy Community Health Center, which was already seeing several hundred patients from the Milford area at its Worcester and Framingham sites, agreed to construct a satellite in Milford.

- Funding from The Health Foundation, together with \$400,000 from the MetroWest Health Foundation, enabled the construction of a satellite health center in Milford, which opened in March 2014.
- As of December 2015, more than 3,800 patients (over 13,000 visits) had been seen for primary care services. Of these, approximately 500 patients transferred from the health centers in either Framingham or Worcester, freeing up access at those sites.
- As of September 2017, nearly 6,000 patients are being seen at the Milford site.

Transition-Age Homelessness

❖ The Compass Project *Jan. 2011 – Dec. 2013*

❖ Unaccompanied Homeless Transition Age Youth (TAY) Pilot Project in Worcester *Sept. 2014 – Dec. 2017*

The Health Foundation provided approximately \$1 million to fund The Compass Project to prevent youth and young adult homelessness. A network of providers in Worcester who serve youth and young people who are at risk of homelessness was created and continues to this day.

- Under the CMS Section 1115 waiver that was approved for Massachusetts in November 2016, case management services will continue to be provided for MassHealth recipients, which will mean additional support for many of these young people from July 1, 2017-June 30, 2022.

The Foundation also provided \$30,000 in seed funding to the South Middlesex Opportunity Council (SMOC) to partner with the Massachusetts Behavioral Health Partnership (MBHP) and the Massachusetts Housing and Shelter Alliance (MHSA) to pilot a project for 40 youth focused on housing, employment, primary care, behavioral health care, and case management services.

- Support services from SMOC and MBHP are estimated at \$300,000 per year, including \$187,000 for 40 project-based Massachusetts Rental Voucher Program (MRVP) housing vouchers.
- MHSA committed \$54,125 in 2014 to be used to support this pilot, including the evaluation component by Brandeis University.
- MassHealth reimburses MBHP for providing primary care, behavioral health care, and case management services.
- In May 2016, the Massachusetts Department of Housing and Community Development approved the release of 40 MRVPs.
- SMOC began intake of TAY in July 2016 at the Triage Center and rapidly houses and assists them in gaining employment through SMOC's Ready, Willing & Able employment arm.
- Since July 2016, 28 homeless youth between the ages of 18 and 24 were housed and received intensive Community Support Service care management from two case managers. Seven youth have started school; nine are employed (four are doing both); and eight have reunited with family.

Childhood Adversity

❖ Worcester HEARS (Worcester's Healthy Environments and Resilience in Schools Initiative) *Jan. 2015 – Present*

The Health Foundation has provided over \$1.3 million to the Worcester Public Schools (WPS) for the Worcester HEARS project to implement evidence-based Flexible Framework to integrate trauma-sensitive routines and individual supports into the school day at four elementary schools and one middle school in Worcester. Worcester HEARS brings together advances in brain science, child development, and best practices to address childhood adversity in our complex society to create school environments that support children's health, social and emotional development, and academic success. The project includes a parent engagement component.

As of April 2018:

- HEARS has provided professional development workshops to staff from all five schools, reaching over 300 professionals.
- A clinician and licensed social worker provide services at each school one day per week. Staff at these schools has received training on the effects of trauma on learning.
- 18 administrators and 27 teachers have taken two courses at Lesley University on social emotional learning and restructuring the school environment.
- HEARS received \$75,000 from the Fred Harris Daniels Foundation to provide training in mindfulness education using the MindUp program. All HEARS teachers have been trained in the evidence-based MindUP curriculum. When surveyed, 93% of teachers reported using MindUP one or more times a week.
- HEARS is working towards offering the Worcester Institute for Parent Leadership and Engagement (WIPLE) program at all HEARS schools in 2018 and if successful, will run the nine-week curriculum at all schools. WIPLE equips parents with the knowledge, skills and tools to partner with schools and community to ensure children achieve their full potential.
- As part of HEARS, a school-based health center at Worcester East Middle School operated by Family Health Center Worcester was renovated and opened in April 2018. The center is staffed by a full-time nurse practitioner, medical coordinator, and behavioral health provider who provide access to health care and behavioral health services to more than 800 students.

Healthy Eating

❖ Worcester Regional Food Hub *Jan. 2015 – Present*

The Health Foundation has provided over \$1.6 million for the development of the Worcester Regional Food Hub (Food Hub). The Food Hub is designed to improve the regional food system by strengthening sustainable agriculture, promoting healthy eating, and fueling economic development.

The Food Hub is comprised of two distinct programs. The Commercial Kitchen Incubator provides a certified commercial kitchen and planning assistance to support the development of food businesses by farmers, caterers, and other food entrepreneurs. The Aggregation, Marketing, and Distribution services aim to increase market opportunities for local farms by offering logistical support to help increase produce grown by local farms and purchased by local institutions, as well as the amount of affordable, local, healthy food available in underserved communities. The core functions of the Food Hub are located at the Worcester County Food Bank.

As of March 2018, the Food Hub achieved the following impact:

- The Food Hub successfully passed its audit by AIB International with one of the highest scores the auditing agent had ever given. This allows the Food Hub to become an approved food vendor and is now positioned to pursue large institutional buyers with corporate food service contracts in 2018.
- Actual revenue doubled in 2017 to \$178,044, a 100% growth in sales over 2016.
- The Food Hub purchased from 39 different suppliers, consisting of 27 farms, eight producers of value-added products, two distributors, one aggregator, and one retail seller.
- Commercial Kitchen tenants used the kitchen for a total of 333 hours and the number of tenants permitted increased from eight in 2016 to 16 in 2017. 12 of the permitted tenants in 2017 used the kitchen and consisted of eight food entrepreneurs, three farms, and one youth development program.

Community Development

❖ ReImagine North of Main *Jan. 2015 – Present*

The ReImagine North of Main project has received \$1.5 million to transform the North of Main neighborhood in Fitchburg into a vibrant community where people want to live, work, play and invest. The overall theme is to brand the neighborhood as the "Gateway to Arts and Culture."

To do this, the project is focusing on three key areas: Neighborhood Development to increase the quality of neighborhood life; Economic Development to increase the number of viable main street businesses; and Community Engagement to increase the collective impact of the ReImagine team.

- In April 2018, the Fitchburg City Council approved the sale of the B.F. Brown Building, which was damaged by a fire in 2016, to NewVue Communities. NewVue will use the insurance settlement of \$1.6 million to renovate the building to be used as artist living and work space. Renovation is critical to the branding of the neighborhood as the "Gateway to Arts and Culture."

ReImagine North of Main is led by Fitchburg State University and includes the Montachusett Opportunity Council, The City of Fitchburg, The Fitchburg Art Museum, NewVue Communities, and Three Pyramids as partners. This project has also received over \$600,000 in funding from the Federal Reserve Bank of Boston.