

2010 Basic Needs Funding Application

APPLICATION IS BY INVITATION ONLY

Contact Information

Organization Name: South Lane Mental Health
Mailing Address: 410 N. Ninth Street
City/State: Cottage Grove, OR Zip: 97424
Contact Name: Tom Wheeler Title: Executive Director
Phone: 541-942-2850 Email: TomWheeler2@gmail.com
Website: www.slmh.org Fax # 541-942-1574

Organizational Information

Mission Statement: South Lane Mental Health helps children and adults in the greater Cottage Grove community realize full and productive lives through effective and respectful mental health treatment, education and advocacy.

No. of Employees: 46 FTE: 34.8

No. of Volunteers (annually)/ Volunteer Hours (annually) 70 / 370

Name of Executive Director: Tom Wheeler

Name of Board President: Wonlyn Chapman Term Ending Date: 12-31-2010

Number of members on Board of Directors: 10

Total Agency Budget: \$1,947,950 Fiscal Year End: 6/30/2010

Geographic Service: South Lane County

Unduplicated Lane County Residents Served Last Year: 1,000

Has your organization been previously funded by UWLC? No Yes, Year(s) _____

Proposed Service(s): Name of Proposed Services: Mental health services for the uninsured

Basic Needs Services: (check primary use of funds)	Geographic Service Area within Lane County
<input type="checkbox"/> Food (hunger relief and nutrition)	_____
<input type="checkbox"/> Shelter (emergency housing and homelessness intervention)	_____
<input checked="" type="checkbox"/> Healthcare (emergency and basic health services)	<u>Southern Lane County</u>
<input type="checkbox"/> Safety (domestic violence and child abuse intervention)	_____
<input type="checkbox"/> Access to Basic Needs (information & referral; transportation; advocacy)	_____
Annual Funds Requested: <u>\$30,000/year</u>	_____

1. Proposed Services Summary:

Each year, South Lane Mental Health serves 1,000 mostly low-income Cottage Grove area adults and children. About a third have no health insurance and very limited finances. South Lane Mental Health, a non-profit organization, provides services to anyone who requests assistance, regardless of ability to pay. Services include: counseling, case management and benefits advocacy, medication prescription and management, supported housing for adults with severe and persistent mental illnesses, and crisis response. South Lane Mental Health also helps clients obtain benefits and entitlements, which enables affordable and regular access to basic health care, resulting in fewer crises and expensive trips to the emergency room and a greater opportunity for stable living within the community. The number of uninsured clients the agency is able to serve pro bono each year fluctuates based on funding the agency is able to secure for that work. Funding from United Way would be used to stabilize South Lane Mental Health's pro bono/sliding scale services for low-income and uninsured residents.

2. Target Population: Describe your target population. Basic Needs investments should focus primarily on families and individuals with income 250% or below the federal poverty level.

South Lane Mental Health provides services to anyone who requests assistance, regardless of insurance and ability to pay. The vast majority (98%) of people served by South Lane Mental Health live on very little income: More than 600 clients are covered under the Oregon Health Plan; the rest are uninsured. More than 90% of South Lane Mental Health's clients live in South Lane County, where there are no other safety-net clinics. Clients rely on South Lane Mental Health for affordable and effective mental health and other services that help them live as independently as possible in the community. The target population for the proposed enhanced services is local families and individuals with income 250% or below the federal poverty level and without health insurance.

3. Need: Describe briefly the need or problem these services address. Include the number and percentage of population affected, metro, rural, and multi-cultural. Describe how these services are aligned with the community needs assessment or other local studies. **20 points possible**

Every year, according to the National Institute of Mental Health, one in four adults and one in five children suffer from a mental disorder or emotional health problem that impairs their everyday functioning. Also, national research shows that poverty and mental illness are inextricably linked, with low-income rural communities such as Cottage Grove experiencing up to nine times the rate of mental illness prevalent in better-off and more urban areas.

Cottage Grove is a lower-income rural community with a high need for mental health services.

The Oregon Economic and Community Development Department classifies Cottage Grove as a "severely distressed" community: Nearly 20 percent of the population lives below the federal poverty level; the per capita income is \$14,550 (compared to the state's \$20,940 and the nation's \$21,587, according to the latest U.S. Census data available); unemployment is several percentage points higher than in the county overall; and just 10 percent of the population over age 25 has a college degree, limiting wage-earning potential.

Demand for mental health and related support services in Cottage Grove has grown steadily since South Lane Mental Health was established locally by volunteers more than 20 years ago. In the late 1980s, the agency — which consisted of five professionals — helped 50 people a year on a \$300,000 budget.

Today, South Lane Mental Health has more than 45 employees and assists more than 1,000 people annually on an operating budget of nearly \$2 million. In the past, South Lane Mental Health's ability to accept new clients was severely hampered by a lack of office space, creating a waiting list for those without insurance. With a recent move into new and expanded offices, the agency now has the physical capacity to serve more clients. The added space will be helpful because as the population of the greater Cottage Grove area (currently 36,500 people) grows, so too does demand for mental health services.

Most people who access South Lane Mental Health for mental or emotional health problems experience a variety of other issues — homelessness, disability, family violence, and alcohol and drug addiction, to name a few — that affect their well-being. South Lane Mental Health works with each person to address as many of these issues as possible to improve lives and strengthen the community.

4. Service Goals: Describe your service goals and how you will measure achievement of those goals. You will report the outputs and outcomes in progress reports. **20 points possible**

The project goal is to increase the availability of quality mental health services so that uninsured/low income children and adults in South Lane County can realize full and productive lives. With effective and respectful mental health treatment, people can function better at home, at work, and at school, ultimately contributing to the community's general and economic well-being.

If awarded, United Way's investment would be used in combination with other funding to enable South Lane Mental Health to continue providing pro bono/sliding scale mental health and related services to at

least 300 uninsured and low-income individuals for each of the next three years. In addition, the agency would use United Way funding to provide mental health services to at least 100 additional low-income uninsured Cottage Grove area residents each year. As a quality measure, South Lane Mental Health will ensure that more than 80% of all uninsured clients will report that, with South Lane Mental Health help, their health, housing, and/or financial situation was positively impacted.

Also, each year South Lane Mental Health will ensure that at least:

- 100 new clients will be assisted in obtaining appropriate entitlements and/or healthcare coverage such as the Oregon Health Plan;
- 60 will be assigned a “medical home”/primary care physician;
- 60 will gain access to no-cost prescription medications; and
- 30 will be diverted from the local hospital’s emergency room to community-based care.

Case managers and counselors will work with those who are uninsured to address individual issues related to financial stability and living situations in order to avoid crises which often result in unnecessary and expensive community consequences such as homelessness, hospitalization, and crime. This will be achieved by helping clients access appropriate entitlements — such as the Low-Income Home Energy Assistance Program; Food Stamps; Oregon Telephone Assistance Program; Social Security; and Temporary Assistance for Needy Families — and in referring clients to programs such as Womenspace, Community Sharing, vocational rehabilitation, and addiction services.

Results will be tracked by case managers and counselors as well as by clients self-reporting successes and completing service quality surveys.

5. Community Return on Investment: Describe the return on United Way investment. Include such factors as demonstrated cost-effectiveness and efficiency of delivery; leveraging of other financial investments; methods to avoid problems that would cost more later. How does your agency’s work improve the effectiveness of the human services network in Lane County? **20 points possible**

South Lane Mental Health is Cottage Grove’s leading and largest mental health services provider and a key player in the community’s continuum of care for low-income and uninsured children and adults. With a long history of operational efficiency, South Lane Mental keeps costs low and stretches its dollars. In addition to serving clients who are covered by the Oregon Health Plan, the agency is able to provide nearly \$300,000 worth of pro-bono/sliding scale services a year for people with no insurance, and provide access to more than \$1 million in free prescription medication to the uninsured every year.

All told, South Lane Mental Health saves the healthcare system and taxpayers upwards of an estimated \$5 million a year by providing access to free prescription medications; access to (and training for how to appropriately utilize) primary health care providers; crisis intervention (on everything from medical issues to housing); and diversion from the emergency room and psychiatric hospitalizations. Overall, South Lane Mental Health is financially self-sustaining at a basic level due to reimbursements from the Oregon Health Plan and Medicaid. Grants and other contributions, such as that being sought from United Way, enable South Lane Mental Health to expand help to those with no insurance and limited financial capacity.

If granted, United Way’s investment will help South Lane Mental Health leverage other funds to provide services for low-income and uninsured residents. Along with three other significant investments — a \$50,000 annual individual donation through 2013; \$65,000 in annual crisis funds from Lane County; and \$20,000 from a matching grant from The Collins Foundation, the United Way funds would anchor South Lane Mental Health’s initiative to expand services to additional uninsured/low income clients over the next several years. The 21-year-old agency is new to asking for outside financial assistance and has never before appealed to the United Way of Lane County for funding. Two years ago, South Lane Mental Health conducted its first-ever community fundraising campaign in order to buy, renovate and equip a larger counseling center. The agency raised more than \$1.8 million. A key lesson from the fundraising success was that the Cottage Grove community values the services provided by South Lane Mental Health and supports the agency because no other local organization comes close to providing the breadth and depth of mental health treatment and support services that are designed to meet the special needs of the area’s rural and low-income population. An investment from United Way would dovetail perfectly with one of South Lane Mental Health’s operating principles: Providing interim assistance to stabilize people in crisis and help them become productive, self-sufficient members of the community.

6. Organizational Capacity: Describe the ability of your organization to carry out services successfully and efficiently based on current resources, i.e., expertise of staff, diversity of funding streams, board composition and involvement, fiscal and governance systems, and facilities. **10 points possible**

South Lane Mental Health is well equipped to efficiently and successfully carry out the services proposed. The non-profit agency has a team of licensed and highly qualified counselors and case managers, plus a lean highly skilled administrative support staff. In addition to counselors, case managers, and psychiatric

nurse practitioners, other South Lane Mental Health employees provide — at no cost to clients — valuable ancillary services such as help accessing free prescription medications; personal budgeting, bill paying and payee services; and assistance obtaining or becoming a Personal Care Assistant. This comprehensive range of services is key to stabilizing clients and enabling them to live successfully in the community.

South Lane Mental Health is financially sound. For the past 16 years, most of the agency's annual operating budget has come from federal and state insurance program reimbursements. Other funding sources include client co-payments, fees for contracted services, and foster service reimbursements. More recently (since 2008), South Lane Mental Health has also received government and foundation grants as well as donations from individuals, service clubs and businesses. The agency's operating budget is heavily dependent on reimbursements from the Oregon Health Plan and Medicaid, and is sustainable barring any unforeseen changes to these well-established programs. Community and grant fundraising allows the agency to increase its service level and access, particularly for the uninsured. The membership of South Lane Mental Health's board of directors reflects a high commitment to the agency and its mission. Directors include: a client currently receiving services; family members of other clients receiving services; a retired physician; a semi-retired counselor; a Certified Public Accountant; and several community advocates. Board members were integral to the agency's recent first-ever major fundraising campaign (2008) and to the staging of the agency's first-ever public event — a summer 2009 Cottage Grove garden tour that attracted nearly 400 people and mobilized upwards of 60 volunteers. The agency's fiscal and governance systems are in order and fully functioning, with the required and prudent controls built in and adhered to. South Lane Mental Health has no debt.

South Lane Mental Health will soon be operating out of a newly renovated and much larger facility, which it will own outright with no debt. The new counseling center is a result of the successful \$1.8 million fundraising campaign and a key collaboration with the City of Cottage Grove, which won a Community Development Block Grant for the project. The 8,900-square-foot building features enough space for staff and clients as well as for newly equipped special rooms for art and play therapy and group counseling.

7. Goal Alignment: Describe how services align with or support one or more United Way goals of Education, Income and Health (please see goal definitions in the instructions). **10 points possible**
South Lane Mental Health's services directly align with United Way's vision for the Health category: Helping people — especially the uninsured — have access to basic healthcare, including mental health services. In addition to high-quality, low-cost mental health and case management services, South Lane Mental Health also considers each person's situation and provides services that contribute to United Way's Education and Income goals in the following ways:

- By providing tailored mental health assistance to very young children and their families through collaborations with South Lane Family Relief Nursery, South Lane School District, and Head Start in Creswell and Cottage Grove, South Lane Mental Health helps prepare children for success in school and life.
- Older children and adults with mental health concerns usually have other challenges (such as a disability, homelessness, joblessness, etc.) that South Lane Mental Health works to address so each individual can live as independently and productively in the community as possible.

8. Collaborations: Describe collaborative or innovative aspects of this service. Considerations may include partnerships that meet the holistic needs of clients; how your approach demonstrates systems thinking; how you enable clients to access a broad range of services; how these services leverage existing community resources and access new resources. **10 points possible**

South Lane Mental Health recognizes that an effective mental health program depends on developing strong relationships with other providers. We cannot help clients meet their goals without engaging other organizations. The agency has strong working relationships with a long list of other non-profits and governmental units — from Lane County Housing Authority to the City of Cottage Grove, from Head Start to Cottage Grove Hospital — that all have an interest in a healthy and productive citizenry. Our partnerships help us address our clients' many and varied needs, which often include challenges not typically classified as "mental health" in nature.

South Lane Mental Health recognizes that being in crisis is highly disruptive and hugely costly to the community as a whole. Whenever possible, the agency works to address problems early and avoid later emergencies. An example of this sort of systems thinking is a new collaboration between South Lane Mental Health and Cottage Grove Community Hospital and South Lane Medical Group in piloting a Medical Access Program (MAP) in South Lane County. This project gives people with no health insurance a pro-bono medical home with South Lane Medical Group and care coordination through South Lane Mental Health. Under this type of care coordination and attention, chronic medical conditions are treated

effectively, reducing inappropriate use of Emergency Rooms for routine care and diverting people with mental health problems from unnecessary in-patient hospitalization. With case management, South Lane Mental Health can move people beyond pro bono care by connecting them with available community resources and appropriate entitlements to help them progress toward sustainable goals of independence and free up MAP resources for others. In late 2008, United Way's 100% Access Coalition awarded South Lane Mental Health a one-time unsolicited \$10,000 grant for this pioneering work in a rural community. Through involvement in the Medical Access Program, South Lane Mental Health has become part of United Way's 100% Access Coalition of Lane County, with the agency serving on the Safety Net Clinic Committee and the MAP Operations Committee.

9. Alignment of Services with Values: Describe how services align with United Way of Lane County's values (See the overview) **10 points possible**

South Lane Mental Health services directly align with United Way of Lane County's values and beliefs, particularly around integrity, impact and community leadership.

South Lane Mental Health's central tenet is to provide assistance to anyone who asks for help regardless of ability to pay. But South Lane Mental Health does not do this at the peril of its own survival; rather, the agency strives to be a good steward of the funding it receives, to leverage other organizations and resources, and to maintain high standards of integrity and openness. As part of this business model, the agency asks uninsured clients to contribute what they can for their care. Though many people pay nothing or as little as \$2 per session, these fees add up: In 2009, total uninsured client payments were sufficient to pay for one full-time counselor.

South Lane Mental Health, like United Way, makes a positive difference in the community and has a measurable impact of enduring consequence. South Lane Mental Health was started 21 years ago by a group of church volunteers who believed they could effect change in the lives of individuals as well as in meeting larger community goals. This spirit endures today, with South Lane Mental Health not just providing free and low-cost services, but also serving on local committees, developing free support groups, and conducting educational programs for the public. In this way, South Lane Mental Health takes a holistic approach to each individual's care with the goal of setting the person up to succeed as a contributing member of the community. South Lane Mental Health, like United Way, is accountable for quality work and sustainable results.

South Lane Mental Health is the leading and largest mental health services provider in the South Lane County region and therefore has a responsibility to ensure that the community's mental health needs are addressed. To that end, South Lane Mental Health, like United Way, draws together a wide range of community resources that work in tandem to build a more effective, caring, and tolerant community that seeks lasting change in conditions that will improve people's lives.

Basic Needs Application



Proposed Services BUDGET

(fill in the green cells)

Agency Name:

South Lane Mental Health Services

Proposed Services:

Mental Health Services for the Uninsured

	Prior 12 Months	Future 12 Months
REVENUE/SUPPORT		
United Way Funding/Request (do NOT include Donor Designations)	\$0.00	\$30,000.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$15,000.00	\$22,000.00
Government Funding	\$67,368.00	\$67,368.00
Foundation/Corporation/Other Grants or Major Gifts	\$145,000.00	\$101,500.00
Program Service Fees or Membership Dues	\$52,000.00	\$53,000.00
Other Revenue/Reserves	\$65,000.00	\$100,000.00
Total Revenue	\$344,368.00	\$373,868.00
	Actual	Estimated
EXPENSES		
Personnel Related	\$257,120.00	\$266,704.93
Client Assistance	\$13,141.83	\$15,197.00
Other Direct Program Expenses	\$56,920.14	\$72,783.07
Administrative Overhead	\$17,186.03	\$19,183.00
Total Expenses	\$344,368.00	\$373,868.00
NET (should be zero)	\$0.00	\$0.00

What percent of your agency budget do these proposed services represent?	15%	18%
What percent of your agency revenue is the United Way request?	0%	1%
Number of employee FTE's (full-time equivalents) in proposed services?	5.00	5.00
Percentage United Way request to overall proposed services revenue	0%	8%
Administrative overhead percentage applied to proposed services	5%	5%

Completed by:

Judy Kephart, Business Manager