RISING TO MEET WORKFORCE NEEDS
Report finds a ‘workforce crisis’ is behind long waits for mental health care in Massachusetts

WBUR, FEBRUARY 2022

Nonprofits beg for Congress’ help with staffing shortages

POLITICO, SEPTEMBER 2022

Report: More than 5,000 nurses needed in Mass. Hospitals as temp staffing costs skyrocket

BOSTON BUSINESS JOURNAL, JULY 2022
The headlines over the last year are striking.

Health and human service organizations are facing unprecedented difficulty in recruiting and retaining direct care and support staff. The shortage of workers extends across all types of positions from physicians to those who staff group care facilities. And the impact of these shortages can have a profound effect on access to and the quality of care that so many rely on.

Through regular communication with our grantees and community partners, we were able to chart a course over the last year that can help address these needs. As you will see in this, our 22nd report to the community, we have responded by increasing our commitment to the training of health professionals in our region through scholarships, internships, and grants. Through our health equity work, we are also working to ensure a culturally and linguistically competent workforce that can address the needs of all residents.

On behalf of the foundation’s board of trustees, we want to thank our many community partners, committee and panel members and other volunteers who support our work. Your efforts allow us to fulfill our mission of “improving the health status of the community, its individuals and families.”

William Graham  Martin Cohen  
Chair, Board of Trustees  President/CEO
THE WORKFORCE CHALLENGE

“We have had a hard time recruiting clinicians.” We heard this over and over from grantees this past year. In the summer of 2022, foundation staff conducted interviews with grantees to learn what their top organizational and client needs were. Nearly every single organization indicated that hiring staff was the biggest challenge they were facing. Organizations looking to hire behavioral health staff, particularly those who are bilingual, had the hardest time.

As has been well documented, the COVID pandemic exacerbated the behavioral health workforce shortfall. Demand has increased for mental health and substance use services across all age groups. And clinical staff are leaving their positions at higher rates than before 2020.

Solving the health and human service workforce shortage will require a significant investment by federal and state governments, insurance companies, academic institutions, and philanthropic organizations. In 2022 the foundation devoted significant resources to creating and supporting new and innovative solutions to address this issue.
One way the foundation sought to address the behavioral health workforce shortage was through the creation of the MetroWest Health Internship Fund. The fund provides stipends to local agencies to be used to provide paid internships for students engaged in graduate-level educational placements within MetroWest organizations.

The Internship Fund has three goals:

1. **Increase staff capacity within local agencies focused on behavioral health and public health.**

2. **Introduce graduate students to mental health and public health opportunities at MetroWest organizations with the hope they will remain in the region post-graduation.**

3. **Increase the number of graduate interns of color seeking placements in MetroWest agencies.**
In 2022, the foundation approved 28 internships at 11 organizations. Internships ranged from $2,500 to the maximum amount of $7,500 per intern. All the interns are currently pursuing master’s degrees or Ph.Ds. in social work, mental health counseling, or clinical psychology. Results from the first year of funding revealed that nearly three-quarters of the interns were actively seeking employment in the MetroWest region.

“This stipend not only assists me in meeting my basic needs but also contributes to feeling valued for the work that is accomplished during the learning experience.”

“The intern stipends made available because of MWHF allow me to focus on learning and serving our community. Thank you for your investment in students like me.”
Since its inception, the foundation has offered scholarships to MetroWest residents enrolled in eligible nursing, medical or clinical programs at accredited academic institutions. This past year, the foundation’s board of trustees voted to increase the scholarship maximum from $2,000 per year to $4,000 per year. They cited rising tuition costs, limited ability of students to work while undertaking rigorous health profession degree programs and the growing demand for social workers, nurses, and other health professionals.

Applications doubled as a result of this funding increase. Of the 39 scholarships made in June of 2022, a third were for students pursuing degrees in mental health counseling and psychology.

“I am passionate about providing culturally compassionate care, bridging disparity gaps, and improving access to mental health services…”
— MEDICAL SCHOOL STUDENT

“I hope to incorporate the values of the foundation into my career and contribute to the betterment of healthcare.”
— PSYCHOLOGY STUDENT
While having sufficient licensed clinical staff is critical to meeting the immediate needs of residents, there is growing recognition that we need to create a pipeline of talent that can fill a variety of roles in community agencies. With this in mind, the foundation convened a working group of MetroWest behavioral health providers and the leadership of MassBay Community College to assess the interest and feasibility in the college offering certificate and associate degree programs in mental health. There are several options now under consideration and development will help meet potential student and workforce needs in the region.

The foundation is also providing support to MassBay to develop a patient simulation lab as part of its new Center for Health Sciences currently under construction in Framingham. The lab will enable nursing students, emergency medical technicians and others to train using state-of-the-art technology that replicates human conditions and physiological functions.
Launched in 2006, the MetroWest Health Leadership Program has been increasing the knowledge and skills of our region’s health and human service staff. Following a year hiatus due to COVID, the foundation reopened the program for the 2022 year. The class was evenly divided among public health, mental health and human service staff. They met in person for six months and explored topics of health equity, data, strategic thinking, negotiation, and managing conflict. They also worked in two groups to produce policy briefs that built on topics covered in the program and allowed them to practice their team building skills.

“One of the best professional experiences I have had as a mid-level manager. Quality of cohort participants, faculty and foundation staff was excellent.”
The foundation continued to direct part of its grantmaking towards addressing workforce issues. Funded efforts include providing increased clinical supervision for clinical staff and direct service workers to develop their skills and boost their clinical confidence; strategic investments in the recruitment and retention of Spanish-speaking clinicians; and, in partnership with the Blue Cross Blue Shield Foundation of Massachusetts and the Charles F. & Beatrice D. Adams Charitable Trust, the development of a comprehensive inventory of incentive programs available for Massachusetts residents wishing to enter or advance their careers in behavioral healthcare.

Grantmaking plays a critical role in addressing workforce issues.
GRANTS

ADOLESCENT HEALTH

Education Development Center, Inc.
To conduct the 2023 MetroWest Adolescent Health Survey.
$673,251

BASIC HEALTH NEEDS

MetroWest Free Medical Program
Basic Health Needs—Primary Care
$50,000

BEHAVIORAL HEALTH WORKFORCE

Advocates, Inc.
To increase access to behavioral healthcare for Spanish-speaking individuals and families.
$49,999

De Novo Center for Justice & Healing
To pilot a legal mental health team.
$55,578

Massachusetts Association for Mental Health, Inc.
To create an inventory of behavioral health workforce incentives.
$10,769

RIA House Inc.
To support internships for graduate education of mental health clinicians.
$15,000
CAPACITY BUILDING

**Advocates, Inc.**
To develop a training curriculum to increase staff retention.
$25,000

**Dignity Matters, Inc.**
To purchase a volunteer management system.
$25,000

**Franklin Food Pantry**
To provide nutrition training for staff and volunteers.
$3,900

**Holliston Council on Aging**
To conduct a comprehensive study of the town’s 55+ population.
$25,000

**Holliston Public Schools**
To develop a Multi-Tiered System of Support for social emotional learning and mental health services.
$25,000

**Human Relations Service, Inc.**
To implement an electronic health record system.
$50,000

**Jewish Family Service of Metrowest**
To create a centralized, integrated data collection system.
$40,276

**MetroWest Free Medical Program**
To build capacity for behavioral health screenings.
$24,620

**Natick Service Council, Inc.**
To purchase a volunteer management system.
$25,000

**RIA House Inc.**
To support staff professional development opportunities.
$18,050

**South Middlesex Opportunity Council, Inc.**
To improve the organization’s website.
$50,000

**South Middlesex Opportunity Council, Inc.**
To integrate agency data systems.
$40,000

**SPARK Kindness, Inc.**
To support a comprehensive strategy to promote volunteer engagement.
$49,980

**Tri-Valley Elder Services**
To hire a clinical care coordinator.
$25,000

**Wayside Youth & Family Support Network, Inc.**
To provide racial trauma training.
$50,000

**A Place To Turn**
To support expansion of the food pantry.
$150,000

**Edward M. Kennedy Community Health Center, Inc.**
To support the establishment of a new health center in Milford.
$500,000

**Family Promise MetroWest**
To convert the day center into an overnight family shelter.
$100,000
COMMUNITY ENGAGEMENT

Advocates, Inc.
Behavioral Health Partners of MetroWest—Health and Social Service HUB
$473,437

MetroWest Nonprofit Network, Inc.
To provide continued support for the Voices of the Community project.¹
$234,715

Wayside Youth & Family Support Network, Inc.
To address root causes of homelessness among Latinx youth and young adults in MetroWest.
$50,000

COVID-19 RELATED GRANTS

Hopkinton Health Department
$68,712

Hudson Health Department
$250,000

Medfield Health Department
$5,000

Natick Health Department
$50,000

Needham Health and Human Services Department
$50,000

Northborough Health Department
$50,000

Southborough Health Department
$49,960

Sudbury Health Department
$50,000

Wayland Health Department
$50,000

Wellesley Health Department
$50,000

Westborough Health Department
$50,000

FOOD INSECURITY

A Place To Turn
To support the food pantry.²
$30,000

Natick Service Council, Inc.
To support the food pantry.²
$30,000

HEALTH & HOUSING STABILITY

Family Promise MetroWest
To support families facing housing insecurity.²
$50,000

MetroWest Mediation Services
To prevent evictions and help tenants avoid homelessness.
$50,000

Natick Service Council, Inc.
To support health, housing, and self-sufficiency through case management.²
$25,000
### HEALTH EQUITY

**Health Care For All**
To conduct a community outreach campaign in Framingham and Milford to increase vaccination rates.  
**$99,125**

**Wayside Youth & Family Support Network, Inc.**
To support a diversity, equity, and inclusion training program.  
**$27,528**

### PUBLIC HEALTH PLANNING

**Hudson Health Department**
To support regional shared public health services.  
**$111,338**

### RESPONSIVE

**Framingham Health Department**
To develop a regional rapid response grief outreach program for families of fatal overdose victims.  
**$20,000**

**Gaining Ground**
To translate nutrition/recipe information.  
**$8,000**

**Jewish Family Service of Metrowest**
To resettle and support Afghan evacuees in MetroWest.  
**$20,000**

**MetroWest Legal Services**
To support legal assistance for refugees seeking asylum.  
**$25,000**

**MetroWest Regional Transit Authority**
To equip paratransit vehicles with AEDs.  
**$12,850**

### Milford Public Schools
To increase immigrant students’ access to community health resources.  
**$20,000**

### Needham Public Health Division
To support a facilitated discussion on shared regional public health services.  
**$20,000**

### Northborough and Southborough Public Schools
To support the development and expansion of social and emotional learning programs.  
**$8,000**

### Wayland Police Department
To purchase CPR equipment.  
**$1,873**

### Women Make Movies
To support the local showing of “Recovery City.”  
**$12,000**

### WORKFORCE ENHANCEMENT

**Internship Stipends (31)**
**$220,000**

### YOUTH MENTAL HEALTH

**Advanced Math and Science Academy Charter School**
To provide students access to the INTERFACE Referral Service.  
**$5,000**

**Advocates, Inc.**
To provide mental health supports in the Marlborough Public Schools.  
**$49,889**

**Bellingham Public Schools**
To develop a therapeutic framework for the Keough Memorial Academy.  
**$31,700**

**Chica Project**
To enhance supports to Latinx and other women of color in the Framingham Public Schools.  
**$40,570**
Demand has increased for mental health and substance use services across all age groups.

Doc Wayne Youth Services, Inc.
To expand group therapy programs at Framingham Public Schools.¹
$50,000

Framingham Public Schools
To support additional mental health counselors.¹
$100,000

Hopedale Public Schools
To support a Multi-Tiered System of Support counseling program.
$48,474

Northborough Public Schools
To expand clinical supports to students.
$100,000

Westborough Public Schools
To provide universal mental health screening and supports.
$57,500

SCHOLARSHIPS

Nursing (32)
$90,000

Medical/Clinical (22)
$80,000

¹ From the Framingham Union Grants Panel
² From the Leonard Morse Grants Panel
GOVERNANCE

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Rebecca Gallo, Senior Program Officer
Cathy Glover, Grants Management Director

As of 9/30/22
FINANCIALS

STATEMENT OF FINANCIAL POSITION
SEPTEMBER 30, 2022
(with summarized comparative totals as of September 30, 2021)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,490,256</td>
<td>$2,359,462</td>
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<tr>
<td>Investments</td>
<td>$90,449,507</td>
<td>$111,641,824</td>
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<tr>
<td>Beneficial interests in perpetual trusts</td>
<td>$6,732,924</td>
<td>$8,405,193</td>
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<tr>
<td>Other assets</td>
<td>$99,540</td>
<td>$90,598</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$99,772,227</strong></td>
<td><strong>$122,497,077</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued expenses and other</td>
<td>$1,868,556</td>
<td>$1,966,742</td>
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<tr>
<td>Grants payable</td>
<td>$2,848,435</td>
<td>$2,859,498</td>
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<tr>
<td>Deferred excise taxes</td>
<td>$281,619</td>
<td>$556,441</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$4,998,610</strong></td>
<td><strong>$5,382,681</strong></td>
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<tr>
<td>Net Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General purpose funds</td>
<td>$51,489,680</td>
<td>$63,642,848</td>
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<tr>
<td>Grants Panels</td>
<td>$26,124,321</td>
<td>$32,654,356</td>
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<tr>
<td><strong>Total without donor restrictions</strong></td>
<td><strong>$77,614,001</strong></td>
<td><strong>$96,297,204</strong></td>
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<tr>
<td>With donor restrictions:</td>
<td></td>
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<tr>
<td>Expendable</td>
<td>$6,710,229</td>
<td>$7,929,504</td>
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<tr>
<td>Endowments</td>
<td>$3,716,463</td>
<td>$4,482,495</td>
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<tr>
<td>Beneficial interests in perpetual trusts</td>
<td>$6,732,924</td>
<td>$8,405,193</td>
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<tr>
<td><strong>Total with donor restrictions</strong></td>
<td><strong>$17,159,616</strong></td>
<td><strong>$20,817,192</strong></td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$94,773,617</strong></td>
<td><strong>$117,114,396</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$99,772,227</strong></td>
<td><strong>$122,497,077</strong></td>
</tr>
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</table>

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED SEPTEMBER 30, 2022
(with summarized comparative totals for the year ended September 30, 2021)

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from outside trusts and other</td>
<td>$363,718</td>
<td>$305,108</td>
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<tr>
<td>Net assets released from purpose restrictions</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net gains (losses) on beneficial interests in perpetual trusts</td>
<td>($1,672,269)</td>
<td>$1,015,180</td>
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<tr>
<td>Investment return, net</td>
<td>($14,998,796)</td>
<td>$20,794,250</td>
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<tr>
<td><strong>Total revenues</strong></td>
<td><strong>($16,307,347)</strong></td>
<td><strong>$22,114,538</strong></td>
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<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Education and Advocacy</td>
<td>$456,711</td>
<td>$456,138</td>
</tr>
<tr>
<td>Grant and related</td>
<td>$5,369,945</td>
<td>$5,934,356</td>
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<tr>
<td><strong>Total program services</strong></td>
<td><strong>$5,826,656</strong></td>
<td><strong>$6,390,494</strong></td>
</tr>
<tr>
<td>Management and general</td>
<td>$206,776</td>
<td>$716,358</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$6,033,432</strong></td>
<td><strong>$7,106,852</strong></td>
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<tr>
<td>Changes in net assets</td>
<td>($22,340,779)</td>
<td><strong>$15,007,686</strong></td>
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<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$117,114,396</td>
<td>$102,106,710</td>
</tr>
<tr>
<td>End of year</td>
<td>$94,773,617</td>
<td>$117,114,396</td>
</tr>
</tbody>
</table>

The Board of Trustees has engaged AAFCPAs of Westborough, Massachusetts to perform the annual audit. A copy of their complete audit report is available for review from the foundation.
GET INVOLVED

APPLYING FOR GRANTS

The MetroWest Health Foundation makes grants to non-profit 501(c)(3) community organizations and governmental entities. Requests for grant proposals are issued at various times throughout the year and address specific health issues and areas of concern to the foundation as identified through community needs assessments.

The foundation also provides scholarships for individuals interested in pursuing formal educational programs in nursing, medicine, and other health professions. Organizations interested in applying for grants should submit a concept paper to the foundation in advance of a full proposal.

For more information on applying for a grant or scholarship, call us at 508.879.7625 or visit our website at www.mwhealth.org.

UNDERSTANDING COMMUNITY HEALTH NEEDS

Since our mission is to address the unmet health needs of the communities in the MetroWest area, we invite individuals and organizations with information or data concerning the current or projected health needs of the area to share them with the foundation. This information will help us shape our grantmaking activities and aid in the development of funding priorities for the foundation and its grants panels.

MAKING A GIFT TO THE FOUNDATION

You can support the work of the MetroWest Health Foundation by making a tax-deductible contribution or by including the foundation in your estate planning. The foundation can assist you in planning a bequest or charitable donation to benefit the health needs of your community. For more information or assistance, contact us at 508.879.7625.
MetroWest Health Foundation

Our mission is to improve the health status of the community, its individuals, and families through informed and innovative leadership.

We serve the communities of: Ashland, Bellingham, Dover, Framingham, Franklin, Holliston, Hopedale, Hopkinton, Hudson, Marlborough, Medfield, Medway, Mendon, Milford, Millis, Natick, Needham, Norfolk, Northborough, Sherborn, Southborough, Sudbury, Wayland, Wellesley, and Westborough.