



PARTNERSHIPS

A profile of the Foundation's ongoing effort to create a healthy northern California

Volume 13, Number 1
June 2001

Air Quality's Impact on Health

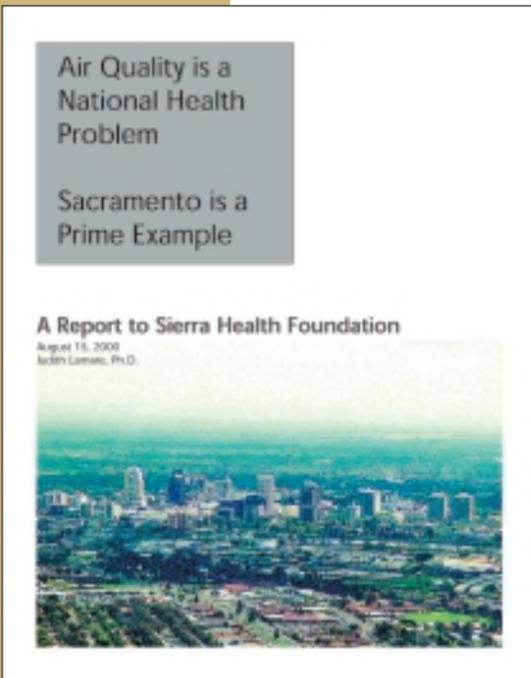
In the July 16, 2000, edition of *The Sacramento Bee*, Sacramento area residents were treated to a front page article linking asthma suffering to excess ozone pollution in our region. The study cited in the article was conducted by state scientists with Medi-Cal records, who found that high levels of ozone correlated with the number of asthma-related hospital admissions and emergency room visits by low-income children and teenagers. These statistics, and others like them, have generated heightened interest and concern about the role air quality plays in health status and quality of life.

A report commissioned by Sierra Health Foundation last summer outlined the impact air quality has on the health of residents in the Sacramento Region. The Centers for Disease Control and Prevention (CDC) estimates, based on national rates, that close to 90,000 individuals in Sacramento county have asthma. The Cleaner Air Partnership, a Sacramento region coalition jointly sponsored by American Lung Association of Sacramento-Emigrant Trails and the Sacramento Metropolitan Chamber of Commerce, collected survey data which shows that about one-third of the region's households (about 223,000) experience problems with unhealthy air during the summer.

In response to this and other existing concerns associated with poor air quality in the region, Sierra Health Foundation and the local lung association hosted a Clean Air Summit in December to discuss the development of regional partnerships which would lead toward resolution of some of the pollution problems impacting the health of Sacramento area residents.

Approximately 50 people, representing a crosssection of leaders from the community, convened for a half-day session focused on potential solutions to the air quality problem. Area leaders met in work groups to collectively assess the problem(s) and to develop strategies to resolve them. A survey conducted after the Summit by the American Lung Association indicated that area leaders who attended the Summit are in favor of incorporating land use and air quality improvement strategies with increased governmental cooperation. Many are also supportive of new governance structures for the region to address land use planning, transit decisions, economic development and clean air.

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Leading the Way

The Community Partnerships for Healthy Children Leadership Council Takes Charge

Sierra Health Foundation's Community Partnerships for Healthy Children (CPHC) initiative has begun its final phase, Phase IV — Impact and Sustainability. One of the long-term strategies implemented in Phase IV is the development of a CPHC Leadership Council — a group of 21 individuals, representing CPHC collaboratives, who will guide and support the Community Partnerships for Healthy Children initiative past year ten of the Foundation's involvement.

Early half-day Council meetings, which began in June 2000, were spent identifying a vision and mission as well as a set of organizational goals and desired outcomes. Council members found consensus in a mission to support grassroots, community-based collaboratives in their growth as effective agents of change to improve children's health in their communities and beyond. A great deal of time was spent discussing tactics — how the Council can best serve collaborative members as a whole, and the communities in which they do their work. The results of this discussion are impressive.

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Members of the CPHC Leadership Council



SIERRA HEALTH FOUNDATION
An Endowment for Northern California

MISSION STATEMENT

Sierra Health Foundation supports health and health-related activities in northern California.

FUNDING REGION

Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, Glenn, Lassen, Modoc, Mono, Nevada, Placer, Plumas, Sacramento, San Joaquin, Shasta, Sierra, Siskiyou, Solano, Stanislaus, Sutter, Tehama, Trinity, Tuolumne, Yolo, and Yuba Counties

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PARTNERSHIPS

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Bill Santos

FPO
Pick Up
from last
issue

“In the scheme of a growing number of powerful funding sources, we have been researching a variety of possible opportunities that would better utilize our resources while continuing to make a significant impact on the overall health and well-being of our region.”

— Len McCandliss

LETTER from the PRESIDENT

“What we’ve learned in our sixteen years of experience supporting and partnering with over a thousand nonprofit organizations in the region has motivated us to make some changes of our own in relation to how programs meet with our mission of supporting health and health-related activities in northern California.”

Over the last sixteen years, Sierra Health Foundation has faced many changes in and around its funding region. From 1984 to 1987 the Foundation served the five-county area comprising Greater Sacramento. In 1987, the Board of Directors expanded the service area to include a total of 26 northern California counties. The Board felt the expansion was necessary so the Foundation could concentrate more of its resources on the inland rural counties, which at the time had little or no access to outside private support. And, in the years that followed, the Foundation has focused its work on responsive grantmaking with the Health Grants Program, Foundation-directed programs such as Community Partnerships for Healthy Children and *brightSMILES*, and the Conference and Convening Program.

In the last several years, many things have changed in the region — funders that did not exist ten or even five years ago are making substantial investments in northern California. What we’ve learned in our sixteen years’ experience supporting and partnering with over a thousand nonprofit organizations in the region has motivated us to make some changes of our own in relation to how programs meet with our mission of supporting health and health-related activities in northern California. In the scheme of a growing number of powerful funding sources, we have been researching a variety of possible opportunities that would better utilize our resources while continuing to make a significant impact on the overall health and well-being of our region.

This past year, the Foundation selected a cross section of leaders from nonprofit organizations and the public sector and hosted a series of focus groups to ask questions relating to attributes of successful leaders, leadership skills, and needed training.

What we learned from the focus groups and survey activities is that many existing leaders in the nonprofit sector receive little formal leadership training during their careers — mostly because of financial resources and the absence of available, accessible training programs.

After examination of the results of this needs assessment, the Foundation’s Board of Directors decided to create a health leadership development program to enhance the skills of existing leaders, with the goal of working toward building a legion of leaders to more effectively promote health in the communities of northern California into the future.

We are not alone in our vision for strengthening leadership in California communities. The California HealthCare Foundation recently announced a new leadership program for medical professionals and The California Wellness Foundation plans to incorporate a leadership component into its new funding strategies.

As we look forward and work to accommodate the changing environment with new programming, you can expect to hear more detailed announcements in the near future.

Sierra Health Foundation Welcomes Placer County Pediatrician to its Board of Directors

Sierra Health Foundation is pleased to announce the appointment of Earl R. Washburn, M.D. to its Board of Directors, effective January 1, 2001. Educated at the University of the Pacific and University of California, Davis School of Medicine, Dr. Washburn has been in private practice and an

active member of the medical staff at Marshall Hospital in Placerville since 1976.

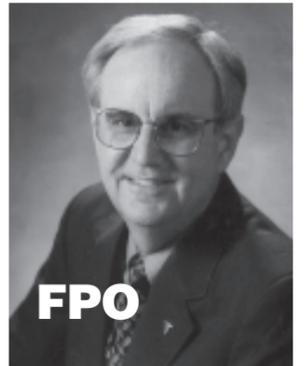
“Dr. Washburn brings his experience as a physician with widespread involvement in community-centered health service to the Foundation Board,” said Len McCandliss, the Foundation’s President. “In addition to an extensive

list of accomplishments, which includes his service as the immediate past President of the Sierra Sacramento Valley Medical Society, Dr. Washburn’s energy and commitment to improving the health of children in the region fits well with our mission,” added McCandliss.

For nearly twenty years, Dr. Washburn has been

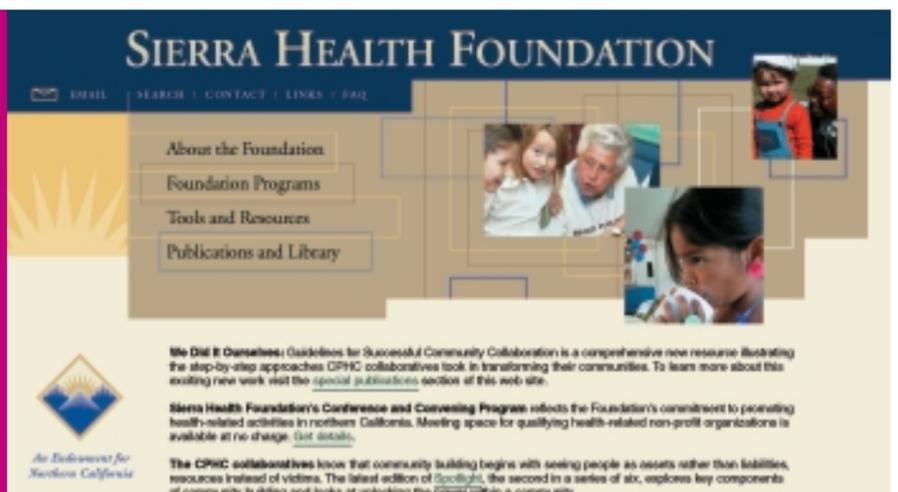
Professor of Clinical Pediatrics at the University of California, Davis School of Medicine, and has served the Board of Directors and Board of Medical Advisors for Family Connections and The Health Communications Research Institute, Inc.

Dr. Washburn and his wife Marian live in Placerville and have two sons.



FPO

Sierra Health Foundation’s Web site has been revised and expanded. New features include a searchable archive of Foundation publications and an easier navigation structure. Please visit www.sierrahealth.org to see what’s new.





Bill Santos

Leadership — Another Critical Success Factor

“Leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence.” This singular and strong statement by a World War II commander is as meaningful today as it was more than 50 years ago during a global crisis.

There is no shortage of writings on leadership. Countless books, articles and movies extol leaders of every kind — those predisposed to the position and those who aspire. When you look at history and how it recounts human endeavor, successes and failures can be measured by the quality of the people directing the endeavor. From presidents to baseball captains, spiritual advisors to investment planners, the world, our nation, and closest to us, our communities, depend on committed and resourceful leaders to direct change. The nonprofit world is no different.

I believe the ultimate success of any organization depends on the commitment to its vision, soundness of its strategies and strength of its leaders. The ongoing challenge to grantwriters is finding ways to communicate the leadership capacity of their organizations to potential funders. As attentive caretakers of their own resources, grantmakers seek out other caretakers who, as discriminating leaders, will use those resources wisely.

What exactly do funders want to know about your leadership capacity? It’s simple. Funders want to know that your organization’s leadership has vision, passion and skills. Funders also want to know that your leaders can attract others — with ideas and resources — and can remove obstacles to success. Lastly, they want to know leaders are being groomed to assure the continuity of current and future commitments.

Are your leaders visionaries who know how to achieve their vision?

Strong, attractive organizations require leaders who can create and sustain their vision while developing strategies within a changing environment. The pursuit of excellence demands leadership that stays true to the organization’s mission while continually looking for better ways to serve. Leaders should be proud of what they do and lead with integrity and passion. Dedicated leaders are zealous to achieve success and then go for more. Most of all, strong nonprofit leaders are dedicated to making a difference in someone’s life.

Are your leaders good managers?

A vision without the potential to become a reality is not very useful. As stewards of the organizations they serve, board members and managers need, among other things, to be skillful in program design and development, accounting, staff and volunteer management, and fund development. A leader with an eye to the future is essential; a leader who also has a discerning ear to listen and a keen mind to learn from successes and failures becomes indispensable. Do your board members and managers have these skills? When the ubiquitous question, “what should we do?” comes up, will your leaders find the answer? If so, your organization’s leadership is marketable, and your potential funders will want to know about them.

Are your leaders attracting other stakeholders to their vision and strategies?

Future leaders need to be skillful in working collaboratively within their communities. More and more, funders are realizing the benefits collaboration can bring to any endeavor; more and more, funders are looking for leadership that has the capacity to gather mutually-directed stakeholders to their causes. Partnership might be a trendy buzzword in philanthropy, but it nevertheless packs a wallop! This newsletter, reflecting the vision of Sierra Health Foundation, for example, is called *Partnerships*. Our vision parallels the view of so many other funders: only through partnership and collaboration will effective strategies, the pathways to success, be designed and implemented. Only leaders, who can attract and sustain partners, will be successful in their endeavors.

Are your leaders in tune with the future?

The future of the nonprofit sector will depend on the recruitment, development and retention of new, younger leaders. What is your organization’s plan to assure the continuity of sound leadership, or are you dependent on one key leader? Do your current leaders encourage members to step outside of their respective boxes (age, gender and race for example) and recognize the positive impact that new, diverse and enthusiastic leaders can bring to the table?

Sierra Health Foundation, like many funders, understands how reluctant some organizations might be to invest precious resources in developing their leaders. It is always difficult to take dollars from services and invest them in individuals who guide and provide those services. However, the likelihood that you will receive a lasting return on that investment is inevitable because competent leadership is fundamental to your success. I am convinced that the infusion of dollars and time into building leadership capacity within any organization makes good sense and is a giant step toward comprehensive successes.

With this in mind, last summer, with the assistance of California State University, Sacramento, we conducted focus groups and a written survey to determine where funders might invest to strengthen the region’s leadership. Through this work we identified current factors affecting nonprofit organizations, attributes of effective nonprofit leaders, the critical skills or competencies of these leaders, and the greatest developmental needs of these leaders in the region. (Please see the sidebar for highlights from these research efforts).

The results proved to all involved that the need for recruiting, developing and retaining solid, nonprofit leaders in the region is great, and Sierra Health Foundation wants to help.



Survey Findings

FACTORS AFFECTING NONPROFIT ORGANIZATIONS

- Increased emphasis on accountability
- Requirement to work collaboratively
- Competition for funding
- Competition for staff
- Growing demand for scarce resources
- Changing technology

ATTRIBUTES OF EFFECTIVE NONPROFIT LEADERS

- Vision
- Passion about making a difference
- Integrity, fairness and ethics
- Ability to lead and manage change
- Collaborative skills
- Willingness to seek and accept responsibility
- Strong analytical skills

CRITICAL COMPETENCIES FOR NONPROFIT LEADERS

- Developing organizational alignment by communicating vision and goals to staff and community
- Surrounding oneself with skilled people
- Ability to delegate
- Listening skills
- Strategic thinking
- Business acumen
- Stress management
- Computer literacy

GREATEST DEVELOPMENTAL NEEDS OF NONPROFIT LEADERS

- Seeing the big picture
- Developing strategic relationships
- Seeing beyond the immediate
- Advocating for the organization
- Organizing around outcomes; evaluation
- Board development
- Business management and funding
- Use of technology

OTHER KEY FINDINGS:

- 30% of survey respondents said their organization would spend nothing on their development that year
- 43% of respondents said they would not spend any of their own funds on their development that year

“I believe the ultimate success of any organization depends on the commitment to its vision, soundness of its strategies and strength of its leaders.”

— Dorothy Meehan

This profile of Sacramento county is the tenth in a series highlighting the counties in Sierra Health Foundation's 26-county funding region in northern California.

Sierra Health Foundation
Funding in Sacramento county 1996–2001 (Partial List)

THE EFFORT, INC.
 \$95,900

To support continuation of medically-monitored detoxification services.

SACRAMENTO ENRICHES
 \$100,000

To support a collaborative approach to promoting child health, education and safety.



SENIOR GLEANERS
 \$5,000

To support the Baby Basic Needs program that supplies families with baby food and hygiene products.

FOLSOM PROJECT FOR THE VISUALLY IMPAIRED
 \$9,706

To support purchase of lens analysis equipment to aid in distribution of donated eyeglasses for distribution to underserved, vision-impaired people in the greater Sacramento area.

COMMUNITY SERVICES PLANNING COUNCIL
 \$23,879

To support Aide Corps for the Elderly, a collaborative volunteer effort providing services for seniors.

Supporters and staff of Twin Lakes Food Bank in Folsom celebrate the grand opening of their new facility on Montrose Drive in 1999.

Sacramento is in many ways the focal point for economic activity and human services for the millions of people who live in northern California.

Sacramento County

A Microcosm of Challenges and Opportunities

Sacramento may not have the population clout of Los Angeles or the sophisticated gloss of San Francisco, but as home to the state's government the city is guaranteed a seat at the table of important cities. Straddling Interstate 5, the "river" that pulls together the rural stretches of the state's central valleys, Sacramento is not just a center for lawmaking and bureaucracy. It is in many ways the focal point for economic activity and human services for the millions of people who live in northern California. It is a city where

important deals are made, big institutions flourish and twice-daily traffic jams are evidence of busy urban and suburban lives.

Perhaps that makes it all the more surprising to find that Sacramento county — the county that surrounds the capital city — shares many of the traits of its far more rural neighbors. There are agricultural issues,

such as migrant worker conditions and the effect of rice burning on air quality, just as there are in farm-rich Colusa county. There are transportation issues, with outlying areas cut off from city services by lack of public transit in much the same way as in rural Modoc county. There are stubborn pockets of unemployment, immigrant communities with cultural challenges and language barriers, and limited access to medical care providers, just like... well, take your pick of any valley county.

In short, Sacramento county is a microcosm that reflects many of the issues, challenges and opportunities found throughout northern California. So it is not surprising that for the past 17 years Sierra Health Foundation — headquartered in Sacramento — has frequently focused on organizations within the county to make grants, leverage area resources and advance its mission of improving the health and quality of life for individuals, families and communities. The diversity of grants the Foundation has made in Sacramento county also reflects the span of its grant-making activities throughout the 26-county region it has chosen as its sphere of influence.

Take the large one-time grants it makes to support capital improvements, like the family resource center for the Galt Community Concilio (\$203,000), the education and healthcare resource center for the Bishop Francis A. Quinn cottages (\$100,000), the Boys and Girls Club youth center (\$225,000) and the expansion of the Children's Receiving Home of Sacramento (\$225,000). Such large infusions of cash can wholly underwrite a small project, be leveraged to attract other funding for bigger projects or jump-start an initial phase of a multi-year plan.

In the case of the education center for the Quinn cottages — 66 units of transitional housing for the homeless in Sacramento — the Foundation grant was the capstone that carried the project to completion. "We never stopped construction, but we were short (on funding) and Sierra Health Foundation gave us the final push," says John Shaw, president of Mercy Foundation, one half of the collaborative that operates the cottages. In addition to paying construction costs, the Sierra grant covers counseling and program services.

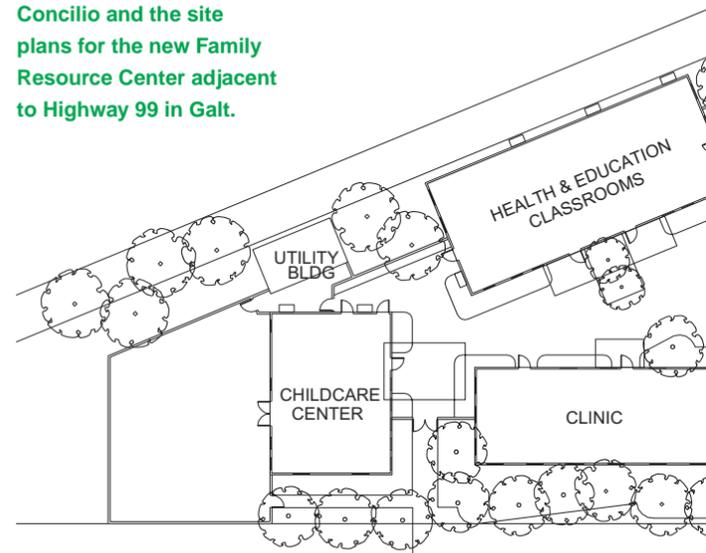
The project, a pavilion with classrooms and a kitchen, is used for the extensive counseling, training and other services that residents participate in as a condition of living in the transitional housing for up to two years. The cottage program is designed not simply to house people but to help them get their lives back on track.

Noting that 100 percent of the residents who have "graduated" from the transitional housing program have obtained and remain in permanent housing, Shaw says the pavilion has made a big difference to cottage residents. "The residents had been attending addiction counseling and life skills classes in a lean-to right next to railroad tracks, with temperatures reaching 110 degrees in the summer and 45 degrees in the winter," he says. "Having the new center has made a huge impact on their progress, with services delivered in a much more conducive environment."

Similarly, Sharon Gillies, director of social services for the Galt Community Concilio, says the construction grant from Sierra Health Foundation is going to make a noticeable difference for people in the southern portion of Sacramento county. The Concilio serves more than 7,500 people annually



The staff of the Galt Concilio and the site plans for the new Family Resource Center adjacent to Highway 99 in Galt.



in a 600-square-mile area. While its brochure touts the Concilio as a “one-stop” health and human services center, for now the organization’s programs are actually scattered in a half-dozen locations. The focus is on a variety of services that support health and self-sufficiency for families, including transportation, counseling, job search skills and health care.

The family resource center will bring the “one-stop” claim to reality. The center’s programs will be housed in 9,000 square feet in six pre-manufactured buildings on land the Concilio bought from the local school district. The Foundation grant underwrote a clinic, half of the community programs building and half of the health education and drug/alcohol treatment building.

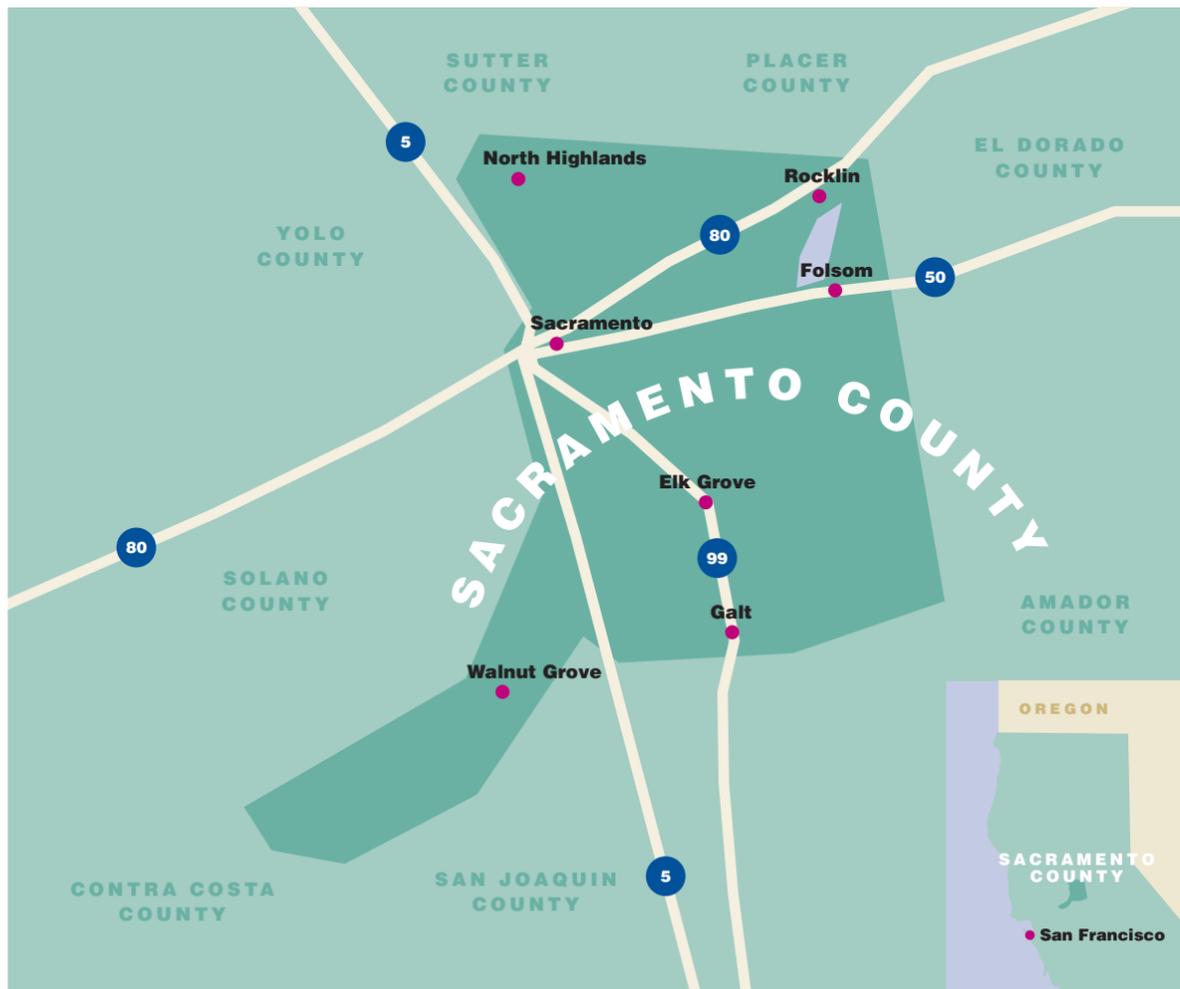
“We applied because we felt that Sierra Health would be very in tune with helping us get services to the many uninsured and the large migrant farm worker population,” Gillies says. “The health care needs in this area, the lack of services and the distance from a metropolitan area all make this a high-impact project. And we knew that Sierra Health would be very empathetic toward our holistic approach to health.”

Gillies is not the only one who has noticed that Sierra Health Foundation uses a broad definition of “health.” The Foundation often notes, in writings and in its grant-making activities, that health is

influenced by many factors, including education, environment and employment. That type of thinking can be seen in the Foundation’s long-term support of five Community Partnerships for Healthy Children (CPHC) collaboratives in Sacramento county, with more than \$1.4 million granted during the past seven years to underwrite a wide variety of community-driven initiatives. Also in this category is the \$45,137 grant to the St. John’s Shelter for Women and Children, which funded the hiring of additional advocates to facilitate community integration services for 1,500 homeless families.

Another example of the Foundation’s broad definition of health is the \$193,749 three-year grant to the La Familia Counseling Center Inc. for the center’s violence prevention program, Project Make a Difference. For this project, Sierra Health Foundation is the local funding partner of The California

Continued on page 6



Sacramento County Facts

POPULATION
1,209,500 (2000)

POPULATION DENSITY
1,252 persons per square mile

MEDIAN YEARS OF SCHOOL
13.7 (1990)

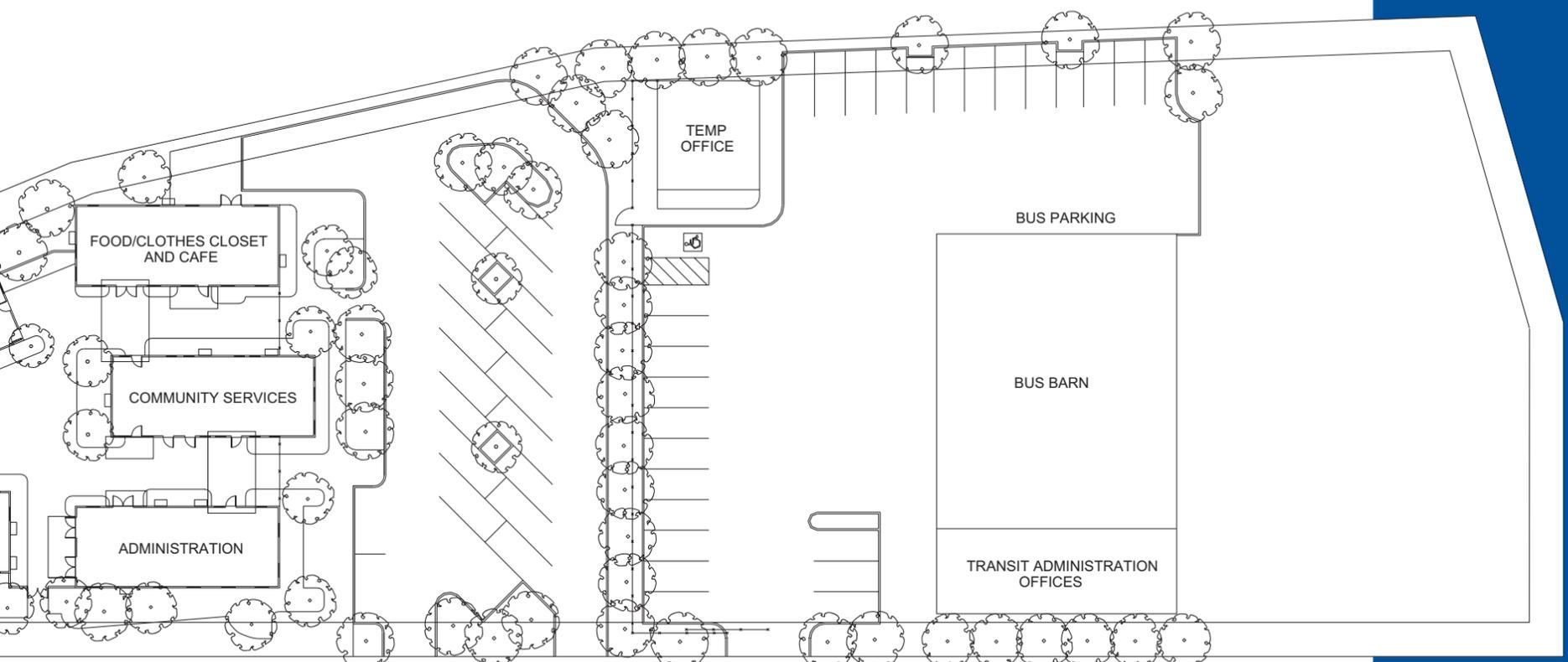
SPENDING ON EDUCATION
\$1,551,000,000 (1999)

PER CAPITA INCOME
\$ 26,257 (1998)
Rank — 10th (of 58 counties)

LARGEST INDUSTRIES
Services
Government
Retail — Trade
Finance, Insurance and Real Estate

UNEMPLOYMENT RATE
4.2%

Source: California Dept. of Finance, Financial & Economic Research Div. (data from year indicated)



Air Quality's Impact on Health

Continued from page 1

It is important to understand and begin to deal with the many issues that stem from regional growth, and we are seeing many groups and organizations begin to focus on air quality as one of the most serious and significant.

As a region, we have very big concerns, concerns which extend to our neighbors in the Central Valley. The Modesto-based Great Valley Center recently organized and held a conference in Sacramento entitled: *Our Place in the World 4 — People, Place and Prosperity*, where one of many sessions focused on regional issues addressed air quality and health. UC Davis Professor Charles G. Plopper, Ph.D., a leading expert on the subject, spoke about his research on the relationship between air pollution, common allergies and asthma.

The way regions manage growth impacts us and those around us on many levels. It is important to understand and begin to deal with the many issues that stem from regional growth, and we are seeing many groups and organizations begin to focus on air quality as one of the most serious and significant.

People most susceptible to severe health problems from air pollution are:

- Individuals with heart or lung disease
- Individuals with respiratory problems such as asthma or emphysema
- Pregnant women
- Outdoor workers
- Children under age 14, whose lungs are still developing
- Elderly residents, whose immune systems are weaker
- Athletes who exercise vigorously outdoors

Web Sites of Interest:

www.saclung.org
www.cleanerairpartnership.org
www.airquality.org

Sacramento County

Continued from page 5

Wellness Foundation, which is in the eighth year of a 10-year commitment to violence prevention through community programs like Project Make a Difference. The project works directly with youth, sponsoring leadership activities and community service, and also organizes the community around violence prevention issues, according to Anita Barnes, executive director. Among the activities that young people assist to develop and implement are an annual community health fair, multi-cultural youth conference, internships, policy and media advocacy, and giving back to the community through volunteer service.

“Many of the issues we deal with have a bearing on health,” Barnes says. “Violence prevention is a health issue, gun control is a health issue — and community empowerment and awareness can have a positive impact on health issues. We have healthy youth when we address these issues and help youth understand that violence is not an alternative.”

Of course, Sierra Health Foundation also gives grants that impact health care in a much more direct manner. In Sacramento county, the Foundation has supplied \$125,000 in grants to the CPHC-sponsored Sacramento Dental Sealants in Schools program, as well as \$125,000 to the Sacramento county Department of Health and Human Services to expand the program to other schools. Another example of a grant with direct health care impact is the \$25,000 given to the California Partnership for Children to support a public-private venture that provides health care coverage for emancipated foster youth.

A Foundation grant for \$105,550 to the Slavic Community Center over the course of 18 months has had a noticeable impact on the health knowledge

of Russian-speaking immigrants in the Sacramento area, according to Executive Director Roman Romaso. The grant, which funded services through September 2000, was used for workshop-style health forums, radio call-in shows and television presentations in Russian on a broad variety of topics, as well as to provide immunizations and immunization verification services.

“We were very happy that Sierra Health Foundation gave us the chance to serve our community,” says Romaso, who estimates the Russian-speaking population in the greater Sacramento area at about 75,000. “We reached about 60,000 people with information — people still come to me to ask for more health information and we are looking for ways to continue this service.”

Not all of the grants that the Foundation has awarded in Sacramento county are large. The Mini-Grants program, for amounts of \$10,000 and under, has been an important source of support for several organizations. The Senior Gleaners, for instance, has had two \$5,000 grants for its Basic Baby Needs program that supplies baby food and hygiene products to families. The Twin Lakes Food Bank got a boost for its program with a \$6,267 grant to purchase a commercial-size refrigerator and freezer, as well as some computer equipment.

The list of Sacramento county programs could go on. Like its counterpart counties throughout northern California, Sacramento county has a diversity of organizations with a broad range of programs that are taking on the challenges of serving a wide variety of needs. Large and small, Sierra Health Foundation's grants are helping those organizations succeed.

“We were very happy that Sierra Health Foundation gave us the chance to serve our community.”

Roman Romaso
Executive Director,
Slavic Community Center

Sierra Health Foundation is committed to addressing a broad range of health issues in the 26 northern California counties in which it funds. The Foundation pursues this commitment through its Health Grants Program. Emphasis is placed on projects that improve the delivery of health care services, expand the use and availability of existing health care resources, and have a positive and lasting impact on the health of underserved populations.

For more information on Sierra Health Foundation programs, please call (916) 922-4755, or visit www.sierrahealth.org.

recent GRANTS

Health Grants

The Health Grants Program aims to expand the delivery of health care services, expand the use of health care resources, and positively impact the health of underserved populations.

Organization	County	Project Description	Grant Amount
Galt Community Concilio, Inc.	Sacramento	To support construction of a 9,000 square-foot family resource center in rural Galt to provide one-stop health and human assistance services to underserved populations in southern Sacramento and northern San Joaquin counties.	\$203,000
Butte County	Butte	To provide access to health, social, employment, crime prevention, elder and child care, and educational services to the Southside Oroville community through construction of a community center.	\$180,000
The Effort	Sacramento	To support the continuation of medically-monitored residential detoxification services to at least 600 primarily low-income and medically uninsured abusers through improvements to the property and facility located at 7586 Stockton Boulevard.	\$95,900
St. Joseph's Regional Health System	San Joaquin	To provide clinical case management and diabetes education to Latinos diagnosed with diabetes in San Joaquin County through St. Joseph's Medical Center's CareVan Services.	\$50,000

Mini-Grants

Organization	County	Project Description	Grant Amount
California Health Foundation and Trust	Regional	To provide a comprehensive physician education program on end-of-life care to physicians throughout the region, especially those in rural counties.	\$10,000
OK Program	Sacramento	To provide health education and prevention services through Saturday learning/workshops for African-American males between the ages of 12 to 18.	\$10,000
Community Planning and Advisory Council, Inc.	Lassen	To update the Healthy Community resource directory and companion Website, distribute the directories to Lassen county residents and maintain the Website for the next two years.	\$9,620
Lassen Community Hospital	Lassen	To ensure the viability and availability of a reliable personal response system for seniors and disabled adults in Lassen county who are at risk for falls, heart attack and stroke by replacing an outdated LifeLine central monitoring unit.	\$9,000
Soroptimist International of Sacramento North	Sacramento	To support the "Health Fair Just For Women," an event to provide health information and free medical screenings to underserved women in the North Sacramento and Natomas areas.	\$7,163
Tri Visual Services	Sacramento	To expand broadcasts of publications containing general and health information to low income, blind/visually impaired individuals through the purchase of 100 specialized receivers.	\$6,010

brightSMILES Grants

Organization	County	Project Description	Grant Amount
City of Modesto	Modesto	To support community water fluoridation in west and south Modesto through the purchase and installation of needed fluoridation equipment.	\$213,332

Leading the Way

Continued from page 1

The Council will:

- Provide training and technical assistance to collaboratives and communities in northern California working to improve children's health;
- Provide networking support for collaborative and community leadership and influence policies that positively impact children's health on local, regional, state and national levels;
- Help non-CPHC communities to understand that community building promotes good health outcomes for children; and
- "Grow" the movement over time.

While the action part of the Council's mission is imperative to the long-term success of the initiative as a whole, the "why" behind their activities, and their success, is what keeps the collaboratives pushing ahead. Collaboratives, and thus the Council, are grounded in a combination of beliefs which are backed up by their collective experience over the past eight years.

- There is nothing more important than children's health;
- We can build on our collaborative successes;
- We will be more effective as a collective voice;
- We want to change (broaden) the definition of children's health;
- We can be more effective as a group;
- The way things have always been done isn't working;

- We have experience;
- We bring a community-based, non-institutional approach (grassroots) to policy makers;
- We're not politically motivated. We're free thinkers. We have a community-driven agenda; and
- We have been designed to build healthy communities.

Simultaneous to the work of the Council, collaborative members remain immersed in their daily activities involving hundreds of people, organizations and associations in building community to effect change. Some collaboratives are affecting policy at the state and local levels, serving on Prop. 10 commissions and other advisory bodies whose very purpose is to change the status of children's health in California.

The work of the CPHC Leadership Council is critical to the long-term sustainability of CPHC collaboratives as the initiative marches through its final phase. Many collaboratives have obtained sizable grants and support, while others are actively forging public and private partnerships and are seeking grant monies from other private funders.

Sierra Health Foundation is very proud of the work being done by the CPHC Leadership Council on behalf of CPHC communities. The success of the Council is a sign that CPHC communities are strong and well organized, a good place to be when you're in the business of improving child health and affecting policy and systems change at the local, regional and state level, in northern California, and beyond.

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High school students from Sacramento county participating in the La Familia Counseling Center's violence prevention and education program *Project Make a Difference* celebrate their high school graduation.



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PARTNERSHIPS

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