



# Private Resources to Strengthen Community Health Centers: The Role of Philanthropy

# Our History

- 2002: New York State Health Foundation (NYSHealth) was established with charitable funds resulting from the conversion of Empire Blue Cross Blue Shield from a nonprofit to a for-profit corporation.
- May 2006: Foundation begins operations and begins building staff, setting strategic direction, and making grants.
- April 2009: Over 175 organizations have received grants totally approximately \$25 million. Assets currently \$270 million.

# Our History

- Independent 501c but politically appointed Board of Directors.
- Grantmaking evenly divided: NYC vs Upstate.
- Broad mission but targetted priority areas.

# Strategic vs Responsive vs Core Support

- **Strategic Philanthropy:** Identify a Problem and Use Grant Making To Try to Solve It..
- **Responsive Philanthropy:** Let Grantees Identify a Problem That They Can Solve With Grant Support.
- **Core Support:** Choose the Lucky Few and Help Pay for the Ongoing Operations of the Organization with Grant Funds

# Key Principles

- **Investment Perspective:** Invest in Organizations to Do New, Valuable Activities
- **Game Changers:** The Idea of Leverage.
- **Micro vs Macro:** Helping Organizations One at a Time or Looking for Systems Change
- **Public Policy:** A Key Type of Leverage

# Strategic Grantmaking

- NYSHHealth has dedicated \$20M over five years to center on *Expanding Health Insurance Coverage in New York State*.
- NYSHHealth has dedicated \$35M over five years for *Improving the Management and Prevention of Diabetes in New York State*.
- NYSHHealth has dedicated \$15M over five years to supporting *Integrating Substance Abuse and Mental Health Services*.

# Coverage Program

- **Objective:**
  - Reduce the number of uninsured New Yorkers
- **Strategies:**
  - Improve decision-making with independent, nonpartisan analyses of reform options
  - Make public coverage programs work better
  - Stabilize and expand private coverage, especially for small groups and individuals
  - Develop cost containment mechanisms to free up dollars for coverage

# Diabetes Program

- **Objective:**
  - Improve health outcomes for people with diabetes
  - Stabilize the number of new cases of diabetes
- **Strategies:**
  - Campaign to reverse the epidemic
    - Support providers in improving the clinical management of diabetes
    - Advance community-based strategies for diabetes prevention, screening, and management
    - Promote payment policies that enable providers to deliver comprehensive care for diabetes patients
  - Support changes to the local environments that will promote healthy eating and physical activity



# Co-occurring Disorders Program

- **Objective:**
  - Advance an integrated system of care that is responsive to the complex needs of New Yorkers with co-occurring mental health and substance use disorders.
  - Improve access to mental health and substance use services for special populations: Iraq and Afghanistan veterans and their families
- **Strategy:**
  - Establish a Center of Excellence that will implement integrated screening, assessment, and treatment plans across the 1,233 OMH-licensed and OASAS-certified clinic in New York State's
  - Support model programs that will improve access to timely primary care, mental health and substance use services for veterans and their families
  - Create a knowledgeable and credible voice on improving health policy issues for returning Iraq and Afghanistan war veterans

# Special Projects Fund

- **Objective:**
  - Respond to opportunities that fit our mission, but fall outside our three program areas
  - Sustain and replicate effective programs
- **Strategies:**
  - Open RFPs to identify projects statewide
  - Objective, external review processes
  - Emphasis on projects that:
    - Help consumers understand and navigate the health system
    - Improve access in areas with acute shortages
    - Improve quality of care in measurable ways
    - Support and strengthen safety net providers
    - Scale up successful programs and services
    - Provide culturally appropriate programs for underserved populations

# Community Health Centers: Types of Support

- **Retaining Capacity**
- **Building Capacity**
- **Supporting Innovation & Improvement**
- **Advancing Strategic Priorities**

# Approaching Foundations for Support: Key Ideas

- **Understand Approach to Grantmaking**
- **Don't Ask For Core Support If A Foundation Does Not Do This**
  - **We are pretty good at reading between lines!**
- **Think About Sustainability**
- **Think About the Bigger Picture**
  - **Show your idea might be replicable**

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