

Health Foundation for Western & Central New York

Our First 10 Years

2002 – 2012



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The Health Foundation for Western & Central New York is an independent private foundation whose mission is to improve the health and health care of the people and communities of western and central New York. The Foundation selected two of the most vulnerable and underserved populations in its regions as its priority and focuses the majority of its work on frail elders and children in communities of poverty.

In 2009, the Foundation refined its commitment to frail elders and children and sharpened its focus within both populations. Since that time, the Foundation has concentrated its efforts on deferring the triggers of decline among frail elders and on helping them to function successfully in the community with effective health care and supports. To help young children be healthy and ready to succeed in school, the Foundation primarily invests in children birth to five. And, in support of both groups, the Foundation invests in strengthening health capacity in its communities.

Our Regions:

WESTERN NEW YORK

Allegany
Cattaraugus
Chautauqua
Erie
Genesee
Niagara
Orleans
Wyoming

CENTRAL NEW YORK

Cayuga
Cortland
Herkimer
Madison
Oneida
Onondaga
Oswego
Tompkins



Welcome...

More than 10 years ago, the founding trustees of the Health Foundation for Western & Central New York (formerly the Community Health Foundation of Western & Central New York) had a vision for what a new health foundation could be. The vision they held was one of an organization that would carry on the legacy of the shared public health missions of the two founding health plans that had a long tradition of delivering and financing high-quality, accessible health care to the people of western and central New York. They also believed that it would take the combined efforts of many stakeholders and the community-at-large to effect the changes necessary to improve health and health care for all.

Their vision translated into the Foundation's mission *to improve the health and health care of the people and communities of western and central New York*. A bold and intentionally broad mission, it allowed room for growth, for the flexibility to adapt to an ever-changing health care environment, and to anticipate future needs.

Our mission underscores all that we do, and we pursue our mission by partnering with people, programs and organizations working to improve health and health care within our regions. We do that through strategic investments, collaborative facilitation, stimulation of best practices and advancement of health outcomes.

Since inception the Foundation has released more than 15 requests for proposals and provided funding to more than 70 organizations. Perhaps, more important, the Health Foundation established its funding philosophy and funding focus areas, as well as a reputation for being a respected innovator in health care, a productive collaborator, and key resource in community-wide change efforts.

This year the Foundation celebrates its tenth year of operation and it seems fitting to use this opportunity to not only document our development, but to celebrate our progress.

As part of our 10-year anniversary, we've changed our name. In July 2012, the *Community Health Foundation of Western & Central New York* became the *Health Foundation for Western & Central New York*.

This report focuses on the growth and development of the Foundation's primary focus areas, Frail Elders, Children Living in Poverty, and Building Community Health Capacity, and highlights several key programs and initiatives from each. There have been triumphs and setbacks, but always lessons learned; most important has been the opportunity and the honor to touch the lives of so many.

This is the story of our first 10 years.

Message from the Board Chair



Angel Gutierrez, M.D., FACP
Board Chair

It is my pleasure to introduce you to this 10-year anniversary report. For those of you already acquainted with the Health Foundation for Western & Central New York (formerly, the Community Health Foundation of Western & Central New York), you may find the projects and programs highlighted here somewhat familiar, but I encourage you take a closer look. For those of you learning about the Foundation for the first time, I welcome you and hope you will be inspired. Our work is accomplished through partnership and collaboration and through ongoing dialogue and discourse with others.

Having been part of this organization as a trustee and now as chair, I am especially proud of the reputation the Foundation has built during these past 10 years. It is the leadership of Ann Monroe, and the dedicated staff of this organization, that are directly responsible for that. The Health Foundation is widely recognized as the “go to” Foundation in our regions for expertise in the areas of frail elders and children, and for convening and sharing information and best practices.

Among the programs I am particularly proud of is the investment the Foundation made in building a network of health care leaders in our communities. It has been my honor to participate in the Health Leadership Fellows program and to see this program succeed. To date, more than 100 of western and central New York’s most promising leaders have participated in this program and they have shown us individually and collectively what the power of a relatively small group can do when they come together to learn, share ideas and collaborate to tackle some the toughest health care issues for our

populations. Through the Health Leadership Fellows program, the Foundation has created a powerful network of leaders that will continue to grow, as plans are currently underway to reopen the program. A notable outcome of the Health Leadership Fellows program is the Fellows Action Network (FAN), “alumni” group from the program who have formed a continuing collaboration with support from the Foundation. Many of the projects begun by the Fellows have continued to thrive and grow through the Fellows Action Network.

Along with investing in the next generation of health care leaders, several other Foundation programs are addressing the distinct challenges of our children and frail elders. Children and families with little or no access to dental care are now benefitting from CHOMPERS!, a major initiative to educate very young children and their parents about the importance of good oral health. We are all acutely aware of the challenges that come with aging. The Foundation has been able to identify and provide solutions to some of those challenges by improving care transitions, supporting individuals and families with options in end of life care, and preventing falls, one of the major triggers for decline and frailty.

Together, and on behalf of all of the Trustees, I want to thank the staff and Ann for the leadership, commitment and enthusiasm they demonstrate in serving the children and frail elders of our communities. I look forward to the next 10 years with anticipation and excitement for what I know we can accomplish together.

A handwritten signature in dark ink, appearing to read "Angel Gutierrez".

Message from the President



Ann F. Monroe
President

It hardly seems possible that five more years have passed since we published our very first *Report to the Community* in 2007, which emphasized the themes of living, learning, lasting and leading. In spite of the ever-changing environment in which we live and work, these themes have remained constant. They serve to remind us that our work is about improving the *living* experiences of our frail elders and our children; that we are a *learning* organization and share what we know through convenings and publications; that we are focused on *lasting* improvement in the systems that impact our health and communities; and finally that an important Foundation role continues to be strengthening our communities' capacity to *lead* the way to better health.

Ten years into our work, our board and staff are even more committed to making a difference with all of our resources – our endowment, our grants and our human capital. Through a strategic sharpening process begun in 2008, we re-emphasized our commitment to children and frail elders and articulated a third area, building community health capacity, which previously had been active but not acknowledged. We have diversified our investment portfolio to ensure a strong flow of dollars to fund our work and we have begun to use other philanthropic tools such as loans and guarantees.

We knew when we started that positive and lasting change would take time and patience. The joy and reinforcement we get from hearing a parent, or a caregiver, or health care worker share a story of success with us are balanced with the results of our evaluations that provide us with the hard evidence of whether our investments are making a difference.

With this report we will introduce you to some of the individuals and organizations we have come to know through our work and who are making a difference in the lives of those most vulnerable, our children and frail elders, with special emphasis on the progress of some of our major initiatives and programmatic investments.

In celebration of our tenth year, we've made some very visible changes to our organization. In July of this year we changed our name, and with that, we updated our logo and website. These changes have also been incorporated into our written materials and our public events. We are now the *Health Foundation for Western & Central New York*.

With sincere appreciation to our Board of Trustees, our staff and advisors and our partner organizations across the regions for their support, energy and passion for the people we serve, I am honored to share this report with you.

A handwritten signature in black ink, appearing to read "Ann Monroe". The signature is fluid and cursive, written in a professional style.

Health Foundation for Western & Central New York

The First 10 Years – AT A GLANCE

The First 10 Years -- At A Glance provides an overview of the Foundation's history, early organizational development, and investment efforts.

While the Foundation has made well over 400 grants during the past 10 years, this graphic lists only those grants and initiatives that have been most pivotal to the Foundation's growth and development. The following pages provide highlights of selected investments from each of these focus areas.

For a comprehensive look at all of the Foundation's activities, please visit us online at www.hfwny.org.

The Early Years

1975

Health Care Plan founded, serving members in western New York

1978

Health Services Medical Corporation (dba PHP) founded, serving members in central New York

1998

Health Care Plan and Health Services Medical Corporation merge to become Univera Health Plan

2001

Univera Health Plan merges into Excellus, a Blue Cross/Blue Shield plan based in Rochester

Oct 2001

Community Health Foundation of Western & Central New York is founded with an eventual endowment of approximately \$100 million

2002

Governance, legal and infrastructure design continue to develop

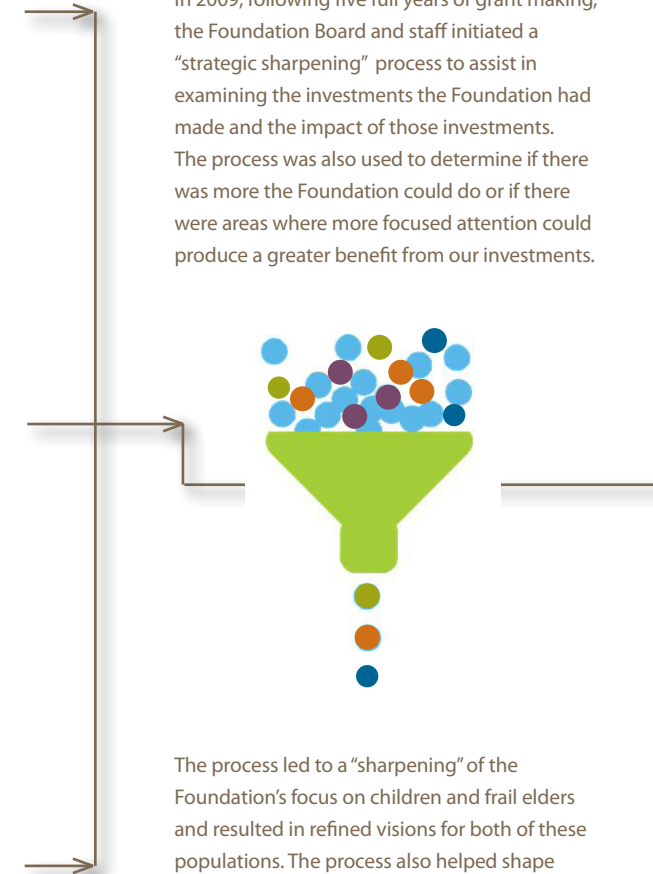
2003 | 2004

Related Publications & Events



2009 Strategic Sharpening

In 2009, following five full years of grant making, the Foundation Board and staff initiated a “strategic sharpening” process to assist in examining the investments the Foundation had made and the impact of those investments. The process was also used to determine if there was more the Foundation could do or if there were areas where more focused attention could produce a greater benefit from our investments.



The process led to a “sharpening” of the Foundation’s focus on children and frail elders and resulted in refined visions for both of these populations. The process also helped shape the “combined efforts to benefit both target populations” into a formal funding focus area known as “Building Community Health Capacity.”

2009 | Today

The next 10 years and beyond....

While the environment we live in continues to change around us, we will continue to focus on what we can do today and over the next few years to advance the shared vision we hold for our most vulnerable infants, children and frail elders in our regions. We will also work to ensure that the systems that support them have the strength and capacity they need to meet the ever increasing needs of our growing and aging populations.

We are already looking to the future with anticipation and enthusiasm. We have a “blue sky” vision of where we would like to go next. Here are just a few of the projects currently on the drawing board.

The Future for Frail Elders...

- Enhance and spread effective care transitions and falls prevention efforts
- Explore other triggers of decline among frail elders, including mental health issues, medication mismanagement and social isolation
- Strengthen health workforce’s capacity to provide effective, person-centered care to seniors
- Support a productive transition to Managed Long Term Care in New York

The Future for Children Ages Birth to Five...

- Increase the number of young children with access to oral health prevention and treatment service
- Initiate additional ways to strengthen the emotional and social development of preschoolers that carry over into school years
- Pursue improved birth outcomes through more effective and widespread maternal and child health interventions

The Future for Building Community Health Capacity...

- Continue our efforts to more than double the enrollees in Federally Qualified Health Centers (FQHCs)
- Participate in building strong community health planning capacities that bring tangible value to communities across our service areas
- Bolster community dialogue about important health issues and policies through creative and consistent media opportunities and strategies



Celebrating 10 years of investing in better health for people and communities.

2003 –2004

With the first Foundation president named in 2003, the work of identifying the needs of the community began in earnest. Environmental scans were conducted across both regions to identify the critical and unmet needs of the communities, while simultaneously soliciting input from community members, community leaders and area experts.

The process proved invaluable for introducing the Foundation to the community and provided a forum for ideas and input from community members and leaders from across the regions.

Funding Priorities Defined

In 2004 the Foundation issued its first RFP (Request for Proposals) entitled, *One Step at a Time*. The responses to this RFP provided valuable insight into the needs of the community and helped identify which agencies and organizations existed to address those needs.

In response to this RFP, the Foundation invested more than \$1.22 million in 16 organizations from across the eight counties of western New York. The funding awards were varied but all focused on organizations aimed at improving the region's health and health care, with an emphasis on children and frail elders.

The Foundation credits this initial RFP for some of its earliest and most valuable lessons learned, including:

- Using the RFP process as a fact-finding exercise proved critical in developing a clearer understanding of community needs—not only from a client perspective but also from the health-related organizations and systems perspective;
- The process provided critical information about the types of care needed within the community as well as highlighting key organizational challenges related to capacity, infrastructure, staffing and professional development; and
- Contributed substantially to determining the future orientation for the Foundation and its operations.

Funding Strategy Develops

These findings also helped lead the Foundation to consider a funding strategy whereby some projects would be initiated by the Foundation, referred to as “Foundation initiatives,” while other projects would be defined by the community, and referred to as, “Community-initiated” projects.



**Our Early Vision
for Frail Elders:
Frail elders live
out their lives in
keeping with their
wishes.**

The Foundation's earliest investment in Frail Elders began with the responses received from its first RFP, One Step At A Time. The community helped to identify several sensitive and pressing needs for this growing population. Among those were the need for elderly individuals and their families to be able to express their wishes regarding end of life care; the need for support and resources for caregivers; and support for programs that would allow frail elders to remain safely at home in their communities.

To advance our early vision, we funded the following initiatives:

- **Sharing Your Wishes**
- **Powerful Tools for Caregivers**
- **Falls Prevention**
- **Neighborhood Action Initiative**
- **Transitions of Care**

LEARN about all of the programs listed here and more online at:

Frail Elders 2005 –2008



In 2005 the Foundation launched the Promises to Keep program, which evolved into the widely recognized Sharing Your Wishes program. The program was designed to improve the quality of care and quality of life for frail elders through increasing public awareness and stimulating practice and system changes in health care decision-making. Because no existing program met the goals of the Foundation, the Sharing Your Wishes materials and approach were developed.

Six county coalitions in Allegany, Cayuga, Erie, Genesee, Niagara and Tompkins counties were supported through Foundation funding to implement the Sharing Your Wishes project for three years (2005-2008). Their work continues today and has expanded to include Onondaga, Cattaraugus, Chautauqua, Wyoming, Steuben, Orleans and Wyoming counties.

These 13 county coalitions and the Foundation worked together to identify existing best practices, including patient-centered care, palliative care, coordinated approaches to care as practiced by physicians, nurses and institutional health care providers; and community and family involvement in improvements in quality of care and quality of life.

In addition to addressing this critical need for frail elders and their families, a primary goal of the project was sustainability. Significant efforts were made throughout the duration of the project to institutionalize the innovative practices that the coalitions promoted within their local community organizations so they would become standard practices.

More individuals and families than ever are finding themselves in the role of caregiver to an elderly parent or neighbor, and often while still raising young children. To meet the needs of those who are caring for others, especially those caring for aging, disabled or a very frail elder, Powerful Tools for Caregivers was developed.



The Foundation invested in Powerful Tools for Caregivers, a well-studied intervention that provides the support, tools and knowledge caregivers need and can easily put into practice.

Powerful Tools for Caregivers provides caregivers the tools they need to take care of themselves in the process of caring for others. The early success of this program in Erie and Niagara counties prompted the Foundation to invest in expansion of the program and today, the program is available in seven counties.

Caregiver education and support programs are just one of the ways we can support positive health outcomes for caregivers and Powerful Tools for Caregivers does just that.

Together, *Sharing Your Wishes* and *Powerful Tools for Caregivers* have provided a foundation for building and expanding the work of the Foundation with frail elders, their caregivers, families and the communities in which they live.

LEARN MORE: Among the early adopters of these interventions was the Cattaraugus County Healthy Community Alliance. Hear more about their experience from Sharon Mathe, executive director of the Healthy Community Alliance, Inc. in a video featured online at [www.hcainc.org](#).

It is a well-documented fact that most seniors prefer to remain in their homes and neighborhoods as they grow older. The challenge, however is that their living arrangements might not be appropriate for their changing lifestyle or safety needs.

The Neighborhood Action Initiative grew out of the 2005 Frail Elderly Neighborhood Project that identified the importance of enabling elderly individuals to stay in their homes as long as possible, as well as the need for developing a localized approach to creating more elder-friendly neighborhoods.

The goal of this initiative is to create and test best practice and evidence-based projects that help seniors age in place and increase the number of people who are able to remain in their homes and neighborhoods as they grow older.

To do this, the Foundation provided neighborhood-based organizations with resources that enabled them to test best practice approaches designed to help people continue to live in their neighborhoods and to share knowledge, ideas and lessons learned with each other.

Some of the strategies used included “neighborhood circles” to bring people of all ages together to create projects to improve their neighborhood surroundings, such as fixing up vacant parking lots and planting grass for children to play. Another strategy included conducting a survey of seniors’ perceptions about their needs in the community and identified a senior center building as a major unmet need.

The success of the western New York initiative led the Foundation to begin work on the central New York Neighborhood Action Initiative in 2011.



Through the Neighborhood Action Initiative we are investing in improving homes and neighborhoods to make them more livable and elder-friendly.

**Our Vision for
Frail Elders Today:
Postponing the
triggers of decline
in frail elders.**

Following the Strategic Sharpening process in 2009, our vision for frail elders was refined to ensure that our work more accurately targeted the “triggers” of decline. Our belief is that if we target these triggers, we can defer decline and help our elders remain safely in their homes and communities for as long as possible.

To advance this vision we are funding initiatives targeting several critical triggers of decline including preventing falls, improving care transitions and investing in an elder competent workforce, among others.

To advance our vision for frail elders today we are funding:

- **Step Up to Stop Falls**
- **Improving Transitions of Care**
- **Expansion of Transitions of Care**
- **Elder Competent Workforce Initiative**

LEARN about all of the programs listed here and more online at:



Frail Elders 2009 – Today

Since 2007, the Foundation has invested more than \$800,000 in grants and related projects to reduce or eliminate the risks associated with falls.

The early work on falls began in 2007 with an informal group of Erie County providers who came together to form the Western New York Falls Prevention Consortium. The Consortium spent several months reviewing and gathering national experience and best practice models as well as sharing current practices in western New York.

Teams comprised of various health care organizations from throughout Erie County participated in the WNY Falls Prevention Collaborative. The teams were charged with developing programs to change behaviors as well as enhance professional practices to reduce falls, especially falls that result in injury among the frail elderly or those at risk of becoming frail.

The result was a compilation of various programs documented in a community ‘tool kit’ and major initiative known as Step Up to Stop Falls™. The Step Up to Stop Falls™ Falls

Prevention Collaborative’s aim is to prevent falls, one of the most critical, and most preventable, triggers for frailty.

In 2010 the Foundation announced a major expansion of this program and identified coalition partners to help bring this intervention to our regions with the commitment to invest more than \$2 million in this effort over several years.



Moving frail elderly from hospital to home or other care setting can pose a real danger. If not managed effectively, the elderly patient is likely to suffer any number of complications and be re-admitted to the hospital.

The purpose of this initiative is to stimulate change in practice and care delivery systems to improve transitions for frail elders as they move from one health care setting or practitioner to another as their condition and level of care needs change.

The Foundation initiated its first Collaborative dedicated to improving care transitions in 2005. As part of the second collaborative in 2007 and 2008, 14 teams from nine counties implemented the Care Transitions Intervention® developed by Dr. Eric Coleman, of the University of Colorado Health Sciences Center. Since that time, a total of more than 100 transitions coaches have been trained in the Care Transitions Intervention.

Other outcomes from the initiative included improved provider understanding of the role of the family caregiver, improved abilities of family caregivers and increased involvement by patients and their caregivers to better manage their transitions prompted continued investment.

In 2009, the Foundation expanded its efforts with the project, Improving Transitions of Care through Family Caregiver Partnership: A Quality Improvement Collaborative to Benefit Frail Elders. The 14 teams in this Collaborative integrated the use of the Care Transitions Intervention with the Next Step in Care: Family Caregivers and Health Care Professional Working Together developed by the United Hospital Fund in New York City.

In 2011, the Foundation launched a new phase of the Care Transitions initiative. This phase included the creation of a Care Transitions Learning Community for service providers to increase their understanding of the changes under the Affordable Care Act and

the introduction of a Coach Learning Community for care transitions coaches to strengthen their skills and expand their work to serve more patients.

To help organizations take advantage of an opportunity to secure new Medicare funding, the Foundation supported the development of two applications for the Community-Based Care Transitions Program, a key part of the Affordable Care Act.

In March 2012, the Centers for Medicare and Medicaid Services announced that the two groups, the WNY Rural Care Transitions Consortium and the Tompkins County Rural Community Based Care Transitions Program, were among 23 around the nation to be selected as the second group of partners of the Community-based Care Transitions Program.

Together, the consortiums will serve more than 3,000 Medicare patients per year, resulting in more than \$1 million in annual savings to Medicare by reducing re-hospitalizations.



To ensure that our growing geriatric population has the access to competent professionals trained to identify, diagnose, treat and refer elder patients to the services and/or treatment best suited to their individual needs, we must have a trained corps of health professionals.

To that end, the Foundation has invested in the Elder-Competent Workforce Initiative with the singular goal of preparing health professionals to meet the unique needs of western and central New York's growing geriatric population. Through a series of projects, this initiative aims to increase recruitment, retention, and competence of physicians, nurse practitioners, physician's assistants, home health aides and other health care allied professionals who serve frail elders and their families.

To date, the initiative has invested in a Geriatric Clinical Practice Series and a scholarship program to provide support for nurse practitioner and physician assistant students in our regions who emphasize geriatric medicine in their training and fieldwork. In addition, it includes the Genesee Community College Geriatric Clinical Rotation for Nursing Students, which is designed to give students firsthand experience with community-based aging services and learn about the issues affecting older adults. The clinical rotation program is now being expanded to include other nursing and social work schools in western and central New York.

Our Early Vision for Children: **Children living in communities of poverty reach their full physical, emotional and academic potential.**

LEARN about all of the programs listed here and more online at:



Just as the demographic profile of frail elders raised concerns about the ability of the current health care system to address population-based needs, so, too, does the portrait of poverty among western and central New York's children. Here, poverty rates are disproportionately higher among children under 18 than among adults over 65, a trend especially evident in minority communities (United States Bureau of the Census, 2008).

In 2004, Children Living in Communities of Poverty was named a priority focus area based on population data, an environmental scan and the insight gained through the One Step At A Time RFP process.

Highlighted here are three key initiatives that over the years have contributed to improved conditions in communities of poverty and helped to build a strong foundation for continued investment in children the systems necessary to meet their changing needs.

To advance our early vision, we funded the following initiatives:

- **Nuts & Bolts Initiative**
- **Coordinated School Health Planning**
- **Children's Oral Health Report**

Children Living in Communities of Poverty 2005–2008

In 2005, the Foundation launched this 3-year \$2.3 million initiative with investments in multiple programs across both western and central New York. The initiative was launched with the goal to improve physical, mental, and oral health outcomes for children in selected communities of poverty.

In addition to improving health outcomes for children in communities of poverty, Nuts & Bolts was also seeking to improve organizational capacity, develop a learning community, use community resources more effectively and work towards sustaining gains in health outcomes in children. Sixteen organizations were awarded grant funding for a variety of programs in January 2006.



Nuts & Bolts provided a wide range of community organizations, schools, clinics and social service agencies with the opportunity to implement and/or expand existing programs. The outcomes of this initiative were as varied as the organizations that were funded, and while this initiative proved to be an ambitious first investment in children living in poverty, the experience and outcomes provided the Foundation and staff with greater insight and experience in developing large-scale initiatives, an experience that would inform future investments.

In 2006, the Buffalo and Syracuse City school districts began using the Centers for Disease Control (CDC) Coordinated School Health Program to establish a framework for health planning in their districts.

The Coordinated School Health Planning: Buffalo & Syracuse project was a Foundation-initiated investment aimed at improving children's health by linking school, community, family, and primary health care resources.

This project illustrates a strong commitment to ensuring that wellness is a core component of student services through the use of various student and school level assessments, development of coordinating councils and



committees, and the inclusion of external mentors (Buffalo), student support teams (Buffalo), student “asset” ambassadors (Buffalo), and “wellness facilitators” (Syracuse).

While both cities experienced challenges in developing their programs and in implementing some program objectives, both cities also experienced some successes. In Buffalo, the school district succeeded in developing a comprehensive three-year student support plan and established the Coordinating Council on Safe, Healthy, and Supportive Learning Environments.

The Syracuse City School District succeeded in establishing a Wellness Committee in each building and conducted an assessment of comprehensive school health needs within each school building.

Following the initial investment by the Foundation, both cities have since joined the “Say Yes to Education” movement. “Say Yes” Syracuse was founded in 2008 and “Say Yes” Buffalo in 2011. The students and families in both cities have benefitted from this expanding program and the Foundation is proud to see how its early investment emphasized the importance of access to primary health care resources and success in school.

In 2008, the “Options for Oral Health Care for Children in Poverty in Syracuse, New York,” report was released highlighting the deep need for children’s oral health services in that region. The findings of the report prompted the Foundation to conduct additional research to explore best practices and interventions.

From this research, the Foundation developed the CNY Children’s Oral Health initiative. The initiative intended to focus on three areas including: prevention, primary care and policy. The Foundation commissioned a report to explore options for improving the long-term oral health of children living in poverty in central New York. Early efforts included dental varnish as a preventive measure; attempts to engage the physician community

in applying varnishes in well-child visits; and possible options for increasing and strengthening the dental hygiene training programs in the region. A follow-up report was published in 2010 entitled, “Children’s Oral Health in Buffalo, New York” prepared by Columbia University in collaboration with Catalyst Research LLC.

While initial efforts proved disappointing, the experience gained through this first oral health initiative informed the design and implementation of what would be a much larger children’s oral health initiative, CHOMPERS! Bringing Dental Care to Kids, which is described on page 14.



Our Vision for Children Today: **Children ages birth to five living in poverty are healthy and ready to succeed in school.**

LEARN about all of the programs listed here and more online at:



The Strategic Sharpening process also led the Foundation to sharpen its focus on children and informed the decision to limit the scope of this focus area to children ages birth to five. The decision was based on the knowledge that investing in these critical developmental years could give babies and toddlers the very best start toward a brighter and healthier future.

To that end, the Foundation has launched several initiatives since 2009 designed to give babies and toddlers the best possible start. These initiatives include a major investment in oral health for pre-school children in central New York, and an initiative to begin to address childhood trauma that may go unrecognized and untreated until much later in adolescence when it can present myriad issues that can require significant treatment.

Several other initiatives in this focus area targeting pregnant women and their babies are just now getting started and we anticipate they will produce significant improvements in health outcomes for mothers and infants living in communities of poverty.

To advance our vision for young children today we are funding:

- **CHOMPERS! Bringing Dental Care to Kids**
- **The Right Start**
- **Maternal Child Health Initiative**

Children Living in Communities of Poverty 2009 – Today

The Health Foundation's interest in pediatric oral health spans several years beginning with a study commissioned in 2005 that focused on the central New York region and an early investment in several oral health interventions.

Some of the oral health interventions implemented in central New York met with disappointing results, prompting the Foundation to seek alternative programs. In doing so, the Foundation also sought to address some of the barriers to care encountered by families and children in central New York.

In exploring alternative interventions to include in the Children's Oral Health initiative, the Foundation expanded the program to include western New York. Studies conducted on the status of children's oral health in both regions led to the development and launch of a

comprehensive children's oral health program known today as CHOMPERS! Bringing Dental Care to Kids.



The CHOMPERS! program brings dental education, prevention and treatment to places young children already go. In designing CHOMPERS! as a comprehensive approach to improving dental health, the Health Foundation invested \$1.3 million over three years to apply three proven strategies: Cavity Free Kids, a best practice curriculum to teach young children health dental habits; Portable Dental Care to improve access to dental care; and Engaging Medical Providers to encourage medical providers to incorporate basic dental screenings in their practice.

LEARN MORE: P.E.A.C.E. and the **Syracuse Community Health Center** were among the first of the Foundation's grantees under the CHOMPERS! Bringing Dental Care to Kids initiative. Hear about their experiences from Roseanne Taylor, RN, BSN, health coordinator, P.E.A.C.E., Inc., Head Start and Early Head Start in a video featured online at .

With the goal to improve the social, emotional, and behavioral well being of children birth to five by improving coordination of care, The Right Start initiative began.

Improving care coordination became a focus for the Foundation when it was learned that many adolescents often suffer from preventable developmental, behavioral, and mental health problems that go undiagnosed and untreated in their early years. This outcome is frequently due to a lack of coordination, communication, and referrals between the various health care, child care, and education providers and services that serve children ages birth to 5 and their families.

The Right Start initiative is designed to target these issues with improvements in care coordination and communication between organizations providing pediatric services and programs, and the children and their families they serve.



Investing in maternal child health for better health outcomes for mother and child

Building on an earlier investment in the Central New York Fetal-Infant Mortality/Morbidity Registry Review as part of the Nuts & Bolts initiative, in July 2009 the Foundation commissioned an environmental scan of the central New York region. The purpose of the scan was to identify needs, existing gaps and strengths in the maternal child health system. CNY Maternal Child Health Initiative Environmental Scan: Improving Services for Pregnant Women and Children 0-1 in Central New York, published in November 2009 and presented at convening in Syracuse, provided recommendations for developing an actionable strategy for improving birth outcomes for children in poverty in central New York.

The recommendations led to the development of three strategies to support improvements to current maternal and child health services in five high-risk “hot spot” communities in central New York issued in March 2012.

The three strategies to address the “hot spots” include:

1. Expansion of midwifery: support the development and growth of midwifery services for low income women in the central New York region.
2. Competitive RFP: the Foundation announced a funding opportunity to support improvements to current maternal and child health services in five high-risk “hot spot” communities in central New York.
3. Facilitated coordination: provide professional facilitation and technical assistance to health and human service providers in Oneida County to support coordination of services for young children and families.

With projects to improve the health of mothers and their babies currently underway across central New York, the Health Foundation is now turning its attention to maternal child health issues in western New York.



Prior to 2009 and the Strategic Sharpening process, “building community health capacity” was not a formal funding area for the Foundation. This funding area evolved through a series of investments in leadership development, community engagement and broadening our understanding of the community, and the regional needs of our target populations and the individuals and institutions that serve them.

The Health Foundation viewed this group of investments as efforts that benefit both of its target populations. By building the skills of leaders to ensure our health care programs and services operate effectively; engaging health care consumers in regional dialogue; and partnering with a national health-focused foundation to continue nurturing the growth and development of our health care leadership and workforce, and securing our safety-net; we were effectively “building community health capacity.”

Some early investments in this area included:

- **Health Leadership Fellows Program**
- **Reaching for Excellence**
- **“Excellence for Tomorrow” Speaker Series**
- **The Safety-Net Initiative**

LEARN about all of the programs listed here and more online at:

Building Community Health Capacity: Evolution of a Focus Area 2005 – 2008

Consistent with its founding principle to “invest in the strength of the safety net’s leadership and management capacities to address a wide range of management and workforce development needs,” the Health Leadership Fellows Program was founded in 2004. The program was developed with the goal of producing a network of leaders to become advocates for improved health care delivery, particularly for the frail elderly and children in communities of poverty.

This Foundation initiative brought together leaders and other professionals in the health care industry for collaborative learning in order to share best practices and to look for new and innovative ways to make person-centered care the priority and standard in the industry.

From 2005 through 2009 the Health Leadership Fellows Program invested in the development of 100 leaders from across western and central New York. And, although the program ceased recruiting at the conclusion of the third cohort in 2009, the real success of this program is seen today in the continuing collaboration of the Fellows who have come together to create the Fellows Action Network, with continuing support from the Foundation. Many of the projects begun

by the Fellows have continued to thrive and grow with beneficial outcomes.

The Foundation’s commitment to invest in building community health capacity by investing in the skills and professional development of our local leaders has proven to be a investment that benefits us all.

We are currently preparing to offer the Health Leadership Fellows Program again in 2012-2013.

Community Vision and Voices for Western New York Health Care

Reaching for Excellence began in 2007 as the first region-wide forum for engaging and amplifying the consumer perspective in regional health care reform. The Health Foundation, The John R. Oishei Foundation and the P2 Collaborative of Western New York commissioned the University at Buffalo Regional Institute to manage this major research and community engagement effort.

Reaching for Excellence convened more than 1,700 Western New Yorkers in One Friday: Four Futures, a series of community



conversations about the future of health care in the region. This initiative utilized scenario planning to seek community input on what the region's health care system might look like in the future. Scenario planning is a dramatically new concept for the region as far as addressing a public policy issue because it offers the community an opportunity to look ahead and shape the system of the future through community wide conversation and dialogue. Emerging from more than 100 community conversations were five key health care priorities that reflected the top concerns of the region.

The project culminated in July 2009 with the launch of an online tool developed by the institute to track regional performance on the five health care priorities, with a companion report, "What People Want for the Future of Health," produced by the institute. Project sponsors have committed to sustaining regional dialogue on health care quality and tracking regional performance over time.

To help the community learn from what others have done, the "Excellence for Tomorrow" Speaker Series showcased best practices and communities of excellence on health and health care issues important to our region. Events featured expert presentations, research publications on the state of western New York's health system, reactions from western New York leaders and audience discussion. These events have fostered engaging discussion around critical issues such as preparing our health system for the needs of an aging population; improving health care access for rural populations; reinforcing the health care safety net; addressing health care disparities; and ensuring children are emotionally prepared for the first years of school.

An assessment of the safety-net in western New York was the subject of an in-depth study conducted for the Foundation with the goal of collecting information from key health care stakeholders, safety-net providers, and consumers about the safety-net's current state with respect to access, consumer experience, and health information technology. The findings from the report guided the development of the Foundation's Safety-Net Initiative launched in 2007.

The Safety-Net Initiative was designed to enhance the region's safety-net of providers who are dedicated to delivering primary health care services to the uninsured,

the underinsured, and those covered by Medicaid. The safety-net consists of free care, emergency room use, clinics and providers that accept Medicaid and Federally Qualified Health Centers (FQHC). The assessment led to the creation of the Safety-Net Association of Primary Care Affiliated Providers (SNAPCAP) and also our efforts to support FQHCs, which are detailed on the following pages.





Our Vision:
People and communities have what they need to make good health decisions and are supported by high quality, appropriate health care.

From the start, the Foundation invested in improving the systems that care for our priority populations, but the work was never articulated as a specific focus area. This newest focus area provides the structure and framework for our future funding in community initiatives.

The work that happens in this focus area is designed to improve the overall capacity of communities and individuals to effectively address health issues. Ensuring that people and communities have access the information and resources they need to make the best health care choices for themselves and their families is what *building community health capacity* is all about. Better information makes for better choices.

To advance our vision we are funding the following:

- **Safety-Net Association of Primary Care Affiliated Providers (SNAPCAP)**
- **Fellows Action Network (FAN)**
- **Federally Qualified Health Clinics (FQHCs) Booster (Clinic Expansion)**
- **Speaking of Health, central New York**

LEARN about all of the programs listed and more online at:

Building Community Health Capacity 2009 – Today

In 2009, Building Community Health Capacity became a formal focus area for the Foundation. Highlighted here are some of the efforts to build community health capacity.

Since inception, the Foundation has seen itself as a catalyst for change in western New York. The safety net providers were primed for a change. However, they were a small group without the resources to achieve their full potential without additional support.

In 2007, the Foundation Board approved an investment in the Western New York Safety Net Initiative to organize and help prioritize the needs of the safety net providers and those they serve.

In 2010 the providers formed SNAPCAP, and together have developed collective goals, priorities and principles for working together.



There is broad agreement they are much stronger and far better positioned to strengthen and grow the safety net for western New York and the communities they serve. The SNAPCAP provider members have set goals to:

- Stabilize and grow the safety net;
- Link safety net providers to improve access and quality;
- Reduce dependency on emergency departments for primary care;
- Address primary care needs / gaps of underserved, uninsured and underinsured; and
- Identify opportunities to increase federal funding needed to address the identified needs and gaps.

The Fellows Action Network (FAN) is the legacy of the Health Leadership Fellows Program. This alumni group works in cross-organizational teams to create positive change in the health and health care of frail elders and children in communities of poverty. Here are two examples from the many projects they have undertaken.

Prescrip4Health is a Buffalo-based project led by several FAN members. The project is designed to promote and enhance improved health care practitioner-patient communication

as it relates to the use of prescription and non-prescription medications. The project targets two distinct populations; adolescents and seniors and provides simple tools to modify practitioner behavior as they interact with adolescents and seniors. The project also provides these tools in culturally and age-appropriate ways for adolescents and seniors under medical care.

The Town Square for Aging project was conceived as a means to maintain profoundly frail elderly people at home in the community safely for as long as possible. The project is aimed at reducing costly dependence on hospitals, nursing homes and specialized long-term care facilities. The concept includes a 25,000 square foot building located in Amherst, NY within which nonprofit service providers and academic institutions will be colocated to provide various services for frail elders and their families.

LEARN MORE:

Hear more about the Fellows Action Network and the Prescription4Health project from FAN member, Joanne Haefner, FNP, clinical director and family nurse practitioner at Northwest Buffalo Community Health Care Center. And, hear more about Town Square for Aging from Pam Krawczyk, Commissioner, Erie County Department of Senior Services and FAN member. Both projects are featured in a video online at



The Health Foundation invests in building community health capacity in many ways. Among them was providing support to expand the FQHCs in our region. The Foundation provided support to assist with the application process for funding, a process that requires skills and resources not always readily available in clinics already struggling to meet the demand for services.

The Foundation's investment was well-placed and resulted in an influx of \$2.4 million dollars to expand or establish seven health center projects in western and central New York. The funds will allow these centers to expand services:

- Community Health Center of Buffalo, Inc.
- Northwest Buffalo Community Health Care Center, Inc.
- Oak Orchard Community Health Center, Inc. of Brockport

– Northern Oswego County Health Services, Inc., Pulaski
The funds are also supporting new FQHCs including:

- The Chautauqua Center, Dunkirk
- The Southern Tier Community Health Center Network, Inc., Olean
- East Hill Family Medical, Inc., Auburn

Strengthening the FQHCs with these dollars will have a major effect on our region for both our rural and urban populations.

As part of its ongoing effort to build community health capacity, the Health Foundation launched the speaker series, "Speaking of Health in Central New York: Discussion on Topics that Matter," in 2011.

This speaker series was designed to engage the community in a dialogue on a variety of health care issues that are important to the region. Topics have included building a sustainable health care system for central New York's aging population, early childhood trauma, health equity and eliminating health disparities for minorities, the uninsured and underserved and other vulnerable groups.

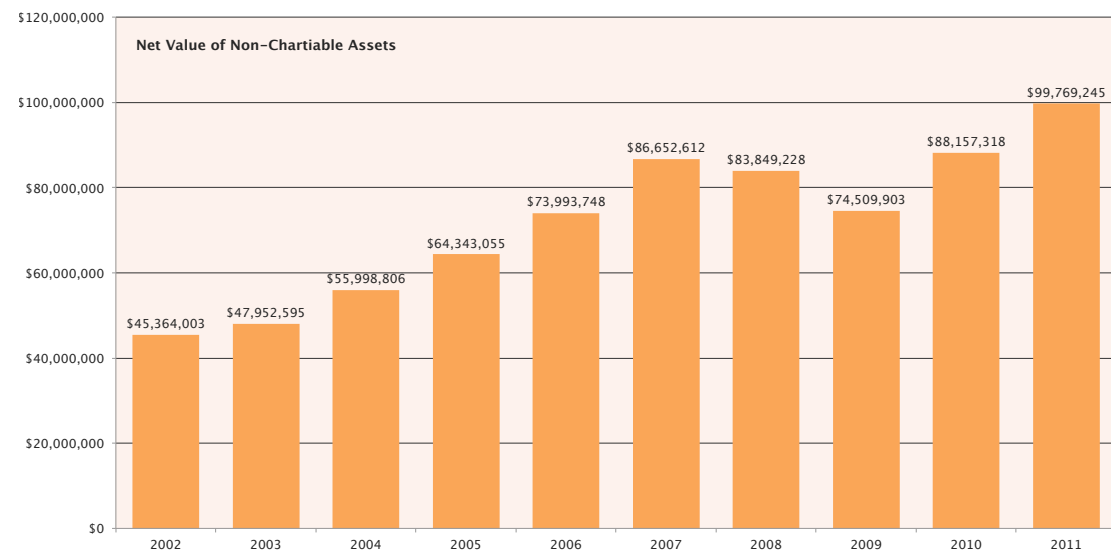
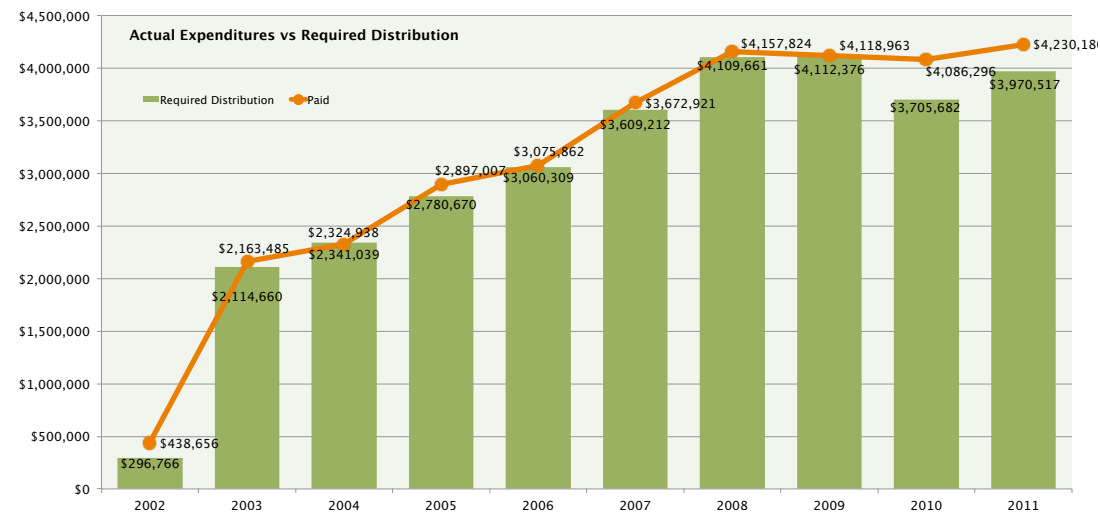
The Foundation continues to support efforts to stimulate community discussion and bring subject matter expertise on health issues of relevance to the communities of both western and central New York.

Financials

The Health Foundation for Western Central & New York has been funding grants and Foundation initiatives since 2002. Over the years, the Foundation has made grants to more than 70 diverse organizations. Our funding decisions are made with utmost care and we strive to ensure that all of our investments achieve their goals.

In 2007 when dramatic economic changes caused many philanthropies to pull back on their grantmaking, the Foundation trustees committed to continue funding grants and projects with the belief that the investments were needed even more as the economy struggled.

Since 2007, the Foundation has continued, and even increased its funding, reflected in the Required Distribution chart here. While the past five years have proven extremely difficult for many philanthropic organizations, the Health Foundation is committed to continuing to invest in the people and communities we serve.



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