Fiscal Year 2020 Annual Report

In service to people age 60 and over, younger individuals living with disabilities, and their caregivers since 1974
With the COVID-19 pandemic, fiscal year 2020 has brought our community a new set of challenges and an opportunity for our agency to grow and change. ESWA has risen to the occasion, implementing numerous procedures, protocols, services, and exciting projects as well as developing many new partnerships.

Under the direction of a new interim Executive Director and the Board of Directors, ESWA maintained daily operations, without any interruption, despite the pandemic.

Following in this annual report we proudly share our accomplishments during this unprecedented time.

We wholeheartedly thank our dedicated team of employees and volunteers, our funders, our contracted providers, local Councils on Aging, the Massachusetts Executive Office of Elder Affairs, Worcester Together, fellow ASAPs, local municipalities, legislators, and all our other community partners for your role in keeping our community’s older adults fed, safe and cared for during the COVID-19 crisis.
Our Donors and Funders

COVID19 Related Funding
- AAA Northeast
- Cornerstone Bank
- Greater Worcester Community Foundation
- Massachusetts Association of Home Care Programs & Area Agencies on Aging
- Massachusetts Emergency Management Agency
- Office of the City Manager of Worcester, MA
- Warren Alpert Foundation
- Worcester Together Fund

Donations
In Memory of: Therese Descoteau, Robert J. Hurwitz, Loretta Krus, Chang-Ning Wu.
In Honor of: Dorothy Phinney.
Community: Big Y, Blue Cross Blue Shield of Massachusetts, Chartwell’s, Del Duca Family Charitable Fund, Department of Geriatrics UMass Memorial, Digital Federal Credit Union, Hannaford Supermarket, Hanover Insurance Group Foundation, Jewish Community Foundation, IP Digital, Jack Dumas Plumbing & Heating, Retired Men's Club of Greendale, Right at Home of Westborough, Shaw's, Stop & Shop, UMass Medical School Student Group, Worcester County Elder Abuse Prevention Roundtable.

Masks
Sheryl Brower, Coronavirus Care Shrewsbury, Linda and Melissa Depanian, Marjorie Deshaies, Renee Desjardins, Lisa Hugo, Let's Sew Shrewsbury, Mutual Aid Worcester Face Mask Working Group, Oriol Foundation, Senior Whole Health, UnitedHealthcare Community Plans, Walmart.

Funders
Massachusetts Executive Office of Elder Affairs; federal financial support under the Older Americans Act provided by the Central Massachusetts Agency on Aging; United Way of Central Massachusetts; Greater Worcester Community Foundation, Discretionary funds; Greater Worcester Community Foundation’s: Olive I. and Anthony A. Borgatti Jr. Donor Advised Fund; Irving A. and Marie C. Lepore Fund; Harold Davis Woodbury Fund; H. Arthur Smith Designated Fund; David L. and Elizabeth O. Dean Fund; Mass Cultural Council/Worcester Arts Council; local Councils on Aging & town governments; participant donations; Senior Care Organizations, One Care Organizations and other health insurance providers.
Without your services I would be up a creek. I am at peace at home with all my helpers from Elder Services. I don’t know what I would do without the help.
I have never received anything in my life that was so thoughtful! I really appreciate being thought of, as well as the helpful contents of the goody bag! I hope that I could someday repay the agency in some way for your caring and kindness!

Thanks to a grant from the Worcester Together Fund, ESWA delivered 600 COVID19 “Goody Bags” to our high risk consumers in 15 towns across central Massachusetts. The bags were delivered by staff and volunteers from both ESWA and the Worcester Senior Center; RSVP volunteers also assisted with the operation. A team of over 50 volunteers gave freely of their time on a Saturday to spread some cheer.

ESWA staff wanted a way to reach out to our most isolated older adults to let them know “we care,” and to give them something to do while staying safe at home. The bags included: $20 gift card, cloth mask, hand sanitizer, thermometer, toilet paper, toiletries, bath scrubby, activity books, deck of playing cards, and more. The project was shopped for and hand assembled by a team of a dozen ESWA staff members. Each bag delivered had a value of over $55.

Each bag also included a hand-written letter from a member of our community. Over the period of two months ESWA collected over 650 “Love for the Elderly” letters and cards with caring, sincere, inspiring messages, letting the receiver know that they are loved, cared about, and they can overcome the challenges of the COVID crisis.

The reception to our “Love for the Elderly” letter writing project was overwhelming! ESWA received letters from families and children, students completing academic community service, church groups, youth sports teams, and even other older adults who were happy to have a worthwhile project to work on while staying safe at home. Letters are still coming in, and ESWA will continue to deliver them to isolated older adults throughout the fall.
“Tom” age 82: When the Interim Care Manager began working with Tom she found him living in unsafe and unsanitary conditions, with plumbing issues and sewage backing up into the home. Neither the owner of the home, a family member, nor the town would claim responsibility for the plumbing concerns. When this family member was visiting Tom, they physically abused him, pushed Tom down to the ground by driving a motorized scooter into him. Tom was injured with severe bruising across his torso. Upon learning about the incident, Tom’s Homemaker called the police, and Tom was sent to the local emergency room for evaluation and treatment. As mandated reporters, the Homemaker, the Police Officer, and the hospital all filed elder abuse reports to the Massachusetts Elder Abuse Hotline. Tom now receives his Homemaker twice a week, as a trained set of eyes and ears in the home to ensure that Tom’s health and safety are being monitored, reporting all concerns to ESWA. ESWA’s Adult Protective Services Unit is working with Tom to mitigate the plumbing issues and eliminate the possibility of future abuse by the family member that inflicted physical harm upon Tom.

My homemaker is a pleasure to have in my house, she will go the extra mile to help me out, a delightful person.
COVID19 Internal Accomplishments

- Created a Pandemic Response Team
- Developed COVID exposure reporting protocol for both consumers and staff
- Daily COVID case count updates sent to key staff and Councils on Aging
- Developed COVID home visit protocols
- Money Management Bill Payer volunteers began providing contactless bill paying service
- Support Staff and IT crew staff office daily to support work from home employees
- Implemented a Virtual Employee Assistance Program to support staff
- Scheduled a virtual Lunch Break for staff to gather and socialize
- Compiled COVID resource center for staff
- Monetary bonus for all staff
- Created a Transitions workgroup to plan return to office environment

I can’t thank you guys all enough! Those puzzle books have kept my dad happily occupied for hours. He was so adorable working on his word search today. Made me happy.

COVID19 Community Partnerships

- Worcester Together community partner
- Implemented weekly meetings with local Councils on Aging – Senior Centers
- Scheduled weekly meetings with contracted provider agencies
- Attended weekly meetings with Mass Home Care and EOEA
- Protective Services Unit assisted with COVID homelessness shelter placement for older adults
- Attended weekly meetings with Worcester Housing Authority support of congregate housing residents
Working Remotely, Information Technology Report

- Prior to pandemic, 104 employees were able to work from home one/two days per week
- Increased from 50 daily work from home remote users to 175 daily remote users
- Currently 179 of 181 employees are working securely from home
- Purchased 30 new laptops for staff
- Increased from one to two Virtual Private Network (VPN) devices
- Currently able to grow our VPN usage up to 300 remote users
- VPN connection has 2 factor authentication, an additional layer of security
- VPN allows for a secure connection between employee’s home and the office
- VPN allows staff access to shared network drives
- Setup new Remote Desktop server to support remote applications for PCA program and Fiscal department.
- Setup new polling software to record and track COVID cases and exposures amongst consumers.
- Staff now able to make/receive calls from home just as if they were in the office
- Staff with smartphones have ability to take/receive calls directly on the device
- Staff are performing virtual home visits with consumers via smartphone/tablet
- Purchased and installed remote support software on all machines to improve remote support capabilities for IT Department. Allows IT department to take over remote computers and assist with issues without staff having to come into the office.
- A team of Peer IT Support Staff assisted the IT Unit with help tickets for their coworkers
- IT staff trained in Dell Support services that allow ESWA IT staff to diagnose, order, and replace hardware in Dell Laptops. Allowing IT to handle hardware issues quicker and without needing outside support from Dell Service Technicians.
- All meetings now held virtually, both internal and external
- Onboarding new staff and volunteers virtually
- IT staff remain working in Millbrook Street offices to address help tickets

I love my job! The last six months working from home has been great. I appreciate slowing down the pace and spending time with my family, it has been very impactful. I truly appreciate all the flexibility and understanding around working from home with kids and sick parents.
Nutrition Unit during COVID19 Crisis

- Developed process for contact-free delivery of Meals on Wheels
- Pre-packed all Meals on Wheels at caterer
- Meals on Wheels daily average grew from 1,350 to 1,912 meals per day during height of COVID crisis (May, 2020 pre/post surge) this reflects a 41.6% increase in meals
- 448 Meals on Wheels were provided during the month of May to residents of the Albion Apartments during their COVID quarantine
- 3,736 Bulk frozen meals were delivered to 954 high risk older adults
- 1,450 USDA bulk meal food packages were distributed to high risk older adults
- 1,400 Bulk 7 pack shelf stable meals were delivered to 200 high risk older adults
- Grab & Go Meals were implemented with six Senior Center partners
- Congressman McGovern delivered Meals on Wheels in Grafton, July 2020

Pre-COVID19 Nutrition

- Cultural Meals partnership with Worcester Senior Center and Quinsigamond Community College: began serving weekly Latino, Vietnamese, Middle-Eastern, and Chinese congregate style meals
- New lunch club partnership with Zion Lutheran Church, the Grace Café
- 1,725 Farmers Market Coupon Booklets were distributed in July 2019 and July 2020

My Meals on Wheels Driver is a great lady. She is a real people person. She makes my day, every day. I look forward to seeing her! She is excellent.
John, age 90, a proud Veteran, expressed that at his age it is difficult for him to get out of the house to run errands. But then in March the COVID crisis hit Massachusetts, and John started having an even harder time, store shelves bare of necessities, he found himself unable to acquire many of his basic food staples. John has never asked anyone for help, nor had he accepted any services or assistance in the past. After receiving a referral, John now receives hot Meals on Wheels 5 days a week, and 2 frozen meals for the weekend. During a recent phone visit between John and the ESWA Nutrition Care Manager, John got quite emotional, and tearfully told the Care Manager how much he appreciated the Meals on Wheels Program. When being offered additional in-home services, John declined stating that the meals would be sufficient for the moment but he truly appreciated knowing that other services are available to him in the future if needed.

With my homemaker, my life is much easier and cleaner. She has always been very caring and she is someone I look forward to seeing every Tuesday. My life is brighter having her in it.

Some of ESWA’s Most Used Services

- **Homemaker** – Assistance with light housekeeping, dish washing, vacuuming, kitchen and bathroom cleaning, laundry, grocery shopping, and meal preparation by trained homemakers.

- **Personal Care** – Activities performed by specially trained homemakers to assist the client with daily hygiene and grooming needs. This service must be first approved by an Elder Services nurse.

- **Home Delivered Meals – AKA Meals on Wheels**. Nutritionally balanced meals are delivered by drivers who also provide frail and isolated older adults with a welcome link to the outside world.

- **Home Health Services** – Medically required, trained assistance such as short term nursing care and home health aides.

- **Adaptive Housing** – Funding for minor changes or modifications in a home to correct hazards and provide a safe environment for frail older adults.

- **Personal Emergency Response System** – (PERS) A medical alert system that allows elders in medical emergencies to summon assistance.

- **Transportation** – Contracts with taxi companies provide elders with transportation to medical appointments.

- **Supportive Home Care Aide** – Service provides basic homemaking and personal care tasks for older adults who may have circumstances which make service delivery challenging.

- **Medication Dispensing System** – An automated dispenser that allows an elder to receive medication at appropriate intervals.
Thank you so much for the vital and valuable work you have done for ESWA and the older adults that we serve! We cannot thank you enough and want to let you know that your dedication is essential to the work that we do. We cannot do it without you. We would not want to do it without you. Even though you are not always in the spotlight, you are the heart and soul of our agency and we are grateful that each one of you is a member of the ESWA Team.

All ESWA’s volunteer roles have implemented COVID19 safety protocols and social distancing measures.

**Services Committee**
Reviews client services and delivery; addresses issues of service quality and client concerns; reviews vendor contracts. The following individuals are non-board affiliated community representatives who volunteer to participate on the Services Committee.

**Moses Dixon, Deborah Fins, Elaine Grady, Isidore Nosike, Yung Phan, Angela Rocheleau, Elaine Sullivan**

**Nutrition Unit**
Meals on Wheels Volunteer Drivers deliver nutritious meals to homebound older adults in their community. This opportunity involves delivering meals, also checking on the consumer to ensure their safety. Oftentimes the driver is the only person the consumer may see throughout the day. This volunteer position is a vital role within our Nutrition Unit.

Dining Center Kitchen Volunteers assist with serving nutritious meals at our Dining Centers. At sites outside of Worcester these Kitchen Volunteers may also assist with packing Meals on Wheels for delivery. This role is essential to the functions of the Congregate Dining Program.

**ESWA’s Nutrition Unit currently works with over 300 volunteers**

**Senior Companion Volunteers from Family Services of Central Massachusetts**
The Senior Companion Program is sponsored locally by Family Services of Central Massachusetts. Senior Companions are volunteers 55 years of age and older who devote 5-20 hours per week providing individualized care and assistance to frail, often isolated, older adults in the community. They spend time visiting, reminiscing, going for walks and other social activities that improve the client’s quality of life.

**Mabel Babbit, Betty Brigham, Linda Bruneau, Pat Couthier, Richard Hinsley, Louise Phillips, Gaynal Rivernider**

Over 130 individuals stepped forward to volunteer with ESWA since the COVID19 crisis began in March 2020.
Money Management Program
Money Management Bill Payer Volunteers visit older adults once each month to help with bill paying, checkbook reconciliations, sorting and reading mail for clients, as well as mailing monthly bills.

Bill Payer Volunteers: Cathy Avery, Stephen Bedard, Prashant Bhabhalia, Allen Bosma, Brian Chandley, Martha Degnan, Cheryl Esper, Jessica Flaherty, Ben Hammond, Sheldon Hampton, Robert MacAllister, Nancy MacPhee, Marjory Masterman, Debra Mulcahy, Linda Murphy, Lawrence Ruch, Yvelisse Torres, Jacqui Viar, Peter Viles

Advisory Council: Prashant Bhabhalia, Susan Card, Tara D’Andrea, Matthew D’Andrea, Kathie Hudson, Robert MacAllister, Laura Silver Traiger

Friendly “Visitor”
Telephone Reassurance Volunteers
From Harvard College’s The Concordium, a Harvard-based social impact venture which seeks to help alleviate loneliness among older adults.

Jonah Berger, Eli Burnes, Dr. Barbara Burr, Anthony Choi
At the beginning of the COVID crisis in Massachusetts, Mr. B, age 83, found himself living alone when his wife went into a nursing home in early March 2020. Because Mr. B suffers from a cognitive impairment due to substance abuse, his wife took care of everything when she was living in the household. She even reminded Mr. B to do basic everyday things like, take his medications, to eat and to bathe. His deficits were a danger to his ability to live alone safely, and from the nursing home, his wife would call him several times daily to remind him to perform simple tasks. Everyone began to worry about Mr. B and his isolation, unable to visit his wife in the nursing home because of new strict COVID19 no-visitor policies. ESWA’s ANCHOR Case Manager developed a care plan for Mr. B. that provided twice a week Homemaking/Companionship, and daily Meals on Wheels delivery, ensuring that someone had eyes on him daily, and that basic household tasks were being completed. Because the ANCHOR program provides intensive case management, the Case Manager checks on him frequently by phone, and with these simple, yet vital services he has been able to live at home safely. He has since been able to visit with his wife through the windows of the nursing home. When the COVID19 nursing home protocols are easier to navigate, the couple’s goal is to move into a nursing home together.
### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts Executive Office of Elder Affairs</td>
<td>$ 15,610,367</td>
<td>$ 14,478,639</td>
<td>$ 14,584,197</td>
</tr>
<tr>
<td>Client Fees &amp; Donations</td>
<td>$ 801,738</td>
<td>$ 878,308</td>
<td>$ 829,817</td>
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<tr>
<td>Project Income</td>
<td>$ 14,627,344</td>
<td>$ 13,884,137</td>
<td>$ 13,123,531</td>
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<tr>
<td>Central Mass Agency on Aging</td>
<td>$ 978,729</td>
<td>$ 832,481</td>
<td>$ 784,151</td>
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<tr>
<td>United Way of Central Massachusetts</td>
<td>$ 48,262</td>
<td>$ 51,207</td>
<td>$ 51,080</td>
</tr>
<tr>
<td>Other</td>
<td>$ 456,077</td>
<td>$ 489,188</td>
<td>$ 209,222</td>
</tr>
</tbody>
</table>

Total Revenue: $	ext{FY 2020} = 32,522,517$
                                               $	ext{FY 2019} = 30,613,961$
                                               $	ext{FY 2018} = 29,581,998$

### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchased Services</td>
<td>$ 19,304,460</td>
<td>$ 18,885,374</td>
<td>$ 18,588,844</td>
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<tr>
<td>Personnel Costs</td>
<td>$ 11,583,809</td>
<td>$ 10,248,450</td>
<td>$ 9,606,439</td>
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<tr>
<td>Support Costs</td>
<td>$ 1,634,248</td>
<td>$ 1,480,138</td>
<td>$ 1,386,715</td>
</tr>
</tbody>
</table>

Total Expenditures: $	ext{FY 2020} = 32,522,517$
                                                $	ext{FY 2019} = 30,613,961$
                                                $	ext{FY 2018} = 29,581,998$

Somedays I only drink water, take my meds, and eat the Meals on Wheels. It is my only hot meal most days. With three major diseases and others as yet undiscovered, Meals on Wheels provides a boost to my health, wellness, and dignity.
Purchased Services

Contracted Providers

- Acclaim Home Health Care
- Ace Medical Services
- Advanced Home Care
- Apple Home Care and Lift Chair
- Associated Home Care
- Aveanna Healthcare / Epic Health Services
- Be Safer at Home
- Bouvier Pharmacy
- Care Solutions
- Catholic Charities
- Central MA Housing Alliance
- Dodge Park
- Elara Caring
- Family Services of Central MA
- Guardian Angel Home Health Care
- Independence Healthcare Corporation
- JYL Transportation
- Language Bank
- Link to Life
- Living Well (Mentor Adult Day Health)
- MAB Community Services
- MedScope
- New Worcester Yellow Cab
- Nu-Checker Cab dba Red Cab
- Philips Lifeline Systems
- Premier Home Health Care
- Sarah Care
- Seven Hills
- Specialty Home Care Services
- St. Francis Rehab and Nursing Center
- Sweet Grapes
- Tempus
- Worcester Adult Day Care Center

Delivered Services

- 21,979 Days of Adult Day Health
- 8,058 Days of Adult Day Health/Telehealth
- 7,835 Hours of Heavy Chore
- 3,620 Hours of Companion
- 113,471 Hours of Consumer Directed Care
- 414 Units of Adaptive Housing
- 255,958 Home Delivered Meals
- 37,542 Hours of Home Health Services
- 280,659 Hours of Homemaker/Personal Care
- 1,864 Months of Medication Dispenser
- 29,917 Months of PERS
- 3,087 Skilled Nursing Visits
- 4,621 Hours of Supportive Home Care Aide
- 224 Translation Visits
- 49,189 Transportation Rides

Thank you for helping me stay alive!
### Unduplicated Consumer Count

#### Home Care Basic and Respite
- 2,510

#### Community Choices
- 144

#### Enhanced Community Options Program
- 341

**Total Home Care**
- **2,995**

#### Fallon Navicare
- 2,312

#### United Healthcare
- 1,179

#### Senior Whole Health
- 410

#### Tufts Health Plan
- 136

#### Community Care Alliance
- 56

**Total Senior Care Options**
- **4,093**

#### Community Care Alliance
- 207

#### Tufts Unify
- 83

**Total One Care**
- **290**

#### Information and Referral
- 3,256

#### Care Transitions
- 548

#### Meals on Wheels
- 2,939

#### Congregate Meals
- 1,564

#### Clinical Assessment Eligibility
- 1,794

#### Personal Care Attendant
- 1,701

#### Protective Services
- 1,360

#### Options Counseling
- 551

#### Money Management
- 85

#### Family Caregiver Support Program
- 105

#### Comprehensive Screening and Service Model
- 346

#### Healthy Aging Programs
- 14

#### RIGHT
- 15

#### ANCHOR
- 108

#### Geriatric Mental Health
- 130

#### Crisis Intervention
- 88

#### IWISH Colony Retirement
- 180

#### Alternatives
- 494

#### Mass Care Coordination Network
- 720

#### Congregate Housing
- 25

**Total Unduplicated**
- **13,832**

#### Additional Towns Covered by ESWA
- Protective Services Unit includes: Northboro, Marlboro, Southboro, Westboro and Hudson.
- Personal Care Attendant Program includes: Northboro, Southboro, Westboro, Hudson, Bolton, Clinton, Acton, Sterling, Lancaster, Shirley, Ayer, Groton, Pepperell, and Townsend

#### Unduplicated Consumer Count by Town

<table>
<thead>
<tr>
<th>Town</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardwick</td>
<td>78</td>
</tr>
<tr>
<td>Barre</td>
<td>186</td>
</tr>
<tr>
<td>New Braintree</td>
<td>16</td>
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<tr>
<td>Oakham</td>
<td>64</td>
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<tr>
<td>Rutland</td>
<td>180</td>
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<tr>
<td>West Boylston</td>
<td>202</td>
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<tr>
<td>Boylston</td>
<td>103</td>
</tr>
<tr>
<td>Paxton</td>
<td>152</td>
</tr>
<tr>
<td>Worcester</td>
<td>830</td>
</tr>
<tr>
<td>Holden</td>
<td>403</td>
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<tr>
<td>Paxtonon</td>
<td>619</td>
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<tr>
<td>Millbury</td>
<td>524</td>
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<tr>
<td>Grafton</td>
<td>401</td>
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<tr>
<td>Leicester</td>
<td>330</td>
</tr>
<tr>
<td>Shrewsbury</td>
<td>830</td>
</tr>
<tr>
<td>Auburn</td>
<td>619</td>
</tr>
<tr>
<td>Auburn</td>
<td>619</td>
</tr>
</tbody>
</table>

Unknown or out of service area: 1,442
Over the course of several months, Mr. L, age 81, experienced multiple medical setbacks, first a stroke sending him to the hospital, then rehab, and upon returning home for a few days was readmitted to the hospital with pneumonia, only to start the process again. After his hospitalization for pneumonia he was placed in a local nursing home for several months. Although he is confined to a wheelchair, and incontinent, his goal was to return home to the community to reside with his spouse and his beloved dog in the family home. ESWA’s Community Choices Care Manager worked with Mr. L. and his spouse to implement $17K in home modifications, completely paid for, ensuring that he could return home and safely access all necessary areas of the home. Doorways were widened to the bedroom and two bathrooms, and a ramp was installed outside for easy and safe entry into and exit from the home.

Since moving back home, Mr. L receives a combination of two ESWA programs, he receives Community Choices services and case management, as well he is enrolled in the Personal Care Attendant program (PCA). This combination of services ensures that he receives Home Health Aide assistance daily, getting him out of bed, washed up, dressed and the bed linens changed. Mr. L’s PCA is a family member (who does not reside in the home) who assists with other daily tasks including shopping, bathing, and meal preparation. Additionally, his wife receives respite services twice a week, which permits her to continue to hold a job, bringing additional income into their household. These blended services have allowed Mr. L. to live safely and comfortably in his home.

Every time the Community Choices Care Manager speaks with Mr. L he exclaims how grateful he is to be benefiting from the Community Choices and the Personal Attendant Programs and the support he receives from his Case Manager.
### Our Team

#### Administrative Unit
- Mary Berthiaume
- Brett Dalve
- Bobbie-Jo Dansereau
- Nicole Depiro
- Deborah Harmon
- Lisa Miller
- Janet Soliman

#### Community Care Transitions Program
- Nancy Dumart
- Melissa Perez
- Sherrie Tarquinio

#### Family Caregiver Support Program
- Deborah Dowd-Foley

#### Home Care Unit
- Vanessa Ageno
- Lynnea Anderholm
- Tai Barrak
- Breana Bernard
- Rachel Boyle
- Jennifer Brenner
- Meghan Brown
- Grace Buobu
- Leana Caraballo
- Jessica Familia
- Gail Flynn
- Kristina Forget
- Stephanie Fountain
- Christina James
- Samantha Kirby
- Mary Laprade
- Jonathan Maisoh
- Natalia Makarova
- Rebecca Nadeau
- Christine Paszuk
- Erin Pepka
- Virginia Poltorak
- Marta Rigano
- Belmaris Roman
- Katie Ross
- Kristine Savage
- Jennifer Sennott
- Robert Silveri
- Jewelia Smith
- Sarah Summers
- Stacey Thornton
- Ashlee Tomczak
- Matthew Torrey
- Karen Trilligan

#### IWISH Colony Retirement Homes
- Nicole Stevens
- Kaylee Waterman
- Katherine Weed

#### Management and General
- Kathleen Airoldi
- Mary Baltramaitis
- Tracy Bitzas
- Amy Bullett
- Peter Doe
- Ashley Gibbons

#### Money Management Program
- Michelle Simone

#### Options Counseling
- Kenneth Chisholm
- Thomas Manning
- Maria Millan
- Cynthia Stearns
- Caroline Sullivan

#### Information and Referral Unit
- Viviane Dumas
- Leanne May
- Cheryl Smith
- Diane Strout
Protective Services Unit’s service area includes the 15 communities listed and Northborough, Southborough, Westborough, Marlborough and Hudson.

Personal Care Attendant Program’s service area includes the 15 communities listed and Northborough, Southborough, Westborough, Hudson, Bolton, Clinton, Acton, Sterling, Lancaster, Shirley, Ayer, Groton, Pepperell, and Townsend.