

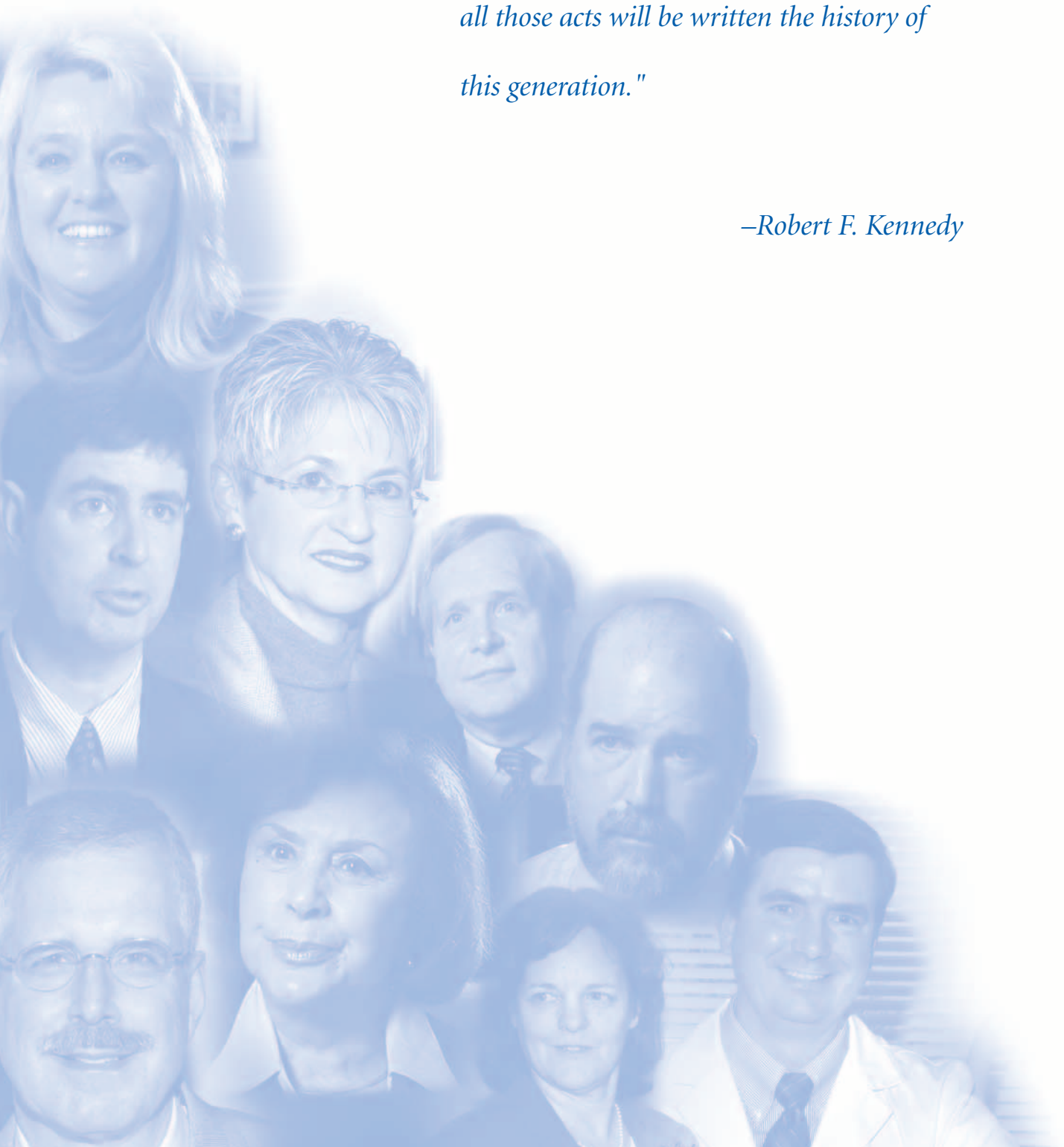
*Achieving Today.  
Sustaining for the Future.*

A REPORT TO THE REGION ON THE  
RESULTS OF THE FIRST FIVE YEARS  
OF GRANTMAKING 2000-2005



*"Few will have the greatness to bend history  
itself; but each of us can work to change a  
small portion of events, and in the total of  
all those acts will be written the history of  
this generation."*

*—Robert F. Kennedy*

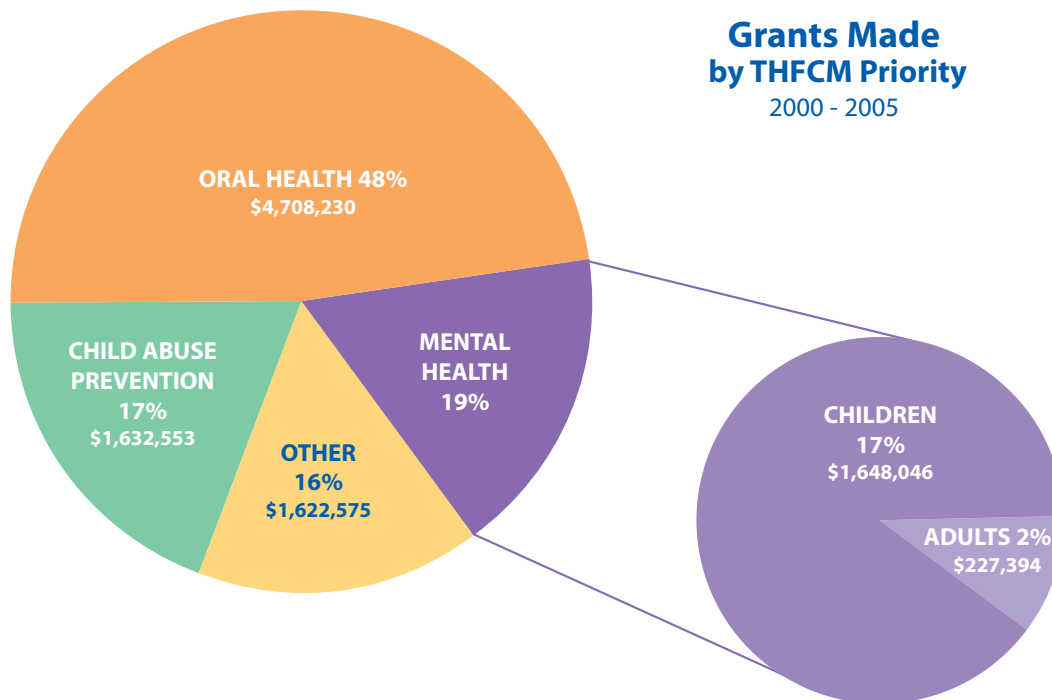


Formally established in 1999, The Health Foundation of Central Massachusetts (THFCM) currently has assets of \$60 million. This fiscal position essentially resulted from the sale of Central Massachusetts Health Care, Inc., a physician-initiated, not-for-profit HMO. As a conversion foundation, THFCM is bound to apply its assets to continue to serve in a similar fashion as the original HMO.

*The mission of the THFCM is to use its resources to improve the health of those who live or work in the Central Massachusetts region, with particular emphasis on vulnerable populations and unmet needs.*

- ◆ The Health Care and Health Promotion Synergy Initiative awarded nearly 80% of funds to four multi-year collaborative projects.
- ◆ The Activation Fund distributed approximately 12% – via smaller grants – to discrete, one-year projects.
- ◆ Board Designated grants enabled THFCM to participate in other opportunistic ventures, and represent 9% of total grant funds.

Since beginning grantmaking in 2000, THFCM has focused nearly \$10 million on these key concerns: oral health, children's mental health, and child abuse and neglect.



*"As grantees have been accountable for collecting and examining data, THFCM itself has also lived by the strategy of self-accountability. We commend THFCM for its vision and its accomplishments in its first five years of grantmaking, and, very importantly, for distinguishing its work as being in this select small group of high performing foundations who place their own performance firmly in mind and in behavior."*

## SYNERGY INITIATIVE

The Health Care and Health Promotion Synergy Initiative is a funding avenue, which enables a collaborative to address a significant health issue by providing planning, pilot, and implementation grants over a multi-year period. Projects design and implement "best practice" public health and medical access strategies. Typically, this leads to advocating for changes in public policy to institutionalize the strategies.

### ORAL HEALTH

One in four children in Massachusetts has untreated dental decay. In Worcester County, 35,000 children and 65,000 adults from low-income families have not been able to access dental care. Chronic oral infections cause school absenteeism and other health problems later in life, such as heart disease, diabetes and low birth weight and pre-term babies.

In response to this oral health crisis, THFCM has granted approximately \$4.6 million to the Central Massachusetts Oral Health Initiative (CMOHI) and the Oral Health Initiative of North Central Massachusetts (OHINCM).



John P. Gusha, D.M.D., and David M. Matson, D.M.D.

#### CENTRAL MASSACHUSETTS ORAL HEALTH INITIATIVE (CMOHI)

**\$2,937,176**

**PROJECT DIRECTOR:** John P. Gusha, D.M.D.  
**PROJECT ADMINISTRATOR:** Michael E. Huppert, M.P.H.  
**ADMINISTERING ORGANIZATION:** University of Massachusetts Medical School

#### PARTNERS:

Family Health Center	South Worcester Neighborhood Center	UMass Memorial Ronald McDonald Care Mobile
Great Brook Valley Health Center	Southbridge, Webster and Worcester Public Schools	Worcester Department of Public Health
Massachusetts Department of Public Health	Southern Worcester County Oral Health Coalition	Worcester District Dental Society
Massachusetts Dental Society	Tufts University School of Dental Medicine	Worcester District Hygienists' Association
Quinsigamond Community College		Worcester District Medical Society

#### RESULT HIGHLIGHTS:

Nearly doubled dental services at Great Brook Valley Health Center, increasing from 13,464 to 28,872 patient visits per year, and at Family Health Center in Worcester, increasing from 11,400 to 17,484 patient visits per year.

Great Brook Valley Health Center, Family Health Center, UMass Memorial Ronald McDonald Care Mobile, and Quinsigamond Community College Dental Hygiene Program increased their oral exams, cleanings, sealants, and fluoride programs, serving 2,680 children annually in 22 of the Worcester Public Schools and also in two schools in Webster. Revenue streams were created to sustain the programs. The rate of caries has declined.

Established a Saturday dental clinic at Quinsigamond Community College, serving about 500 patients per year with a revenue stream to sustain the program.

Recruited over 60 dentists and auxiliary professionals who volunteered at the Quinsigamond Community College dental clinic.

Recruited 20 dentists as MassHealth Partners, who provided over 120 patient visits in their offices.

Expanded enrollment in the dental assistant and dental hygiene programs at Quinsigamond Community College.

Established an accredited General Practice Dental Residency at UMass Medical School, only the third medical school in the country to sponsor a dental residency.

*"The success of the first five years of THFCM's grantmaking must be measured in the significant strides that have been made in developing system level changes for the region that will continue to impact the vulnerable populations with improved health."*

– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking

# SYNERGY INITIATIVE

*"One major aspect of the THFCM's approach to grantmaking is its strong focus on public policy and systems-level change necessary to sustain best practice interventions. From a community change perspective, this is where the most meaningful outcomes will occur."*

– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking



Cynthia M. Stevens, D.D.S., M.P.H. and Zuly Fernandez, D.A., care for a patient.

## ORAL HEALTH INITIATIVE OF NORTH CENTRAL MASSACHUSETTS (OHINCM)

\$1,676,097

### PROJECT CO-ADMINISTRATORS:

Kathleen J. McDermott and Lorie C. Martiska, M.S.

ADMINISTERING ORGANIZATION: Montachusett Opportunity Council

### PARTNERS:

Joint Coalition on Health of North Central Massachusetts  
CHC Family Health Center

Fitchburg, Leominster, Gardner, Winchendon, Phillipston, and Templeton School Districts

Health Alliance Hospital  
Heywood Hospital  
Massachusetts Department of Public Health

Mount Wachusett Community College  
Wachusett District Dental Society

### RESULT HIGHLIGHTS:

Established a 9-chair dental service in a new community health center, providing services to 13,850 patients in 46,939 patient visits.

Recruited 33 dentists to accept reduced fees for 220 patients with 643 appointments.

Sponsored oral health education in the Lamaze classes at Heywood Hospital and the maternity ward at Health Alliance.

Conducted preschool and school-based oral health education programs for children and their parents.

Sponsored dental screening, sealant, and fluoride varnish programs for nearly 1,000 children per year in area school districts, and created a revenue stream to sustain the programs.

Helped to establish a dental hygiene program at Mount Wachusett Community College.

### SYSTEMS CHANGE:

OHINCM and CMOHI partnered closely to identify and initiate changes in the MassHealth dental program in order to substantially increase access to dental services. In recent years, OHINCM and CMOHI participated in the statewide Oral Health Advocacy Task Force, coordinated by Health Care for All, and have won administrative and public policy changes, including:

Restoration of MassHealth dental benefits for 45,000 pregnant women and new mothers.

Authorization for dentists to set their MassHealth caseloads.

Executive branch's recommendation to the legislature to outsource the administration of the MassHealth dental program.

Increased fees for MassHealth providers of children's dental services.

Increased the public's understanding of the benefits of community water fluoridation.

Supported the effort to eliminate soda and junk food from the public schools.

*"...the most cost-effective approach to prevention is through policy and systems-level change...Synergy Initiative grantees...have played key roles to impact public policy.... The achievements, so far, are very impressive."*

– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking

## SYNERGY INITIATIVE

*"This approach...where the community identifies the need, and brings supporting evidence to the attention of THFCM...is a rather unique approach for foundations engaged in strategic grantmaking."*

– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking

### CHILD ABUSE PREVENTION

Each year in Massachusetts, approximately 46 out of every 1,000 children are involved in a child abuse report, and more than 35,000 cases of abuse or neglect are substantiated by the Department of Social Services. Child maltreatment negatively impacts brain development. Infants and children who survive early trauma more often experience developmental delays, anxiety, depression, and behavior and learning problems.

THFCM has granted \$1.6 million to address this epidemic of violence against children through the Child Abuse Prevention and Protection Collaborative (CAPPCC)



Family Advocate talks with parent.

### CHILD ABUSE PREVENTION & PROTECTION COLLABORATIVE (CAPPCC)

\$1,604,553

**PROJECT DIRECTOR:** Daniel D. Melle, M.S.W., L.I.C.S.W.

**ADMINISTERING ORGANIZATION:** Community Healthlink, Inc.

**FOUNDING PROJECT DIRECTOR:** Christine E. Barron, M.D., UMass Medical School

#### PARTNERS:

The Diocese of Worcester  
Office of Prevention and  
Healing

Central Massachusetts Shaken  
Baby Syndrome Prevention  
Campaign

The CASA Project

Daybreak at the Worcester  
YWCA

Harrington Hospital

Henry Lee Willis  
Community Center

Heywood Hospital

Massachusetts Citizens  
for Children

Massachusetts Department  
of Early Education and Care

Massachusetts Department  
of Public Health

Massachusetts Department  
of Mental Health

Massachusetts Department  
of Social Services

Massachusetts Society for the  
Prevention of Cruelty to  
Children (MSPCC)

Milford Regional  
Medical Center

Office of the District Attorney  
of Worcester County

Pernet Family Health Service

Rape Crisis Center of Central  
Massachusetts

Saint Vincent Hospital

United Way of Central  
Massachusetts

UMass Memorial Children's  
Medical Center Child  
Protection Program and  
Children's Justice Center

UMass Memorial Medical  
Center

Worcester Community  
Connections Coalition

Worcester Communities  
of Care

Worcester Juvenile Court

Worcester Public Schools

Youth Opportunities Upheld,  
Inc. (YOU, Inc.)

#### RESULT HIGHLIGHTS:

Established a Family Outreach Network and provided home visiting support to connect more than 160 families at high risk for abuse or neglect with mental health, substance abuse, housing, and other prevention services.

Developed a protocol for patient education to prevent Shaken Baby Syndrome (SBS) and trained 600 nurses at birthing hospitals to teach new parents about the dangers of shaking a baby and appropriate responses to infant crying through the Central Mass. SBS prevention Campaign. More than 1,500 parents have participated in this new program at area hospitals.

Provided training-of-trainers for 50 educators and agency staff who trained over 400 families to prevent child abuse and improve the identification of child victims.

#### SYSTEMS CHANGE:

CAPPCC helped file *An Act to Prevent Shaken Baby Syndrome* to establish a comprehensive SBS prevention education program for new parents, now under consideration by the legislature. DPH hired a state SBS prevention program coordinator.

CAPPCC is advocating for legislation to codify pediatric and adult Sexual Assault Nurse Examiner (S.A.N.E.) programs and supported a \$1 million allocation for pediatric S.A.N.E. in the FY '06 State Budget.

CAPPCC is advocating for legislation to establish and support Child Advocacy Centers across Massachusetts.

*"Initial results [of the Collaborative's data] show promise. Families...are experiencing positive change."*

– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking

*"Each of the Synergy Initiative grantees has shown evidence of implementing their programs and other strategies effectively."*

*– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking*

**CHILDREN’S MENTAL HEALTH**

Massachusetts ranks 9th in the nation with one of the highest rates of preschool expulsions. Massachusetts preschools expel 3 and 4 year olds at 34 times the rate of K-12 students, mainly due to challenging behaviors.

THFCM has made grants of over \$1.2 million to improve the early identification of mental health issues and support the development and well-being of children through the Together For Kids (TFK) Coalition.



Shanique and her daughter Asia.

<b>TOGETHER FOR KIDS (TFK)</b>	<b>\$1,219,120</b>	<b>PROJECT DIRECTOR:</b> Carolyn Droser, M.S.W., L.I.C.S.W. <b>ADMINISTERING ORGANIZATION:</b> Community Healthlink, Inc.																																					
<p><b>PARTNERS:</b></p> <table border="0"> <tr> <td>Anna Maria College</td> <td>Head Start</td> <td>Rainbow Child Development Center</td> <td>Worcester Community Action Council</td> </tr> <tr> <td>Becker College</td> <td>Jewish Family Services</td> <td>University of Massachusetts Medical School</td> <td>Worcester Communities of Care</td> </tr> <tr> <td>Brandeis University</td> <td>Massachusetts Department of Early Education and Care</td> <td>UMass Early Intervention</td> <td>Worcester Comprehensive Childcare Services</td> </tr> <tr> <td>Child Care Connection</td> <td>Massachusetts Department of Education</td> <td>United Way of Central Massachusetts</td> <td>Worcester Public Schools</td> </tr> <tr> <td>Children's Friend</td> <td>Massachusetts Department of Social Services</td> <td>Webster Square Day Care Center</td> <td>YMCA of Greater Worcester</td> </tr> <tr> <td>Early Literacy Project</td> <td>Massachusetts Department of Mental Health</td> <td>Worcester Area Association for the Education of Young Children</td> <td>Youth Opportunities Upheld, Inc. (YOU, Inc.)</td> </tr> <tr> <td>Edward Street Child Services</td> <td>Pernet Family Health Service</td> <td></td> <td>YWCA of Central Massachusetts</td> </tr> <tr> <td>Elm Park Center for Early Childhood Development</td> <td>Quinsigamond Community College</td> <td></td> <td></td> </tr> <tr> <td>Great Brook Valley Health Center</td> <td></td> <td></td> <td></td> </tr> </table>				Anna Maria College	Head Start	Rainbow Child Development Center	Worcester Community Action Council	Becker College	Jewish Family Services	University of Massachusetts Medical School	Worcester Communities of Care	Brandeis University	Massachusetts Department of Early Education and Care	UMass Early Intervention	Worcester Comprehensive Childcare Services	Child Care Connection	Massachusetts Department of Education	United Way of Central Massachusetts	Worcester Public Schools	Children's Friend	Massachusetts Department of Social Services	Webster Square Day Care Center	YMCA of Greater Worcester	Early Literacy Project	Massachusetts Department of Mental Health	Worcester Area Association for the Education of Young Children	Youth Opportunities Upheld, Inc. (YOU, Inc.)	Edward Street Child Services	Pernet Family Health Service		YWCA of Central Massachusetts	Elm Park Center for Early Childhood Development	Quinsigamond Community College			Great Brook Valley Health Center			
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**RESULT HIGHLIGHTS:**

The TFK Coalition developed, implemented and evaluated a best practice mental health consultation model at five childcare centers serving approximately 300 preschool children. The model includes short-term individual child and family assistance, classroom assistance for teachers, and center-wide activities to enhance parent and teacher competencies in handling early childhood behavioral issues.

TFK has demonstrated that with an average of 30 hours of consultation over 6 to 8 months with a child's teacher and parents, at an estimated cost of \$2,500, significant developmental gains can be achieved, with improvements in the child's behavior. Notably, at the TFK sites, preschool expulsion rates were brought down to zero.

**SYSTEMS CHANGE:**

TFK is advocating to increase the availability of mental health consultation for preschool classrooms across Massachusetts.

TFK is advocating for legislation that would make the social and emotional development of young children central to the mission and services of the new Department of Early Education and Care.

*"To date, the amount of additional support obtained by the Synergy Initiative grantees exceeds \$4 million, which is a significant amount when compared to the \$7.5 million provided them by THFCM. Local and national funders, including the Robert Wood Johnson Foundation and the W.K. Kellogg Foundation, provided financial assets and credibility to the projects."*

*– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking*

## ACTIVATION FUND

The Activation Fund offers a venture capital or entrepreneurial approach that supports creative and innovative strategies to alleviate community health concerns, facilitate community organizations' movement to the next level of capacity, and explore emerging health challenges and opportunities.

Family Health Center of Worcester, Inc.	<b>\$99,000</b>	Pharmacy Development Project
Great Brook Valley Health Center, Inc.	<b>\$84,831</b>	Dental Laboratory
Southbridge Interfaith Hospitality Network, Inc.	<b>\$57,500</b>	Shelter & Social Services for Homeless Families
Family Health Center of Worcester, Inc.	<b>\$50,000</b>	Renovation to Establish a School-Based Health Center
University of Massachusetts Medical School, Department of Psychiatry	<b>\$48,555</b>	Central Massachusetts Services Study
Central Massachusetts Agency on Aging, Inc.	<b>\$69,945</b>	Connection For Caregivers
American Cancer Society	<b>\$50,000</b>	Cancer Resources Centers
Pernet Family Health Service, Inc.	<b>\$23,000</b>	Family Partner Program
Family Services of Central Massachusetts, Inc.	<b>\$38,000</b>	Workplace Violence Prevention Program
Blackstone Valley Vocational Regional School District	<b>\$49,975</b>	Assessment, Intervention and Service for Adolescents' Wellness
University of Massachusetts Medical School, Center for Adoption Research	<b>\$35,000</b>	Assessing Efficacy of Attachment Therapy
Genesis Club, Inc.	<b>\$83,987</b>	Genesis Wellness Project
Mount Wachusett Community College	<b>\$68,040</b>	Practical Nursing Certificate Program at West River Health Center
Baldwinville Nursing Home	<b>\$25,000</b>	Depot Pond Village - Affordable Community Living with Services
Youth Opportunities Upheld, Inc.(YOU, Inc.)	<b>\$34,572</b>	Adolescent Substance Abuse Treatment Needs Assessment
University of Massachusetts Medical School, Center for Mental Health Services Research	<b>\$85,665</b>	Study of Collateral Services In Children's Outpatient Mental Health Care
Community Healthlink, Inc.	<b>\$21,975</b>	Family Crisis Support Worker Service
M.A.B. Community Services, Inc.	<b>\$30,000</b>	Low Vision Clinic
Tri-Community YMCA, Inc.	<b>\$30,000</b>	Kid Power - Physical Activity Program
Spectrum Health Systems, Inc.	<b>\$9,050</b>	Women to Women: Inside and Out
Dismas House of Massachusetts, Inc.	<b>\$35,000</b>	The Almost Home Program
Pernet Family Health Service, Inc.	<b>\$35,000</b>	Fathers and Family Program
Youth Opportunities Upheld, Inc. (YOU, Inc.)	<b>\$35,000</b>	South Worcester County Mental Health Parity Law Training for Children's Advocates
Mental Health and Substance Abuse Corporations of Massachusetts, Inc.	<b>\$25,000</b>	Emergency Service Program Study
Boys & Girls Club of Worcester, Inc.	<b>\$34,000</b>	All Ways Fit Program

**TOTAL: \$1,158,095**

*"The defining characteristics of grants from the Activation Fund is that funding in the range of \$50,000 is provided for one-time, discrete projects that can be completed within one year and, in most cases, sustained after the grant period. Clearly, the payoff of these grants has been quite large. Modest amounts of funding have led to significant accomplishments."*

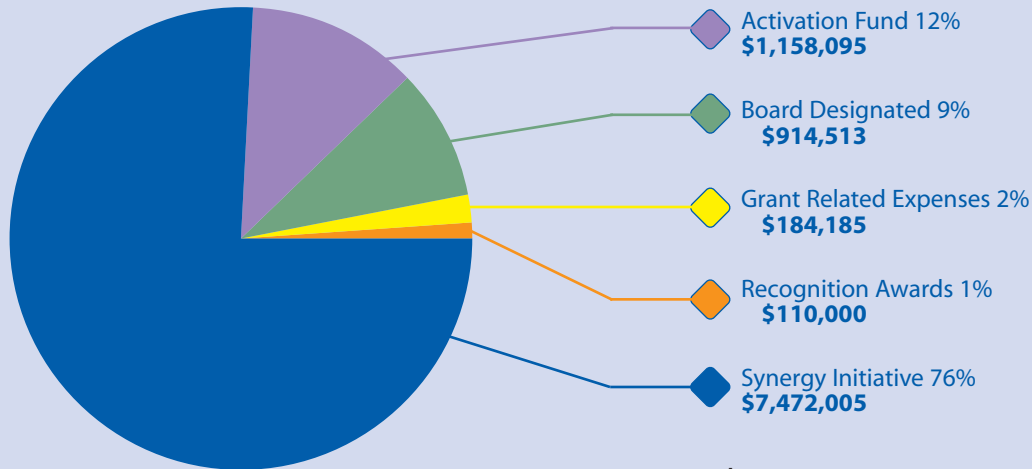
*– Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking*





## Total Grants Made by Fund

2000 - 2005



**TOTAL: \$9,838,798**

### BOARD DESIGNATED

#### POLICY ADVOCACY

Massachusetts Health Policy Forum	\$5,000	Understanding MassHealth: Finance and Policy Report
Massachusetts Coalition for a Healthy Future	\$2,684	Statewide Smoke-Free Worksites
The Public Policy Institute	\$95,000	Advocacy Training, Coaching and Consultation
Massachusetts Public Health Association	\$7,500	Support for Ban on Junk Food in Schools
MassInc	\$5,000	CommonWealth Special Edition 2004: Health Care in Massachusetts
M.S.P.C.C.	\$5,000	National Conference on Child Abuse and Neglect
Health Care For All	\$50,000	Health Access and Affordability Act Campaign
Massachusetts Coalition for School-Based Health Centers	\$30,000	Revitalize School-Based Health Centers in Massachusetts

#### SPECIAL OPPORTUNITIES

Clark University	\$250,000	Worcester Education Partnership Youth Development Initiative
Central Massachusetts Partnership to Improve Care at the End of Life	\$70,000	Better Ending Implementation
Worcester Community Housing Resources	\$20,000	Emergency Assistance Sewage Cleanup

#### EVALUATION

Dr. Pam Imm & Dr. Abraham Wandersman	\$18,252	Formative Evaluation
Dr. Pam Imm & Dr. Abraham Wandersman	\$26,500	Evaluation of THFCM's First Five Years of Grantmaking

### OTHER

Service Awards	\$140,000	Marilyn E. Plue Award, Community Member Award
Recognition Awards (Discontinued in 2002)	\$110,000	Staff Service, Leadership, and Youth Recognition Awards

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*"The Foundation understands that its work will continuously evolve over the years as it seeks to fulfill its mission - a mission that, by its very nature can never be fully accomplished."*

- Evaluation Report for THFCM: Analyses of Their First Five Years of Grantmaking

*"Ah, but a man's reach should exceed his grasp,  
Or what's a heaven for?"*

*-Robert Browning*



Based on the independent evaluation,

**Evaluation Report for The Health Foundation of Central Massachusetts: Analyses of Their First Five Years of Grantmaking (2000-2005)**

prepared by Pamela Imm, Ph.D., Abraham Wandersman, Ph.D., and Beatrice Lane Estrada, L.M.S.W.

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