



A DECADE OF HOME BASE

ANNUAL REPORT 2019



REAL CHANGE
THROUGH
TRANSFORMATIVE
PARTNERSHIPS



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**RED SOX
FOUNDATION**



MASSACHUSETTS
GENERAL HOSPITAL





Dear Friends,

In February 2008, the Boston Red Sox visited Walter Reed Army Medical Center for what was supposed to be a brief stop along their World Series trophy tour. Instead, the team spent the entire afternoon speaking with wounded soldiers. Deeply moved, Chairman Tom Werner left Walter Reed that afternoon with a vision and quickly put action behind it. On September 17, 2009, two first-class institutions, the Red Sox Foundation and Massachusetts General Hospital, launched Home Base: a program charged with caring for hundreds of local Veterans and their Families.

This September, we marked a decade of Home Base and our mission to heal the invisible wounds of war for all those who have sacrificed tremendously on our collective behalf.

As we close the chapter of 2019 and celebrate 10 years of Home Base, I find myself reflecting on the enormous progress we have made together. As an organization, we've transitioned, we've healed, and we've provided hope to thousands. We have more than doubled in size and scope, and our regional clinic has transformed into a National Center of Excellence that provides world-class care and support to Veterans, Service Members, and Families from across the nation.

None of this would have been possible without the transformative partnerships we have formed over the last 10 years. Buoyed by the wonderful success of Massachusetts General Hospital and the Boston Red Sox, and with incredible support from Wounded Warrior Project® (WWP) and our many partners, Home Base is poised to enter the next decade with further innovation and growth.

As our Nation's military continues to serve in conflicts across the globe, we are mindful that the needs of our Veterans, Service Members, and Military Families will require our continued attention and commitment. With your loyalty and support, we can—and will—continue to make a positive difference in the lives of our nation's warriors and their Families. We have much to be thankful for and we are already setting the stage for major growth and innovation in 2020.

Thank you for your enduring trust and support of our mission to bring healing and hope to Veterans, Service Members, and their Families. As Margaret Mead once said, "Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

Sincerely,

A handwritten signature in black ink, reading "Jack Hammond". The signature is fluid and cursive, with a long horizontal stroke at the end.

Brigadier General Jack Hammond USA Retired
Executive Director

Home Base, a Red Sox Foundation and Massachusetts General Hospital Program



Home Base, a partnership between the Red Sox Foundation and Massachusetts General Hospital, leads regional, national, and international efforts to treat the invisible wounds of war for Veterans of all eras, active duty Service Members, Military Families, and Families of the Fallen.

Operating the Nation's first and largest National Center of Excellence for the Invisible Wounds, Home Base has successfully impacted the lives of over 100,000 people through programs that range from complex clinical care, wellness-based programs, clinical training, and research.

Our multidisciplinary teams of experts across Massachusetts General Hospital, Spaulding Rehabilitation Center, and Harvard Medical School work synergistically to identify gaps in required care, develop new clinical models and treatment programs, perform research to identify improved therapies, and bring these ideas from concept to implementation. Once clinical voids have been identified and programs are developed and tested—we pilot these initiatives, bring them to scale, and disseminate the treatment model with our national and international partners.



MASSACHUSETTS
GENERAL HOSPITAL



SPAULDING™
REHABILITATION NETWORK



HARVARD
MEDICAL
SCHOOL

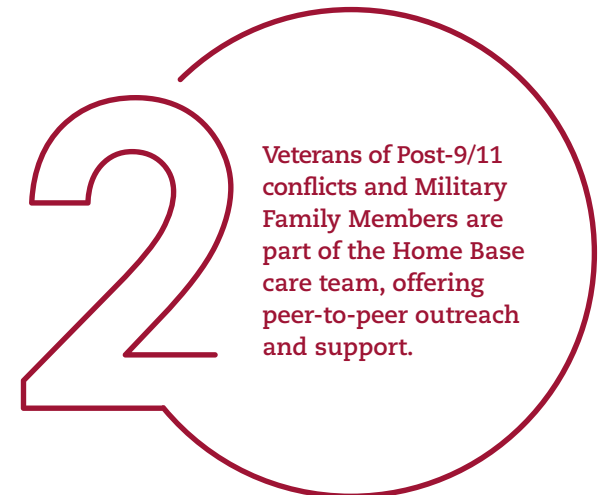


RED SOX
FOUNDATION

What Sets Home Base Apart?



Home Base is the first program of its kind in the country, integrating clinical care, education, wellness, and research efforts aimed at improving care for those impacted by the invisible wounds.



Veterans of Post-9/11 conflicts and Military Family Members are part of the Home Base care team, offering peer-to-peer outreach and support.



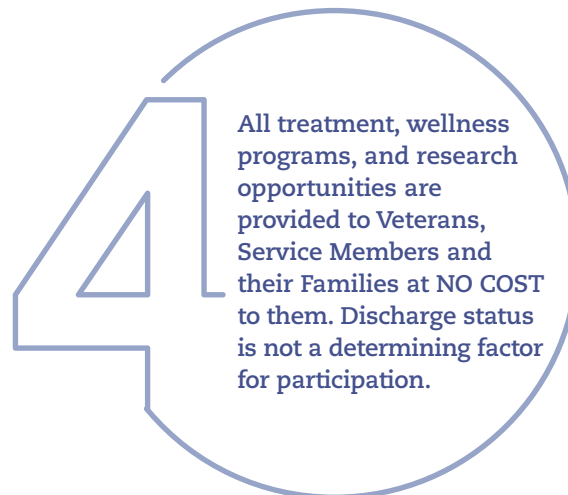
**In 2019,
Home Base served
6,084 VETERANS
AND THEIR FAMILIES
with care and support**

“Where traditional treatments, medication, and therapy left off, this songwriting experience picked up. I chose to speak, to tell my story because a few years ago another Veteran did the same and it forever altered my life. I’ve lost so much of the good parts of me, giving into the guilt, fear, and anger, why can’t I choose to lose myself in a way that helps me find the good parts?”

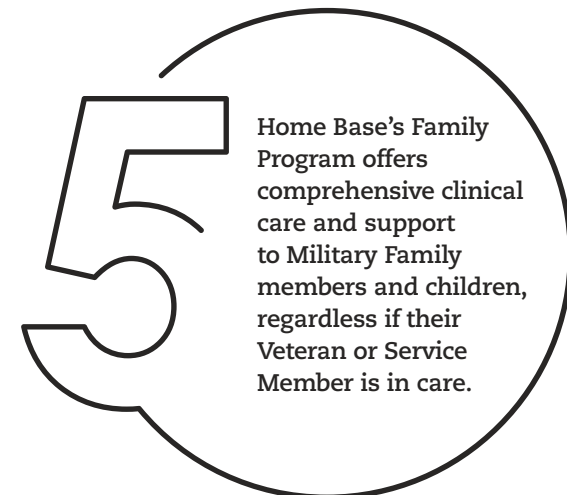
– Blair, U.S. Air Force Veteran



The Home Base clinical team is multi-disciplinary and includes psychiatrists, psychologists, nurse practitioners, physical medicine and rehabilitation physicians, and clinical social workers.



All treatment, wellness programs, and research opportunities are provided to Veterans, Service Members and their Families at NO COST to them. Discharge status is not a determining factor for participation.



Home Base’s Family Program offers comprehensive clinical care and support to Military Family members and children, regardless if their Veteran or Service Member is in care.



In 2017, the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry selected Home Base to be their US Charitable partner through the “Heads Together” campaign, working to change the conversation about mental health by addressing the stigma associated with invisible wounds.

Home Base, in collaboration with the Tragedy Assistance Program for Survivors (TAPS), established a first-in-the-nation program for survivors of traumatic loss that combines evidence-based treatment for post-traumatic stress and Complicated Grief through a two-week Intensive Clinical Program for Families of the Fallen (ICPFF)

In 2017, Home Base joined the George W. Bush Institute’s Warrior Wellness Alliance to serve Veterans and their Families through programs helping with mental health, physical health and wellness, career and benefits counseling, and connecting with other warriors and their communities.

Real Change through Transformative Partnerships

The success and growth of Home Base would not be possible without the incredible support from our many partners. Together, we celebrate 10 years of providing hope and healing to our nation’s warriors and their loved ones.

2009

Massachusetts General Hospital and the Red Sox Foundation launch Home Base, the first and largest private-sector clinic for healing the invisible wounds for Veterans, Service Members and their Families.

2010

First Annual Run to Home Base hosted at Fenway Park.

2011

Home Base partnered with the Military Child Education Coalition to co-host the Living in the New Normal conference to set policies for military children as part of the Joining Forces initiative.

2012

Welcome Back Veterans nationally launches the Home Base Training Institute for Clinicians.

2013

Home Base hosts first annual Mission: Gratitude gala.

2014

Home Base receives grant from the Massachusetts Attorney General to expand the Training Institute to include First Responders. Later that year, Tom Werner receives the Army’s Civilian Service Award for his involvement in creating Home Base. Home Base expands to develop a care network in Southwest Florida.

2015

Home Base, in partnership with Wounded Warrior Project and three academic medical centers, founded the first and largest private sector network to heal the invisible wounds. Home Base, in partnership with WCVB, hosts the first Veterans Day Telethon to educate the community at large about the invisible wounds and spotlight patients who bravely share their stories in hopes to reduce the stigma of mental health.

2016

Home Base launches the two-week Intensive Clinical Program (ICP). Home Base receives the Navy’s Distinguished Public Service Award.

2017

Home Base expands its care to include Veterans and Families from all eras, previously serving Post-9/11 Veterans and Families. Home Base joins George W. Bush Institute’s Warrior Wellness Alliance. Home Base is chosen as the US Charitable Partner for the Royal Foundation. Home Base Southwest Florida launches the first Run to Home Base Florida at JetBlue Park.

2018

Home Base moves into state-of-the-art National Center of Excellence in Charlestown, MA and reaches milestone of serving more than 15,000 Veterans and Family Members and training over 55,000



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09



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The Wounded Warrior Project has been a long-time partner of Home Base, offering funding and support to expand and grow Home Base's clinical services for Veterans, Service Members, and their Families.

Since 2016, Fisher House Foundation has partnered with Home Base to provide lodging to hundreds of Veterans and Families who seek care at Home Base for the invisible wounds every year.

Home Base partnered with the SEAL Legacy Foundation in 2017 to offer an Intensive Clinical Program (ICP) for Navy SEALs who suffer from post-traumatic stress, traumatic brain injury, or other invisible wounds.

In 2019, Home Base joined forces with Walking With The Wounded to raise significant awareness and funding in support of US & UK Veterans and their Families through an International Summit of the Invisible Wounds. The joint initiative has grown into a transatlantic partnership focused on offering a higher level of care to help Veterans from both sides of the Atlantic facilitate successful transitions to civilian life.



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clinicians and community members. Home Base partners with Tragedy Assistance Program for Survivors (TAPS) to treat Families of the Fallen impacted by suicide.

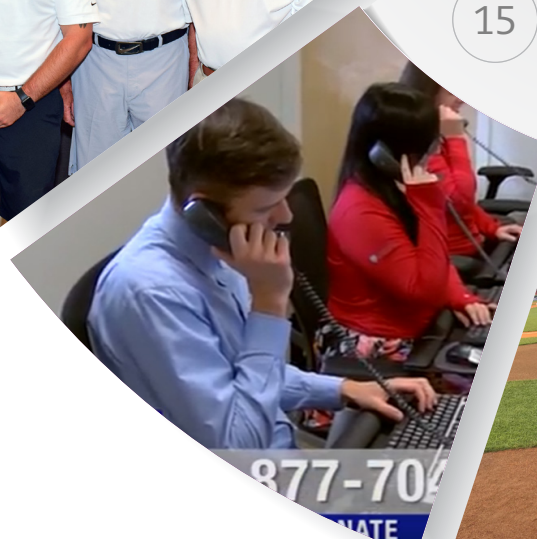
2019

Home Base celebrates a decade of providing care to Veterans and Families by developing new programs including the launch of the ComBHAT Program for Special Operators, Project 20-0 Campaign to end Veteran Suicide, and the Home Base Nation Podcast. Home Base also grew key partnerships with the launch of the Southwest Florida Outpatient Clinical Program with Lee Health and Walking With The Wounded partnership in the United Kingdom.

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MILESTONES

“Strategic partnerships are the key to making a national impact, and we are sincerely proud to partner with the SEAL Legacy Foundation and Green Beret Foundation to provide life-saving care to the Special Operations community and to ensure that our brave Military Families can heal from unseen injuries and lead the healthy, productive lives they so richly deserve.”

– Michael Allard, COO, Home Base

The Comprehensive Brain Health and Trauma (ComBHaT) Program was launched in 2019 and provides comprehensive specialist evaluation, treatment, and care coordination for Service Members and Veterans, with primary focus on members of Special Operations Forces (SOF), including Navy SEALs and Green Berets.

In 2018, suicides nearly tripled among Active-Duty Special Operations Forces. They have a greater level of lifetime combat deployments, and high-intensity combat training with significant concussive exposures. A study in the Journal of the American Medical Association found that military Service Members with a mild blast-related traumatic brain injury (TBI) have more global disability, neurobehavioral impairment, and mental-health symptoms at five years after the injury compared with those without a diagnosed traumatic brain injury.

“This study, along with similar research from Home Base and others, highlights the profound impact that TBI can have on the health and well-being of military Service Members,” explained Dr. Mary Alexis Iaccarino, Director of Clinical TBI and Brain Health Services at Home Base. “The ComBHaT Program improves long-term brain health in Veterans and Active-Duty Service Members using innovative, integrated, and coordinated multidisciplinary treatment and rehabilitation.”

The ComBHaT Program is a highly efficient care model. In other health-care settings, the complex process of scheduling specialty appointments can take weeks or months, and it is not until an appointment is completed that the next one can be scheduled. The ComBHaT Program provides patients with access to world-class medical care, while also removing barriers of time lag or cost to patient.

“I am no longer numb to the outside world, intent to simply get through the day. Life is no longer a haze and is instead full of color because the amazing gift Home Base gave to me and my family.”

– Officer Bill Bastable

Silver Star Recipient and U.S. Navy Explosive Ordinance Disposal Technician Chief Warrant Officer (CWO3) Bill Bastable participated in the ComBHaT Program in 2019. Specially trained to ensure the secure disposal of explosive weaponry with the Navy SEALs and the Army Special Forces, Bill’s military career was intense from the start, and he spent his military career diving and parachuting in support of special operations missions in Somalia, Iraq, and Afghanistan.

The injuries and stress that Bastable sustained during his 21-year military career eventually caught up to him nearly 10 years post-service. Suffering from chronic headaches that affected his speech and memory and from joint complications related to the injuries he sustained in combat, Bill would often lock himself in a dark room to isolate himself from the life triggers that exasperated his symptoms.

Bill was treated for TBI at Home Base in July 2019, and he credits the Program’s multi-disciplinary approach to treatment and care as the factor that put him back on track, laying the foundation for continued improvement.

“I am no longer numb to the outside world, intent to simply get through the day. Life is no longer a haze and is instead full of color because the amazing gift Home Base gave to me and my family,” he said.



**SILVER STAR RECIPIENT
AND U.S. NAVY EXPLOSIVE
ORDINANCE DISPOSAL
TECHNICIAN CHIEF
WARRANT OFFICER
BILL BASTABLE**



Green Beret Foundation

In 2019, the Green Beret Foundation announced a new partnership with Home Base to launch TBI programs for the Green Beret community. Army Special Forces soldiers are the first-in and most frequently exposed to combat, which has resulted in a host of conditions and challenges both seen and unseen after nearly two decades of conflicts overseas. Understanding that the Army and Veterans Affairs are not always able to offer a solution that puts every Green Beret on a path to health and wellness, Green Beret Foundation tapped Home Base to help address the existing gaps in care.

"Green Berets who first joined the Army in the aftermath of the September 11th attacks will soon reach 20 years of service. Many have reached the point of retirement from active duty. Those soldiers' tours may be ending, but a new journey is just beginning," said Angie Fennen, Sr. Director of Programs of the Green Beret Foundation. "We sought to identify a partner to help us address the mental health needs of our soldiers as they transition out of service. We found this partner in Home Base, and we are committed to raising funds in support of the critical care they are providing to our U.S. Army Special Forces soldiers."

Special Forces operators who participate in Home Base's Intensive Clinical Program (ICP) receive over a year's worth of cutting-edge care in two weeks. "The intensive, focused nature of the ICP is a natural fit for the Special Forces community," said Michael Allard, Chief Operating Officer at Home Base. "The comprehensive format of the ICP, which includes gold-standard, evidenced-based treatments for Traumatic Brain Injury (TBI), post-traumatic stress and other related conditions will address the complex set of concerns that Special Forces operators often look for help with, serving Warriors and their Families no matter where they live and at no cost, including airfare and lodging."



SEAL Legacy Foundation

Home Base was chosen as a partner by the SEAL Legacy Foundation to develop new mental-health programs targeted to the SEAL community. Each year since, the SEAL Legacy Foundation has worked closely with Home Base referring SEALs for care and providing funding to cover costs for care.

Since September 2001, the Naval Special Warfare community has lost many warriors during training and in combat, at home and on foreign shores. The SEAL Legacy Foundation has been at the forefront of supporting the SEAL community, helping current and former SEALs and their Families in a variety of ways, including survivor support, college scholarships, and now mental health-care services.

"We have seen an increase in the number of SEALs seeking support for the symptoms of TBI and post-traumatic stress, including insomnia, anxiety, and cognitive impairment, among others," McGinnis added. "We have worked diligently to identify a world-class partner so we can broaden our Foundation's offerings to include mental-health programs." Home Base and the SEAL Legacy Foundation have worked together to expand Home Base's two-week ICP to serve Navy SEALs and their Families.

"Our board was impressed with Home Base's outstanding reputation and positive outcomes for patients. U.S. Navy SEALs are known for excellence and innovation, so it is only natural that The SEAL Legacy Foundation would seek the same qualities in a partner supporting our community."

– Mark McGinnis

SEAL Legacy Foundation Managing Director, former Navy SEAL Commander



Wounded Warrior Project

In addition to their ongoing support of Home Base's Intensive Clinical Program (ICP), in 2019, Wounded Warrior Project provided the funding for Home Base to pilot our Comprehensive Brain Health and Trauma (ComBHaT) Program. From January 2019 to January 2020, 68 active duty and Veteran Special Operators completed the ComBHaT Program. The pilot program was composed of 96% (54 of 56) Post-9/11 non-WWP referrals. The program was widely adopted by special operations forces (SOF) members with most referrals coming from this community. The program participants were all special forces members and 75% active duty. Consistent with the demographic profiles of special operators, the population was mostly Caucasian (91%) and male (98%). Program participants had multiple conditions that impact long-term brain health and cognitive performance. All program participants had a personal history of at least one head injury that met diagnostic criteria for concussion or mild traumatic brain injury. All participants described repetitive head trauma through combat exposure or training exercise that may be described as sub-concussive (direct blow or close proximity to blasts that are known to exert substantial forces on the brain but were below the threshold to cause concussive symptoms). The pilot was so successful that Home Base has added ComBHaT to our services roster and has received additional inquiries and referrals from groups such as the SEAL Legacy Foundation and Navy SEAL Foundation. In part due to this WWP-sponsored pilot, Home Base has become a tested, vetted and approved partner of the United States Special Operations Command, SOF veterans' organizations and the larger SOF community.

Every Day, 20 Veterans Take Their Own Lives. Our Goal Is Zero.

I am part of Project 20»0.

Ask me how I can help.

homebase.org/preventsuicide



More than 380,000 Veterans live in Massachusetts, many of whom urgently require treatment for post-traumatic stress and traumatic brain injury, which are the most common and challenging of the “invisible wounds” of combat service.

In the fall, Home Base launched a statewide suicide-prevention campaign known as Project 20-0. The focus of the campaign is to build a robust network of support for at-risk Veterans by training community stakeholders, such as first responders, Veterans’ Service Officers, and health-care professionals, to identify Veterans who may have post-traumatic stress or suicidal ideation, and to connect them with local treatment or to Home Base. In addition, Home Base provides certification training to local mental health-care providers at no cost.

With the generous support of the Massachusetts State Legislature, including an allocation of \$1.3 million for the 2020 fiscal year, Home Base has been able to expand its mental-health services for Veterans statewide.

In order to promote the expanded mental-health services available across the state to at-risk Veterans, Home Base leveraged a paid media campaign consisting of social and digital assets.

“Each day, we lose as many as 20 American Veterans to suicide—one each hour. Sadly, whereas 7,000 Service Members have been killed in action in Iraq and Afghanistan, more than 100,000 Veterans have died by suicide since September 11, 2001,” said Louis Chow, PhD, Director of Education. “Thanks to Governor Baker, and the State Legislature, Home Base received state funding to provide this life-saving training to communities across the Commonwealth.”

Home Base continues to train first responders and health-care professionals to be better equipped to serve Veterans and their Families in their home communities.

“Each day, we lose as many as 20 American Veterans to suicide—one each hour. Sadly, whereas 7,000 Service Members have been killed in action in Iraq and Afghanistan, more than 100,000 Veterans have died by suicide since September 11, 2001.”

– Louis Chow, PhD, Director of Education



Marine Sergeant (ret.) and Paralympian snowboarder Kirstie Ennis, reflected on finding purpose and making peace with pain following a polytraumatic injury during her second deployment.



Launched in November 2019, the Home Base Nation podcast has proven to be a great source of entertainment and education, bringing discussions on how to thrive beyond just surviving, as well as conversations with civilian and military leaders. Hosted and produced by Dr. Ron Hirschberg, a physician for Home Base and Massachusetts General Hospital, the Home Base Nation Podcast Season One featured a diverse and informative cast of guests.



Award-winning author and combat journalist Sebastian Junger discussed the feelings of community and belonging that Active-Duty Service Members feel, as well as the potential to feel nostalgic for the times of war and crisis following service.



Army Staff Sergeant (ret.), best-selling author, and motivational speaker Travis Mills shared his experiences before, during, and after his military service, and how he needed to recalibrate to life at home after becoming a quadruple amputee.



Academy Award-winning director Spike Lee described his use of film and storytelling to bridge the civilian-military divide and how Black infantry were integral in the fight against Mussolini and the Nazis during World War II.



Marine Veteran and two-time GRAMMY-winner Shaggy mused on the intersections between Military and Music, Jamaica and America, and Black and White, as well as his time deployed with the 10th Marine Regiment.



Award-winning journalists Lee and Bob Woodruff recalled how their lives changed after Bob was struck by an improvised explosive device in 2006, and how they turned their experience with traumatic brain injury into an opportunity to educate and support wounded Service Members through the Bob Woodruff Foundation.



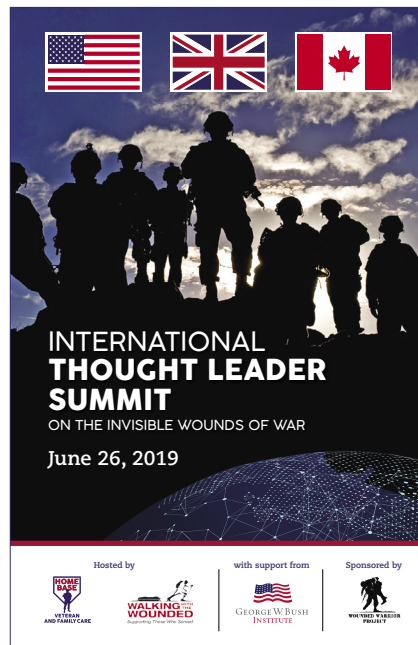
The final episode featured a panel with brain-injury expert and Chief of Traumatic Brain Injury, Health and Fitness Programs at Home Base, Dr. Ross Zafonte, Home Base Executive Director Brigadier General (ret.) Jack Hammond, and Home Base Chief Operating Officer Michael Allard, who discuss their seven truths of traumatic brain injuries, which affect more than 2 million people per year.



MILESTONES



In a new transatlantic partnership, Home Base and Walking With The Wounded hosted a pair of events in June to raise significant awareness and funding to support Veterans and their Families in both the US and UK. This joint initiative focuses on serving Veterans through a higher level of care and helping facilitate their successful transition to civilian life.



THE INTERNATIONAL THOUGHT LEADERSHIP SUMMIT ON THE INVISIBLE WOUNDS OF WAR

Home Base and Walking With The Wounded hosted the first annual “International Thought Leadership Summit on the Invisible Wounds of War”. Representatives from Veteran service organizations, government and business leaders, as well as friends and partners from across the US, UK and Canada joined together in an open dialogue, under one roof to discuss the issues facing Veterans and their Families today. The goal? To learn about new solutions and develop possible strategies as to how we can collaborate on new opportunities to help Veterans and their Families. The summit was made possible through support from the George W. Bush Presidential Center and sponsorship from the Wounded Warrior Project.



This year, Home Base's annual Mission: Gratitude gala went across the pond! To commemorate the Boston Red Sox vs. New York Yankees series being played in London, Home Base and Walking With The Wounded, in conjunction with the Boston Red Sox, held the Mission: Gratitude gala at Kensington Palace on June 27th. The event, which coincided with National PTSD Awareness Day, increased awareness for the invisible wounds and raised \$1.3 million in support of US and UK Veterans and their Families. Guests were treated to an intimate dinner in the Palace and to a special performance by Sting.

In attendance were several members of the Red Sox organization, including principal owner John Henry and his wife, Boston Globe CEO Linda Pizzuti Henry; chairman Tom Werner; manager Alex Cora; and fan-favorite former player Tim Wakefield; as well as other high-profile guests, including Governor Charlie Baker, Massachusetts General Hospital President Dr. Peter Slavin, Home Base Executive Director Brigadier General (ret.) Jack Hammond, and Major League Baseball commissioner Rob Manfred.

MILESTONES

More than 100,000 Veterans reside in Southwest Florida, yet many former Service Members across the state lack access to the mental-health services they require. Today, a new collaboration aims to increase the availability of mental-health services to Southwest Florida Veterans and their Families.



Home Base Southwest Florida, a Red Sox Foundation and Massachusetts General Hospital Program, has formally announced its clinical partnership with Lee Health, the largest health-care system in Southwest Florida. Through this partnership, Home Base Southwest Florida will expand its services, offering mental-health care at no cost to Veterans and Military Families who call the five-county region home. With Florida Governor Rob DeSantis in attendance, the leadership of Lee Health and Home Base Southwest Florida announced the partnership during a press conference at Lee Health.

Mental-health services to treat the invisible wounds of war, such as post-traumatic stress, transitional anxiety, and depression, became available at Lee Health Behavioral Health Clinic on November 11th.

The clinical program at Lee Health offers a multidisciplinary approach to care and complements the Warrior Health & Fitness Program of Home Base Southwest Florida, which serves as a platform for over 250 local Veterans to come together, reconnect with military community, and embark on a path toward long-term wellness. The Warrior Health & Fitness Program helps Veterans to set and achieve both physical goals, such as losing weight, gaining muscle, eating healthier, and



managing pre-existing injuries and health issues, and mental-health wellness goals.

Previously, those seeking clinical care could access mental-health services through Home Base's two-week Intensive Clinical Program, which is headquartered in Boston, MA. For residents of Southwest Florida, these services will now be available in their home community at Lee Health.

U.S. Marine Combat Veteran and Naples resident Karter Elliott spoke at the press conference, emphasizing the need for improved access to mental-health treatment. Elliott recounted his personal journey seeking care, noting that like many other Veterans impacted by post-traumatic stress, it was a long process to first understand what was happening to him before he could be open to seeking and accepting treatment.

Elliott suffered from continual nightmares, anxiety, and outbursts, and it was tearing apart his family. With the help of Home Base Southwest Florida, Elliott was able to find the mental-health care that he needed, and he enrolled in Home Base's Intensive Clinical Program in Boston.

Elliott said that the intensive therapy changed his life but that it was initially difficult back home to find a mental health-care provider who offered evidence-based therapies to sustain his progress.

"Five years ago, Home Base Southwest Florida was created to help fill an important need for our Veterans transitioning from military service, and we are proud to expand our mission once again," said Home Base Southwest Florida Program Director and U.S. Marine Veteran Armando Hernandez. "This partnership with Lee Health will augment our ability to serve Veterans in the area and ensure that our Veterans who are impacted by the invisible wounds of war receive access to timely and quality medical care."

Eric Raab, OD, a psychiatrist with Lee Health, will serve as clinical leader for the Home Base Southwest Florida Outpatient Clinic at Lee Health. For the past year, he and designated members of Lee Health's Behavioral Health Clinic team have received extensive training in evidence-based therapies for Post-Traumatic Stress Disorder (PTSD) by Home Base's clinical experts, who are from the leading Psychiatry Department in the nation, Massachusetts General Hospital.

"Although most military Service Members and Veterans who return from deployment can reintegrate successfully into civilian life, an estimated 1 in 3 may experience mental-health problems, such as post-traumatic stress, major depression, and anxiety," said Raab. "We are taking a major step by bringing Home Base's gold-standard treatment of invisible wounds to Southwest Florida and by encouraging local Veterans to take that all-important first step toward getting the vital care they need to begin the healing process."

Lee Health clinicians will continue to participate in weekly phone consultations for the next six months to ensure that the best care is delivered to Southwest Florida Veterans and their adult Family Members, and will continue to work in tandem

with Home Base Southwest Florida staff to best serve each patient, ensuring that no Veteran—nor their Family—falls through the cracks.

Addressing what is often a barrier to care, Home Base Southwest Florida clinical services at Lee Health will be provided at no cost to Veterans and Military Families. This care will be funded through philanthropic support from the Wounded Warrior Project and through the generosity of individual and corporate donors from the Southwest Florida region via Home Base Southwest Florida signature events like the Kensington golf tournament, Pelican's Nest golf tournament, and Run to Home Base Florida.

For Home Base Southwest Florida Honorary Director and four-star General (ret.) Fred Franks, helping "the next greatest generation" of Veterans readjust to life back at home is a matter of fulfilling trust. "It takes tremendous courage for a Veteran to step forward and ask for help. Not all trauma of war or service is physical or apparent, and many of our returning Service Members need care and support. The establishment of these clinical services is the fulfillment of a trust: the trust between our Nation, our communities, and our Veterans that when their mission and duties are complete, we will be there for them at home."

"Five years ago, Home Base Southwest Florida was created to help fill an important need for our Veterans transitioning from military service, and we are proud to expand our mission once again,"

– Armando Hernandez
Home Base Southwest Florida Program Director and U.S. Marine Veteran

FUNDRAISING EVENTS



On July 27th, more than 10,000 spectators, participants, and volunteers congregated at Fenway Park for the 10th annual Run to Home Base, raising over \$2.3 million to support our many Service Members, Veterans, and Families who are affected by invisible wounds.

Among the nearly 2,500 participants were 410 Active-Duty, Guard, and Reserve Service Members; 303 Veterans; 88 All-Star supporters, who raised over \$2,500 each; and a total of 59 participants who have completed the Run to Home Base in each of its 10 years.

This momentous anniversary was celebrated with remarks from Governor Charlie Baker, Boston Mayor Martin Walsh, Massachusetts General Hospital President Dr. Peter Slavin, and Red Sox Chairman Tom Werner.



Participants and attendees were treated to a host of events, including a Military Appreciation Area, in which guests could assemble Build-A-Bears for children of Military Families; photo-ops with the 2004, 2007, 2013, and 2018 Red Sox World Series Trophies; and a meet-and-greet with Red Sox legends Jim Lonborg and Bob Montgomery; as well as a Family Fun Zone for children of all ages.

Started in 2009, the Run to Home Base includes a 9K run and a 5K charity walk/run, beginning and ending at Fenway Park, and serves to increase awareness of the invisible wounds that affect 1 in 3 returning Veterans. Over the past decade, the Run to Home Base has raised over \$19 million, with more than 25,000 total participants from the 41 states.



MORE THAN
**500 VOLUNTEERS AND
7,500 SPECTATORS**

2,464
TOTAL PARTICIPANTS



713 MILITARY
PARTICIPANTS



88 ALL-STARS
WHO RAISED
\$2,500+
INDIVIDUALLY



41 STATES
REPRESENTED



59 PARTICIPANTS
WHO HAVE CROSSED
HOME PLATE ALL
10 YEARS!





Home Base participated in the Boston Marathon, with its runners raising a total of \$253,620 in 2019. In addition to these critical funds, runners provide valuable visibility to the Home Base cause, bringing increased awareness to the countless Veterans, Service Members, and Families who have sacrificed for our safety.



Since the inception of Home Base a decade ago, John Hancock has been an active partner, supporting each of Home Base's signature events and providing organizational support. In 2019, John Hancock was proud to announce the expansion and extension of this partnership, including a 5-year commitment to Home Base valued at \$1.3 million. In recognition of this support, the fitness center at the Home Base National Center of Excellence was renamed the John Hancock Fitness Center. In addition to material support, John Hancock has also committed to provide 20 entrants in the Boston Marathon, guaranteeing vital funds for Home Base.



MAX MAGUIRE (left)



SHIRA BROWN



AMANDA HUME



AMANDA SCOTT

FUNDRAISING EVENTS



On Veterans Day, Home Base and WCVB Channel 5 partnered to host a day-long televent—"Project CommUNITY: Helping Veterans Heal"—to raise awareness and funds for the Veterans and Families impacted by the invisible wounds of war.

The event, which raised \$373,688, was hosted by WCVB EyeOpener anchor and U.S. Air Force Veteran Randy Price and featured a series of special guests, in-depth newscasts on the issues faced by Veterans, and stories from several Home Base programs.

Among those featured were Boston Mayor Martin Walsh, Home Base Executive Director Brigadier General (ret.) Jack Hammond, and Boston Bruins Kevan Miller and Brad Marchand, among others. In addition, Channel 5 aired profiles of several dedicated volunteers—of the hundreds who support the Home Base mission—and shared their stories of giving back.

"It is very important to show our deep gratitude and help give back to all the people in our

community who have sacrificed so much for our country," said Bill Fine, WCVB President and General Manager and member of the Home Base Leadership Council.

Brigadier General (ret.) Jack Hammond echoed the need for community and added that Home Base remains committed to eliminating "any barrier to care faced by our warriors and their Families as they seek care for their invisible wounds."

One program supported by the televent is Home Base's Intensive Clinical Program for Families of the Fallen which serves to support those who have lost a loved one to suicide. The program includes 63 hours of therapy over a two-week span, with daily one-on-one sessions aimed at allowing participants to approach and manage their traumatic memories gradually, as well as group therapy, social activities, and courses on a myriad of subjects and strategies. The entire program, as well as travel, meals, and accommodations, is provided at no cost by Home Base.

"You just have to trust that the people at Home Base know exactly what they're doing," said Ken Galyas, who completed the Families of the Fallen program, "because they do."

Ken's son, Kenny, enlisted in the Army in 2008, eventually spending a year in Afghanistan. After returning home in 2012, Kenny was diagnosed with Post-Traumatic Stress Disorder (PTSD). Over the next several years, Ken watched his son's physical and mental well-being deteriorate until, on March 5, 2018, Kenny committed suicide.

"Every time I thought about Kenny, it was horrible," he said. "I couldn't remember teaching him how to ride a bicycle or fly a kite or write the alphabet. I could only remember those last five minutes."

The following year, Ken entered the Families of the Fallen program. One of the first exercises Ken had to complete was to write down his story, which Ken described as intense and cathartic. He also credits his progress to the group therapy sessions and to the bond he formed with other members of the program.

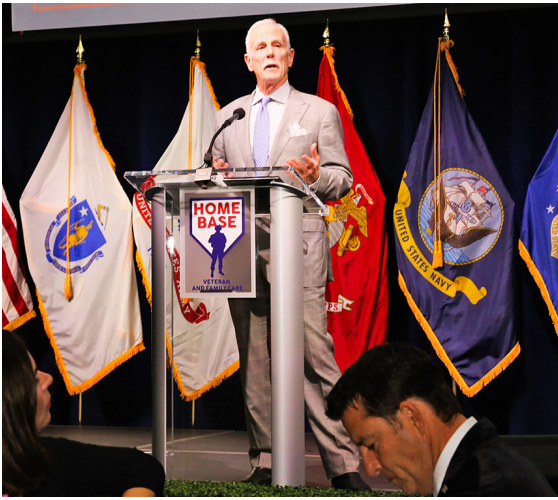
For Ken, the experience was life-changing. "The condition I got there in and the condition I left there in," he said, "are worlds apart."

After completing the program, Ken returned to his construction company, and although he still periodically returns to Home Base for counseling, he has since started his own nonprofit organization, Heroes Horizons, to help cover home repairs and the costs of mental-health care for Veterans.



VETERANS DAY DINNER

AT JOHN F. KENNEDY PRESIDENTIAL LIBRARY AND MUSEUM



The annual Home Base Veterans Day Dinner represents an opportunity for the community to stand in support and recognition of those who have sacrificed for our safety. This year's event raised more than \$382,000, and featured a performance by James House, a chat with U.S. Marine and GRAMMY-winner Shaggy and the presentation of the Major General Joseph Warren, M.D. Award to the SEAL Legacy Foundation and Dr. Jerrold Rosenbaum.

In addition, a landmark partnership was announced between Home Base and the Hanscom Credit Union Charitable Foundation, who served as Presenting Sponsor for the dinner. As part of the 5-year commitment, the Foundation pledged a total of \$750,000 in funding to Home Base, ensuring continued health care for the Veterans and Families impacted by the invisible wounds of war.

"I'm proud that we're able to support Home Base," said Hanscom Federal Credit Union President and CEO David Sprague. Foundation chairman Paul Marotta agreed, adding that Home Base and its programs are "more important than ever."

Home Base was proud to feature those Veterans who participated in SongwritingWith:Soldiers, which pairs Service Members with musicians, like House, to craft songs about their experiences.

FUNDRAISING EVENTS

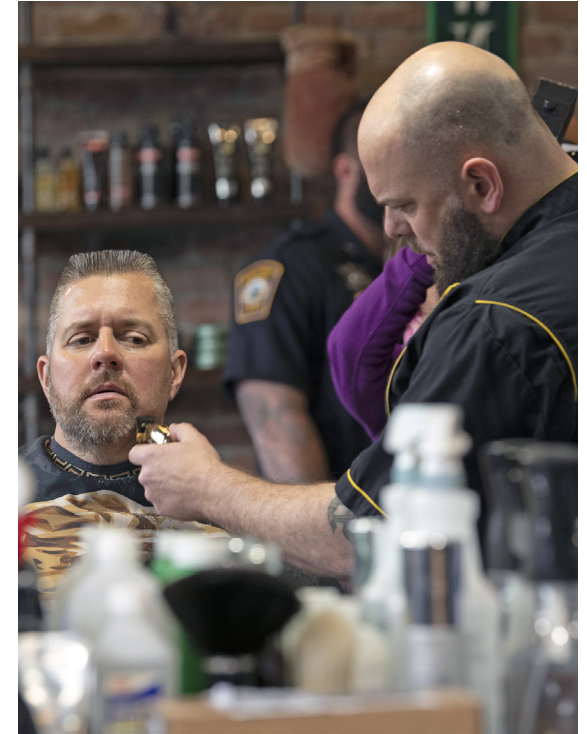
In November, hundreds of Police Departments, individuals, local businesses, and sponsors joined together to celebrate the 5th annual Home Base No Shave campaign, in which participants pledge \$100 to stop shaving and grooming in order to provoke conversation and stop the stigma associated with the invisible wounds of war.

This year, the campaign raised over \$321,000 to fund mental-health and brain-injury care for Veterans and their Families. Donations included more than \$10,000 each from the Worcester, Boston, and Chelmsford Police Departments, as well as from the Pharmaceutical Researchers and Manufacturers of America.

Near the end of the campaign, participants attended a “shave-off” event at Fenway Park, which featured hundreds of uniformed Police Officers, performances by the Boston Police Gaelic

Column of Pipes and Drums, pictures with the 2018 Red Sox World Series trophy, and guest appearances by Red Sox President Sam Kennedy with mascot Wally.

Founded by U.S. Army Veteran, Purple Heart Recipient, and MBTA Transit and Boston Gang Unit Detective Kurt Power, the No Shave campaign has raised nearly \$800,000 in its first 5 years, starting with a single \$15,000 donation from the MBTA Transit Police Department in 2015.







To continue our mission of supporting Veterans and their Families, Home Base holds several fundraising events and campaigns. In 2019, these included the Pocasset Golf Tournament, Marsh & McLennan Agency New England 2019 Moments That Matter Charitable Campaign, R.W. Sullivan Engineering's 14th Annual St. Patrick's Day Charity Auction, and Sudbury for Wounded Warriors Golf Tournament. Home Base thanks its many donors, volunteers, and participants for their support, which helps to raise awareness and critical funds to provide our life-saving care.

2019 Home Base Community Fundraisers \$5,000+

\$78,670	4th Annual Home Base Golf Tournament at Quail Creek Country Club
\$155,590	5th Annual Home Base Golf Tournament at Pelican's Nest Golf Club
\$55,350	6th Annual Home Base/LABUR Golf Outing at Pocasset Golf Club
\$5,000	8th Annual 1st Lt. Derek Hines Flag Day 5K
\$150,055	8th Annual Home Base Golf & Family Day at Kensington Golf & Country Club
\$6,565	Andrew & Derek Donohoe Memorial Golf Tournament
\$6,100	C3 Tennis Event
\$20,000	Curate Partners Anniversary Dinner
\$42,000	Dion Dinner
\$314,000	First Responder Home Base No Shave
\$150,000	Hanscom FCU Alan Hart Memorial Golf Tournament
\$16,356	Healthcare Facilities Symposium & Expo
\$12,870	Margulies Perruzzi Architects (MPA) Roof Deck Celebration
\$25,450	Marsh & McLennan Agency Moments that Matter Campaign
\$373,688	PROJECT COMMUNITY: Helping Veterans Heal: A special WCVB Televent
\$30,385	R.W. Sullivan Engineering's St. Patrick's Day Event
\$150,000	SEAL Legacy Foundation Patriot Dinner & Warrior Open
\$50,000	Sudbury for Wounded Warriors Golf Tournament
\$6,200	The Gauntlet Combat Shootout
\$40,000	Team Home Base – 2018 TCS New York City Marathon
\$15,000	Team Home Base – 2019 Falmouth Road Race
\$5,000	Zurich LIVE! For Women Luncheon & Dinner





Pocasset Golf Tournament

Since 2014, Home Base Red, White and Blue Alliance Members and co-founders of LABUR Darrin Lang and Seth Burr have hosted a golf tournament to benefit Home Base at the Pocasset Golf Club on Cape Cod. In 2019, the event raised over \$55,350, for a total of more than \$300,000 over its 6 years, to provide critical support for those impacted by the invisible wounds of war.



Marsh & McLennan Agency New England 2019 Moments That Matter Charitable Campaign

In 2019, Marsh & McLennan Agency New England announced their Moments That Matter Charitable Campaign, and Home Base was honored to be selected as a beneficiary. With this campaign, Marsh & McLennan encouraged their partners to pledge commitments to three local charities in three areas of giving: Veterans, Diversity, and Community. This initiative raised over \$57,000 for Home Base.



R.W. Sullivan Engineering
HVAC . Electrical . Plumbing . FP . Code

R.W. Sullivan Engineering's 14th Annual St. Patrick's Day Charity Auction

For the 14th Annual St. Patrick's Day Charity Auction, R.W. Sullivan Engineering graciously chose Home Base to receive the more than \$31,000 raised. In addition to the silent auction, the event included an evening of traditional Irish music, a performance by local Irish step dancers, and a spread of appetizers and beverages.



Sudbury for Wounded Warriors Golf Tournament

Sudbury for Wounded Warriors is an all-volunteer charity group that raises awareness and funds for the American Service Members who return home with devastating injuries such as loss of limb, traumatic brain injury, post-traumatic stress reflex, and many other serious injuries. Each Year, Sudbury for Wounded Warriors hosts their Drive Fore Our Troops Golf Event, and in 2019, Home Base was once again chosen as the beneficiary. This was the 7th straight year Sudbury for Wounded Warriors has supported Home Base through Drive Fore Our Troops, with proceeds going toward the Run to Home Base event and Mission: Gratitude gala, and toward the continuance of Home Base's mission.



We are grateful to the following partners, foundations, sponsors and supporters for their important and ongoing support.

\$100,000+

5th Annual Home Base Golf Tournament at Pelican's Nest Golf Club
 8th Annual Home Base Golf & Family Day at Kensington Golf & Country Club
 Anonymous
 The Bank of America Charitable Foundation
 Delta Air Lines and Virgin Atlantic
 First Responder Home Base No Shave
 Fisher House Foundation
 Hanscom Federal Credit Union Charitable Foundation, Inc.
 John Hancock
 Major League Baseball
 McCormick Foundation
 Mr. Thomas C. Werner
 Ms. Jean C. Tempel
 New Balance Foundation
 PROJECT COMMUNITY: Helping Veterans Heal: A Special WCVB Televent
 Raytheon Technologies
 Red Sox Foundation Inc.
 Ruby W. and LaVon P. Linn Foundation
 SEAL Legacy Foundation
 Werner Family Foundation
 Wounded Warrior Project

\$50,000+

4th Annual Home Base Golf Tournament at Quail Creek Country Club
 6th Annual Home Base/LABUR Golf Outing at Pocasset Golf Club
 The AMG Charitable Foundation
 BAE Systems
 Dell Technologies Veterans & Supporters ERG
 Digital Federal Credit Union
 Ferri Family Foundation
 Havas Health
 Keel Foundation
 Kelleher Family Foundation
 Ms. Katherine M. Chapman Stemberg
 Nancy S. and Richard M. Kelleher
 NESN
 Paul and Sandra Edgerley
 Mr. and Mrs. Frank E. Zavrl
 Mr. Robert T. Friedman
 Sudbury for Wounded Warriors
 The Highland Street Foundation

\$25,000+

Mr. Alan Leventhal
 Allergan Foundation
 Boston Duck Tours Quack Pack
 CBRE
 General Dynamics
 Healthcare Trust of America Holdings, LF
 Income Research and Management
 Ms. Katherine Trevor
 Marsh & McLennan Agency Moments that Matter Campaign
 Mr. and Mrs. Jack Connors
 Mr. and Mrs. Peter H. Smyth
 Mr. and Mrs. Michael J. Meehan
 Mr. and Mrs. Stephen M. Brackett
 Mr. Brendan T. Mahoney
 Mr. Steve Melz
 OptumServe
 Pliny Jewel IV
 R.W. Sullivan Engineering's St. Patrick's Day Event
 Russell Goldsmith
 Scott D. Peters
 Shields Healthcare Group, Inc.
 Daymark Solutions
 Team GJH
 The TJX Companies, Inc.
 TJ's Team
 Vineyard Vines, LLC

\$10,000+

AT&T
BAE Systems Shared Services Inc.
Ms. Belinda and Ms. Adriana M. Termeer
Big Game Battle
Mr. and Mrs. William Alford
Boston Duck Tours
BTIG, LLC
Cachats for the Troops
Mr. and Mrs. Carl H. Guild Jr.
Ms. Cathy E. Minehan
Mr. Chris Lanctot
Cigna Companies
Commonwealth Financial Network Run
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Cousin Brothers
Curate Partners
Denise Senn
Mr. Ezra Levine
Mr. and Mrs. Glenn Alto
Granite Bench Charitable Foundation
Harvard Pilgrim Health Care Foundation
Healthcare Facilities Symposium & Expo
Janice Furtado's Troops
Mr. Jeffrey White
Jordan L. Shapiro Charitable Trust
JPMorgan Chase & Co.
Professor Malik R. Dahlan and Ms. Sarah Yamani
Margulies Perruzzi Architects
Marshalls4vets Run To Home Base
Mr. Michael McGuire
MIT Corporation - Sloan School of Management
Morgan Stanley
Mr. and Mrs. Edmond J. English
James Schenck
Mr. and Mrs. Jeffrey Dieter
Labur Professional Staffing, LLC
Mr. Michael Dunford and Ms. Kathryn Dunford
Ms. Ellen Cunliff
NeuroRestorative
Pentagon Federal Credit Union
Pharmaceutical Research and Manufacturers
of America
Mr. Robert W. Rose, Jr. and Corinne Rose

RSM Boston Foundation
Sunovion Pharmaceuticals, Inc.
Team BGLLC
Technical Communications Corporation
The Bailey Family Run to Home Base
The Devil Doc's
The Ruth Lilly Philanthropic Foundation
Mr. and Mrs. Thomas R. DiBenedetto
Tony Hernandez
Vertex Pharmaceuticals, Inc.

\$5,000+

3/126 Aviation Battalion
Andrew & Derek Donohoe Memorial Golf
Tournament
Ashley Hines Randi
Ms. Ashley Petrarca
Aspect Community Commitment Fund
Governor and Mrs. Charles D. Baker Jr.
Ballybreen Ventures LLC
Barbara Rothbaum
BlueCross BlueShield of Massachusetts
Mr. Bobby Graustein
C3 Tennis Event
Charles E. Harwood Trust
Ms. Cindy L. Brown
Coca-Cola Northern N.E.
Col. William A. Bachman and Mrs. Jane E. Bachman
Mr. Dave Dombrowski
David F. Torchiana and Lisa Torchiana
Ms. Donna Sultan
Doris L. Benz Trust
Mr. Douglas J. Bly
Mr. Douglas Shaw
Dunkin' Brands, Inc.
Eastern Bank Charitable Foundation
Estate of Gerard J. Cullity
First Lieutenant Derek S. Hines Memorial Fund
General Dynamics C4 Systems, Inc.
Havas Team
John and Bonnie Hausner
John Penney Co., Inc.
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KPMG LLP Team

Ludwig Family Charitable Fund
Maj. Gen. (Ret.) Peter M. Aylward and Sandra Aylward
McMillan Education
MetLife
Mike Black and Matt Eykman's Fundraiser
for Home Base
Mr. Alex M. Monahan
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Mr. and Mrs. Gerard P. Richer
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Soldier On 2019
Ms. Stacey J. Drubner
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Suffolk
Tea for the Troops
TEAM BURRITO
Team CASH MAN
Team Michael Hogan Smith
The Chosin Descendants
The Gauntlet Combat Shootout
The Michael T. Sherman Foundation
TnT
Mr. Troy Simon
Veteran's Garden Team
Mr. William Dunham
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Jeff White, *Financial Advisor to the President & CEO*
Rebekah Splaine Salwasser, *Executive Director*
Tim Wakefield, *Honorary Chairman*

Honorary Director And Senior Advisors

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Brigadier General (USA ret.) Edward Dyer
General (USA ret.) Frederick M. Franks, Jr.
Medal of Honor Recipient Capt. Tom Kelley
First Lady Michelle Obama
John Parrish, MD
Lt. General (USA ret.) James Peake, MD
Medal of Honor Recipient Ryan Pitts
Medal of Honor Recipient Kyle White

Home Base Leadership

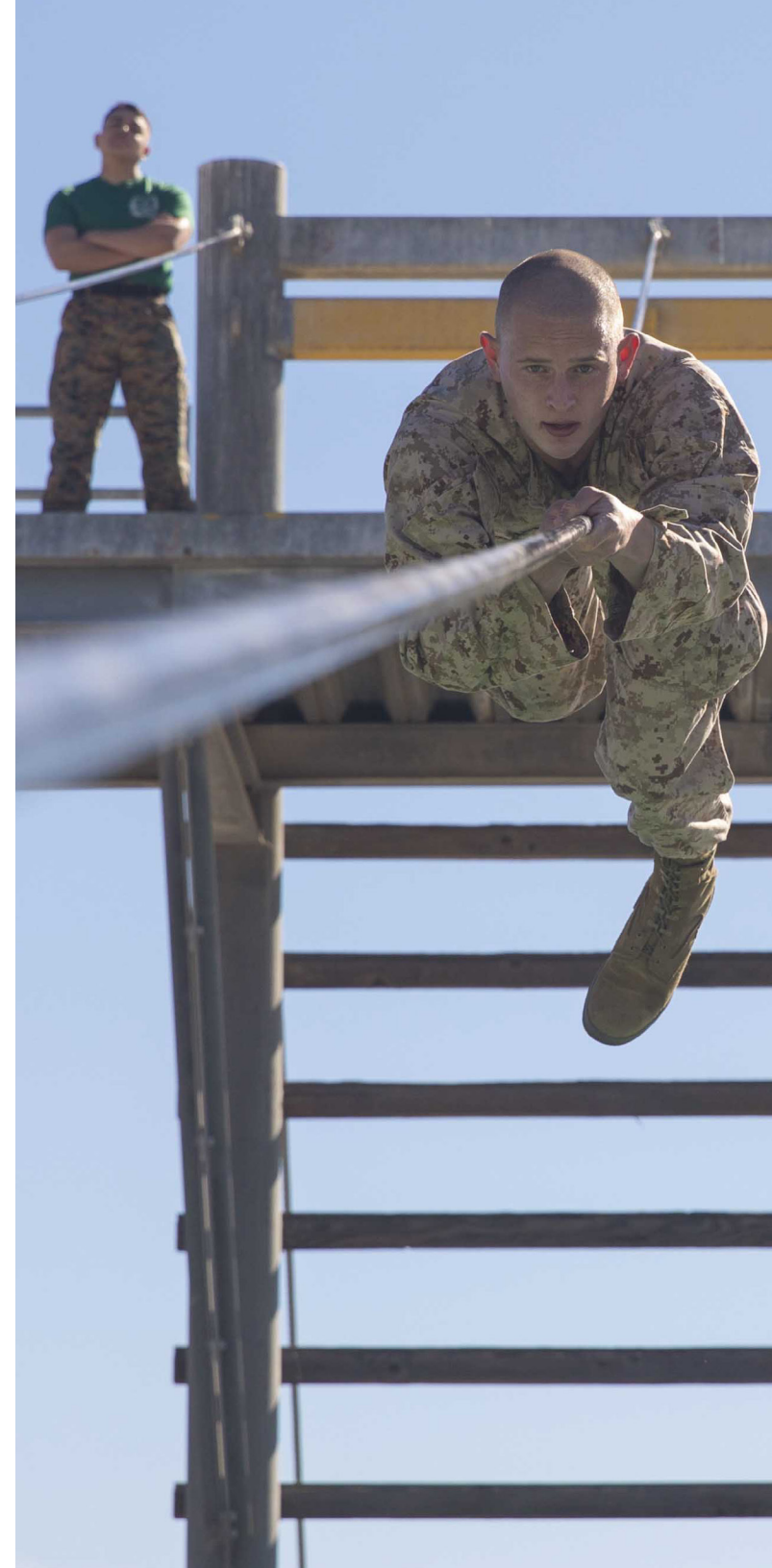
Brigadier General (USA ret.) Jack Hammond, *Executive Director*
Michael Allard, *Chief Operating Officer*
Ross D. Zafonte, DO, *Chief of Traumatic Brain Injury, Health and Fitness Programs*
Thomas J. Spencer, *Chief Medical Director*
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Bill Davidson, *Director, Veteran Outreach and Peer Support*
Mary Alexis Iaccarino, MD, *Director, TBI Clinical Services*
Cassandra Falone, *Director, Communications and Marketing*
Leslie Feinberg, *Director, Government Relations and Special Projects*
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Elizabeth Goetter, PhD, *Co-Director, Outpatient Clinic*
Laura Harward, MSW, LICSW, *Co-Director, Intensive Clinical Program*
Grant Iverson, PhD, *Associate Director, Traumatic Brain Injury*
Karianne Kraus, *Chief Development Officer*
Bonnie Y. Ohye, PhD, *Director, Family Program*
Ann Stewart, LICSW, *Director, Social Work*
Louisa Sylvia, PhD, *Director, Health and Wellness*
Kalo Tanev, MD, *Co-Director, Outpatient Clinic*
Edward Wright, *Co-Director, Intensive Clinical Program*

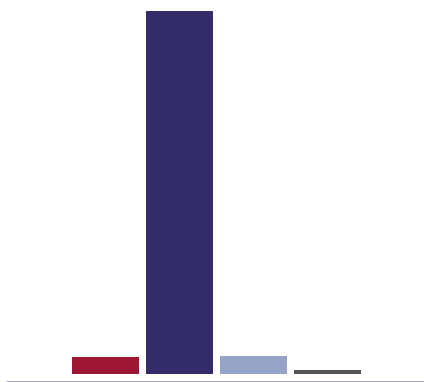
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Patricia Aube
The Honorable John E. Baldacci
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Kathryn Crane-Spier
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Thomas Werner
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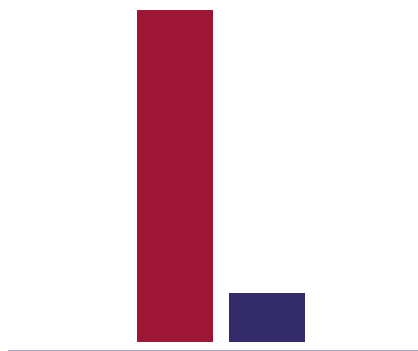
Red, White & Blue Alliance

William Bachman
Christopher Bencal
Cindy Brown
Laura Brown
Seth M. Burr
Thomas Crohan
Jonathan Curran
Cheryl DeKorte
Todd Faber
Patrick Flavin
Paula Goldfarb
Lubelia Goncalves-Getty
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Robert Kinder
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Derek O'Brien
Jeff Pardo
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Ryan and Amy Pitts
R. William Rose
Grant Rowland
John Serafini
John Stadtler
Kevin Thurston
James Vallee
David Zabetakis

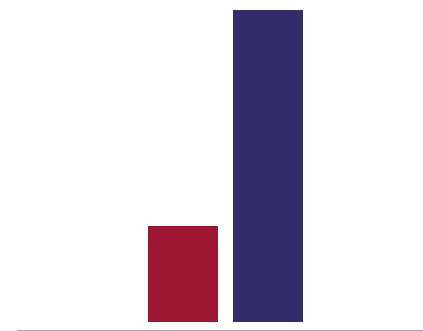




■ Third Party Revenue.....	679,787
■ Contributions.....	14,715,664
■ Government Contracts.....	707,976
■ Investment Income/Other.....	131,473
Total Revenue.....	16,234,900



■ Sub-total Program Costs.....	15,926,208
■ Indirect Costs.....	2,322,310
Total Program Costs.....	18,248,518



■ Sub-total Gain/(Loss) from Operations.....	(2,013,618)
■ Prior Year Cash Balance.....	6,543,069
Total Gain/(Loss) from Operations.....	4,529,451

In-Kind Support.....	\$1,802,383
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Home Base is a non-profit operating under the Massachusetts General Hospital 501c3 with an Overseers Board comprising the leadership of the MGH and Boston Red Sox.

When you donate, funds go directly to support Home Base. Approximately 85% of funds raised go towards our mission to heal the invisible wounds of war for Veterans, Service Members, and their Families through world-class clinical care, wellness, education, and research. 15% of funds raised philanthropically go towards the infrastructure costs that Massachusetts

General Hospital provides, to include human resources, finance, legal, police, and security. In addition, costs and staff associated with raising funds at Home Base are provided at no cost to the Program by MGH.

All services at Home Base are provided at no out-of-pocket cost to Veterans, Service Members, and Families. The education we provide to healthcare professionals and first responders to better recognize and treat folks suffering from the invisible wounds of war are also provided at no cost.



4K new social
media followers

Home Base appears in over
200 news stories

2,251 first
time donors

7,477
donors from
49 states,
Puerto Rico &
6 Countries
in **2019.**

COUNTRIES

United States
Canada
United Kingdom
Argentina
Switzerland
Bangladesh

50 community fundraisers were hosted in support
of Home Base, raising more than \$1.6 million.

Support Home Base

Home Base is a philanthropically driven organization, operating on more than 80% of support from donors like you. Every dollar of your tax-deductible gift to Home Base will help fund programs that provide clinical care and support services to help Veterans, Service Members, and their Families recover from the invisible wounds associated with Military service.



If you or your company would like to support us, or wish to speak with us about becoming a strategic partner, please contact Karianne Kraus, Chief Development Officer, Home Base at (617) 724-3790 or email kkraus@partners.org.

1x

One-Time Donation



Monthly Donation



Honorary & Memorial Tribute



Host a Fundraiser



Attend an Event



Donate via Mail



Wire/Stock Transfer



Employer Matching Gifts



Donor Advised Fund



Planned Giving



Major Gifts



Celebration Gifts



www.homebase.org/contribute



VOLUNTEER

There are many ways you can lend your time, energy and support to Home Base to help the Veterans, Service Members, and Military Families we serve. Opportunities include assisting at one of our fundraisers, spreading awareness about our care and services at outreach events, or helping Home Base staff in our clinic. To learn more about volunteer opportunities at Home Base, email homebasevolunteerdept@partners.org.

HOST AN EVENT

You can turn your efforts and/or hobby into a fundraiser to benefit Home Base. Encourage donations in lieu of birthday or wedding gifts, hold your own special community event, or create a custom page to raise money from friends and colleagues toward a specific milestone.

BECOME A SOCIAL AMBASSADOR

Home Base's social community is passionate about Veterans' issues, our mission, and are enthusiastic about engaging others in the conversation. If you have a willingness to use your social media power to spread the word about Home Base's impact, we welcome you to join our social community by following [@homebaseprogram](https://twitter.com/homebaseprogram) across all social channels.



