

2014 ANNUAL REPORT

LOOKING BACK



WORKING TOGETHER FOR  
HEALTHIER COMMUNITIES

 **THE RAPIDES FOUNDATION**

HEALTHY PEOPLE | EDUCATION | HEALTHY COMMUNITIES





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### MISSION

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

### VISION

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





# LOOKING BACK



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WORKING TOGETHER FOR  
HEALTHIER COMMUNITIES



PRINT • ONLINE VIDEOS • INTERACTIVE TIMELINE

Our 2014 Annual Report celebrates The Rapides Foundation's first 20 years by looking back on our history and explaining how it shaped our current projects. As we looked back, we talked to issue experts to find out how the Foundation's work is in step with movements at the national level. You'll see these perspectives throughout our report. Our online Annual Report features videos to accompany our print version, and we've added an interactive timeline to illustrate the evolution of our history and priority areas. Our videos and timeline can be accessed at [www.rapidesfoundation.org](http://www.rapidesfoundation.org) under the "Newsroom" tab. For your convenience, in this print Annual Report we've included the symbol at right to let you know there is an accompanying online video and timeline.



Accompanying  
online video and  
timeline symbol

# MESSAGE FROM THE PRESIDENT AND CHAIRMAN



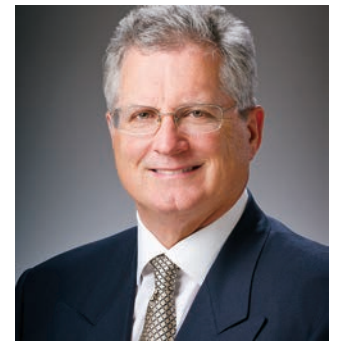
In our 20-year history, The Rapides Foundation has sought to improve the health status of Central Louisiana by developing initiatives and strategies that are intended to impact our community for decades to come. Our history shapes who we are today and how we behave as an organization.

It all began on September 1, 1994, when a joint venture partnership between Rapides Regional Medical Center and Columbia HCA resulted in the creation of The Rapides Foundation. The purpose then was to provide a tremendous benefit for the community, and we have strived to live up to that promise ever since.

The Rapides Foundation was created with a \$140 million endowment, which at the time was the largest endowed charitable foundation in Louisiana. Our assets today are \$260 million, and the Foundation has disbursed \$200 million in grants since grantmaking began in 1995.

In 2014 we celebrated our 20th anniversary with a fall luncheon attended by former and current board members and our many partners throughout the years. It was a great way to bring everyone together to celebrate our accomplishments and recognize those who played a role in shaping the Foundation's past and future.

For our 20-year anniversary Annual Report, we want to take the opportunity to look back on two decades of service to show you where we've been and how our history connects to our work as we move forward.



Joe Rosier, CFA  
President and CEO

## PERSPECTIVE



Faith Mitchell  
President and CEO  
Grantmakers In Health

"The Rapides Foundation's combined focus on healthcare access and other healthy behaviors; education; and economic development and civic engagement was pioneering among conversion foundations and is still outstanding. Their outreach to groups like youth and teachers, work to promote nonprofit leadership, and partnerships with other community organizations were also ahead of their time. The Foundation's record reflects an appreciation of the components that are necessary for a healthy community, especially in communities – of which there are many – where poverty, educational challenges, and health problems go hand-in-hand. It's impressive that the Foundation's strategy is not just mission-driven but is also consistently supported by data."



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# LOOKING BACK

As you look through the pages of our print report and view our online videos and interactive timeline, we hope you see that while our work has evolved through the years, our mission remains steadfast.

As we move forward, we will continue to be strategic in our grantmaking. That means we will continue to evolve, all the while seeking out evidence-based strategies to improve the health status of Central Louisiana.

Our latest evolution took place in 2013 when our Board of Trustees gathered for a retreat to determine how to reshape five-year strategic plans that were set in motion in 2008. Their careful deliberations were based on expert advice and updated research. This resulted in renewed strategies, which strengthened existing projects and initiatives and added programs in some focus areas. These strategies began in 2014 and are designed to ensure the best results in Central Louisiana.

Moving forward, we are continuing our work in three strategic areas: Healthy People, to promote healthy behaviors and improve access to healthcare; 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.

On behalf of the Foundation's board and staff, we look forward to the next 20 years and beyond.



Tammi Salazar  
Board Chairman



PERSPECTIVE

Janine Lee  
President and CEO  
Southeastern Council of Foundations

"The Rapides Foundation models leadership for the field through the engagement of its President and CEO Joe Rosier. He is viewed as a national thought leader for health philanthropy and is present in organizations and gatherings throughout the field, from serving on the board of Grantmakers in Health to providing guidance for the SECF Health Legacy Foundation CEO Forums. That's not only a testament to Joe's leadership, but to The Rapides Foundation's board that leadership must extend beyond one's geographic boundaries if true systems change is to occur."

# 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 & 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.



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# HEALTHY PEOPLE HEALTHCARE ACCESS

## LOOKING BACK

**A**ccess to quality healthcare is important to reduce health disparities and improve the health of 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.

Recognizing these health disparities, one of the Foundation's initial grantmaking efforts came in 1995 when it awarded a grant to LSU Health Sciences Center to start the community-based Family Practice Residency Program at Rapides Regional Medical Center. The hospital continues its financial support of this program, which has produced more than 90 graduates, fulfilling its mission to address the shortage of primary care physicians in Central Louisiana.

The Foundation officially began its Healthcare Access Initiative in 1998, focusing its efforts to increase the levels of care available for those people with financial and geographic access issues. Two years later came the launch of the Cenla Medication Access Program (CMAP), which provides free medications to eligible individuals. Patient Assistance Program specialists work throughout Central Louisiana parishes so clients don't have to travel as far. CMAP, which is now offered statewide, has helped approximately 20,000 people across Louisiana get the free prescriptions they need to maintain their health. CMAP has approximately 6,500 active clients, with more than 800 physicians referring their patients to the program.

Dr. James Marks is Executive Vice President at the Robert Wood Johnson Foundation. "People with low incomes often have to make a trade-off between their rent and their food and their medication. When your budget is tight, even relatively inexpensive medications can sometimes be sacrificed for these other needs. If people try to get by with a lower dose than necessary, their health issues will slowly deteriorate and that can lead to excess hospitalizations or more costly care. Providing medications or assuring that they have enough medications will

### PERSPECTIVE



James Marks, M.D., M.P.H.  
Executive Vice President  
Robert Wood Johnson Foundation

"The Rapides Foundation, in my view, is crucial for Central Louisiana. The Foundation has enough resources to make a difference in an area of the state that has a lot of need. It was terrific for me to learn about what the Foundation was doing and how strategic it was being about how to deploy its resources, given the needs in the area."

## HEALTHY PEOPLE HEALTHCARE ACCESS



keep them functioning well and lower the costs of hospitalizations or the early development of complications.”

Recognizing the importance of early detection of cancers, the Foundation in 2009 unveiled its Cancer Screening Project in response to its 2005 Community Health Assessment that found too many Central Louisiana residents were not getting screened for breast, cervical and colon cancers. The Foundation continues to promote early screening through funding of a mobile cancer screening van in partnership with LSU Health Shreveport’s Feist-Weiller Cancer Center. The Cancer Screening Project’s mobile unit screened 884 patients in 2014. A related project in partnership with the American Cancer Society develops a network of community-based lay health advisors to educate residents about the importance of cancer screenings.

In 2014, the Foundation’s Healthcare Access efforts added a focus on the establishment and expansion of primary care access with integrated behavioral and oral health services through the region’s Federally Qualified Health Centers.

Dr. Marks reinforced the importance of integrating behavioral and oral health into the primary care setting. “Oral health is among the most common challenges that people have, especially challenging for children. It affects their ability to concentrate at school. It affects people’s ability to eat nutritious food, and bad oral health puts you at risk of infections and other illnesses coming through the oral cavity,” he said. “Mental health also affects physical health. If you are an older adult with physical health conditions and you get depression, you are often going to neglect your health and maybe not take your medications. Your overall health can deteriorate, which could make it hard for you to work. So all of these things are connected and need to be addressed together.”

Kathy Kliebert is Secretary of the Louisiana Department of Health and Hospitals. “As Louisiana’s Health Secretary, I am confident that The Rapides Foundation’s efforts in these areas are making and will continue to make a difference in residents’ health throughout all of the communities they serve.”

### PERSPECTIVE



Kathy Kliebert  
Secretary, Louisiana Department  
of Health and Hospitals

“The Rapides Foundation uses current research to determine how to best spend their resources in ways that will have the most effective outcomes for the people in the region. While I recognize that health rankings won’t improve drastically overnight, I believe there are already some areas where we have seen gains particularly in health factors in the area, as noted in most recent national county rankings. As health outcomes improve there will also be economical, social and educational gains for the community. These health outcomes will ultimately lead to healthier communities and families.”





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## HEALTHY PEOPLE HEALTHY BEHAVIORS

## LOOKING BACK



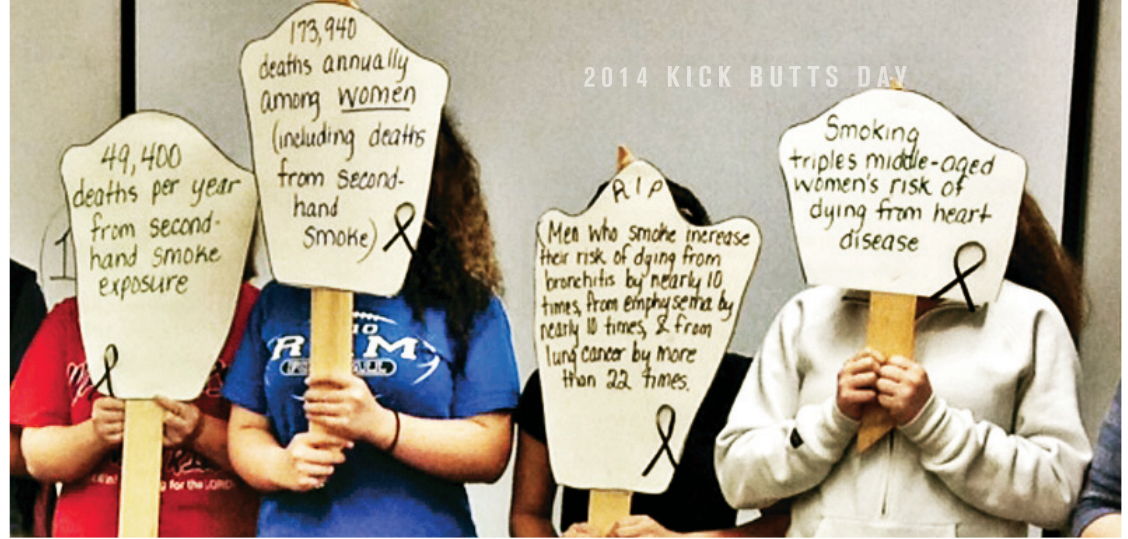
### GET HEALTHY CENLA CAMPAIGN

In 2006, The Rapides Foundation announced a new direction in its grantmaking: a focus on healthy behaviors to prevent illness before it occurs. Board members recognized the Foundation could make an impact on the health status of Central Louisiana by trying to change behaviors, particularly in regard to tobacco use, diet and physical activity.

With that in mind, in 2008 it launched the “Get Healthy Cenla” campaign, which urged residents to “get moving, eat better and kick tobacco.” The Foundation’s Tobacco Prevention and Control Initiative rolled out in 2008, with its Diet and Physical Activity Initiative following the next year. These multi-faceted initiatives target schools, communities and workplaces, and include awareness campaigns to spread the message.

In 2014, the Tobacco Prevention and Control and Diet and Physical Activity Initiatives were combined to create the Healthy Behaviors Initiative, and substance and alcohol abuse prevention was added as a targeted health behavior to be addressed.

## HEALTHY PEOPLE HEALTHY BEHAVIORS



Dr. Tom Farley is CEO of The Public Good Projects and former Commissioner of Health for New York City. “The biggest killers in Central Louisiana today are chronic diseases like heart disease, cancer and diabetes. These diseases are as preventable as cholera was 150 years ago. The way to prevent them is to help people adopt healthier behaviors, and the behaviors that matter the most are smoking, diet, physical activity and alcohol use.”

Tobacco Prevention and Control efforts continue to target school children through national awareness and education campaigns such as Kick Butts Day. It also includes a healthcare provider program that encourages Central Louisiana doctors to provide informational resources on quitting to their patients who use tobacco, and in 2014, the Foundation’s CMAP program partnered with the Smoking Cessation Trust to offer cessation counseling to eligible tobacco users.

Some of the earliest Diet and Physical Activity Initiative efforts included funding of CATCH and SPARK curricula in schools and a Community Implementation Grant program to provide funding for healthy projects in communities. This grant program funded walking trails, playgrounds, farmers markets and other health-related projects throughout Central Louisiana.

The Foundation in late 2011 expanded its Diet and Physical Activity Initiative by forming the Healthy Lifestyle Program, which provides one-on-one nutrition and physical activity counseling to patients referred by their doctors. Building on that, the Foundation in 2013 announced DASH for a Healthy Lifestyle, a nutrition and physical activity program for church congregations.

In addition to working with individuals, the Healthy Lifestyle Program is adding outreach to employers to assist them in creating healthier workplaces by promoting and supporting the state of Louisiana’s “Well-Ahead Louisiana” campaign and

### PERSPECTIVE



Tom Farley, M.D.  
CEO, The Public Good Projects

“Our healthcare system rewards treatment over prevention, so it falls on organizations like The Rapides Foundation to make sure that prevention happens. With its work to prevent disease in the region’s entire population, The Rapides Foundation is quietly saving lives.”



## HEALTHY PEOPLE HEALTHY BEHAVIORS



the American Heart Association’s “Fit Friendly Worksites” Recognition Program.

In 2014, the Foundation announced the Healthy Places program, a process to connect community leaders to resources and expert technical assistance to create a community plan to support healthy lifestyles.

Within our tobacco prevention work, an additional emphasis was placed on increasing the tobacco tax to try to further reduce tobacco rates. Also in 2014, alcohol and substance abuse prevention were added as areas of interest. Marketing efforts continued to raise awareness in the areas of tobacco prevention and control, nutrition and physical activity.

Stemming originally from its Tobacco Prevention and Control Initiative, the Foundation hosts an annual Youth Summit for junior and senior high school students and teachers throughout the Foundation’s service area. The summit has grown each year as the agenda has expanded to include more of the healthy behaviors targeted by the Foundation. A highlight of the 2014 Youth Summit on Healthy Behaviors was a professionally produced video featuring members of the Youth Advisory Council, which encouraged summit participants to “Think It Through” when making decisions between healthy and unhealthy behaviors. More than 350 students and teachers from throughout Central Louisiana participated in the 2014 summit.



# EDUCATION

LEADING FOR BETTER INSTRUCTION





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## EDUCATION

## LOOKING BACK

**T**hrough its Education Initiative, the Foundation seeks to increase the level of educational attainment and achievement as the primary path to improved economic, social and health status. Research tells us that educational attainment and achievement go hand in hand with living longer and healthier lives.

The Foundation began this initiative in 1998, first awarding individual, five-year grants to Central Louisiana schools. These grants focused on improving student performance through enhanced professional development of teachers and administrative staff.

As the interest and participation of local educators began to grow, the Foundation established the Educators Leadership Institute, which brought superintendents, principals, teachers, and school administrators in Central Louisiana together to learn from and meet with recognized educators throughout the country.

2004 marked the end of the majority of school-level grants and the beginning of a new effort, the Systemic Initiative in Education. Under the Systemic Initiative, the Foundation began providing district-level grants, a practice that continues today.

That same year, the Foundation assembled a group of leaders from throughout Central Louisiana to study the need for a local education fund and to determine the possible role it could play to improve educational opportunities for educators. As a result, The Rapides Foundation committed funding to establish a local education fund called The Orchard Foundation.

The Orchard Foundation works with school districts, businesses and communities to improve educational opportunities in Central Louisiana, and it administers many of the programs developed under the Foundation's Education Initiative.

A Systemic Initiative in Education summit in 2005 began a conversation about ways to prepare students for the 21<sup>st</sup> Century. These discussions led the Foundation in 2008 to begin funding district-level strategic plans that addressed a new education focus on STEM: Science, Technology, Engineering and Mathematics.



## EDUCATION



In 2014, the Foundation offered the Effective Schools grant to support district-wide school improvement plans aimed at increased educational attainment and improved student achievement. The grant provides funding to school districts to address professional development for teachers and strengthen leadership capacity for administrators in a way that continues to deepen previous work in the districts in these areas.

The Foundation added a focus on School Readiness to its Education Initiative in 2014. The Foundation's work will enhance and support training opportunities for the public schools in its service area that 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.

At the core of the Foundation's Education Initiative is the continued effort to build leaders in the field of education by offering a variety of institutes for Central Louisiana educators. These institutes consist of leadership training from the University of Washington's Center for Educational Leadership, and training from Kagan in their Cooperative Learning Strategies and Kagan Structures.

Wilma Hamilton Delp is retired Superintendent of Sarasota County (Florida) Public Schools and an education consultant. "As we look at the research about what improves student achievement, one factor stands out above all others – building the professional capacity of educators who work most closely with students. The ongoing professional development of teachers around both content and the pedagogy of teaching and learning is the heart of improved achievement. While teachers have the greatest

### PERSPECTIVE



Wilma Hamilton Delp, Ph.D.  
Retired Superintendent, Sarasota County  
(Florida) Public Schools

"The research is clear. We know with certainty what factors work to change achievement: sustained hard work – targeted on the right issues – over a long period of time. The Rapides Foundation has been a model for using the research, targeting the right issues and staying the course. That is why students are achieving more than ever before in the region. That is also why they can look forward to healthy successful lives."



## EDUCATION



impact on improving student achievement, strong instructional leaders – especially principals – hold second position. Today’s leadership requires a constant focus on instruction, collaboration and coaching. Done well, these skills will permeate the entire organization and eventually change its overall culture – focusing everyone on the improved performance and educational attainment of students.”

Recognizing the need for more qualified math and science teachers in rural schools, the Foundation and LSU in 2010 announced the Central Louisiana Academic Residency for Teachers (CART), a site-based teacher program that trains college graduates and pays their tuition as they work toward an LSU Master of Natural Science degree. CART participants agree to teach in Central Louisiana high schools for three years after they receive their master’s degrees. CART is made possible by a grant from the U.S. Department of Education to LSU. CART partners are The Rapides Foundation, LSU, The Orchard Foundation, LSU Alexandria and the Central Louisiana public school districts. By the end of 2015, close to 60 teachers will have been placed in Cenla schools.

The Rapides Foundation in 2012 supported creation of the Cenla Work Ready Network to prepare high school students for careers in the workplace with the understanding that workforce is the driver for economic development and income growth. The Orchard Foundation administers this effort to offer high school students and under-employed or unemployed adults the chance to earn a nationally recognized certificate that demonstrates their work-ready skills. To support the college and career readiness effort, the Foundation in 2012 brought Career Compass of Louisiana to Central Louisiana to work with area schools to provide college and career coaching to students. In the 2014 school year, 3,731 National Career Readiness Certificates were awarded and nearly 3,000 students received career counseling.



# HEALTHY COMMUNITIES ECONOMIC ENVIRONMENT



The Rapides Foundation's work in Economic Environment 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 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.

For this reason, the Foundation in 2000 announced formation of its Economic Development Initiative, and that same year awarded the first workforce-related grants. This work focuses on three components: business start-ups and expansions; workforce skills and development; and business culture and environment.

In 2004, the Cenla Advantage Partnership was formed to handle many of the economic development and workforce needs in the community. In 2011, CAP successfully merged with the Central Louisiana Economic Development Alliance, which continues to operate today with former CAP President Jim Clinton serving as CLEDA President and CEO.

The Economic Development Initiative's efforts in developing and supporting a strong business culture and environment began in 2006 with programs that provided training and peer coaching to small business owners and entrepreneurs. In 2010, the Business Acceleration System was formed, offering a wide range of services, all geared toward cultivating entrepreneurship in Central Louisiana.

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 the region's residents. This includes building employer and community participation in the Cenla Work Ready Network, a program that links education and workforce development efforts and aligns them with regional economic needs.

## PERSPECTIVE



Jeff Lynn  
Executive Director of Workforce  
Development Programs  
Louisiana Economic Development

"Since I moved to Louisiana in late 2008, I have been extremely impressed with The Rapides Foundation and its role in economic development. One of the most critical programs that helps me in economic development is the Foundation's major investment with the high schools and their support of national career readiness certification programs."



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HEALTHY COMMUNITIES  
ECONOMIC ENVIRONMENT

## LOOKING BACK

The Foundation and CAP started the regional discussion around workforce skills and development in 2008 through a series of meetings centered on the theme “Beyond High School: What Will it Take to Build Cenla’s Next Workforce?” That next year, the “Beyond High School” report revealed the need for what would later become the Cenla Work Ready Network, as well as a community-wide effort to expand and strengthen the area’s technical and community colleges.

Jeff Lynn is Executive Director of Workforce Development Programs for Louisiana Economic Development. “Growing companies and supporting existing companies with expansions is critical to a healthy community. Creating a strong workforce development system prepares the employees for the new skills and technologies needed in the region. Nurturing and developing a strong business culture and environment creates the foundation for job growth and a healthy region,” he said. “With these three areas of focus you will see a swing in efforts for education, quality of life and healthier citizens. A strong business environment will create a healthier community, a stronger education system and a better quality of life for the citizens in the region.”

The Foundation’s 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. In 2014, CLEDA saw continued progress in its efforts to bring expansions and new businesses to Central Louisiana.

Trent Williams is Principal and CEO of Regional Technology Strategies and an economic development consultant. “A business culture that embraces creating new value within its existing businesses and by starting new businesses; that celebrates each other’s successes; and that is adept at cooperating to get things done fuels a more vibrant economy,” Williams said. “In addition, if we don’t introduce new income into the region we are just ‘reshuffling the deck.’ When business profits are driven by revenue from outside the region and higher margins allow paychecks to increase, then everyone in the community benefits.”

## PERSPECTIVE



Trent Williams  
Principal and CEO  
Regional Technology Strategies

“The impact of the strategic focus of The Rapides Foundation’s Economic Development Initiative is real and dramatic. From an economic development perspective, Cenla is a very different place than it was 20 years ago.”





## HEALTHY COMMUNITIES SOCIAL ENVIRONMENT

CENLA EXECBUILDERS  
CLASS OF 2014

**W**ithin its Healthy Communities focus area, The Rapides Foundation addresses the importance of the social environment to the health status of a community through its Community Development Initiative. The initiative supports leadership and nonprofit development, and increased civic engagement.

When the capacity-building initiative was launched in 2000, it offered a series of training sessions ranging from nonprofit management and leadership to grant proposal writing. Later that year, the Foundation formed a new program called Community Development Works, which continues to provide these services and many more, all with the goal of providing an integrated, comprehensive approach to enhance civic and community opportunities for more effective leaders and organizations. CDW's strategies seek to foster increased civic engagement, develop enhanced leadership skills, and improve the effectiveness of community organizations.

CDW offers a variety of training and leadership programs, and it provides people with the tools and resources they need to support citizen-led community development efforts through the CDW Learning Lab. It continues to offer online and onsite trainings on such topics as grant proposal writing, fundraising and financial management. To reach a wider audience, CDW



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## HEALTHY COMMUNITIES SOCIAL ENVIRONMENT

# LOOKING BACK

added webinars to its training schedule and an eLibrary service that allows patrons to check out books online.

CDW continued to evolve through the years. In 2004 it began offering Cenla Boardbuilders, a program for emerging leaders to become active in their communities as members of nonprofit boards. A similar program geared toward executive directors, Cenla Execbuilders, was introduced in 2012. In 2008, CDW offered a grant opportunity called Nonprofit Works, a two-year program which provided capacity-building education and technical assistance to the nonprofit participants.

In 2014, CDW offered free trainings both online and on-site to nearly 350 individuals, bringing the total number trained by the program to date to 3,698. In its Cenla Boardbuilders program, 14 leaders graduated in 2014 and joined a group of community leaders that now numbers 166 alumni of the program. Eight nonprofit executives graduated from the Cenla Execbuilders program in 2014, bringing the total of graduates to 30.

Jared Raynor is Director of Evaluation for the TCC Group. “Building nonprofit capacity is important to ensuring increasingly effective and efficient programming that strengthens communities,” he said. “But it is more than that – it embodies a commitment to quality and professionalism and demonstrates pride in how communities take care of each other and strive to improve the lives of all of their members, especially those frequently marginalized or disadvantaged. Improving the capacity of local nonprofits in the Cenla region means that those organizations will operate with greater success in pursuit of their missions.”



### PERSPECTIVE



Jared Raynor  
Director of Evaluation  
TCC Group

“The Community Development Works program is nearing 15 years of work to build stronger nonprofits in Central Louisiana. The program is particularly adept at bringing awareness and knowledge of best practices in nonprofit leadership and management from across the United States. They are doing innovative activities for distributing knowledge and information on nonprofit effectiveness, such as their trainings and eLibrary. The focus on board and executive effectiveness parallel a national resurgence on the importance of nonprofit leadership development as a general principle.”



## RAPIDES HEALTHCARE SYSTEM COMMUNITY BENEFIT REPORT

**O**n September 1, 1994, a joint venture partnership was initiated between Rapides Regional Medical Center and Columbia HCA that created The Rapides Foundation, what was then the largest endowed charitable foundation in Louisiana. Over its 20-year history, The Rapides Foundation has continued its legacy of healthcare in Central Louisiana as a 26 percent owner of Rapides Healthcare System, the limited liability corporation formed as a result of the joint venture. Through this ownership, the Foundation provides oversight to the community benefit provided by RRMC.

Joe Rosier, president and CEO of The Rapides Foundation, said the choice made by the RRMC board to enter into the joint venture partnership has been very beneficial to Central Louisiana. “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.”

Continuing its commitment to providing excellent medical care in Central Louisiana, RRMC in 2014 opened two HP Long Outpatient Clinics to take on the urgent, outpatient and specialty care previously offered through Huey P. Long Medical Center. The clinics serve Medicare, Medicaid and uninsured patients, and are the result of Louisiana’s transition from a state-run charity hospital system to a health system run by private entities. Specialty services include primary care, general surgery, cardiology, pulmonology, sports medicine, gynecology and physical therapy. The clinics partner with the Cenla Medication Access Program to provide free or low-cost medications to patients who visit these clinics. CMAP is a program of The Rapides Foundation.

In 2014, 31,386 patients were seen at the clinics, and 10,925 free prescriptions with a wholesale value of \$3,966,705 were filled through CMAP’s Central Fill Pharmacy and CMAP Patient

### PERSPECTIVE



Bruce Barton, M.D.  
Physician  
Former chairman, The Rapides  
Foundation Board  
Former member, Rapides Healthcare  
System Board

“Central Louisiana residents depend on Rapides Regional Medical Center for excellent healthcare, and the hospital strives every day to fulfill its mission to provide those services in a high quality, efficient and compassionate way. Combining that with efforts to deliver community benefit by providing many free or low-cost services, and working with local partners to improve access to care and quality of life, is what truly improves the health status of this region.”



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## RAPIDES HEALTHCARE SYSTEM COMMUNITY BENEFIT REPORT

# LOOKING BACK

Assistance Program. An additional 4,893 prescriptions at a cost of \$4 each were filled through the pharmacy card program offered at the clinics. Eligible patients also received free diabetic testing equipment and supplies through CMAP.

At Rapides Regional Medical Center in 2014, 15,945 patients were admitted to the facility, 2,209 babies were delivered at Rapides Women's and Children's Hospital and 72,005 patients were treated through its Emergency Department.

Rapides Healthcare System also continued its support of LSU Health Sciences Center-Shreveport's Alexandria Family Medicine Residency Program, providing \$3.6 million in financial support in 2014. The program recruited six new resident interns to Central Louisiana and graduated six other family physicians. It produced 93 graduates since 1997, supporting its mission to address the shortage of primary care physicians throughout Louisiana. Approximately 38 percent of those graduates currently practice in Central Louisiana.

In 2014, Rapides Regional employed 1,633 employees with a payroll of \$86.9 million.

Rapides Regional Medical Center is the only acute care hospital in Central Louisiana recognized as a 2014 Top Performer on Key Quality Measures by The Joint Commission accrediting agency for the nation's hospitals. RRMC was also one of just 147 hospitals in the country to be named a Top Performer in each of the past four years since The Joint Commission began recognizing top performing hospitals.

The American College of Surgeons re-verified the Level II trauma center at RRMC. The Rapides Regional Trauma Center was the first of its kind in Louisiana when it opened in 2011.

Consumers in the Alexandria market once again ranked RRMC at the top of the list based on four consumer metrics: Best Overall Quality, Best Image/Reputation, Best Doctors and Best Nurses.



# 2014 GRANTS LIST

## Healthy People

### Healthcare Access

#### **CMAP Express/Central Fill Pharmacy**

To support the Central Fill Pharmacy operations and Patient Assistance Programs in Central Louisiana.

\$600,000

#### **CMAP Express/Cancer Screening Project**

To support access to no-cost breast, cervical and colorectal screenings through a mobile unit and partnerships with healthcare providers, and to promote awareness of cancer screening guidelines.

\$175,000

### Healthy Behaviors

#### **American Heart Association**

To support a Louisiana-based coalition with the objective of reducing tobacco use by increasing the state tobacco tax through legislative action.

\$150,000

#### **Emory Centers for Training and Technical Assistance**

To provide training and technical assistance to recipients of The Rapides Foundation's Healthy Places Program.

\$275,000

#### **Healthy Places Program Training Recipients**

The following organizations received training and technical assistance through the Healthy Places Program, a process connecting community leaders to resources and technical assistance to create a community plan to support healthy lifestyles.

- Bordelonville Volunteer Fire Department
- Bunkie Collaborative
- Central Louisiana Chamber of Commerce
- Central Louisiana Local Food Initiative Collaborative
- Grant Parish School Board
- LaSalle Parish Collaborative
- Natchitoches Parish Healthy Places Collaborative
- Northern and Central Louisiana Interfaith
- The Health Enrichment Network
- Volunteers of America of North Louisiana

## Education

#### **Effective Schools – School District Grants**

To support school district plans to address professional development for teachers and strengthen leadership capacity for administrators in Allen, Avoyelles, Catahoula, Grant, LaSalle, Natchitoches, Rapides, Vernon and Winn parishes.

\$1,300,000

#### **The Orchard Foundation**

To provide operating support for advancement of the strategic plan in support of the Foundation's Philanthropic Objectives for its Education Initiative.

\$350,000



## 2014 GRANTS LIST

### **The Orchard Foundation**

To provide continued implementation and training for the Cenla Work Ready Network at the high school level, and at the adult level for unemployed and under-employed.

\$500,000

### **The Orchard Foundation**

To continue implementation of the work of Career Compass of Louisiana to provide career counseling to Central Louisiana high school students.

\$350,000

### **The Orchard Foundation**

To provide professional development institutes for administrators and teachers that focus on student engagement through use of Kagan Structures; and to provide follow-up classroom coaching with the goal of achieving certified Kagan site coaches at each school.

\$200,000

### **The Orchard Foundation**

To provide professional development institutes utilizing the University of Washington's Center for Educational Leadership's training on instructional leadership; and to work with issue experts and school district leaders to identify a best-practice teacher induction program that focuses on training current teachers to be school induction trainers.

\$300,000

## Healthy Communities

### Economic Development

#### **Central Louisiana Economic Development Alliance**

To continue implementation and refinement of an entrepreneurship system for Central Louisiana called the Business Acceleration System that includes a broad array of education, training and support activities.

\$300,000

#### **Central Louisiana Economic Development Alliance**

To provide technical assistance and enhance connections between higher education institutions and business partnerships in support of The Rapides Foundation's Workforce Opportunity Grant.

\$300,000

## 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 – Funding Opportunities" tab.

# FINANCIAL SUMMARY

## COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended December 31, 2014, 2013, and 2012

	2014 Consolidated	2013 Consolidated	2012 Consolidated
INVESTMENT INCOME			
Income on cash and long-term investments	\$3,246,742	\$2,997,981	\$3,156,659
Gains and losses on securities	12,410,268	25,320,417	15,958,785
Equity in earnings of jointly owned companies	6,054,657	4,529,132	6,287,696
 TOTAL INVESTMENT INCOME	 \$21,711,667	 \$32,847,530	 \$25,403,140
INVESTMENT EXPENSE	940,736	1,011,299	910,899
NET INVESTMENT INCOME	\$20,770,931	\$31,836,231	\$24,492,241
CONTRIBUTIONS	\$729,143	\$954,074	\$604,934
PROGRAM EXPENSES			
Grants	2,678,847	4,453,597	5,235,361
Direct charitable expenses	4,952,202	4,755,240	4,212,005
Development	625,051	692,106	575,928
TOTAL PROGRAM EXPENSES	\$8,256,100	\$9,900,943	\$10,023,294
ADMINISTRATIVE EXPENSES	\$1,427,942	\$1,435,157	\$1,408,466
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS FROM OPERATIONS	\$12,299,601	\$20,927,484	\$13,342,626
INCREASE (DECREASE) IN NET ASSETS	\$11,816,032	\$21,454,205	\$13,665,415
NET ASSETS, BEGINNING OF YEAR	\$245,369,401	\$223,915,196	\$210,249,781
NET ASSETS, END OF YEAR	\$257,185,433	\$245,369,401	\$223,915,196



# FINANCIAL SUMMARY

## STATEMENTS OF FINANCIAL POSITION

For the Years Ended December 31, 2014 and 2013

	2014	2013
<b>ASSETS</b>		
Cash and cash equivalents	\$3,897,126	\$6,330,201
Marketable securities	213,430,786	202,523,424
Investments at cost plus equity in undistributed earnings	39,603,567	37,187,588
Accounts receivable	214,275	222,289
Prepaid expenses	43,581	41,466
Property and equipment, net	1,769,519	1,860,663
Funds held for CLTCC Project	2,600,296	-
Assets whose use is limited	-	65,645
<b>Total Assets</b>	<b>\$261,559,150</b>	<b>\$248,231,276</b>
<b>LIABILITIES</b>		
Accounts payable	\$346,406	\$285,196
Payroll, payroll taxes and benefits payable	149,882	154,456
Grants payable	1,277,133	2,356,578
Funds held for CLTCC Project	2,600,296	-
Annuity obligations payable	-	65,645
<b>Total Liabilities</b>	<b>\$4,373,717</b>	<b>\$2,861,875</b>
<b>Net Assets - Temporarily Restricted</b>	<b>1,049,446</b>	<b>1,533,015</b>
<b>Net Assets - Unrestricted</b>	<b>256,135,987</b>	<b>243,836,386</b>
<b>Total Liabilities and Net Assets</b>	<b>\$261,559,150</b>	<b>\$248,231,276</b>

## 2014 BOARD OF TRUSTEES

**Tammi Salazar**  
Board Chairman  
Executive Vice President,  
Red River Bank

**Joan Brunson, M.D.**  
Physician

**Jacquelyn S. Daenen, CPA,**  
CCIFF, CGMA  
Daenen Henderson &  
Company, LLC

**Laura L. Dauzat**  
Community Volunteer

**Rosa C. Fields**  
President, Rosa Fields State Farm  
Insurance Agency

**Curman Gaines, Ph.D.**  
Retired Superintendent,  
St. Paul Public Schools (Minnesota)

**Cynthia Gillespie, Ph.D.**  
Retired Superintendent,  
Vernon Parish School District

**Robert C. Hughes, P.E.**  
President,  
Meyer, Meyer, LaCroix and Hixson

**Ernest Kelly, M.D.**  
Physician

**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.

**Frankie Rosenthal, MSN, RN**  
Retired Nurse

**Joseph R. Rosier, Jr., CFA**  
President and CEO,  
The Rapides Foundation

**Edwin S. Urbi, M.D.**  
Physician

**Dennis E. Wimmert**  
Mobile Executive, Crest Industries

### 2015 APPOINTED:

**Doug Godard**  
Owner and General Manager,  
Turner Teleco

**Roseada Mayeaux**  
Chief Assistant Coroner,  
Avoyelles Parish

**Murphy McMillin**  
Former Mayor of Jena  
Retired Executive, Gulf Oil Corp.

**Henry Williams, EA**  
Owner, Williams Tax and  
Financial Services Corp.

## 2014 ADVISORS TO THE RAPIDES FOUNDATION

**Wilma Hamilton Delp, Ph.D.**  
Retired Superintendent, Sarasota County  
(Florida) Public Schools  
Wadsworth, Illinois

**Mark F. Keiser**  
Executive Director and CEO  
Access Health Louisiana  
Kenner, Louisiana

**Laura A. Linnan, Sc.D., CHES**  
Professor, Department of Health Behavior  
University of North Carolina, Gillings  
School of Global Public Health  
Chapel Hill, North Carolina

**Bruce Lockwood**  
Director, Community Health Division  
Professional Research Consultants, Inc.  
Omaha, Nebraska

**Deborah Markley, Ph.D.**  
Managing Director and Director of  
Measurement, Research and Policy  
Center for Rural Entrepreneurship  
Lincoln, Nebraska

**James S. Marks, M.D., M.P.H.**  
Executive Vice President  
Robert Wood Johnson Foundation  
Princeton, New Jersey

**Kerstin Ohlander**  
Ohlander Consulting Services  
Carrboro, North Carolina

**Erik Pages, Ph.D.**  
President  
Entre Works Consulting  
Arlington, Virginia

**Regional Technology Strategies, Inc.**  
Chapel Hill, North Carolina

**Cathy Thompson, Ed.D.**  
Project Director  
University of Washington Center for  
Educational Leadership  
Seattle, Washington

**Tobacco Technical Assistance Consortium**  
Rollins School of Public Health  
Emory University  
Atlanta, Georgia



## 2014 THE RAPIDES FOUNDATION STAFF

**Joseph R. Rosier Jr., CFA**  
President and CEO

**Annette Beuchler, MBA, FACHE**  
Director of Programs and  
Communications

**LaWanda Franklin**  
Administration Assistant

**Shelia Graham**  
Receptionist

**Janet Grigg**  
Senior Administrative Assistant

**Nathan Holden**  
Accountant & Building  
Services Coordinator

**Pat LaCour**  
Accounting and Systems Manager

**Loretta Magee**  
Assistant to the President

**Tammy Moreau**  
Communications Manager

**Tessa Myrick**  
Program Officer

**Kathleen Nolen, MBA**  
Director of Administration

**Akeshia Singleton, MBA**  
Program Officer

**Trayce Snow**  
Program Officer

**Ashley Stewart, MPH**  
Evaluation Manager

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### GENLA MEDICATION ACCESS PROGRAM

**Wendy Roy, MHA**  
Program Director

**Tammy Billings**  
Patient Assistance Program Supervisor

**Kevin Brown, PharmD**  
Program Pharmacist

**Kayla Edwards**  
Cancer Screening Specialist

**Kira Guidry**  
Healthy Lifestyle Coordinator

**Veronica Jones**  
Healthy Lifestyle Administrative  
Assistant / Data Manager

**Lydia Kozlowski**  
Exercise Specialist

**Kayla Laborde**  
Pharmacy Technician

**Bretta Lutz**  
Healthy Lifestyle Dietitian

**Crystal Watts**  
Administrative Assistant

**Jorie Asperstrand**  
**Kelly Bentley**  
**Catherine Bordelon**  
**Cheryl Chambers**  
**Mindy Hancock**  
**Joni Longlois**  
**Jessica Paul**  
**Dawn Rajewski**  
Patient Assistance Program  
Specialists

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### COMMUNITY DEVELOPMENT WORKS

**Carol Anne Handy**  
Administrative Assistant

**Felicia Walker**  
Learning Lab Technician

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### THE ORCHARD FOUNDATION

**Marjorie Taylor, Ed.D.**  
Executive Director

**Jennifer Cowley**  
Program Manager

**Flora Keys**  
Senior Administrative Assistant

**Kay Knotts**  
CART Field Coordinator

Stay connected



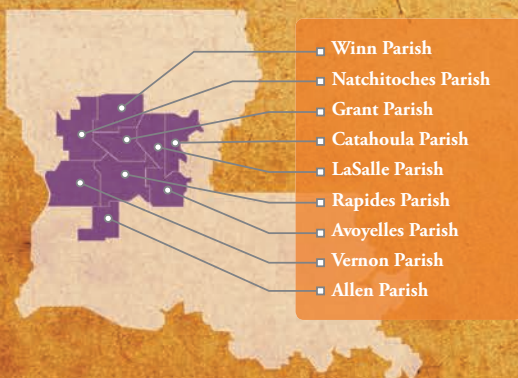
[www.rapidesfoundation.org](http://www.rapidesfoundation.org)





# THE RAPIDES FOUNDATION

## The Rapides Foundation Service Area



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