

WE ARE UPHAM'S

2020 Annual Report





OUR MISSION

Founded in 1971, Upham's Corner Health Committee, Inc. (UCHC) 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/Program of All-inclusive Care for the Elderly, 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. UCHC is a registered 501(c)3 nonprofit organization.

Reflecting on 2020

Dear Friends,

Upham's just completed our 49th year of service. Our health care services have expanded greatly over the years, allowing us to maintain our focus and commitment to our patients, program participants, staff, and the community.

The year 2020 began with key goals and initiatives, including improving patient access, care delivery, and staff engagement. We had been hearing about something called SARS-2 coronavirus happening on the other side of the world. While we were listening, and planning around the periphery for it, we continued with the crucial work to meet the needs of our patients. Then, on March 12, 2020, the state shut down and we had to reinvent how to provide services. The pandemic went on to rob us of so many loved ones, impacted education and jobs, and exposed the inequities of the health care system. The killing of George Floyd and Breonna Taylor further unmasked the flaws in our society – injustice and racism.



Resilient.

This is the word that comes to mind when someone asks me to describe Upham's. I am continually inspired by the dedication and resolve of our team. Week after week, staff went above and beyond to collaborate together and create innovative approaches to provide essential services and care to our patients and participants across all divisions.

Some amazing accomplishments of 2020:

- Pivot to remote work and telehealth visits/services.
- Free COVID-19 testing for patients.
- Began implementation of HRSA Oral Health Infrastructure Grant.
- Dedicated PACE participant days at Eye & Dental clinics.
- New WIC location in Hyde Park.
- Pharmacy: implemented home delivery.
- Home Health Care provided organization-wide N-95 fit-testing.
- PACE, Home Health Care, and Home Health Aides departments continued to provide in-home services.
- Upham's BBQ, Brews and Blues fundraiser event on March 4, 2020.

The work over the course of the past year demonstrates our commitment to the transformation of health care, to emphasize better patient outcomes through integration, collaboration, and better coordination of care.

I would like to thank our staff, supporters, and Board of Directors, whose tireless support helped us through the dark days of the COVID-19 pandemic, and without whom we could not continue our mission-driven work for our patients, program participants, neighbors, and community.

Our commitment to advancing health equity and providing access to care remains forever unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jagdeep R. Trivedi'.

Jagdeep R. Trivedi
Chief Executive Officer



A Year with COVID-19:

Those who helped us help others

So many friends, neighbors, businesses, and organizations rallied around Upham's in support of our patients, program participants, and staff to help ease our burdens and inspire hope in our lives.

Stand with Upham's Fundraising Campaign in honor of our health care team

In April of 2020, Upham's launched a GoFundMe Charity page to support our COVID-19 response efforts. Our page and story were shared via internal and external efforts, including social media, CEO update emails, a newly launched global Giving Tuesday Now campaign, and more. Our fundraising efforts extended throughout the year, wrapping up with a "We're Grateful for..." campaign that also included a stewardship letter sent to donors and friends to express thanks for their continued support.

In Gratitude

We express our gratitude to these local businesses and organizations who supported Upham's mission, staff, patients, and program participants during the COVID-19 pandemic.

- Direct Relief
- Healing Hands
- Concordance Healthcare/Stockd.com
- Boston Public Health Commission
- Mass General Brigham
- Hope and Comfort
- Lovin' Spoonfuls
- Procure Hope
- Boston Center for Independent Living
- Sunrise Hitek
- Primera Iglesia Presbiteriana
- Boston Housing Authority (BHA)
- Cradles to Crayons (The Giving Factory)
- Rescuing Leftover Cuisine
- Catholic Charities of Greater Boston
- Fair Foods
- St. Mary's Episcopal Church
- Islamic Society of Boston
- MHA Solutions
- Dorchester Food Co-Op
- Dudley Street Neighborhood Initiative (DSNI)
- Toys for Tots
- The Charity Guild

Additionally, we are thankful for these local restaurants who supported "Off Their Plate" with meal donations to our staff. A bright moment during the day!

- Pagu
- Flour Bakery
- Porto/Saloniki
- Banyan Bar + Refuge
- Celeste
- Little Donkey
- Mida
- Café Luna
- Breaktime Café
- Suya
- Reign Drink Lab
- Jugos
- Noodle Lab
- Mae Asian Eatery
- Tarboosh
- Rootastes
- Mahaniyom
- Row 34
- Naco Taco

Health Center

The onset of the COVID-19 pandemic affected every corner of the health center's services and programs, and it put an enormous amount of stress on our patients and staff. Federal, state, and local guidelines were rapidly evolving in the early weeks of the pandemic. Upham's Health Center began the quick pivot to roll out and implement a variety of protocols and services for patients and staff, including:

- COVID-19 screening processes for patients and staff.
- Strict facilities safety and cleaning protocols.
- PPE supplies and training for frontline care providers.
- COVID-19 testing, both on-site and in the community six days/week.
- Employee Health, specifically employee exposure to COVID-19.
- Telehealth appointments.
- Free Pharmacy delivery service.
- Remote work for staff, including technology support.
- Staff wellness and support efforts, including daily dance parties, regular meditation sessions, and Memorial Services for those who died.

Throughout the year, as staff focused on streamlining resources and efficiencies, cross-collaboration across divisions became



even more important. This included expanded PACE program integration with participants accessing Eye and Dental care on dedicated, monthly service days; connecting Primary Care to Dental services for scheduling, especially Pediatrics; and engaging WIC participants with general health care services.



Other areas of note include:

- Streamlining the After-Hours Nurse Triage service to One Vendor for both adult and pediatric patients.
- Closing care gaps, including for mammography and colonoscopy.
- The Behavioral Health department, along with six other community health centers completed a year-long effort with the Dimock Learning Network focused on improving Behavioral Health integration.
- Expanded technology use for patient engagement, including MyChart patient portal and Arcadia Engage for childhood immunizations.
- Coordination with local food access partners, including Lovin' Spoonfuls and the Dorchester Food Co-op, to provide critical food support for both patients and staff.

Finally, after a bleak year that challenged us individually and as a group of colleagues, on December 24, the Moderna vaccine began to be administered to members of our staff, providing a glimmer of hope for 2021.

Home Health Care Services & Home Health Aides (HHA)

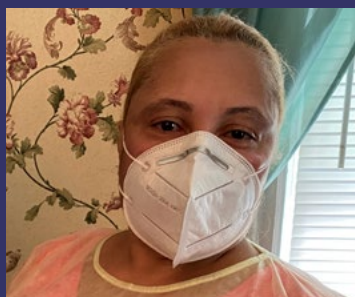
At the start of the COVID-19 pandemic, HHA deployment was quickly adjusted to reduce foot traffic in patient/participants' homes in order to prevent risk and exposure. Cross-collaboration across the Upham's divisions (Health Center, Home Care, and PACE) was key in establishing notification and after-action protocols for HHAs exposed to COVID-19, including timely testing and monitoring and exposure communication systems. Staff conducted PPE trainings and maintained PPE supplies throughout, crucial for infection control and for the safety of patients, participants, and staff.

The Home Health Care team was proud to maintain the staffing and necessary care for our patients and participants throughout the pandemic. Additionally, HHA streamlined the management and oversight of Personal Care Workers and of the HHAs that provide services at the PACE Day Centers and Supportive Housing.

We remained focused on timely filling of referrals within seven business days, patient satisfaction with proactive support of HHAs, and attention to delivering care per patient/participant care plans and/or unique needs or concerns.



Francisca Depina



Maritza Del Rosario

Staff Recognitions in 2020

Two of our HHAs were recognized by the Massachusetts Home Care Alliance for their outstanding service to our patients in Home Care: Francisca Depina and Maritza Del Rosario.

Additionally, two of our HHAs were acknowledgement for their service to Upham's PACE participants. Palmira Fonseca was selected for her professionalism, patience, and treating her patients with respect and dignity. Her command of three languages—Cape Verdean Creole, Spanish, and English—have been invaluable in the performance of her duties. Hilda Almanor is also very dedicated and compassionate in her caregiving, and she is always willing to assist with patient/participant coverage. Her command of the Haitian Creole language is exceptionally helpful with the Haitian Creole patients/participants.

PACE

Program of All-inclusive Care for the Elderly

In response to the declared state of emergency in Massachusetts related to the COVID-19 pandemic, Upham's PACE began to implement its emergency response plan during the week of March 1, 2020 in order to prevent the spread of COVID-19 within the PACE community. Additionally, PACE services and programs were greatly impacted and staff quickly pivoted to adhere to guidelines and ensure the safety of participants.



Some PACE initiatives included:

- In the early days of the pandemic, before program site closure, developed additional infection control measures in PACE Centers, suspended recreational outings, and implemented 6-feet distance seating.
- Participant check-ins and screenings: practice of daily check-in and COVID-19 screening calls to participants and caregivers on PACE Center days; distributed screening questions in English, Spanish, Portuguese, and Haitian Creole to HHA managers and PACE drivers.
- Telehealth: increased use of technology for home-visit alternatives, including Occupational/Physical Therapy and Behavioral Health evaluations.
- Chaplain services: virtual, weekly prayer and reflection services for participants, family members, and staff; individual spiritual counseling coordinated with Behavioral Health.
- Virtual social programs and activities, including museum tours.
- Food security: ordered bulk non-perishable food items to distribute to participants as needed and developed a PACE Mobile Food Pantry using regular donations from Lovin' Spoonfuls and Catholic Charities.

With the challenges presented by the seriousness of the COVID-19 pandemic came opportunities for collaboration and innovation. Cross-collaboration with departments across the Upham's organization was essential in meeting the care needs of PACE participants, including: Primary Care, Home Health Care, Home Health Aides, and Pharmacy to ensure that the medical needs of participants were met.



Staff Recognition in 2020

The MassPACE Champion Award was presented to PACE staff member and driver John Leary for his diligence and dedication in providing transportation services for our participants. John has worked as a driver at Upham's PACE for 10 years and has demonstrated a commitment to our mission, is flexible with his time, and is one of the drivers we depend heavily on to help participants feel comfortable and safe.



BBQ, Brews & Blues

On March 4, 2020, Upham's held its inaugural fundraiser event at Dorchester Brewing Company. It was an unusually warm New England winter evening, and the timing of the event could not have been better as the state lockdown brought on by the COVID-19 pandemic occurred just a week after!

The event included a special musical performance by the Savin Hillbillies featuring Bill Walczak, with dinner provided by M&M BBQ and a raffle. Between sponsors, individual attendees, volunteers, Upham's leadership, and members of the Board of Directors, over 90 guests attended.

Planning for the event began in the summer of 2019 and was managed by Jenna Tonet, Upham's Grants Manager, with tremendous support from Jagdeep Trivedi, CEO, fundraising committee members, and event volunteers:

Jose Cardoso, Sarah Conca, Cristina Fernandes, Laura Gibau, Samir Hraybi, Emerson Miller, Sarah Mixon, Michael Pederson, Bill Stallworth, and Christie Warner.

With a fundraising target of \$15,000, Upham's successfully raised \$31,073, exceeding its goal by 130%!

The success of this event has us excited to host fundraising celebrations in the years to come!

Event sponsors included:

Partners HealthCare (now
Mass General Brigham)
Massachusetts League of
Community Health Centers
CBIZ & MHM
Community Care Cooperative
CPa Medical Billing
Boston Medical Center/Boston
Medical Center HealthNet Plan
Dowling & O'Neil Insurance
Agency
City Fresh Foods
Hirsch Roberts LLP
Vantage Builders, Inc.
DotHouse Health
Pilgrim Security and Consulting

Event donors included:

Boston Massage Associates
Bully Boy Distillers
CaityandCo
Distraction Brewing Co.
JP Centre Yoga
R3VIVE Fitness
Tres Gatos
Verify Comply
Viselli Salon
Vital Research
Dorchester Brewing Company



2020 Grants Recap & Highlights

In 2020, we received a total of **\$5,002,731** in grant funding.
Read some examples of what new grant funding supported during the year.

HRSA Primary Care HIV Prevention (PCHP) Grant: \$259,974

The goal of the FY 2020 Ending the HIV Epidemic – Primary Care HIV Prevention (PCHP) Grant from HRSA is to expand HIV prevention services that decrease the risk of HIV transmission, focusing on supporting access to and use of pre-exposure prophylaxis (PrEP). Upham's is utilizing funding to launch a dedicated PCHP program to work in partnership with our Ryan White Medical Case Management and Practice Transformation Project grants to ensure we best address the evolving demographics of our community, outreach to new patient groups, and improve our efforts in becoming more all-inclusive.

Boston Resiliency Fund COVID Community Testing Grant: \$60,000 + \$363,486

Upham's was first awarded funding to support our COVID Community Testing site in April of 2020 from the Boston Resiliency Fund via the Boston Public Health Commission. The funding is geared to help Boston community health center efforts in providing increased access to testing services in neighborhoods where people of color are disproportionately affected by the COVID-19 pandemic. In November of 2020, we received additional funding to support expanding our COVID community testing to include Boston Housing Authority (BHA) residents and Boston Public School (BPS) teachers and students.

Advancing Teams in Community Health Program (ATP): \$20,000

The aim of this Harvard Medical School program is to strengthen leadership and teams and improve capacity at community health centers across Massachusetts. Upham's was selected to be a participant in the 2020-2021 offering of this professional development program. Our ATP project aim is to improve integration of primary care and eye care service departments to ensure patients with diabetes are receiving their annual retinopathy screening and diabetic eye care.

MassHealth Provider Access Improvement Grant Program (PAIGP): \$74,557

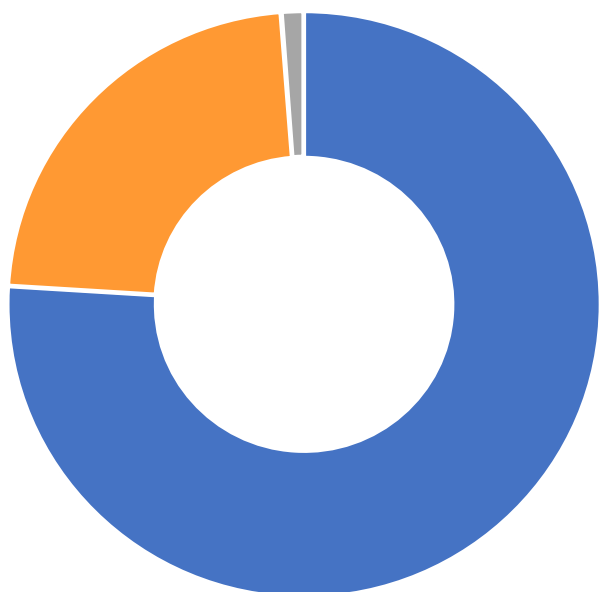
The PAIGP opportunity is intended to help MassHealth providers improve access to health care for individuals with disabilities or for whom English is not a primary language, through the purchase of medical diagnostic equipment and other resources. Upham's utilized funding to improve physical and language access by increasing the Dental and Eye Departments' care toward the geriatric and physically disabled patient populations while maintaining comfort and standard of care, as well as enhancing the delivery of comprehensive and understandable care to our patients whose primary language is not English. Purchases included a mobile dental console, portable handheld x-ray unit, tonometer, portable fundus camera, and translation cart with Apple iPad.

DSRIP Primary Care/Behavioral Health Special Project Grant: \$40,000

Upham's was awarded funding from the Massachusetts League of Community Health Centers for the Integrated Behavioral Health Services in the Telemedicine Era Special Project. This project's aim is to improve access to integrated Behavioral Health services by increasing follow-up to positive depression and anxiety screening. Telemedicine adaptations are included in the project in ways such as establishing a "Zoom Room" in the clinic to allow patients access to their behavioral health providers who may be working remotely.

Statement of Financial Position

Unaudited Financial Data*



Assets 2020 YE

■ Current Assets	\$16,287,932.72
■ Fixed Assets	\$4,883,499.78
■ Other Assets	\$265,350.24

Total Assets	\$21,436,782.74
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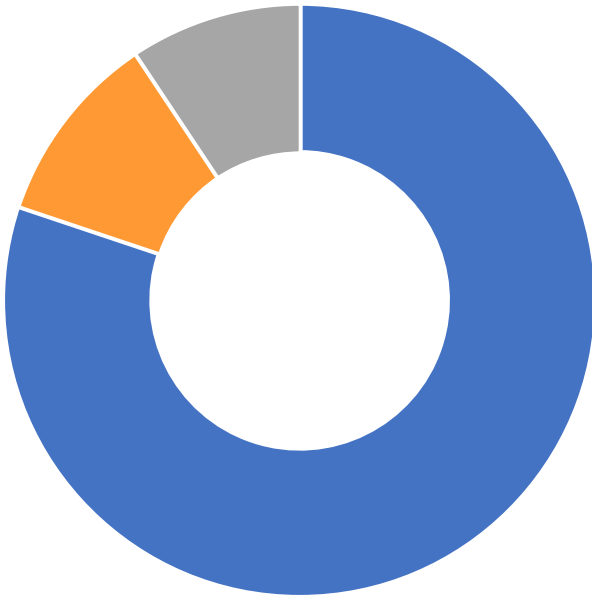
Liabilities & Net Assets

■ Current Liabilities	\$3,554,513.44
■ Long Term Debt	\$4,690,467.83
■ Total Net Assets	\$13,191,801.47

Total Liabilities & Net Assets	\$21,436,782.74
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Statement of Activities

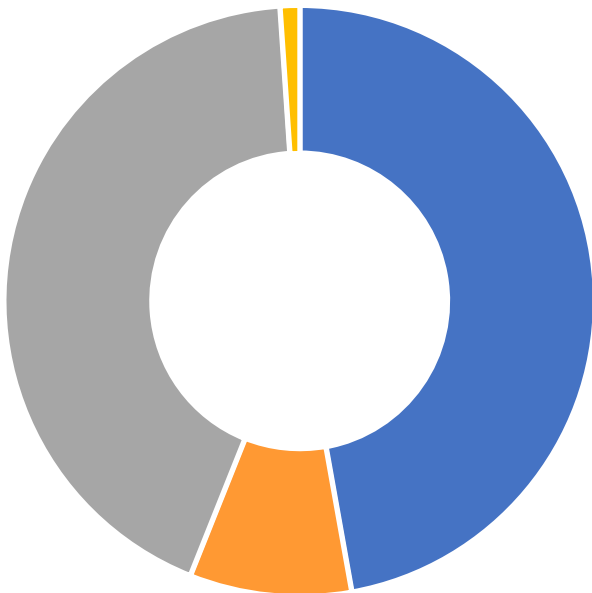
Unaudited Financial Data*



Income

■ Patient Service Revenue	\$38,116,412.00
■ Grant and Contracts	\$5,002,731.00
■ Rental and Other Income	\$4,440,392.00

Total Income\$47,559,535.00



Expenses

■ Salaries	\$20,997,108.00
■ Payroll and Fringe	\$3,940,228.00
■ Operating Expenses	\$19,093,749.00
■ Other Expenses	\$466,915.00

Total Expenses\$44,498,000.00

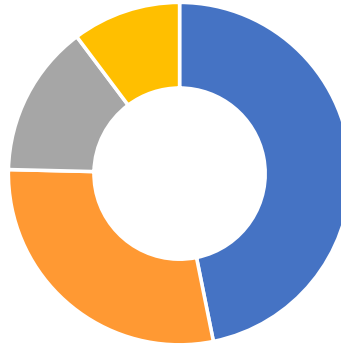
Upham's by the Numbers

Data and details about those we serve

Fast Facts

- UCHC 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 47%
- Private Insurance 28%
- Medicare 14%
- Uninsured 10%

Total Upham's Health Center Visits
53,480

Total Primary Care Visits
40,428

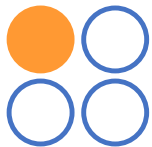
Total Patients
9,959

Home Health Care Patients
508

Home Health Care/HHA Visits
18,293

PACE Participants
254 (as of 12/31/2020)

WIC Clients
5,488 (Supplemental Nutrition Program for Women, Infants, and Children)



23% of the service area population live at or below the poverty line.*



> 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: **39,105**

Behavioral Health: **5,105**

(includes 1,592 Substance Use Disorder visits)

Dental Care: **3,485**

Eye Care: **3,124**

Women's Health Care: **1,323**

Prescriptions Filled: **51,571**

Patient Identification

Male.....**39%** | Female.....**61%**

Black or African-American **55%**

Hispanic **32%**

White..... **5%**

Asian **2%**

Other/Unreported **6.25%**

Food Insecurity

Provided 65 Upham's patient/families (183 individuals) with \$4,320.00 in food-related gift cards.

Clinic-wide, distributed 200 Fair Foods vouchers provided by the city of Boston.





Upham's Corner

Health Committee, Inc.

Board of Directors

Margaret Leahy Wirth, *President*

Althea Garrison, *Vice President*

Maria Figueroa, *Treasurer*

Tanya Cabral, *Secretary/Clerk*

Chris Beares

Troy Byner

Clara Lennox

Dai Morehouse

Carol Shamshak

Jagdeep Trivedi

Chief Executive Officer

Personnel Committee

Margaret Leahy Wirth, *Chairperson*

Althea Garrison

Dai Morehouse

Quality Committee

Margaret Leahy Wirth, *Chairperson*

UESP/PACE

Dai Morehouse, *Chairperson*

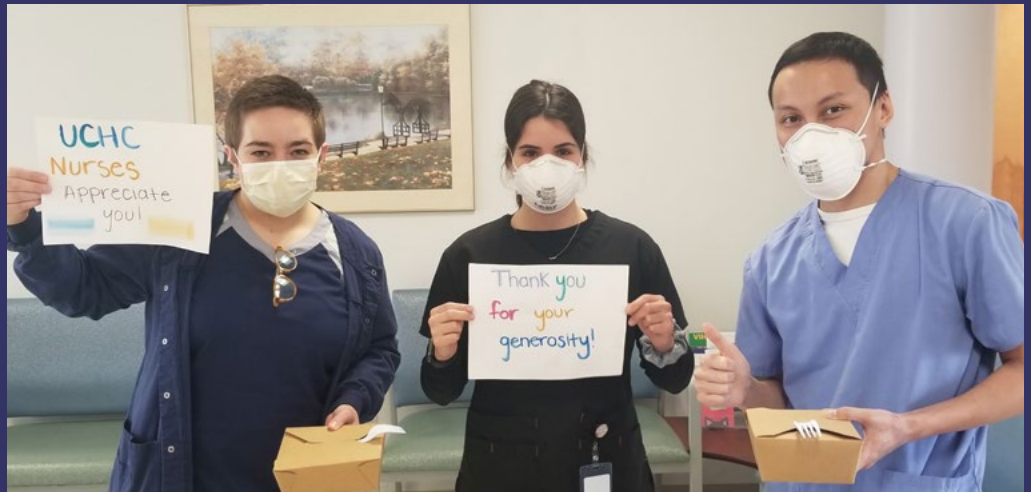
Executive Committee

Officers and at-large members

Finance Committee

Margaret Leahy Wirth, *Chairperson*

Maria Figueroa



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