

## 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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**Phone:** (978) 630-5797  
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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 advancing our community's well-being by intentionally addressing race, sexual orientation, and gender identity inequities and 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. The hospital's Community Health Improvement Plan identifies areas of health needs and priority populations including racial/ethnic minorities and indigenous populations, recent immigrants and non-english speakers, low income populations, older adults, children/adolescents, veterans, homeless, and LGBTQIA+	2021Community Health Needs Assessment quantitative and qualitative data

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

Marketing Collateral, Annual Report, Website

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

#### **Date Last Assessment Completed:**

September 2021

#### **Data Sources:**

Community Focus Groups, Community Health Network Area, Consumer Groups, Hospital, Interviews, MA Population Health Information Tool (PHIT), Other, Public Health Personnel, Surveys, US Census/American Community Survey (ACS) Mass Department of Workforce Development {DWD} Youth Behavior Risk Survey (YRBS) Mass Department of Mental Health (DMH) Behavioral Risk Factor Surveillance Survey (BRFSS)

#### **CHNA Document:**

[HEYWOOD AND ATHOL HOSPITAL CHNA 2021 - FINAL REPORT 1.31.22.PDF](#)

### **Implementation Strategy:**

#### **Implementation Strategy Document:**

[HEA](#)

[HEYWOOD AND ATHOL HOSPITAL 2022-2024 COMMUNITY](#)

#### **Key Accomplishments of Reporting Year:**

NUTRITION and CHRONIC DISEASE

- 150 Gardner Public School students and families received weekly weekend backpacks of healthy foods to improve food insecurity.
- Heywood Hospital provided the infrastructure to support Hope Empower Access Live (HEAL) Winchendon coalition: A community partnership of residents, youth, and institutions working to decrease preventable disease and improve quality of life by addressing policies and systems focused on healthy food access, social inclusion, and economic empowerment.

HEAL Healthy Food Access Accomplishments: Opened Farm stand at WCAC that accepts SNAP/HIP ( 46 new SNAP applications submitted, 58% sales HIP); Community Grocery Store project feasibility study completed.

HEAL Social Inclusion Accomplishments: Engaged over 50 youth and residents sharing their hopes and dreams through art, resulting in 28 pieces displayed on street pole banners. The Community Skills Share Project connected residents across generations and promoted local knowledge and skills through affordable workshops.

HEAL Economic Empowerment Accomplishments: Economic Empowerment HUB was created at the WCAC to support residents moving from crisis to stability to prevention by offering wrap around services, training, financial coaching, and life coaching.

**MENTAL HEALTH and SUBSTANCE USE**

- Over 900 individuals participated in evidence-based community education and support groups focused on identifying and managing mental illness and substance misuse symptoms.
- Heywood Hospital School-based Tele-Behavioral Health and Substance Use programs supported 730 youth with social and behavioral health needs.
- Over 340 medical and 480 behavioral health counseling appointments were conveniently accessed by youth at the Murdock School-Based Health Center

**CHILD TRAUMA**

- Heywood initiated Handle With Care (HWC) in 2019 to address and minimizes child trauma and its adverse effects. Six school districts and ten police departments participate in HWC, with 1800 staff receiving Trauma Informed Care Training. HWC has developed a cross-agency identification and referral system for supporting youth experiencing trauma. For the school year 2021 to 2022, HWC supported 106 youth referrals and 271 since program inception (2019 to 2022).

**SOCIAL DETERMINANTS**

- Heywood Hospital provided direct support to improve patient access to care, including assisting 590 individuals with health insurance enrollment, providing 202 transportation services, and offering 14 individuals with free legal assistance.
- Mini-grants were provided to 10 grassroots organizations totaling \$19,600 to support short-term projects, activities, and events that address priority areas of the Community Health Improvement Plan.

**Plans for Next Reporting Year:**

Heywood Healthcare (Athol Hospital and Heywood Hospital) 2022-2024 Community Health Improvement Plan identifies strategies to address significant community health needs. Heywood Healthcare plans to build on existing programs and relationships with partner organizations to ensure community health improvement work is carried out collaboratively. The following is an overview of the priority health area and some strategies we plan to expand upon for the upcoming year.

**NUTRITION and CHRONIC DISEASE**

- Connect children/families in the backpack program with community food resources (Gardner CAC, Growing Places, SNAP/HIP enrollment).
- Continue Winchendon's HEAL food access, social inclusion, and empowerment economic strategies and expand to Gardner. Projects include: Developing the business plan and operating model for the Winchendon Grocery Store; Opening the Food distribution Center in Gardner, Piloting the Maker Space in Winchendon; Convening DEIB learning collaborative to support HEAL organizations' Diversity Equity Inclusion Belonging (DEIB) assessments and DEIB action plans; starting town Youth Advisory Board.
- Support school district nurses with innovative tele med diagnostics/services to expand and increase access to school-based medical care.

**MENTAL HEALTH and SUBSTANCE USE**

- Offer QPR train the trainer for grassroots community organizations and individuals with lived experience to serve priority populations better (Veterans groups, Youth, Racial Ethnic Minorities, Recovery Community).
- Integrate Hope Squad, peer to peer suicide prevention program, at schools to complement Heywood Healthcare Suicide Prevention Task Force and school-based tele behavioral health and substance use treatment and prevention programs.

**CHILD TRAUMA**

- Expand Handle with Care to include identification and referral processes from the Heywood Emergency Department. Collaborate with Fitchburg State University to offer Trauma Informed Care Training as part of the curricula of their Police Academy.

**SOCIAL DETERMINANTS**

- Continue to provide psychosocial support for individuals and families to address needs and overcome barriers. Direct support includes health coverage enrollments, transportation, legal services, and information and referral.

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

**Community Benefits Programs**

Food for Families- Food Relief Efforts	
<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 and senior centers, increase access to healthy food and food assistance programs.
<b>Program Hashtags</b>	Prevention,
<b>Program Contact Information</b>	Theresa Thompson 242 Green Street, Gardner. MA 01440

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Weekend Backpack Program: A backpack of healthy food items is given out on Friday for the weekend when kids are likely to be most hungry. The food is discreetly and conveniently distributed at the school.	150 low income students that attend the Gardner Public Schools benefited from the Backpack program. 4,800 food bags were distributed over the school year.	Outcome Goal	Year 2 of 2
Food Pantry at Gardner Community Action Committee (CAC)	Monthly, Heywood Hospital staff and volunteers picked up food from the Worcester County Food Bank to restock the pantry at the Gardner CAC. In total, 63,799 pounds of food was delivered serving 9,506 individuals.	Outcome Goal	Year 2 of 2

<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>	Social Determinants of Health-Access to Healthy Food,
<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> All,</li> <li>• <b>Race/Ethnicity:</b> All,</li> <li>• <b>Language:</b> Not Specified</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>
Winchendon Public Schools	<a href="https://www.winchendonk12.org/">https://www.winchendonk12.org/</a>
Gardner Community Action Committee	<a href="https://gardner-cac.org/">https://gardner-cac.org/</a>
Growing Places	<a href="https://growingplaces.org/">https://growingplaces.org/</a>

**HEAL (Hope Empower Access Live)**

<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>	Hope, Empower, Access & Live (HEAL) is a community partnership composed of residents and youth from Winchendon, and local institutions including the municipality, Public school system, Winchendon Community Action Committee, The Winchendon School, The Health Equity Partnership (CHNA9), Growing Places, Three Pyramids and Heywood Healthcare. HEAL aims to bring all people to the table to make the change, connecting those who traditionally hold power with those who may have been excluded. We change systems and policies to ensure resources are accessible to all. Our strategies focus on healthy food access, social inclusion, and economic empowerment to decrease preventable diseases and improve life quality.
<b>Program Hashtags</b>	Prevention,
<b>Program Contact Information</b>	Mary Giannetti, Miranda Jennings

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
<p>Healthy Food Access Goals:</p> <ol style="list-style-type: none"> <li>1) Build a Connected, Efficient, Sustainable, &amp; Equitable Local Food System</li> <li>2) Increase healthy food access for historically marginalized populations.</li> </ol>	<ul style="list-style-type: none"> <li>- The Winchendon CAC and Growing Places supported the opening of the Youth led Sunshine Cafe and Farmstand - a new SNAP/HIP access point for Winchendon.</li> <li>- Home-delivered CSA produce kits distributed through Growing Places connect lower-income residents with fresh local produce. Enrollments currently total 28 households, retaining 20 new clients since June 2022.</li> <li>- With input from the broader community, the Winchendon Community Grocery Project has formed a core team that identified a public-private partnership as the most viable ownership and operating model for a full-service grocery store in Town. Community Grocery Store project feasibility study completed. The Winchendon Board of Selectman approved a formal letter of support from the Town to generate positive political will and partnership for the project.</li> <li>- Community Gardens throughout Winchendon were supported by paid youth this summer, with harvested produce benefiting CAC clients. Total sales are \$2627, with 58% of the sales through HIP!</li> <li>- Winchendon Community Learning Garden and the Immaculate Heart of Mary Church hosted summer Farm to Table field trips with 55 Mount Wachusett Trio program middle schoolers</li> <li>- SNAP applications increased, with 46 new SNAP applications submitted.</li> </ul>	Process Goal	Year 2022 of 2
<p>Social Inclusion Goals:</p> <ol style="list-style-type: none"> <li>1) Build a shared, asset-based culture for the Town that welcomes diverse voices, values the ideas and input of all residents, and builds community across generations and socio-economics.</li> <li>2) Improve the policies and systems of local intuitions to be more equitable and effectively address the needs of priority populations.</li> <li>3) Increase leadership and agency among residents and youth from priority populations.</li> </ol>	<ul style="list-style-type: none"> <li>- Youth and resident leaders presented at the Food Is Medicine panel hosted by Growing Places with White House Secretary of Health and Human Services, Xavier Becerra. They advocated for including youth and resident voices and power at the table when designing food system strategies and solutions.</li> <li>- The Seeds of Hope street pole banner project was completed, engaging over 50 youth and residents in sharing their hopes and dreams for the community through art. The project resulted in 28 pieces displayed on street pole banners throughout Town.</li> <li>- Eight local institutions have completed Diversity Equity and Inclusion Assessments to evaluate areas of strength and growth for policy and systems change.</li> <li>- Youth led the Taste of Winchendon for a second year. This community event celebrates local diversity, fosters a sense of belonging, and increases understanding of and respect for different cultures in Town.</li> <li>- Youth changemakers courses and afterschool programs initiated from grades K through 12 create a pathway for civic engagement and leadership.</li> </ul>	Process Goal	Year 2022 of 2

	- The Community Skillshare program was launched to connect residents across generations, promoting local knowledge and skills through financially accessible workshops and activities.		
Economic Empowerment Goals: 1) Generate economic empowerment opportunities for historically marginalized populations while addressing the root causes of poverty through institutional and policy change. 2) Integrate wrap-around economic empowerment services into the community for targeted populations and community residents.	- Summer Youth, Job-Skills & Leadership program, employed ten local youth to learn business management, communication skills, leadership, gardening, and civics. - The Winchendon CAC created the Economic Empowerment (EE) Hub to support residents in moving from crisis to stability to prevention. Programs in the EE hub include free financial coaching, life coaching, wrap-around services, and training. - The Winchendon Entrepreneur Learning Lab Makerspace pilot project started at the Winchendon CAC. Local makers are planning an accessible space for entrepreneurs to create and market their products. HEAL received \$60,000 for maker space equipment. - Fifteen residents received ServSafe Food Safety Manager Certification, increasing opportunities in the food industry and community capacity to prepare and serve food to residents.	Process Goal	Year 2022 of 2

<b>EOHHS Focus Issues</b>	Chronic Disease with focus on Cancer, Heart Disease, and Diabetes,
<b>DoN Health Priorities</b>	Built Environment,
<b>Health Issues</b>	Chronic Disease-Diabetes, Chronic Disease-Hypertension, Chronic Disease-Overweight and Obesity, Other-Cultural Competency, Social Determinants of Health-Access to Healthy Food, Social Determinants of Health-Income and Poverty, Social Determinants of Health-Nutrition, Social Determinants of Health-Racism and Discrimination,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Winchendon,</li> <li>• <b>Environments Served:</b> Not Specified</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> All,</li> <li>• <b>Race/Ethnicity:</b> All, Black, Hispanic/Latino, Gardner</li> <li>• <b>Language:</b> Not Specified</li> <li>• <b>Additional Target Population Status:</b> Disability Status, LGBT Status,</li> </ul>

**Partners:**

Partner Name and Description	Partner Website
Town of Winchendon	<a href="https://www.townofwinchendon.com/">https://www.townofwinchendon.com/</a>
Winchendon Public School Department	<a href="https://www.townofwinchendon.com/">https://www.townofwinchendon.com/</a>
The Winchendon School	<a href="https://winchendon.org/">https://winchendon.org/</a>
Winchendon Health Center	<a href="https://www.heywood.org/locations/winchendon-health-center">https://www.heywood.org/locations/winchendon-health-center</a>
Winchendon Community Action Center	<a href="https://winchendoncacom.com/">https://winchendoncacom.com/</a>
Growing Places	<a href="https://growingplaces.org/">https://growingplaces.org/</a>
Three Pyramids	<a href="https://www.threepiramids.org/">https://www.threepiramids.org/</a>
Health Equity Partnership- CHNA 9	<a href="https://chna9.com/">https://chna9.com/</a>
Town of Winchendon	<a href="https://www.townofwinchendon.com/">https://www.townofwinchendon.com/</a>
Winchendon Public School Department	<a href="https://www.townofwinchendon.com/">https://www.townofwinchendon.com/</a>
The Winchendon School	<a href="https://winchendon.org/">https://winchendon.org/</a>
Winchendon Health Center	<a href="https://www.heywood.org/locations/winchendon-health-center">https://www.heywood.org/locations/winchendon-health-center</a>
Winchendon Community Action Center	<a href="https://winchendoncacom.com/">https://winchendoncacom.com/</a>
Growing Places	<a href="https://growingplaces.org/">https://growingplaces.org/</a>
Three Pyramids	<a href="https://www.threepiramids.org/">https://www.threepiramids.org/</a>
Health Equity Partnership- CHNA 9	<a href="https://chna9.com/">https://chna9.com/</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 symptoms of suicide crisis and substance use and how to respond. Self-care techniques are offered to individuals suffering from mental health and substance abuse disorders.
<b>Program Hashtags</b>	Community Education, Health Professional/Staff Training, Support Group,
<b>Program Contact Information</b>	Michael Ellis

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Vet to Vet Cafe, support group promoting healthy living and offering coping skills for managing symptoms associated with mental illness and substance use	One hundred ninety-two individuals over eight sessions. Average of 21 Veterans and three volunteers monthly. Monthly Meetings from May until December, including off-site trips. Three major outings were held that had an average of 40 veterans each.	Outcome Goal	Year 2022 of 2

LGBTQI+ Support Group- support group promoting healthy living	One hundred four individuals over six sessions. Average of 15 members and two facilitators monthly from Sept to December.	Outcome Goal	Year 2022 of 2
MENders- Men's support group promoting healthy living and offering coping skills for managing symptoms associated with mental illness and substance use.	MENders sessions were offered 96 times, reaching 864 men. Through this support group, men became connected to resources, gained self-confidence, and learned coping skills to manage their behavioral health and/or addiction issues.	Outcome Goal	Year 2022 of 2
Opioid Overdose prevention and Narcan Administration Training	Sixty-eight individuals were trained on preventing and recognizing an opioid overdose, what to do if one occurs, the importance of calling 911, performing rescue breathing, and administering naloxone.	Outcome Goal	Year 2022 of 2
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.	Sixty-five individuals over four sessions trained on QPR. Participants gained knowledge about suicide, gatekeeper skills, and awareness of suicide prevention resources	Outcome Goal	Year 2022 of 2
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 workshops were offered. One hundred individuals were trained and learned about mental illness and appropriate crisis interventions.	Outcome Goal	Year 2022 of 2

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health, Substance Use Disorders,
<b>DoN Health Priorities</b>	N/A,
<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> Not Specified</li> <li>• <b>Gender:</b> All, Male,</li> <li>• <b>Age Group:</b> Adults, Elderly,</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
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>
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 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.	<a href="https://www.aidsprojectworcester.org/">https://www.aidsprojectworcester.org/</a>
Gardner Community Action Team (GCAT) Community coalition that coordinates substance use prevention efforts in Gardner.	<a href="https://www.gardner-ma.gov/1163/Gardner-Community-Action-Team-GCAT">https://www.gardner-ma.gov/1163/Gardner-Community-Action-Team-GCAT</a>
Quabbin Retreat, located in Petersham MA provides outpatient behavioral health and substance use treatment services in the North Central and North Quabbin regions	<a href="https://www.heywood.org/about-us/philanthropy/fulfilling-our-promise-capital-campaign/the-quabbin-retreat">https://www.heywood.org/about-us/philanthropy/fulfilling-our-promise-capital-campaign/the-quabbin-retreat</a>
Athol Primary Care.	<a href="https://www.heywood.org/locations/athol-primary-care">https://www.heywood.org/locations/athol-primary-care</a>

### School-based Programs: Tele-Behavioral Health, Care Coordination, Youth Substance Use Prevention and Treatment Services

<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 partnership with the Narragansett, Gardner, and Winchendon School Districts, Heywood Hospital provides school-based behavioral health, social, and medical support for high-risk, school-aged youth and their families.

<b>Program Hashtags</b>	Not Specified
<b>Program Contact Information</b>	Christina Cutting

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Heywood's Youth Tele-Behavioral Health Program is a collaboration with the local school system to bridge gaps in care for adolescents with behavioral health needs. The initiative provides video counseling services in the schools between the student and a mental health clinician. A school based Community Health Worker (CHW) coordinates care and resources for the student, family, and school.	<p>In collaboration with the Narragansett Regional and Gardner Public School Districts, 155 students received 2,026 tele-therapeutic sessions.</p> <p>The Community Health Workers made 179 community resource referrals. The referrals provided students and families with mental health, education, employment/volunteer opportunities, recreational, and support groups.</p>	Outcome Goal	Year 2022 of 2
<p>School-Based Mental Health and Substance Use Treatment and Prevention Programs:</p> <p>1. Adolescent Community Reinforcement Approach (A-CRA) Program is a 13-week therapeutic program that addresses SUD and co-occurring substance use issues for adolescents. The program focuses on developing positive coping skills, improving communication, and navigating life stressors.</p> <p>2.AMP Mentor Program is a brief mentorship program that addresses common issues such as peer influences, stress, alcohol, and drug use. The program aims for students to gain healthy relationships and improve academic success.</p>	<p>1. 19 Students participated in the A-CRA program through tele video conferencing with a clinician. As a result, students decreased unhealthy use of substances, self-harm, and aggressive behaviors</p> <p>2. AMP mentors assisted 74 students from the Narragansett and Gardner school districts.</p> <p>During the summer, students participated in a Launchspace Camp, providing experiences for students to express their creativity through pottery sculpting, jewelry making, leather working, watercolor painting, and 3D printing.</p>	Outcome Goal	Year 2022 of 2
Heywood's School-Based Health Centers (SBHC) offer onsite and virtual healthcare services to grades K-12 at select school districts. SBHCs support a whole-child approach to wellness. The care teams include Nurse Practitioners, Behavioral Health Clinicians, and Community Health Workers.	<p>The Murdock School-Based Health Center Care Team in Winchendon provided 343 medical appointments and 482 Behavioral Health Counseling sessions.</p> <p>The CHW assisted families and students with community-based housing and food assistance resources. The CHW also manages the school food pantry.</p>	Outcome Goal	Year 2022 of 2

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health, Substance Use Disorders,
<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> Not Specified</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> LGBT Status,</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>
Winchendon School District	<a href="https://www.winchendonk12.org/">https://www.winchendonk12.org/</a>

**Handle With Care- an initiative to address and minimize child trauma and its adverse effects.**

<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>	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>	Selena Johnson, 242 Green Street, Gardner. MA 01440



**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
<p>Handle With Care (HWC) supports children exposed to trauma through improved communication and collaboration between law enforcement, schools/child care agencies, and mental health providers and connects children and families to community and mental health services. HWC promotes school-community partnerships to ensure that children exposed to trauma in their home, school, or community receive appropriate interventions and support to foster personal and academic success.</p>	<p>Since 2019, the North Central/North Quabbin MA Handle With Care (NC/NQMA HWC) program has established participation across six (6) school districts and ten (10) police departments. All partner organizations receive training around the process of the HWC program and on Adverse-Childhood Experiences and Trauma Informed Care training. The NC/NQMA HWC program partners have nearly twenty (20) hours of training with over 1,800 schools, police, and agency personnel.</p> <p>In 2022 we expanded our network to include Fitchburg State University (FSU) and the North Western County District Attorney, David Sullivans Office. We deepened our collaboration with Worcester County District Attorney Joseph Earlys Office.</p> <ul style="list-style-type: none"> <li>FSU plans to integrate HWC program awareness with students through Trauma Informed Care training as part of the curricula for the police academy programs.</li> <li>DA Sullivans office has recently engaged with HWC since the Orange Police Department and Mahar Regional School District are HWC partners. The service area served by Athol Hospital serves two county lines and DA offices.</li> </ul> <p>NC/NQMA HWC partners have worked to integrate the HWC identification and referral system to support referrals across school districts and police department lines. This system allows for a HWC flag from a law enforcement partner in one town to support the identified youth at their school, which could be several towns away. This cross-agency collaboration has allowed for the identification of youth and strengthened school awareness to engage trauma-informed care strategies in a timely and more efficient manner.</p> <p>HWC referrals continue to grow as our partners deepen the implementation of the HWC referral process. Historically the program has grown each year. For the school year 2021-2022, we tracked 106 referrals, with 271 HWC referrals since program inception (2019 - 2022).</p>	<p>Process Goal</p>	<p>Year 2022 of 2</p>

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health,
<b>DoN Health Priorities</b>	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, Athol, Gardner, Hubbardston, Orange, Petersham, Phillipston, Royalston, Templeton, Westminster, Winchendon,</li> <li><b>Environments Served:</b> Not Specified</li> <li><b>Gender:</b> All,</li> <li><b>Age Group:</b> Adults, 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
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>
Regional Behavioral Health Collaborative	N/A
Athol Police Department	<a href="http://www.athol-ma.gov">www.athol-ma.gov</a>
Athol Royston School District	<a href="http://www.arrsd.org">www.arrsd.org</a>
Orange Police Department	<a href="http://townoforange.org">townoforange.org</a>
Petersham Police Department	<a href="https://petershampolice.org/">https://petershampolice.org/</a>
Mahar Regional District	<a href="https://www.rcmahar.org/">https://www.rcmahar.org/</a>
Mount Wachusett Community College	<a href="http://mwcc.edu">mwcc.edu</a>

North Quabbin Community Coalition	<a href="https://nqcc.org/">https://nqcc.org/</a>
Making Opportunity Count Early Childcare	<a href="https://www.mocinc.org/child-care-head-start">https://www.mocinc.org/child-care-head-start</a>
Worcester County District Attorney	<a href="https://worcesterda.com/">https://worcesterda.com/</a>
Fitchburg State University	<a href="https://www.fitchburgstate.edu/">https://www.fitchburgstate.edu/</a>
NorthWestern County District Attorney, David Sullivan's Office	<a href="https://www.northwesternda.org/">https://www.northwesternda.org/</a>
Parent Professional Advocacy League	<a href="https://ppal.net/">https://ppal.net/</a>
Phillipston Police Department	<a href="https://www.phillipston-ma.gov/police-department">https://www.phillipston-ma.gov/police-department</a>

## GAAMHA Recovery Coaching

<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>	Peer recovery services to individuals seeking relief from their substance use disorder.
<b>Program Hashtags</b>	Support Group,
<b>Program Contact Information</b>	Mary Giannetti, 242 Green Street Gardner, MA 01440; Ray Watson, 978-894-5679, 208 Coleman St. Gardner Ma. 01440

### Program Goals:

Goal Description	Goal Status	Goal Type	Time Frame
GAAMHA Peer Recovery Coaches- Heywood Healthcare refers patients identified with substance use issues to GAAMHA peer recovery coaches. GAAMHA Peer Recovery coaching is available for people as young as 15 and can be an effective early intervention/prevention tool or as part of a substance use disorder treatment plan. Coaches are trained peer specialists. They meet with an individual in their home or community, on their schedule and work to develop wellness plans that reflect the needs of the individual in recovery. Heywood provides funding when peer recovery services are not covered by the patients insurance.	<p>1. Using Heywood Hospital funds, 18 individuals were connected to a recovery community between October 2021 and September 2022.</p> <p>2. Peer recovery coaches helped participants define their recovery version, get there, and learn to maintain it. Examples of positive outcomes of this program include:</p> <p>Patient D.M. husband had filed for divorce and placed a restraining order on Them as a direct result of their alcoholism. They had also been charged with sexual assault after an incident drinking out of town. With help and encouragement from their recovery coach, they went to an inpatient program for 30 days. After completing the program, they were assisted in finding sober/stable living arrangements out of our area, where they could find employment and start addressing their legal matters in a safe and stable environment while maintaining sobriety.</p> <p>Patient C.S. After falling asleep behind the wheel and damaging their car, they had not driven in over a year. Their alcoholism had affected their physical health with diabetes and sleep apnea. They have started following the instructions of their PCP, regularly attending behavioral health appointments and AA meetings, and have gone on several social outings with coworkers. With nonjudgmental motivation and encouragement, they have created a lifestyle where alcohol has become less appealing. After regaining the confidence to drive, they recently purchased a new vehicle and have started pursuing hobbies from their past, mainly drawing.</p>	Outcome Goal	Year 2022 of 2

<b>EOHHS Focus Issues</b>	Mental Illness and Mental Health, Substance Use Disorders,
<b>DoN Health Priorities</b>	Employment, Social Environment,
<b>Health Issues</b>	Health Behaviors/Mental Health-Depression, Health Behaviors/Mental Health-Mental Health, Health Behaviors/Mental Health-Stress Management, Substance Addiction-Substance Use,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Barre, Fitchburg, Gardner, Hubbardston, Leominster, New Braintree, Oakham, Princeton, Rutland, Templeton, Westminster, Winchendon,</li> <li>• <b>Environments Served:</b> Not Specified</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Adults, Elderly, Teenagers,</li> <li>• <b>Race/Ethnicity:</b> All, Gardner</li> <li>• <b>Language:</b> English, Spanish,</li> <li>• <b>Additional Target Population Status:</b> Disability Status, Domestic Violence History, Incarceration History, LGBT Status, Veteran Status,</li> </ul>

### Partners:

Partner Name and Description	Partner Website
GAAMHA provides services to people struggling with substance use issues and has guided thousands into lives of contented and sustainable recovery.	<a href="https://www.gaamha.org/substance-use/">https://www.gaamha.org/substance-use/</a>

## Psycho-Social Support



Access/Coverage Supports

<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>	Caitlin Ball; Barbara Nealon

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Assist low income families with free legal services.	Assisted 14 patients with completing the paperwork and paying the attorney fees totaling \$9,044. Type of legal services includes guardianship, healthcare proxy, power of attorney, advanced directives and civil commitments.	Outcome Goal	Year 2022 of 2
Arrange for transportation for individuals who do not have transportation, and it would be a financial burden to go to their medical appointments.	202 patients assisted with transportation totaling \$8,105 and as a result was able to follow up with their healthcare and prevented missed appointments.	Outcome Goal	Year 2022 of 2
Provide uninsured or underinsured patients with information and enrollment assistance with health care	Provided 4,883 individuals with counseling on health insurance coverage and financial assistance. Completed 590 health insurance applications.	Outcome Goal	Year 2022 of 2

<b>EOHHS Focus Issues</b>	N/A,
<b>DoN Health Priorities</b>	Social Environment,
<b>Health Issues</b>	Social Determinants of Health-Access to Health Care, Social Determinants of Health-Access to Transportation, Social Determinants of Health-Income and Poverty,
<b>Target Populations</b>	<ul style="list-style-type: none"> <li>• <b>Regions Served:</b> Ashburnham, Gardner, Hubbardston, Templeton, Westminster, Winchester,</li> <li>• <b>Environments Served:</b> Not Specified</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> Adults,</li> <li>• <b>Race/Ethnicity:</b> Not Specified</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 high school and college students opportunities to gain experiences in various departments across the hospital. Students are exposed to different aspects of healthcare. The program serves two purposes: to help educate young adults on current health issues and allow participants to explore different career options, which further supports Heywood Hospitals' efforts to improve local socio-economic factors and increase the availability of a trained healthcare workforce.
<b>Program Hashtags</b>	Mentorship/Career Training/Internship,
<b>Program Contact Information</b>	Michelle Germain, Human Resources Director; Paulette Poegel, Nursing Education

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Camp Med is a one-week summer exploratory program introducing high school students to Healthcare careers.	Heywood Hospital hosted two sessions with the Mount Wachusett Community College Health Care Opportunity Program. Twenty students explored career opportunities in Laboratory Sciences, Radiology, Nursing, Medical Assisting, Respiratory, and Physical and Occupational therapy. After the program, students expressed gaining a better understanding and appreciation for healthcare occupations.	Outcome Goal	Year 2022 of 2
Clinical Mentorships- Heywood Hospital serves as a clinical education site for college students to gain experience in an array of acute inpatient and outpatient healthcare fields.	Staff provided clinical mentorship and experience for 85 students attending local colleges and universities. These students are pursuing the necessary steps to become Advanced Practice Providers, Medical Assistants, Phlebotomists, Physical Therapists, Mental Health Counselors/Clinicians, Dieticians, and Radiologists. Students have more than demonstrated their aptitude and increased knowledge as their assignments progressed.	Outcome Goal	Year 2022 of 2
Nursing Clinical Placements are offered for college students to gain experience in an array of acute	Staff provided 6,756 hours of on-site educational training on the medical-surgical unit for students	Outcome Goal	Year 2022 of 2

inpatient nursing services.

<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> Not Specified</li> <li>• <b>Gender:</b> All,</li> <li>• <b>Age Group:</b> 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
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>
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>
Simmons College	<a href="https://www.simmons.edu/">https://www.simmons.edu/</a>
Mass College of Pharmacology and Health science	<a href="https://www.mcphs.edu/">https://www.mcphs.edu/</a>

**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 and individuals with lived experience 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, Prevention, Support Group,
<b>Program Contact Information</b>	Barbara Nealon; Mary Giannetti

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Community Board and organization participation.	Heywood Staff actively participated in the following coalition/boards: Boys and Girls Club, CHNA9 Health Equity Partnership, Gardner Community Action Team, Gardner Rotary, Gardner Chamber of Commerce, Community Foundation of North Central MA, Fitchburg Human Rights Commission, Fitchburg Housing Authority, Growing Places, LUK Inc, North Central MA Minority Coalition, Three Pyramids, United Way of North Central MA.	Process Goal	Year 2022 of 2
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 were held virtually with a consistent and diverse representation of 30 community organizations. The meetings provided opportunities for networking, resource sharing, and collaboration on addressing community health needs.	Process Goal	Year 2022 of 2
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 fifth 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.	Approximately 30 members participated in quarterly virtual meetings. The Montachusett Suicide Task Force meetings include training and information sharing for members Activities of the task force include: AWARENESS EVENTS- Collaborated with local police, fire, and ELKS club to organize the "Ride of Your Life Event". The event is a motorcycle ride and BBQ with vendors and sponsor tables to provide community education and raise awareness on suicide prevention resources. COMMUNITY EDUCATION: The task force provides Mental Health First Aid and Question Persuade Refer. two evidence-based suicide prevention/mental health trainings, for community. SUPPORT GROUPS: Suicide Loss Survivor Groups, MENders-	Process Goal	Year 2022 of 2

Non-clinical support programs led by peers

<b>EOHHS Focus Issues</b>
<b>DoN Health Priorities</b>
<b>Health Issues</b>
<b>Target Populations</b>

Mental Illness and Mental Health,

Social Environment,

All,

- **Regions Served:** Other-Central MA,
- **Environments Served:** Not Specified
- **Gender:** All,
- **Age Group:** All,
- **Race/Ethnicity:** All,
- **Language:** All,
- **Additional Target Population Status:** LGBT Status,

**Partners:**

Partner Name and Description	Partner Website
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>
Montachusett Suicide Prevention Task Force	<a href="http://www.suicidepreventiontaskforce.org/meetings/membership">http://www.suicidepreventiontaskforce.org/meetings/membership</a>

**Regional community health improvement efforts**

<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>	Heywood Hospital staff participates on and provides financial support for the CHNA9 staff to coordinate regional health improvement efforts. Funding is provided to local grant for programs aligned with the hospital's community benefit areas of focus and targeted population.
<b>Program Hashtags</b>	Community Education, Prevention,
<b>Program Contact Information</b>	Mary Giannetti

**Program Goals:**

Goal Description	Goal Status	Goal Type	Time Frame
Heywood Hospital provided funding to the CHNA9 to distribute mini grants to community-based organizations. 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).	Minigrant were provided to 10 organizations totalling \$19,600. The organizations and health focus areas of the grants included: Barre Family Health Center- SNAP enrollment paired with cooking classes; Clinton Adult Learning Center- Citizenship Preparation Classes; First Congregational Church Gardner- Community Connections and acces to services; Fitchburg Loves the Children- Calming kits for building coping and resiliency skills for children; Gardner Emergency Housing Mission- Transitional Housing Rental Assistance; HEAL Winchendon- Taste of Winchendon cultural exchange event; North Central Mass Faith Based Community Coalition- Produce access for individuals experiencing homelessness; Overlook Farm- School Field trips to the farm; Restoration Recovery- Transportation and navigations services to eliminate barriers to care; Spanish American Center- Summer cultural programming for low income and Latinx children.	Outcome Goal	Year 2021 of 1

<b>EOHHS Focus Issues</b>
<b>DoN Health Priorities</b>
<b>Health Issues</b>
<b>Target Populations</b>

Chronic Disease with focus on Cancer, Heart Disease, and Diabetes, Housing Stability/Homelessness, Mental Illness and Mental Health,

Education, Social Environment,

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-Homelessness, Social Determinants of Health-Nutrition, Social Determinants of Health-Racism and Discrimination,

- **Regions Served:** Ashburnham, Barre, Clinton, Fitchburg, Gardner, Leominster, Lunenburg, Townsend, Westminster, Winchendon,
- **Environments Served:** Not Specified
- **Gender:** All,
- **Age Group:** Adults, Children, Elderly, Teenagers,
- **Race/Ethnicity:** All,
- **Language:** Not Specified
- **Additional Target Population Status:** LGBT Status, Refugee/Immigrant Status,

**Partners:**

Partner Name and Description	Partner Website
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Health Equity Partnership(CHNA 9)	<a href="https://chna9.com/">https://chna9.com/</a>
Restoration Recovery Center	<a href="https://www.rrcifitchburg.com/">https://www.rrcifitchburg.com/</a>
Abolitionist Park of Fitchburg	<a href="https://www.abolitionistpark.org/">https://www.abolitionistpark.org/</a>
HEAL Winchendon	<a href="https://healwinchendon.org/">https://healwinchendon.org/</a>
United Way of Tri-County/Wheat Community Connections	<a href="https://www.uwotc.org/WHEAT">https://www.uwotc.org/WHEAT</a>
Stetson School- Seven Hills Foundation	<a href="https://www.sevenhills.org/affiliates/stetson-school">https://www.sevenhills.org/affiliates/stetson-school</a>
Community Health Network Area North Central MA (CHNA 9) one of 27 CHNAs across Massachusetts, created by the Department of Public Health in 1992.	chna9.com
Clinton Adult Learning Center	<a href="https://sites.google.com/site/clintonadulthoodeducation/home">https://sites.google.com/site/clintonadulthoodeducation/home</a>
Cooperative Elder Services, Inc.- Montachusett Area Adult Day Health	<a href="https://www.elderdayservices.org/">https://www.elderdayservices.org/</a>
Community Health Network Area North Central MA (CHNA 9) one of 27 CHNAs across Massachusetts, created by the Department of Public Health in 1992.	chna9.com
Sterling First Church	<a href="https://www.fcsterling.org/">https://www.fcsterling.org/</a>

## Expenditures

**Total CB Program Expenditure \$2,534,729.28**

CB Expenditures by Program Type	Total Amount	Subtotal Provided to Outside Organizations (Grant/Other Funding)
Direct Clinical Services	\$0.00	\$0.00
Community-Clinical Linkages	\$711,813.35	\$540,085.42
Total Population or Community-Wide Interventions	\$365,868.62	\$103,074.77
Access/Coverage Supports	\$1,137,899.67	\$0.00
Infrastructure to Support CB Collaborations Across Institutions	\$319,147.64	\$67,421.00

CB Expenditures by Health Need	Total Amount
Chronic Disease with a Focus on Cancer, Heart Disease, and Diabetes	\$357,821.00
Mental Health/Mental Illness	\$159,162.64
Housing/Homelessness	\$0.00
Substance Use	\$468,020.88
Additional Health Needs Identified by the Community	\$1,549,724.76

Other Leveraged Resources \$184,830.00

Net Charity Care Expenditures	Total Amount
HSN Assessment	\$1,824,148.00
HSN Denied Claims	\$0.00
Free/Discount Care	\$215,768.00
Total Net Charity Care	\$2,039,916.00

**Total CB Expenditures:** \$4,759,475.28

Additional Information	Total Amount
<b>Net Patient Service Revenue:</b>	\$174,617,762.00
<b>CB Expenditure as Percentage of Net Patient Services Revenue:</b>	2.73%
<b>Approved CB Program Budget for FY2023:</b>	\$500,000.00
(*Excluding expenditures that cannot be projected at the time of the report.)	
<b>Comments (Optional):</b>	Not Specified

## Optional Information

**Hospital Publication Describing CB Initiatives:** Not Specified

**Bad Debt:** \$7,998,615.00

**Bad Debt Certification:** Certified

Heywood Healthcare (Heywood and Athol Hospitals) and 6 anchor institutions (UMass Memorial Health - Health Alliance-Clinton Hospital, Community Health Connections, Fitchburg State University, Gardner Public Schools, and LUK, Inc.) make up the North Central MA (NCM) Anchor Collaborative. The institutions are the region's larger employers, purchasers, and influencers. Given this, we recognize that collectively we have the power to stabilize and rebuild the local economy. As part of these efforts, the NCMA Anchor Collaborative organizations have been engaged in analyzing our current policies and practices relating to equity and community development. The Collaborative examines what we can do individually and collectively to affect policy, systems, and environmental change within the institutions and the broader community. As a group, the collaborative organizations have focused on workforce development and how we can create jobs, increase incomes, and invest in communities to invest in themselves.

**Optional Supplement:**

Internally Heywood Hospital has several initiatives that align with the anchor collaborative mission. They include: WORKFORCE DEVELOPMENT- Develop local skills through equitable hiring, retention, and advancement strategies; LOCAL FOOD WORKS- Support the local food economy, infrastructure, and farmers through local purchasing and investment; RESIDENT EMPOWERMENT- Provide backbone support and being thought leaders to coalitions (DEI Task Force and HEAL Winchendon) that are focused on the shared values of diversity, equity, and inclusion in the local community and shifting the power structures and structural inequities.