

Caring for Colorado Foundation



CARING FOR COLORADO
FOUNDATION



Annual Status Report

2000

First Facts about Caring for Colorado Foundation

A LETTER FROM THE PRESIDENT

Chris Wiant

Dear Coloradans:

Caring for Colorado Foundation has just completed its first full year of operation, and this report provides a summary of our activities during the year 2000. The board has engaged in a well-designed and deliberate process to develop its funding priorities. Although no grants were awarded by the Foundation in 2000, some very important accomplishments can be reported.

These accomplishments include completion of an extensive community input process to help identify service and program areas for future funding, establishment of the Foundation's Vision, Mission and Values statement, development of a sound investment policy intended to protect the Foundation's assets while growing the endowment, and hiring of a President, the first full-time staff member. You can read more about all of these in this report.

At Caring for Colorado, it is our intention to support the development of sound policies and of provision of high-quality healthcare services in Colorado that are available and accessible to all. Achieving this vision will require us to manage an ongoing process of assessment, intervention, and evaluation, along with effective communication. Our partners will include urban and rural communities, healthcare professionals, educational and healthcare institutions, other foundations, state and local government, interest groups, non-profit organizations, and citizens.

The staff and board of Caring for Colorado look forward to making a difference in fulfilling our mission to serve the healthcare needs of Coloradans.

Sincerely,

Chris J. Wiant, M.P.H., Ph.D.

President and CEO

HOW THE FOUNDATION WAS CREATED

In November of 1999, Anthem Insurance, a for-profit company, purchased Blue Cross Blue Shield of Colorado, which had non-profit status. This sale yielded proceeds of \$155 million. As mandated by Colorado state law, the profit from the sale was dedicated to benefit the health of the citizens of Colorado. Caring for Colorado Foundation, a non-profit 501(c)(4), tax-exempt Foundation, was endowed to fulfill this responsibility.

HOW THE FOUNDATION IS MANAGED

Board of directors selection and appointment. A Community Advisory Committee recommends individuals for appointment to the fifteen-person board of directors. (The Community Advisory Committee is made up of one member from each of Colorado's congressional districts and one at-large member. All members of the Community Advisory Committee are now appointed by the Foundation's board of directors.)

From this list of recommendations, the governor appoints board members for three-year terms. The current board is made up of appointees from the Romer and Owens administrations.

Key board responsibility. The board's primary responsibility now is to establish funding priorities that reflect the real needs of Colorado communities. To gain an understanding of these needs, the board is responsible for regularly seeking citizen input. The board began this process in March of 2000 with the help of Felix, Burdine and Associates (FBA), a nationally recognized community health research and management firm.

Between April and September 2000, Caring for Colorado and FBA held meetings in eleven counties around the state. More than 650 people made statements. The counties were Bent, El Paso, Denver, Gunnison, Jefferson, Kit Carson, La Plata, Logan, Mesa, Summit and Weld. The Foundation and FBA also gathered information from Adams, Delta, Pueblo and Routt counties through conference calls and individual meetings. Further response was taken via the Caring for Colorado Web site and from interviews with key state and local leaders. In addition, the board reviewed some of the major state and local health data reports and studies.

Staffing the Foundation. The board of directors made the executive decision to choose a CEO very familiar with administration and health care programs and policy, while also relying on the board itself for health business and financial expertise, and on professional investment advisors, Callan Associates, for investment advice.

The board appointed President and Chief Executive Officer, Chris Wiant, who holds a master's degree in health services administration, a master's degree in public health, and a doctorate of philosophy in public administration. Wiant has 28 years of experience in the public health arena and has broad experience in health policy and working with communities. His current responsibilities include day-to-day management of the Foundation's affairs and implementation of the board's policies and directives.

MISSION

The Foundation's Articles of Incorporation state quite simply that "the mission of the corporation is to promote and serve the health care needs of the citizens of Colorado."

Driving the Foundation's mission is a clear vision and a strong set of values that come from the community, an experienced board of directors, and professionals from the health care field.



VISION

Caring for Colorado Foundation's vision is to ensure that the people of Colorado are the healthiest in the nation. The board of directors adopted the World Health Organization's 1948 definition of health as "a state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity."

VALUES

Caring for Colorado places particular emphasis on meeting the health care needs of underserved populations—those citizens who, for a variety of reasons, have unmet needs or inadequate health care support.

Caring for Colorado also wishes to emphasize its dedication to all communities—rural and urban, mountain and plain, Western Slope and Front Range. The aim here is to balance the use of resources geographically, considering all Colorado communities where need exists.

Community input is of primary importance before the initiation of any project. The Foundation's by-laws state: "Program initiatives will be designed with the flexibility to incorporate ongoing community input and collaboration in their definition and implementation." It is the Foundation's strong belief that those closest to the problem have the earliest and best understanding of the problem. Only by working in close partnership with members of the community can Foundation programs truly address each community's unique needs.

Programs and grants will support activities that aim to achieve measurable improvements in the health of Colorado citizens. Public accountability requires that the Foundation be able to provide tangible proof that expended funds have reached their mark. Measuring improvement will help the Foundation meet its goals of long-term, sustainable results.

Programs will supplement, not supplant, the activities of government. Although government agencies may apply for and receive Caring for Colorado grants, these agencies should not rely on grant money to replace other funding sources.

The Foundation will incorporate population-based vital statistics and other health indicators relevant to local communities in its strategic decision-making and funding priorities. Such data will provide an objective norm to ensure that funds are directed effectively.

The corporation will seek opportunities to collaborate with other foundations, as well as public and private organizations, in the pursuit of program goals. Caring for Colorado intends to make the most of existing systems. The Foundation will collaborate and coordinate before initiating new programs. Every effort will be made to enhance rather than repeat programs already in place.



Timeline

NOV. 18, 1999

Proceeds of the sale of Blue Cross Blue Shield of Colorado transferred to Caring for Colorado Foundation

APRIL 1998

Caring for Colorado Foundation incorporated

1999

Initial board appointments by Governor Romer

2000

Subsequent board appointments by Governor Owens

MARCH 2000

Begin community input process

OCTOBER 2000

Chris Wiant, Ph.D. chosen as president of Foundation

NOVEMBER 2000

Board begins setting priorities in light of community input

The Strategic Planning Process

Caring for Colorado Foundation is an organization operated for charitable, educational, and scientific purposes. As such, the Foundation recognizes the need to be generally accountable to the public. The board and staff take this responsibility very seriously. The board and staff believe that before grant dollars are used, it is critical to have a sound plan and a well-defined strategy for completing it successfully. They believe that the time spent planning will be well worth the effort—the achievable result being real improvements in the health of Colorado's citizens.

The Foundation's strategic planning process, which began in March of 2000, has five steps:

STEP 1: Input. The board begins to gather information from the community one year in advance of announcing grant-making priorities. Gathering community input is intended to be an on-going process. In the Year 2000, the community provided the board with better understanding of Colorado health care needs in eight major areas:

- Lack of insurance and lack of access to health care services
- Need for direct services such as dental and oral health, mental health, affordable prescription drugs, home health care, end-of-life care, and specialty care
- Lack of information by individuals about available services and maintaining health
- Problems in the systems for dealing with the impacts of disability and disease
- Prevention
- Stresses on, or inadequacies in, elements of the health care infrastructure, such as public health departments, county hospitals, community health centers, numbers of health care professionals working in rural areas, including Spanish-speaking providers, telephone and Internet connectivity
- Community issues related to health, such as affordable housing, poverty,

poor or inconvenient transportation, teen pregnancy, racism and other forms of bias, crime, illiteracy, homelessness, unemployment, and lack of recreational and cultural activities

- Community need for a health policy "voice"—a forum that allows groups and organizations to study problems and speak out for policy change

STEP 2: Board review.

The board discusses the community's statements and how to meet community needs. Combining the community's input with health care policy expertise and experience, the board review focuses the discussion on fulfilling the Foundation's mission. Throughout the review process, the board will apply criteria that reflect Caring for Colorado values.

STEP 3: Priorities defined.

One-year priorities are established and announced to the public. In addition to community participation, these priorities will reflect the thinking and experience of health care and health policy professionals who can give additional insight on best practices. Priorities will also reflect relevant statistical data and studies from national and local sources.

STEP 4: Implementation.

Grant applications are funded and projects go into effect. For the Year 2001, the Foundation will fund grants in various sizes across the state. Funding initiatives will be reviewed and may be revised for 2002.

STEP 5: Evaluation.

The evaluation process measures the ability of each funded project to meet the Foundation's goals. These goals include achieving results that can be sustained over the long-term and improvements to the health care delivery system itself.

PUTTING IT ALL TO WORK Flexibility. Caring for Colorado intends to be as responsive to the community as possible. Part of that responsiveness will be flexibility in

grant-making procedures. The Foundation will make grants to a wide variety of non-profit organizations and government agencies, with the one restriction that these grants supplement, not supplant, the activities of government.

How will flexibility be enhanced? One key element will be the availability of grants of various sizes, enabling the completion of smaller, shorter-term projects, as well as more complex, longer-term projects. With this flexibility, the board hopes to ensure that all important needs, both small and large, receive due consideration and an opportunity for funding.

Streamlining the grant-making process. In addition, the Foundation intends to streamline the grant application process as much as possible. For example, the amount of justification required for a grant will be in keeping with the size of the grant and its intended outcome. And the Foundation will provide technical assistance to help applicants develop grant ideas.

LOOKING FORWARD Long-term viability. Of course, it is important for applicants to recognize that all needs cannot be met everywhere and at once. The scope of need is almost always greater than the funds available. However, Caring for Colorado Foundation is here for the long term. With a wise investment policy and management, the assets of the Foundation can grow so that year after year, more funds will become available to meet the health care needs of Colorado's citizens.

A forum for dialogue. Caring for Colorado Foundation will provide more than financial resources. It is the Foundation's aim to become a meeting place for balanced, neutral discussions on public health policy. Every community and constituency will be able to come to the Foundation to present needs and to get sound information and advice on health care issues. At the beginning of the Year 2001, Caring for Colorado Foundation is well-positioned to become this forum for dialogue and ultimately to become known, quite simply, as "Colorado's foundation."



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