

# WE ARE UPHAM'S



## 2021 Annual Report





# OUR MISSION

Founded in 1971, Upham's Corner Health Committee, Inc. offers high quality, affordable primary health care and elder care to the residents of North Dorchester and its surrounding neighborhoods in Boston, Massachusetts. This includes family medicine, women's health, behavioral health, nutrition, elder care, urgent care, dental care, vision care, WIC, PACE, and Home Health Care, all tailored to meet the cultural, language, and access needs of a vibrant and diverse community.

Boston health care partners include Boston Medical Center, Mass General Brigham, and Boston Children's Hospital. Upham's is a registered 501(c)3 nonprofit organization.

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## Reflecting on 2021



CEO Jay Trivedi with Acting Mayor Kim Janey, Spring 2021.

Dear Friends,

Since its founding in 1971, Upham's Corner Health Committee's journey has been neither easy nor straight. And yet Upham's has persevered through countless trials and tribulations. Not only have we survived those challenges, we have become stronger together.

Our patients shape the very essence of our organization, and it's their stories and experiences that drive us to evolve. They trust us with their care—a privilege we assume with pride, humility, and dedication. We continue to provide uninterrupted access to care, while reinventing our delivery models to meet the needs of our patients.

Of course, working in today's health care environment continues to pose unprecedented challenges and uncertainties. 2021 was no exception; full of anticipation and setbacks, resilience, and cautious optimism. While Upham's did not escape the 2021 workforce crisis that plagued our country, our patients were not negatively impacted due to our employees' ongoing commitment to go above and beyond their respective "job descriptions." I am proud of the strength and dedication demonstrated by our team members.

As we look towards 2022, we continue to celebrate the achievements of the remarkable individuals who represent the spirit of Upham's: their diligence during the COVID-19 pandemic successfully transformed our organization into a more integrated, collaborative system that provides better care, resources, and advocacy for our patients—resulting in better patient outcomes overall.

Additionally, it is critical that we identify the challenges and implement solutions to support our commitment to greater health care access and equity. Various improvements have been made across our organization related to equity and inclusion, and we remain steadfast in our responsibility to create opportunities for transparency, accountability, and engagement.

On behalf of the Board of Directors and myself, I would like to express my sincere appreciation and gratitude to our Upham's family—our staff and members of our extended community—who enable us to serve patients every day.

Humbly,

Jagdeep R. Trivedi  
Chief Executive Officer



## Health Center



Even with the challenges brought on by the Delta and Omicron surges, Upham's continued to provide COVID-19 information, resources, testing, vaccinations, and boosters to patients, program participants, community members, and staff throughout the year. With the expanded availability of youth vaccines, Upham's partnered with the Boys & Girls Clubs of Dorchester and the Conservatory Lab Charter School to provide these important vaccines to our young neighbors and their families. Throughout the year, we were able to provide over 20,000 vaccine doses and over 10,000 tests

## Re-opening Upham's Dental & Eye Care Clinics

After months of construction crews bustling throughout the building and staff preparing for patient return, Upham's Corner Health Center's Dental & Eye Care Clinics hosted its much-anticipated ribbon-cutting celebration. The renovated, state-of-the-art facility at 636 Columbia Road offers a wide range of comprehensive dental and eye care services for children and adults, and its clinicians and staff are committed to helping all patients make the connection between oral and vision health and overall health.



## Specialty Services for Our Patients

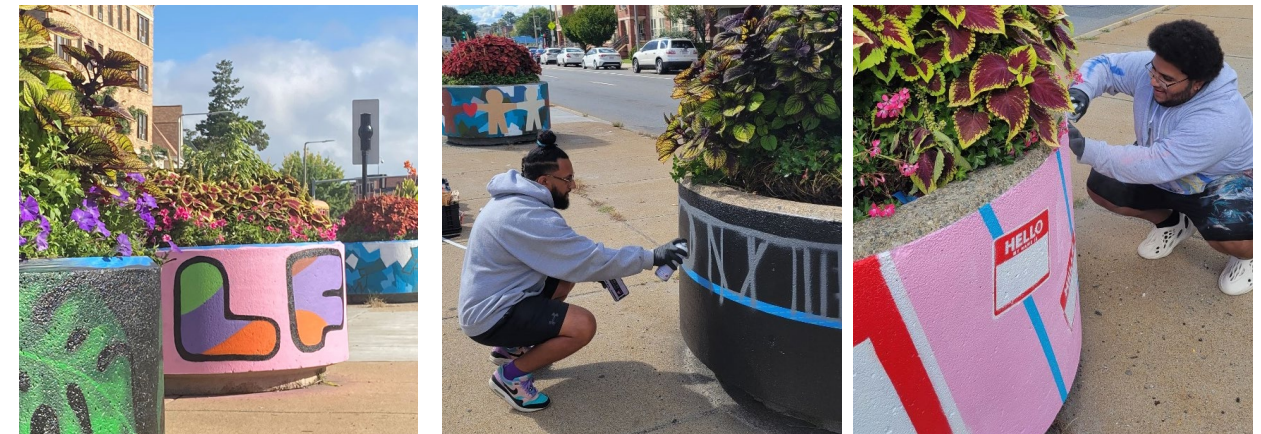
Upham's SCO (Senior Care Options) continued to provide much-needed care and services, and went the extra mile to ensure that vulnerable patients received the additional support they needed to maintain quality of life. This included supporting a patient with housing and furnishing needs as well as working with an elderly couple to ensure they could stay together when transitioning to a long-term care facility.

In the fall of 2021, Upham's expanded the staffing of its Ryan White Care Program: welcoming new team members who were actively engaged with patients and making program improvements within one month of their start date; and, in December, we hosted a moving, private World AIDS Day luncheon for our patients and staff, sharing photos, stories, and personal testimonials.

## Celebrating Dee Teixeira, Upham's Behavioral Health

Over this pandemic year, mental health needs surged beyond historical levels. Upham's Behavioral Health (BH) team made significant improvements in connecting patients after mental health hospital visits to follow up care within seven days. And, with care transitions to telehealth visits, patient questions, and a surge in mental health crises, our team juggled multiple administrative and clinical issues with continued stability, compassion, and determination, often behind the closed doors of the therapeutic visits.

The success of the BH team is credited in part to front-line teammate, Dee Teixeira, who assists patients through the process of receiving their behavioral health care services; she orchestrates all the necessary details including patient calls, hospital discharges, scheduling visits and virtual appointments, group visits, and authorizations, all while patiently answering questions. Her dedication and hard work keeps us all going!



## Supporting the Community

With grant assistance from the Boston Public Health Commission, Upham's launched its Neighborhood Trauma Outreach Team, a community intervention effort designed to support those directly impacted by violence. For example, as a team member canvassed a nearby neighborhood after a shooting, a woman unconnected to the incident was a victim of domestic violence and felt she was in imminent danger; our team was able to get the woman and her children to a shelter that day.

Additionally, our Violence Intervention Program's Youth Advisory Council teen members partnered with a local artist to complete a beautiful mural project on the many large flower planters lining Columbia Road in front of the health center.



## Home Health Care

Despite the ongoing demands posed by COVID-19 in 2021, Upham's Home Health Care continued in-person 7 days/week as clinicians, managers, and administrative assistants remained dedicated to our vulnerable population and served over 470 patients.

While not being physically onsite together, clinicians supported each other with challenging cases, shared clinical expertise whenever needed, and flexed schedules to meet patient needs. Administrative teamwork was evident in continued attention to detail in document preparation, interpreting assistance, and vaccination tracking; professional development supported the expanded use of technology to improve the timeliness of recordkeeping.

We are proud of our efforts to steadily vaccinate patients as well as caregivers, and implement rapid COVID-19 testing for staff in collaboration with Upham's PACE. Other successes we celebrated in 2021 included a patient with a joint replacement who was able to rehab at home with daily physical therapy visits and a non-English speaking, formerly homeless person with major cardiac disease who resumed medical care with nursing, home health aide, and social worker assistance. Additionally, we are proud of our many care providers who are exceptional in their commitment to our complex care patients or end-of-life patients, also providing support to family members.



## Home Health Aides

Maintaining Upham's Home Health Aides (HHA) services during the pandemic presented many unique challenges as we continued to care for patients needing our services while also maintaining the safety and wellness of our staff. Over 70,000 visits were provided by our HHA team.

In 2021, we pivoted to manage the logistics and supply chain issues for personal protective equipment, working to ensure our Aides had the supplies they needed and applying recommendations for infection control. We prioritized vaccinating staff before it was a mandate, and promoted the necessary booster shots and walk-in rapid testing. And, we have recently launched at-home testing resources for HHAs and their families. This has enabled us to maintain a stable workforce during the pandemic.



HHA Jay King

### Celebrating HHA Jay King

A blind Home Care patient, who is very attached to her dog, will decline services if her pet cannot also be assisted. HHA Jay King not only provided personal care services and medication reminders to the patient, she kindly stepped up to care for the dog during her shift, including feeding and letting out the special four-legged companion. For some of our patients, it's the extra, personalized touch and concern that our HHAs provide that enables our patients to be receptive to care.



## PACE

### Program of All-inclusive Care for the Elderly

As we entered 2021, Upham's PACE continued to adapt to the challenges and address the unmet needs brought on by COVID-19. We provided approximately 31,000 transportation trips, delivered over 750 bags of individualized groceries, and washed 1,100 loads of laundry all while providing routine services to nearly 300 participants. Since February 2021, nurses have vaccinated roughly 95% of our patient population.

Though day center attendance increased, a majority of participants remained at home, facing isolation, depression, and other health and social issues exacerbated by the pandemic. Assessing the situation, we identified the crucial role that technology could play to fill gaps and transform the PACE model to meet the demands of this new normal.

### Upham's PACE GrandPads

Upham's PACE established a lending library of 25 GrandPads, handheld electronic tablets designed for older adults with easy-to-use features and buttons. GrandPads not only serve as a way for participants to remain connected to providers and family members, the devices also enrich daily life by offering access to activities, art, and music.

### PACE participants have been actively using this technology.

*In October 2021, participants registered over:*



**77,000 Clicks**



**51 Video Chat Calls**



**29 Zoom Events**



**150+ Hours of Use**



### In Their Words: PACE Participant Testimonials

"I can call my nurse (with the GrandPad) whenever I need to now. I didn't have a telephone before so I could never call her. She calls me on (it) too."

"I like using the GrandPad to go to gospel group and cooking group. I can learn from home..."

"I call (my behavioral health therapist) with the GrandPad. I like that I can see her when I talk to her, it's not just on the phone like before."

Upham's PACE plans to expand access to GrandPads and other technologies in 2022. This creative approach will enhance how our providers deliver care, and will increase participant engagement with the PACE program and the surrounding community.

# CELEBRATING 25 YEARS OF PACE!



### Celebrating Stephanie Castillo

Throughout COVID-19, Stephanie Castillo, the dedicated nurse manager of Upham's PACE Nursing department, often found herself delivering direct care. She worked tirelessly, often meeting with Home Health Aides on weekends in patients' homes to demonstrate proper PPE use and how to safely provide care to infected patients.

Moreover, Stephanie's bilingual English/Spanish skills as well as her friendly demeanor allowed her to communicate and support more patients and staff in their primary language, helping to alleviate fear while sharing complex information. Additionally, she was essential to the success of our COVID-19 vaccine rollout: 92% of Upham's PACE patients are fully vaccinated. Stephanie's innate sense of care and her deep commitment to Upham's PACE program contributed to our many successes in 2021.

### Celebrating Jose Aristy Morales

Since 2010, Jose Aristy Morales's commitment to Upham's PACE has been unmatched. His dedication comes from his previous role as his parents' caregiver as well as his fierce desire to improve the program. Over the years, Jose has worn many hats: Home Health Aide; day center aide; activities aide leading (and participating in) exercises classes; and hosting a Spanish class—it's delightful to overhear the many accents and pronunciations.

A story widely shared is of his role as an escort for a challenging participant. For months, Jose accompanied the participant on a nightly walk to pick up a pizza for dinner; this ritual allowed them to bond and, as a result, the fiercely independent participant accepted Jose's help with more and more ease. It was a true success story, and Jose gently yet proudly reminds us of the vital role aides and direct care workers provide to our program every day.







## 2021 Grants Recap & Highlights

In 2021, we received a total of \$6,131,063 in grant funding. Here are a few examples of what new grant funding supported during the year.

### **Massachusetts League of Community Health Centers (MLCHC) Engaging Community Health Workers to Increase COVID-19 Vaccine Distribution in Historically Under-Resourced Communities Grant: \$50,000**

The Community Health Worker (CHW) COVID-19 Vaccine Grant from MLCHC offered Upham's the opportunity to participate in an initiative designed to provide CHWs with the tools needed to increase vaccine confidence in historically under-resourced communities. The goals of this project were two-fold: 1) increase COVID-19 vaccine confidence by engaging patients and community members in vaccine discussions through individual and group outreach by CHWs and other outreach workers; and 2) increase COVID-19 vaccination rates among historically under-resourced communities.

### **Boston Public Health Commission (BPHC) – Neighborhood Trauma Team Grant: \$75,000**

Upham's officially became part of the BPHC's Network of coordinated response and recovery services when successfully securing this grant in the spring of 2021. Our Neighborhood Trauma Outreach Team (NTOT) is part of this network that includes six Neighborhood Trauma Teams (NTTs), Boston Trauma Response, Louis D. Brown Peace Institute, Boston Medical Center, and Brigham & Women's Hospital. The Network promotes organizational interdependence by adhering to our shared mission, vision, and guiding principles to guarantee residents and communities impacted by community violence receive access to quality trauma response and recovery services.

### **Health Resources & Services Administration (HRSA) American Rescue Plan Act (H8F) Funding for Health Centers: \$2,210,625**

The American Rescue Plan Act (ARPA) has provided one-time funding for a 2-year period to support health centers funded under the Health Center Program to prevent, mitigate, and respond to COVID-19 and to enhance health care services and infrastructure. Upham's is utilizing this funding to support recovery and stabilization efforts. Projects include: 1) IT network/infrastructure expansion and upgrades so that Upham's has the needed technology to support the operational workflows that play a critical role in supporting patient care on the back end; 2) EHR system upgrades and/or interfaces for the a) Dental department, b) Eye Care optical shop, c) PACE, and d) Home Care; and 3) replacement of all the 415 Columbia Road site HVAC rooftop units.

### **BPHC – Expanded COVID Testing & Vaccination Grant: \$216,884 + \$5,201,927**

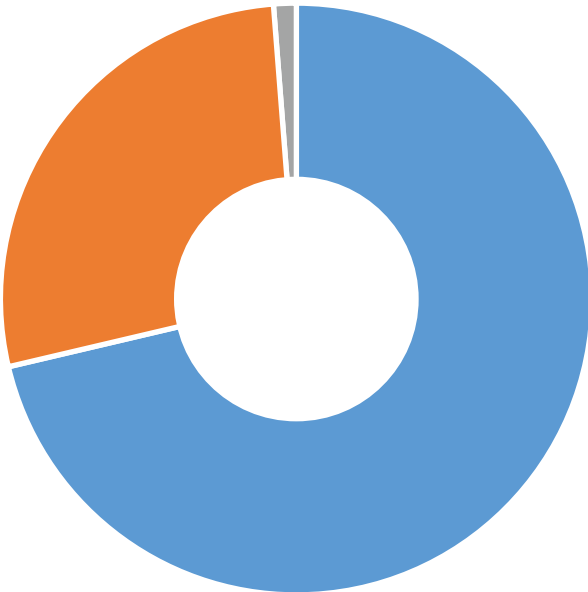
As Upham's continued its response to the ongoing COVID-19 pandemic, BPHC provided support in 2021 (extending into 2022) for our expanded COVID testing and vaccination efforts both at our community site at the Strand Theatre and at our 415 Columbia Road primary health care center. This has enabled Upham's to deliver critically needed testing and vaccination services throughout 2021, inclusive of clinical, support, and outreach services.

### **HRSA FY21 American Rescue Plan – Health Center Construction & Capital Improvements (C8E): \$622,617**

The goal of this HRSA grant was to provide one-time funding support for construction, expansion, alteration, renovation, and other capital improvements to modify, enhance, and expand health care infrastructure. Three critical projects are being implemented at Upham's via this funding: 1) renovation/expansion of the pharmacy; 2) new equipment for the Dental and Eye Care Clinics; and 3) replacement of the X-ray equipment in the Radiology space at 415 Columbia Road.

# Statement of Financial Position

Unaudited Financial Data\*

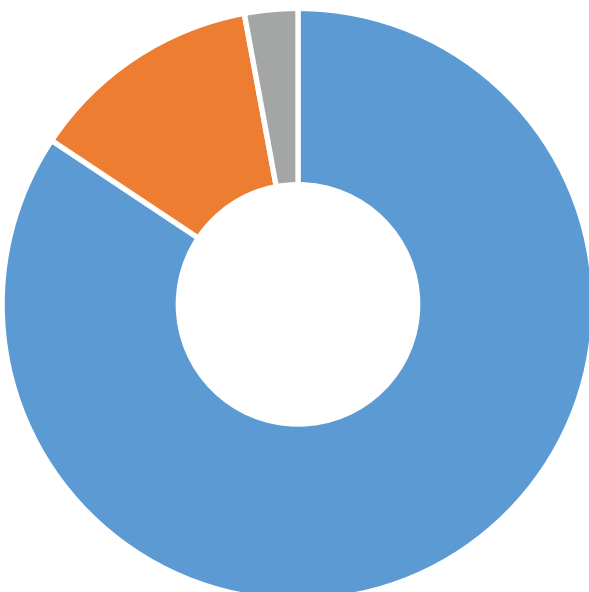


## Assets 2021 YE

■ Current Assets .....	\$16,669,521
■ Fixed Assets .....	\$5,872,115
■ Other Assets.....	\$265,350
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<b>Total Assets .....</b>	<b>\$ 22,806,986</b>

# Statement of Activities

Unaudited Financial Data\*



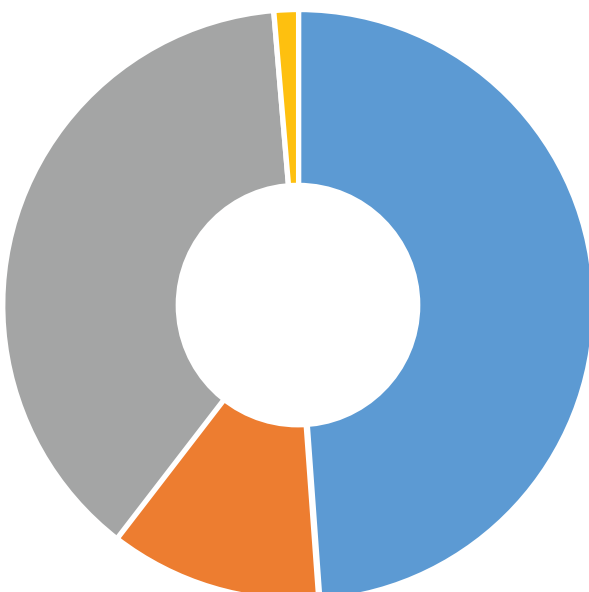
## Income

■ Patient Service Revenue .....	\$40,830,556
■ Grant and Contracts .....	\$6,134,968
■ Rental and Other Income .....	\$1,652,409
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<b>Total Income .....</b>	<b>\$48,617,933</b>



## Liabilities & Net Assets

■ Current Liabilities .....	\$5,298,890
■ Long Term Debt.....	\$3,812,333
■ Total Net Assets.....	\$13,695,763
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<b>Total Liabilities &amp; Net Assets.....</b>	<b>\$ 22,806,986</b>



## Expenses

■ Salaries .....	\$24,289,987
■ Payroll and Fringe .....	\$4,938,219
■ Operating Expenses.....	\$18,646,292
■ Other Expenses.....	\$627,538
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<b>Total Expenses .....</b>	<b>\$48,502,036</b>
<b>Change in Net Assets .....</b>	<b>\$115,897</b>



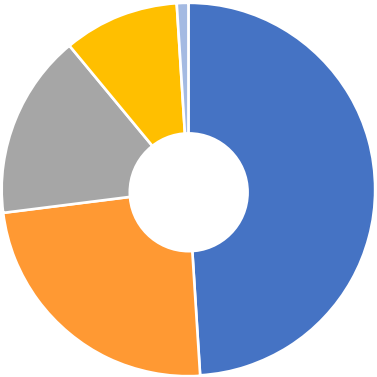
# Upham’s by the Numbers 2021

Data and details about those we serve

### Fast Facts

- Upham’s first provided patient services in January 1973 at 500 Columbia Road.
- Awarded a Section 330(e) grant from HRSA in August 2015.
- Employs over 500 people.
- Accepts both public and private insurance and doesn’t turn away anyone for inability to pay.
- Offers medical interpreter services, including Spanish, Portuguese, Cape Verdean-Creole, Haitian Creole, and Vietnamese.

### Facts & Figures



- Medicaid 49.48%
- Private Insurance 23.75%
- Medicare 16.15%
- Uninsured 10.01%
- Other Public Insurance 0.61%

Total Upham’s Health Center Visits  
**38,475**

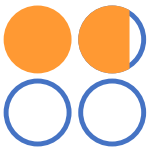
Total Patients  
**10,347**

Home Health Care Patients  
**470**

HHA Visits **70,000**

PACE Participants Served  
**300**

WIC Clients Served  
**5,653** *(Supplemental Nutrition Program for Women, Infants, and Children)*



**Nearly 39%**  
of residents live at or below 200% of the Federal Poverty Level.\*



**> 11%** of area households have an annual income under \$10,000.\*



**Over 38%** of area residents were born outside of the United States.\*

### Services

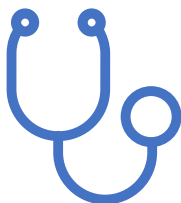
Primary Care: **38,475 visits**, 29,332 clinic visits, 9,143 virtual visits

Behavioral Health: **5,844 visits**  
*includes Substance Use Services, 157 clinic visits, 1,134 virtual visits*

Dental Care: **4,828**

Eye Care: **3,015**

Prescriptions Filled: **48,246**



### Patient Identification

Male.....**39.1%** | Female.....**60.9%**

Black or African-American .....**66.1%**

Hispanic .....**31.5%**

White.....**16.6%**

Asian .....**1.8%**

Other/Unreported .....**15.4%**

*Data reflects multiple identification selections.*



### Board of Directors

- Margaret Leahy Wirth, *President*  
Althea Garrison, *Vice President*  
Maria Figueroa, *Treasurer*  
Tanya Cabral, *Secretary/Clerk*  
Chris Beares  
Troy Byner  
Toney Jones  
Clara Lennox, *At-large member*  
Dai Morehouse, *At-large member*  
Carol Shamshak

Jagdeep Travedi  
*Chief Executive Officer, Ex-officio*





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