



Volunteers
of America®
MASSACHUSETTS



ANNUAL REPORT

2020-2021

MESSAGE FROM OUR CHAIR & CEO



Dear Friends,

We write to you from a place of gratitude.

Our journey over the last two years has challenged all of us as individuals and tested our collective resolve. Since March of 2020, we learned how adaptable we could be, how we could work more closely with one another, even at a greater physical distance, and how our employees overcame their own anxiety to put others first.

VOAMASS’s mission is to lift up those in crisis, to help our clients regain their independence and work toward reaching their potential. We show up for our clients – in good times and bad. Our work has never been easy, but events over the course of the COVID-19 pandemic demanded that we dig even deeper. And we did.

We never lost sight of the fact that our staff have their own families and loved ones. Their safety and well-being is more than an organizational priority – it is a moral responsibility. If we are to ask them to do what it takes to care for our clients, then we must do all we can to care for them. We owe our staff a great deal of gratitude for their truly heroic efforts to serve the community. In the face of uncertainty, we focused on what we could control.

We secured an adequate supply of PPE. We implemented “hero pay” to recognize our staff’s resiliency. We created new policies to address COVID-19. We demonstrated great flexibility to adapt to an unprecedented situation.

And, when a long-overdue racial reckoning took root last summer, we paused to understand the enormity of it all – then defined with clarity and purpose who we are as a values-led organization and what it means to epitomize a welcoming and inclusive place of work and provider of care. We lead by asking questions, listening and learning.

During this time, we created a new “tag line” to add greater clarity to our mission: **Care Today. Opportunity Tomorrow.**

These four words reflect the urgency to meet our clients’ needs in a manner that adheres to the highest standards of quality while investing in the critical pillars of a healthy life: behavioral health, economic stability and safe housing.

2020 and 2021 have been a time of both introspection and affirmation. We are grateful to have had your support along the way, as it has allowed us to grow stronger despite innumerable challenges. Because we are in this together, we are confident that the future remains bright for VOAMASS, our staff, our clients and the communities we call home.

Sincerely,

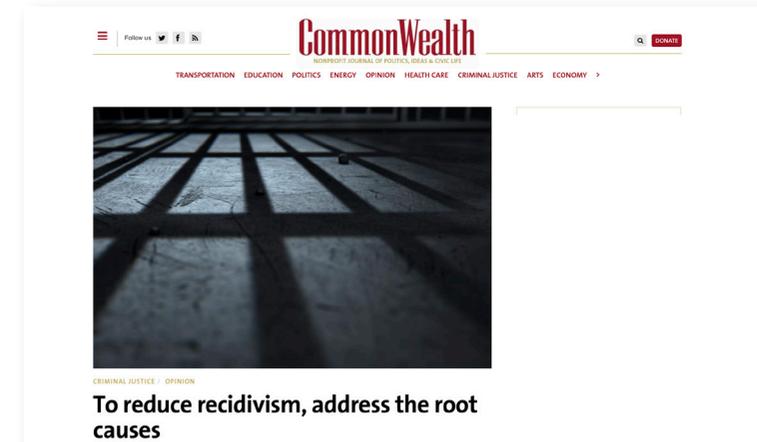

PHIL CHADWICK
 Chair


CHARLES E. GAGNON
 President & CEO



THOUGHT LEADERSHIP

Leaders at VOAMASS have sought out opportunities to share their perspective, make the case for important reforms, and advocate for the individuals served by the agency. Below are examples of the agency’s thought leadership work.



COMMONWEALTH MAGAZINE | MARCH 13, 2021

To Reduce Recidivism, Address the Root Causes

By Charles Gagnon

“By helping released inmates recover from substance use disorder, gain access to housing, and be better prepared to work and contribute in our communities, we’re investing in short-term economic recovery and long-term prosperity in neighborhoods that are disproportionately impacted by incarceration and recidivism – many of the same that have been hardest hit by the COVID-19 pandemic and its economic fallout.”

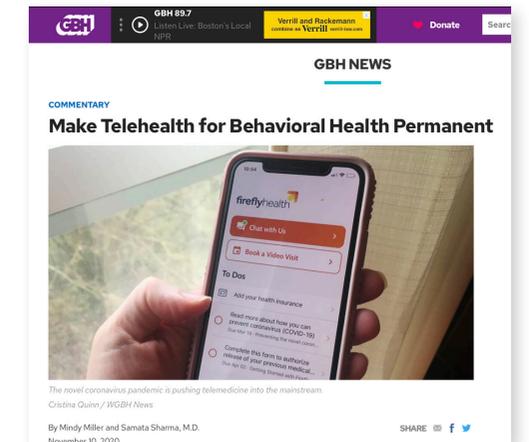


MASSNONPROFIT NEWS | AUGUST 2021

Transitioning to an Integrated Services Model

By Charles Gagnon

“We realized that we needed a more integrated approach, one where, for example, we could leverage the skill and know-how of our behavioral health services operation to help people in our residential settings, who would not necessarily come into a clinical setting for care.”



GBH NEWS | NOVEMBER 10, 2020

Make Telehealth for Behavioral Health Permanent

By Mindy Miller and Samata Sharma, M.D.

“By facilitating virtual sessions, providers like our agency can expand beyond geographic limits. We can now see patients from every corner of the Commonwealth and can more easily grow our clinician team as we take on more clients.”

MAP OF SERVICES

VOAMASS provides services across Eastern and into Central Massachusetts. In the last two years, the footprint has expanded as a result of the agency's growing re-entry work in Essex County and its selection as operator of two state career centers to the South and West of Boston. With the expansion of Behavioral Health Services to telehealth, which began in the early days of the COVID-19 pandemic, VOAMASS can assist any Massachusetts resident with a behavioral health need, which in essence makes the organization a statewide service agency.

BOSTON

Administration Office
Jamaica Plain, Centre Street

Satellite Office
Jamaica Plain, McBride Street

Shiloh
Women's Co-Occurring Residential Recovery
Jamaica Plain

Men's Hello House
Residential Recovery Program
South End

Women's Hello House
Residential Recovery Program
Dorchester near Andrew Sq. in South Boston

Burt Street
Men's Co-Occurring Residential Recovery
Dorchester near Ashmont

SOMERVILLE

Mass. Bay Veterans Center
29 Bed Transitional Program For Veterans

QUINCY – HANCOCK ST.

Behavioral Health Services
Clinic (Outpatient and Telehealth)
Hancock Street

SSVF Services

Supportive Services for Veteran Families

TAUNTON

Behavioral Health Services
Clinic (Outpatient and Telehealth)
Post Office Square

ESSEX

Essex County Sheriff's Department
Middleton (Jail)
Lawrence (Pre-Release Center)

Pathways Home
C-TECH & Essex Technical Training

EMAT
Medication-Assisted Treatment

Justice Mental Health Partnership
Diversion

PLYMOUTH

Plymouth County Sheriff's Department
Incarcerated Veterans Reintegration Program

CONCORD, AYER, AND MALDEN

Independent and Assisted Living

GREATER BOSTON

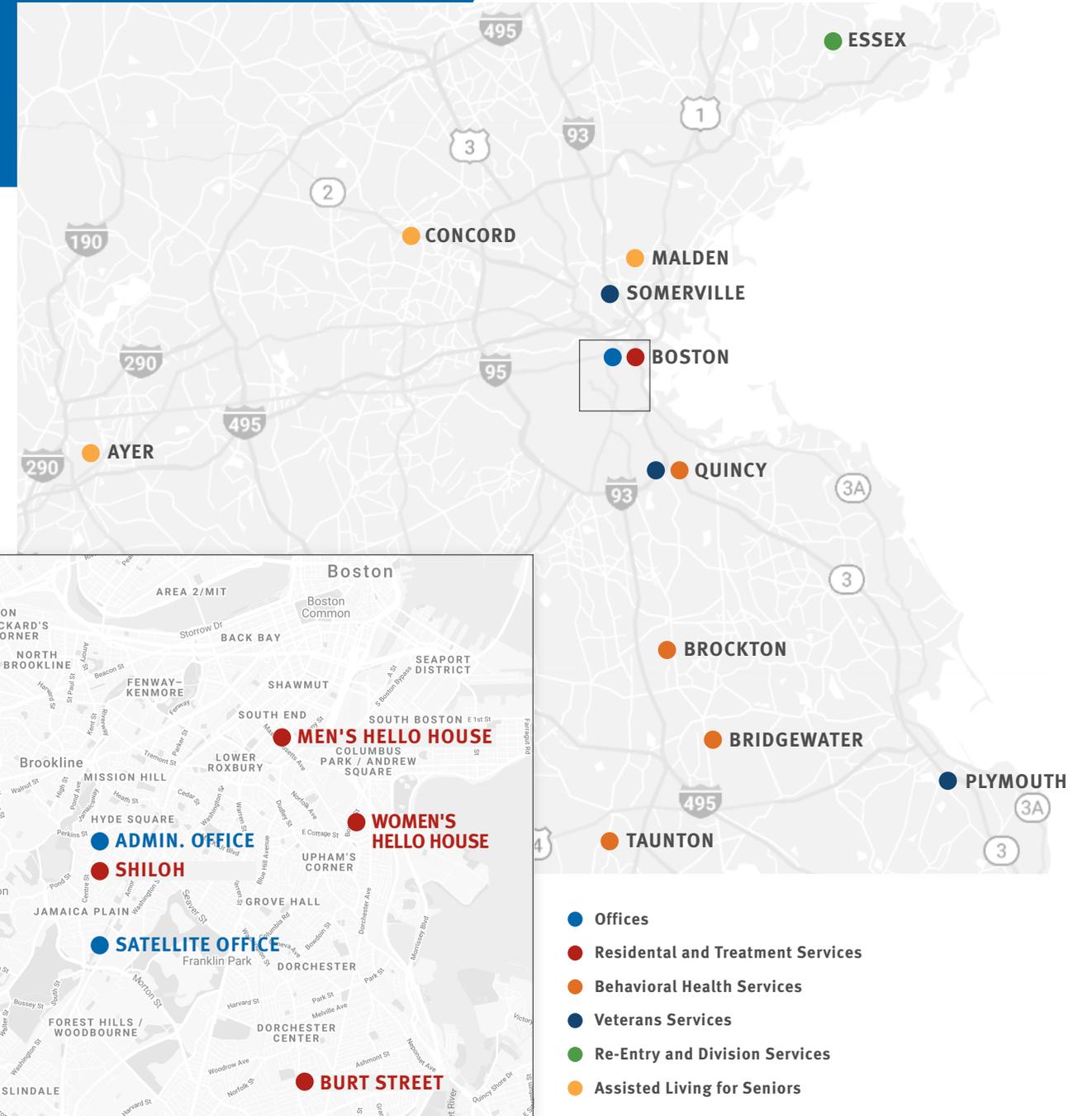
VOAMASS serves as Operator for
MassHire Metro South/West Career Centers, covering 43 cities and towns

REGIONAL

CCBHC-Certified Community Behavioral Health Clinic

SOUTH COAST AREA: INCLUDING BROCKTON, BRIDGEWATER, AND TAUNTON

CMHC-Community Mental Health Center



- Offices
- Residential and Treatment Services
- Behavioral Health Services
- Veterans Services
- Re-Entry and Division Services
- Assisted Living for Seniors

INTEGRATED CARE

VOAMASS is transitioning to an integrated care model where trauma-informed behavioral health care is at the core of every service that we provide.



VOAMASS ECOSYSTEM

Supporting every service delivered by VOAMASS is a thriving ecosystem. The services provided to clients and ecosystem are interdependent: Services could not be delivered without the ecosystem and the ecosystem has no reason for being without service delivery to people in need.

FUNDERS/DONORS – Provide the critical resource to operate the agency.

BOARD – Ensures proper governance and oversight.



Q & A WITH CHARLES GAGNON

What aspects of the VOAMASS mission drew you to the agency?

Our mission’s warmth and compassion. It leads us to help our neighbors most in need. It guides us to help the most complicated and challenging individuals in our community. It propels us to provide whole-person care – the mind, the body, the heart and the soul.

You are positioning VOAMASS as an integrated behavioral health organization. Why now and what role will VOAMASS play as a leader among providers?

Given the impact of COVID-19 and the glaring health inequities across the Commonwealth, the time is now to innovate, intentionally integrate our program model and engage specific populations whose needs are not fully addressed by the current public health system. Additionally, it is the right and just thing to do when facing social and economic injustice in our society. I believe the future of human services should center on evidence-based strategies that improve individual lives. Services will be provided through the lens of whole-person, integrated care interventions that address social determinants of health. The future of state and federal policy are moving in the direction of integrated care, and I want VOAMASS to be a pacesetter and serve as a thought leader to our partners in the community.

Our nation has experienced a lot since you became CEO of VOAMASS in 2019. From movements that addressed gender and racial inequities, to an unprecedented pandemic – what has all of this taught you about yourself and VOAMASS during this intensive period of challenge?

It has taught me to boost my thirst to learn. Boost my thirst to act. Boost my thirst to lead. And boost my thirst to provide solutions. It has also caused me to assess my own status in life, how it differs from others and what I can personally do to advance equity. I have a lot of work in front of me to become the person I strive to be!



As a mission-based leader, what is the single most important piece of advice you would give to new and emerging leaders?

You must feel the passion and urgency to lead with respect, dignity, and compassion. This is essential to improve the lives of people in need. All mission-based leaders should recall the words of Hillel the Elder: “If I am only for myself, what am I? If not now, when?”

Having now called Massachusetts your home for more than two decades, can we call this Minnesotan a New Englander yet?

This is a tough one. My wife told me on our third date that she was a coastline woman, not a shoreline woman. She nailed me on a technicality. It looks like I am a now a New Englander, but a Minnesotan at heart!

STATEMENT OF FINANCIAL POSITION

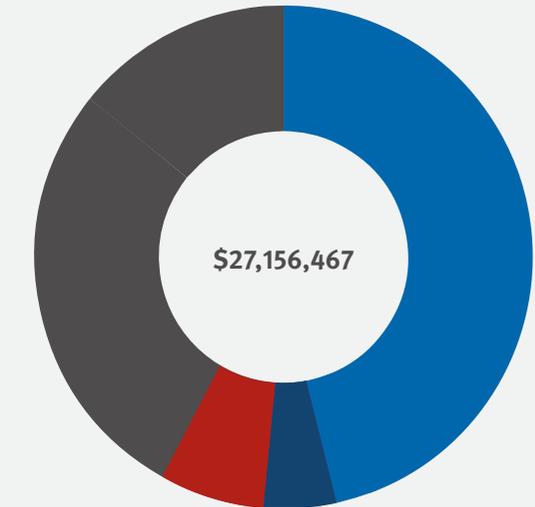
2019-2021

ASSETS	2019	2020	2021
Cash	\$1,766,039	\$5,676,127	\$5,794,795
Investments	\$4,257,590	\$4,596,469	\$6,009,523
A/R	\$431,843	\$250,080	\$1,837,301
PP Expenses	\$112,596	\$174,808	\$244,088
Other Assets	\$41,446,222	\$45,464,300	\$59,557,409
TOTAL ASSETS	\$48,014,289	\$56,161,784	\$73,443,116

LIABILITIES & FUND BALANCE	2019	2020	2021
AP & Accrued Expenses	\$2,535,694	\$3,137,322	\$3,624,463
Notes/Loan Pay	\$35,860,542	\$44,257,898	\$55,372,429
Line of Credit	–	–	–
Other Liabilities	\$335,750	\$335,750	\$433,799
Total Liabilities	\$38,731,986	\$47,730,970	\$59,430,691
TOTAL LIABILITY & FUND BALANCE	\$48,014,289	\$56,161,784	\$73,443,116

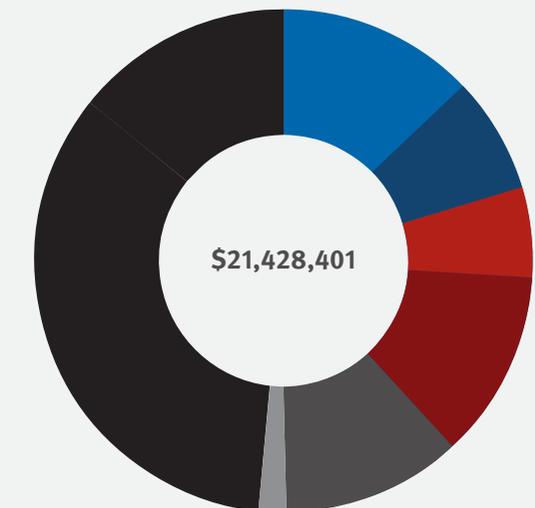
2021 REVENUES

Private & Other	\$12,788,924
Investments	\$1,072,394
Contributions	\$1,742,269
Government Fees	\$11,552,880



2021 EXPENSES

Adult Substance Abuse Treatment	\$2,774,424
Outreach	\$1,578,650
Mental Health Services	\$1,248,689
Veterans Programs	\$2,569,422
Administration	\$2,495,202
Fundraising	\$379,074
Assisted Living & Senior Services	\$10,382,940



BOARD OF DIRECTORS

PHIL CHADWICK, CHAIR

Racepoint Global

REBECCA LEBEAU, VICE CHAIR

Rhode Island Executive Office of Health and Human Services

DAVID WITTMANN, TREASURER

HOF Capital

**ASHWINI NADKARNI, MD,
SECRETARY**

Brigham and Women's Hospital

CHRISTOPHER BURCHARD

Jefferson Apartment Group

NICOLE CASELLO

Chevron Partners

F. GEORGE DAVITT, ESQ.

Aragain Capital Management, Inc.

CHARLES GAGNON

VOAMASS

JIM GOLDINGER*

Fairhaven Capital

PETER RASKIN*

Raskin Planning Group

ERIC SEGAL

Eric L. Segal, CPA, CVA, MBA

FAITH SMITH

Brandeis University

**Served previously as chair*