



2021 ANNUAL REPORT

STAYING THE COURSE

HEALTHY PEOPLE ✦ EDUCATION ✦ HEALTHY COMMUNITIES



THE RAPIDES FOUNDATION

TABLE OF CONTENTS

Message from the President and Chairman	01
Healthy People	02
Education	08
Healthy Communities	14
Rapides Healthcare System	20
Philanthropic Objectives / Program Summary	22
2021 Grants List	23
Financial Summary	26
Board of Trustees	27
Foundation Staff	28
The Story Behind the Ripple Icon	29
Foundation Service Area	30

MISSION

To improve the health status of Central Louisiana.

VISION

Central Louisiana will be positively impacted by the Foundation deploying resources to improve key factors of health status.

STAYING THE COURSE

The Rapides Foundation's mission is to improve the health status of Central Louisiana, and for us, that means people live longer, free of disease and disability.

Soon after the pandemic hit in early 2020, we began to discuss whether the strategic course we have followed for many years in support of our mission would continue to be the best path to move forward.

After careful study and discussion, the Foundation's Board of Trustees and staff chose to stay the course on its strategic priorities to address the determinants which drive health status in a population. We believe the areas addressed by the Foundation's work – improving access to healthcare services, attaining greater education levels and increasing income – have proven to be even more important as drivers of health since the pandemic began, and addressing these areas effectively can provide greater resiliency to a population.

The work of The Rapides Foundation is guided by its Strategic Grantmaking Framework, which provides a data-informed, best-practice driven, and intentional approach to improving the drivers of health, and ultimately, health status.

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

Our current strategies for carrying out this work will remain the same. However, we added an extra year to our Strategic Grantmaking cycle that began in 2019 to accommodate some of the work that was impacted by the pandemic. Our current cycle will run through 2024.

These choices reflect our best thinking of where The Rapides Foundation's resources can have the most impact in improving health status in a measurable and sustainable way, and allow us to remain steadfast on the course of improving the health of all residents in Central Louisiana.



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



Henry Williams, EA
Board Chairman



HEALTHY PEOPLE

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

Healthcare Access

The Healthcare Access Initiative fosters the establishment and expansion of primary, behavioral and quality patient-centered services through integration with community health clinics, and addresses screenings, medication access and related medical manpower.



The Cancer Screening Van travels throughout Central Louisiana to offer breast, cervical and colorectal cancer screening to uninsured and Medicaid patients.

Access to quality healthcare is important to reduce health disparities and improve health status for people in The Rapides Foundation's service area. Factors limiting 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 initiative has a four-component approach to improve healthcare access in the region.

PRIMARY CARE ACCESS, INCLUDING INTEGRATED BEHAVIORAL HEALTH

The goal of this component is to support and increase the capacity of Community Health Centers to integrate behavioral health services and provide quality patient-centered care.

The Foundation awarded four Integrated Behavioral Health Assessment and Planning Grants that community centers are using to assess their current levels of integrated behavioral health services, and to use the assessment findings to develop improvement plans for their centers. The Assessment and Planning Grant is the first of a two-part funding opportunity to support the implementation of evidence-based models of integrated behavioral health services, including mental health and/or substance abuse services within the primary care settings of Federally Qualified Health Centers. The goal is to increase access to behavioral health services and improve health outcomes for all patients. Participation in the Assessment and Planning Grant is a prerequisite to apply for an Integrated Behavioral Health Implementation Grant opportunity announced in 2021 and planned to be awarded in 2022.

The Rapides Foundation continued to monitor recipients of the Healthcare Quality Improvement Grant, which has the goal of improving access to quality healthcare and promoting healthy behaviors. These two-year grants assist centers with their efforts to improve specific quality-of-care measures or health outcomes and disparities in their clinic populations, such as improving hemoglobin A1c levels and controlling blood pressure levels.

MEDICATION ACCESS

This component provides a grant to the Cenla Medication Access Program to address the cost barrier to accessing prescription drugs. CMAP's Central Fill Pharmacy and Patient Assistance Programs provide free or low-cost prescriptions for uninsured patients of private-practice physicians, rural clinics and health centers, and for Medicare patients who do not have prescription coverage or need prescriptions not covered under their current plans. In addition, Rapides Regional Medical Center contracts with CMAP to provide free or reduced-cost medications to HP Long Clinic clients.

CMAP filled 13,565 prescriptions through its Central Fill Pharmacy and Patient Assistance Program for a wholesale cost savings of approximately \$7.1 million. An additional 1,191 prescriptions were filled through CMAP's VRx card for patients at the HP Long Clinics with an average copay paid by the patient of \$4. Through its CMAP Extra prescription drug benefit card, participants filled 926 prescriptions for retail savings of \$109,000.

HEALTHY PEOPLE

EARLY CANCER SCREENING

This component consists of three programs to promote early screening among adults in the areas of colorectal, cervical and breast cancers.

Through a partnership with the Partners in Wellness Program at Feist-Weiller Cancer Center at LSU Health Shreveport and CMAP, the Foundation supports a mobile cancer screening van that travels throughout Central Louisiana to offer breast, cervical and colorectal cancer screening to uninsured and Medicaid patients. Follow-up services are available to patients who qualify under the Breast and Cervical Cancer Early Detection Program guidelines. In addition, CMAP staff distribute take-home colon cancer tests at health fairs, local clinics and pharmacies. In 2021, a total of 418 patients received 507 cancer screenings on the van, with 21 patients requiring follow-up screens.

CMAP's Community Health Advisor Program uses a lay health advisor to increase awareness of screening guidelines and help residents in the region overcome challenges to participating in regular screenings. The Foundation implements a multi-media cancer

screening awareness campaign to deliver key messages to promote awareness and the benefits of screening and early detection.

MEDICAL MANPOWER

This component addresses the shortage of healthcare professionals in rural communities through grants to postsecondary institutions to support nursing and behavioral health programs. These grants have funded programs that have the goal of increasing the number of nurses and behavioral health specialists.

To address the continuing critical need for healthcare professionals in the region, the Healthcare Occupations Program Grant was reopened for proposals in 2021 after the Foundation updated its healthcare workforce analysis. The Healthcare Occupations Program Grant provides funding to postsecondary institutions to add and expand healthcare program offerings and concentrations to meet the critical workforce needs of local employers, and specifically address shortages in the three occupational fields of nursing, behavioral health and allied health. New grant proposals were accepted in 2021 with grant awards planned for 2022.



Staff work in the Vernon Parish Community Health Center, a Healthcare Access grantee.

Healthy Behaviors

The Healthy Behaviors Initiative addresses tobacco prevention and control, substance and alcohol abuse prevention, healthy eating and active living.



Registered Dietitian Nutritionist Pamela Jones provides nutrition counseling to a Healthy Lifestyle Program client.

The Rapides Foundation has invested more than \$25 million since 2007 to address tobacco use, substance and alcohol abuse, poor nutrition and lack of physical activity. These health behaviors are directly linked to premature death and disability from heart disease, stroke, diabetes and certain types of cancer. The four-component Healthy Behaviors Initiative is an integrated, comprehensive, multi-level and multi-target initiative that focuses on health behaviors with the goal of having a meaningful impact on chronic disease prevention in the region.

SCHOOLS

School is a chief part of most young people's lives and therefore provides a critical setting for prevention and intervention efforts. Activities that fall under this Initiative component build upon the Foundation's long-standing and strong relationship with Central Louisiana school districts and advance school-based efforts to improve health behaviors.

Districts are invited 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 2021-22, Central Louisiana students from 103 K-12 schools in eight parishes participated in evidence-based projects that addressed these health behaviors, reaching more than 45,000 students. Activities included

participation in Take Down Tobacco Day, National Drug and Alcohol Facts Week, and school-based Living Healthy Clubs.

The Rapides Foundation's 10th annual Youth Summit on Healthy Behaviors was held virtually for the first time ever. The 2021 event was broken into small groups throughout the month of October and featured a motivational presentation by Dee-1, a hip-hop artist born in New Orleans. More than 500 students from 54 schools participated in the summit, where they learned how to become advocates for healthy choices and policy change in their schools and communities.

COMMUNITY

This component has four approaches to support healthy behaviors in Central Louisiana communities.

The Foundation provides a grant to CMAP to administer the Healthy Lifestyle Program, a physician referral, lifestyle coaching program where staff provide nutrition and physical activity planning, goals and support for their clients for a six-month period. The purpose of the Healthy Lifestyle Program is to provide demonstration and education on proper nutrition and physical activity for good health aimed at fighting chronic disease in Central Louisiana. More than 550 clients participated in the program in 2021.

In 2021, 17 individuals joined the first 12-month PreventT2 diabetes prevention program for residents at risk of developing type 2 diabetes. Guided by a trained lifestyle coach, participants meet in groups to learn the skills they need to make lasting changes that will help prevent or delay the onset of diabetes. The program is part of the National Diabetes

HEALTHY PEOPLE



Photos at left and below: Healthy Behaviors grants fund community-driven solutions to improve access to physical activity opportunities in schools and communities across Central Louisiana.

Prevention Program, led by the Centers for Disease Control and Prevention.

Research shows smoking cessation services are an important part of a comprehensive tobacco prevention and control program. The Foundation supports cessation counseling through a grant to CMAP to provide administration and oversight to CMAP's partnership with the Smoking Cessation Trust. This program offers direct cessation services to Louisiana residents who started smoking before September 1, 1988.

The Foundation continued to monitor recipients of the Healthy Behaviors Program Grant, which are multi-year grants of up to \$225,000 each and fund projects designed to change people's behaviors so that they lead healthier lifestyles and adopt healthy habits for life. There were 10 active, multi-year Healthy Behaviors Program Grants totaling \$1,395,778 in 2021. Projects include farmers markets, community gardens, walking trails and healthy food preparation demonstrations and tastings.

In 2021, the Foundation again offered its Healthy Behaviors Mini Grant funding opportunity, with grants of up to \$25,000 each that support community-driven solutions aimed at preventing and reducing chronic diseases by improving access to physical activity opportunities within the community. The Foundation awarded 11 grants totaling \$240,058 that are being used to fund walking trails, playgrounds, fitness equipment and improvements to existing facilities in Central Louisiana.

The Foundation continued to monitor recipients of the multi-year Substance and Alcohol Abuse Prevention Program Grant opportunity to support implementation of evidence-based, community-driven solutions

for preventing substance and alcohol abuse. There were four multi-year grants totaling \$1,050,000. This grant opportunity encourages communities to work together across agencies, departments, and sectors for planning and implementing interventions and for gaining support from the populations most impacted by them.

MARKETING/COUNTER-MARKETING

The Healthy Behaviors Initiative includes marketing campaigns 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. These campaigns also are intended to provide information and tools to facilitate healthy behavior choices.

POLICY AND ADVOCACY

Policy and advocacy efforts are addressed under Healthy Behaviors activities in schools and communities. The Foundation also forms partnerships with local, state, national and federal agencies to coordinate Healthy Behaviors campaign rollouts and other advocacy efforts.



Healthy Behaviors



Student advocates from across the region participated in the Take Down Tobacco National Day of Action as part of the activities of the Healthy Behaviors School District Partnership Grant. Pictured here are members of the Brame Junior High Living Healthy Club.

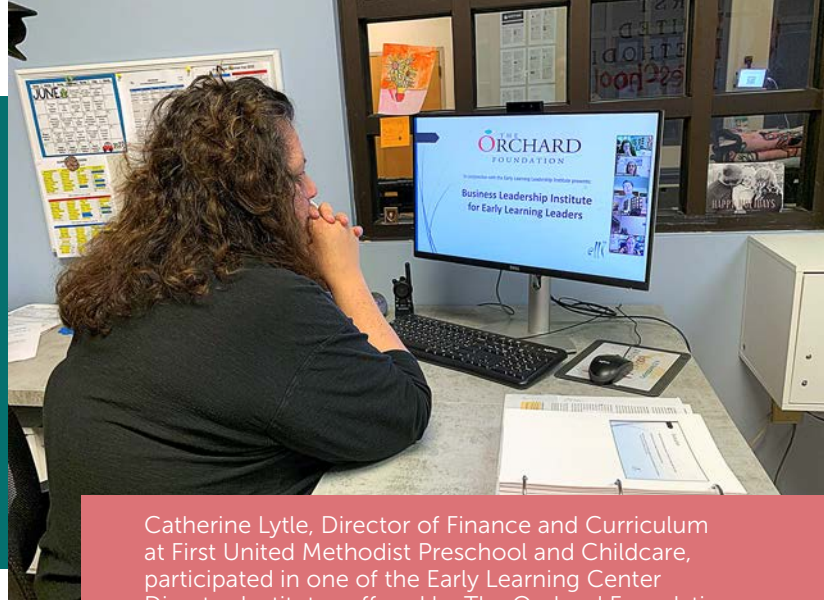


EDUCATION

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. This work is implemented through the School Readiness, Effective Schools, and Career and Postsecondary Readiness components.

School Readiness

The School Readiness component of the Education Initiative focuses on increasing kindergarten readiness through the support, expansion or establishment of high-quality early childhood programs to support the teacher-child and family-child interactions.



Catherine Lytle, Director of Finance and Curriculum at First United Methodist Preschool and Childcare, participated in one of the Early Learning Center Director Institutes offered by The Orchard Foundation.

Children who attend high-quality early childhood programs before kindergarten are more likely to complete high school and go through their school careers without repeating a grade. Research shows the most effective strategies are those that focus on improving the quality of existing early education settings. Additionally, high-quality teacher-child interactions are essential for children's learning and development. The School Readiness component has three subcomponents to ensure more children are ready to enter kindergarten.

PROFESSIONAL DEVELOPMENT FOR TEACHERS AND LEADERS

The Rapides Foundation provides a grant to The Orchard Foundation to build the capacity and quality of Pre-K, Head Start and childcare centers in the region by administering School Readiness training institutes throughout the year.

The School Readiness training institutes are presented by Teaching Strategies, Teachstone and Kagan, and are open to any early childhood provider within the Foundation's nine-parish service area. Trainings include: Teaching Strategies Gold, the state's Birth to Kindergarten assessment tool; Teachstone CLASS (Classroom Assessment Scoring System) Observation Reliability training, which prepares an observer to conduct a CLASS observation; and Kagan Little Ones, an institute to increase student engagement and learning customized for teachers of 3- and 4-year-old students. Orchard administered 28 School Readiness trainings in 2021, reaching 442 participants.

In 2021, The Orchard Foundation began

offering two new Early Learning Center Director Institutes aimed at childcare and Head Start centers and customized for the Central Louisiana region. Participants for the institutes were selected through an application process with the groups limited to 15 participants in each institute. The Instructional Leadership Institute, led by AnLar, focuses on instructional leadership using CLASS and TS Gold, and the Business Leadership Institute, from the Early Learning Leadership Institute, focuses on business management of a childcare center.

EARLY CHILDHOOD LITERACY

The Rapides Foundation provides a multi-year Early Childhood Literacy grant to The Orchard Foundation to administer two programs based on best practices that develop literacy skills in children before they enter kindergarten: Read to Soar and Math to Build On.

Both programs feature 8-session workshops for children ages 5 and under and their parents or caregivers. Read to Soar family sessions help develop and strengthen a culture of reading at home by educating parents, building a child's home library and increasing awareness about community resources to help ensure the child has the tools for school success. Math to Build On is a mathematics literacy program intended to complement Read to Soar. Math to Build On consists of workshops where children develop and strengthen math skills through reading and activities, and families learn how to continue and reinforce the learning at home.

For each program, children earn a certificate of participation and up to 40 books

EDUCATION



The Orchard Foundation's Jamila Farris and Rebekah Simpson register participants Tessa Franklin and Kimberly Roberts for a School Readiness training institute.

for their home library while parents come away with tips and resources that help them teach their young ones.

The Orchard Foundation administered 26 Read to Soar and Math to Build On workshops in 2021, reaching 278 children from 216 families. In all, 6,600 books were distributed to children to add to their home libraries.

INCREASE ACCESS FOR THE BIRTH TO THREE POPULATION

This subcomponent seeks to increase the number of at-risk children ages 3 and under who are enrolled in an early childhood education program. Foundation staff participate in Early Childhood Care and Education Community Networks and Ready Start Networks within the Foundation's service area. These Networks implement strategies to increase access and improve the quality of early childhood care and education programs.



Jamila Farris, Early Childhood Program Coordinator for The Orchard Foundation, leads Ella York and her daughter Edith through an activity at a Math to Build On workshop.

Effective Schools

The Effective Schools component of the Education Initiative focuses on enhancing the instructional core in the nine public school districts within the Foundation's service area by supporting instructional leadership and professional development.



Central Louisiana school administrators graduated from Leading for Better Instruction, a three-year leadership development institute tailored to meet the challenges faced by today's administrators.

The Rapides Foundation's Effective Schools component provides grants to individual school districts and to The Orchard Foundation to address professional development for teachers and strengthen the leadership capacity for administrators.

The Effective Schools Grant supports district-wide school improvement plans that seek to increase educational attainment and improve student achievement. Districts use these funds to deepen their work by enhancing professional development for educators. These district-level grants fund coaching and mentoring of teachers; leadership development for administrators; and participation in institutes provided by The Orchard Foundation. Each district is assigned a technical assistant to guide and assist the progress of their grant. Technical assistants provide on-site visits, relevant research and a national perspective. As a result, 2,487 educators participated in professional development trainings and 539 participated in leadership development during the 2020-21 school year.

In addition to these district-level grants, The Rapides Foundation provides The Orchard Foundation with grant funding that is used to administer Instructional Leadership Institutes and Kagan Cooperative Learning Institutes for Central Louisiana educators.

Regional institutes from the University of Washington's Center for Educational Leadership (CEL) provide Cenla educators with the opportunity to receive instructional leadership training throughout the school

year. The two-year Aspiring Leaders program prepares educators for administrative roles while the three-year Leading for Better Instruction program is available for current administrators. In addition, the District Leaders' and Superintendents' Networks provide an opportunity for these two groups to meet together and with their colleagues. These institutes, attended by 184 educators during the 2020-21 school year, are tailored to meet the challenges faced by today's administrators.

Kagan Cooperative Learning Institutes are held each summer to provide teachers with resources, tools and strategies they can use to increase student engagement and learning. Research shows that when teachers actively engage students in the classroom, the students pay attention, are motivated and ultimately learn more, leading to improved student achievement. One hundred educators attended Kagan summer workshops in 2021. Workshops are open to Central Louisiana school teachers from all grade levels, as well as curriculum specialists, site coach trainees and administrators.

To help address teacher shortages for STEM subjects in middle schools, The Orchard Foundation receives a grant from the U.S. Department of Education's Teacher Quality Partnership Program, with in-kind matched

EDUCATION



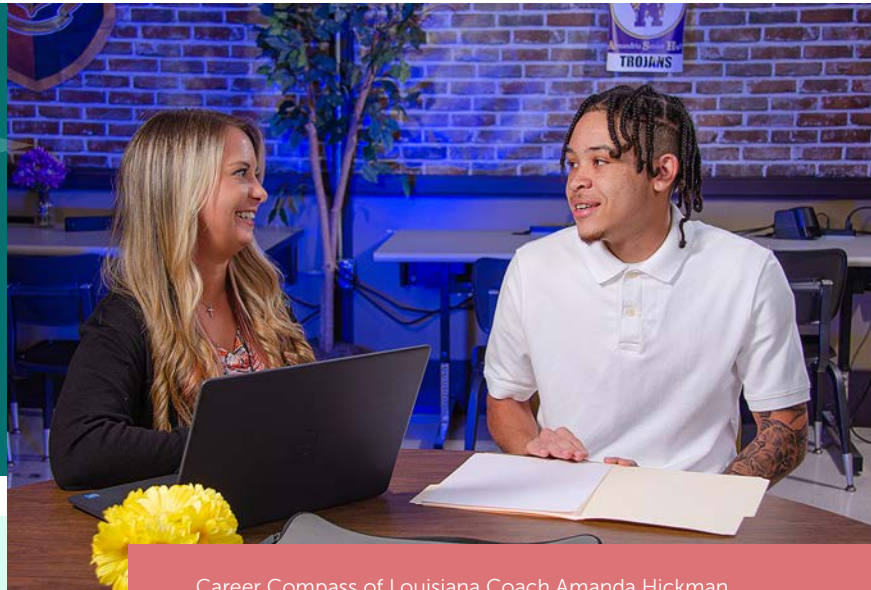
Members of the Central Louisiana Instructional Partnership's Cohort 2 completed their residency in 2021 and began teaching in middle schools in the fall semester.

funding from project partners including The Rapides Foundation, to administer the Central Louisiana Instructional Partnership. CLIP is a teacher residency program that trains, supports and retains math and science teachers for high-needs middle schools in the region. CLIP graduated nine residents from its second cohort in 2021 while Cohort 3 began its work in summer 2021. By the end of the five-year project, it is expected that 44 new highly prepared teachers will be in Cenla middle schools.

The Rapides Foundation is also developing strategies to address youth and young adults ages 16-24 who are neither working nor pursuing an education or training, a group sometimes referred to as "disconnected youth." The Foundation will explore the protective and risk factors that influence academic outcomes. Strategies developed by the Foundation will be funded under its Economic Development 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.



Career Compass of Louisiana Coach Amanda Hickman provides one-on-one career counseling to high school senior Mack Collins, III.

The Career and Postsecondary Readiness component offers counseling, skill development, credential and advance credit programs for middle and high school students so that they can achieve success beyond high school. This work is carried out through three subcomponents.

CAREER AND TECHNICAL EDUCATION

The Rapides Foundation funds Career and Technical Education programs to give Cenla residents the opportunity and support to earn a credential or degree that will put them in a position for a higher-wage job that offers a good quality of life. This work is 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 Cenla Work Ready 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. They receive preparation through the ACT Career Ready WorkKeys curriculum and then take the ACT WorkKeys Assessment, which leads to the ACT National Career Readiness Certificate. In the 2020-21 school year, Central Louisiana high school students and adults earned 4,770 National Career Readiness Certificates.

CAREER AND POSTSECONDARY COUNSELING

The Orchard Foundation provides career counseling for Central Louisiana students

through a partnership with Career Compass of Louisiana, a nonprofit education organization with coaches across the state. Career Compass staff work with guidance departments in area schools to act as an added resource and a liaison between the students of Central Louisiana and the postsecondary institutions in the state. Career Compass employees are educated on all of the postsecondary schools in the area they serve and the programs each offers, thus helping students find the right school for their needs.

These services come in the form of seminars for middle school and high school students in public high schools. All seniors receive one-on-one coaching to help guide them in the college application process. In all, 30,189 students received some type of career and postsecondary counseling during the 2020-21 school year.

The Orchard Foundation each year offers two events to connect local businesses with high school students and educators. The Students Exploring Career Opportunities expo, an interactive career expo typically attended by thousands of 10th grade students, was canceled in 2021 due to COVID-19 pandemic restrictions. The summer Workplace Experience Exchange Camp for teachers to learn how to translate the skills needed in today's workforce into their classrooms was held virtually in 2021, with 26 educators participating in the camp.





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 Social Environment Initiatives.

Economic Development

The Economic Development Initiative addresses median household income through workforce development; business startups and expansions; and support of regional economic development.



A Workforce Opportunity Grant to Central Louisiana Technical Community College provides safety, operations and leadership training to employees at LaSalle Lumber.

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

BUSINESS STARTUPS AND EXPANSIONS

This component supports a comprehensive and coordinated entrepreneurship support system focused on businesses that have the potential to sell products or services outside of the region. The Foundation provides a grant to Louisiana Central for continued support of the Business Acceleration System. BAS provides training, technical assistance, coaching and mentoring support services for local entrepreneurs and small businesses.

In 2021, BAS worked one-on-one with 69 clients enrolled in the BAS coaching program, which helped them grow their businesses and increase revenues. In addition, BAS offered 18 trainings for the general public, reaching 275 participants interested in starting businesses or increasing existing businesses.

WORKFORCE SKILLS AND TALENT DEVELOPMENT

This component supports efforts 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 Cenla residents. This includes efforts to fill workforce gaps identified in the areas of manufacturing and healthcare. Foundation resources focus on two core functions of a workforce development system: Education and Training Capacity Building, and College and Career Navigation Services.

In 2021, the Foundation continued to monitor a \$2 million matching grant to the Louisiana Community and Technical College System Foundation that allowed the Central Louisiana Technical Community College to establish the Central Louisiana Manufacturing Technology Center and to add and expand high-quality, state-of-the-art manufacturing and related programs on campuses throughout the region. This grant supports CLTCC's ongoing pursuit to meet the workforce needs for Central Louisiana by offering technical training programs that produce graduates and employees for high-wage, high-demand jobs in the region.

HEALTHY COMMUNITIES



Excel Driving Academy Owner Geneva Burrell receives personalized coaching from the Business Acceleration System.

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 training needs. In 2021, two Workforce Opportunity Grants were awarded to the Central Louisiana Technical Community College for an employee leadership development and mentorship program at Gilchrist Construction Company and for a surgical nurse technician program at Rapides Regional Medical Center.

The Rapides Foundation in 2021 awarded a \$1.4 million grant to Career Compass of Louisiana that addresses the high number of young adults between the ages of 16 and 24 who are neither working nor pursuing an education. Often referred to as "disconnected youth," a study by the Foundation found that nearly 7,500 young adults in Central Louisiana meet those criteria. The Beyond Graduation Project addresses this gap by funding career coaches to assist high school students with successfully transitioning to a local two- or four-year university or technical community college. It also funds staff at participating postsecondary institutions to provide ongoing services to Beyond Graduation students from high school graduation through their college

tenure. The multi-year grant will be piloted for two years in LaSalle, Natchitoches and Rapides parishes and eventually expand to all nine school districts.

BUSINESS CULTURE AND ENVIRONMENT

In early 2021, the Central Louisiana Economic Development Alliance announced its name change to Louisiana Central as a new way of branding itself and the region. Louisiana Central continues to serve as the vehicle to build cooperation, coordination, teamwork and social cohesiveness for regional economic development objectives. The Foundation supports Louisiana Central through a matching grant in support of its workforce and economic development activities.

Louisiana Central also works with the Foundation's Education Initiative to support the Celta Work Ready Network, a system designed to link education and workforce development efforts and align them with regional economic needs. Louisiana Central works with business and industry partners to encourage them to use and recognize the ACT National Career Readiness Certificate, which demonstrates a potential employee is prepared for technical and highly skilled jobs within their companies.

Social Environment

The Social Environment Initiative addresses social capital by supporting leadership and nonprofit development and increased community and civic engagement.

The Social Environment Initiative provides an integrated approach to enhance civic and community opportunities for more effective nonprofit leaders and organizations. This approach seeks to foster increased civic engagement, develop enhanced leadership skills and improve the effectiveness of nonprofit organizations so that they will operate with greater success as they work to achieve their missions. Community Development Works, a program of The Rapides Foundation, implements most of the activities under the Social Environment Initiative. The Initiative consists of two components.

BUILDING NONPROFIT CAPACITY

This component of the Social Environment Initiative builds the capacity of nonprofits by focusing on the skills of the individuals in the organization and on the organization as a whole.

The nonprofit leadership training subcomponent seeks to build the capacity of nonprofit leaders through Cenla Boardbuilders and Cenla Execbuilders. Cenla Boardbuilders is a leadership development program for emerging leaders to become active in their communities as members of local nonprofit boards, and for newly seated board members to seek training. Cenla Execbuilders is a training program for nonprofit executive directors to become more effective in their leadership roles at Central Louisiana nonprofits. In 2021, 11 professionals graduated from Cenla Boardbuilders and seven nonprofit leaders graduated from the Cenla Execbuilders program.



2021 graduates of Cenla Boardbuilders, a leadership development program.

The staff training subcomponent seeks to build the capacity of nonprofit staff and volunteers through the Spring and Fall Training Calendars, which offer free workshops and webinars on topics related to nonprofit management such as grant writing, financial management, fundraising, evaluations and staff development. More than 300 individuals attended CDW classes in 2021.

To build the organizational effectiveness of local nonprofits, CDW offers customized technical assistance to nonprofits to expand their governance, organizational development and leadership capacities.

The CDW Learning Lab, located on the second floor of The Rapides Foundation Building, provides free access to nonprofit resources, potential funding opportunities, statistics, journals and periodicals, as well as other pertinent information to the nonprofit landscape. Central Louisiana residents also can access some CDW reference materials online.

COMMUNITY AND CIVIC ENGAGEMENT

The goal of this component is to increase civic and community engagement. This is carried out through My Civic Life, a program that provides high school students with leadership and volunteer service opportunities through participation in school-based community service Youth Volunteer Corps Clubs. YVC clubs are implemented through the

HEALTHY COMMUNITIES



Nonprofit executive directors take part in Cenla Execbuilders, a training program for nonprofit executive directors to become more effective in their leadership roles.

Youth Volunteer School District Grant. In the 2021-22 school year, Natchitoches, Rapides, Vernon and Winn parish school districts participated in this grant opportunity.

In its six years as a national affiliate of the Youth Volunteer Corps, Central Louisiana YVC Clubs have been in 21 schools, with 1,200 students participating and recording more than 15,000 service hours in their communities. Projects have included food drives, reading to young children, volunteering at nursing homes

and for local nonprofits, and sending packages to deployed service members. In early 2021, the Central Louisiana affiliate was named a Gold Level YVC Affiliate, a designation that indicates exemplary status.

In addition to YVC Clubs, My Civic Life offers leadership development training for youth volunteers; capacity-building resources for nonprofit partners working with youth volunteers; and an online platform to connect youth with nonprofits in their communities.





Photo above: 2021 graduates of Cenla Execbuilders.



Photo at left: The CDW Learning Lab moved to the second floor of The Rapides Foundation Building.

RAPIDES HEALTHCARE SYSTEM

Community Benefit Report



As a 26 percent owner of the Rapides Healthcare System, The Rapides Foundation 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.

The hospital employed 1,900 individuals with a payroll of \$103.9 million in 2021. It admitted 14,879 patients, delivered 1,641 babies at Rapides Women's and Children's Hospital, treated 61,585 patients in its Emergency Department and performed 6,919 surgeries.

RRMC operates multiple HP Long clinics to take on the urgent, specialty and primary care previously offered through the state-run Huey P. Long Medical Center. In 2021, there were 26,527 visits to the clinics, which serve Medicare, Medicaid, Uninsured (Self-Pay) and Insured patients. Services include primary care, general surgery, cardiology, orthopedics, gynecology, ophthalmology, oral and maxillofacial surgery, dental care and urgent care.

RRMC contracts with The Rapides Foundation's Cenla Medication Access Program to provide free or low-cost medications to clinic patients. In 2021, CMAP filled 7,485 free prescriptions through its Central Fill Pharmacy and Patient Assistance Program. An additional 1,191 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.

Rapides Healthcare System provided over \$4.2 million in financial support to the LSU Family Medicine Alexandria Residency Program based at RRMCM and sponsored by



LSU Health Shreveport. Eighteen residents were in the program in the 2020-21 academic year. Six family physicians graduated at the end of the academic year, bringing the total number of graduates to 137 since the program began in 1997.

RRMC is a designated teaching hospital with residencies in Family Practice, Oral and Maxillofacial Surgery, Ophthalmology, Gynecology and General Surgery. In 2021, it supported 56 residents in these programs from LSU and Tulane.

In 2021, RRMC opened the first hybrid operating room in the region. The hybrid OR combines a heart catheterization lab with a radiology suite and an operating room, providing flexibility to optimize procedures in a surgical setting.

The first microvascular surgery in Central Louisiana took place at Rapides Regional Medical Center in October 2021. The 12-hour surgery is one of the most advanced options in restoring facial form and function following the removal of facial or oral tumors.

Rapides Regional Medical Center became the first healthcare facility in Central Louisiana to treat atrial fibrillation with an implantable device. The WATCHMAN, a left atrial appendage closure device, is an alternative to the lifelong use of blood thinners for patients with atrial fibrillation not caused by a heart valve problem.

Rapides Cancer Center underwent a major renovation that included the addition of the first Variant TrueBeam linear accelerator in Central Louisiana. The TrueBeam features the latest in technology to provide enhanced and precise treatment options.

Rapides Regional Medical Center earned several Quality Awards from CareChex, a division of Quantros. In Medical Excellence,

RRMC ranked in the Top 100 in the nation in coronary bypass surgery and gall bladder removal, and it ranked in the Top 10 percent nationally in those categories along with hip fracture care. In addition, CareChex ranked RRMC No. 1 in the state in coronary bypass surgery. RRMC also ranked in the Top 10 percent in the state in the categories of cancer care and major cardiac surgery.

The hospital received two American Heart Association Achievement Awards for implementing quality improvement measures that ensure cardiovascular patients receive efficient and coordinated care: Get With the Guidelines Stroke Gold Plus Target: Stroke with Honor Roll Elite; and Get With the Guidelines Stroke Gold Plus Target: Type 2 Diabetes Honor Roll.

RRMC was named a 2021 Guardian of Excellence Award winner by Press Ganey for the third straight year. The Guardian of Excellence Award recognizes top-performing healthcare organizations that have scored in the 95th percentile or higher in Patient Experience. RRMC achieved this score for Patient Experience in its Newborn Intensive Care Unit. The Press Ganey Guardian of Excellence Award is a nationally recognized symbol of achievement in healthcare. This annual award honors facilities that consistently score in the top 5% of all Press Ganey facilities for each reporting period during the course of one year.

Rapides Regional Trauma Center was re-verified by the American College of Surgeons in 2021. The Rapides Regional Trauma Center was the first of its kind in Louisiana when it opened in 2011, and is one of five verified Level II trauma centers in the state, and the only verified trauma center in Central Louisiana.



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 quality patient-centered services through integration with community health clinics, and addresses screenings, medication access and related medical manpower.

HEALTHY BEHAVIORS: The Healthy Behaviors Initiative addresses tobacco prevention and control, substance and alcohol abuse prevention, healthy eating and active living.

EDUCATION

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

SCHOOL READINESS: The School Readiness component of the Education Initiative focuses on increasing kindergarten readiness through the support, expansion or establishment of high-quality early childhood programs to support the teacher-child and family-child interactions.

EFFECTIVE SCHOOLS: The Effective Schools component of the Education Initiative focuses on enhancing the instructional core in the nine public school districts within the Foundation's service area by supporting instructional leadership and professional development.

CAREER AND POSTSECONDARY READINESS: The Career and Postsecondary Readiness component of the Education Initiative focuses on counseling, skill development, 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 median household income through workforce development, business startups and expansions, and support of regional economic development.

SOCIAL ENVIRONMENT: The Social Environment Initiative addresses social capital by supporting leadership and nonprofit development and increased community and civic engagement.

2021 GRANTS LIST

2021 EXTRAORDINARY ACTIVITIES

COVID-19 RELIEF

THE FOOD BANK OF CENTRAL LOUISIANA – HEALTHY FOOD ASSISTANCE

To support acquisition, packaging and distribution to meet the food assistance needs in Cenla caused by COVID-19.

\$150,000

HURRICANE DISASTER RECOVERY FUND FOR LONG-TERM RECOVERY GROUPS EPISCOPAL DIOCESE OF WESTERN LOUISIANA AS FISCAL AGENT FOR CENLA LTRG

Hurricane Recovery Fund grant for the CenLA Long-Term Recovery Group to address the unmet needs of residents in Grant, LaSalle, Rapides and Winn parishes caused by Hurricanes Laura and Delta.

\$14,605

HEALTHY PEOPLE

HEALTHCARE ACCESS

CMAP EXPRESS – 2021 CANCER SCREENING PROJECT AND COMMUNITY HEALTH ADVISOR PROGRAM

To coordinate, recruit and schedule appointments on a mobile cancer screening unit offering breast, cervical and colorectal cancer screening to the uninsured and underinsured residents in the Foundation’s service area, and to support efforts to increase cancer screenings by raising awareness through a Community Health Advisor program.

\$221,714



CMAP EXPRESS – 2021 MEDICATION ACCESS AND PAP PROGRAM

To provide free or low-cost prescription medications to uninsured and underinsured patients through a Central Fill Pharmacy and Patient Assistance Program.

\$571,090

INTEGRATED BEHAVIORAL HEALTH ASSESSMENT AND PLANNING GRANTS

To support an assessment within a community or school-based health center of the current level of integration of behavioral health services and the development of a center-level improvement plan. Grants totaling \$35,000 were awarded to the following organizations:

Access Health Louisiana for Woodworth Community Health Center \$10,000

Iberia Comprehensive Community Health Center for Vernon Parish Community Health Center \$10,000

Winn Community Health Center for East Grant Community Health Center \$10,000

Winn Community Health Center for Winnfield Primary School-Based Health Center \$5,000

LSU HEALTH SCIENCES CENTER SHREVEPORT – 2021 MOBILE CANCER SCREENING UNIT

To provide a mobile cancer screening unit offering free breast, cervical and colorectal screenings to uninsured and underinsured patients in The Rapides Foundation’s nine-parish service area.

\$130,000

2021 GRANTS LIST

HEALTHY BEHAVIORS

CMAP EXPRESS – 2021 HEALTHY LIFESTYLE PROGRAM

To provide demonstration and education on proper nutrition and physical activity for good health aimed at fighting chronic diseases in Central Louisiana at the community and individual levels through one-on-one counseling with registered dietitians and an exercise specialist, as well as development and distribution of nutrition and fitness education materials. \$439,000

CMAP EXPRESS – 2021 SMOKING CESSATION PROJECT

To support a community-based program in partnership with the Smoking Cessation Trust, CMAP provides one-on-one and group counseling and medications to assist with quitting tobacco. \$47,000

2021-2022 HEALTHY BEHAVIORS SCHOOL DISTRICT PARTNERSHIP GRANT

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 in the school district. Activities are conducted district-wide, with the following school districts participating during the 2021-2022 school year: Allen, Avoyelles, Catahoula, Grant, Natchitoches, Rapides, Vernon and Winn parishes. \$332,300

HEALTHY BEHAVIORS MINI GRANTS

To support community-driven solutions aimed at preventing and reducing chronic diseases by improving access to physical activity opportunities within the community. Grants totaling \$240,058 were awarded to the following organizations:

Acadian Elementary School \$25,000
To support installation of a walking track.

City of Alexandria \$25,000
To support installation of a walking trail at Johnny Downs Sports Complex.

Town of Cheneyville \$25,000
To support installation of playground equipment at a town park.

Louisiana College \$25,000
To support installation of fitness equipment and walking trail surface improvements at the Parrish Fuller Fitness Trail.

Louisiana District Pilot International \$25,000
To support installation of exercise equipment at Dogwood Park in Leesville.

Louisiana State University of Alexandria \$25,000
To support expansion and revitalization of community recreational resources on campus.

City of Pineville \$25,000
To support upgrading of playground equipment at Kees Park.

Pineville Junior High School \$25,000
To support repair of the walking track.

Rapides Parish Library \$11,058
To support installation of story strolls at the McDonald (Glenmora) and Wettermark (Boyce) library branches.

T.R.E.E. House Children's Museum \$4,000
To support installation of playground mulch.

Town of Tullos \$25,000
To support installation of playground equipment at Memorial Play Park and Walking Trail.

2021 GRANTS LIST

EDUCATION

2021-2022 DISTRICT GRANT FOR EFFECTIVE SCHOOLS

To support school district plans during the 2021-2022 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

HEALTHY COMMUNITIES

ECONOMIC ENVIRONMENT

WORKFORCE SKILLS AND TALENT DEVELOPMENT

CAREER COMPASS OF LOUISIANA – BEYOND GRADUATION PROJECT

To address the high number of young adults between the ages of 16 and 24 who are not working or pursuing an education. The Beyond Graduation project aims to increase the number of high school graduates that transition to postsecondary institutions by developing a coordinated system between K-12 and postsecondary partners that provides extensive assistance through the senior year, the summer after graduation and during college studies. \$1,450,730/multi-year grant

CENTRAL LOUISIANA TECHNICAL COMMUNITY COLLEGE – WORKFORCE OPPORTUNITY GRANT

In partnership with Gilchrist Construction Company, a Workforce Opportunity Grant

for a Leadership Development Program to educate existing and new leaders and create a mentorship program to recognize leadership qualities in existing employees. \$61,182

CENTRAL LOUISIANA TECHNICAL COMMUNITY COLLEGE – WORKFORCE OPPORTUNITY GRANT

In partnership with Rapides Regional Medical Center, a Workforce Opportunity Grant for a Surgical Nurse Technician Program for new or currently practicing nurses to obtain surgical nurse technician certification. \$75,000

SOCIAL ENVIRONMENT

CIVIC ENGAGEMENT

2021-2022 YOUTH VOLUNTEER SCHOOL DISTRICT GRANT

To increase civic engagement and leadership skills among high school students through implementation of youth volunteer clubs at participating high schools using a best practice model developed by Youth Volunteer Corps. The following school districts participated in the Youth Volunteer School District Grant during the 2021-2022 school year: Natchitoches, Rapides, Vernon and Winn parishes. \$55,750

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.

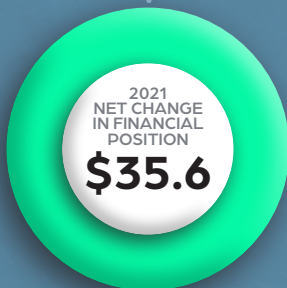
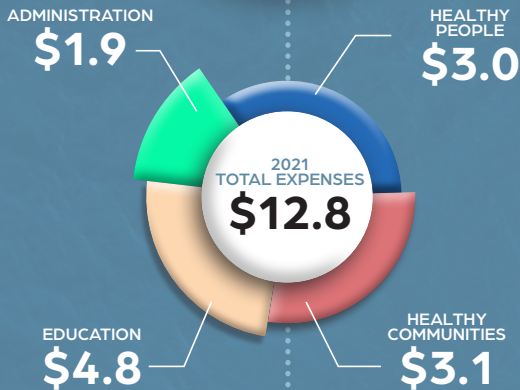
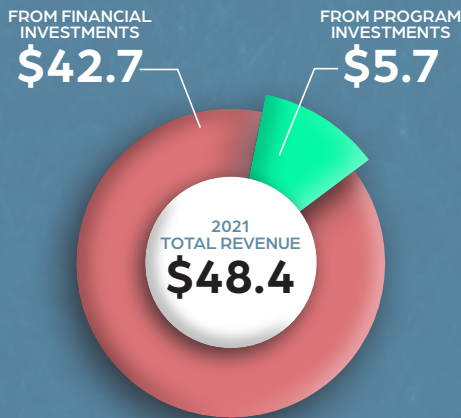
More information about funding opportunities available from The Rapides Foundation may be found on the Foundation's website under the "Grants" tab.

2021 Financial Summary

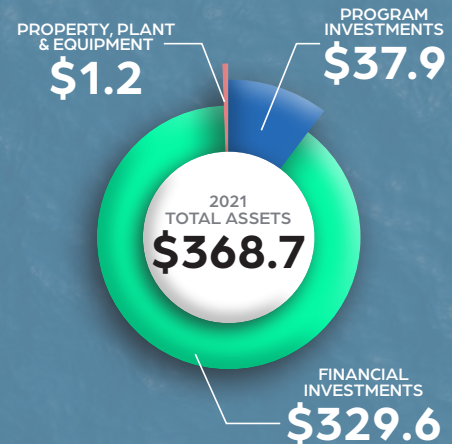
2021 CHANGES IN FINANCIAL POSITION

DECEMBER 31, 2021, FINANCIAL POSITION

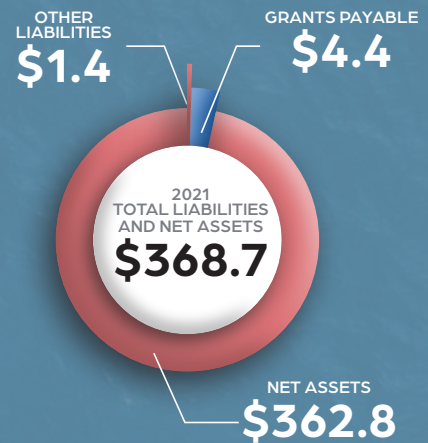
REVENUE *(In millions)*



ASSETS *(In millions)*



LIABILITIES & FUND BALANCE *(In millions)*



The most recent IRS Forms 990 for The Rapides Foundation and its subsidiaries, which provide more detailed financial information, are available on our website at www.rapidesfoundation.org.

2021 BOARD OF TRUSTEES



Henry Williams, EA
Board Chairman
Owner
Williams Tax and
Financial Services Corp.

Valerie Aymond
Chief Resource Officer
Gilchrist Construction

Mark Brown
President and CEO
Journey Rehab, Premier of
Southwest Louisiana and
3 Brown Guys Hospitality
Group

Benjamin Close, M.D.
Physician

Thomas J. Davis, Jr., M.D.
Physician

Debbie Eddlemon, CPA
Retired Chief Financial Officer
Ratcliff Construction
Company

Doug Godard
Owner and General Manager
Turner Teleco

Corey Lair
Senior Vice President
BancorpSouth

Dwayne Lemoine
Retired Principal
Holy Savior Menard High School
Former Superintendent
Avoyelles Parish School District

Shahid Mansoor, M.D.
Physician

Roseada Mayeux
Chief Assistant Coroner
Avoyelles Parish

**Joseph R. Rosier, Jr., CFA,
CPA (Inactive)**
President and CEO
The Rapides Foundation

Jannease Seastrunk, M.S.
Vice President, Community
Relations
Red River Bank

Betty Westerchil
Former Mayor of Leesville
Retired Educator

Matthew T. Whitehead, DDS
Dentist

2022 APPOINTED:

Kirk D. Cooper
Retired President
A-Rental Gallery and Rent-It
Company

General Glenn H. Curtis
Retired Major General
U.S. Army

Angela W. DeGray
Retired Social Worker
Vernon Parish School Board

Brian Elkins, M.D.
Physician

Toni McManus McAllister
Partner & Office Manager
McManus Timber Company
Executive Director, Louisiana
Loggers Association & PAC

Mark Thompson
Consultant, Owner and
Administrator of home health
agencies and nursing homes

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
Executive Assistant to the
President and CEO

Kiydra Harris, PharmD
Program Officer

Courtney Keys
Programs Assistant

Matthew LaBorde, MBA
Program Officer

Tammy Moreau
Director of
Communications

Brooke Morrow
Administration Assistant

Dallas Russell
Program Officer

**Kayren Segall, MBA,
CPA (Inactive)**
Director of
Administration

Akeshia Singleton, MBA
Director of Evaluation

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

Kayla Edwards
Cancer Screening Specialist

Stephanie Heinen
Healthy Lifestyle Program
Administrative Assistant

Pamela Jones, RDN, LDN
Healthy Lifestyle Program
Dietitian

Lydia Kozlowski
Healthy Lifestyle Program
Exercise Specialist

Kayla LaBorde
Pharmacy Technician

Crystal Watts
PAP and CMAP
Office Supervisor

Kelly Bentley
Ponda Broadway
Sunnie Broussard
Mindy Clingan
Joni Longlois
Dawn Rajewski
Patient Assistance
Program Specialists

THE ORCHARD FOUNDATION

Marjorie Taylor, Ed.D.
Executive Director

Jennifer Cowley, MBA
Program Manager for K-12

Kim Ducote
Administrative Assistant

Jamila Farris
Early Childhood Program
Coordinator

Lindlay Howell, MBA
CLIP Field Coordinator

Rebekah Simpson, M.Ed.
Program Manager for
Early Childhood

COMMUNITY DEVELOPMENT WORKS

Felicia Walker
Training Specialist



THE STORY BEHIND THE RIPPLE ICON

The Rapides Foundation's ripple box icon dates back to its 1994 beginnings. The Foundation was created through a joint venture partnership between Rapides Regional Medical Center and HCA (formerly called Columbia/HCA). This partnership extended the hospital's ability to provide quality healthcare in a changing environment and created a wellspring of Foundation resources dedicated to improving the health status of Central Louisiana.

Through its ripple box icon, the Foundation seeks to embody this perpetual pool of resources through the representation of a rippling body of water.

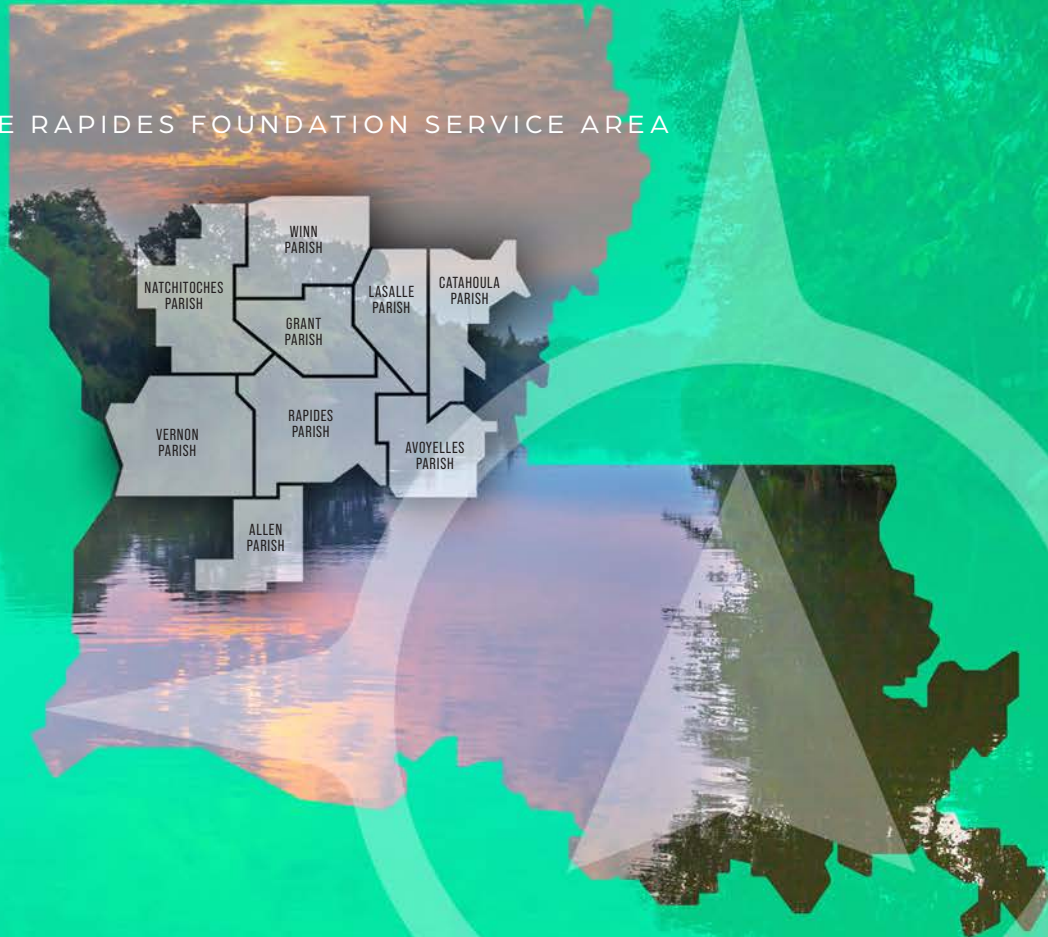
The rippling effect is also symbolic of the way the Foundation's grantmaking, initiatives, programs and capacity building can be a catalyst for change and improvement across the communities it serves.

Finally, the element of water has geographical connection based on the Foundation's location near the historic Red River Rapids, the namesake for our parish, hospital and Foundation.



THE RAPIDES FOUNDATION

THE RAPIDES FOUNDATION SERVICE AREA



 THE RAPIDES FOUNDATION

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