

HEALTH & WELL-BEING @ ISSUE

A PUBLICATION OF THE RAPIDES FOUNDATION FALL 2014



20 YEARS of Service

The Rapides Foundation marks anniversary and outlines new strategies



WORKING TOGETHER FOR HEALTHIER COMMUNITIES

The Rapides Foundation is recognizing 20 years of service to Central Louisiana.

Please join us for a special luncheon event as we celebrate the work that's been done over the past years, and we look forward to the new strategies we'll employ to tackle the important work that remains.

Wednesday, September 3
11:30 a.m. to 1:30 p.m.

Alexandria Convention Center
915 3rd Street, Downtown Alexandria, LA



THE RAPIDES FOUNDATION



WORKING
TOGETHER FOR
HEALTHIER
COMMUNITIES



THE RAPIDES FOUNDATION

20 YEARS OF IMPROVING HEALTH STATUS

In its 20-year history, The Rapides Foundation has held true its mission of improving the health status of Central Louisiana by developing initiatives and strategies that are intended to impact our community for decades to come.

"On September 1, 1994, a joint venture partnership between Rapides Regional Medical

Center and Columbia HCA was initiated that had tremendous benefit for the community through the creation of The Rapides Foundation," said Foundation President and CEO Joe Rosier. "Our history shapes who we are today and how we behave as an organization."

The Rapides Foundation recognized its two decades of service with an anniversary luncheon

ON THE COVER: The Rapides Foundation 20th Anniversary Luncheon
PHOTO ABOVE: President and CEO Joe Rosier

held September 3 and attended by approximately 350 people. The Foundation marked the occasion by sharing a historical perspective of the Foundation, outlining its grantmaking strategies and describing the approach it will use moving forward.

Greg O'Quin, first board chairman of The Rapides Foundation and chairman of the Rapides Regional Medical Center board during the period leading up to creation of the Foundation,

“ On September 1, 1994, a joint venture partnership between Rapides Regional Medical Center and Columbia HCA was initiated that had tremendous benefit for the community through the creation of The Rapides Foundation.

Joe Rosier

described the challenges of healthcare reform in the early 1990s. “So here we are, we’re in a small market, healthcare was changing, we had financial concerns, and we asked ourselves ‘what do we do?’” O’Quin said. After looking at what other hospitals around the country facing similar situations were doing, Rapides Regional Medical Center’s board worked with a consultant to determine strategic options for the future and then pursued those options, including discussions with HCA, which eventually led to the joint venture partnership and creation of The Rapides Foundation.

rapidesfoundation.org

Rosier said the choice made by the Rapides Regional Medical Center board to enter into the joint venture partnership has been very beneficial to Central Louisiana. “This founding group worked really diligently and considered a lot of options to ensure the viability of the hospital during an uncertain healthcare environment,” Rosier said. “As a result of their efforts, Rapides Regional Medical Center was sustained for continued growth and success into the future, and an endowment was created that would extend the hospital’s legacy beyond its walls for improved health in the region.”

The Rapides Foundation was created in 1994 with a \$140 million endowment, which was then the largest endowed charitable foundation in Louisiana. Its assets today are \$260 million, and the Foundation has dispersed \$200 million



The Rapides Foundation stems from a long legacy of healthcare that includes the former Baptist Hospital



Tammi Salazar, the Foundation's 2014 Board Chair

in grants since grantmaking began in 1995. The mission of The Rapides Foundation is to improve the health status of Central Louisiana. The Foundation serves a nine-parish region of Cenla that consists of Allen, Avoyelles, Catahoula, Grant, LaSalle, Natchitoches, Rapides, Vernon and Winn parishes.

Regionald Seastrunk, who was the Foundation's chairman during a critical strategic planning period in 2006, said the mission and vision of the Foundation is directly linked back to its hospital and medical service legacy. "I think that's one of the unique things about The Rapides Foundation, and it is certainly important for the



“ We believe that to make the greatest impact, you have to focus, be disciplined, be strategic, and continue to invest resources to improve lives and health.

Tammi Salazar

area in which we live," Seastrunk said. "This area is primarily rural, under-served, low-income and uninsured, and so the Foundation and its new strategic purpose came into play."

The Rapides Foundation focuses its work in three strategic areas: **Healthy People**, to improve access to healthcare and promote healthy behaviors; **Education**, to increase the level of educational attainment and achievement as the primary path to improved economic, social and health status; and **Healthy Communities**, to improve economic opportunity and family income, and enhance civic and community opportunities for more effective leaders and organizations.



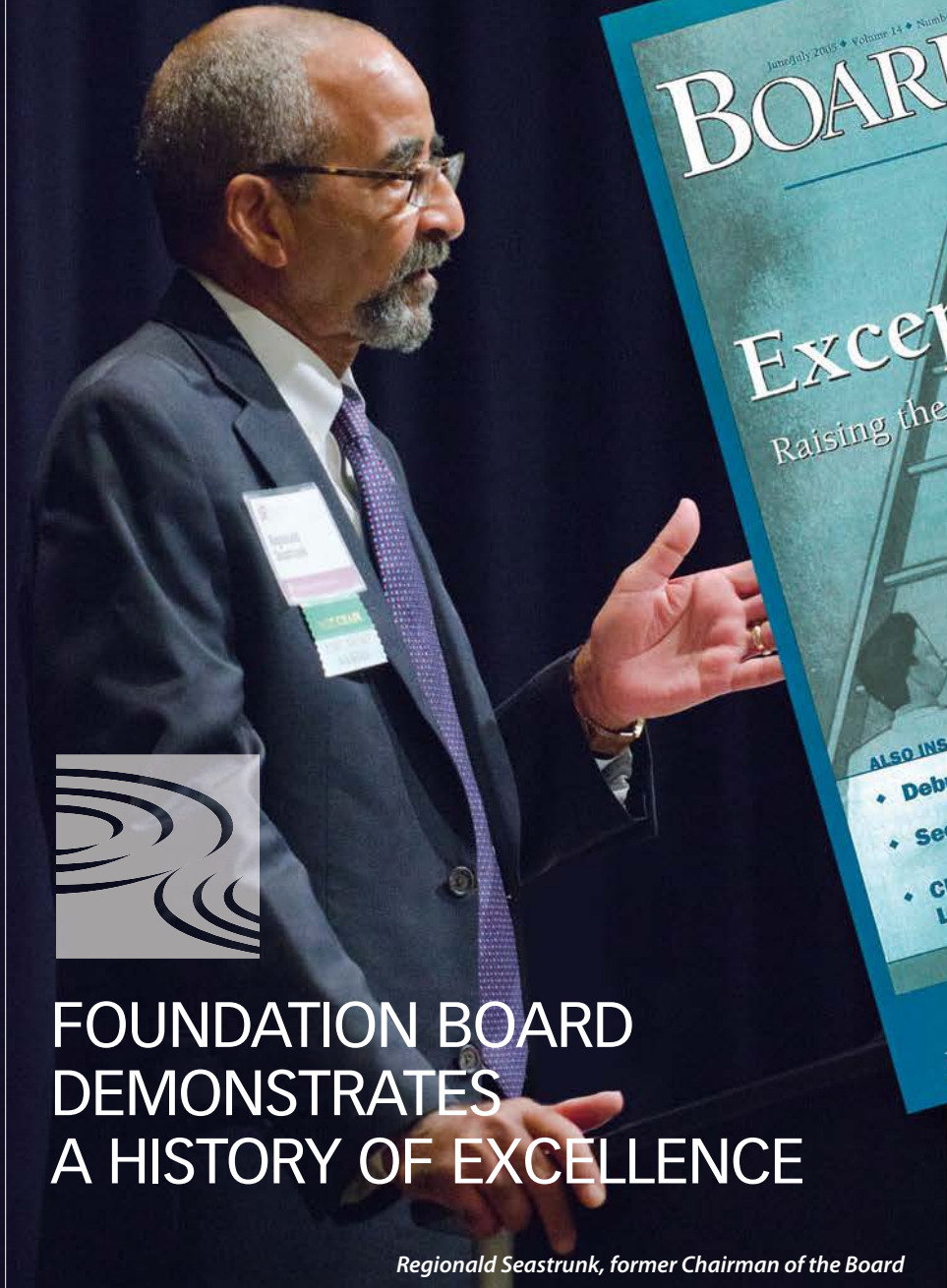
Greg O'Quin, first Chairman of the Board



All three areas tie in to the mission of improving the health status of Central Louisiana. "How do you define health status? One measure is life expectancy ... but we also look at what causes that, what is causing early death and chronic diseases," Rosier said. "The second part of the definition, while we are living longer, is how do we live better? Education and economic opportunity are strongly linked to the health of a community."

The Rapides Foundation will continue its focus in these three areas moving forward while making adjustments driven by updated information and research. "We continue to be strategic, but also to listen to the experts that provide advice to us and tweak those areas as needed," said Tammi Salazar, the Foundation's 2014 board chair. "We believe that in order to make the greatest impact over a period of time you have to focus, be disciplined, be strategic, and continue to invest our resources to improve lives and to improve health."





FOUNDATION BOARD DEMONSTRATES A HISTORY OF EXCELLENCE

Regionald Seastrunk, former Chairman of the Board



More than 60 Central Louisiana residents have served on The Rapides Foundation’s Board of Trustees in the past 20 years, holding fast to its mission and providing excellence along the way. Since the beginning, trustees have contributed to the Foundation’s success by being

thoughtful about the future and staying true to the high standards set forth by the founding members.

President and CEO Joe Rosier credits the founding trustees for setting the stage for success by being careful and deliberate in the attention they gave to the board’s initial development. One

Prescription for Greatness

Foundation board and chief executive
 that exceptional's the rule



Joseph R. Rosier



Regionald Seastrunk

Leadership spotlight
 Board Member
www.boardsource.org
 BoardSource

It's also helpful that Joe has no agenda other than to set the tone and implement the Rapides strategy.

Board Member: Was it difficult to build a constructive partnership between the board and the chief executive?

Seastrunk: Well, it didn't just happen. Previous board chairs made a conscious effort to clearly define roles to ensure the purview of the chief executive. We ensure this "institutional attitude" remains in place, even though trustees rotate, by having policies that clearly explain roles.

Rosier: Regionald's right. The process was very organic. Overnight, the foundation was established and the board rounded by expectations. Fortunately, all of the trustees were open to the idea of building a strong chief executive/board partnership. But we didn't have all the answers. We asked ourselves what we needed to do, and we became "sponges," visiting other foundations and soaking up insight and ideas on best practices. The board and I work closely together, and we try to be thoughtful about the future, always looking for ways we can improve.

Board Member: You mentioned that trustees rotate. How do you revitalize the board without changing important aspects of your culture or losing commitment to your mission?

Seastrunk: A few years ago, we talked about succession planning. Our intent was to recruit members in such a way that we would bring the board to a higher level. We wanted to get fresh ideas while maintaining our commitment to our mission. So trustee terms are staggered to ensure continuity, and each new trustee gets orientation and training in duties, and so forth. But Rapides has a unique challenge caused partly by geography. Because of our rural location, we've had to figure out how to expand the recruitment pool. We've solved this in part, by helping to develop the local boards of nonprofits in the rural communities so that one day these individuals will be ready to serve on large boards such as ours.

Rosier: We inaugurated term limits in 2001 to ensure that we would always have new blood. In order to maintain continuity, we formalized desired characteristics for trustees, developed board descriptions, and defined board responsibilities. This has been especially important because we continually seek people outside board members' daily contacts in order to achieve diversity. Our board works hard recruiting the most qualified people with a variety of knowledge and life experiences, so the whole is definitely greater than the sum of its parts. And members go through orientation, but we don't stop there. We work really hard at keeping them engaged their first year, and that sets the tone for the rest of their term.

Board Member: Your board has a reputation for focusing on results and evaluation. How do you do this?

Seastrunk: Our staff and consultants have developed metrics to measure results and outcomes. Of course, this is easier in our grantees' programs that deliver prescription drugs, or in education programs where you can measure test scores. In cases where measurement is more difficult, we routinely conduct studies or hire consultants to help us determine if a program is meeting expectations.

Rosier: This is what keeps me awake at night. How do we know if we're being effective? If you ask fifteen different people what community health is, you'll get fifteen different answers. Beyond our obvious fiduciary obligations, there's a responsibility to do the right thing, the best thing, for our community consistent with our legacy and mission. At our upcoming board retreat, we will be looking at all the different measures and asking ourselves hard questions about our performance to make sure we're focusing our energy on areas where we can make a difference. ◊

Resource:
Governance as Leadership: Reframing the Work of Nonprofit Boards by Richard P. Chait, William P. Ryan, and Barbara E. Taylor. John Wiley & Sons, 2005.

gone through or were going through the process from a community hospital board to a health conversion board."

That dedication continues as the board provides oversight to the Foundation's strategic planning. The board sets and approves strategic plans, which are carried out by the Foundation staff and partners.

Board Member, the magazine for nonprofit boards and chief executives, in its June/July 2005 issue recognized the Foundation for adhering to the principles of exceptional governance. In a spotlight article titled "Prescription for Greatness," Foundation CEO Joe Rosier and then-Chairman Regionald Seastrunk shared their secrets for success.

Board Member is a publication of BoardSource, the only organization in the United States focused exclusively on nonprofit governance practices and inspiring board service. *Board Member* specifically praised The Rapides Foundation for maintaining a strong board/chief executive partnership, being open and honest in communications, asking hard questions about performance and being results-oriented and committed to continuous improvement.

In the recognition, Seastrunk and Rosier praised the board's successful and rigorous recruiting process as well as the thorough training given to board members once they are selected. "Our intent was to recruit members in such a way that we would bring the board to a higher level," Seastrunk explained.

Rosier continues to praise the board for adhering to its fiduciary obligations, focusing on results and evaluation and being consistent with the Foundation's legacy and mission in order to make a difference. "You'll see that over 60 people have served as a trustee of The Rapides Foundation and have contributed to its success," he said. "I appreciate their selfless dedication."

example is that they imposed term limits, but kept them staggered to ensure continuity.

"They immediately determined what their roles would be as a trustee, and what their responsibilities and duties would be," Rosier said. "They learned from other foundations, and they immediately aligned with *Grantmakers in Health*, the *Council on Foundations*, *Southeastern Council of Foundations* and *Grantmakers for Education* so that they could have access to subject-matter experts and network with other trustees who had



Foundation Strategy 2014-2018

Mission/Vision

Healthy People
40%

Education
40%

Healthy Communities
20%

FOUNDATION CONTINUES WORK IN HEALTHY PEOPLE, EDUCATION AND HEALTHY COMMUNITIES

The Rapides Foundation's board of trustees in 2013 gathered for a retreat to determine how to reshape five-year strategic plans that were set in motion in 2008. Their careful decisions were based on expert advice, and issue-specific information and research, which resulted in renewed strategies that are designed to strengthen existing projects and initiatives.

"It really was a refinement and affirmation of the work that we were doing," said Joe Rosier, President and CEO.

The Foundation will continue its work in three strategic areas: **Healthy People**, to improve access to healthcare and promote healthy behaviors; **Education**, to increase the level of educational attainment and achievement as the primary path to improved economic, social and

health status; and **Healthy Communities**, to improve economic opportunity and family income, and enhance civic and community opportunities for more effective leaders and organizations.

“The two additional areas that our board asked us to explore to see if there is a strategic place for us are alcohol and substance abuse prevention and school readiness. We are carefully looking at both areas to see where we can best place our investments to make a difference,” Rosier said.



These renewed strategies for 2014-2018 are designed to ensure the best results in Central Louisiana. “We want everyone in the community to understand what our strategic aims are, because as significant as our resources are, they are still limited and there still will be more need than we could ever tend to, so we have to find those areas that we think most drive toward our mission of improving health status in the region,” Rosier said. “To improve health status is sometimes generational work, so we try to have milestones that we can meet daily, monthly and annually, but

“ To improve health status is sometimes generational work, so we try to have milestones that we can meet daily, monthly and annually.

Joe Rosier

some of these things are going to take five or 10 years to really impact the community.”

Moving forward, The Rapides Foundation will direct 40 percent of its spending for **Healthy People**; 40 percent for **Education**; and 20 percent for **Healthy Communities**.



CDW | Cenla **ExecBuilders**



Foundation Strategy 2014-2018

Healthy People

Healthy People
40%

Healthcare Access
50%

Healthy Behaviors
50%

- Medication Access
- Cancer Screenings
- Expansion of primary care access with integrated behavioral and oral healthcare services
- Medical Manpower

- Tobacco Prevention and Control
- Diet and Physical Activity
- Alcohol and Substance Abuse Prevention

Healthy People

This priority area is divided into two focus areas: Healthcare Access and Healthy Behaviors.

Healthcare Access

Access to quality healthcare is important to reduce health disparities and improve health status for people in The Rapides Foundation Service Area. Factors that limit care include financial barriers, personal and cultural barriers,

not knowing what to do or where to go, physical or geographic barriers, and shortages in healthcare professionals and facilities.

The Foundation's Healthcare Access efforts are designed to foster the establishment and expansion of primary care access with integrated behavioral and oral healthcare services; to continue to address cancer screenings and medication access; and to develop a strategy around related medical manpower issues.

To address primary care access for behavioral and oral health, the Foundation will work primarily

with Federally Qualified Health Centers throughout the region. The Foundation’s medication access efforts will continue through its Cenla Medication Access Program, more commonly known as CMAP, which has been providing free medications to eligible individuals since 2001. The Cancer Screening Initiative will continue to promote early screening for colorectal, cervical and breast cancers through funding of a mobile cancer screening van in partnership with LSU Health Shreveport’s Feist-Weiler Cancer Center, and a related project in partnership with the American Cancer Society to develop a community-based lay health advisor program to educate Cenla residents about the importance of cancer screenings will be expanded into additional parishes in the region.

Healthy Behaviors

As in years past, Healthy Behaviors will continue to address tobacco use as well as diet and physical activity. The Foundation has invested more than \$8.6 million since 2007 to address these two important health behaviors, which are directly linked to premature death and disability from heart disease, stroke, diabetes, certain cancers and arthritis.

An additional emphasis will be on increasing the tobacco tax as studies clearly show that significant increases in the prices of tobacco products encourage current tobacco users to stop using the products, prevent potential users from taking up tobacco use, and reduce consumption among those that continue to use tobacco. Alcohol and substance abuse prevention will be added as areas of interest.

Evidence suggests that an integrated, comprehensive, multi-level, multi-target initiative



to focus on these important health behaviors is crucial to the long-term success of the program, including having a meaningful impact on chronic disease prevention in the region. For that reason, the Foundation’s work in Healthy Behaviors will continue in the schools, workplaces and communities, and will also include policy and advocacy, and a marketing component.

Among the work that will continue in the schools: CATCH and SPARK programs will be offered to keep young people active; students will participate in Kick Butts Day, a nationwide day of youth activism to bring awareness to the dangers of tobacco use and the deceptive marketing used by the tobacco industry; new activities in the area of alcohol and substance abuse prevention will be introduced; and students will participate in a yearly Youth Summit that addresses all related behaviors.

Community programs include continuation of the Healthy Lifestyle Program and the Healthy Places Program. The Healthy Lifestyle Program provides one-on-one nutrition and physical activity counseling to patients referred by their doctors. The Healthy Lifestyle Program also reaches out to employers to assist them in creating healthier workplaces by promoting and supporting the state of Louisiana’s “Well-Ahead Louisiana” campaign and the American Heart Association’s “Fit Friendly Worksites” Recognition Program. The Foundation will also continue its Healthy Places Program, which is a process connecting community leaders to resources and technical assistance to create a community plan to support healthy lifestyles.

The Foundation will also seek partnerships to consider high-impact “policy” activities that address changes in the community supportive of healthy behaviors. Marketing efforts will be used to raise awareness in the areas of tobacco prevention and control, nutrition and physical activity, and alcohol and substance abuse prevention.



Foundation Strategy 2014-2018

Education

Education
40%

Effective Schools
and
School Readiness
80%

Career and
Post-Secondary
Readiness
20%

- Professional Development for Teachers and Instructional Leadership
- Training for Administrators through grants to nine public school districts
- The Orchard Foundation

- Cenla Work Ready Network
- Career Counseling

Education

The Foundation's Education Initiative seeks to increase the level of educational attainment, which is critical to improving the health status of a community.

Moving forward, the initiative will build upon the long-standing work and relationships between the Foundation and the nine public school districts in Cenla. The strategic plan includes the following four components: an Effective Schools Initiative to continue providing opportunities for districts to enhance professional development for teachers and the leadership capacity for administrators; to continue to provide operational support to The Orchard Foundation as well as funding for district-wide institutes; to continue work in the area of Career and Post-Secondary Readiness through the Cenla Work Ready Network and Career Counseling; and developing a strategy around early childhood education.

Work under the Effective Schools Component will continue the Foundation's previous work with the districts. This includes providing district-level grants for targeted coaching and mentoring of teachers, leadership development for administrators and funding to allow the districts to participate in Institutes provided by The Orchard Foundation. These institutes consist of Kagan Training and leadership training from the University of Washington's Center for Educational Leadership.

In the area of Career and Post-Secondary Readiness, the Foundation will continue its support of the Cenla Work Ready Network, a system designed to link education and



workforce development efforts and align them with regional economic needs. The Cenla Work Ready Network provides high school students and under-employed or unemployed adults the chance to earn a nationally recognized certificate that demonstrates their work-ready skills to potential employers. Career counseling for Central Louisiana students will continue to be provided by Career Compass of Louisiana, a nonprofit education organization, which provides one-on-one career counseling for high school seniors, and group seminars for other high school students throughout the region.

The Foundation plans to address School Readiness by enhancing and supporting training opportunities for the public schools in The Rapides Foundation's service area who are participating in the state of Louisiana's Community Network pilots. The networks include Pre-K, Head Start and child care centers, and focus on early childhood education. The Community Network pilot is part of Louisiana's efforts to develop a unified Early Childhood System of Local Networks as directed by Act 3 of the 2012 Regular Legislative Session, which when fully implemented will expand access to high quality, publicly-funded early childhood education programs and ensure more children are ready to enter kindergarten.



Foundation Strategy 2014-2018

Healthy Communities



Economic Environment
70%

- Business Start-ups and Expansions
- Workforce Development
- Business Culture and Environment

Healthy Communities
20%

Social Environment
30%

- Nonprofit Management Trainings
- Cenla Boardbuilders
- Cenla Execbuilders

ties



Healthy Communities

Economic Environment

The Economic Development Initiative makes the link between healthy economies and healthy people. Healthy economies with low unemployment rates and higher wage jobs provide people with the means to purchase medical insurance, make better healthcare choices and live healthier lifestyles. The goal of the Initiative is to raise the median household income and standard of living in Central Louisiana by improving the region's capacity to produce higher wage jobs for all income levels and generate more wealth in its communities.

The components of the Economic Development Initiative are: Business Start-ups and Expansions; Workforce Skills and Development; and Business Culture and Environment.

The Foundation will continue to support entrepreneurship through the Business Acceleration System. It will also continue its investment in the Central Louisiana Economic Development Alliance (CLEDA) as a means to improve the region's business culture and environment and strengthen the Cenla workforce.

In the area of Workforce Skills and Development, the goal is to build a cohesive

and effective workforce development system in Central Louisiana that meets the demands of employers, has the capacity to quickly respond to change, and provides training opportunities and career paths for employment and advancement for all Cenla residents. This includes building employer and community participation in the Cenla Work Ready Network.

The Economic Development initiative will continue its support of CLEDA as the vehicle to build cooperation, coordination, teamwork and social cohesiveness for regional economic development objectives.

Social Environment

Through its Community Development Initiative, the Foundation will continue to support Central Louisiana nonprofit organizations and individuals in their efforts to build better communities. Through the Community Development Works program, it will offer a variety of training and leadership programs, and provide people with the tools and resources they need to support citizen-led community development efforts through the CDW Learning Lab.

CDW's online and onsite trainings on such topics as grantwriting, fundraising and financial management will continue. CDW will also continue to offer Cenla Boardbuilders, a program for emerging leaders to become active in their communities as members of nonprofit boards, and its Cenla Execbuilders program, which provides training opportunities for nonprofit executives.



MAKING A DIFFERENCE

Working together for healthier communities



MAKING A DIFFERENCE / THE VIDEOS

For our 2013 Annual Report, we interviewed Central Louisiana residents about how they are making a difference in their communities through their partnerships and affiliations with The Rapides Foundation. Their stories can be viewed in our online Annual Report, which can be accessed on our website at www.rapidesfoundation.org.



www.rapidesfoundation.org



THE RAPIDES FOUNDATION

HEALTHY PEOPLE • EDUCATION • HEALTHY COMMUNITIES


is published by The Rapides Foundation

The Rapides Foundation continues a legacy of community healthcare initiated in 1903.

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