



# WE ARE UPHAM'S 2023 ANNUAL REPORT

# OUR MISSION



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Since 1971, Upham's Community Care (UCC) 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 and 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. UCC is a registered 501(c)3 nonprofit organization.

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# REFLECTING ON 2023



Dear Friends,

Reflecting on the challenges and triumphs of 2023, I am proud to see our organization's unwavering dedication to enhancing healthcare access and equity for all. Despite the hurdles presented by the COVID-19 pandemic, we have emerged stronger, with a renewed commitment to serving our patients with excellence.

Thanks to a generous capital grant, we have been able to revitalize several of our facilities and invest in state-of-the-art equipment. These enhancements ensure that we can continue to deliver the highest quality care to our patients in facilities that meet their evolving needs and expectations.

Furthermore, a recent community health equity grant has empowered us to convert vans into mobile outreach vehicles. These mobile units are soon to hit the streets of Greater Boston, bringing essential healthcare services directly to underserved neighborhoods. This initiative aligns perfectly with our mission to reach every corner of our community, ensuring that no one is left behind in accessing the care they deserve.

In addition to these achievements, I am excited to announce our growing partnerships aimed at fostering sustainability and community engagement. By collaborating with organizations like the Bird Street Community Center and Jamaica Plain Neighborhood Development Corporation, we are expanding our reach across diverse age groups and working to support our patients in every aspect of their lives, including housing and community development.

I am also committed to fostering a culture of open communication within our organization, starting with respecting our employees' right to representation. By empowering our team members to have a voice in their workplace, we are creating a more inclusive and supportive environment for all.

Finally, I am pleased to announce the expansion of our community pharmacy. This expansion enables us to better meet the diverse healthcare needs of our community, providing accessible and personalized care to all who walk through our doors.

As I look ahead with hope and gratitude, I am confident that together, we continue to make meaningful strides towards a healthier, more equitable future for all.

With warm regards,



Jagdeep R. Trivedi  
Chief Executive Officer



# 2023 GRANT RECAP & HIGHLIGHTS

In 2023, we received a total of **\$1,320,126.16** in grant funding. Here are a few examples of what new grant funding supported this year.

## **FY23 COVID-19 Community Health Equity Response award**

**\$200,000**

In March 2023, we were awarded the FY23 COVID-19 Community Health Equity Response grant from the Boston Public Health Commission. This grant, totaling \$200,000, was crucial in our efforts to use our mobile van to reach people in the community, provide outreach and offer our services. We used this funding to initiate mobile services using a three-phased approach: Prepare, Implement, Sustain. Our plan is to start with one mobile van for the first year and then expand to two mobile vans by the second year.

## **EOHHS - 70 M Capital Investment**

**\$1,020,126.16**

In July of 2023, we received \$1,020,126.16 from the Executive Office of Health & Human Services (EOHH) as part of their 70M Capital Investment Grant program. This grant enabled us to carry out several renovation projects at our facilities. Specifically, we were able to install a new HVAC and roof at our 36 Dearborn Street location, as well as make construction and renovation improvements to our infrastructure at 415, 500, and 635 Columbia Road locations. These renovations were made to ensure that our facilities could accommodate all patients and provide them with access to high-quality care. Additionally, we invested in new equipment to further improve our care and serve more patients.

## **Liberty Mutual Foundation | Housing Stability Award : \$100,000**

In 2023, we were received a \$100,000 grant from Liberty Mutual for two years. This grant will support our housing initiatives for the elderly at our PACE Center. Our Housing Navigator Initiative is designed to empower older adults to age in their community. The initiative includes case management, subsidies, and supportive services that enhance access to safe and affordable housing.

Our initiative has two main goals. First, we aim to highlight the critical nexus between a housing stabilization program and PACE, which together can provide significant benefits to older adults. This demographic faces significant medical and behavioral health challenges, but is also more independent than ever before. Second, we strive to break down barriers to housing to avoid unnecessary nursing home placement.

We believe that our Housing Navigator Initiative will help older adults maintain their independence, live in safe and affordable housing, and avoid unnecessary nursing home placement.

# 20 Upham's by the Numbers

## 23 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 both onsite with trained or certified multilingual staff and through an on-demand language line.



**38%** were born outside of the United States

**15.6%** of adults ages 25 and older report having less than a high school diploma.

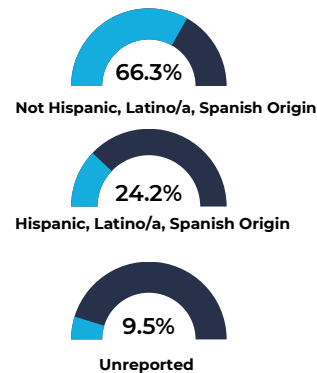
**18%** live at or below 100% of the Federal Poverty Level

**Over 42%** of the service area speak a language other than English at home, and over **21%** speak English less than "very well."

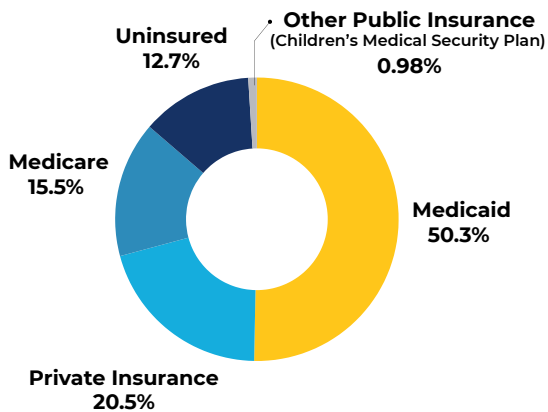
### PATIENT IDENTIFICATION

Black or African American .....	66.2%
White .....	13.6%
Asian .....	1.2%
Other*.....	1.6%
Unreported .....	17.4%

Female		60.3%
Male		39.7%



### INSURANCE



<b>10,656</b> Total # of Patients	<b>5,669</b> WIC Patients	<b>11,428</b> Home Health Visits
<b>50,964</b> Health Center Visits	<b>92,897</b> HHA Visits	<b>330</b> PACE Participants

 <b>Primary Care</b> <b>29,567</b> (29,567 clinic visits, 3,786 virtual visits)	 <b>Behavioral Health</b> <b>5,520</b> (substance use: 304 clinic visits, 837 virtual visits)	 <b>Eye Care</b> <b>4,445</b>	 <b>Dental Care</b> <b>6,788</b>	 <b>Prescriptions Filled</b> <b>67,261</b>
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2023 data/information from Upham's 2023 UDS report.

\* Native Hawaiian/Other Pacific Islander: 0.7% - American Indian/Alaskan Native: 0.4% - More than one race: 0.5%

# HEALTH CENTER

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## IMPROVING PATIENT SERVICES AT 636

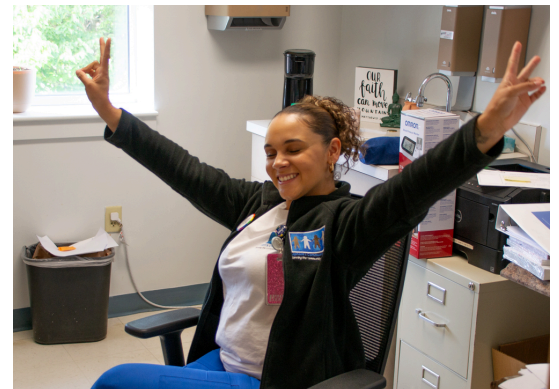
With Upham’s wide scope of services, effective cross collaboration is essential to ensuring quality care for our patients. In 2023, the Dental department successfully rolled out a new Electronic Dental Record (EDR) system, allowing for further integration between Dental and Primary Care. As a result, pertinent data such as allergies, current medical conditions, and medications can be viewed by both departments to support the care of mutual patients. Just across the hall, our Eye department installed the Flexsys system (Optical POS) in December 2023 to help facilitate better optical workflows and patient information management.

Upham’s is dedicated to discovering new and innovative ways to enhance the clinical experience for our patients. We are proud to announce that in collaboration with the Massachusetts League of Community of Health Centers and Henry Schein Inc, our Dental department procured two DCI Series 5 dental chairs; a demonstrated cost savings of \$34,000.

## STRENGTHENING PATIENT COMMUNICATION SYSTEMS

Personalized communication is an integral part of effective healthcare. Our Primary Care patient portal, MyChart, allows us to virtually connect with our patients and for our patients to have a direct line of communication with their healthcare network. OCHIN recognized Upham’s for our MyChart enrollment numbers, which increased from 57% in 2022 to 65% in 2023.

In 2022, we debuted WELL, a new patient communications system primarily used to remind our patients of upcoming appointments. WELL allows Upham’s distribute messages to our patient population quickly and efficiently. In 2023 we leveraged WELL to communicate additional information including COVID booster and flu vaccine clinics, departing providers, and provider call outs.



## OTHER HEALTH CENTER HIGHLIGHTS

- In 2023, our call center received 90,726 calls and achieved a 93% answer rate. Behavioral Health appointment types and provider templates were streamlined so that our call center can assist our behavioral health patients' scheduling needs.
- Two of our Enrollment staff members became SHINE (Serving the Health Insurance Needs of Everyone) certified by the Executive Office of Elder Affairs, allowing them to expertly work with our senior and disabled population with state and federal eligibility programs.
- In 2023, our Patient Services staff checked in 20,343 Primary Care, Urgent Care, Women's Health and Behavioral Health patients. The check-in process consists of verifying and updating demographic and insurance coverage information.
- Upham's completed an active shooter/shelter in place tabletop drill and provided subsequent training and resources for all staff.
- The Primary Care department hired a Nurse Educator and focused on nursing trainings for the management of chronic diseases.



# HOME HEALTH CARE & HOME HEALTH AIDES

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2023 was a year of growth for Home Health Care. Despite previous staffing shortages, our program was able to recover and rebuild the nursing team. By September 2023, two nurses were hired and the program was reopened to new nursing referrals. A welcomed addition to the team was a Wound Care Certified Nurse. Specially trained in handling complex wounds, the Wound Care Certified Nurse helps educate our healthcare providers in advanced wound treatment.

In addition to diligently serving our most vulnerable patients, the Home Health Care staff graciously shared their expertise with local nursing students. In the fall of 2023, nursing students from Curry College received clinical placements at Upham's. Our partnership with Curry College provides nursing students with a great opportunity to receive valuable observational experience, actively learn from our knowledgeable staff, and to better understand the needs of our community. We are proud to announce that a similar collaboration between Upham's and UMass Boston will be taking place in 2024.

The Home Health Aides department continues to provide outstanding care to our PACE participants and Home Health clients. As of 2023 the department consists of nearly 100 certified HHAs, all of them dedicated to delivering in-home care with kindness and compassion.



# PACE

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

In 2023, Upham's PACE prioritized participant access to essential healthcare services. After recognizing low cervical cancer screening rates among participants in 2022, we established a dedicated Women's Health Clinic. The initiative, led by Upham's PACE physician Sarah Philips, MD, and Nurse Practitioners Elke Ganz and Julia LaFlamme, significantly increased screening rates. By the end of 2023, 71% of eligible participants had completed cervical screenings.



With the addition of Dr. Emily Curley, PACE in-house podiatry services were introduced. This development improved our participant's satisfaction with care and while dramatically reducing wait times for podiatry appointments. Compared to referrals in 2022, participants experienced a 70% faster appointment turnaround time, going from 7 weeks to 2 weeks.

Through the expansion of on-site recreational programming, participants had access to an increased range of social activities. Nontani Weatherly, the new Activities Coordinator at 36 Dearborn Street, spearheaded the recreational therapy department with engaging programs like reading groups, painting workshops, and cooking classes.

Our dedication to PACE participant's access to care extended beyond our Center's walls. Even with a national shortage of drivers in recent years, Upham's PACE has worked hard to build its driving staff and van fleet. In 2023, the PACE transportation team ensured our participants received timely transport to appointments, the Day Centers, and other essential destinations. With a total of 48,544 rides throughout the year, the PACE transportation team went above and beyond to break down transportation barriers for participants.



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## Building community amidst Boston's pharmaceutical crisis

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2023 was a year of renewal and renovation for Upham's, as we built new foundations to support a healthy future. After much anticipation, our latest chapter of community support began when we broke ground on the health center's state-of-the-art pharmacy in January 2023. A culmination of over two years of hard work and dedication, the subsequent opening of our pharmacy coincided with large chains closing in Dorchester, Roxbury, and Mattapan. These closures caused a healthcare disruption for thousands of Bostonians and created barriers to accessing prescriptions and over-the-counter medications.

Our pharmacy's expansion allows for a continuation of excellent care to Upham's patients and supports the extension of pharmacy services to retail customers, neighbors, and staff. Alongside over-the-counter medication offering a new level of convenience to pharmacy patrons, our contemporary technology ensures prescription accuracy, patient safety, and reduced wait times. As always, our knowledgeable pharmacists are ready to help with medication reconciliation, offer advice, and encourage healthier choices.

Upham's Pharmacy has proudly served the Dorchester community for over 14 years. Despite the uncertainty of the current pharmaceutical landscape, we remain committed to providing personalized and quality care for all.

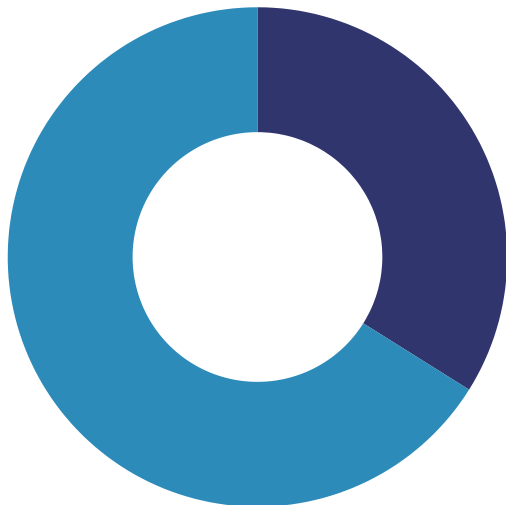
# Statement of Financial Position

Unaudited Financial Data\*



## Assets 2023 YE

Current Assets .....	\$11,107,363
Fixed Assets .....	\$6,624,167
Other Assets .....	\$251,295
<b>Total Assets .....</b>	<b>\$17,982,825</b>

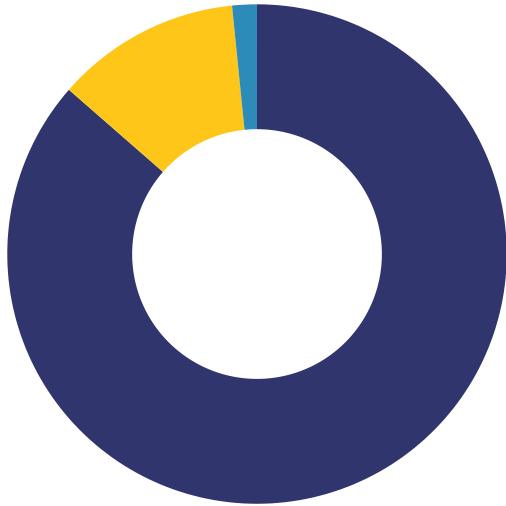


## Liabilities & Net Assets

Current Liabilities .....	\$6,098,242
Long Term Debt .....	\$
Total Net Assets .....	\$11,884,584
<b>Total Liabilities &amp; Net Assets .....</b>	<b>\$17,982,825</b>

# Statement of Activities

Unaudited Financial Data\*



## Income

■ Patient Service Revenue .....	\$50,499,012
■ Grant and Contracts .....	\$6,999,661
■ Rental and Other Income .....	\$932,622
<b>Total Income .....</b>	<b>\$58,431,295</b>



## Expenses

■ Salaries .....	\$29,595,470
■ Payroll & Fringe .....	\$6,649,334
■ Operating Expenses .....	\$25,196,153
■ Other Expenses .....	\$325,322
<b>Total Expenses .....</b>	<b>\$61,766,279</b>

# BUILDING COMMUNITY IN 2023





**Upham's Corner Health Committee, Inc.**  
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