



**Working with
The Health Foundation
of Greater Cincinnati:**

**A Guide for Non-Profit Organizations
Seeking Funding**

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Who and What We Fund

The first step in applying for a grant from The Health Foundation of Greater Cincinnati is to talk to one of our Senior Program Officers (see page 23 for contact information). She can help you determine if your proposed project meets our criteria and whether it will be competitive for funding.

Whether proposals are responses to requests for proposals (RFPs), grantee-initiated requests, or invited work, Foundation staff review all of them. Staff are willing to assist you in developing your request. Proposals are judged on their ability to meet the Foundation's strategic objectives of one of our focus areas:

- Community Primary Care
- School-Aged Children's Healthcare
- Severe Mental Illness
- Substance Use Disorders

We also award certain grants that fall outside of these four areas through our Community Health Development program. For more information about our focus areas, please visit our web site at www.healthfoundation.org/focus, or call our Grants Manager or one of our Senior Program Officers.

The Foundation favors projects that:

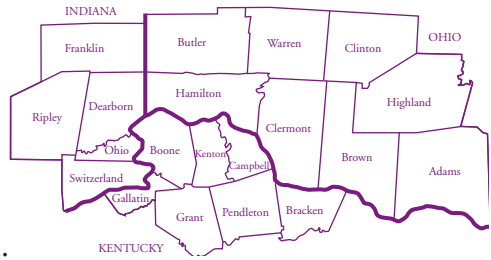
- demonstrate broad or strong community impact,
- create lasting value,
- demonstrate new and sustainable ways to solve health problems,
- reach underserved populations,
- leverage additional financial or volunteer resources,
- reduce long-term cost or duplication,
- incorporate sound programmatic methods and evaluations as building blocks for long-term program success,
- improve healthcare delivery quality from a consumer's perspective, and
- provide a demographic and geographic distribution of grants within our service area.

In the event that a proposed project does not qualify for Foundation funding, our staff may be able to help you explore other options either with us or with another organization.

Eligibility criteria

To be eligible for funding by the Health Foundation, proposals must be:

- related to health, which may be broadly defined to include social, behavioral, environmental, and other dimensions beyond the absence of illness;
- focused on access to healthcare for vulnerable populations
- for a program in the Foundation’s 20-county service area; and
- sponsored by a nonprofit agency [501(c)(3)] or governmental or educational organization.



What we do not fund

It should be noted that the Foundation does not normally fund capital campaigns, annual fund-raising campaigns, endowments, event sponsorships, clinical research, scholarships, routine operational costs, lobbying, media-based programs or campaigns, political campaign activities, or direct financial subsidy of health services to individuals or groups.

Types of Proposals We Accept

The Health Foundation of Greater Cincinnati accepts three general types of proposals for funding: 1) responses to requests for proposals, 2) grantee-initiated requests, and 3) invited work.

RFPs

The Health Foundation awards competitive grants to address certain issues through **requests for proposals (RFPs)**. The RFP will describe the types of projects we will consider for funding under the RFP and the application process. The Health Foundation issues RFPs at various times throughout the year. The RFP process is highly competitive, and we use a letter of intent process to help us narrow down the field of agencies submitting a full proposal. We do not want to cause agencies to use their limited resources to write proposals that we are unlikely to fund.

Agencies usually respond to an RFP by submitting a letter of intent, a 1–2 page letter that outlines the nature of the problem, the proposed project, and the estimated budget. The Health Foundation reviews the letters of intent and selects a limited number of organizations to submit a full proposal. Organizations invited to submit a proposal will receive a formal application packet (see page 7, “What you should expect to put in your proposal” for a general description of what a proposal should include). The Foundation then reviews those proposals and awards grants to the agencies that best meet the requirements of the RFP.

Grants made through RFPs can be for planning projects—to give organizations time and resources to plan how they will address specific health needs of the community—or for limited-term start-up or expansion projects, depending on the RFP. Organizations that receive a planning grant do not always receive subsequent start-up funding from the Foundation.

For more information about our RFPs, please visit our web site at www.healthfoundation.org/rfp. To keep up-to-date on current and future RFPs, including deadlines and more information, please subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch for the current edition and subscription information).

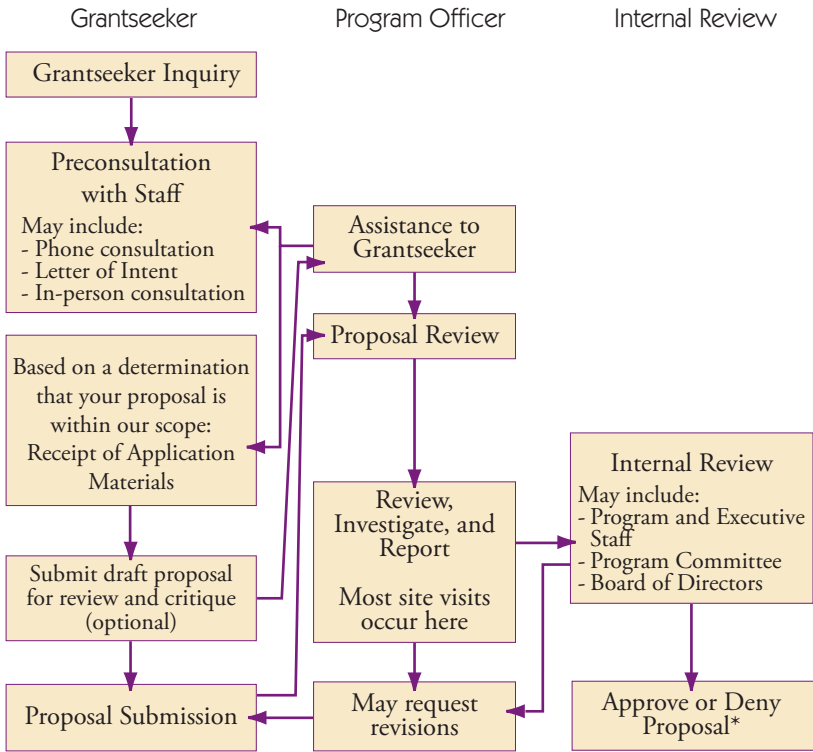
Grantee-initiated requests

The Health Foundation welcomes ideas from the community for projects and programs. The likelihood of being funded depends on how well the project corresponds to our priorities. We award grants from grantee-initiated requests for planning projects and for limited-term start-up or expansion projects. As with RFPs, organizations that receive a planning grant do not always receive subsequent start-up funding from the Foundation.

If you have a project you are considering asking us to fund, our staff welcomes the opportunity to consult with you and clarify our criteria before you complete an application. Please contact our Grants Manager or the Senior Program Officer in the focus area your project corresponds to for more information. We do not typically give an application packet to a grantseeker unless we have determined that the project is within our grantmaking scope and is competitive with other proposals we expect to receive.

We also accept the Common Grant Application, developed by local grantmakers, for projects requesting less than \$25,000 and that we have determined to fit within our priorities. We require that the Common Grant Application be accompanied by our application cover sheet, grant agreement notice, and required disclosures form. If you are thinking about submitting a Common Grant Application to the Health Foundation, please contact one of our Senior Program Officers **before** sending the application. Your Senior Program Officer will help you determine if your proposed project will fit within our priorities and will provide the additional materials needed for the application.

All grantee-initiated requests are processed according to the following flowchart:



* Amount of time varies depending upon proposal

Invited work

In special cases, the Health Foundation will invite a limited number of organizations to submit proposals around a narrowly-focused idea or issue. These invited proposals are evaluated using the same criteria as other proposals.

Application Process

Regardless of whether a request for funding is in response to an RFP or is a grantee-initiated request, the first step for potential grantees is to talk with a Senior Program Officer. This can be a letter of intent, an e-mail, or a phone or in-person discussion with a Senior Program Officer that includes a description of the problem, the proposed project, and the estimated budget. Our staff will review the initial request and determine if we will consider a full proposal. Once an organization has submitted a full proposal, Health Foundation staff will schedule a site visit.

What you should include in a letter of intent

If you are submitting a letter of intent in response to an RFP or as a grantee-initiated request, the letter of intent should be no more than two pages long. The letter should include enough information about the proposed project so that we can determine if the project fits within one of our focus areas and will be competitive for funding. Specifically, the letter of intent should include:

- a description of the problem, including the population to be served, the specific health issues to be addressed, and a brief statement of why the project is needed;
- a description of the proposed project, including whether it is a planning, start-up, or expansion project or for implementing an evidence-based practice in either a new or existing program;
- an estimated budget for the project; and
- if in response to an RFP, any other information requested in the RFP.

Your Senior Program Officer may contact you requesting additional information or a revision of your letter of intent if necessary.

What you should expect to put in your proposal

For responses to an RFP, the proposal guidelines will clearly spell out what you will need to include in your full proposal. For grantee-initiated requests, we will provide an application packet. In general, full proposals should include:

- the Health Foundation's *Application Cover Sheet* (this form is part of the application packet)
- organizational description
- program description
- evaluation plan (see our web site at www.healthfoundation.org/resources/eval for more information)
- detailed budget for each year of the grant and for the total grant period
 - for start-up and expansion requests, we also ask for a budget for the year after Foundation funding ends
- sustainability plan (if applicable)
- collaboration and endorsements (limited to three)
- required attachments
 - IRS letter of determination of 501(c)(3) status or tax-exempt status under IRS sections 115 and 170
 - most recent IRS Form 990
 - most recent audited financial statement
 - copy of current operating budget
 - most recent annual report (if available)
 - résumé of the project director
 - list of the organization's Board of Trustees, including name, employer, and position title
 - the Foundation's required *Disclosures Form* and any explanations (this form is part of the application packet)
 - the Foundation's *Grant Agreement Notice* (this form is part of the application packet)
 - a concluding statement signed and dated by the organization's CEO, attesting that the application is complete and true

What you should expect at the site visit

After we receive your full proposal, one of our Senior Program Officers will schedule a site visit with you. Since your Senior Program Officers present your project to our staff and Board of Directors who make the funding decisions, the site visit is an important step in the application process. During the site visit, your Senior Program Officer will ask you to talk about your agency and your proposal to the Health Foundation. Your Senior Program Officer will review the proposal with you in detail and ask questions for clarification and may also go over the evaluation plan, budget, and other materials included in the application.

Anyone central to the project should be included. The meeting may include the agency executive, the proposal writer, the project director, key agency staff, board members, community supporters, and others who are collaborating on the project. Having community supporters and collaborators present can be important, because it lets your Senior Program Officer know that these key players are on board and support your project.

Timeline of grant approval process

After you submit your application, depending on the type of request you are making to the Health Foundation, it could take 1–3 months to hear whether we have approved or denied your proposal for funding. The approval process involves reviews by the Health Foundation staff, the Program Committee of the Board of Directors, and sometimes the full Board. Your Senior Program Officer will keep you up-to-date on this process and will let you know if there are further questions or if we need any additional information from you.

If your proposal is approved, and depending on how you set up your disbursement schedule (see the section titled “After the Grant is Awarded” for more information), it could take another 1–2 months before you receive your first grant check. You can delay your first check within reason until the program is ready to start, usually within 6 months of the award.

Activities after the Grant is Awarded

Once you learn that your proposal has been approved for funding, the Health Foundation will remain in contact with you, starting with the contract signing and continuing through the end of the grant period and beyond.

Orientation meeting

After your proposal is approved, your Senior Program Officer will call you to set up an orientation meeting. This is a face-to-face review of important details about your grant and will help you and your Senior Program Officer coordinate certain activities between the grantee and the Foundation. During this meeting, your Senior Program Officer will review the Grant Agreement and signing procedure with you and go over the Grant Checklist, a tool the Health Foundation developed to help grantees and Foundation staff begin the grant period with the same expectations.

When you get the first check

At the orientation meeting, your Senior Program Officer will give you a Disbursement Schedule to review, complete, and send back to us. This schedule tells the Health Foundation the amounts and dates when you will be paid. Generally, the Foundation releases grant checks on a quarterly basis. When you choose to receive your first check is important, because this date becomes the date the grant period begins. You can delay your first check within reason until the program is ready to start, usually within 6 months of the award. For example, many grantees delay their first check while they recruit staff for the project.

Starting your project

Generally, we expect grantees to begin operations in their projects within 30 days of the receipt of the first check. If for some reason you are not able to do this, please contact your Senior Program Officer.

Completing your evaluation plan

Our evaluation staff and your Senior Program Officer will work with you to finalize the evaluation plan you submitted with your proposal (for more information about our evaluation plan, please visit our web site at www.healthfoundation.org/resources/eval). Foundation staff must approve your plan before it is considered final. We require that these plans be finalized within 60 days of signing the Grant Agreement.

In general, we prefer that evaluations not measure everything that is possible to measure. Instead, we want you to measure those things, usually few in number, that will convince future payers or funders that your services are a good use of their money. If you need help with collecting, arranging, or analyzing data for your evaluation, please contact our Director, Health Data Improvement or your Senior Program Officer.

The Health Foundation strongly suggests that grantees attend one of our “Demystifying Evaluation” workshops, which are held every quarter. The first half of this workshop gives instructions on how to complete the Health Foundation’s evaluation plan. Participants spend the second half in consultation with evaluation staff and Senior Program Officers and can leave with a good draft, if not the final approved version, of their evaluation plan. For information about upcoming evaluation workshops, please visit our web site at www.healthfoundation.org/events, or subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch). You may also request a copy of our “Capacity Building Programs for Nonprofits” catalog, which includes the schedule of evaluation workshops, from one of our Program Assistants.

Once your evaluation plan is approved, it is important that you keep up-to-date in implementing it. Please let your Senior Program Officer know of any changes, additions, or delays in your plan.

Sharing news and information about your funded project

The Health Foundation believes it is important to get news about projects out to the community. We know that you'll want to share the good news about your grant award with your staff, Board, stakeholders, and community as soon as possible. During your orientation meeting, your Senior Program Officer will review the guidelines around sharing results of your project with the community.

Per your Grant Agreement, you are free to make an internal announcement to your staff and Board right away. However, you must wait to make an announcement to the public (including the media) until after the Grant Agreement is signed by all parties and the Health Foundation has received the signed copy. We will let you know when we've received the signed copy of the Grant Agreement. You should coordinate all public announcements of your grant award with us before you make them. Please contact our Director, Communications, to discuss public announcements of your grant award.

Besides making an announcement when you first receive the grant, you may want to share news of your project at other times and in other ways, such as newsletters, reports, project updates, news releases, brochures, presentations, etc. Per your Grant Agreement, you should coordinate these announcements with us. We can also help you develop these materials or a communications plan. Please contact our Director, Communications for more information.

Required notifications during the grant period

If certain things change during your grant period, you are required to notify the Foundation of these changes. In general, you must notify your Senior Program Officer when:

- a key staff member, such as a project director, leaves the project or your organization;
- your budget changes, such as when you take in more revenue than planned or when you want to adjust spending among line items;
- your evaluation plan changes; and
- your organization’s non-profit status changes.

If you have any questions or aren’t sure if you need to let us know of any other changes in your project, please contact your Senior Program Officer, who will be happy to discuss the changes with you.

Non-performing grants

Occasionally, a grantee may find it impossible to carry out a grant as originally conceived and proposed for a variety of reasons. When a grant is not achieving its objectives, the Health Foundation may invoke the “revocation clause” of the Grant Agreement and terminate a grant (see the Grant Agreement for details). When either of these situations occurs, we work jointly with the grantee organization to develop an agreed-upon plan of corrective action when applicable. If the plan of corrective action is not appropriate or the grantee organization cannot follow through on the plan, the Foundation and the grantee will make arrangements for unspent grant funds to be returned. Proposals to put the grant funds to use for another purpose will be treated as any other new proposal.

Annual reports

For each year of a multi-year grant, you are required to submit an annual report to the Health Foundation. Your Senior Program Officer

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will send you a format for this report a few weeks before it is due. In general, your annual report will contain:

- a brief overview of the project and significant activities to date, including the date that operations commenced (if applicable);
- an update on the progress you are making on meeting the targets in your evaluation plan;
- a summary of what you have learned as a result of the grant so far, including facilitators and barriers, policy implications, and system changes;
- a list of any follow-up activities or programmatic changes indicated by your experience; and
- a financial report, including the original budget from the Grant Agreement and the actual amount spent for the year. The budget must be signed by your agency's Chief Financial Officer. If variances are greater than the amount noted in Section 3b of the Grant Agreement, you are in violation of your Grant Agreement. You should have obtained a variance in advance of the expenditure changes. Contact your Senior Program Officer for more information.

Your Senior Program Officer will also schedule a site visit with you for each year of a multi-year grant. During this visit, your Senior Program Officer will talk to you about how the project is going and review progress on your evaluation plan. We also may bring members of our Board of Directors to annual site visits.

Final reports

At the end of your grant period, you are required to submit a final report to the Health Foundation. Your Senior Program Officer will send you a format for this report a few weeks before it is due. In general, your final report will contain:

- a brief synopsis of the project and significant activities that occurred during it;
- your completed evaluation plan;
- a summary of what you learned as a result of the grant, including facilitators and barriers, policy implications, and system changes;

- a list of any follow-up activities or programmatic changes indicated by your experience; and
- a financial report, including the original budget from the Grant Agreement and the actual amount spent for the entire grant period. The budget must be signed by your agency’s Chief Financial Officer. If variances are greater than the amount noted in Section 3b of the Grant Agreement, you are in violation of your Grant Agreement. You should have obtained a variance in advance of the expenditure changes. Contact your Senior Program Officer for more information.

Your Senior Program Officer will also schedule a site visit with you at the end of the your grant period. During this visit, your Senior Program Officer will talk to you about how the project went, what your plans are for next steps for the project (if applicable), and your completed evaluation plan. We also may bring members of our Board of Directors to the final site visit.

Problem solving and troubleshooting

What if your project director moves to a new city? What if you can’t find a person to fill a key staff role? What if your original budget needs to be revised? What if you can’t get the data you need for your evaluation? What if you need to change your disbursement schedule or your grant period? If these or any other problems come up during your grant period, please contact your Senior Program Officer, who will work with you to find solutions and help you keep your grant on track.

Grantee Privacy and Confidentiality Notice

Client Privacy

The Foundation does not wish to receive materials from grantees or grantseekers that could be used to identify the grantee's individual clients. Before a project database is given to the Foundation as part of a grant requirement, the grantee must remove any identifiers.

When people attending or presenting at meetings with the Foundation—for example, as part of a site visit—identify themselves as clients, the information provided in such meetings will be considered to have occurred in a public situation. The information will not be considered private or confidential unless a request is made to the Foundation's representative(s), and the representative(s) agree(s), to treat the information as confidential.

Grantee Information

Materials received from grantees or grantseekers (both included in the term grantee hereafter) will not normally be considered private or confidential, unless labeled as such. Grantees should be aware of several of our standard practices:

- We do not normally release grantee applications and related materials; we ask that such requests be made directly to the grantee.
- Exceptions to confidentiality may occur, for example, in the case of illegal practices or situations that we believe may cause serious risks or harm to patients, clients, or others.
- We often request grantees to talk with others who we know to be working on similar projects. We encourage collaboration and cooperative efforts as conducive to strong organizations and communities.

- We are diligent about investigating proposals that we recommend to our Board. This includes calling as references various collateral sources, who are usually professionals active in the grantee’s field, but not directly involved in the project under consideration.
- We fully disclose to our Board our assessments of the strengths, weaknesses, and risks of all proposals and their sponsoring organizations.
- We talk about grantee projects with other funders and policy makers if we think they may be interested in the work of our grantees. We believe this builds community support for a project, may help diversify funding streams, and is an opportunity to use our relationships and credibility to add further value for our grantees’ projects.
- We also may provide references to other grantmakers concerning organizations with which we work.
- We publish highlights of grant results on the grant pages of our web site. These materials are taken from grantee submissions to our annual Grantee Recognition Luncheon Booklet and from grantees’ final grant reports. We do not include data or information that identifies individuals on our web site without permission.

The Foundation reserves the right, from time to time, to deviate from or change its standard practices.

If grantees are uncomfortable with our standard practices, we are willing to discuss a higher level of confidentiality. If such a request interferes with our ability to properly research a project or agency, we will discuss our concerns with the person who has requested confidentiality on behalf of an organization.

Other Resources

The Health Foundation of Greater Cincinnati offers a number of resources to grantees and other nonprofit organizations.

Communications

The Health Foundation’s communications department is available to assist grantees as they share their stories with the public. We also publish reports and a weekly e-mail newsletter. For more information, contact our communications staff. Some of the services the communications department provides include:

- *Greater Cincinnati Health Watch*—This free weekly e-mail newsletter contains health news stories from Ohio, Indiana, Kentucky, and the nation, with emphasis on topics related to the Health Foundation’s focus areas. Also, each issue contains “Foundation News,” which includes our upcoming Requests for Proposals, workshops, publications, and other events. Nonprofit organizations are encouraged to submit items of interest to our grantees, including local health news, funding opportunities, and events. Visit www.healthfoundation.org/healthwatch to read the current edition, view the archive of past issues, submit news items, or subscribe.
- Technical assistance—The communications staff can meet with grantees to develop strategic communications plans, consult on media relations, and develop marketing materials.
- Workshops—Each year, the Health Foundation sponsors workshops on communications topics such as writing, graphic design, strategic communications planning, and other topics. For information about upcoming workshops, please visit our web site at www.healthfoundation.org/events, or subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch). You may also request a copy of our “Capacity Building Programs for Nonprofits” catalog, which includes the schedule of communications workshops, from one of our Program Assistants.

- Reports and publications—We publish several reports each year on health issues affecting people in our 20-county service area and across the nation. All of our publications are available for free to download or order at www.healthfoundation.org/publications/reports. The communications staff is also available to assist grantees in publishing their reports.
- Equipment resources—The Health Foundation has a scanner and high-resolution digital camera that communications staff can use for grantees. We also have a large format, full color printer that can be used for posters up to 3 feet by 6 feet. These posters are often used for presentations at conferences or other informational events.

Evaluation

Besides helping grantees with their evaluation plans right after the contract signing, our evaluation department is available through all phases of the grant application process to help with evaluation needs. Contact our Director of Evaluation or Program Associate if you have any questions or need assistance with evaluation. Our evaluation department provides:

- Technical assistance—Evaluation staff can meet with grantees and non-profits to develop evaluation plans, get evaluation plans back on track, and provide other evaluation assistance.
- Workshops—Each year, the Health Foundation sponsors workshops on evaluation. For information about upcoming workshops, please visit our web site at www.healthfoundation.org/events, or subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch). You may also request a copy of our “Capacity Building Programs for Nonprofits” catalog, which includes the schedule of evaluation workshops, from one of our Program Assistants.

Health Data Improvement Program

The Health Data Improvement Program at The Health Foundation of Greater Cincinnati serves as a valuable resource to the community. The Director, Health Data Improvement is available to help with any of the following resources:

- Online Analysis and Statistical Information System (OASIS)—OASIS is a web-based program that allows the general public to analyze datasets without the need for statistical software or experience. OASIS is available at www.oasis.uc.edu.
- *HealthLandscape*—*HealthLandscape* is a platform that allows users to create geographical maps of health and other data. It is a collaboration of the University of Cincinnati, the Robert Graham Center, The Health Foundation of Greater Cincinnati, and the American Academy of Family Physicians. Visit *HealthLandscape* online at www.healthlandscape.org.
- Technical assistance—The Director, Health Data Improvement is available for consulting on survey and database designs and proposal and literature reviews and can help organizations find local and national health data.
- *Health Data Resources Directory*—This directory helps people help themselves to the wealth of data resources available on many health topics at the local, state, and national levels. Visit it online at www.healthfoundation.org/data/hdrd.
- Workshops—Each year, the Health Data Improvement Program sponsors one or more workshops for grantees and other interested nonprofit organizations around a particular data topic. The workshops consist of small groups and include many hands-on activities that are targeted to data users. The Health Data Improvement Program also sponsors an annual data conference, which convenes data users and producers around a current data issue. For information about upcoming workshops, please visit our web site at www.healthfoundation.org/events, or subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch). You may also request a copy of our “Capacity Building Programs for Nonprofits” catalog, which includes the schedule of data workshops, from one of our Program Assistants.

Capacity Building Programs for Nonprofits

The Health Foundation offers a number of workshops every year that help grantees and nonprofit organizations build their capacity. There are five main categories of these workshops: Advocacy, Business Skills Development, Communications, Evaluation and Data, and Fundraising.

For more details about upcoming workshops, including specific workshops and descriptions, please visit our web site at www.healthfoundation.org/events, or subscribe to our free weekly e-mail newsletter, *Greater Cincinnati Health Watch* (visit www.healthfoundation.org/healthwatch). You may also request a copy of our “Capacity Building Programs for Nonprofits” catalog, which includes the schedule of evaluation workshops, from one of our Program Assistants. Online registration for our workshops is available at <http://register.healthfoundation.org>.

Convened grantee groups

The Health Foundation occasionally convenes groups of grantees who have similar projects or interests for regular meetings on a monthly or quarterly basis. During the meetings, grantees share information about their projects—including facilitators, barriers, and lessons learned—or hear presentations from guest speakers about topics of interest to the group. These groups are usually organized around RFPs or by focus area. Your Senior Program Officer can tell you about current grantee groups you may be eligible to join. If you are interested in starting a grantee group around a particular topic, please contact your Senior Program Officer.

Conference Facility and Gallery Salveo

The Health Foundation of Greater Cincinnati has a state-of-the-art conference facility within our offices at 3805 Edwards Road, 5th floor. There are no room fees associated with this facility for nonprofit groups; however, food and beverage service are extra.

The Conference Facility is ideal for an informal meeting, planning retreat, luncheon or dinner, training session, large group presentation, and many other functions. We can accommodate groups from 2–80 and beyond (if multiple rooms are used). For more information about our Conference Facility, please visit www.interactforchange.org/nonprofitservices/conferencefacility.html, or call our Director, Conference Facility at 513-458-6632.

The Health Foundation's lobby is the home of Gallery Salveo, an art gallery for Tri-state artists. Opening receptions are held quarterly and are free and open to the public (please visit our web site at www.healthfoundation.org/events for a list of upcoming shows). The Gallery is available for dinners, receptions, and other events of fewer than 100 people. For more information, please visit our web site at www.interactforchange.org/nonprofitservices/conferencefacility.html, or call our Director, Conference Facility at 513-458-6632.

Additional resources

The Health Foundation has other resources for grantees and nonprofits, including:

- Our resource library contains books, periodicals, and other publications related to our four focus areas and other health topics. We also have sections on fundraising, communications, and evaluation. Feel free to browse our library during our regular office hours of 8:30 a.m.–5:00 p.m., Monday–Friday. For assistance with the library, please call one of our Program Assistants.
- Foundation Center Directory on CD-ROM is a searchable database of all foundations in the U.S. You can type in a few key words and within seconds learn who in the country

funds certain projects. To set up an appointment to use the Foundation Center Directory, please call one of our Program Assistants.

- QuickPlaces are on-line communities started around different topics. Through QuickPlaces, groups can collaborate on documents, share ideas, and stay connected between meetings. For a list of our current Health Foundation-sponsored QuickPlace communities, please visit our web site at www.healthfoundation.org/granteeinfo/discussion or call our Communications Specialist.

How to Contact Us

Web Site

www.healthfoundation.org

Vice President–Program

- Patricia O’Connor
513-458-6620; occonnorp@healthfoundation.org

Senior Program Officers

- Janice Bogner, Severe Mental Illness
513-458-6613; jbogner@healthfoundation.org
- Kate Keller, School-Aged Children’s Healthcare
513-458-6616; kkeller@healthfoundation.org
- Ann Barnum, Substance Use Disorders
513-458-6614; abarnum@healthfoundation.org
- Judith Warren, Community Primary Care
513-458-6615; jwarren@healthfoundation.org
- Francie Wolgin, Community Health Development
513-458-6612; fwolgin@healthfoundation.org

Evaluation and Data Staff

- Ann McCracken, Director of Evaluation
513-458-6609; amccracken@healthfoundation.org
- Shiloh Turner, Director, Health Data Improvement
513-458-6608; sturner@healthfoundation.org
- Kelly Firesheets, Program Associate
513-458-6647; kfiresheets@healthfoundation.org

Communications Staff

- Christine Mulvin, Director, Communications
513-458-6621; cmulvin@healthfoundation.org
- Angela Laible, Communications Specialist
513-458-6630; alaible@healthfoundation.org

Grants Manager

- Shelly Stolarczyk-George, Grants Manager
513-458-6619; sstolarc@healthfoundation.org

Program Assistants

- Vanessa James, Program Assistant
513-458-6656; vjames@healthfoundation.org
- Diana Trapp, Program Assistant
513-458-6618; dtrapp@healthfoundation.org

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