



2022-2023

Annual Report

“ VOAMASS is a public *health leader* and strong partner to us at the City of Boston. Their *innovative model* of comprehensive, whole-person care improves health and *increases opportunity* for those most in need. We are *grateful* for their collaboration. ”

Bisola Ojikutu, MD, MPH
Executive Director
Boston Public Health Commission



VOAMASS staff and clients gather for a group photo at our Massachusetts Bay Veterans Center in Somerville.

Message from our Chair & CEO

Dear friends,

More than three years removed from the worst of the pandemic, we continue to grapple with the damage left in its wake. We are living through a period of immense change in society, including economic and societal challenges that have caused deep rifts throughout our communities. The pandemic exposed longstanding and serious inequities in our health care system, and behavioral health needs are surging.

Just as the pandemic forced us to abruptly pivot to a new way of providing services during isolation, it also provided the opportunity to understand the importance, and more importantly, the effectiveness, of treating the whole person.

In recent years, Volunteers of America of Massachusetts (VOAMASS) has been shifting our services to an integrated care model that addresses a person's behavioral health needs while also helping them tackle barriers to recovery, such as unstable housing and employment. When treatment is interconnected, rather than siloed, outcomes improve.

VOAMASS has long served varied and overlapping populations: veterans, people re-entering society from incarceration, older adults, and people with co-occurring mental health and substance use disorder conditions.

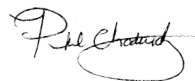
Getting to the root cause of our clients' trauma requires trust, and that takes time and understanding. Our amazing employees get it. We work with each person to understand their unique needs and develop a personalized strategy directed by their goals. Every person who comes through our doors has access to clinical treatment, employment and housing supports, and is served by a cross-disciplinary team.

In addition to this major organizational shift to whole-person care, we have upgraded and consolidated our electronic health records, giving us data on outcomes that helps us better understand in real time what is working and where adjustments are needed. We have also made efforts to

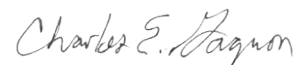
modernize our identity and to tell the story of our important, impactful work. You will notice in this annual report a new visual identity for the agency with more prominent use of the "VOAMASS" brand. You will also see some of the thought leadership work that we have done to educate the public about the needs of those we serve.

The pandemic clearly showed us the barriers that exist; as a leader in serving those in need, we will continue our work to eliminate them.

Sincerely,



Phil Chadwick
Chair



Charles E. Gagnon
President & CEO



Map of Service Locations



- Administrative Headquarters
- Veteran Services
- Workforce Development
- Residential Behavioral Health Services
- Re-Entry and Diversion Services
- ▨ Telehealth (offered statewide)
- Outpatient Behavioral Health Services
- Assisted Living

VOAMASS in the News



Commonwealth Beacon | July 3, 2023

Finishing the Job on Veteran Homelessness

By Charles Gagnon

“New housing designed for veterans must efficiently integrate both behavioral health care and primary medical care. New models of care are emerging that master this integration by locating all of these services in one setting, which increases the odds that a veteran will get comprehensive care and achieve recovery.”



Commonwealth Beacon | May 8, 2022

Right to Counsel Needed on Housing Issues

By Charles Gagnon

“Once veterans have roofs over their heads, it becomes far easier to provide the additional care and interventions that empower them to lead fulfilling lives. If right to counsel is implemented in Massachusetts, and more of our low-income neighbors can fight evictions and gain access to safe housing, the possibilities for improved social, health, and economic outcomes are seemingly limitless.”

Client Story: Ernesto



Ernesto is a veteran, an immigrant, and loves the music of ABBA.

Originally from Cape Verde, Ernesto has been in the U.S. for more than 20 years. The trauma he experienced in the military there followed him here, until his mental health and substance use conditions became too much to bear. He was hospitalized multiple times, yet wasn't able to achieve sustained recovery until he came to VOAMASS.

Ernesto is an incredible example of the VOAMASS integrated care model in action: He entered our Burt Street program for men with co-occurring mental health and substance use disorders and was quickly embraced by the entire VOAMASS team. Not only did he work with the clinical and support staff at Burt Street, but he received recovery coaching, recovery support navigation, medication management, therapy, and employment and housing services through our Behavioral Health Services division. It was this holistic care that made all the difference for Ernesto.

Sober for four years and counting, Ernesto has moved on from Burt Street into his own apartment. VOAMASS staff worked diligently to find the apartment for him, and furnish it as well. When moving day came, the entire team was there, with smiles and tears all around.

Ernesto remains connected to VOAMASS through our outpatient services and doesn't miss an appointment with his therapist or any other member of his clinical team, and he is more stable than he has ever been in his adult life. A shining example of the message that recovery is always possible, Ernesto regularly returns to Burt Street to share his message of hope with others.

One of eight children, Ernesto is a man of deep faith who touchingly notes, "At Burt Street, I felt love from the staff. I didn't have that before." Today, you can find Ernesto living independently in a neighborhood close to his family, listening to music, playing guitar, or reading. And every day, VOAMASS staff continue to offer Ernesto the love, respect, and support that he – and all of our clients – deserve.

Our Impact



3,008

TOTAL NUMBER OF CLIENTS
served FY22 and FY23 combined



621

TOTAL NUMBER OF VETERANS
served FY22 and FY23 combined



127%

INCREASE IN CLIENTS ENROLLED IN TWO OR MORE SERVICES
indicating agency-wide growth in integrated care



23,924

TOTAL NUMBER OF THERAPY SESSIONS
FY22 and FY23 combined



49%

CLIENTS WITH A PRIMARY DIAGNOSIS OF SUD
who are receiving medication management with VOAMASS vs. an outside provider



159%

INCREASE IN CLIENTS RECEIVING HOUSING SERVICES
demonstrating increase in clients receiving wraparound services



88%

INCREASE IN CLIENTS RECEIVING EMPLOYMENT SERVICES
indicating expansion of integrated care model



3.7

AVERAGE NUMBER OF DAYS
from first contact with our agency to a whole-person evaluation



96%

PERCENTAGE OF VOAMASS ASSISTED LIVING RESIDENTS
who feel their community is safe and comfortable



126

NUMBER OF VETERANS
placed in permanent housing FY22 and FY23 combined

Lines of Service



Outpatient Behavioral Health

Two community-based clinics offering on-site and telehealth-based counseling, medication management, and recovery services for mental health and substance use disorders.



Residential Behavioral Health

Nearly 90 beds across four programs offering treatment for both mental health and substance use disorders in low-threshold, supportive, home-like environments.



Veteran Services

Comprehensive and integrated services including transitional and permanent housing, employment counseling and training, substance use and mental health treatment, and coordinated case management.



Re-Entry and Diversion

Programs to divert individuals from the justice system and reintegrate those who are already a part of it – through treatment, support, and training.



Workforce Development

Skills development, job training, and support services to help clients achieve long-term employment success and financial independence.



Assisted Living

Communities in Concord, Malden, and Ayer that provide gracious accommodations, rich amenities, and a full range of supportive services including memory care.

Whole-Person Care



Better Lives

Support from our Partners



Veteran Services

“It is critically important to think and work comprehensively when supporting our veterans. The integrated approach that VOAMASS takes – focusing on health care, housing, and workforce development – is the type of model that delivers results.”

Secretary Jon Santiago, Massachusetts Executive Office of Veterans Services

Re-Entry and Diversion

“Our partnership with VOAMASS is one of our most valued. We rely on them to provide critical services such as behavioral health care, job training, and linkages to community resources – services we would not be able to offer otherwise. The VOAMASS team helps individuals reclaim their lives and re-enter the community successfully. We see them as an extension of our team, and couldn’t be more grateful for their hard work on behalf of our population. It makes a difference.”

Sheriff Kevin F. Coppinger, Essex County Sheriff’s Department



Workforce Development

“I have worked with Brittany through the JobsPlus Program for a few months now and she is very resourceful and professional thus far. I’m very thankful for her help. Brittany has gone above and beyond and she is very responsive and great in communicating. Thank you so kindly again.”

Client Shushama M.

Assisted Living

“Like the leadership at VOAMASS, SLR shares a commitment to service and community engagement and a desire to care for and give back to the generations that came before us. This strategic partnership truly enhances the impact of both of our organizations.”

Tadd Clelland, President & CEO, Senior Living Residences



Staff Q&A: Anthony Joseph

Anthony Joseph has been with VOAMASS for more than 18 years. He left to work at another human services nonprofit once, but quickly found his way back to our organization. Currently the Director of Residential Services, Anthony oversees our five residential programs that employ 60 staff who care for about 100 clients.

Colleagues say Anthony is smart, humble, kind, thoughtful, calm, and compassionate. He is a true servant leader, focused on the growth, well-being, and empowerment of his team.

You've been in the industry for more than 25 years.

How did you get your start in human services?

I wanted to help at-risk kids. I had been working with youth in the Boston Parks and Recreation Department and saw a lot of stuff. In the late '80s, early '90s in Boston, kids were dying. I ended up working in a group home ... I got to do so many things and I fell in love with the work.

What are some of the roles you have held at VOAMASS?

I started working at VOAMASS in 2004 as a program manager for Shiloh House, which was an all-girls group home at the time. I moved to the VOAMASS program on Long Island because I had experience working with people with substance use disorder. I came back as a case manager for veterans in the Homeless Veterans' Reintegration Program.

I didn't know anything about working with veterans, but I knew how to help people find jobs, which is a big part of that program. I ended up running the Massachusetts Bay Veterans Center, which is very successful because of the relationship with the Veterans Administration. Now I've landed in the position I've always thought about, and unless they fire me, I'm going to retire here.

You've worn a lot of hats at VOAMASS and worked your way up. What's your secret?

Doing different things and learning different things. I was given a lot of exposure and a lot of opportunities to learn and grow. I didn't know a lot about veterans, but I knew a lot about building relationships. Now in my position, I can help other program directors be successful in the way I was helped to be successful. I think I've been pretty good at building a team and it has helped create great programs and retain staff.

"When you're at VOAMASS, you really feel like you're part of something greater."



What brought you back to VOAMASS?

A couple of things. I never forgot how well they treated me, and all the opportunities I had. The other thing is the diversity in this organization. If you do your job well, they stick with you, no matter if you're black, white, Hispanic, whatever. And that's very unusual. If you care for the clients, that's what matters. When you're at VOAMASS, you really feel like you're part of something greater.

You've seen a lot of changes at the organization. What really stands out to you?

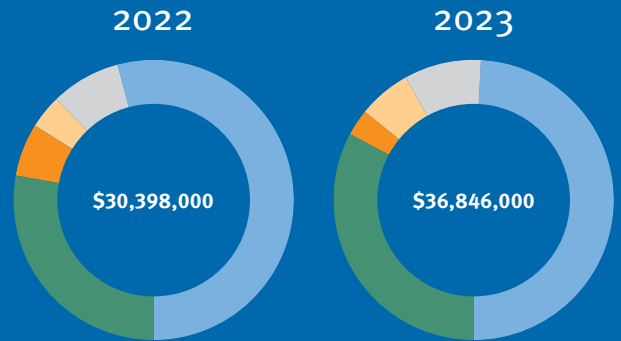
A long time ago, Mindy Miller, who is now the COO, and I had many, many conversations about what she would like to see the organization become: all of us coming together to treat the whole person. Now we are working toward that! That's what our integrated care model is about: all of our programs working in sync. Everybody knows each other and we can build on our shared mission to care for our clients in the best way possible – as unique individuals who deserve holistic care.

Statement of Financial Position

2022-2023

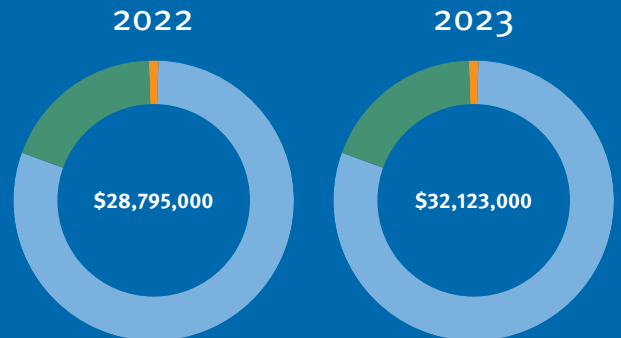
REVENUES

	2022	2023
Assisted Living Fees	\$16,255,000	\$18,222,000
Federal and State Contracts	\$8,636,000	\$12,004,000
Private Grants and Contributions	\$1,721,000	\$1,124,000
Health Care Insurance Reimbursement	\$1,330,000	\$2,142,000
Real Estate Income	\$2,456,000	\$3,354,000



EXPENSES

	2022	2023
Programs	\$23,048,000	\$25,546,000
Management and General	\$5,397,000	\$6,227,000
Fundraising	\$350,000	\$350,000



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VOAMASS



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