



**Jeremiah's Inn**



**2021 ANNUAL REPORT**



# THE YEAR IN REVIEW

Together, we are facing uncertain and sometimes frightening times as our community deals with the long-term impacts of the COVID-19 pandemic, volatile inflation, and an unstable global economy. Undoubtedly, 2021 tested the limits of our resilience in countless ways. At the same time, we are humbled by the generosity of our community, who stood with us in so many ways to keep the programs of Jeremiah's Inn moving forward with strength. Thank you!

Food insecurity in Massachusetts doubled from 8.4% of households to 17.5% at the height of the pandemic. Substance Use Disorder relapse rates skyrocketed all over the state while we were faced with new and unfamiliar challenges at every turn. Our beneficiaries needed our help more than ever in 2021 – thanks to your support, we rose to the challenge and continue delivering services in the midst of a very difficult time. Even as individuals, families, and companies faced unprecedented challenges, community partners stepped up in remarkable ways to support us. Pandemic support from the Worcester Together Central Mass COVID-19 Fund brought together a coalition of generous donors and organizations throughout Worcester County. Our participation in this allowed us to engage in a concerted effort to meet the needs of those around the community.

In 2021, our nation was faced with another monumental crisis, instigated by the brutal acts perpetrated by Minneapolis police officers in 2020 in the murder of George Floyd. These events sparked a national soul searching concerning Diversity, Equity, and Inclusion. The Worcester community is no stranger to these pervasive issues. As a member of the Worcester Together Coalition, Jeremiah's Inn stands in the name of countless Black lives lost at



the hands of police and civil vigilantes and in the name of all Communities of Color that have and continue to experience institutional inequity and brutality. We are actively seeking to create change to shift the oppressive imbalances in our country in the name of all Communities of Color that have experienced profound loss.

At the same time, 2021 ushered in a heightened focus on mental health. Social distancing, teleworking, virtual schools, health anxiety, financial hardships, keeping up with ever-changing pan-

demographic data – it all turned up the heat on burnout, depression, and sedentism. Millions lost loved ones, sat at bedsides ministering to the sick, or faced unexpected illness themselves. Stress, trauma, and anxiety engulfed the nation and raised the conversations surrounding mental health to new, unprecedented levels.

Building on the effectiveness of our residential treatment program, we are now expanding our services and establishing a home called Jeremiah's House Recovery Residence. We purchased a multi-family property which will be open to successful program graduates and other tenants at affordable rents, addressing the critical need for permanent sober housing.

The new housing program will be a vital link in a new system designed to successfully reintegrate low-income individuals back into Central Mass communities. Although the pandemic prevented the renovations from moving forward as fast as we would have liked, we intend to launch the new permanent housing project by September 2022.

Thanks to a vibrant community of supporters, the financial position of Jeremiah's Inn continues to be strong. Our current working capital ratio is 19:1, well above the benchmark of 2:1, with 8.3 months of cash on hand (up from 6.5 in 2020). There was a positive change in unrestricted net assets in 2021, reflecting a surplus and strong year of operations. Solid fund development plans and budgetary management resulted in 86% of total expenses in 2021 being devoted to programming – well above the national average.

As low-income residents of Worcester and marginalized populations face major economic challenges, it is crucial that we continue to meet our goal of providing healthy food options for Worcester families and those facing Substance Use Disorders. In 2022 we will continue to serve our existing food pantry guests, while also positioning ourselves to be of service to the wider community as the year unfolds. Your partnership in our efforts is of great value and we appreciate your contribution to these continued efforts.

# 2021 AT A GLANCE



With appreciation,

Janelle Wilson

**6,975**

Individuals served through the Nutrition Center

**2,345**

Families served through the Nutrition Center

**51%**

Residential Program completion rate (state average 40%)

**79**

Number of men assisted by our residential program

## Nutrition Center and Food Pantry

Jl is committed to helping individuals and families get the nutrition and basic essentials they need to thrive- not just survive. One third of our beneficiaries are children of low-income families who receive benefits through programs like SNAP, WIC and School Meal Programs.

## Residential Substance Use Disorder (SUD) treatment

Our Social Model Treatment Facility guides on average 100 men each year in their efforts to set and achieve healthy, attainable goals, change behavior and learn to LIVE.



# NUTRITION RESPONSE

Worcester experienced the 20th biggest increase in its concentrated poverty rate from 2010 to 2016 among all metropolitan regions in the country. Even before COVID-19 hit, the unemployment rate was higher than both county and state averages. The prevalence of poverty in Worcester translates into thousands of individuals suffering from food insecurity! Among children, the situation is critical, with 30% of the city's children living in a household that struggles to meet their basic food needs.

The intersection of COVID-19 and food insecurity is a picture of compounding disadvantage. As the pandemic raged in 2020, we distributed 350,000 lbs. of food to over 14,000 individuals – an increase of 63% from 2019. From 2019 to 2020 there was a 339% increase in new guests at the Nutrition Center! Then 2021 occurred and our numbers dropped dramatically — total visits decreased by 52%. We attribute this to the number of aid and federal programs available to people because of COVID-19. We could not allow people into the Nutrition Center due to social distancing guidelines. Some preferred to pick their own food rather than receive pre-packed parcels. The number of guests served was also influenced by periods of time in which we had to temporarily close the facility due to COVID-19 impacting our staff members.

Despite the unpredictable nature of 2021, nearly 204,000 lbs. of food were distributed, valued at \$400,000. Our beneficiary population continues to be made up of under-represented segments of society – the immigrant, refugee, people of color, newcomers, and low-income individuals. Black, Indigenous, and people of color constitute nearly 80% of our beneficiaries. We are anticipating that the number of beneficiaries at the Nutrition Center will return to normal in 2022.

In 2021, we held our Annual Food Drive at Shaw's Supermarket on West Boylston Street. This was our 27th Annual Food Drive! Summer can be a challenging time for families suffering from food insecurity due to the loss of school-provided meals. Satellite collection boxes at Worcester Price Choppers on Cambridge Street and Park Avenue helped boost the results. It was one of our most successful drives to date. We collected a total of 2,000 lbs. of food and essential items during our week-long drive. Monetary donations on site, online, and by mail raised nearly \$18,000!

Gift stress and family dynamics produce severe levels of depression and anxiety around the holidays. Drug and alcohol relapse rates spike 150% during the holidays. In December of 2021, Massachusetts Hospital Leaders issued a joint statement advising that ERs and hospitals were near full capacity due to the pandemic. Each year we endeavor to relieve some of this stress by supplying more food and essential items as





well as holiday toys and gifts to our residents and food pantry guests. In 2021, several businesses and organizations held food and essentials drives collecting over 3,000 lbs. of food, toiletries, paper goods, bedding and clothing to be distributed through our programs! This was a record-breaking year for in-kind donations of this type.

Our Holiday Wish Program was also a tremendous success – we shopped for 26 patients and 35 of their children. Every resident and child received an outfit, including shoes and coat, and several gift items from their wish list. A huge shout out to Lakeview School's faculty, students, and parents for the annual extra-large donation of toys and games which they give year after year. We also received toys and books from the T&G Santa Fund in which the United Way of Central MA partners with the Worcester Telegram & Gazette to make wishes come true for thousands of children in our city.

We are very excited to have completed a feasibility study outlining the expansion of the Nutrition Center resulting in an initiative to relocate to a dedicated site. As we evaluate the effects of the COVID-19 pandemic and envision how future pandemics can be mitigated, it has become clear that a dedicated facility for the Nutrition Center is a necessity. The space in our main building is too small to serve pantry guests safely and efficiently.

The waiting room is not large enough to allow people to wait inside while maintaining social distance, forcing guests to wait outside. Cold storage is shared with the residential program, is not large enough, and on the other side of building. Also, the current space is not conducive to compliance with the latest food pantry best practices related to self-choice and Supporting Wellness At Pantries (SWAP). Our 2022 goal is to locate and equip a dedicated facility for the Nutrition Center.





Jeremiah's Inn

# SUBSTANCE ABUSE RESPONSE

The COVID-19 pandemic drastically disrupted work, home, and social life – among these changes was a shift in America's relationship with alcohol. The 25% increase in alcohol-related deaths was represented among all age groups, starting with age 16, ethnicities, genders, and races. In fact, for adults younger than 65 years old, alcohol-related deaths outnumbered COVID-19 deaths.

Drug overdoses soared during the pandemic, with U.S. overdose deaths topping 100,000 during the 12-month period ending in April 2021. Overall addiction, relapse and overdose rates skyrocketed nationwide due to the pandemic and the associated limitations in treatment availability, cancellation of peer support recovery groups (AA, NA, etc.), isolation, and the influx of "free money" (Pandemic Unemployment – PUA).

The Jeremiah's Inn residential social model recovery program allows patients the opportunity to learn how to live sober in a community with other men. In 2017, following a concerted effort to focus on integrating Continuous Quality Improvement (CQI) into our program, our completion rate went up to 55%, while the industry average nationwide remained at 40%.

Then COVID-19 happened! Our completion rate fell to 49% in 2020 and in 2021 the completion rate was 40.7%. The average occupancy rate across Massachusetts was down by as much as 30% from the previous year. Our occupancy rate decreased by only 6% - and corresponded directly to COVID-related operational demands, such as the mandate to hold two rooms open for isolation and quarantine purposes. We attribute these



outcomes to high staff turnover, high patient turnover, and systematic staffing challenges. Even though we welcomed 60 new patients in 2021, our occupancy rate fell to 77%. We had to replace not only our Clinical Director but all Case Managers. To address these challenges, we are improving our internship program and enhancing our in-house training and development programs.

There was a considerable program re-write in 2021 to make the program more deliberate, patient-centered, more flexible, and more therapeutic. Looking forward, we are now required to have a Medication Specialist on duty 24/7, so this will require structural implementation. New performance regulations and expectations now require additional enhancements and modifications to software in 2022.

As part of our goal of giving back to the community and instilling positive work habits in our patients, we picked and sorted apples with our friends from Community Harvest Project in 2021. We helped sort and pack 3,200 lbs. of apples. This translates to 11,200 servings that will be donated to food banks and to food pantries like ours. We are so grateful for the opportunity to volunteer with CHP and for all the fresh produce we receive for our food pantry guests!

Jl is grateful to the Commonwealth Green Low-Income Housing Coalition (CGLIHC) for helping us go green in 2021 to lower both our utility costs and our carbon output. CGLIHC initiatives have led to lower energy costs for housing providers, freeing up resources which can be re-purposed for programming, new housing, or food. CGLIHC also works to advocate and educate for better energy policies for low-income housing.

Prior to the COVID-19 pandemic, we began a process in 2017 to expand our services and are now establishing a recovery residence in Worcester. Jeremiah's House Recovery Residence will accommodate 16 men who are seeking to live in a sober environment, enabling us to extend the continuum of care from the six-month residential treatment program to a two-year timeframe in



the recovery residence. The mission of Jeremiah's House is to cultivate a safe, constructive and positive living environment to foster continued development and success in the individual recovery process. This is a structured, working, peer-based social model home; the expectation is that patients help, encourage and support one other in their individual recovery journey and ongoing effort to become the best version of themselves.

The new permanent housing program – a low-cost, supportive community for Jeremiah's Inn graduates – will help to successfully reintegrate low-income individuals in need into communities across the commonwealth.

*I'm so happy, grateful and melted with love. After all is said and done, and the streets are all you know, it's nice to know there are kind strangers out there that are thinking of people in need, with mental health and addiction problems. God sent me an angel who knew what I needed!*

- Brett J.



# RECOVERY RESIDENCE

Jeremiah's Inn has succeeded as a genuine home where our patients live and work together, learning how to live sober, productive lives. Our social model recovery program helps build confidence and other skills while developing constructive habit patterns and behaviors. Supported by our long-term donors, Foundations, and companies, we undertook a significant expansion initiative and purchased a multi-family property in 2020. It will be open to successful program graduates and other tenants at affordable rents to address the need for supportive, permanent housing.

A recovery residence is for people who are recovering from addiction to continue their journey after residential treatment. The environment promotes lasting recovery, helping people maintain sobriety as they adjust to life during and after treatment. The initiative will accommodate 16 men while promoting recovery and successful tenancies for patients recovering from substance use disorders. The Recovery Residence will also provide equitable services to veterans, those who were previously incarcerated, and other underserved populations, including low-income men

and those experiencing homelessness. Most of the work necessary to open the house has already been completed, including:

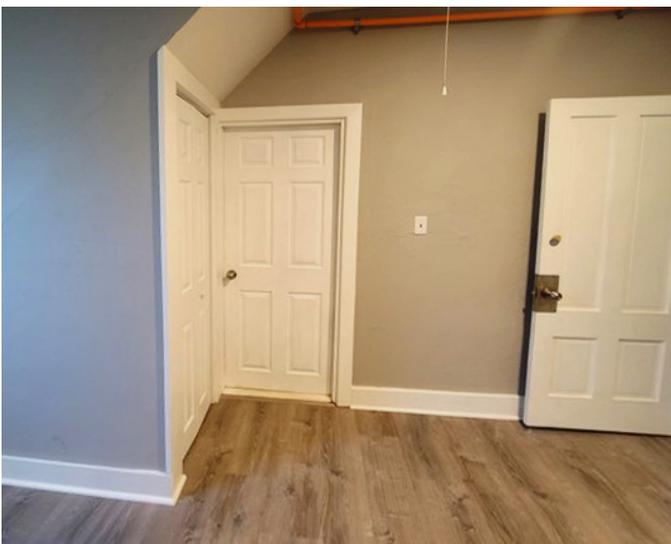
- Interior paint throughout all three floors
- Hardwood floors refinished, new vinyl plank flooring and tile installed.
- Updated bathroom fixtures: toilets, sinks and hardware, plus several showers and bathtubs.
- Exterior door installed, new doorknobs and locks throughout with a master-key system.
- Front porch/deck replaced.
- 25-camera security system installed.



- Replaced heating system to be more environmentally efficient and self-regulating.
- Smoke detectors replaced.
- New stainless-steel appliances, living room furniture, kitchen utensils and cookware.

Our vision for the recovery residence is to provide a space where each person can thrive free from addiction; possess a sense of pride in ownership of a safe, clean and positive home; find strength through the collective recovery experience; and make a positive impact in the lives of one another, their family, neighborhood and community. Items still to be completed in 2022 include:

- Upgrades to the fire alarm system.
- Installation of an interior sprinkler system.
- Repairs made to the roof.
- Siding, trim, and gutter repairs.
- Landscaping and patio repairs.
- Installation of cabinets and counters.



**Jeremiah's House Recovery Residence is made possible through lending by Saver's Bank and grants from:**

- **Reliant Medical Group Foundation**
- **The Health Foundation of Central Mass - Activation Fund**
- **The Agnes M. Lindsay Trust**
- **Center for Community Recovery Innovations CCRI – a MassHousing Program**
- **Low Income Energy Affordable Network (LEAN) / CGLIHC**
- **UPS Foundation**
- **George F. & Sybil H. Fuller Fdn**
- **Wyman-Gordon Foundation**
- **Stoddard Charitable Trust**
- **Fletcher Foundation**
- **Charlesbank Homes**





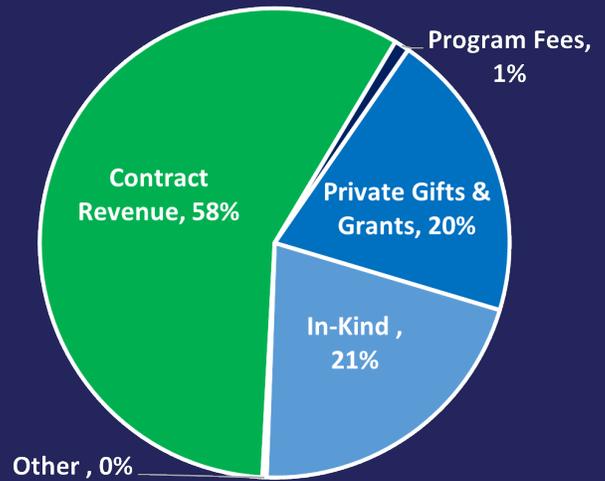
# Financial Update

In 2021, 86% of total expenses were allocated towards programming, while 9% made up administrative costs and 4% related to fundraising. A favorable benchmark is 75% programming to 25% Admin/Fundraising so we continue to run on the lean side. We applied for 80 grants requesting a total of \$544k and just over \$401k in restricted and unrestricted funding was approved last year. We applied for \$272,500 to support the new sober house project, and \$275,500 was approved, an unexpectedly positive result!

Our \$2.9 million in Net Assets reflects a strong year with positive net income. A PPP loan was recognized in 2020, which did not reoccur in 2021, resulting in \$160k lower revenue. Also, in-kind grants and subsidies for the Nutrition Center decreased by \$260k in view of the decreased need for services along with the decreased need in 2021 for COVID-related spending. This resulted in a total decrease in expenses of \$338k.

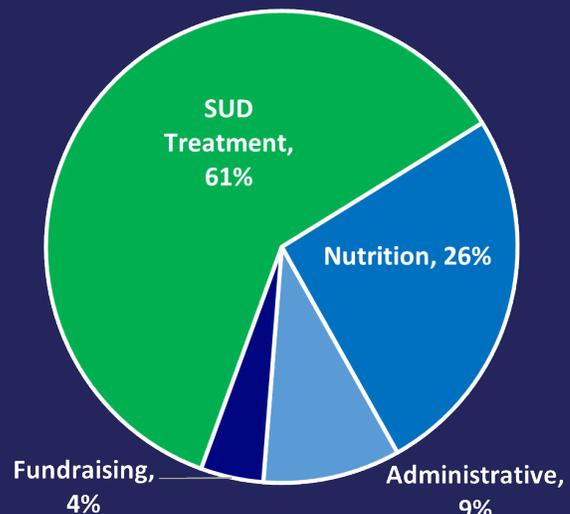
## Financial Inflows

<b>Contract Revenue</b>	<b>\$1,266,431</b>
<b>In-Kind</b>	<b>\$458,889</b>
<b>Private Gifts/Grants</b>	<b>\$438,629</b>
<b>Program Fees</b>	<b>\$22,466</b>
<b>Other</b>	<b>\$6,217</b>
<b>TOTAL</b>	<b>\$2,192,632</b>



## Financial Outflows

<b>SUD Treatment</b>	<b>\$1,024,478</b>
<b>Nutrition</b>	<b>\$433,407</b>
<b>Administrative</b>	<b>\$158,986</b>
<b>Fundraising</b>	<b>\$72,707</b>
<b>TOTAL</b>	<b>\$1,689,578</b>



# 2021 Board Members, Staff & Community Collaborators

## Executive Committee

Patricia L. Davidson, President  
Joseph Stiso, Vice President  
Eugene Bouchard, Treasurer

## Board of Directors

Cassandra Andersen  
Melinda Hillock  
Jack Reardon  
Eugene Santos-Roesler

## Administrative Staff

Janelle Wilson, Executive Director  
Richard Quinlan, Director of Operations  
Lori Arduini, Assistant to the Executive Director  
Serina Connor, Intake Coordinator  
Alyssa Dancause, Communications Coordinator

## Nutrition Center Staff

Mary Tambling,  
Nutrition Center Coordinator

## Residential Staff

Erik Burke, Direct Care  
Christine Church, Case Manager  
Sean Crosby, Case Manager  
Jayson Daughtry, Case Manager  
James Frelick, Case Manager  
Kashawn Hampton, Case Manager  
Scott Harlow, Direct care  
Dominic Idoko, Clinical Director  
Dean Kirby, Direct Care  
Erik Kirchner, House Manager  
Charles Lewis, Direct Care  
Richard Mays, Direct Care  
Kathryn Morgan, Case Manager  
Carlos Ojeda, Case Manager  
Stephen Pinzino, Direct Care  
Joel Ramos, Case Manager  
Kevin Rigney, House Manager  
Matthew Thibeault, Direct Care  
Meghan Young, Case Manager  
Jonathan Shyllberg, House Manager

## Support Staff and Group Facilitators

Aftercare/Alumni, Alyssa Dancause  
HIV/AIDS Awareness, FHC  
Legal Recovery Mtng, Anna Rice, Esq.

Meditation/Mindfulness, Sylvia Murphy  
Narcan Training, AIDS Project  
Overdose Prevention, AIDS Project  
Process for Life, Dee Iannacchione  
Reiki, Sylvia Murphy  
Relapse Prevention, Stacey Baker  
Social Model Group, Jeff Busby  
Nicotine Replacement Therapy, Jeff Busby

## Community Collaborations

Access to Recovery (ATR)  
Baker Mental Health  
Coalition for a Healthy Worcester  
Lawrence E. Cohen Esq.  
Community Harvest Project  
Cooking Matters  
Dymamy Internship Program  
Douglas L. Fox Esq.  
Gavin Foundation  
Kevin Kieler  
Recovery Homes Collaborative  
Anna Rice, Esq.  
Sharon Woodbury  
South Worcester Neighborhood Ctr  
United Way of Central Mass  
The Worcester Together Coalition

And **thank you** to all our donors!

Scan the QR code for a full list:





**Jeremiah's Inn is a community of individuals and organizations committed to helping those in our community who suffer from the devastating effects of Substance Use Disorder and Food Insecurity.**

**Our Mission: We foster a sense of community and mutual aid through partnerships, volunteerism, and our nutrition center.**

**Our Vision: To help people better their lives in order to better the community.**

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**Jeremiah's Inn**

**Charitable organization exempt under section 501(c)(3) of the Internal Revenue Code**