

COMPLETE GRANT PROPOSAL (RECAP OF THE HYPOTHETICAL J.M. MCCOY HEALTH CENTER)

Sample Letter of Inquiry

Note: This is a fictitious proposal. Neither the organization nor the staff members exist. Any similarity to actual persons or organizations is coincidental. However, the format is intended to demonstrate an effective method of submitting a proposal to a foundation for a human services activity.

J. M. McCoy Health Center
55555 Pittman Ave.
Columbia, Ohio 43200

January 1, 2007

Mr. J. Donald
Victor Donald Foundation
44444 Pittman Ave.
Columbia, Ohio 43200

Dear Mr. Donald:

The founding Board of the J. M. McCoy Health Center is writing to inquire about your interest in supporting the work of the J. M. McCoy Health Center, a new facility serving the low income Mill Town Neighborhood of Cols, Ohio. The mission of the health center is to serve the residents of the neighborhood who, because of lack of health insurance, lack of transportation, or lack of trust have had inadequate primary health care. The overarching philosophy of the health center is that instilling better health habits, vaccinations, and other preventative care will have greater and longer lasting benefits to the patient's quality of life. The Victor Donald Foundation has been recommended to us as a supporter of preventative health care initiatives.

The founding board is made up of business leaders and health care professionals who have witnessed the toll in lost productivity and family disruption from complications of medical conditions left untreated for too long. Lack of access to a primary care provider often results in more expensive emergency room visits, stressing the capacity of the emergency care system as well. In this community, with a large immigrant population, language has also been a barrier to adequate care. The J. M. McCoy Health Center will also have multilingual staff on duty at all times. The center will provide counseling and classes for smoking cessation, weight management, and nutrition in its first year offerings.

The community has responded enthusiastically to the project with volunteers, donations of a facility, pharmaceuticals, and other needs to launch the project. There is an active campaign to create an endowment to cover a portion of future operations costs. If invited to present a full proposal, the health center will request \$45,000 to close the gap in first year operations costs.

We appreciate your consideration of our program and look forward to the opportunity to meet with you to further discuss this request and the work of the health center. For more information please feel free to contact me, Joy Morning, Executive Director at 614-281-8211. Thank you for your consideration.

Sincerely,
Joy Morning, RN
Executive Director

Sample Cover Letter

Mr. J. Donald, Grant Review Coordinator
The Victor Donald Foundation
P.O. Box 0000
Columbia, Ohio 43200

January 1, 2007

Applicant:
J. M. McCoy Health Center

55555 Pitman Avenue
Columbia, Ohio 43200
Telephone: (614) 281-8211
Fax: (614) 222-8889
E-mail: mccoyhealth@internet.org

Dear Mr. J. Donald,

Attached is a request for funding from the J. M. McCoy Health Center, a newly organized community health center. The staff and volunteers of the health center have raised a significant amount of community support for its health care service to the low income community known as the Mill Town Neighborhood in Columbia, Ohio. The center still faces a shortage of \$75,000 for its first year budget. Because of the Victor Donald Foundation's interest in improving the health status of low income neighborhoods, the J. M. McCoy Health Center hopes that the Foundation will provide a grant for the needed funds.

The center is ready to address any additional questions you may have. You may reach the Grant Contact, Joy Morning, or the Executive Director, Elizabeth Noon, at the above numbers, addresses, and e-mails.

Thank you for your consideration.

Sincerely,

Joy Morning, Assistant Director
and Grant Contact

**Grant Request from the Victor Donald Foundation
By the J. M. McCoy Health Center**

Synopsis:

Grant Contact: Joy Morning

Executive Director: Elizabeth Noon

Staff:

- 2 part-time paid registered nurses (the Executive Director and Assistant Director)
- 25 Volunteers
- 5 person Board of Directors

Tax Status:

The J.M. McCoy Health Center is tax exempt per IRS Section 501(c)(3).

Request for Funding:

\$ 75,000 (though any support will be appreciated)

Type of Organization:

Health Care

Service Area:

Mill Quarter Neighborhood and Mill County

Target Population Served:

Residents of service area needing health care

Mission:

To provide free health care to members of our community that cannot afford primary care, using an ethnically diverse outreach and advocacy program.

Abstract:

There is great need for primary health care in low income neighborhoods in Columbia, Ohio. Particularly the Mill Quarter neighborhood, which is ethnically diverse and fast becoming a port of entry for new immigrants to the city.

In general, low income persons and families tend to be uninsured and underserved by the medical community. Recent immigrants tend to be reluctant to approach traditional providers due to language and transportation barriers. Some of the Hispanic community may be reluctant to seek care until an emergency arises, due to concerns about challenges to their legal status.

Low income populations are far more likely to be affected by controllable conditions such as HIV/AIDS, STDs, obesity, diabetes, high blood pressure, and high cholesterol. Low cost health care that is located in the community is essential to reducing the long-term effects of these conditions. Additional services to reach out and educate the residents of the neighborhood about good health habits and the availability of primary care will distinguish this facility. Currently available facilities are unable to adequately serve this growing population.

The J.M. McCoy Health Center will be a new facility in the city and the first of its type in this neighborhood. The executive director and board members all have extensive experience in health care, administration, and in serving culturally diverse populations.

Several members of the community have joined the effort to create this facility, including existing health care organizations, the local business community, local colleges, technical schools, and community churches. The additional financial support of the Victor Donald Foundation will help make this facility a reality.

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1. Needs Statement

There is a growing low income population of uninsured individuals and families in Columbia, Ohio and throughout the nation. The three other neighborhood health centers in the city are overtaxed. They increasingly find it difficult to adequately serve recent immigrants due to cultural and language barriers. The Mill Quarter neighborhood is the only quadrant of the city that does not have a community-based health care center. There are no doctor's offices or non-subsidized health care facilities in a three-mile radius of the proposed location of the J.M. McCoy Health Center. There is limited access to public transit in this neighborhood, and many of the residents are elderly or have limited mobility. This further limits their access to proactive, primary care health services.

Columbia is in a growing region of Ohio. The city is home to government offices and several colleges, universities, and technical schools, including the College of Medicine and several schools of nursing. The city hosts a professional hockey team, the Blues, a minor league baseball franchise, and numerous theater, musical, dance, and arts organizations. It is regarded as a community that is economically well diversified and buffered from extreme fluctuations of the state and regional economy.

Nonetheless, almost two-thirds of the residents of this neighborhood have annual incomes of less than 80 percent of the area median of \$54,000. One-fourth of the neighborhood arrived in this country in the last five years and are still establishing their families and employment. An estimated 15 percent of the population is over age 65, and approximately one-third of these rely on Social Security and Medicare. The remainder of the low income residents are working in low wage, low skill positions that are often part-time, intermittent, or otherwise do not provide health insurance plans. An estimated 40 percent of this neighborhood does not have access to health insurance. This creates a tremendous need for free primary care throughout the neighborhood.

The three other neighborhood health centers report steady increases in visits and can no longer schedule appointments in less than one week. Even with limited transportation, residents of the Mill Quarter neighborhood accounted for 7.5 percent of neighborhood health center clientele, an increase from 2.5 percent in 2003.

Low income populations and those with inadequate health coverage are more likely to have complications from manageable health conditions such as obesity, high blood pressure, high cholesterol, and sexually transmitted diseases. Simple primary care interventions and education from trusted healthcare providers can significantly reduce the complications of these and other conditions.

Legal and illegal immigration from several countries creates language barriers in providing care, health education, and advocacy to those who need it.

2. Program Description

The health services provided will be extended to all members of the Mill Quarter neighborhood in Columbia, Ohio without consideration of age, race, national origin, religion, family status, or ability to pay. Our outreach and marketing activities will rely heavily on free public announcements in the "What's Going On?" section of the neighborhood newspaper that is delivered free on Thursdays. The five local churches have agreed to place posters on their bulletin boards. The clergy have been involved in planning the program and are committed to referring individuals in need of the services to the health center. Also, the local welfare office and United Appeal are partnering to provide both funding and information about the available service to their clients. Joe's Sign Shop is donating a lighted, attractive sign for the front of the building that will make it easy to find the facility.

Volunteers have been recruited from throughout the community, but especially from the medical and nursing schools, local health professionals, and other members of the business community. So far there is a core group of 25 to establish the services and who will assist in continuing recruitment of new and replacement volunteers. Particularly sought after will be volunteers that are multilingual in the several languages used in the neighborhood. Eventually it is hoped that some of those who have been served by the health center will be inspired to "give back" by volunteering themselves, both within the center and by reaching out to their neighbors and friends to encourage good health and nutrition habits.

In kind donations to date have included the sign mentioned above and new and used office equipment and supplies. The building space is being donated by a local property owner, and church groups are assisting with clean up and painting. Local contractors are volunteering their time to plan and supervise needed renovations to the electrical and plumbing systems. The United Appeal, the County Health Department, and All Saint's Hospital are donating new medical equipment, supplies, medications, and

vaccines.

The health center includes a comfortable waiting room outfitted with toys for children, three exam rooms, a private registration booth, a medical records office, secure storage for medications and supplies, separate restrooms for the public and staff, a break area for the volunteers and staff, and a conference/ meeting room for training, educational programs, and private consultations.

When individuals visit the health center they will be greeted by a multilingual volunteer who will help determine the reason for the visit and arrange for them to be seen by a nurse immediately if the need appears to be a possible emergency. In the event of a life threatening emergency, broken bones and the like, the patient will be sent by EMS to the closest emergency room. The center will have only primary care capabilities, the types of services received at a physician's office: routine physicals, monitoring of chronic conditions, obstetric care, routine lab tests, assistance with smoking cessation, vaccinations, simple suturing, and educational and nutritional counseling. Follow up care will be scheduled. A case management approach will be taken, with a medical professional volunteer making contact with the patient to ensure that missed appointments have been rescheduled and medications are being taken and being well tolerated. Patients will be linked to partner organizations providing assistance with obtaining long-term needs, like medical devices or long-term medications.

3. Mission, Goals, and Objectives

The mission of the J.M. McCoy Health Center is to improve the lives of the residents of the Mill Town neighborhood through better health, healthy habits, and increased connection with the wider community.

The goals for having a community health center in this location are:

- a. To make primary health care more accessible to those with limited ability to pay, limited transportation, or language barriers
- b. To reduce usage of emergency room facilities for non-emergency health care
- c. To reduce the incidence of serious medical problems that result from progression of unattended medical needs
- d. To use health education to improve health habits and reduce the incidence of serious medical problems

Some of these goals are more long-term effects of the immediate activity of delivering primary health care

and education. But they are the effects that will have long-term major benefits to improve lives. By helping them remain healthier, they will have fewer missed work or school days. They will have reduced stress if work and income are more stable. Education of the young will be enhanced if attendance is better, which will increase chances for better employment and security in their future. Overall medical costs of treating serious medical conditions will be reduced if simpler interventions are taken before those conditions arise. And medical costs can be reduced over the entire health care system if those having little access to primary care are given an affordable alternative to emergency rooms for non-emergency care.

The center plans to start modestly, to use available resources to their maximum benefit, slowly grow the program as outreach efforts are more successful, and demonstrable success attracts more volunteers and funding.

To that end, the first year's measurable objectives include:

- a. To provide primary treatment to 30 patients per day, 5.5 days per week, a total of 8,580 visits per year
- b. To provide group health education classes to 10 persons per class, holding 2 classes per month, for a total of 240 attendees per year. Some individuals may avail themselves of more than one class per year.
- c. To achieve an increase of childhood immunizations – such that all neighborhood children will be up to date on their immunization schedule by the end of the year
- d. To reduce the number of non-emergency visits by Mill Town neighborhood residents to the All Saint's Hospital emergency room by 2,000 per year (from the current 4,000 per year as tracked by zip code of patient)

The service will be evaluated and monitored through several mechanisms. Volunteers will assist in the gathering of statistics on usage both daily and compiled. Specific services will be tabulated, such as:

- Children immunized at the center
- Patients screened and/or treated for diabetes and high blood pressure
- Referrals to more advanced care
- Flu shots given
- Number served who do not speak English
- Number assisted in smoking cessation/ and smoke free three months later

Along with follow up care, visitors will be asked to mail back comment cards that may be filled out anonymously regarding their satisfaction with the service and how effective they felt their treatment was. There will also be quarterly surveys of the partnering organizations to solicit feedback on their observations of the success of the program based on the experiences of their clientele. The results of surveys and comment cards will be presented in board and staff/volunteer meetings for consideration and discussion as to whether aspects of the service should be adjusted to provide better client confidence and more effective communication and treatment.

4. Organizational Capacity and Qualifications

The Founding Board of the J.M. McCoy Health Center formed over a year ago due to concerns about the health care needs of the Mill Town neighborhood. The center holds a Tax Exempt status under Section 501 (c)(3) of the IRS Code. The Board of Directors now consists of five highly qualified individuals that donate their time to establishing and running the center. Two part-time registered nurses that also have administrative experience serve as the centers chief administrator and assistant manager, with at least one providing coverage during all hours of operation. Volunteer board certified nurse practitioners and physicians provide the actual medical evaluations, treatments, and prescribe any necessary medications. The full résumés of key individuals are available upon request. These key individuals and their roles are as follows:

Board President	Harriet Smith, MD, Women's Health Center
Board Vice-President	Harold Smose, MD, All Saint's Hospital Psychiatry Department
Board Treasurer	Harry Jones, CPA, Smith & Jones LLC
Board Member	Hazel Thoms, Ph.D., Professor of Foreign Languages, All Saint's College
Board Member	Henrietta Toopes, Owner, Best Ever Cookie Company
Chief Administrator	Hubert Underwood, RN, MBA
Assistant Director	Hallie Ulrich, RN

5. Budget and Long-Term Sustainability

The capital improvements to the building are nearly complete, and the center should be able to open in six months. These are being donated to the center as "in kind" donations. The budget therefore reflects nearly all operational costs. Only a few pieces of equipment remain to be purchased and will be

purchased through a separate capital campaign.

Item	Cost per Unit	Extended Cost for Year
Salaries and Fringes	\$60,000 ea	\$120,000
Utilities/Telephone/Internet	\$1,000 / month	\$12,000
Office Supplies	\$500 / month	\$6,000
Medical Supplies - donated	\$1,000 / month	0
Medical Supplies - purchased	\$2,000 / month	\$24,000
Volunteer Recognition Program	\$100 ea	\$250
Insurance - property	\$1,000	\$1,000
Cleaning and Maintenance	\$250 / month	\$3,000
Total Year		\$166,250.00

Revenues to the center will be limited, as most of the expected patients will not have access to health insurance. Medical education classes charge a nominal \$5 per class fee, and one partner organization, Mill Town Veterans of American, has pledged to provide ten scholarships each month to those who cannot afford this amount. Total income expected: \$1,200 per year. Other pledges for this year include:

- The United Appeal has pledged: \$50,000
- The Central Ohio Community Foundation has pledged: \$45,000

The Donor Relations Committee, a special committee of five volunteers that is headed up by one of the board members, is responsible for special fundraising to create an endowment to cover some of the long-term overhead and maintenance expenses of the center. Currently this includes direct appeals to community members and donation boxes that will be distributed to supportive businesses in the community, as well as in the center itself. Though patients will not be charged for services, they will have the opportunity to contribute something anonymously at the donation boxes. Other large fundraisers will be planned, as well as solicitation of legacy gifts (contributions directly from the estates of deceased supporters), as the committee becomes more organized. The plan is to raise \$500,000 per year for the next six years, and with cautious investment management, this should generate enough investment income to fund operations at current levels after that time.

The center does not expect to become totally financially independent. There will always be a need for some support from the community and special opportunity grants. The Donor Relations Committee, as

well as the board of directors and the executive director, will have responsibility for maintaining relationships with community stakeholders and community connection to and awareness of the beneficial work of the Center.

6. Summary

The J. M. McCoy Health Center fills a substantial gap in the delivery of primary health care in the low income Mill Town neighborhood. With its emphasis on outreach, advocacy, and multilingual capacity, it will gain the trust of those in the community that have been reluctant to seek out health care. The primary health care approach will focus on preventative care, through vaccinations, counseling, and classes that promote better health and nutrition habits. Long term the center will enhance the overall quality of life for the neighborhood residents through better health and affordable care. Area hospitals will have less pressure on their emergency services as individuals seek out primary care at the appropriate level and before deferred issues become medical emergencies.

The health center is already receiving significant community support and should be able to generate some of its own funds in the future, in addition to donations and grants.

The J. M. McCoy Health Center is an excellent match with the interests of the Victor Donald Foundation. The staff and leadership have worked hard to bring the project this far and look forward to being able to start operations with all their planned programming in place with a grant from the Foundation. The Foundation's consideration is greatly appreciated.

7. Appendices

Copies of Letters of Support

Copies of News Articles and Press Releases