



Southern Finger Lakes Fund Overview and Impact

March 2014

BACKGROUND

In 2007, the Health Foundation reached an agreement with the New York State Attorney General to create a specific fund to provide grants that address the needs of frail elders and children in poverty who live in the area between our two traditional funding regions.

As part of this agreement, the Health Foundation committed to spending \$125,000 a year for six years, from 2008 to 2013. To do this, the Board of Trustees created the **Southern Finger Lakes Fund (SFLF)** which would focus funding on three counties - Chemung, Schuyler and Steuben - all of which are outside of our 16-county funding area and outside of the Greater Rochester Health Foundation's service area.

The Board of Trustees determined that the SFLF investments should address priority needs in those counties in accordance with the following guidelines:

- Investments should be within our primary focus populations: frail elders and/or children of poverty.
- The fund should be structured in a way which minimizes the ongoing demands on staff time and resources.
- We should build upon our operating values of learning, collaboration, capacity building and sustainability.
- We should make a good faith attempt to devote these resources to communities where other philanthropic resources are likely not to be available.

APPROACH TO MEETING SFLF FUNDING REQUIREMENT

The Southern Finger Lakes Fund began in 2008 with a responsive grants strategy. From 2008 through 2010, staff worked through the region's Rural Health Networks to solicit proposal applications in accordance with the funding guidelines summarized above. Each year, a range of proposals came in for review and consideration.

In early 2011, staff reviewed the process previously used to solicit SFLF proposals and the results of those efforts. As a result of that review, staff determined that they would focus on those SFLF projects that proved most successful and spread successful projects from western and central New York to the Southern Finger Lakes region.

This new approach built on the achievements of previous and current work being done in the Southern Finger Lakes region as well as in our traditional funding regions. Results indicate that the breadth and impact of our SFLF investments since 2011 has been more significant as a result of this change in our grantmaking approach.

A summary of all SFLF grants made from 2008 through 2013 is shown in Appendix A.

SFLF GRANT PROJECT HIGHLIGHTS

Projects funded through responsive grantmaking from 2008 through 2010 included:

- **The Finger Lakes Health Systems Agency** was awarded \$32,000 in 2009 to conduct a Needs Assessment for Telehealth Applications in the Southern Finger Lakes Region. This project included an assessment of the technological capacity of providers and

communities to be served, including broadband and telecommunications capacity. The report was broadly disseminated among providers, health care trade associations, public health, teaching hospitals and other stakeholders so that telehealth development efforts in the region would benefit from a coordinated analysis and approach.

Since this assessment was completed, telehealth applications in the Southern Finger Lakes have expanded to support specialty care access in the region.

- **Health Ministries of the Southern Tier (HMST)** received multiple SFLF grants since 2008. A free clinic located in Steuben County, HMST has been a strong regional partner.

In 2008, as a result of \$12,000 in funding from the Health Foundation, HMST achieved its goal of increasing the number of people served through its prescription assistance program.

In 2009, \$35,000 in support for their business and strategic planning process produced a Comprehensive Business and Care Integration Plan and resulted in a more focused organization with clear goals serving more patients more effectively.

In 2010, HMST received \$15,000 in funding and was successful in gaining malpractice coverage for their medical volunteers under the Federal TORT Claims Act and sent a team to the National Association of Free Clinics conference.

In 2011, as HMST continued efforts to implement its business plan, it was awarded a three-year, \$100,000 grant to focus primarily on expanding primary care services, including dental and mental health and increasing access to health care for uninsured individuals. HMST agreed on a detailed list of benchmarks for this project, and objectives for all three years were substantially met.

Contributing to HMST's success is the fact that in addition to our support, they have cultivated strong relationships with local partners who have since demonstrated a solid commitment to their work, including the United Way of the Southern Tier, Community Foundation of Elmira, Corning and Keuka Lake, and Excellus BlueCross BlueShield.

- The **Rushville Health Center**, a Federally Qualified Health Clinic, was awarded \$10,000 to launch a dental health education and advocacy program in the region's schools. The goal of the grant was to expand dental services for low-income children in the Southern Tier. This program reinforced the clinic's dental health outreach and efforts to expand dental services as a major safety net provider in the region.

SFLF projects funded from 2011 through 2013 were extensions of grant initiatives that were already designed, implemented and proven successful in our core funding regions. Expansions of western and central New York initiatives launched in the Southern Finger Lakes region include the following:

- In 2011, the Foundation allocated \$75,000 to expand its successful **CHOMPERS! Cavity Free Kids (CFK) program** to the Southern Finger Lakes.

Three childcare resource and referral networks in the region, Chemung County Child Care Council, Schuyler County Child Care Coordinating Council and Steuben Child Care

Project, each served as the CFK hub in their respective counties and delivered the CFK curriculum through their networks, including local Head Starts.

The Health Foundation engaged the Washington Dental Service Foundation, developers and trainers of the CFK curriculum, to plan and deliver the CFK training for these three agencies, using the same model used with our other CFK grantees. Through these grants more than 1,200 pre-school age children and teachers in at least 60 classrooms were trained in the CFK curriculum to improve oral health in young children in 2011 alone. As of 2013, two of these hubs continued to support CFK and were still providing CFK training and curriculum to early childhood education providers and classrooms in all three counties.

- In 2012, the Health Foundation awarded \$29,000 to the Institute for Human Services, Inc. to bring the **Fundamentals of Continual Improvement Workshop** to the Southern Finger Lakes region. The Health Foundation had already held the Fundamentals of Continual Improvement workshop twice in western New York in February and December 2009 and once in central New York in November 2010.

In the Southern Finger Lakes, more than 100 participants from health care and human service organizations attended the two-day workshop on October 25 -26, 2012 at the Hilton Garden Inn in Horseheads, NY.

The workshop used the Model for Improvement and practical applications to build improvement capacity and practical know-how for healthcare improvers. Participants learned how to construct an aim or purpose statement and then scale an improvement project for results. They developed capacity in how to measure results to understand whether and how much improvement they achieve, and how to design, conduct and evaluate changes. Participants brought a QI problem from their worksite to the workshop and applied the content directly to their problem, all of which contributed to the success of the workshops. Feedback from workshop attendees was extremely positive.

- The Foundation granted \$63,250 in funding in 2012 to Early Childhood Services Team for the **Comprehensive Interdisciplinary Developmental Services (CIDS)** Screening project and the Healthy Families child abuse prevention home visiting program in Steuben counties. Additional funding was provided by the United Way.

This project provides primary and secondary prevention screening and services for all children in Chemung and Steuben counties from birth to six years old to reduce developmental disabilities.

CIDS enrolls approximately 90% of the community's newborns by first reaching out to the mothers while they're still in the hospital post-partum. Families voluntarily enroll in the program for developmental assessment, screenings and follow-up services until the child enters kindergarten.

Without this program, many children would start school with undetected problems that could have a negative and long lasting effect on their futures.

Children in the CIDS program were screened in their homes, at day care or pre-k programs in schools. Families whose children were identified as having delays or suspected of developing delays receive appropriate referrals and linkages to service

providers. Staff provided follow-up to assure that the intervention occurred and the children are progressing, a value learned through the Foundation's work on the Early Childhood Connects Program in WNY. Through this grant, CIDS provided 5,802 screenings to 849 children in the Southern Finger Lakes region, resulting in 473 referrals to intervention services.

- In 2013, the Health Foundation provided \$105,000 in funding to the Institute for Human Services for **Organizational Capacity Building for Nonprofits**.

The response to the Health Foundation's *Ready or Not* funding opportunity in the fall of 2012, the continued rate of change occurring in the health care sector, feedback from previous SFLF partners that they like the programs we invest in but they just don't have the bandwidth to take on any more indicated that addressing capacity building would be a viable and worthwhile final investment in the SFLF region.

Organizational Capacity Building for Nonprofits was a series of four monthly six-hour sessions based on the "Four Core Capacity" model. The foundation for the series was a comprehensive online assessment completed by all 23 participating health and social service non-profit organizations. Each of the four sessions then presented a range of topics which began with the importance of capacity building, followed by practical skills and tools for building capacity in each content area. Featured topics from the series included:

- Building Organizational Capacity to Maximize Social Impact – presented by Doug Sauer, CEO of the New York State Council of Nonprofits, NYCON
- Board Rules and Responsibility in Capacity Building: Legal Issues – by David Watson, Esq., NYCON
- Building the Bottom Line: Revenue, Growth and Diversification – by Nancy Osgood, The Osgood Group
- Strategic Planning and Financial Reporting – by Patrick Rogers, executive director, Institute for Human Services, Inc.
- Whole and Balanced Teams – by Rhonda Morton, Savannah Consulting
- Foundation of Change – by Mike McDonald
- Sustainability, Collaboration and Shared Services: Putting Your Capacity to Work – by John Brothers, Quidoo Consulting

The series was designed to focus as much on the "why" of capacity building as the "how." The workshops were supported by technical assistance and webinars provided by IHS staff. All 23 participating organizations sent their executive director and a board member to each session, and many sent management teams to the workshops. More than 100 participants attended each session.

This program will continue in 2014 after Health Foundation funding has ended with two day-long sessions and a program evaluation. Results of the IHS evaluation will be shared with Health Foundation staff later in 2014.

IMPACT AND LESSONS LEARNED

The SFLF investment of \$750,000 over six years supported a total of 14 grantees, some of whom were awarded more than one grant.

SFLF achievements include improving program capacity in grantee organizations, and building organizational and regional capacity to improve the health and well-being of residents in Chemung, Schuyler and Steuben counties, particularly frail elders and children living in communities of poverty.

By re-evaluating its approach and shifting strategy in 2011, the Health Foundation was able to build on achievements from previous and current work being done in the Southern Finger Lakes as well as our traditional funding regions. The impact of our investments was more significant as a result.

Throughout the six-year period, staff encouraged SFLF grantees to leverage Health Foundation funding and cultivate relationships with local foundations, the United Way and other funders so that the Southern Finger Lakes region would develop a broad base of philanthropic support into the future after Health Foundation funding ended.

**Southern Finger Lakes Fund Grants –
Appendix A**



2008

Alleghany/Western Steuben Rural Health Network	\$12,000	Development of Health Literacy Business Plan
Alleghany/Western Steuben Rural Health Network	\$51,000	Inclusion of the Alleghany/Western Steuben Rural Health Network, Inc. in the SYW coalition
Health Ministry of the Southern Tier	\$12,000	Prescription Assistance Program
S2AY Rural Health Network	\$40,000	Home Care Feasibility Plan for Chemung, Schuyler and Steuben Counties
S2AY Rural Health Network	\$10,000	Southern Tier Mobile Dental Program
TOTAL	\$125,000	

2009

Finger Lakes Health Systems Agency	\$32,000	Needs Assessment for Tele-health Applications in the Southern Finger Lakes Region
Health Ministry of the Southern Tier	\$35,000	Comprehensive Business and Care Integration Plan
Institute for Human Services	\$12,038	Stanford Chronic Disease Self-Management Health Education Program Workshops
Rushville Health Center	\$20,000	School Dental Health Education and Preventative Services Program
S2AY Rural Health Network	\$7,500	Provide coding services to the Southern Finger Lakes region public health long term care agencies.
S2AY Rural Health Network - Amendment	\$18,462	Regional coding specialist
TOTAL	\$125,000	

2010

Faith in Action	\$15,000	Neighborhood Action Initiative
Health Ministry of the Southern Tier	\$15,000	TORT Application Development and Submission and Free Clinic Association Conference attendance
Institute for Human Services	\$20,000	Expand delivery of the Stanford Patient Education Chronic Disease Self-Management Program to Chemung County.
Planned Parenthood of Western New York	\$37,000	New York Planned Parenthoods' Virtual Affiliate Project
Research Foundation - SUNY Upstate	\$23,000	Enhancing Geriatric Skills and Knowledge of Rural Primary Care Providers (Harvard Program scholarships)
Steuben Senior Services Fund	\$15,000	Neighborhood Action Initiative: Town of Pulteney Action Plan Implementation
TOTAL	\$125,000	

2011

Health Ministry of the Southern Tier	\$50,000	HMST – Increasing Access to Health Care Services for Uninsured Individuals
Chemung County Child Care Council	\$15,000	Cavity Free Kids (CFK) – Southern Finger Lakes Fund
Schuyler County Child Care Coordinating Council	\$15,000	Cavity Free Kids (CFK) – Southern Finger Lakes Fund
Pro Action of Steuben & Yates	\$15,000	Cavity Free Kids (CFK) – Southern Finger Lakes Fund
TOTAL	\$95,000	

2012

Institute for Human Services	\$29,000	Fundamentals of Quality Improvement Workshop
United Way of the Southern Tier	\$63,250	Co-fund the Early Childhood Services Team’s Comprehensive Interdisciplinary Developmental Services Screening project and the Healthy Families child abuse prevention home visiting program in Steuben counties with the United Way of the Southern Tier
Health Ministry of the Southern Tier	\$30,000	HMST – Increasing Access to Health Care Services for Uninsured Individuals
TOTAL	\$122,250	

2013

Health Ministry of the Southern Tier	\$20,000	HMST – Increasing Access to Health Care Services for Uninsured Individuals
Institute for Human Services	\$105,000	Organizational Capacity Building Symposium Workshop Series
TOTAL	\$125,000	
