

# OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT

## FISCAL 2013 ANNUAL REPORT GUIDANCE

The Office of Performance Management & Oversight (OPMO) measures the performance of all public and quasi-public entities engaged in economic development. All agencies are required to submit an Annual Report, which includes all of the following information and demonstrates progress made against the Annual Plan submitted for the same year.

Based on review of Performance to Plan, the Office of Performance Management and Oversight will annually re-evaluate the goals and measures established by the agencies. The Office will recommend changes to goals and measures as appropriate to align with the statewide economic development policy and plan.

The annual reports of each agency will be published on the official website of the Commonwealth, and be electronically submitted to the clerks of the Senate and House of Representatives, the Chairs of the House and Senate Committees on Ways and Means and the House and Senate Chairs of the Joint Committee on Economic Development and Emerging Technologies.

### Filing Instructions:

The Fiscal Year 2013 report is due no later than **Friday, November 1, 2013**. An electronic copy of the report and attachments A & B should be e-mailed to [Anne.Struthers@state.ma.us](mailto:Anne.Struthers@state.ma.us).

### 1) AGENCY INFORMATION

**Agency Name** Massachusetts Technology Collaborative

**Agency Head** Pamela Goldberg

**Title** Chief Executive Officer

**Website** [www.masstech.org](http://www.masstech.org)

**Address** 75 North Drive, Westborough, MA 01581

### 2) MISSION STATEMENT

Please include the Mission Statement for your organization below.

Our mission is to strengthen the innovation economy in Massachusetts, for the purpose of generating

more high-paying jobs, higher productivity, greater economic growth, and improved social welfare.

### 3) PERFORMANCE ON GOALS AND OBJECTIVES

Please provide details on the agency's progress and accomplishments for Fiscal Year 2013 as it relates to the Fiscal Year 2013 Plan submitted by your agency. This information should be included as **Attachment A and should include prior year perspective**. In addition to your Performance to Plan Report, Questions 5 through 10 provides guidance on the specific information required under Chapter 240 of the Acts of 2010.

**In attached document**

### 4) ACCOUNTING

Please provide financial information for your agency. Below please give a summary of *Receipts and Expenditures* during the fiscal year, and include the *Assets and Liabilities* at the end of the fiscal year. Please include the most recent audited financial report for the agency as **Attachment B**.

	AMOUNT	
Receipts	\$ 60, 723,971	
Expenditures	\$29, 114, 126	
Assets	\$142,168,845	
Liabilities	\$15, 114,905	

### 5) INVESTMENTS OR GRANTS TO BUSINESSES OR INDIVIDUALS

Does your agency make **investments** and/or provide **grants** to businesses or individuals? Yes  No

If **Yes**, please provide detailed information on investments and/or grants made during FY13 in the **Performance on Goals and Objectives** section of this report. Information should include the number, nature and amounts of investments made and grants awarded by your agency along with job, investment and/or other economic development impact. Please list the name(s) of the investment and/or grant programs offered by your agency in the space provided below:

**In attached document.**

### 6) DEBT OR EQUITY INVESTMENT DETAILS

Is your agency involved in **debt** or **equity investments** for businesses? Yes  No

If **Yes**, please provide detailed information on debt and/or equity investments made during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the name(s) of the debit and/or equity investments

programs offered by your agency in the space provided below:

[Please enter the debt or equity investment details here.]

## 7) LOAN DETAILS

Is your agency involved in **real estate loans, working capital loans, or any other type of loan or guarantee**? Yes  No

If **Yes**, please provide detailed information on loan(s) and/or guarantee(s) made during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the types of loan(s) and/or guarantee(s) offered by your agency in the space provided below:

[Please enter the loan details here.]

## 8) OTHER FORMS OF FINANCING OR FINANCIAL ASSISTANCE?

If your agency provides any other form of financing or financial assistance, please include FY13 details in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the types of other forms of financing offered by your agency in the space provided below:

**In attached document**

## 9) PATENTS OR PRODUCTS

Does your agency track **patents or products** resulting from agency-funded activities? Yes  No

If **Yes**, please include details in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the agency-funded activities of your agency that promote patent and product advancement in the space provided below:

[Please enter the details on patents or products here.]

## 10) TECHNICAL ASSISTANCE

If your agency provides technical assistance, please provide detailed information on technical assistance provided during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment, and/or other economic development impact. Please list the name(s) of the technical assistance programs offered by your agency in the space provided below:

**In attached document**





# Annual Report 2013



MASSACHUSETTS  
TECHNOLOGY  
COLLABORATIVE

Supporting a vibrant, growing innovation economy across Massachusetts

# *In Memoriam*

## GEORGE S. KARIOTIS

### 1923-2013

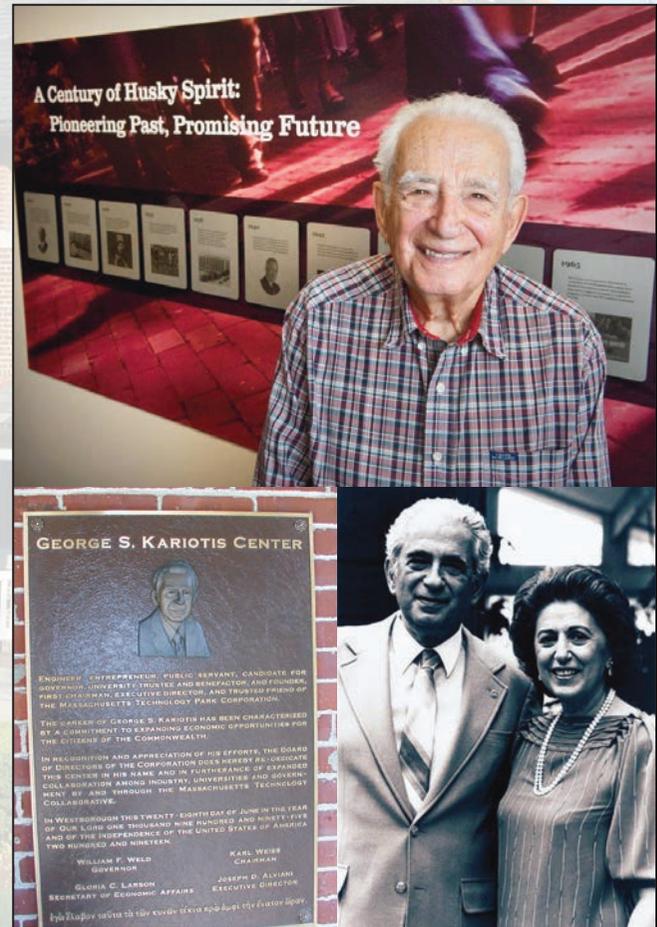
George S. Kariotis was the founder of the Massachusetts Technology Park Corporation, the organization which eventually became the Massachusetts Technology Collaborative. Kariotis was the organization's first Chairman and unpaid Executive Director, a tenure which started in 1982.

Among his many positions of leadership in his career, Kariotis served as Secretary of Economic Affairs for the Commonwealth of Massachusetts during the administration of Governor Edward J. King, and was himself a candidate for Governor in 1986.

A successful technology entrepreneur and generous public servant, Kariotis also served as a Trustee Emeritus at Northeastern University and on the Board of Directors at Burlington's Lahey Clinic.

He is remembered and honored by the MassTech team for his generosity of spirit, unassuming nature, honesty, commitment to public service and his meaningful impact on the Commonwealth's emerging technology sector.

The Kariotis Building on MassTech's Westborough campus, dedicated in 1995, honors his impactful legacy of strengthening the state's innovation economy.



Cover photos: Governor Patrick and MassTech CEO Pamela Goldberg exploring the new Microsoft Technology Center in Cambridge. Photo courtesy of the Governor's Office, photo credit Eric Haynes. Speaker Robert DeLeo address participants in the MassTech Intern Partnership Program at the State House. Inside cover photos: The Kariotis building on the MassTech campus, photography by Dan Mushrush. Photos of George Kariotis courtesy of: Northeastern University.



**Dear Reader,**

This Fiscal Year 2013 Annual Report highlights many of the exciting initiatives supporting the Commonwealth's tech economy at the Massachusetts Technology Collaborative (MassTech). This report offers a summary of the organization's progress in driving the adoption of health technologies, expanding broadband Internet access, supporting the state's burgeoning tech economy, and fostering valuable research partnerships.

FY2013 was a year of transition and growth for MassTech, as innovative state legislation designed to spur economic development and contain health care costs enhanced and redefined the organization's role in supporting growth within our innovation economy. The 2012 Jobs Bill provided the opportunity to launch a highly successful tech internship program, develop a statewide initiative to support mentorship of start-up entrepreneurs, and create a \$50 Million collaborative matching grant fund to support industry-academic research partnerships in emerging technology sub-sectors. Chapter 224, a landmark health care cost containment law, provided new directives and critical resources to the Massachusetts eHealth Institute at MassTech, enhancing the Commonwealth's commitment to eHealth technologies as tools for improving care coordination and addressing health care costs. We are grateful to Governor Patrick, Secretary Gregory Bialecki, and our many partners in the Administration and Legislature for their leadership championing these reforms.

We appreciate the support and valuable insight from our many partners throughout industry, government and academia throughout the past fiscal year. To engage further with us or any of these initiatives, please visit our redesigned website at **[www.masstech.org](http://www.masstech.org)**.

We look forward to continuing these collaborative efforts to support and grow the Commonwealth's innovation economy.

Sincerely,

**Pamela Goldberg**  
*Chief Executive Officer*

# Massachusetts Technology Collaborative Board of Directors

## Executive Committee

**The Honorable Gregory P. Bialecki**, *Board Chairperson*, Massachusetts Technology Collaborative; *Secretary*, Executive Office of Housing and Economic Development, Commonwealth of Massachusetts

**Donald R. Dubendorf, Esq.**, *Board Vice-Chairperson*, Massachusetts Technology Collaborative; *Attorney*, Dubendorf Law

**Emily Nagle Green**, *President and CEO*, Smart Lunches

**Alain Hanover**, *Co-founder*, CommonAngels, and *Active Mentor*, MIT Venture Mentoring Service

**Dana Mohler-Faria, PhD**, *President*, Bridgewater State College

**Mitchell Tyson**, *Principal*, Tyson Associates

**Gerald L. Wilson, PhD**, *Professor Emeritus*, Massachusetts Institute of Technology

## Board Members

**Martin Aikens, M.E.A.** *Consultant*

**Mohamad Ali**, *Chief Executive Officer*, Aspect Workforce at Aspect Software

**Robert L. Caret, PhD**, *President*, University of Massachusetts

**Julie Chen, PhD**, *Vice Provost for Research*, Francis College of Engineering, University of Massachusetts Lowell

**Leland Cheung**, *City Councilor*, City of Cambridge

**Joseph Dorant**, *President*, Massachusetts Organization of State Engineers and Scientists (MOSES)

**Stephen W. Director, PhD**, *Provost*, Northeastern University

**Richard M. Freeland, PhD**, *Commissioner*, Massachusetts Department of Higher Education

**Robert E. Johnson**, *President*, Becker College

**Pamela D.A. Reeve**, *Chair*, The Commonwealth Institute; Former CEO, Lightbridge, Inc.

**Lawrence J. Reilly**, *Principal*, Rosewood Energy Consulting

**Andrei Ruckenstein**, PhD, *Professor of Physics*, Boston University

**Benjamin I. Schwartz**, *Novelist; Principal*, Emphasis Consulting Group

**The Honorable Glen Shor**, *Secretary*, Executive Office for Administration and Finance, Commonwealth of Massachusetts

**Frederick Sperounis, PhD**, *Executive Vice Chancellor*, University of Massachusetts Lowell

**Karl Weiss, PhD**, *Professor Emeritus*, Northeastern University

## MassTech: Who We Are

The Massachusetts Technology Collaborative, or MassTech, is an innovative public economic development agency which works to support a vibrant, growing economy across Massachusetts. Through our three major divisions - the Innovation Institute, Massachusetts eHealth Institute, and the Massachusetts Broadband Institute - MassTech is fostering innovation and helping shape a vibrant economy.

We develop meaningful collaborations across industry, academia and government which serve as powerful catalysts, helping turn good ideas into economic opportunity. We accomplish this in three key ways, by:

**FOSTERING** the growth of dynamic, innovative businesses and industry clusters in the Commonwealth, by accelerating the creation and expansion of firms in technology-growth sectors;

**ACCELERATING the use and adoption of technology**, by ensuring connectivity statewide and by promoting competitiveness; and

**HARNESSING** the value of *effective insight* by supporting and funding impactful research initiatives.

## MassTech: Our Mission

Our mission is to strengthen the innovation economy in Massachusetts, for the purpose of generating more high-paying jobs, higher productivity, greater economic growth, and improved social welfare.



## MassTech: Our Divisions

MassTech is composed of three major divisions, each with a unique mission that drives innovation and supports a vibrant economy across the Commonwealth. Below are overviews of these divisions.

**The Innovation Institute at MassTech** was created in 2003 to improve conditions for growth in the innovation economy by:

- Enhancing industry competitiveness;
- Promoting conditions which enable growth; and
- Providing data and analysis to stakeholders in the Massachusetts innovation economy that promotes understanding and informs policy development.

The Institute manages programs which focus on Advanced Manufacturing in the state, driving support for emerging sectors such as Big Data and Robotics, and spurring programs which keep talented workers in the Commonwealth, whether through the Intern Partnership program or on entrepreneurship mentoring. Coverage of the Institute's successes in FY2013 begins on page 7.

**The Massachusetts Broadband Institute at MassTech (MBI)** is working to extend affordable high-speed Internet access to all homes, businesses, schools, libraries, medical facilities, government offices, and other public places across the Commonwealth. The MBI also works to promote broadband usage and adoption by our residents and small businesses.

The core project that the MBI is currently managing is the rollout of *MassBroadband 123*, a 1,200-mile fiber-optic



network that will bring high-speed Internet access directly to over 1,200 key facilities in more than 120 communities in Western and Central Massachusetts. More about *MassBroadband 123* can be found in the MBI's section, starting on page 11.

**MeHI, or the Massachusetts eHealth Institute at MassTech**, is the state's entity for health care innovation, technology, and competitiveness and is responsible for advancing the dissemination of health information technology throughout Massachusetts. This includes the deployment of electronic health records systems in all health care provider settings and connecting them through the statewide health information exchange, the Mass HIway.

MeHI oversees two grant programs – the Mass HIway Implementation Grants and the Vendor Interface grants – which help accomplish these goals. Full coverage of MeHI's programs can be found on page 14.

# Division Overview: The Innovation Institute



THE INNOVATION INSTITUTE  
at the MassTech Collaborative



*Kronos Anniversary and Tech Center opening, with MassTech, CEO Pamela Goldberg and Governor Deval Patrick. Photo courtesy of the Governor's Office.*

## Our Year

During Fiscal Year 2013, the Innovation Institute worked to combine its expertise in investment-making and problem-solving, with its access to thought leaders and decision makers to address unmet needs and longer-term economic opportunities to benefit the state's technology sector. These opportunities included the launch of the Collaborative Research & Development Matching Grant Program, the launch of the MassTech Intern Partnership program, connecting talented college students and recent graduates to internships with leading startups in the high-growth tech sector, and the Massachusetts Innovation Mentoring program, which will expand and strengthen entrepreneur and startup mentoring in regions across the Commonwealth.

## By the NUMBERS

- **77** interns placed with over **50** companies via the Intern Partnership Program, which received interest from **479** prospective interns and **243** prospective companies
- For every **\$1** invested by the Innovation Institute, nearly **\$7** has been leveraged in additional investment into the Commonwealth to date
- Nearly **60** leading industry and academic stakeholders engaged in the Innovation Institute's Tech Sector roundtables, which bring leaders together to discuss issues affecting the tech cluster
- As the **12x12** initiative approached its three-year mark in **FY'13**, it boasted over **330** Massachusetts jobs, formation and support of **21** start-ups, and nearly **\$105** million in raised investment
- **650** people attended the **16+** community events held during **FY'13** at the Massachusetts Green High Power Computing Center in Holyoke



## MASSACHUSETTS TECH HUB COLLABORATIVE

The Innovation Institute continues to support the Tech Hub Collaborative, a cross-sector partnership initiated by Governor Patrick to address mission critical issues for tech sector growth in Massachusetts. In Fiscal Year 2013, the group's accomplishments include:

- A successful State House event attended by roughly 200 people, including representatives from 75 legislative offices, which raised awareness about the tech sector's diversity and dynamism;
- Launch of the Tech Hub Legislative Caucus, co-chaired by State Sen. Spilka and State Rep. Reinstein, as a standing vehicle to engage policymakers around tech sector's key policy priorities;
- Creation of the Massachusetts Computing Attainment Network (MassCAN) with seed funds from Google and MassTech (soon to be supplemented by The Boston Foundation), to pursue a full-scale campaign to advance computer science education in the Commonwealth;
- Success within the 12x12 initiative, a community of successful tech entrepreneurs, CEO's, VC's, and service providers currently supporting 21 startups, which represent over 330 jobs and \$105 million of private capital invested in Massachusetts;
- Creation of the Massachusetts Innovation Economy ID initiative to develop a new, modern brand positioning for state's tech/innovation economy;
- Convening of the Secretary's Tech Sector Roundtable Series, which engaged 55 industry and academic stakeholders in discussions about the conditions, challenges, and outlook for key tech clusters including Robotics, Big Data, Digital Marketing, Mobile Communications, and Health IT.

## Innovation Institute Governing Board

**Chairperson: Donald R. Dubendorf, Esq.,**  
*Attorney-at-Law, Dubendorf Law*

**The Honorable Gregory P. Bialecki, Board Chairperson,**  
*MTC; Secretary, Executive Office of Housing & Economic Development, Commonwealth of Massachusetts*

**Julie Chen, PhD, Vice Provost for Research,** University of Massachusetts Lowell

**C. Jeffrey Cook, Partner,** Cohen Kinne Valicenti & Cook LLP

**Thomas G. Davis, Executive Director,** The Greater New Bedford Industrial Foundation

**Priscilla Douglas, PhD, Principal,** P.H. Douglas & Associates

**Patricia M. Flynn, PhD, Trustee Professor of Economics and Management,** Bentley University

**Amy Glasmeier, PhD, Head, Department of Urban Studies & Planning,** Massachusetts Institute of Technology

**Pamela W. Goldberg, Chief Executive Officer,** MassTech Collaborative

**Mary K. Grant, PhD, President,** Massachusetts College of Liberal Arts

**Michael A. Greeley, General Partner,** Flybridge Capital Partners

**Emily Green, President & Chief Executive Officer,** Smart Lunches LLC

**C. Jeffrey Grogan, former Partner,** The Monitor Group, LP

**Richard K. Lester, PhD, Head, Department of Nuclear Science & Engineering, & Co-Chair,** Industrial Performance Center, Massachusetts Institute of Technology

**Teresa M. Lynch, Former Senior Vice President & Director of Research,** Initiative for a Competitive Inner City



## Innovation Institute Governing Board

**Daniel O'Connell**, *President*, Massachusetts Competitive Partnership

**Joan Y. Reede, MD, MPH, MS**, *Dean for Diversity & Community Partnership*, Harvard Medical School

**Lawrence J. Reilly**, *former President & Chief Executive Officer*, Central Vermont Public Service Corporation

**Timothy Rowe**, *Founder & Chief Executive Officer*, Cambridge Innovation Center

**Pieter Schiller**, *Partner Emeritus*, Advanced Technology Ventures

**Stephen C. Smith**, *Executive Director*, Southeastern Regional Planning & Economic Development District

**Mitch Tyson**, *Principal*, Tyson & Associates

**Karl Weiss, PhD**, *Professor Emeritus*, Northeastern University

**Jack Wilson**, *President Emeritus*, The University of Massachusetts & Distinguished Professor of Higher Education, Emerging Technologies, & Innovation, The University of Massachusetts Lowell

**Phyllis Yale**, *Partner*, Bain & Company

**Patrick Larkin**, *Director*, MassTech Collaborative's Innovation Institute; *Deputy Director*, Mass Technology Collaborative

and Innovation Working Group of the Advanced Manufacturing Collaborative. Through that working group, the Innovation Institute took the lead in starting up the new Massachusetts Center for Advanced Design and Manufacturing (MCADM). Additionally, as the legislature invested \$750,000 into the training of prospective and incumbent workers for the Pioneer Valley, industry and workforce training leaders identified the Innovation Institute as a critical player in achieving this shared commitment to fill 1,600 net new jobs over the next 4 years.

## SUPPORT FOR MASSDiGI

In Fiscal Year 2013, the Massachusetts Digital Games Institute at Becker College (MassDiGI) achieved new heights of success with their support from the Innovation Institute. In FY13, MassDiGI more than doubled number of teams participating in the 2013 "Game Challenge" at the Microsoft NERD Center, significantly increased alignment between industry, government and academia at the PAX East 2013 conference, which included a special focus on increasing the talent pipeline.



MassDiGI at the 2013 Game Challenge. Photo courtesy of MassDiGI at Becker College.

## ADVANCED MANUFACTURING COLLABORATIVE

In Fiscal Year 2013, the Innovation Institute successfully helped transition the growing Advanced Manufacturing Collaborative (AMC), an industry leadership group advising the state on key technology investments in advanced manufacturing into a multi-agency effort headed by the state's Executive Office of Housing and Economic Development, and supported the work of the Technology



## HOLYOKE INNOVATION DISTRICT (HID)

The Innovation Institute continues to provide the central organizing, coordination and project management functions for the implementation of an innovation-led economic development strategy for Holyoke and the Pioneer Valley. Achievements and benchmarks in Fiscal Year 2013 include:

- The Massachusetts Green High Performance Computing Center (MGHPCC) has hosted more than 16 community events for over 650 people since opening in November 2012;
- Efforts to strengthen the ecosystem for innovation in the Pioneer Valley by creating “mash-ups” and “meet-ups” for entrepreneurs and investors;
- Dozens of events for entrepreneurs and investors in the Valley over the past year;
- Creation of a unified, private sector-led business plan competition; and
- Successful “Rapid Response” efforts coordinating local, regional and state organizations when a new location opportunity emerges.

## INNOVATION INDEX

Published annually since 1997, the Innovation Institute launched a digital version of the 2012-2013 Index of the Innovation Economy. The new, interactive web portal provides the public with easier access to the information contained within the Index, as well as additional charts and data.

## RESEARCH AND DEVELOPMENT MATCH FUND

Under the direction of the Legislature and the Administration, the Innovation Institute is managing a new \$50 Million Collaborative Research and Development Matching Grant Fund. The fund builds off the Institute’s existing economic development portfolio - a program that has directly leveraged more than \$233 million over its tenure. In Fiscal Year 2013, the Innovation Institute worked with industry and university leaders to develop the framework for managing the program and to begin to solicit collaborative proposals from universities and industry.



*Secretary Bialecki speaking at Massachusetts Tech Hub State House Day.*

# Division Overview: Massachusetts Broadband Institute



Governor Patrick at Otis Elementary for the MassBroadband 123 lighting ceremony. Photo courtesy of the Governor's Office.

## Our Year

During Fiscal Year 2013, the Massachusetts Broadband Institute at MassTech (MBI) focused on the critical construction and testing work of the *MassBroadband 123* project, and supported key broadband adoption, planning and mapping initiatives.

### **MASSBROADBAND 123: AS CONSTRUCTION NEARS COMPLETION, THE NETWORK OPENS FOR BUSINESS**

The *MassBroadband 123* network is connecting over 1,200 key Community Anchor Institutions, providing a much-needed fiber optic backbone for 120 communities in Western and Central Massachusetts. In Fiscal Year 2013, the MBI completed the majority of project construction, including 900 miles of fiber installed on over 33,000 utility poles, and 44 of the needed 51 miles of underground conduit installed. In April 2013, the MBI convened a network launch event for *MassBroadband 123* in Otis with Governor

## By the NUMBERS

- **900 miles of fiber installed on over 33,000 utility poles for the *MassBroadband 123* project**
- **44 of 51 miles in underground conduit installed for the *MassBroadband 123* project**
- **100% of MA Veteran Service Officers that have registered on [MassVetsAdvisor.org](http://MassVetsAdvisor.org)**
- **47,000 visits and 198,000 page views on [MassVetsAdvisor.org](http://MassVetsAdvisor.org)**
- **42 small businesses received technical assistance grants to incorporate internet technologies into their organizations**

Deval Patrick, members of the Congressional and state legislative delegations, community leaders, and students who will benefit from the network. Over 39 Internet Service Providers plan on using the new network, and *MassBroadband 123* will be completed during Fiscal Year 2014, providing critical connectivity to community facilities such as schools, town halls, public safety facilities, community colleges, libraries, and health care institutions.

### **NEW FUNDING PROPOSED FOR BROADBAND LAST-MILE SOLUTIONS**

The essential infrastructure of the *MassBroadband 123* network provides the platform from which the Commonwealth can develop public-private solutions that will bring connectivity to additional community facilities, residents, and businesses in western Massachusetts. To that end, Governor Patrick proposed \$40 Million in bond funding in a legislative proposal for the MBI to help develop public-private solutions which bring high-speed connectivity to more residents, businesses, and community facilities in Western Massachusetts.

### **BROADBAND ADOPTION INITIATIVES**

To support broadband adoption across the Commonwealth, the MBI enhanced the MassVetsAdvisor Veterans' resource portal by adding new nonprofit programs, and continued outreach to veterans and their families to educate them about using the site and the potential benefits available. In June 2013, the MBI celebrated the one-year anniversary of MassVetsAdvisor.org, hosting an event at Veterans Inc. in Shrewsbury, which was attended by the Secretary of the Executive Office of Health and Human Services and the Commonwealth's Secretary of Veterans' Services. In Fiscal Year 2013, MBI also launched a small business technical assistance program with regional Community Development Corporations, providing 42 businesses around the Commonwealth with financial assistance to help them incorporate internet technology into their work.

## **MBI Board of Directors**

**Brian Burke**, *Sr. Director, State Government Affairs, Microsoft Corp., Legal & Corporate Affairs*

**David Clark**, *Sr. Research Scientist, Advanced Network Architecture, MIT CSAIL*

**Donald Dubendorf**, *General Counsel, Dubendorf Law Office*

**Linda Dunlavy**, *Executive Director, The Franklin Regional Council of Governments*

**Pamela Goldberg**, *Chief Executive Officer, Massachusetts Technology Collaborative*

**John Letchford**, *Commonwealth CIO, Information Technology Division, Executive Office for Administration and Finance*

**Erik Nakajima**, *Assistant Secretary of Innovation Policy, Executive Office of Housing and Economic Development*

**Rick Oliveri**, *Retired (Former Director of IT Services at Baystate Health Services)*

**Geoffrey Why**, *Commissioner, Massachusetts Department of Telecommunications*

## NATIONAL RECOGNITION

In Fiscal Year 2013, the MBI received two national awards, including Broadband Organization of the Year by the National Association of Telecommunications Officers and Advisors (NATOA) and the Patriot Award from the U.S. Department of Defense for employers that provide “exceptional support to their Guard and Reserve employees.”



*The MBI and MassVetsAdvisor receiving the Patriots Award from the United States Department of Defense.*



*Governor Patrick tours Phoenix Communications with the MBI. Photo courtesy of the Governor's Office.*



## Our Year

The Massachusetts eHealth Institute at MassTech (MeHI) works to drive adoption of critical health technologies, supporting the health care community as they implement electronic health record technology and health information exchange technology. Landmark state health care cost containment legislation, Ch. 224 of the Acts of 2012, has redefined and enhanced MeHI's role, and provided for critical funding to support health technology adoption programs. In Fiscal Year 2013, MeHI met these goals through its major initiatives, including the Medicaid EHR Incentive Operations Program, the Regional Extension Center (REC) Program, the Health Information Exchange (HIE) Program, and created a new eHealth Economic and Workforce Development initiative.

### MEDICAID EHR INCENTIVE OPERATIONS PROGRAM

In FY2013, the Medicaid EHR Incentive Operations team worked to develop and implement a strong, coordinated outreach strategy, and to improve efficiencies around application processing. To support these objectives, the Medicaid EHR Incentive Operations team began by integrating external data into the customer relations management system (CRM), which allowed them to efficiently track the progression of each provider from initial contact through actual payment or denial. The team also developed and implemented a "red flag" process to detect

## By the NUMBERS

- **\$50 Million** in Incentive Payments issued to Eligible Professionals through the MeHI Medicaid EHR Incentive Operations Program
- **1,945** Eligible Professionals adopted, implemented or upgraded their EHRs through the MeHI Medicaid EHR Incentive Operations Program
- **2,923** Incentive Payments made to providers in the Medicaid EHR Incentive Operations Program
- **\$23.7 million** in Incentive Payments made to Eligible Hospitals the Medicaid EHR Incentive Operations Program
- **\$1.5M** in Federal Direct Assistance grant funds paid for consulting services to support health care providers adopting EHR technology
- **96%** of health care providers participating in the REC were live on an EHR system by end of FY'13
- **\$3.6 Million** in Hlway Implementation and Interface grants awarded through the Health Information Exchange Last Mile Program
- **46** Organizations enabled for Hlway connection through the Health Information Exchange Last Mile Program

warning signs of possible fraud, ensuring that Eligible Providers and Eligible Hospitals include optimal documentation with their attestation, reducing the risk of fraudulent activity and/or improper incentive payments.

Over the fiscal year, the team conducted approximately 900 outreach activities and connected with about 8,000 providers. The team connected with and educated hospital executives and healthcare personnel about the program through site visits, webinars, conference calls, e-learning modules, and presentations at association meetings and provider forums.

**REGIONAL EXTENSION CENTER:**

The Regional Extension Center (REC) program continued to support the efforts of Massachusetts providers to implement and achieve Meaningful Use of Electronic Health Records (EHR) systems. In FY2013, the REC supported 2,487 primary care providers with consulting services through federal Direct Assistance grant funds in their efforts to achieve Meaningful Use of EHR systems.

The REC provided education and information about Meaningful Use and Health Information Technology through a series of webinars and regional meetings. The REC team also continued to collaborate with the Mass League of Community Health Centers and the Boston Medical Center to support the Community Health Centers with their Meaningful Use programs.

**HEALTH INFORMATION EXCHANGE:**

Fiscal Year 2013 was a very productive year for the Health Information Exchange (HIE) Group. The team worked in partnership with the Commonwealth's Executive Office of Health and Human Services (EOHHS) to launch the statewide Health Information Exchange, called the Mass Hlway, and begin to connect organizations to each other through the exchange.

# MASSACHUSETTS

## REC Meaningful Use & EHR Incentives Payments

The Massachusetts eHealth Institute is the Commonwealth's leading resource for Health Information Technology and serves as the state's Regional Extension Center (REC) responsible for helping providers implement electronic health record systems and achieve Meaningful Use.



**2,487**  
 enrolled



**2,437**  
 live on EHR



**1344**  
 achieved  
 Meaningful Use Stage 1



**7.3+**  
 million paid  
 in Direct Assistance Funds

The Mass Hlway “Golden Spike Ceremony” was emceed by Dr. John Halamka, CIO of the Beth Israel Deaconess Medical Center, and showcased the Hlway and 16 trading partners. The event was attended by many state leaders and elected officials, including Governor Deval Patrick who demonstrated sending the first clinical message via the Hlway, which was then followed by additional messages from our partners in attendance.

The MeHI team worked collaboratively with EOHHS to spearhead the development of the annual health information exchange-strategic and operating plan (HIE-SOP).

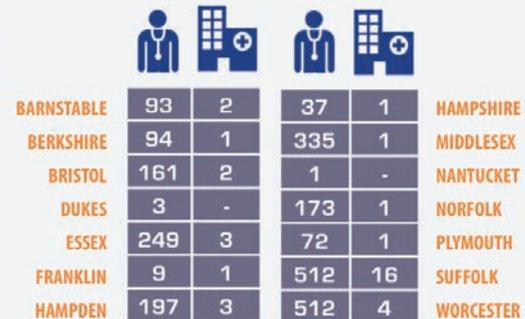
To catalyze provider adoption and entry to the Hlway, MeHI launched the Hlway Implementation Grant Program, awarding grants to 32 organizations and 75+ trading partners, all of which proposed a unique and measurable use case. To engage EHR vendors, who are key players in the connection process, MeHI initiated a Hlway Vendor Interface Grant program, awarding 13 vendors grants to build an interface from their system to the Hlway, which will help connect Massachusetts-based healthcare providers to the Hlway.

## PRACTICE TYPES



## REGISTRATIONS BY COUNTY

Providers and Community Health Centers



## IMPORTANT UPDATES

2013 is the year for Meaningful Use! Medicare Incentive payments are reduced by \$15,000 for providers who do not achieve Stage 1 Meaningful Use by the end of 2013

Register for CMS EHR Incentive program (Medicaid or Medicare) if you are eligible and have not registered to date

Over 130,000 providers are being supported by Regional Extension Centers nationwide. Contact the REC if you are a primary care provider in need of Meaningful Use assistance.

*Golden Spike Ceremony at Massachusetts General Hospital.  
Photo courtesy of the Governor's Office.*



# Executive

For MassTech's Executive Team, FY2013 saw several highlights. In addition to the work done to support the organization's key divisions, the Legal, Public Affairs, and Finance and Administration teams also managed projects which helped boost the state's innovation economy locally and globally, and helped ensure MassTech remained a successful and fiscally prudent agent of the Commonwealth.

In FY13, MassTech successfully launched an updated website featuring unified branding of our divisions under one clear and consistent design. The new MassTech.org portal links to numerous new social media channels, including Twitter, Flickr, LinkedIn, SlideShare, and YouTube.

The Executive staff teams ensured MassTech remained an exemplary steward of public funds in FY13, including through the successful completion of a clean annual audit. MassTech also completed an update to our New Employee Handbook and revised and modernized many employee policies and procedures.

During FY2013, our International Enterprise Initiative worked jointly with partners in the public, private and academic sectors to implement the Commonwealth's international strategy, focused on harnessing the benefits of innovative cross-border, technology-focused collaborations. Through innovation partnership missions with local foreign government representatives, MassTech helps build the foundation to help Massachusetts companies increase exports, find new customers, and succeed in the global economy.



*Pamela Goldberg and Speaker Robert DeLeo at a State House event for the MassTech Intern Partnership Program.*

MassTech participated in a Governor Patrick's Innovation Partnership trade mission to Colombia. MassTech established relationships with members of the entrepreneurship community and industry leaders in the country, with the end goal of attracting talent to the Massachusetts start-up ecosystem from South America. The delegation also met with various government officials, who MassTech intends to work with to implement the Memorandum of Understanding signed between Massachusetts and Colciencias, Colombia's Administrative Department for Science, Technology and Innovation.

MassTech led a delegation of eight Massachusetts-based mobile tech companies to Mobile World Congress ("MWC") in Barcelona. MassTech leveraged our partnership with the Catalonia economic development organization, ACC10, to acquire substantial discounts for these small to medium sized mobile companies to attend MWC. Through this relationship, MassTech was well positioned to broker meetings for the delegation that they would not have been able to secure otherwise.

In May 2013, MassTech and the Massachusetts eHealth Institute (MeHI) participated in a trade mission led by Senate President Therese Murray focused on eHealth technologies, to the Republic of Ireland and Northern Ireland. This trip was planned around eHealth Week in Dublin, where MassTech supported Governor Patrick, who came to bolster the mission while in Ireland's capital city. This mission provided a great opportunity to display Massachusetts as a global leader in eHealth, and an

opportunity to build relationships with companies and industry leaders throughout the European Union.

MassTech also received numerous global visitors to the Commonwealth as follow-on visits from overseas trade missions, and also welcomed members of foreign delegations that visited the Commonwealth.



*MBI and Governor Patrick at the Otis School. Photo courtesy of the Governor's office.*

# Fiscal Year 2013 Goal Review



Massachusetts Technology Collaborative



Goal	Action	Measurement
<p><b>Strengthen and support our innovation community</b></p> <p><b>2.1.1</b> Establish a consistent pattern of state support for collaborative research and development among universities and businesses, building on the examples of the Holyoke Green High Performance Computing Center and the Massachusetts Life Sciences Center’s cooperative research matching grant program.</p>	<p>Support efforts to identify and attract new financial resources to university-based research efforts, including five existing research centers funded and supported by the Innovation Institute.</p>	<p><i>The number of increased interactions between universities and companies.</i></p> <p><i>Outcomes from follow-up efforts that demonstrate and showcase efficacy of research enterprise in economic growth.</i></p>
<h2 data-bbox="117 898 282 943">Update</h2> <p data-bbox="117 992 1504 1166">Released a request for proposals (RFP) for a new \$50 Million Collaborative Research Matching Grant Program. This fund is intended to support large-scale, long –term collaborative R&amp;D projects that have the most potential to spur innovation, economic development and job growth in the Commonwealth. Focus areas include Big Data, E-Health, Robotics and industry sectors including Advanced Manufacturing, Advanced Materials, e-Cybersecurity, e-Commerce, Electronic Gaming &amp; Simulation, Marine Science and Mobile Communications.</p> <p data-bbox="117 1215 1521 1278">This program has already resulted in a significant increase in Industry/University interaction across the Commonwealth. It is expected that these interactions will result in five major collaborations in FY’14.</p>		



Goal	Action	Measurement
<p><b>Strengthen and support our innovation community</b></p> <p><b>2.1.2</b> Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight's Advanced Cyber Security Center initiative.</p>	<p>The Emerging Tech Sector Forums initiative is intended to stimulate a public discussion on the next big opportunities for technology sector growth. The goal is to develop policies and align existing state resources to support the most promising technology growth sectors (or sub-sectors) in the Commonwealth. Support a series of conversations in sectors ranging from Robotics, Big Data/Analytics, eHealth and Mobile applications to Digital Games and Social Media.</p>	<p><i>Level of participation in forums.</i></p>
<h2>Update</h2> <p>Five roundtables were held in FY'13 and focused on Big Data, Health IT, Digital Marketing, Mobile Communications and Robotics.</p> <p>Stemming from the Roundtables, Governor Patrick launched the Massachusetts Big Data Initiative organized by MassTech, which supports efforts to ensure the Commonwealth's global dominance in Big Data.</p>		



Goal	Action	Measurement
<p><b>Strengthen and support our innovation community</b></p> <p><b>2.1.3</b> Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including incubator and/or accelerator programs, for early stage entrepreneurs and small businesses, building on the example of Mass Challenge</p>	<p>Support the work of the Tech Hub Collaborative Entrepreneurship Working Group, including 12x12 Entrepreneurship Initiative. (i) provide management support for the initiative (i.e. maintain web, organize deal flow, coordinate support of benefactors for member companies); (ii) assist with project communications &amp; outreach; and (iii) support quarterly meetings of 12x12 Entrepreneurship Initiative. Support the identification and mentoring of firms and related new business formation associated with the 12x12 initiative.</p>	<p><i>Number of new companies mentored and accelerated through 12x12 initiative.</i></p> <p><i>Number of additional ways to support entrepreneurship in Massachusetts identified by Entrepreneurship Working Group.</i></p>

## Update

EOHED and the Massachusetts Technology Collaborative convened a roundtable of entrepreneurship and mentoring programs from across the state in anticipation of the release of a request for information (RFI) regarding entrepreneur and startup mentoring activities across under served populations, regions, and industries in the Commonwealth. The RFI informed an RFP released in FY2014 that will offer modest grants totaling up to \$1 million in the aggregate, with the goal of expanding entrepreneurial capacity across the state and boosting the potential for new startup formation, job creation, business investment, and firm growth.

The Tech Hub Collaborative's 12x12 initiative, a community of successful tech entrepreneurs, CEO's, VC's, and service provider supported 21 startups in FY'13, representing over 330 jobs and \$105 million of private capital invested in Massachusetts.



Goal	Action	Measurement
<p><b>Build and retain talent for the innovation economy</b></p> <p><b>2.2.1</b> Increase by 20% annually over the next five years the number of internship placements made by multi-school, multi-employer internship programs, building on the examples of programs currently run by the Greater Boston Chamber of Commerce, the Federal Reserve Bank of Boston, Mass Technology Leadership Council, the Massachusetts Marketing Partnership, the Massachusetts Clean Energy Center and the Massachusetts Life Sciences Center, as well as newly proposed programs such as the Massachusetts Startup Fellows Program. The internship programs should, in particular, focus on facilitating the flow of young students into young companies to help them integrate into the local innovation economy.</p>	<p>Support for Tech Hub Collaborative Talent Working Group: i) pilot three workshops entitled Computing Connections: Connecting Students to the Computer Industry; ii) support partnership with Department of Education to improve computer science education. Support for Advanced Manufacturing Collaborative Workforce and Education Working Group: (i) inventory and assess the current supply of workforce training and education services in Massachusetts; ii) identify key workforce needs; and iii) and strengthen linkages between industry and educational institutions. Support the Precision Machining Regional Alliance Project (PMRAP): (i) assess the training needs of precision manufacturers in pioneer valley; (ii) piloting an accelerated, weekend-based Associate's degree training program; and (iii) expand membership of the Regional Precision Machining Technology</p>	<p><b>Tech Hub Collaborative Talent Working Group:</b></p> <p><i>Number of participants in workshops.</i></p> <p><b>Advanced Manufacturing:</b></p> <p><i>Number of participants in working group.</i></p> <p><b>PMRAP:</b></p> <p><i>Number of participants in Associates degree training program.</i></p> <p><i>Number of members of Regional Precision Machining Technology.</i></p>



*Pat Larkin, Director of the Innovation Institute at MassTech at a State House event honoring the MassTech Intern Partnership.*



MASSACHUSETTS  
TECHNOLOGY  
COLLABORATIVE

THE INNOVATION INSTITUTE  
at the MassTech Collaborative

Me  
MASSACHUSETTS  
eHEALTH II

## Update

Launched the MassTech Intern Partnership, a public-private partnership generating tech sector internship opportunities. Created as part of the Jobs Bill legislation that was passed by the Legislature and signed by Governor Patrick in 2012, the Intern Partnership's goal is to capture more of the outstanding talent that exists at Massachusetts' universities and colleges and transition that talent into the state's tech sector.

In FY13 MassTech placed 77 interns with 50+ companies, and signed up 479 prospective Interns and 243 prospective company sponsors.



Goal	Action	Measurement
<p><b>Expand our culture of Innovation</b></p> <p><b>2.3.1</b> Identify locally-based accelerators for innovation and entrepreneurship in five of our “Gateway Cities” over the next two years and provide support for their growth through a competitive process.</p>	<p>The Holyoke Innovation District program aims to improve regional infrastructure and help grow the Innovation Economy in the underserved Pioneer Valley region of the Commonwealth. Convene monthly meetings with the local leadership team, implement a web based project management tool, and provide project and communications support for each of the nine Holyoke Innovation District Strategies. Provide project and communications support for the development of nine discrete economic development strategies – each with its own local leadership team.</p>	<p><i>Level of participation in monthly meetings of the local leadership team.</i></p> <p><i>Extent to which new web based project management tool is utilized.</i></p>

## Update

EOHED and the Massachusetts Technology Collaborative convened a roundtable of entrepreneurship and mentoring programs from across the state in anticipation of the release of a request for information (RFI) regarding entrepreneur and startup mentoring activities across underserved populations, regions, and industries in the Commonwealth. The RFI will inform an RFP to be released in late summer 2013 that will offer modest grants totaling up to \$1 million in the aggregate with the goal of expanding entrepreneurial capacity across the state and boosting the potential for new startup formation, job creation, business investment, and firm growth.

EOHED and the Massachusetts Technology Collaborative are convening a Gateway Cities Forum in early FY14, which will feature public and private sector leaders from several Gateway Cities, with the goal of elevating and celebrating the emerging startups and formulas for success these cities have been developing.



Goal	Action	Measurement
<p><b>Support Growth to Scale</b></p> <p><b>2.4.1</b> Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including shared facilities for the making and testing of product prototypes, to support the growth of small and mid-sized businesses, building on the examples of the Massachusetts Growth Capital Corporation and the Treasurer’s Small Business Banking Partnership.</p> <p><b>2.4.2</b> Increase the participation of our small and mid-sized businesses in the supply chain of our major corporate operations, building on the example of the “BuyHere” initiative of the Associated Industries of Massachusetts.</p>	<p>Support Advanced Manufacturing Collaborative (AMC) ‘Access to Capital’ working group: (i) map financial resources available to manufacturers; and ii) facilitate dialogue among sources of capital, industry and government to assess further need for capital. Support the New England Textile Industry Roundtable (NE-TIR): (i) provide management support for the textile industry leaders;(ii) support 4 roundtables; (iii) launch an industry focused website; and (iv) create an integrated presence for textile firms in major upcoming conferences.</p>	<p><b>Advanced Manufacturing Collaborative:</b></p> <p><i>Number of discussions facilitated among sources of capital, industry and government.</i></p> <p><b>Textile Industry Roundtable:</b></p> <ul style="list-style-type: none"><li>• <i>Number of participants in roundtables</i></li><li>• <i>Number of hits on new website</i></li><li>• <i>Number of conferences and tradeshow at which Massachusetts textile firms are represented</i></li></ul>
<p><b>Update</b></p> <p>On June 20th, the Advanced Manufacturing Summit was held and a major goal was to improve supply-chain opportunities for small companies by connecting them to large manufacturing companies during panel presentations and networking sessions. These panels focused on particular industry sectors of strength in the Commonwealth, including aeronautics, defense, electronics, life sciences and industrial manufacturing.</p>		



Goal	Action	Measurement
<p><b>Support Growth to Scale</b></p> <p><b>2.4.3</b> Raise the profile of advanced manufacturing as an integral part of our innovation economy by encouraging young people to enter the sector and by facilitating the adoption of local innovations into our small and mid-sized manufacturing businesses.</p> <p><b>2.4.4</b> Make a systematic effort to work with growing Massachusetts companies to locate their call centers, other sales / marketing/ customer service offices and other administrative offices within the state.</p>	<p>Support Advanced Manufacturing Collaborative (AMC) ‘Promoting Manufacturing’ working group: (i) support development of framework for key messages highlighting advanced manufacturing; ii) evaluate the potential for organizing a June Advanced Manufacturing Summit; and iii) support the design and implementation of a targeted promotional campaign for advanced manufacturing. Support Tech Hub Collaborative (THC) ‘Growing Companies to Scale’ initiative by supporting development of a leadership group that will encourage CEO’s to stay and grow in Massachusetts. Work with MOBD to identify and conduct outreach for firms in need of call centers.</p>	<p><b>Advanced Manufacturing Collaborative ‘Promoting Manufacturing’ Working Group:</b></p> <p><i>Level of exposure for advanced manufacturing promotional campaign.</i></p> <p><b>Tech Hub Collaborative ‘Growing Companies to Scale Initiative’:</b></p> <p><i>Level of participation in leadership group.</i></p> <p><b>Call Centers:</b></p> <p><i>Number of firms contacted through outreach efforts.</i></p> <p><i>Number of new call centers located in Massachusetts.</i></p>

## Update

The Commonwealth, through the Advanced Manufacturing Collaborative (AMC), hosted the first statewide Advanced Manufacturing Summit at Gillette Stadium in Foxborough on June 20th. This summit brought together more than 400 leaders from the manufacturing industry, academia and government to share best practices, network, discuss future opportunities and challenges and highlight the progress made on a variety of initiatives of the AMC. The AMC has developed a five-point agenda working with manufacturers, educators, academics and all of the state’s relevant departments and quasi-public organizations. The agenda is focused on: 1) Promoting Manufacturing, Workforce and Education; 2) Manufacturing Innovation; 3) Energy Management and Sustainability; and 4) Access to Capital Resources. Each priority has a working group that is led by manufacturers and paired with a public sector partner.



In addition to MassTech, participating state agencies include the Commonwealth Corporation, Massachusetts Clean Energy Center, Massachusetts Life Sciences Center, Massachusetts Growth Capital Corporation, MassDevelopment, the Executive Office of Education (EOE), and the Executive Office of Labor and Workforce Development (EOLWD). The AMC is developing and implementing solutions across all five working groups. At the Summit, Governor Deval Patrick announced the launch of the Advanced Manufacturing Regional Partnership Academy, a first-in-the-nation effort to improve the effectiveness of regional manufacturing sector strategies by providing hands-on education, tools, actionable data, and opportunities to engage in peer-learning to regional leaders. It will bring together manufacturers, workforce investment boards, academia and other key stakeholders to help regions develop sustainable and effective training partnerships that respond to current and evolving industry needs. The University of Massachusetts - Dartmouth is leading a multi-campus team of experts to support the Academy. Massachusetts manufacturing industry featured on the Today show.



*Massachusetts Tech Hub State House Day*



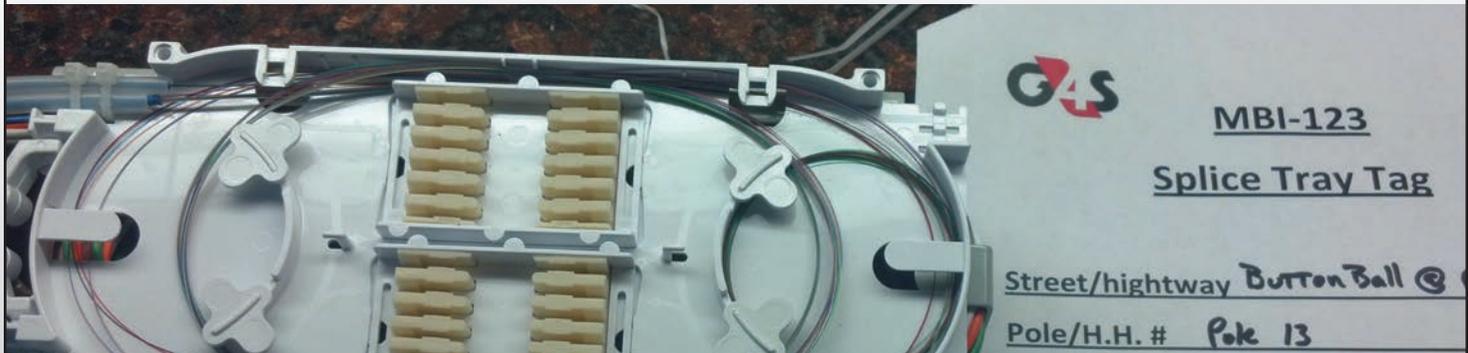
Goal	Action	Measurement
<p><b>Market the strengths of doing business in Massachusetts</b></p> <p><b>4.3.2</b> Under the leadership of the Massachusetts Marketing Partnership, in collaboration with the Massachusetts Convention Center Authority, leverage our status as a leading host of international scientific, medical and technical conferences to better connect and market our key industry clusters.</p>	<p>Publish annual Index of the Massachusetts Innovation Economy.</p> <p>Work with Tech Hub Collaborative communications working group and Advanced Manufacturing Collaborative promotional working group to integrate key messages and increase outreach to market the state.</p>	<p><b>Publication of Index:</b></p> <p><i>Number of times Index is cited in publications, articles, reports, etc.</i></p> <p><i>Number of times Index is downloaded from MTC website.</i></p> <p><b>Tech Hub and Advanced Manufacturing Collaborative Communications:</b></p> <p><i>Amount of marketing materials generated.</i></p>
<p><b>Update</b></p> <p>The Index receives hundreds of website visits every month and the 2012 edition received positive media coverage in the Boston Herald, WBZ Radio, and WBUR. It has been distributed widely at events in Colombia and Washington D.C., at MaTLC's Big Data Summit and the Tech Hub Collaborative's State House Day. It received social media coverage through Twitter by: MassChallenge (15,000+ followers) and UMass Economic Development. It has also been presented to: Association of Builders and Contractors (ABC) - MA Chapter; University of Sao Paulo; and the Executive Education Program at Bentley University.</p>		<p><b>FY '13 FACT:</b></p> <p><b>Engage with the online Index Portal at <a href="http://masstech.org">masstech.org</a></b></p>

Goal	Action	Measurement
<p><b>Enhance Broadband Infrastructure in Western &amp; North Central MA</b></p>	<p>Complete construction of MassBroadband123 fiber optic network.</p>	<p><i>Connect approximately 120 towns and cities to the network.</i></p> <p><i>Connect approximately 1,300 community anchor institutions connected to the network.</i></p> <p><i>Network built on time and on budget.</i></p>
<p><b>Update</b></p> <p>The network completion has been delayed approximately 6 months due to weather related issues and other factors. We are on track to complete this project by end of calendar year 2013.</p>		<p><b><i>FY '13 FACT            MBI Installed            Over 900 Miles            Of Fiber            Optic Cable</i></b></p>

Goal	Action	Measurement
<p><b>Increase Access to Broadband Services in Western &amp; North Central MA</b></p>	<p>Implement “last mile” broadband planning and deployment grants.</p> <p>Stimulate “last mile” investments by municipalities and broadband service providers to deploy high speed internet access to unserved and underserved residences and businesses in the project area.</p>	<p><i>25% of unserved residences and business in the project area will have access to broadband services by end of FY13.</i></p>

## Update

The implementation of the deployment grants has provided internet availability to approximately 800 households. \$40 million being included in the IT Bond Bill. Governor Patrick proposed \$40 Million in new capital investment for “last mile” solutions in an IT Bond Bill.



Goal	Action	Measurement
<p><b>Increase Broadband Availability and Adoption by Target Populations</b></p>	<p>Implement federally funded broadband adoption grants that will target veterans and small business and non-profit organizations.</p> <p>Implement federally funded broadband availability grant to better understand where the underserved areas are within the Commonwealth.</p>	<p><i>Register 75% of Veterans' Service Officers and 30% of Non-Profit Service Providers for veteran's web portal.</i></p> <p><i>At least 16 small businesses/ non-profits selected by partnering CDCs shall complete technology plans.</i></p> <p><i>Achieve at least 85% response rate from service providers for both annual broadband availability submissions.</i></p>

## Update

95% of Veteran Service Officers registered with MassVetsAdvisor.org. Over 110 service providers have joined the site. It is not possible to determine if that represents 30%, as we have been unable to determine the total number of service providers offering veterans services.

38 small business have been awarded grants and 90% had completed their technology plan.

We achieved the 85% response rate from service providers for the federal grant data submission.

Goal	Action	Measurement
<p><b>Contain the increasing cost of health care while protecting access and quality</b></p> <p><b>5.1.3</b> Accelerate use of ehealth technologies to support lower cost delivery of health care with equal or greater access and improved quality.</p> <div data-bbox="137 882 543 1351" style="border: 1px solid black; padding: 10px; text-align: center; margin-top: 20px;"> <p><b>FY '13 FACT</b>  <b>MeHI &amp; EOHHS</b>  <b>launched the</b>  <b>Massachusetts</b>  <b>Health Information</b>  <b>Highway</b>  <b>(Mass Hlway)</b></p> </div>	<p>Fully engage providers and patients in discovering how the adoption and optimization of health IT will benefit the patient through more effective and efficient healthcare delivery.</p> <p>Integrate Electronic Health Records (EHRs) and sub-state Health Information Exchanges (HIEs) with the statewide HIE:</p> <p>Conduct full market analysis of those Electronic Health Record systems that will connect the greatest number of providers to Phase 1 of the statewide HIE.</p> <p>Contract with vendors to develop a scalable approach to interfaces, adaptors, and gateways for their current and future products to ensure ongoing compliance with HIE connectivity requirements.</p> <p>Develop strategy to ensure ongoing support for healthcare transformation efforts in Massachusetts.</p>	<p><b>Provider and Patient Engagement:</b></p> <p><i>Engage 4,000 providers through multi-channel media and provide education through outreach events and one-on-one contact.</i></p> <p><i>Functional capabilities of website fully enabled, utilized, maintained and kept up to date, including social media and Communities of Practice.</i></p> <p><b>EHR Integration:</b></p> <p><i>Identification of EHRs that support the greatest number of providers.</i></p> <p><i>Contracting with a sufficient number of qualified vendors to ensure a high volume of transactions when the HIE is deployed.</i></p> <p><b>Strategy for Ongoing eHealth Support:</b></p> <p><i>Identify two external third party funding sources to support e-health activities.</i></p>

## Update

The REC continued to engage our 2,487 member providers through webinars, regional meetings, email newsletter and campaigns, and on-on-one contact.

The REC produces reports on the number of member providers that are live on EHR systems. The REC can identify the number of member providers supported by each of the various EHR systems. MeHI plans to use this information to assist REC providers with adoption of the Mass Hlway.

Last year, MeHI conducted a comprehensive assessment of the EHR landscape covering both the providers and vendors.



*Massachusetts Tech Hub State House Day*

# Fiscal Year 2013 Financial Overview



Massachusetts Technology Collaborative

## Accounting



	Amount
Receipts	\$60,723,971
Expenditures	\$29,114,126
Assets	\$142,168,845
Liabilities	\$15,114,905

## Investments and Grants

Division	Sum of Count	Sum of Amount
MassTech/International	1	\$7,000
Innovation Institute	18	\$983,486
Massachusetts Broadband Institute	2	\$33,435,461
Massachusetts eHealth Institute	19	\$6,840,365
<i>Grand Total</i>	40	\$41,266,312

## International Enterprise: Investments and Grants

Description	Region	Amount	Strategic Goal / Impact
Exhibition at 2013 World of Health It Conference	Statewide	\$7,000	Market the strengths of doing business in Massachusetts
<i>TOTAL:</i>		\$7,000	

# The Innovation Institute: Investments and Grants



THE INNOVATION INSTITUTE  
at the MassTech Collaborative

Description	Region	Amount	Strategic Goal / Impact
Big Data Landscape & Cluster Study: Massachusetts Big Data Initiative	Statewide	\$206,000	Identify & Support Emerging Areas of Global Innovation Excellence
Business Plan Competition to Support Regional Tech Entrepreneurs	Pioneer Valley	\$10,000	Expand our Culture of Innovation
Development of an Internship e-Learning course, assessment tool and academic outreach support	Greater Boston	\$56,403	Increase the Number of Internship Placements
Intern Partnership portal development	Greater Boston	\$30,000	Increase the Number of Internship Placements
Massachusetts Computing Attainment Network (MassCAN) project support	Greater Boston	\$55,003	Build and Retain Talent for the Innovation Economy
Research and Analysis to Support Production of the Annual Innovation Index	Statewide	\$131,400	Expand our Culture of Innovation
Research and Consulting Support for Massachusetts Innovation Economy ID Branding Project	Greater Boston	\$16,800	Market the strengths of doing business in Massachusetts
Sponsorship of Department of Defense Soldier Nutrition Hackathon: Massachusetts Big Data Initiative	Greater Boston	\$5,000	Identify & Support Emerging Areas of Global Innovation Excellence
Sponsorship of Haverhill Hardware Horizons Challenge	Northeast	\$3,000	Identify & Support Emerging Areas of Global Innovation Excellence



<b>Description</b>	<b>Region</b>	<b>Amount</b>	<b>Strategic Goal / Impact</b>
Sponsorship of PAX East Digital Games Conference & MassDIGI at Becker College	Central	\$15,000	Identify & Support Emerging Areas of Global Innovation Excellence
Sponsorship of the MassTLC 2013 Big Data Summit: Mass Big Data Initiative	Greater Boston	\$10,000	Identify & Support Emerging Areas of Global Innovation Excellence
Sponsorship of the MassTLC 2013 Healthcare Big Data Delphi Project: Massachusetts Big Data Initiative	Greater Boston	\$15,000	Identify & Support Emerging Areas of Global Innovation Excellence
Support for Planning and Development of the Massachusetts Center for Advanced Design in Manufacturing (MCADM)	Pioneer Valley	\$50,000	Identify & Support Emerging Areas of Global Innovation Excellence
Support for the project management and coordination of the Holyoke Innovation District	Pioneer Valley	\$80,000	Expand our Culture of Innovation
Support of Clean Energy Technology Assistance Center	Pioneer Valley	\$4,680	Develop Holyoke as test bed for cost-competitive renewable energy & energy efficient technologies
Tech Hub website development	Greater Boston	\$10,000	Expand our Culture of Innovation
Funding for small and medium tech firm's intern personnel related expenses reimbursed through the MassTech Intern Partnership (31 awards)	Statewide	\$235,200	Increase the Number of Internship Placements
Sponsorship of MassChallenge	Greater Boston	\$50,000	Expand our Culture of Innovation
<b>TOTAL:</b>		<b>\$983,486</b>	

# Massachusetts Broadband Institute: Investments and Grants

Description	Region	Amount	Strategic Goal / Impact
Investment in Development of <i>MassBroadband</i> 123 Network	Berkshire/ Pioneer Valley	\$33,429,557	Make public infrastructure investments that support regional growth
Western <i>MassBroadband</i> 123 Mapping and Planning support	Berkshire	\$5,904	Make public infrastructure investments that support regional growth
<i>TOTAL:</i>		<i>\$33,435,461</i>	



*In the field trenching. MassBroadband 123*

# Massachusetts eHealth Institute: Investments and Grants

Description	Region	Amount	Strategic Goal / Impact
Implementation of Regional Extension Center Communications & Outreach Plan	Statewide	\$178,700	Accelerate use of eHealth Technologies
Add'l funding: principal investigator in the MDPHnet project	Greater Boston	\$30,042	Accelerate use of eHealth Technologies
Design services for the IMPACT Learning Collaborative	Greater Boston	\$20,000	Accelerate use of eHealth Technologies
Health Information Exchange Last Mile Support (3 Awards)	Statewide	\$1,306,000	Accelerate use of eHealth Technologies
Health Information Exchange Last Mile Technical Support Vendor	Statewide	\$82,350	Accelerate use of eHealth Technologies
Health Information Exchange Learning Collaborative	Statewide	\$10,000	Accelerate use of eHealth Technologies
Hiway Implementation Grants to accelerate health providers' connections to the Mass HIway (32 awards)	Statewide	\$2,334,430	Accelerate use of eHealth Technologies
Mass Hiway Vendor Interface Grants to Help Health Providers Share Information Via the MassHIway (10 awards)	Statewide	\$1,168,685	Accelerate use of eHealth Technologies
Narration Services for Medicaid Incentive Payment Program Training Modules (2 Awards)	Statewide	\$24,000	Accelerate use of eHealth Technologies
Regional Extension Center Provider Direct Assistance Incentives to Support Electronic Health Record Adoption (185 Awards)	Statewide	\$531,500	Accelerate use of eHealth Technologies

Description	Region	Amount	Strategic Goal / Impact
Software Development services for the MDPHnet platform	Greater Boston	\$122,250	Accelerate use of eHealth Technologies
Sponsorship of the MassTLC 2013 Healthcare Big Data Delphi Project: Massachusetts Big Data Initiative	Greater Boston	\$25,000	Identify & Support Emerging Areas of Global Innovation Excellence
Technical support for MDPHnet	Greater Boston	\$14,256	Accelerate use of eHealth Technologies
Development of a Medicaid Incentive e-Learning Training Program (4 awards)	Statewide	\$193,160	Accelerate use of eHealth Technologies
Implementation of Health Information Exchange Communications and Outreach Plan	Statewide	\$36,000	Accelerate use of eHealth Technologies
Add'l funding for the Reliant Medical Group, Inc., principal investigator in the Improving Massachusetts Post-Acute Care Transfers (IMPACT) project	Central	\$60,151	Accelerate use of eHealth Technologies
IMPACT project: LAND development services	Statewide	\$280,580	Accelerate use of eHealth Technologies
IMPACT project: Development of SEE software	Statewide	\$319,110	Accelerate use of eHealth Technologies
IMPACT project: Technical and Evaluation Support	Greater Boston	\$104,151	Accelerate use of eHealth Technologies
<b>TOTAL:</b>		<b>\$6,840,365</b>	

# Massachusetts Technology Collaborative

## Fiscal Year 2013 Leadership Team

**Pamela Goldberg**, *Chief Executive Officer*

**Gregory Bialecki**, *Secretary, Executive Office of Housing and Economic Development and Chair, MassTech Board of Directors*

**Philip Holahan**, *MassTech Deputy Director and General Counsel*

**Christopher Andrews**, *Chief Financial Officer*

**Maeghan Welford**, *Chief of Staff*

**Patrick Larkin**, *MassTech Deputy Director and Director, the Innovation Institute at MassTech*

**Judith Dumont**, *Director, the Massachusetts Broadband Institute at MassTech*

**Laurance Stuntz**, *Director, the Massachusetts eHealth Institute at MassTech*

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### MassTech - How to Connect with Us

#### Our Websites:

<b>MassTech</b>	<a href="http://www.masstech.org">www.masstech.org</a>
<b>MBI</b>	<a href="http://www.broadband.masstech.org">www.broadband.masstech.org</a>
<b>MeHI</b>	<a href="http://www.mehi.masstech.org">www.mehi.masstech.org</a>
<b>MassVetsAdvisor</b>	<a href="http://www.massvetsadvisor.org">www.massvetsadvisor.org</a>
<b>Tech Hub Collaborative</b>	<a href="http://www.masstechhub.org">www.masstechhub.org</a>

**YouTube**      **MassTech** - [www.youtube.com/masstech](http://www.youtube.com/masstech)

**Flickr**      **MassTech Collaborative** - [www.flickr.com/photos/masstechcollaborative](http://www.flickr.com/photos/masstechcollaborative)

**SlideShare**      **MassTech Collaborative** - [www.slideshare.net/MassTechCollaborative](http://www.slideshare.net/MassTechCollaborative)

**LinkedIn**      **Massachusetts Technology Collaborative** -  
[www.linkedin.com/company/massachusetts-technology-collaborative](http://www.linkedin.com/company/massachusetts-technology-collaborative)

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