

## Organization Information

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**Organization Name:** Heywood Hospital  
**Address:** 242 Green Street  
**City, State, Zip:** Gardner, Massachusetts 01440  
**Website:** www.heywood.org  
**Contact Name:** Mary Giannetti  
**Contact Title:** Director of Resource Development  
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**E-Mail:** mary.giannetti@heywood.org  
**Contact Address:** 242 Green Street  
(Optional, if different from above)  
**City, State, Zip:** Gardner, Massachusetts 01440  
(Optional, if different from above)

**Organization Type:** Hospital  
**For-Profit Status:** Not-For-Profit  
**Health System:** Not Specified  
**Community Health Network Area (CHNA):** Fitchburg/Gardner Community Health Network(CHNA 9),  
**Regions Served:** Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon,

## Mission and Key Planning/Assessment Documents

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### **Community Benefits Mission Statement:**

: Heywood Hospital is committed to improving the health of our community, with special consideration of disadvantaged populations, by working collaboratively with community partners to increase prevention efforts, address social determinants of health, and improve access to care.

### **Target Populations:**

Name of Target Population	Basis for Selection
Heywood Hospital is committed to addressing health disparities that exist in our region. We aim to improve access to care for populations adversely affected by social determinants of health. Especially targeting people living in poverty, racial and ethnic minorities, older adults, veterans, and disadvantaged youth and adolescents.	2018 Community Health Needs Assessment quantitative and qualitative data

### **Publication of Target Populations:**

Marketing Collateral, Annual Report, Website

### **Community Health Needs Assessment:**

**Date Last Assessment Completed:**

2018

## Data Sources:

Community Focus Groups, Community Health Network Area, Consumer Groups, Hospital, Interviews, MA Population Health Information Tool (PHIT), Public Health Personnel, Surveys,

**CHNA Document:** [FINAL 2018 HEYWOOD CHA.PDF](#)

## Implementation Strategy:

**Implementation Strategy Document:** [2018-HEYWOOD-HEALTHCARE-COMMUNITY-HEALTH-IMPROVEME](#)

## Key Accomplishments of Reporting Year:

**Social Determinants of Health:** Assisted 72 community members to overcome barriers and address psycho-social needs by providing information and referrals on issues related to housing, food, transportation, behavioral, and substance abuse. Provided financial and health insurance information and enrollment assistance to 4,048 individuals reducing financial barriers to accessing healthcare. Assisted and paid for legal services (such as healthcare proxy, guardianship, advanced directives) for 14 patients who did not have the means to pay. Assisted 260 patients with transportation, and as a result, they were able to follow up with their healthcare and prevented missed appointments. Provided over 30,000 hours of mentorship to 200 students pursuing careers in healthcare and subsequently hired six into permanent paid positions.

**Interpersonal Violence and Injuries:** Convened the Regional Behavioral Health Collaborative (RBHC), a multi-sector partnership of school, emergency responders, social service organizations, medical, and behavioral health providers. The RBHC organized the implementation of Handle With Care (HWC)- an initiative to address and minimize the adverse effects of childhood trauma. The RBHC hosted trainings to increase the partnership's knowledge of the HWC model, adverse childhood experiences, and how to provide trauma-informed care. Subsequently, the police, school districts, and community partners in the towns of Ashburnham, Westminster, Gardner, Templeton, Petersham, and Winchendon developed the processes for identifying, communicating, and providing appropriate trauma-informed supports for the student and family exposed to trauma.

**Mental Health and Substance Use:** Spearheaded the Montachusett Suicide Prevention Task Force - a multi-sector Task Force providing education, resources, and offering support groups. They trained 52 community members on Mental Health First Aid and increased their ability to identify, understand, and respond to signs of mental illnesses and substance use disorders. They trained 100 community members on opioid overdose prevention and Narcan administration. Offered support groups for military families, men who struggle with depression, for those who have lost loved ones to suicide and for survivors of suicide, providing peer exchange and coping skills for managing symptoms associated with mental illness and substance use. Community Health Workers, located in the Narragansett and Gardner School Districts, provided school-based care coordination and behavioral health supports. 271 youth with mental health counseling either in person or via tele-behavioral health and helped over 140 families with accessing community-based services such as food, fuel, and housing assistance.

**Wellness and Chronic Disease:** Partnered with the Gardner Public School District to distribute 7,600 backpacks with nutritious food for the weekend distributed weekly to 190 low-income youth and their families. Offered wellness instruction and self-care techniques to 240 individuals to manage symptoms associated with having a chronic condition.

## Plans for Next Reporting Year:

In 2018, Heywood Hospital conducted a comprehensive community health need assessment (CHNA). In addition to doing the CHNA, the organization monitors hospital data. It actively engages with the hospital leadership team and Community Benefits Advisory Committee to continuously monitor and assess any changing or emerging community and healthcare needs. Heywood Hospital remains committed to addressing health disparities and the health needs of our region. The community health improvement plans for 2020 remains focused on under-resourced populations (low-income individuals and families, school children, elderly, minority, veterans, and the disabled) and prioritizes social determinants of health, mental health and substance misuse, wellness and chronic disease, and interpersonal violence and injuries. We also plan to address emergent issues related to the COVID-19 pandemic and to support the region to prepare for and prevent the spread of the virus. The Community Health Improvement Plan (CHIP) will align with the hospital's strategic plan and coordinated with the Community Health Network Area 9 of North Central MA (CHNA9) regional community health improvement planning process. Membership of the Community Benefits Advisory Committee will be reviewed to ensure representation from the CHIP's target population and priority focus areas.

**Self-Assessment Form:** [Hospital Self-Assessment Update Form - Years 2 and 3](#)

## Community Benefits Programs

### Chronic Disease- Community Education

Program Type	Not Specified
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<b>Program is part of a grant or funding provided to an outside organization</b>	No
<b>Program Description</b>	Education and support groups focused on helping individuals manage symptoms related to chronic conditions.
<b>Program Hashtags</b>	Community Education, Support Group,
<b>Program Contact Information</b>	Rhonda Zbikowski; Louise Pare

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Managing chronic Illness through Meditation, Rekeii, and American Cancer Society Feel Good Look Good Program- The goal of thee programs are to provide support and self-care techniques for participants to manage symptoms related to their chronic condition.	Participants learned new self-care and chronic care management techniques and increased their confidence level in managing stress and symptoms related to their chronic disease.	Outcome Goal	Year 2019 of 1
Diabetes Support Group to provide support and self-care techniques for participants to manage symptoms related to their diabetes.	Diabetes support group met monthly and - provided an opportunity for people with diabetes to come together to receive continuing support and exchange of ideas, networking and education as It pertains to diabetes	Outcome Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,
<b>DoN Health Priorities</b>	N/A,
<b>Health Issues</b>	Other: Cancer, Other: Cardiac Disease, Other: Diabetes, Other: Hypertension, Other: Nutrition, Overweight and Obesity,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon,</li> <li>• <b>Environments Served:</b> Rural, Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> All Adults,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Not Specified	Not Specified

**Nutrition Services- Weekend Backpack Program**

<b>Program Type</b>	Community-Clinical Linkages
<b>Program is part of a grant or funding provided to an outside organization</b>	No
<b>Program Description</b>	In conjunction with area schools, increase access to healthy food and food assistance programs.
<b>Program Hashtags</b>	Prevention,
<b>Program Contact Information</b>	Theresa Thompson

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
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Weekend Backpack Program: A backpack of healthy food items is provided for the weekend when kids are likely to be most hungry. The food is discreetly and conveniently distributed at the school.	200 low income third and fourth-grade students that attend the Gardner Public Schools benefited from the Backpack program. 7,600 backpacks with nutritious food for the weekend were distributed weekly to 190 low-income youth and their families. In addition to helping children with having enough food on the weekend and not coming to school hungry on Monday, the school administration expressed it building a connection between the families and the school.	Outcome Goal	Year 2019 of 1
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<b>EOHHS Focus Issues</b>	Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,
<b>DoN Health Priorities</b>	Education,
<b>Health Issues</b>	Other: Nutrition, Overweight and Obesity,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Gardner,</li> <li>• <b>Environments Served:</b> Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Child-Primary School,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Gardner Public Schools	<a href="http://www.gardnerk12.org/">http://www.gardnerk12.org/</a>

**Handle With Care**

<b>Program Type</b>	Total Population or Community-Wide Interventions
<b>Program is part of a grant or funding provided to an outside organization</b>	Yes
<b>Program Description</b>	In conjunction with area schools, law enforcement, medical and behavioral health providers, and social service agencies support youth affected by trauma and child maltreatment.
<b>Program Hashtags</b>	Community Education,
<b>Program Contact Information</b>	Michael Ellis

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Handle With Care is an initiative to address and minimize child trauma and its adverse effects. HWC will develop a process for identifying, communicating, and providing appropriate trauma-informed supports for the student and family. The initiative will promote partnerships between schools, first responders, healthcare and -community partnerships aimed at ensuring that children who are exposed to trauma in their home, school or community receive appropriate interventions and support to help them achieve academically and grow personally	Convened the Regional Behavioral Health Collaborative (RBHC), a multi-sector partnership of school, emergency responders, social service organizations, medical, and behavioral health providers met quarterly to develop the Handle with Care Initiative. The RBHC hosted trainings to increase the partnership's knowledge of the HWC model, adverse childhood experiences, and how to provide trauma-informed care. Subsequently, the police, school districts, and community partners in the towns of Ashburnham, Westminster, Gardner, Templeton, Petersham, and Winchendon developed the processes for identifying, communicating, and providing appropriate trauma-informed supports for the student and family exposed to trauma.	Process Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health,
<b>DoN Health Priorities</b>	Education, Social Environment, Violence,
<b>Health Issues</b>	Health Behaviors/Mental Health-Mental Health, Social Determinants of Health-Violence and Trauma,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon,</li> <li>• <b>Environments Served:</b> Rural, Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Children, Teenagers,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Domestic Violence History,</li> </ul>

**Partners:**

<b>Partner Name and Description</b>	<b>Partner Website</b>
Ashburnham Police Department	<a href="https://www.ashburnham-ma.gov/police">https://www.ashburnham-ma.gov/police</a>
Ashburnham Westminster School District	<a href="http://www.awrsd.org">www.awrsd.org</a>
Westminster Police Department	<a href="https://www.westminster-ma.gov/westminster-police-department">https://www.westminster-ma.gov/westminster-police-department</a>
Gardner Police Department	<a href="https://www.gardner-ma.gov/163/Police-Department">https://www.gardner-ma.gov/163/Police-Department</a>
Gardner Public Schools	<a href="http://gardnerk12.org/1040/Public-Schools">http://gardnerk12.org/1040/Public-Schools</a>
Winchendon Police Department	<a href="https://www.townofwinchendon.com/police-department">https://www.townofwinchendon.com/police-department</a>
Winchendon School Department	<a href="https://www.winchendonk12.org/">https://www.winchendonk12.org/</a>
Templeton Police Department	<a href="https://www.templetonma.gov/police-department">https://www.templetonma.gov/police-department</a>
Narragansett Regional School District	<a href="https://www.nrsd.org/">https://www.nrsd.org/</a>
Mount Wachusett Community College	<a href="http://mwcc.edu">mwcc.edu</a>

**Wellness- Mental Health and Substance Use**

<b>Program Type</b>	Community-Clinical Linkages
<b>Program is part of a grant or funding provided to an outside organization</b>	No
<b>Program Description</b>	Education provided to the community on recognizing signs and symptom of suicide crisis and substance use and how to respond. Self-care techniques provided for individuals suffering mental health and substance abuse disorders.
<b>Program Hashtags</b>	Community Education, Prevention,
<b>Program Contact Information</b>	Michael Ellis

**Program Goals:**

<b>Goal Description</b>	<b>Goal Status</b>	<b>Goal Type</b>	<b>Time Frame</b>
MENders- Men's support group promoting healthy living and offering coping skills for managing symptoms associated with mental illness and substance use.	Menders sessions offered 57 times, reaching 421 men. Through this support group, men became connected to resources, gained confidence in themselves, and learned coping skills to manage their behavioral health and/or addiction issues better.	Outcome Goal	Year 2019 of 1
Opioid Overdose prevention and Narcan Administration Training	One hundred individuals trained on how to prevent and recognize an opioid overdose, what to do if one occurs, the importance of calling 911, how to perform rescue breathing, and how to administer naloxone.	Outcome Goal	Year 2019 of 1
QPR (Question, Persuade, and			

Refer) Gatekeeper Training for Suicide Prevention is a 1-2 hour educational program designed to teach lay and professional "gatekeepers" the warning signs of a suicide crisis and how to respond.	Two hundred forty-five individuals trained on QPR. Participants gained knowledge about suicide, gatekeeper skills, and awareness of suicide prevention resources.	Outcome Goal	Year 2019 of 1
Mental Health First Aid Training is an 8-hour course that teaches you how to help someone who is developing a mental health problem or experiencing a mental health crisis. The training helps you identify, understand, and respond to signs of mental illnesses and substance use disorders.	3 Mental Health First Aid trainings offered. Fifty-two individuals trained and gained knowledge about mental illness and appropriate crisis interventions.	Outcome Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health, Substance Use Disorders,
<b>DoN Health Priorities</b>	Not Specified
<b>Health Issues</b>	Mental Health, Substance Abuse,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon,</li> <li>• <b>Environments Served:</b> Rural, Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Adult, Adult-Elder, Adult-Young,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
North Central Correctional Institution (NCCI) is a medium/minimum security facility housing criminally sentenced males.	<a href="https://www.mass.gov/locations/north-central-correctional-institution">https://www.mass.gov/locations/north-central-correctional-institution</a>
Mount Wachusett Community College is a public community college in Gardner, Massachusetts.	<a href="https://mwcc.edu/about-mwcc/">https://mwcc.edu/about-mwcc/</a>
Montachusett Veterans Outreach Center provides support to military veterans and their families in need of services to develop a resilient, self-sufficient lifestyle essential to succeed in today's environment.	<a href="http://www.veterans-outreach.org/about-us/">http://www.veterans-outreach.org/about-us/</a>
GVNA HealthCare, Inc. is a not-for-profit home healthcare agency dedicated to providing quality care to the community, regardless of their ability to pay. We believe that ALL people have the right to the best healthcare possible, whatever their circumstances, and that they deserve to receive that care in the comfort and security of their homes whenever possible	<a href="https://www.gvnahealthcare.org/">https://www.gvnahealthcare.org/</a>
Community Health Connections Federally Qualified Health Center	<a href="https://www.chcfhc.org/locations/greater-gardner-chc/">https://www.chcfhc.org/locations/greater-gardner-chc/</a>
Aids Project Worcester- provides	<a href="https://www.aidsprojectworcester.org/">https://www.aidsprojectworcester.org/</a>

services to support the medical care and various service needs of persons living with HIV/AIDS and those at greatest risk for HIV and Hepatitis C.

## Behavioral Health and Social Determinants of Health -Community Participation Community Building

<b>Program Type</b>	Infrastructure to Support CB Collaboration
<b>Program is part of a grant or funding provided to an outside organization</b>	Yes
<b>Program Description</b>	Heywood Hospital leads several coalitions that include bringing together multi-sector partners in the planning and implementation of strategies to reduce identified health needs and gaps in services. Additionally, hospital staff actively participates in and take leadership roles on a number of organization boards and committees.
<b>Program Hashtags</b>	Community Education, Health Professional/Staff Training,
<b>Program Contact Information</b>	Barbara Nealon; Michael Ellis

### Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
GAIT (Gardner Area Interagency Team) Administered by Heywood, this well-established coalition has been working together for over 35 years to improve access to health and social services for the communities' most compromised populations. GAIT consists of over 50 members representing school departments, elected officials, health and human service providers, mental health providers, home care services and businesses.	Nine meetings held with a consistent, diverse representation of 30 community members. The meetings provided opportunities for networking, information on community services, and collaboration on addressing community health needs. Activities for the year include a Community Resource Service Fair with over 200 people attending and a Legislative breakfast.	Process Goal	Year 2019 of 1
The Montachusett Suicide Prevention Task Force - Spearheaded by HH, this multi-sector Task Force serves the City of Gardner and the surrounding 22 towns. In its fourth year, its mission is to prevent suicide by providing education and resources to help those who struggle with depression, survivors of suicide and those who have lost loved ones to suicide.	Approx 30 members participated in 11 meetings for resource sharing and educational events. Organized the annual Ride Of Your Life Suicide Prevention Event, which also included community media and billboards to raise awareness education on resources. Offered QPR training for community groups, organized and supported MENders and Suicide Loss Survivor support groups, and Military Families suicide prevention support group.	Process Goal	Year 2019 of 1
The Multicultural Task Force- This task force with community participation is focused on addressing health disparities and social determinants of health focused on under -represented populations	The Multicultural Task Force organized and participated in community events to raise awareness on issues related to diversity and health, including the Stand Against Racism and Martin Luther King Event.	Process Goal	Year 2019 of 1
Community Board and organization participation.	Heywood staff actively participated in the following coalitions/boards: Boys and Girls Club; CHNA9; Gardner Community Action Team; GAAMHA; Gardner Rotary; Gardner Chamber of Commerce; GVNA Healthcare; Fitchburg Human Rights Commission; Fitchburg Housing Authority; Clark YMCA; Growing Places; North Central Mass Minority Coalition; Greater Gardner Religious Council; North Central MA Chamber of Commerce;	Process Goal	Year 2019 of 1

Women's Circle of Giving; United Way of North Central MA; Mount Wachusett Community College.

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health,
<b>DoN Health Priorities</b>	Social Environment,
<b>Health Issues</b>	All,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Other-Central MA,</li> <li>• <b>Environments Served:</b> All,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> LGBT Status, Veteran Status,</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
The North Central Massachusetts Minority Coalition is a strategic alliance between the region's five minority-led agencies (Spanish American Center, Hmong-Lao Foundation, Three Pyramids Inc., Twin Cities Latino Coalition, and the Cleghorn Neighborhood Center).	<a href="https://www.theminoritycoalition.org/">https://www.theminoritycoalition.org/</a>
The Gardner Area Interagency Team (GAIT) Team is committed to the coordination and improvement of health and human services in the Greater Gardner Area.	<a href="https://www.heywood.org/education/calendar/gardner-area-interagency-team">https://www.heywood.org/education/calendar/gardner-area-interagency-team</a>
YWCA Central Massachusetts' Racial and Gender Equity program is dedicated to ensuring that our mission of Eliminating Racism and empowering Women directs all systems, culture and programs at the YWCA.	<a href="https://ywcacm.org/">https://ywcacm.org/</a>
Montachusett Suicide Prevention Task Force	<a href="http://www.suicidepreventiontaskforce.org/meetings/membership">http://www.suicidepreventiontaskforce.org/meetings/membership</a>
United HMONG of Massachusetts	Not Specified

**School-based Care Coordination and Tele-behavioral Health**

<b>Program Type</b>	Community-Clinical Linkages
<b>Program is part of a grant or funding provided to an outside organization</b>	Yes
<b>Program Description</b>	In conjunction with Gardner and Narragansett School Districts provide school-based behavioral health and social supports for high-risk, school-aged youth and their families.
<b>Program Hashtags</b>	Not Specified
<b>Program Contact Information</b>	Selena Johnson; Maureen Donovan

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
School-based Care Coordination Program is supported by a grant			



from the Heywood Healthcare Charitable Investment Foundation. Community health workers (CHW) support students and family's psycho- social-emotional needs. The CHW assists families with accessing community-based services and link youth with appropriate mental health counseling.	This grant was given to the Gardner school district to fund two Community Health Workers. The CHW helped nearly 100 families with accessing community-based services such as food, fuel, and housing assistance and linked 239 youth with appropriate mental health counseling	Outcome Goal	Year 2019 of 1
School-based tele-behavioral health program offered in collaboration with the school district connects youth to behavioral health counseling via telehealth while at school. This program eliminates barriers to access services while reducing time away from learning.	Five hundred seventy-six behavioral health sessions were provided via video conferencing for 32 at-risk students. Forty-two referrals supported these students to community-based services.	Outcome Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health,
<b>DoN Health Priorities</b>	Education, Social Environment,
<b>Health Issues</b>	Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Stress Management, Social Determinants of Health-Access to Health Care, Social Determinants of Health-Access to Healthy Food, Social Determinants of Health-Access to Transportation, Social Determinants of Health-Affordable Housing, Social Determinants of Health-Domestic Violence, Social Determinants of Health-Education/Learning, Social Determinants of Health-Income and Poverty, Social Determinants of Health-Nutrition,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Gardner, Phillipston, Royalston, Templeton,</li> <li>• <b>Environments Served:</b> Rural, Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Children, Teenagers,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Gardner School District	<a href="http://gardnerk12.org/">http://gardnerk12.org/</a>
Narragansett Regional School District	<a href="https://www.nrsd.org/">https://www.nrsd.org/</a>

**Social Determinants of Health- Direct Services**

<b>Program Type</b>	Access/Coverage Supports
<b>Program is part of a grant or funding provided to an outside organization</b>	No
<b>Program Description</b>	Provide psycho-social supports for individuals and families to address needs and overcome barriers. Direct support includes health coverage enrollments; transportation; legal services; and information and referral.
<b>Program Hashtags</b>	Not Specified
<b>Program Contact Information</b>	Melissa Wrigley; Barbara Nealon

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Assist vulnerable individuals with	Assisted 72 individuals, which either phoned in or walked in, with psycho-social services. Many of the individuals		

information and referrals to community programs that could address their needs.	served were elder caretakers, homeless individuals, or veterans. Provided information and referrals on issues related to housing, food, transportation, behavioral health, and substance abuse.	Outcome Goal	Year 2019 of 1
Assist low-income families with free legal services.	Assisted and paid for legal services for 14 patients who did not have the means to pay. Type of legal services includes guardianship, healthcare proxy, power of attorney, advanced directives, and civil commitments.	Outcome Goal	Year 2019 of 1
Arrange for transportation for individuals who do not have transportation and it would be a financial burden to go to their medical appointments.	Two hundred sixty patients assisted with transportation. As a result, the patients were able to follow up with their healthcare and prevented missed appointments.	Outcome Goal	Year 2019 of 1
Provide uninsured or underinsured patients with information and enrollment assistance with health care	Provided 4,048 individuals with counseling on health insurance coverage and financial assistance.	Outcome Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	N/A,
<b>DoN Health Priorities</b>	Social Environment,
<b>Health Issues</b>	Access to Health Care, Other: Elder Care,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchendon,</li> <li>• <b>Environments Served:</b> Rural, Suburban,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> All Adults,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Not Specified	Not Specified

**Social Determinants- Career Development**

<b>Program Type</b>	Total Population or Community-Wide Interventions
<b>Program is part of a grant or funding provided to an outside organization</b>	No
<b>Program Description</b>	Heywood Hospital provides opportunities for high school and college students to gain experiences in various departments across the hospital. Students are exposed to different aspects of healthcare which serves two different purposes: to help educate young adults on current health issues and to allow participants to explore different career options, which further supports Heywood Hospitals efforts to improve local socio-economic factors and to increase the availability of trained healthcare workforce.
<b>Program Hashtags</b>	Mentorship/Career Training/Internship,
<b>Program Contact Information</b>	Zachary McBride

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Increase high school and college student's knowledge of current health issues and provide opportunities to gain experiences in various departments across the hospital.	Provided over 30,000 hours of mentorship to 200 students pursuing careers in healthcare and subsequently hired six into permanent paid positions.	Outcome Goal	Year 2019 of 1

<b>EOHHS Focus Issues</b>	N/A,
<b>DoN Health Priorities</b>	Education, Employment,
<b>Health Issues</b>	Other: Education/Learning Issues,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> All Massachusetts,</li> <li>• <b>Environments Served:</b> All,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Adult-Young, Child-Teen,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Not Specified</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Ashburnham Westminster School District	<a href="https://www.awrsd.org/">https://www.awrsd.org/</a>
Bates College	<a href="http://www.bates.edu/">http://www.bates.edu/</a>
Fitchburg State University	<a href="http://www.fitchburgstate.edu/">http://www.fitchburgstate.edu/</a>
Framingham State University	<a href="https://www.framingham.edu/">https://www.framingham.edu/</a>
Monty Tech Vocational High School	<a href="http://www.montytech.net/">http://www.montytech.net/</a>
Mount Wachusett Community College	<a href="http://mwcc.edu/">http://mwcc.edu/</a>
Narragansett Regional School District	<a href="http://www.nrsd.org/">http://www.nrsd.org/</a>
Quinnsigamond Community College	<a href="http://www.qcc.edu/">http://www.qcc.edu/</a>
University of New Hampshire	<a href="http://www.unh.edu/">http://www.unh.edu/</a>

**Grants to support local non profits**

<b>Program Type</b>	Community-Clinical Linkages
<b>Program is part of a grant or funding provided to an outside organization</b>	Yes
<b>Program Description</b>	Grants distributed through the CHNA 9 to local organizations. Funding is for programs aligned with the hospital's community benefit areas of focus and targeted population.
<b>Program Hashtags</b>	Community Education, Community Health Center Partnership, Prevention,
<b>Program Contact Information</b>	Mary Giannetti

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
	<p>(CHNA9) awarded mini-grants to 19 organizations totaling \$20,000, to thirteen North Central Massachusetts community organizations. A summary of the Mini-grant award amounts and award recipients include:</p> <ul style="list-style-type: none"> <li>- Be Pawsitive Therapy pets provided training and developed new TheraPAWS pet therapy teams.</li> <li>- Community Health Connections FQHC provided bus passes to increase transportation access for underserved populations.</li> <li>- Bigelow Free Public Library offered Yoga classes.</li> </ul>		

<p>Heywood Hospital provided the Community Health Network Area 9 (CHNA 9) with the funding to disburse mini-grants to community-based agencies. The grants are provided to grassroots organizations and support short term projects, activities, or events that address priority areas of the Community Health Improvement Plan (CHIP).</p>	<p>- United Way of Tri-County/ WHEAT provided transportation for Seniors to attend evening meals at the Community Caf��.</p> <ul style="list-style-type: none"> <li>- House of Peace and Education provided programs for teens to support social-emotional development.</li> <li>- Growing Places Garden Project implemented a community garden project in Winchendon.</li> <li>- Clinton Adult Learning Center conducted citizenship classes.</li> <li>- Chair City Legacy Makerspace provided bilingual workshops for displaced workers.</li> <li>- Central Mass Faith-based Community Coalition offered free breakfast meals and gloves and socks for homeless individuals.</li> <li>- Rutland Council on Aging provided transportation and mini health fairs for rural seniors.</li> <li>- Spanish American Center provided free community meals program and offered nutrition education.</li> <li>- Winchendon Community Action Center provided food assistance and education on SNAP.</li> <li>- YWCA of Central Mass offered transportation vouchers for individuals in their domestic violence program to access services.</li> </ul>	<p>Process Goal</p>	<p>Year 2019 of 1</p>
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<b>EOHHS Focus Issues</b>	Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, Housing Stability/Homelessness, Mental Illness and Mental Health,
<b>DoN Health Priorities</b>	Built Environment, Education, Social Environment,
<b>Health Issues</b>	Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Physical Activity, Health Behaviors/Mental Health-Stress Management, Social Determinants of Health-Access to Health Care, Social Determinants of Health-Access to Healthy Food, Social Determinants of Health-Access to Transportation, Social Determinants of Health-Education/Learning, Social Determinants of Health-Language/Literacy, Social Determinants of Health-Nutrition,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Clinton, Fitchburg, Gardner, Leominster, Rutland, Winchendon,</li> <li>• <b>Environments Served:</b> All,</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Adults, Children, Elderly, Teenagers,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> All,</li> <li>• <b>Additional Target Population Status:</b> Domestic Violence History, Refugee/Immigrant Status,</li> </ul>

**Partners:**

<b>Partner Name and Description</b>	<b>Partner Website</b>
Community Health Network Area 9 (CHNA 9)	<a href="https://www.chna9.com/index.html">https://www.chna9.com/index.html</a>
Be Pawsitive- pet therapy	not available
Community Health Connections federally Qualified Health Center with clinics in Gardner, Fitchburg, and Leominster	<a href="https://www.chcfhc.org/">https://www.chcfhc.org/</a>
Bigelow Free Public Library	<a href="http://www.bigelowlibrary.org/">http://www.bigelowlibrary.org/</a>
United Way of Tri-County/ WHEAT	<a href="https://www.uwotc.org/WHEAT">https://www.uwotc.org/WHEAT</a>
House of Peace and Education provides after school programs, summer camp, job skills training programs, mentoring programs	<a href="http://www.hopegardner.org/">http://www.hopegardner.org/</a>
Growing Places-nonprofit organization that supports the health of people and the planet	<a href="https://growingplaces.org/">https://growingplaces.org/</a>

through the local food system.	
Clinton Adult Learning Center	<a href="https://sites.google.com/site/clintonadulthoodeducation/home">https://sites.google.com/site/clintonadulthoodeducation/home</a>
Chair City Legacy Makerspace- incubator space to teach the art of furniture making and support Gardner's manufacturing legacy.	not available
Central Mass Faith-based Community Coalition= a coalition of churches and organizations working together to serve people who are homeless.	not available
Rutland Council on Aging	<a href="https://www.townofrutland.org/">https://www.townofrutland.org/</a>
Spanish American Center provides the following services: ESL Classes (English As A Second Language); Food Pantry; Domestic Violence Services & Counseling; After School Nutrition; Soup Kitchen Suppers; Summer Nutrition " Kids Eat Free (Seasonal); Elders United; Information & Referral; WSO Annual Coat Drive	<a href="http://www.spanishamericancenter.org/">http://www.spanishamericancenter.org/</a>
Winchendon Community Action Center assists economically disadvantaged families in need of emergency services which may include transportation, advocacy, food, or educational programs	<a href="https://winchendoncacom.com/">https://winchendoncacom.com/</a>
YWCA of Central Mass mission is to eliminate racism and empower women through programs that address economic empowerment, health and wellness, domestic violence, and childcare.	<a href="https://ywcacm.org/">https://ywcacm.org/</a>

## Expenditures

**Total CB Program Expenditure** **\$2,998,682.00**

<b>CB Expenditures by Program Type</b>	<b>Total Amount</b>	<b>Subtotal Provided to Outside Organizations (Grant/Other Funding)</b>
Direct Clinical Services	Not Specified	\$402.00
Community-Clinical Linkages	\$702,955.00	\$164,580.00
Total Population or Community-Wide Interventions	\$1,105,598.00	\$11,500.00
Access/Coverage Supports	\$0.00	\$0.00
Infrastructure to Support CB Collaborations Across Institutions	\$1,190,129.00	\$39,854.00

<b>CB Expenditures by Health Need</b>	<b>Total Amount</b>
Chronic Disease with a Focus on Cancer, Heart Disease, and Diabetes	\$57,037.00
Mental Health/Mental Illness	\$426,986.00
Housing/Homelessness	\$0.00

Substance Use	\$78,631.00
Additional Health Needs Identified by the Community	\$2,436,028.00

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Other Leveraged Resources \$230,162.00

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<b>Net Charity Care Expenditures</b>	<b>Total Amount</b>
HSN Assessment	\$1,588,909.00
HSN Denied Claims	\$0.00
Free/Discount Care	\$697,125.00
Total Net Charity Care	\$2,286,034.00

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**Total CB Expenditures:** \$5,514,878.00

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<b>Additional Information</b>	<b>Total Amount</b>
<b>Net Patient Service Revenue:</b>	\$129,633,967.00
<b>CB Expenditure as Percentage of Net Patient Services Revenue:</b>	4.25%

**Approved CB Program Budget for FY2020:** \$1,000,000.00

(\*Excluding expenditures that cannot be projected at the time of the report.)

**Comments (Optional):** Not Specified

## Optional Information

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**Hospital Publication Describing CB Initiatives:** [Download/View Report](#)

**Bad Debt:** \$6,778,177.00

**Bad Debt Certification:** Certified

**Optional Supplement:** Not Specified