



INTERCONNECTED APPROACH

HEALTHY PEOPLE



EDUCATION

HEALTHY COMMUNITIES

Strategically working in areas that shape health



THE RAPIDES FOUNDATION

TABLE OF CONTENTS

Message from the President and Chairman	1
Healthy People	2
Education	8
Healthy Communities	12
Rapides Healthcare System	16
Philanthropic Objectives / Program Summary	18
2017 Grants List	19
Financial Summary	22
Board of Trustees	24
Foundation Staff	25
Foundation Service Area	26

OUR MISSION

The mission of The Rapides Foundation is to improve the health status of Central Louisiana.

OUR VISION

Our vision is to positively impact Central Louisiana by deploying resources to improve key factors of health status.

INTERCONNECTED APPROACH



INTERCONNECTED APPROACH:

Strategically working in areas that shape health

The Rapides Foundation's work revolves around its mission to improve the health status of Central Louisiana. We do this by strategically working in three seemingly different priority areas that, when connected, contribute to this overall goal.

Our interconnected approach to improving health has been at the core of our work since our 1994 founding and has continued to evolve over the years based on updated research, evidence-based strategies and expert advice.

Research tells us that increasing people's access to healthcare services and promoting healthy behaviors can improve health outcomes, which is the core of our Healthy People priority area. We believe our work in Education to increase the level of educational attainment and achievement is the primary path to improved economic, social and health status for all Cenla residents. And the Foundation's Healthy Communities priority area focuses on two areas: Economic Environment as the way to improve economic opportunity and family income; and the Social Environment to enhance civic and community opportunities for more effective leaders and organizations.

These three interconnected priority areas form the basis of our work. Thanks to our staff, grantees and partners, the initiatives and strategies that fall under each area are being carefully implemented and monitored each day.

Some of the programs and activities that fall under these priority areas overlap while others are carried out individually. Evidence of this work can be seen across Central Louisiana, in all types of settings: from health clinics to schools, and in local businesses and communities throughout the region.

When put together, these strategies share the common goal of improving the health status of Central Louisiana residents.

In 2017 we were approaching the end of a five-year cycle, fully implementing these interconnected strategies and initiatives designed to improve the health of Cenla residents for generations to come. As in years past, we continue to observe, evaluate and improve upon these strategies as our work progresses.

On these pages, you'll see 2017 highlights from our Healthy People, Education and Healthy Communities priority areas. On behalf of the Foundation's Board of Trustees and staff, we encourage you to learn more about our mission to improve the health of Central Louisiana.



Joseph R. Rosier, Jr., CFA, CPA (Inactive)
President and CEO



Robert C. Hughes, P.E.
Board Chairman

HEALTHY PEOPLE

The objective of the Healthy People priority area is to improve access to healthcare and promote healthy behaviors. This work is implemented through the Healthcare Access and Healthy Behaviors Initiatives.



LPN Shelby Beaudion assists L.P. Vaughn Elementary School student Kolton Chapman at the Outpatient Medical Center school-based health center in Natchitoches Parish. The school-based health center is funded by a Healthcare Access grant.

Photo at top: Miesha Miller gets checked by Family Nurse Practitioner Mary Lancaster.



Healthcare Access

The Healthcare Access Initiative fosters the establishment and expansion of primary, behavioral and oral health services through integration with community health clinics; and also addresses medical manpower issues in the region. Through grant funding to its Cenla Medication Access Program, the Foundation addresses medication access and cancer screenings.

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 Initiative works to improve people's access to healthcare through its Cancer Screening Project, Cenla Medication Access Program and grants to Federally Qualified Health Centers and nursing schools.

The Foundation's most recent Community Health Assessment showed 36.8 percent of people reported difficulty in accessing healthcare services in 2013. Research shows rural areas disproportionately experience diminished access to healthcare, including provider shortages. Rural communities also face significant health disparities – including higher rates of chronic disease and indicators of poor overall health – compared to urban communities.

To address this problem, the Foundation in 2014 began offering a funding opportunity to help FQHCs and FQHC Look-Alikes expand critical services to underserved areas in Central Louisiana by expanding their primary care access with integrated behavioral and oral health services or establishing new "access



The Rapides Foundation President and CEO Joe Rosier speaks at a ribbon-cutting ceremony for the Grant Community Health Center as Winn Community Health Center CEO Deano Thornton, left, and Louisiana Governor John Bel Edwards look on.

points" for services. Three of these multi-year grants and one planning grant were awarded in 2017. The Winn Community Health Center, in partnership with the Rapides Parish School Board, is using its grant funding to establish school-based health centers in five Rapides Parish schools. A grant to the Outpatient Medical Center, in partnership with the Natchitoches Parish School Board, is being used to establish a school-based health center, which will serve two Natchitoches Parish schools. The Iberia Comprehensive Community Health Center will use its grant to expand health center services in Vernon Parish. The Catahoula Parish Hospital Service District #2 received a grant to develop a plan to expand primary care access at the Harrisonburg Family Health Clinic.

The Healthcare Access Initiative continued to address the shortage of healthcare professionals in rural communities. A Nurse Practitioner Program Grant to Northwestern State University's School of Nursing and Allied Health provides a stipend to NSU graduate students who agree to work two years in Central Louisiana as a family nurse practitioner after they graduate. As the grant ended in 2017, 51 nurse practitioners had graduated from the Foundation-funded program. A similar grant was awarded to NSU in 2017 to begin a Psychiatric Nurse Practitioner Program. The Foundation also continued to monitor

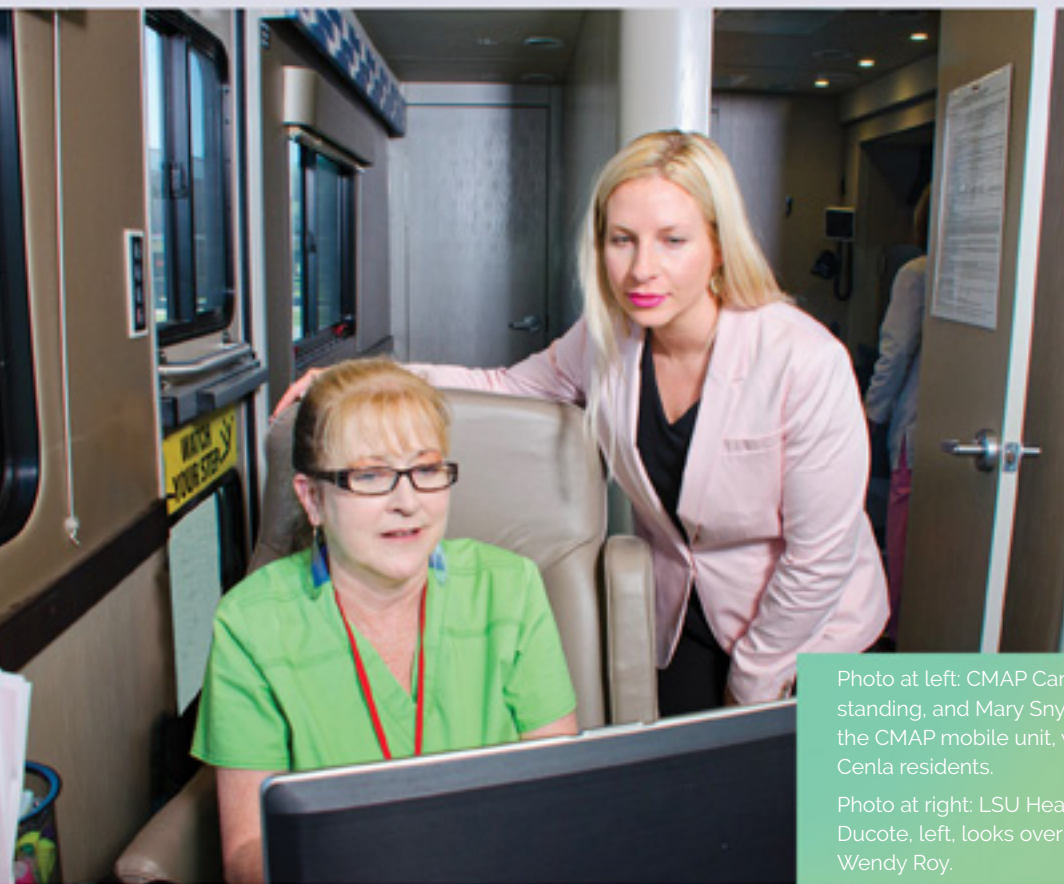


Photo at left: CMAP Cancer Screening Specialist Kayla Edwards, standing, and Mary Snyder of LSU Health Shreveport work inside the CMAP mobile unit, which brings free cancer screenings to Cenla residents.



Photo at right: LSU Health Shreveport Nurse Practitioner Carlyss Ducote, left, looks over reports with CMAP Executive Director Wendy Roy.

grants to NSU and CLCC nursing programs in 2017 to support nursing instruction.

The Foundation's Cenla Medication Access Program (CMAP) helps eligible clients obtain free or reduced-cost prescription medications. CMAP employs Patient Assistance Program specialists who work with rural health clinics and primary care practices to provide patients' prescriptions. CMAP expands its medication offerings through its Central Fill Pharmacy and partnerships with pharmaceutical companies. Rapides Regional Medical Center contracts with CMAP to provide free or low-cost medications to patients who visit the HP Long Outpatient Clinics.

In 2017 CMAP filled 11,662 prescriptions through its Central Fill Pharmacy and Patient Assistance Program for a wholesale cost savings of approximately \$5.1 million. An additional 4,632 prescriptions were filled through CMAP's VRx card for patients at the HP Long Outpatient Clinics with an average copay paid by the patient of \$4. And through its CMAP Extra prescription drug benefit card, participants filled 926 prescriptions for retail savings of \$109,000.

The Foundation's Cancer Screening Project, which is administered by CMAP, seeks to increase screenings

for breast, cervical and colon cancers. Studies show that early screening for these cancers can be cost-effective and promote longer, healthier lives. In partnership with the Feist-Weiller Cancer Center's Partners in Wellness Program at LSU Health Shreveport, CMAP is able to bring screenings to Cenla parishes through a mobile unit. The mobile unit travels to communities for two-day clinics, where patients receive clinical breast exams, digital mammograms, cervical exams, Pap smears and FIT colon cancer screening take-home tests. In 2017, 934 cancer screens were performed, with 25 cases requiring follow-up visits.

CMAP also administers the Community Health Advisor Project, a community-based program designed to train community volunteers to help educate others about the importance of cancer screenings and to reach out to those who are diagnosed with cancer. Once trained by the Cancer Screening Project Community Health Advisor, these volunteers will provide education, outreach and information to men and women throughout Central Louisiana. The goal is to encourage residents to practice early detection of colon, breast and cervical cancer while it is in the most treatable stages.



INTERCONNECTED APPROACH

Substance and Alcohol Abuse Prevention

Healthy Behaviors



The Healthy Behaviors Initiative addresses prevention of tobacco use, poor diet, lack of physical activity, and alcohol and substance abuse prevention.



Panelists at the 2017 Youth Summit on Healthy Behaviors share their stories of overcoming drug and substance abuse.

Photo at top: Students across Cenla participate in Kick Butts Day activities.

Poor diet, physical inactivity and the use of tobacco are health behaviors directly linked to premature death and disability from heart disease, stroke, diabetes, certain types of cancer and arthritis. Illicit drug use and alcohol consumption are also associated with injury, death and disability.

Evidence suggests that an integrated, comprehensive, multi-level, multi-target initiative to focus on these important health behaviors is crucial to long-term success. For that reason, the Foundation's Healthy Behaviors Initiative consists of a variety of programs in schools, communities and workplaces.

The Foundation invites Central Louisiana school districts each year to apply for Healthy Behaviors School District Partnership Grants that are used to fund projects and activities that positively impact students and school personnel in the areas of tobacco prevention and control, substance and alcohol abuse prevention, physical activity and nutrition. The goal is to provide students, staff and teachers with the knowledge and skills necessary to make better and informed behavior decisions leading to healthier lives.

In 2017, Central Louisiana students from 108 K-12 schools in seven parishes participated in evidence-based projects that address health behaviors.

While the projects vary, schools can use these funds for physical education equipment, supplies and curricula; for training and support for Kick Butts Day activities, National Drug and Alcohol Facts Week and Living Healthy Clubs; and for professional development and certification for nutrition services staff.

In addition to the school district grants, the Foundation continued to oversee Healthy Behaviors Program Grants and Mini Grants that were awarded to communities for projects that address health behaviors. The Foundation has awarded 11 Healthy

Behaviors Program Grants and eight Healthy Behaviors Mini Grants since the program launched in 2014. These grants continued in 2017 with funds being used for a wide variety of regional projects, such as park improvements and outdoor fitness equipment, mobile playgrounds, farmers markets, healthy food distribution programs, community gardens, and alcohol and substance abuse prevention.

The Foundation's seventh annual Youth Summit on Healthy Behaviors attracted 600 students and teachers from seven Central Louisiana school districts



A Healthy Behaviors Program Grant funds school food pantries at several Centla schools. Linda Hutson from the Food Bank of Central Louisiana, left, helps prepare a food distribution at Bunkie Elementary Learning Academy with Custodian Albert Dossman and Principal Liza Jacobs.



INTERCONNECTED APPROACH

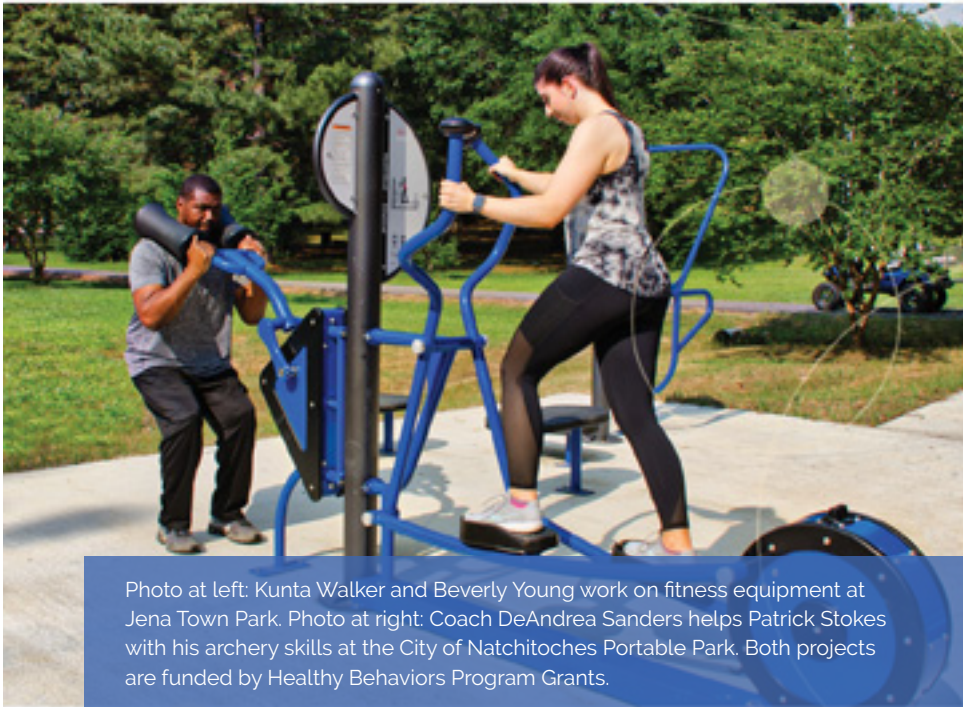


Photo at left: Kunta Walker and Beverly Young work on fitness equipment at Jena Town Park. Photo at right: Coach DeAndrea Sanders helps Patrick Stokes with his archery skills at the City of Natchitoches Portable Park. Both projects are funded by Healthy Behaviors Program Grants.



in October 2017. The summit, a one-day event for students to learn how to become advocates for healthy choices and policy change in their schools and communities, carried the theme *#MoveMore #EatWell #LiveClean* and included nationally recognized presenters. Members of the Foundation's Youth Advocacy Council planned and led the summit, and created the "My Healthy High!" advocacy project that focused on substance and alcohol abuse prevention. The project included a public service announcement, toolkit and resource directory for participants to implement in their schools and communities.

In the area of tobacco prevention and control, CMAP partnered with the Smoking Cessation Trust to offer cessation counseling to eligible smokers from the nine parishes served by The Rapides Foundation. Since the partnership began in 2014, CMAP has received referrals for 981 Central Louisiana residents who have been offered free cessation counseling and medicine to help them quit. Studies show a smoker's chances of quitting tobacco are higher when receiving personal counseling in addition to cessation medications.

The Rapides Foundation's Healthy Lifestyle Program, administered by CMAP, continued to provide free

nutrition and physical activity counseling to Central Louisiana residents referred by their physicians. A registered dietitian and an exercise specialist work individually with each client for a six-month period. Clients learn behavior changes they can take with them when they complete the program. In 2017, 471 people were enrolled, with 297 physicians referring their patients to the program.

The Healthy Lifestyle Program also works with employers wishing to improve worksite wellness. This included assisting employers participating in the state Department of Health's Well-Ahead campaign, which designates places and spaces as "WellSpots."

The Healthy Behaviors Initiative includes marketing campaigns that are designed to raise awareness of the importance of diet and physical activity, to counter tobacco advertising and to provide awareness and resources in the area of alcohol and substance abuse. As in years past, the Foundation concluded the year with its "Have a Healthy Holiday" campaign. The campaign provides healthy holiday recipes, cooking demonstrations, exercise videos and tips to help people eat smart, cook right and get moving during the busy holiday season.

EDUCATION

The objective of the Education priority area is to increase the level of educational attainment and achievement as the primary path to improved economic, social and health status.

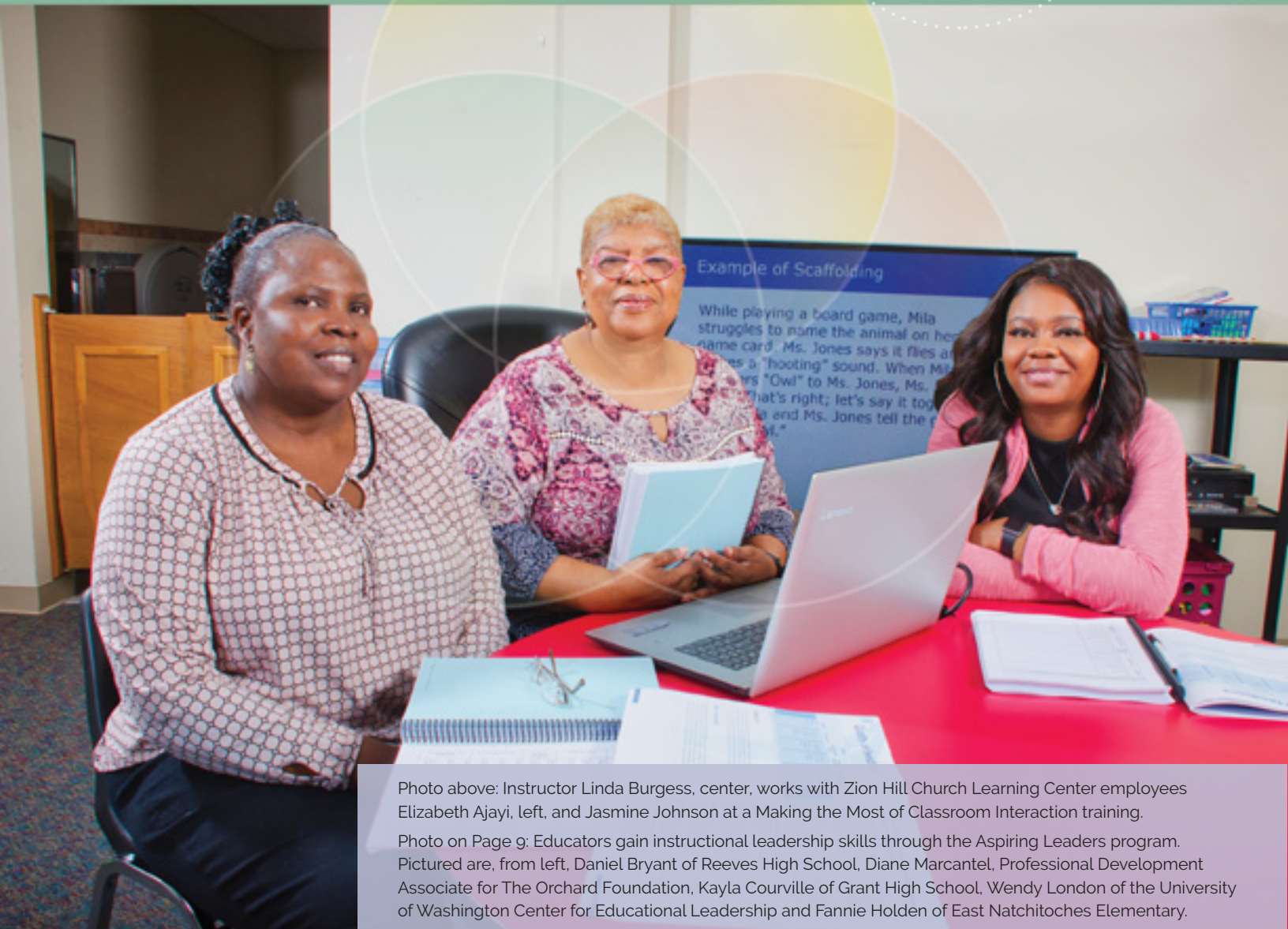


Photo above: Instructor Linda Burgess, center, works with Zion Hill Church Learning Center employees Elizabeth Ajayi, left, and Jasmine Johnson at a Making the Most of Classroom Interaction training.

Photo on Page 9: Educators gain instructional leadership skills through the Aspiring Leaders program. Pictured are, from left, Daniel Bryant of Reeves High School, Diane Marcantel, Professional Development Associate for The Orchard Foundation, Kayla Courville of Grant High School, Wendy London of the University of Washington Center for Educational Leadership and Fannie Holden of East Natchitoches Elementary.



Effective Schools and School Readiness

This component of the Education Initiative focuses on enhancing professional development for teachers and increasing leadership capacity for administrators in the nine public school districts within the Foundation's service area. Building upon the long-standing work and relationships between the Foundation and school districts, professional and leadership development opportunities are provided through grants to the districts, as well as funding provided to The Orchard Foundation for training institutes. Research and advancement of successful School Readiness approaches are also included as part of The Rapides Foundation's Education Initiative.

Under the Effective Schools component of the Education Initiative, the Foundation offers the Effective Schools Grant, which is designed to support district-wide school improvement plans that have the goal of increasing educational attainment and improving student achievement. Districts use these funds to enhance professional development for teachers and strengthen leadership capacity for administrators in a way that continues to deepen the districts' work. These district-level grants are used to fund targeted coaching and mentoring of teachers; leadership development for administrators; and participation in institutes provided by The Orchard Foundation.

In addition, during 2017 eight school districts began implementation of Strategic Solutions Fund grants, which are multi-year grants designed to encourage districts to be creative and forward thinking while adding depth to their strategic visions. Grants totaling \$2.25 million have been awarded to Central Louisiana school districts under the Strategic Solutions Fund.

The Foundation's Effective Schools component also provides technical assistance to each school district through contracts with experts in the field of education. These experts assist school districts on the progress of their grant with The Rapides Foundation by

providing on-site visits, offering relevant research data and programs, and providing a national perspective.

Another component of the Education Initiative focuses on enhancing professional development for teachers and increasing the leadership capacity for administrators. Research shows that strong school leadership and instructional strategies ultimately lead to student achievement.

The Orchard Foundation provides summer institutes on Kagan Cooperative Learning, which provides teachers with resources, tools and strategies they can use to increase student engagement and learning. In addition, regional institutes from the University of Washington's Center for Educational Leadership provide Cenla educators with the opportunity to receive leadership training. During the 2016-17 school year, 358 Cenla educators took part in Kagan trainings while 242 participated in CEL institutes.

The Education Initiative's focus on School Readiness seeks to ensure more children are ready to enter kindergarten. Studies show children who attend some type of early childhood program before kindergarten are more likely to complete high school and go through their entire school careers without repeating a grade.

Effective Schools and School Readiness

The Orchard Foundation administers School Readiness Institutes for eligible Central Louisiana Pre-K, Head Start and childcare providers that are participating in the state of Louisiana's Early Childhood System Community Network. The network's goal is to expand access to high quality, publicly funded early childhood education programs. The institutes for Central Louisiana providers are funded under The Rapides Foundation's Education Initiative. Ninety-nine educators and providers attended five School Readiness Professional Development Institutes in 2017 to receive Pre-K training. In addition, to expand the reach of Pre-K School Readiness training and increase local capacity, Orchard provides opportunities for individuals to become certified instructors. Seventeen individuals received their certification as Making the Most of Classroom Interaction (MMCI) instructors in 2017, and administered 29 trainings which reached 314 educators and providers in Central Louisiana.

Also as part of its School Readiness component, The Rapides Foundation in 2017 awarded The Orchard Foundation a grant to begin developing an early childhood literacy program for children ages 5 and under in Central Louisiana. The literacy program's goal will be to help develop and strengthen a culture of reading at home through parent engagement so that children will have the tools for school success once they enter kindergarten.

Career and Postsecondary Readiness

This component of the Education Initiative focuses on achieving career and postsecondary success through implementation of counseling, credential and advance credit programs.

The Education Initiative's focus on Career and Postsecondary Readiness seeks to ensure students are prepared for success beyond high school. This work is carried out through a Career and Technical Education component that supports the Cenla Work Ready Network; and through a College and Career Counseling component.

Career and Technical Education programs are designed to give Cenla residents the opportunity and support to earn a credential or degree that will put them in a position for a rewarding job that offers a good quality of life. Work under this area is being



At the Workplace Experience Exchange Camp, educators visit local employers to learn how classroom content is applied in the workplace.



INTERCONNECTED APPROACH



Students from throughout Cenla participate in the Students Exploring Career Opportunities expo.

implemented through the Cenla Work Ready Network, a system designed to link education and workforce development efforts and align them with regional economic needs.

Through the network, high school students and unemployed or under-employed adults are able to earn a nationally recognized certificate that demonstrates their work ready skills to a potential employer. In the 2016-17 school year, 4,795 National Career Readiness Certificates were earned.

In addition, Orchard offers summer programs and camps for teachers to learn how to translate the skills needed in today's workforce into their classrooms. The Workplace Experience Exchange Camp gives Cenla teachers the opportunity to engage in business and industry activities to learn how classroom content and learning strategies are applied in the workplace. Twenty selected educators attended the three-day 2017 WEE Camp while six educators took part in the in-depth WEE Camp II experience, where they spent two additional days learning the day-to-day operations of some of the region's key manufacturers. The Virtual Externship for Educators summer camp allows educators to learn through a virtual experience using the NEPRIS platform. The 34 participants in the 2017

VEE Camp learned about trends, skill requirements and opportunities in business and industry in the region, as well as how virtual externships can work for both educators and students.

To support the college and career readiness effort, the Foundation partners with Career Compass of Louisiana to work with area schools to provide college and career coaching to students. Career Compass coaches act as a liaison between the students of Central Louisiana and postsecondary institutions in the state, helping students find the right school for their needs. In the 2016-17 school year, 3,138 high school seniors received career coaching while another 14,888 students from other grade levels attended Foundation-funded career seminars.

The Orchard Foundation also coordinated two "Students Exploring Career Opportunities" expos in 2017. SECO is an interactive, student-focused event that exposes young people to different careers so they will be better prepared in high school when choosing a pathway into the workforce, a technical school or college. The 2017 events attracted 5,242 Cenla students who participated in hands-on activities at stations staffed by area businesses.

HEALTHY COMMUNITIES

The objective of the Healthy Communities priority area is to improve economic opportunity and family income; and to enhance civic and community opportunities for more effective leaders and organizations. This work is implemented through the Economic Development and Community Development Initiatives.



A manufacturing grant to the Louisiana Community Technical College System Foundation funds advanced training and education programs at the Central Louisiana Technical Community College. CLTCC staff, pictured from left, are: Nub Parker, Director of Manufacturing; Misty Slayter, Vice Chancellor of Workforce Development; Bert O'Neal, Dean of Technical Studies; Thomas Coutee, Welding Coordinator; and William Tulak, Vice Chancellor of Academic Affairs and Institutional Effectiveness.



Economic Environment

The Economic Development Initiative addresses incomes and occupations through grants, as well as through funding provided to the Central Louisiana Economic Development Alliance to address workforce development in the region; increased business startups and expansions; and support for regional economic development focused on value-added goods and services in traded sectors.



Central Louisiana Technical Community College Chancellor Jimmy Sawtelle addresses the crowd at an event to announce a \$2 million matching grant that will be used to significantly expand manufacturing programs on all CLTCC campuses.

The Rapides Foundation's 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 work that takes place under the Economic Development initiative is designed to help raise the 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. Its grantmaking strategy revolves around three key components: Workforce Skills and Development; Business Culture and Environment; and Business Startups and Expansions.

In the area of Workforce Skills and Development, The Rapides Foundation in late 2017 awarded a \$2 million matching grant to the Louisiana Community and Technical College System Foundation that will be used by CLTCC to establish the Central Louisiana Manufacturing Technology Center in downtown Alexandria and to build and expand its manufacturing programs located on campuses throughout the region.

The State of Louisiana matched the Foundation's funding with \$2 million. The grant was the result of partnerships that began in 2008 when the Foundation spearheaded a community discussion about the future workforce of Central Louisiana.

Grant dollars will be used over the next three years to fund a state-of-the-art technical training program with a focus on advanced manufacturing. The goal is to produce graduates for the high-wage, high-demand jobs in the manufacturing sector throughout the region.

The Foundation's Workforce Opportunity Grant is an ongoing funding opportunity for accredited postsecondary institutions in Louisiana to partner with Central Louisiana businesses to address extraordinary and immediate training needs. The grant has been offered since 2015 to support training and education to prepare workers for specific high-wage, middle-skill and knowledge-based employment.

The Foundation also continued to monitor grants under its Healthcare Occupations Program, which aims to increase the number of graduates from healthcare programs and address the gaps between healthcare

Economic Environment

workforce supply and demand in Central Louisiana. These three-year grants were awarded in 2016. As a result, four postsecondary institutions in the region are providing education and training for high-wage employment in the areas of nursing and social work.

As part of the Business Culture and Environment Component, the Foundation supports the Central Louisiana Economic Development Alliance as the vehicle to build cooperation, coordination, teamwork and social cohesiveness for regional economic development objectives. These efforts were key to bringing expansions and new businesses to Central Louisiana in 2017.

In 2017, local economic development efforts got a boost when a multi-year effort for all Central Louisiana parishes to seek ACT Work Ready Community designation was completed. This achievement demonstrates the region has a skilled workforce that is valued by their local industry. Central Louisiana is the only economic development region in five states to have all of its parishes or counties achieve certified status. These Central Louisiana economic development partners at the parish level have been recognized by ACT as pioneers in Louisiana in leading the parish initiatives to directly engage with the Work Ready Communities program.

The Economic Development Initiative's Business Startups and Expansions component is designed to build a comprehensive and coordinated entrepreneurship system for Central Louisiana. The Business Acceleration System, funded by the Foundation and administered by CLEDA, coordinates these efforts.

BAS provides technical assistance, coaching and mentoring services for entrepreneurs and small business owners who want to start or grow their businesses. In 2017, BAS worked one-on-one with 50 business owners throughout the region. It also brought in quarterly speakers and offered 10 workshops and trainings throughout the year, reaching more than 200 people interested in taking their businesses to the next level.



Joan Buswell, Lakeview High School Youth Volunteer Corps Club Liaison, works on a project with Ladarrion Winslow of Clarence, one of the club's first members.

Social Environment

The Community Development Initiative addresses social capital by supporting leadership and nonprofit development, and increased civic engagement through Foundation funding provided to its Community Development Works program.

Community Development Works provides an integrated approach to enhance civic and community opportunities for more effective nonprofit leaders and organizations. Its strategies seek to foster increased civic engagement, develop enhanced leadership skills and improve the effectiveness of nonprofit organizations. Improving nonprofits means that those organizations will operate with greater success in pursuit of their missions. CDW offers a variety of programs in support of this work.



INTERCONNECTED APPROACH



In 2017, CDW extended its reach to the youth of Cenla with the launch of My Civic Life, a civic engagement and service leadership program for high school students modeled on an evidence-based program. The goal of My Civic Life is to provide high school students with volunteer service opportunities so that they'll become engaged in their communities and make volunteerism a lifelong habit.

Under the program, students are selected to join school-based community service clubs, called Youth Volunteer Corps (YVC) Clubs, which perform service projects throughout the school year, typically in their local communities. The program was piloted in 21 schools in the spring and summer of 2017, with 114 students participating in 24 service projects. In the fall, My Civic Life was in 15 high schools, with 145 students participating in 18 community service projects.

CDW also continued to offer its free, skill-building trainings on a wide variety of topics for people interested in improving their communities. CDW workshops are targeted for nonprofit staff and volunteers, for people in the community who are looking to create nonprofits, or individuals who are trying to create a community project that addresses a need in their community.

In 2017, CDW offered 24 free trainings both online and on-site to 274 individuals, bringing the total number trained by the program to date to 4,771. In-house workshops and webinars are held in the spring and fall, so that participants can expand their knowledge in areas such as fund development, evaluation, community engagement and grant proposal writing.

Community leaders graduated from Cenla Boardbuilders 2017, a leadership development program that prepares emerging leaders for board service.

CDW's Learning Lab is a valuable resource for nonprofits and individuals seeking information about grants, board governance and other resources needed to support their citizen-led community development efforts. The Learning Lab is located in the CDW offices on the first floor of The Rapides Foundation Building in downtown Alexandria and is open to the public during normal office hours. In addition, CDW offers an eLibrary service that allows people to check out books and other resources online.

Nine community leaders graduated from the popular Cenla Boardbuilders program in 2017. Cenla Boardbuilders is a leadership development program for emerging leaders to become active in their communities as members of local nonprofit boards. Participants are trained through a series of sessions on the roles and responsibilities of an effective board member. Employer partners participate by allowing their employee time off during work hours to attend training sessions and board meetings. Nonprofit partners connect with Cenla Boardbuilders graduates to offer board service opportunities. The 2017 graduates are now serving on boards throughout Central Louisiana, and they join a group of 193 Cenla Boardbuilders alumni.

RAPIDES HEALTHCARE SYSTEM



The Rapides Foundation, as a 26 percent owner of the Rapides Healthcare System, provides oversight to the community benefit delivered by Rapides Regional Medical Center. The hospital is committed to providing excellent medical care to its patients, and through an investment in its community benefit programs, RRMCM extends its focus by working for the better health of all who live in the area it serves. It provides many free and low-cost services and collaborates with local partners to improve access to care and quality of life.

RRMCM's attention to quality healthcare was rewarded when it was the only hospital in Central Louisiana and one of only 750 nationwide to receive an "A" rating for patient safety from The Leapfrog Group, a Washington D.C.-based organization aiming to improve health care quality and safety for consumers. The Leapfrog Hospital Safety Grades were released in early 2018, reflecting the hospital's contributions from 2017. The A grade reflects RRMCM's strong record of patient safety and shows the hospital's safety efforts are benefiting patients and their families.

In addition to the prestigious Leapfrog rating, eight of RRMCM's nursing units were honored by HCA through its 2017 Units of Distinction awards program. It was the third year RRMCM has had multiple nursing units honored for their excellence in patient care. The "Unit of Distinction" designation is achieved through measurable, exemplary performance in the strategic areas of Advocacy and Leadership, Consistency in Nursing Practice and Operations, and Leveraging Scale to Drive Performance. During 2017, 820 HCA Nursing units participated in the program.

In 2017 Rapides Regional employed 1,623 individuals with a payroll of \$93.7 million. In addition, 15,858 patients were admitted to Rapides Regional Medical Center, 1,728 babies were delivered at Rapides Women's and Children's Hospital, 90,224 patients were treated through the hospital's Emergency Department and 11,593 surgeries were done. After 10 months of construction, RRMCM in 2017 opened a new, larger \$2.1 million helipad atop its South Tower building. The helipad is designed to accommodate larger helicopters, such as those used by many ambulance services and the U.S. Army/National Guard.

In 2017, the American College of Surgeons re-verified the hospital's Level II trauma center, which was the first of its kind in Louisiana when it opened in 2011, and is one of just six verified trauma centers in the state. Trauma Centers undergo re-verification every three years. They must meet essential criteria that ensure



INTERCONNECTED APPROACH



trauma care capability and institutional performance, as outlined by the American College of Surgeons.

RRMC operates HP Long Outpatient Clinics to take on the urgent, specialty and primary care previously offered through the state-run Huey P. Long Medical Center. In 2017, 43,853 patients visited these clinics, which serve Medicare, Medicaid and uninsured patients. Specialty services include primary care, general surgery, cardiology, orthopedics, gynecology, ophthalmology, oral and maxillofacial surgery, dental care and urgent care.

The clinics partner with The Rapides Foundation's Cenla Medication Access Program to provide free or low-cost medications to patients who visit these clinics. In 2017, 8,618 free prescriptions for HP Long patients were filled through CMAP's Central Fill Pharmacy and CMAP Patient Assistance Program. An additional 4,632 prescriptions at a reduced cost of \$4 or less each were filled through a pharmacy card program offered at the clinics. Eligible patients also received free diabetic testing equipment and supplies through CMAP.

RHS provided \$3.6 million in financial support in 2017 to the LSU Family Medicine Alexandria Residency Program based at RRMC and sponsored by LSU

Health Shreveport. The program graduated six family physicians in the 2017-18 academic year. This brings the total number of graduates to 117 since the program began in 1997, supporting its mission to address the shortage of primary care physicians throughout Louisiana. The hospital also supports residents from Tulane University in the areas of gynecology and ophthalmology and from LSU Health Shreveport in the area of oral maxillofacial surgery.

RRMC was named a Primary Stroke Center from The Joint Commission, and also received the American Heart Association/American Stroke Association's Get With the Guidelines®-Stroke Silver Plus Quality Achievement Award with Target: Stroke Honor Roll Elite. The hospital was recognized as an Accredited Chest Pain Center by the Society of Cardiovascular Patient Care.

Rapides Regional Medical Center also achieved the following quality designations in 2017: Cancer Treatment Accreditation, Certified Cardiac Rehabilitation Program, Nuclear Medicine Gold Seal Accreditation, Computed Tomography Gold Seal Accreditation, MRI Gold Seal Accreditation, Mammography Gold Seal Accreditation, Vascular Testing Accreditation, CAP Laboratory Accreditation, and Gold Level Fit-friendly Worksite.



PHILANTHROPIC OBJECTIVES PROGRAM SUMMARY

The Rapides Foundation provides funding for projects which effectively address the following Philanthropic Objectives:

HEALTHY PEOPLE

TO IMPROVE ACCESS TO HEALTHCARE AND TO PROMOTE HEALTHY BEHAVIORS.

HEALTHCARE ACCESS: The Healthcare Access Initiative fosters the establishment and expansion of primary, behavioral and oral health services through integration with community health clinics; and also addresses medical manpower issues in the region. Through grant funding to its Cenla Medication Access Program, the Foundation addresses medication access and cancer screenings.

HEALTHY BEHAVIORS: The Healthy Behaviors Initiative addresses tobacco use, poor diet, lack of physical activity, and alcohol and substance abuse prevention.

EDUCATION

TO INCREASE THE LEVEL OF EDUCATIONAL ATTAINMENT AND ACHIEVEMENT AS THE PRIMARY PATH TO IMPROVED ECONOMIC, SOCIAL AND HEALTH STATUS.

EFFECTIVE SCHOOLS AND SCHOOL READINESS: This component of the Education Initiative focuses on enhancing professional development for teachers and increasing the leadership capacity for administrators in the nine public school districts within the Foundation's service area. Building upon the long-standing work and relationships between the Foundation and school districts, professional and leadership development opportunities are provided through grants to the districts, as well as funding provided to The Orchard Foundation for training institutes. Research and advancement of successful School Readiness approaches are also included as part of The Rapides Foundation's Education Initiative.

CAREER AND POSTSECONDARY READINESS: This component of the Education Initiative focuses on achieving career and postsecondary success through implementation of counseling, credential and advance credit programs.

HEALTHY COMMUNITIES

TO IMPROVE ECONOMIC OPPORTUNITY AND FAMILY INCOME; AND ENHANCE CIVIC AND COMMUNITY OPPORTUNITIES FOR MORE EFFECTIVE LEADERS AND ORGANIZATIONS.

ECONOMIC ENVIRONMENT: The Economic Development Initiative addresses incomes and occupations through grants, as well as through funding provided to Central Louisiana Economic Development Alliance to address workforce development in the region; increased business startups and expansions; and support for regional economic development focused on value-added goods and services in traded sectors.

SOCIAL ENVIRONMENT: The Community Development Initiative addresses social capital by supporting leadership and nonprofit development, and increased civic engagement through Foundation funding provided to its Community Development Works Program.

2017 GRANTS LIST

HEALTHY PEOPLE

HEALTHCARE ACCESS

CATAHOULA PARISH HOSPITAL SERVICE DISTRICT #2

Healthcare Access grant to develop a plan for primary care access expansion of the Harrisonburg Family Health Clinic in Catahoula Parish to include change of scope, determination of need and relationship development with potential partners. \$25,000

IBERIA COMPREHENSIVE COMMUNITY HEALTH CENTER

Healthcare Access grant to provide medical, dental and behavioral health services to residents of Vernon Parish in collaboration with local hospitals, school systems, existing health centers and other partners. \$900,000/3-year grant

NORTHWESTERN STATE UNIVERSITY

Healthcare Access grant to increase the number of Psych-Mental Health Nurse Practitioners within the Foundation's service area with the goal to increase access to psychiatric-mental health services. \$500,000/3-year grant

OUTPATIENT MEDICAL CENTER, INC.

Healthcare Access grant to establish a school-based health center in Natchitoches Parish, in partnership with the Natchitoches Parish School Board, to improve access to primary care, dental and behavioral health services. \$384,772/3-year grant

WINN COMMUNITY HEALTH CENTER

Healthcare Access grant to establish multiple school-based health centers in Rapides Parish, in partnership with the Rapides Parish School Board, to improve access to primary care and behavioral health services. \$900,000/3-year grant

HEALTHY BEHAVIORS

HEALTHY BEHAVIORS SCHOOL DISTRICT PARTNERSHIP GRANTS

To implement a work plan of healthy behavior activities designed to prevent and reduce tobacco use, substance and alcohol abuse, and overweight/obesity by focusing on changing policy, social norms and environments. Activities are conducted district-wide, with the following school districts participating during the 2017-18 school year: Allen Parish, Avoyelles Parish, Catahoula Parish, Grant Parish, Natchitoches Parish, Rapides Parish, and Vernon Parish. \$174,000



A Healthcare Access grant to the Outpatient Medical Center funds a school-based health center in Natchitoches Parish. Pictured are, from left, Ruby Mitchell, OMC Natchitoches Site Director; Mary Lancaster, OMC Family Nurse Practitioner; L.P. Vaughn Elementary Principal Kristie Irchirt; Natchitoches Junior High Principal Edwin Mason; and Natchitoches Parish School Board Superintendent Dale Skinner.



2017 GRANTS LIST

EDUCATION

EFFECTIVE SCHOOLS – SCHOOL DISTRICT GRANTS

To support school district plans during the 2017-18 school year to address professional development for teachers and strengthen leadership capacity for administrators in Allen, Avoyelles, Catahoula, Grant, LaSalle, Natchitoches, Rapides, Vernon and Winn parishes. \$1,500,000

THE ORCHARD FOUNDATION

To provide professional development and leadership institutes during the 2017-18 school year for administrators and teachers in Allen, Avoyelles, Catahoula, Grant, LaSalle, Natchitoches, Rapides, Vernon and Winn parishes. \$600,000

THE ORCHARD FOUNDATION

To provide school readiness training for Pre-K, Head Start and childcare providers participating in the state of Louisiana's effort to develop a unified Early Childhood System of Local Networks to expand access to high quality, publicly funded early childhood education programs and ensure more children are ready to enter kindergarten. \$350,000

THE ORCHARD FOUNDATION

To develop, implement and administer an early childhood literacy program throughout the Foundation's service area for children birth to five years old. The program will focus on family engagement, the link between early literacy and health, and be designed to meet the specific needs of families in Central Louisiana. \$657,801/3-year grant



Cenla educators participate in Foundation-funded professional and leadership development opportunities.

2017 GRANTS LIST

HEALTHY COMMUNITIES

ECONOMIC DEVELOPMENT

CENTRAL LOUISIANA ECONOMIC DEVELOPMENT ALLIANCE

To support a comprehensive and coordinated entrepreneurship system called Business Acceleration System (BAS) that includes a broad array of education, training and support activities. \$600,000/2-year grant

LOUISIANA COMMUNITY TECHNICAL COLLEGE SYSTEM FOUNDATION

Manufacturing Grant to establish the Central Louisiana Manufacturing Technology Center at the Central Louisiana Technical Community College downtown Alexandria campus and to expand manufacturing programs regionally. \$2,000,000/3-year grant



Luc Cross plays at the City of Natchitoches' Portable Park.

ELIGIBILITY REQUIREMENTS

The Foundation will award grants to organizations which are tax exempt under IRS Section 501(c)(3) and are not a private foundation as described under Section 509(a). Public agencies that meet additional criteria may also receive grant awards.

More information about funding opportunities available from The Rapides Foundation may be found on the Foundation's website under the "Grants" tab.



Members of the Dodson Youth Volunteer Corps Club prepare volunteer projects for the school year.

FINANCIAL SUMMARY

COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended December 31, 2017, 2016, and 2015

	2017 Consolidated	2016 Consolidated	2015 Consolidated
INVESTMENT INCOME			
Income on cash and long-term investments	\$4,602,996	\$3,607,460	\$4,430,784
Gains and losses on securities	28,508,130	15,218,435	(6,418,973)
Equity in earnings of jointly owned companies	5,638,606	9,648,067	8,301,468
TOTAL INVESTMENT INCOME	\$38,749,732	\$28,473,962	\$6,313,279
INVESTMENT EXPENSE	1,075,928	978,951	996,368
NET INVESTMENT INCOME	\$37,673,804	\$27,495,011	\$5,316,911
CONTRIBUTIONS	\$1,181,369	\$707,659	\$827,791
PROGRAM EXPENSES			
Grants	\$10,096,041	\$8,250,405	\$5,684,416
Direct charitable expenses	5,297,844	5,218,401	5,075,016
Development	535,655	426,705	498,350
TOTAL PROGRAM EXPENSES	\$15,929,540	\$13,895,511	\$11,257,782
ADMINISTRATIVE EXPENSES	\$1,347,886	\$1,496,384	\$1,478,724
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS FROM OPERATIONS	\$20,877,051	\$12,311,280	(\$6,902,049)
INCREASE (DECREASE) IN NET ASSETS	\$21,577,747	\$12,810,775	(\$6,591,804)
NET ASSETS, BEGINNING OF YEAR	\$263,404,404	\$250,593,629	\$257,185,433
NET ASSETS, END OF YEAR	\$284,982,151	\$263,404,404	\$250,593,629

FINANCIAL SUMMARY

STATEMENTS OF FINANCIAL POSITION

For the Years Ended December 31, 2017 and 2016

	2017	2016
ASSETS		
Cash and cash equivalents	\$3,470,044	\$3,925,312
Marketable securities	251,890,191	224,300,208
Investments at cost plus equity in undistributed earnings	36,758,357	40,129,112
Accounts receivable	67,509	57,169
Prepaid expenses	90,158	159,609
Property and equipment, net	1,555,762	1,544,617
Funds held for CLTCC Project	552,106	1,155,265
Other Assets	19,059	—
Total Assets	\$294,403,186	\$271,271,292
LIABILITIES		
Accounts payable	\$281,367	\$363,049
Payroll, payroll taxes and benefits payable	177,244	172,242
Grants payable	8,391,259	6,176,332
Funds held for CLTCC Project	552,106	1,155,265
Other Liabilities	19,059	—
Total Liabilities	\$9,421,035	\$7,866,888
Net Assets - Temporarily Restricted	\$2,559,882	\$1,859,186
Net Assets - Unrestricted	\$282,422,269	\$261,545,218
Total Liabilities and Net Assets	\$294,403,186	\$271,271,292

2017 BOARD OF TRUSTEES

Robert C. Hughes, P.E.

Board Chairman
President,
Meyer, Meyer, LaCroix and Hixson

Laura J. Clark

Retired Educator

Benjamin Close, M.D.

Physician

Jacquelyn S. Daenen, CPA, CCIFP

Daenen Henderson &
Company, LLC

Curman L. Gaines, Ph.D.

Retired Superintendent,
St. Paul Public Schools
(Minnesota)

Doug Godard

Owner and General Manager,
Turner Teleco

Roseada Mayeux

Chief Assistant Coroner,
Avoyelles Parish

Murphy McMillin

Former Mayor of Jena
Retired Executive, Gulf Oil Corp.

Anna B. Moreau, D.D.S., M.S.

Dentist

Craig Pearce, M.D.

Physician

Michael D. Reese

Co-Owner and CEO,
American Moving and Storage,
Inc.

Joseph R. Rosier, Jr., CFA, CPA (Inactive)

President and CEO,
The Rapides Foundation

Jannease Seastrunk, M.S.

Vice President, Community
Relations
Red River Bank

Edwin S. Urbi, M.D.

Physician

Henry Williams, EA

Owner, Williams Tax and
Financial Services Corp.

Dennis E. Wimmert

Chief Operating Officer,
Crest Industries

2018 APPOINTED:

Shahid Mansoor, M.D.

Physician

THE RAPIDES FOUNDATION SYMPOSIUM 2017 FOCUS: TRANSFORMING COMMUNITIES



The Rapides Foundation Symposium is held every September to recognize the creation of the Foundation on September 1, 1994. The Symposium is an annual gathering around a topic of importance related to the work of the Foundation.



The Foundation brought acclaimed author Wes Moore to Central Louisiana for its fourth annual Symposium. Moore, a Rhodes scholar, decorated Army combat veteran, youth advocate and CEO of the Robin Hood Foundation, spoke about the transformative power of education and leadership and its impact on improving communities.

Moore first brought his message to 3,500 junior high and high school students at a morning gathering of schools from throughout Cenla, and then spoke before a group of more than 600 community members in an afternoon event. He finished the day with remarks to Foundation board members about the importance of the Foundation's initiatives and programs in the effort to improve the health status of the region.

2017 THE RAPIDES FOUNDATION STAFF

Joseph R. Rosier, Jr., CFA, CPA (Inactive)
President and CEO,

Shondrika Collins
Receptionist

Abid Dyer
Accountant & Building
Services Coordinator

LaWanda Franklin
Administration Assistant

Matthew LaBorde
Program Associate

Pat LaCour
Accounting and Systems
Manager

Loretta Magee
Executive Assistant to the
President

Tammy Moreau
Director of Communications

Kathleen Nolen, MBA
Director of Administration

Rebecca Simoneaux
Grant Management Assistant

Akeshia Singleton, MBA
Director of Evaluation

Trayce Snow
Senior Program Officer

Ashley Stewart, MPH
Director of Programs

CENLA MEDICATION ACCESS PROGRAM

Wendy Roy, MHA
Executive Director

Jackie Bronson
Community Health Advisor

Kevin Brown, PharmD
Pharmacist in Charge

Kira Davidson, RDN, LDN
Healthy Lifestyle Program Coordinator
and Registered Dietitian

Kayla Edwards
Cancer Screening Specialist

Courtney Keys
Administrative Assistant

Lydia Kozlowski
Exercise Specialist

Kayla Laborde
Pharmacy Technician

Britney Tracy, RDN, LDN
Registered Dietitian

Crystal Watts
Patient Assistance Program
Specialist Supervisor

Kelly Bentley
Sunnie Broussard
Cheryl Chambers
Mindy Hancock
Joni Longlois
Rachel Rachal
Dawn Rajewski
Patient Assistance Program
Specialists

COMMUNITY DEVELOPMENT WORKS

Brooke Morrow
Administrative Assistant

Felicia Walker
Training Specialist

THE ORCHARD FOUNDATION

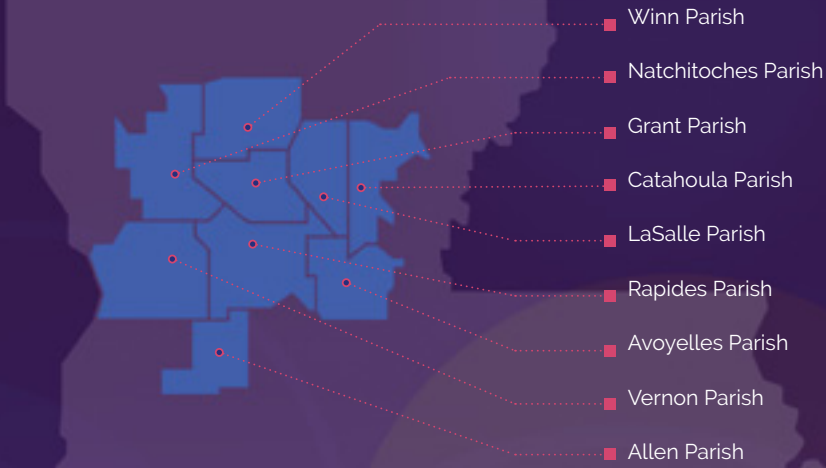
Marjorie Taylor, Ed.D.
Executive Director

Rebekah Beck
Director of Programs for
The Orchard Foundation

Flora Keys
Senior Administrative
Assistant



THE RAPIDES FOUNDATION SERVICE AREA



THE RAPIDES FOUNDATION

1101 Fourth Street, Suite 300
Alexandria, Louisiana 71301
318.443.3394
800.994.3394
Fax: 318.443.8312
www.rapidesfoundation.org
grantinfo@rapidesfoundation.org

