



woven

METROWEST
HEALTH
FOUNDATION

TOGETHER

ANNUAL REPORT 2025



25 COMMUNITIES, WOVEN TOGETHER

MetroWest Health Foundation's singular purpose is to meet the unmet health needs of this region. The work spans town lines and zip codes because the challenges do. Every day we are stewarding resources, building partnerships, and advancing a vision that every resident, in every one of our 25 communities, has the opportunity to live a healthy and fulfilling life.

Dear MetroWest Community,

As a river of change flowed from a new federal administration in 2025, we engaged with you to develop the foundation's next strategic plan. Our thanks to the many organizations, leaders and individuals that helped us as we planned for the foundation's next five years. What you told us was both reassuring and challenging. We heard clearly that we continue to be focused on the correct priorities and strategies, but we can do better in "how" we do our work.

In December 2025, we were proud to adopt our next five-year strategic plan. Since then, we have been working hard to determine how we evolve to meet your needs and expectations. Our mantra for organizational change has become "evolution not revolution."

Listening to our community is central to how we work. Every few years, the strategic planning process gives us the opportunity to deepen that engagement, reflect on what we've learned, and refine our direction for the years ahead. This helps ensure we remain responsive to the challenges and opportunities shaping the health of the region.

All the while we were planning, we continued the important work of the foundation. In 2025 we responded to a high demand for grants and scholarships and supported the Adolescent Health Survey, which was administered in 27 school districts across MetroWest.

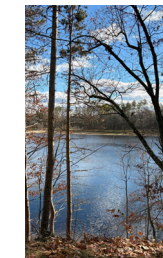
We remain dedicated to our mission of improving the health status of the region, and together we are addressing the many changes impacting our MetroWest partners, friends and neighbors.



Phillip O. González
Phillip González
CEO/President

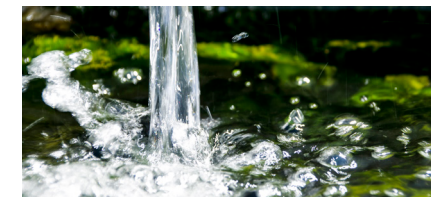


Claire Levesque, MD
Claire Levesque, MD
Board Chair



WAYLAND

With nearly 20% of its land preserved as wetlands, Wayland plays a key role in protecting drinking water resources.



HOLLISTON

A landmark Holliston study linked manganese in groundwater to child neurodevelopment, influencing public health guidelines nationwide.

» Discover the stories, history, and strengths that shape our region throughout this report.

OUR COMMUNITIES

Twenty five communities. One living, thriving region.

MetroWest is a dynamic and interconnected region—home to nearly half a million people whose lives, livelihoods, and futures are deeply intertwined. Together, our towns form a network diverse in geography, economy, and identity.

MetroWest tells a story of proximity—towns connected by roads, waterways, schools, workplaces, and families. But the deeper story is one of interdependence:

- » When housing is stable, workforce participation across the region *deepens*.
- » When youth have access to behavioral health support, schools everywhere grow *stronger*.
- » When older adults can age safely at home, families and local systems are *supported*.

A healthier MetroWest
is something we build

together

ASHLAND

In 1916, Ashland's Henry Warren invented the synchronous electric clock, revolutionizing accurate timekeeping and shaping healthcare systems today.



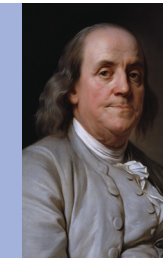
DOVER

Dover relies entirely on private wells and groundwater making environmental preservation directly tied to community health.



FRANKLIN

Franklin became the birthplace of American health insurance with the nation's first health insurer in 1850.



HUDSON

Hudson's shoe industry helped spur early workplace safety and occupational health reforms in the 19th-century.



SUDBURY

Founded in 1953, the Sudbury Valley Trustees pioneered land conservation to protect community health.



WELLESLEY

Wellesley adopted inclusionary zoning in 2005, reflecting a commitment to economic diversity and access to stable housing.



NORTHBOROUGH

Northborough hosts an annual Applefest celebrating the region's orchard history connecting communities to locally grown food.



From the historic centers of Framingham and Milford to the quiet roads of Sherborn and Dover, from the growing corridors of Marlborough and Hudson to the neighborhoods of Needham, Natick, and Wellesley—each community contributes to the character and vitality of our whole region.

MILFORD

UMass Memorial Health—Milford Regional Medical Center has earned a top Leapfrog patient safety grade for 16 consecutive years.

OUR IMPACT

Steadfast in purpose. Responsive in practice.

The foundation's work is built for moments like this. In FY25, more than \$3.6 million in new grants reached nonprofits, students, and leaders navigating real challenges—from shifting federal policies to growing demand for services. Every investment reflected the same commitment that has guided this foundation for 26 years: the health of this region matters, and we will show up for it.

NATICK

Research at Natick's Soldier Systems Center shaped modern nutrition science and human performance studies.

MEDWAY

Medway Community Farm, built in 2009 on town-owned land, is a community-run and accessible to all produce farm.

» **\$3.6M+**
New grants awarded

» **78**
Community Partners grants

» **\$4.1M+**
Total grant payments made

Anna Cross received the Deborah Blumer Health Leadership Award

Framingham History Center received the Edna Smith Health Equity Award

51
Scholarships awarded

\$194K
In scholarship funding

\$200K+
In internship stipends

\$490K
Meeting the Moment grants

26
Nonprofits received rapid-response support

19th
Health Leadership class convened

3
Grantee convenings held (Jan–June 2025) on federal policy impacts

STRATEGIC PLAN 2026–2031

This is evolution, not revolution.

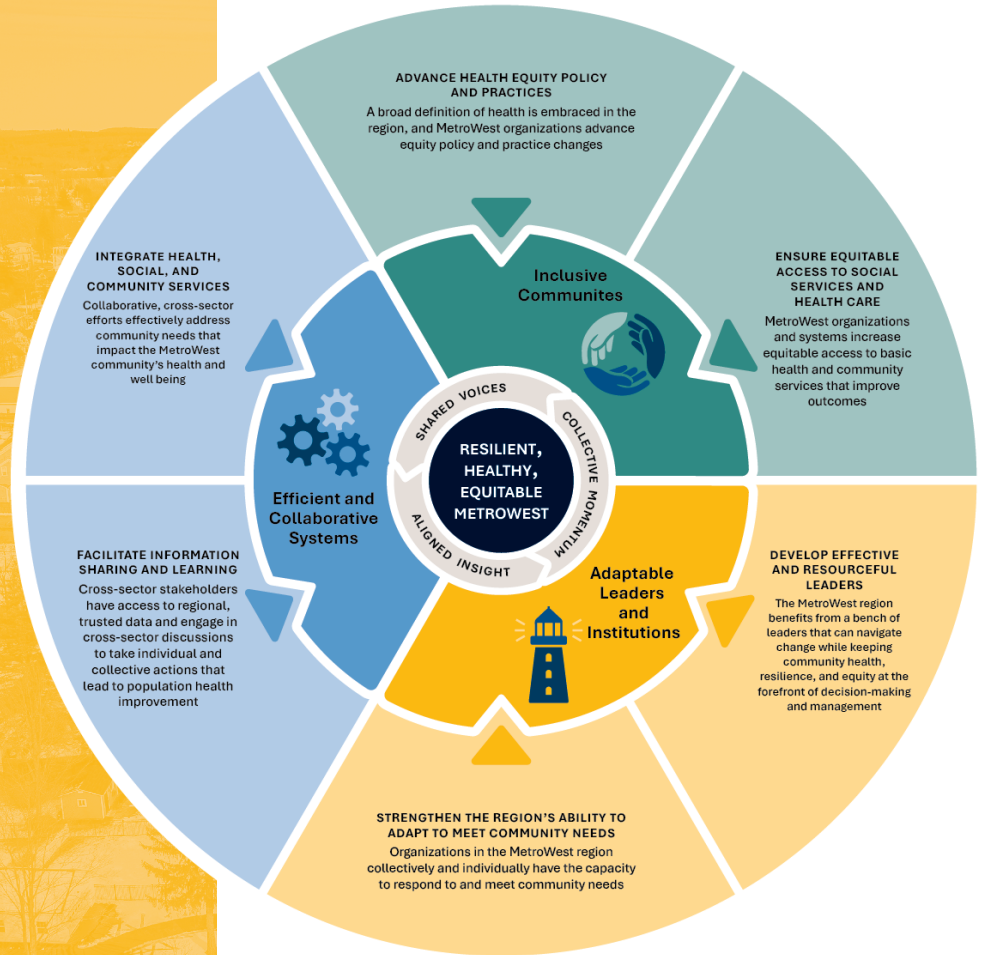
Strategic planning is a regular part of how we work. Every five years, we pause. We engage.

We listen to residents, nonprofit leaders, municipal partners, and those whose voices are too often unheard. We reflect on what we’re learning. Then we adjust. This is our next chapter.

In FY25, we heard from you. Your response was direct: Build on our strengths. Deepen relationships. Share what we’re learning. Be nimble and flexible. Invest in leadership.

This plan reflects those conversations. It builds on who we are while refining how we work, because meeting the region’s unmet health needs requires both discipline and heart.

Our mission remains steady. We are refining how we work.



PILLAR 1
Inclusive Communities



- GUIDING QUESTION**
Can residents get the care and support they need?
- WHAT THIS MEANS IN PRACTICE**
- Invest in access to care and services
 - Broadly define health
 - Learn with and from grantees

Because equity requires proximity—and trust.

“There is no one else in the region who maintains such a broad and unflinching definition of health. We’re lucky to have them.”

PILLAR 2
Effective and Collaborative Systems



- GUIDING QUESTION**
How can collaboration build power and create change?
- WHAT THIS MEANS IN PRACTICE**
- Support organizations to work together
 - Make data easy to use
 - Build on success

Because what happens in one community reverberates across the region.

“There are times when we’re charged with figuring something out, but we don’t have the time or space to share our learnings or our successes.”

PILLAR 3
Adaptable Leaders and Institutions



- GUIDING QUESTION**
What do health leaders need to succeed?
- WHAT THIS MEANS IN PRACTICE**
- Refine scholarships and internships
 - Connect existing and emerging leaders
 - Invest in organizational capacity

Because lasting impact depends on people—prepared, connected, and supported.

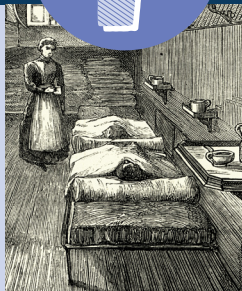
“We need them to take a lead on what is coming down the road and how we can mobilize and be resilient.”

LISTENING TO YOU

Listening shapes our response.

BELLINGHAM

During the 1777 smallpox outbreak, Bellingham organized a community-wide public health response, establishing a temporary smallpox hospital and enforcing quarantines.



The foundation responded to the rapidly changing environment by first listening to community.

As the year began, the foundation convened grantees three times between January and June 2025 to learn how changes from the federal government were impacting organizations, their programs, staff and clients. Information gathered from these meetings informed the grant opportunities offered in 2025, including the special “Meeting the Moment” responsive grant opportunity.

In April, the foundation launched a strategic planning process that centered community input. The first two phases of the process included engaging the foundation’s internal and external stakeholders to understand how well the foundation’s existing efforts are serving community needs and what could be different going forward. Feedback was supportive of what the foundation has been focused on and has pointed out areas where the foundation can evolve its processes to be a better partner in the community.

“

The foundation is not in a tower throwing money down at us. They know the community, who is working on what, and who they can connect us with.”



HOPEDALE

The Hopedale Community, founded in 1842, pioneered an early model of communal care for the sick and elderly.



“

I always feel the foundation is accessible, engaged, and involved, but they don’t feel like a meddling foundation. They give us trust to do what we think is best.”

“

We’re all hungry to learn from one another. We are heads down trying to serve our community members, but even something as small as inviting us in twice a year to pull up and share what we’re learning would be huge.”

MEETING THE MOMENT GRANT PROGRAM

Over the first six months of 2025, grantees and community partners shared stories illustrating how changes imposed by the federal government were causing fear and anxiety among residents and complicating the work of nonprofit organizations. In response, in early July, the MetroWest Health Foundation launched the “Meeting the Moment” grant initiative to support MetroWest nonprofit organizations that were directly and indirectly impacted by changes imposed by the federal government.

This one-time responsive grantmaking program focused support to nonprofit health and social service organizations located in and serving one or more of the 25 towns served by the foundation. Over the span of three months, the foundation awarded 26 grants totaling \$490,000.

As a result of the grant program, the foundation assisted grantees addressing increased demand for services and navigating funding cuts and budget shortfalls resulting from policy changes. Among the areas of need addressed were food access, housing support, behavioral health assistance and basic supplies.

2025 GRANTS

Trusting shapes our relationships.

The foundation’s grantmaking is built on a simple belief: the organizations closest to the work know best what our communities need.

In 2025, \$4.1M in grants reached 71 nonprofits—not as funds to be managed, but as investments of trust in the people who show up every day. And every day, they provide health services that improve lives and our local communities are stronger for it.

- A Place To Turn
- Advocates, Inc.
- African Cultural Services Inc
- Amazing Things Arts Center Inc
- Bethany Hill Place
- Boys & Girls Club of MetroWest
- Brandon Residential Treatment Center, Inc.
- Brazilian American Center—BRACE
- Callahan Center City of Framingham
- Catholic Charities of the Diocese of Worcester Inc.
- Community Legal Aid
- Community Servings
- Council on Foundations
- Daniel’s Table
- De Novo Center for Justice & Healing
- Education Development Center, Inc.
- Edward M. Kennedy Community Health Center, Inc.
- Family Promise MetroWest

- Framingham Adult ESL Plus
- Framingham Public Schools
- Franklin Food Pantry
- Genesis Counseling Services, Inc.
- Gratis Healthcare,inc
- Greater Framingham Community Church
- Health Care For All
- Health Law Advocates, Inc.
- Hockomock Area YMCA
- Holliston Youth & Family Services
- Hopkinton Health Department
- Hudson Health Department
- Human Relations Service, Inc.
- Jeff’s Place Children’s Bereavement Center, Inc.
- Jewish Family Service of Metrowest
- MAB Community Services, Inc.
- Massachusetts Alliance of Portuguese Speakers
- MetroWest Legal Services

- MetroWest Mediation Services
- MetroWest Worker Center
- Milford Public Schools
- Natick Health Department
- Natick Service Council, Inc.
- Needham Community Council, Inc.
- Needham Youth & Family Services Division
- OUT MetroWest
- Open Sky Community Services
- Open Table, Inc.
- Philanthropy Massachusetts
- Project Just Because, Inc.
- RIA, Inc.
- Riverside Community Care
- South Middlesex Opportunity Council, Inc.
- Spark Kindness, Inc.
- Spoonfuls, Inc.
- Springwell, Inc.
- Sudbury Board of Health

- United Way of Tri-County
- Walker, Inc.
- Wayside Youth & Family Support Network, Inc.
- Wellesley College, Wellesley Centers for Women
- Worcester Refugee and Immigrant Support and Empowerment for Health (RISE)

SOUTHBOROUGH
The Southborough Trails Committee helps promote active living through its network of hiking and walking trails.



- FOUNDATION TEAM**
(From top to bottom)
- Phillip González, President & CEO**
 - Rebecca Donham, Senior Program Officer**
 - Angela Castrillo Vilches, Program Officer**
 - Maria Panasian, Director of Administration and Finance**
 - Kate Baker, Research Director**



MEDFIELD

In 1896, Medfield State Hospital pioneered the “Cottage Plan,” a groundbreaking model of mental health care that influenced psychiatric treatment nationwide.



WESTBOROUGH

Founded in 1884, Westborough State Hospital pioneered homeopathic approaches to psychiatric care.



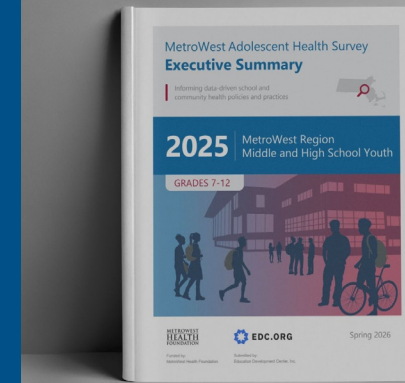
FRAMINGHAM

Since 1948, the Framingham Heart Study has shaped how doctors understand and prevent heart disease worldwide.

DATA INSIGHTS

Learning shapes our thinking.

The MetroWest community shows up. From students completing the Adolescent Health Survey to partners joining data office hours, to anyone who tuned into the strategic plan webinar, every point of engagement adds to a fuller picture of what’s happening across the region. That shared investment is what makes this work meaningful. This is how we stay grounded: listening, learning, and sharing what we’re seeing.



THE METROWEST ADOLESCENT HEALTH SURVEY

Two decades of data on youth health—a closer look at risk, resilience, and what we’re learning.

- [Executive summary](#)
- [High school findings](#)
- [Middle school findings](#)



HEALTH DATA OFFICE HOURS

A standing invitation for hands-on help understanding and managing health data.



STRATEGIC PLAN WEBINAR RECORDING

The foundation’s next chapter, explained—and open to all.



HOPKINTON

Since 1924, Hopkinton has hosted the start of the Boston Marathon, supported each year by one of the nation’s largest volunteer medical efforts.



MARLBOROUGH

Marlborough Hospital has anchored community healthcare since 1890 and is now part of UMass Memorial Health.



Governance

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As of 9/30/2025

Financials

STATEMENT OF FINANCIAL POSITION SEPTEMBER 30, 2025

(with summarized comparative totals as of September 30, 2024)

ASSETS	2025	2024
Cash and cash equivalents	\$1,576,440	\$4,006,951
Investments	\$124,328,386	\$112,921,692
Beneficial interests in perpetual trusts	\$8,738,284	\$8,340,538
Right-of-Use Asset – Operating, net	\$300,259	\$404,426
Other assets	\$117,214	\$113,440
Total assets	\$135,060,583	\$125,787,047

LIABILITIES & NET ASSETS	2025	2024
Liabilities		
Accrued expenses and other	\$1,319,612	\$1,289,627
Grants payable	\$3,727,709	\$3,922,598
Operating Lease Liability	\$320,846	\$425,484
Deferred excise taxes	\$677,823	\$578,593
Total liabilities	\$6,045,990	\$6,216,302

Net Assets		
Without donor restrictions:		
• General purpose funds	\$28,860,271	\$28,266,257
• Grants Panels	\$76,095,170	\$69,145,152
Total without donor restrictions	\$104,955,441	\$97,411,409
With donor restrictions:		
Purpose restricted, including Grants Panel funds:		
• Expendable	\$10,066,340	\$9,029,477
• Endowments	\$5,254,528	\$4,789,321
Beneficial interests in perpetual trusts	\$8,738,284	\$8,340,538
Total with donor restrictions	\$24,059,152	\$22,159,336
Total net assets	\$129,014,593	\$119,570,745
Total liabilities and net assets	\$135,060,583	\$125,787,047

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDED SEPTEMBER 30, 2025

(with summarized comparative totals for the year ended September 30, 2024)

REVENUES	2025	2024
Investment return, net	\$14,101,217	\$21,301,328
Income from outside trusts and other	\$451,776	\$512,331
Net gains on beneficial interests in perpetual trusts	\$397,746	\$1,236,251
Net assets released from purpose restrictions	—	—
Total revenues	\$14,950,739	\$23,049,910

OPERATING EXPENSES	2025	2024
Program services		
• Community Education and Advocacy	\$394,340	\$425,999
• Grant and related	\$4,258,068	\$6,251,359
Total program services	\$4,652,408	\$6,677,358
Management and general	\$854,483	\$765,577
Total operating expenses	\$5,506,891	\$7,442,935
Changes in net assets	\$9,443,848	\$15,606,975

NET ASSETS	2025	2024
Beginning of year	\$119,570,745	\$103,963,770
End of year	\$129,014,593	\$119,570,745

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.

JOIN US

The work continues— together.

This is what it looks like when a region is woven together. We're moving into the next chapter with renewed focus—and we want you alongside us.

We are stronger because we work together. That's not a value we just hold, it's what this year demonstrated. Across 25 communities, grantees, partners, residents, students, and leaders showed up. They shared data, joined convenings, helped shape a strategic plan, and kept doing the work even as the landscape shifted around them.

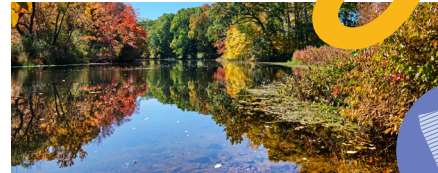
healthy

» Access up-to-date health data and insights on our website and through our newsletters.

» Attend a convening to connect with others working to solve health challenges in our region.

» Apply for a grant or scholarship in one of our upcoming selection cycles.

» Contribute to the Health Equity Timeline.



MILLIS

Named for the mills along the Charles River, Millis has long depended on clean water and remains active in watershed conservation.



NEEDHAM

King C. Gillette, who grew up in Needham, revolutionized personal hygiene with the disposable safety razor.

SHERBORN

More than half of Sherborn's land is protected open space, supporting clean air, recreation, and well-being.



MENDON

Mendon's farmland supports agritourism, fresh food access, and healthy outdoor living.



NORFOLK

Norfolk is home to Stony Brook Wildlife Sanctuary, offering trails and access to protected natural spaces.

OUR MISSION

Improving the health and well-being of residents across 25 MetroWest communities.



METROWEST HEALTH FOUNDATION

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