

# FOUNDATION FOR SEACOAST HEALTH

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## MAKING AN IMPACT



Adolescents



Families



Elderly

## FOUNDATION FOR SEACOAST HEALTH

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## CELEBRATING 20 YEARS OF PROMOTING HEALTH AND WELLNESS IN THE SEACOAST

1985 - 2005

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**Making an Impact: Celebrating 20 Years of Promoting Health and Wellness in the Seacoast** is dedicated to the memory of Trustees Terry L. Morton and Rodney G. Brock.

*“The future holds many challenges, but the lessons learned from the past two decades serve the Foundation well as the Trustees venture forward into the next decade of uncharted waters!”*

**Cost Cutting Measures** - The Foundation retained a firm to review all Campus facility systems to identify operational cost savings. Many of the recommendations will be implemented in 2005 and 2006.

**Spending Policy** - Foundations have spending policies to ensure the long term sustainability of their assets. Unless a foundation’s policy is to spend down its assets and go out of existence, it must stay within a spending formulary to maintain its purchasing power. The Trustees reaffirmed the commitment to live within a prudent spending policy to adequately address future health needs within the Seacoast community.

**Accountability** - The Foundation developed new policies for organizational accountability, adopting an ethics policy in 2004, creating an Audit Committee to review the annual Foundation audit and changing the Executive Committee to a Governance Committee thus expanding the latter’s role and responsibilities.

The Trustees will continue to land bank the remaining 70 acres at the Community Campus site for now, but in the future would like to increase parking and create permanent basketball and tennis courts for community use.

The sage advice of our investment managers to diversify the Foundation’s investments and the unanimous decision of the Trustees to stay the course are now paying off. However, the uphill climb to rebuild the Foundation’s assets requires the Foundation to reduce spending whenever possible, minimize the funding of new initiatives, implement economies of scale regarding Campus purchasing and introduce new energy conservation strategies.

The future holds many challenges, but the lessons learned from the past two decades serve the Foundation well as the Trustees venture forward into the next decade of uncharted waters!

## 2004 - Reaffirming Mission

In the past twenty years, the Foundation invested a total of \$37,365,166 in health-related programs, scholarships and the creation of the Community Campus.

In 2004, the Foundation Trustees reaffirmed the Foundation’s vision, mission and definition of health (see page 3). This year, financial projections, operating budgets, Campus acreage utilization and current community needs assessments inspired plans for new initiatives and campus infrastructure improvements.

**Strategic Planning** - In 2004, Trustees reviewed many assumptions from the year 2000 five-year strategic plan including Foundation objectives to provide level support to the agencies within the Community Campus, meet Campus expenses and have funds to invest in new initiatives.



Community Child Care Center

**New Funding Initiative** - In spite of limited resources, the Foundation set aside \$40,000 for the crisis level health-issue of childhood obesity. Former US Surgeon General, David Satcher, released the “Call to Action to Prevent and Decrease Overweight and Obesity,” which called obesity one of the nation’s top health risks. The Foundation heeded his call.

Twenty years ago, 5% of American children were overweight; today, 16% are, and it is predicted that another 20% are headed in that direction.

**Net Assets: \$53,775,849**  
**Total Program Expenditures: \$1,079,575**  
**Community Campus Expenses: \$2,329,901**

## Vision

The vision of the Foundation for Seacoast Health is to meet the total health needs and well-being of the community.



## Mission

The mission of the Foundation for Seacoast Health is to invest its resources to improve the health and well-being of Seacoast residents.

## Defining Health

The Foundation believes that health care should not be considered only from a curative point of view, but should also include a broader sense of a positive state of physical and mental well-being.



## Letter To The Community

Dear Seacoast Community Members,

Twenty years ago, the Foundation for Seacoast Health began to address the health needs of Seacoast citizens. Born from the sale of Portsmouth Hospital in 1985, the Foundation is charged with the following two primary responsibilities:

1. To monitor Portsmouth Regional Hospital to ensure that Seacoast citizens get the very best medical care in a first-rate facility at competitive prices, and
2. To use its financial resources to fund health-related programs to benefit citizens in the Seacoast communities of Portsmouth, Greenland, Rye, Newington, New Castle and North Hampton, NH; and, Kittery, Eliot and York, ME.

In the early years of the Foundation, intensive research and analysis plus the views of multiple community focus groups identified adolescents and the elderly as the initial populations most in need of Foundation resources. Scholarships awarded to Seacoast residents engaging in health-related fields of studies soon followed more traditional grantmaking activities.

The Foundation, however, always will be more than a traditional grantmaking and scholarship organization. Educational opportunities and community building activities remain at the forefront of strategic planning initiatives and have throughout its twenty year history.

The Foundation funds studies with far reaching implications for health-related initiatives and attracts experts and national leaders to share research and speak to the greater Seacoast community. You will find many of the major studies and prominent speakers listed in this twenty year overview.

When prevention became the buzzword in nonprofit circles, the Foundation was already supporting programs that provided access to prenatal and primary care, counseling, health education and after school programs

The Community Campus continued to be a center for social service organizations, as well as the greater nonprofit community. From the well-attended conference on childhood obesity held in the spring in conjunction with the University of New Hampshire's Continuing Education Department, to the on-going workshops, meetings and events held at the Campus, the Foundation's investment in the construction of the Campus continues to pay dividends for Seacoast organizations and individuals.



Community Childcare Center and New Heights student volunteers



InfoLink's Medical Financial Assistance Program

### Highlights

- *Childhood Obesity conference held at Community Campus*
- *Foundation leverages resources through collaborative grantmaking*
- *Seacoast Outright joined Community Campus family*

*"We continue to believe that individual capacity building support is an investment in a grantee's long-term future."*

## 2003 - Staying The Course

Throughout the sluggish stock market of the past several years, the Foundation continued to meet its grantmaking promises.

The Foundation continued grants to its long-term nonprofit partners, formalized and expanded its commitment to the wider community through the Community Campus, invested in the future of health care through its scholarship program and worked collaboratively with other foundations and corporate funders to advance its work across the state and region.

For our grantees, we saw that the push towards entrepreneurial management and concrete outcome measurement increased the strain on already limited resources, although these core competencies are clearly advantageous for each organization's sustainability.



New Heights Adventure Program

The Foundation continued to seek ways besides grant dollars to assist its nonprofit partners through technical assistance and personal contacts. We continue to believe that individual capacity building support is an investment in a grantee's long-term future.

**Net Assets: \$49,814,069**  
**Total Program Expenditures: \$1,206,132**  
**Community Campus Expenses: \$2,357,299**

for young children and teens. In 1998, the Trustees celebrated the groundbreaking of what is today the Community Campus, a state-of-the-art facility housing nine nonprofit agencies, all supporting the Seacoast community.

The 20th anniversary of the Foundation for Seacoast Health is truly a time for reflection and pride. In the past twenty years, the Foundation invested a total of \$37,365,166 in health-related programs, scholarships and the creation of the Community Campus. The Foundation continues to support and promote programs that focus on creative responses to complex health problems. The Foundation's vision and mission are as relevant today as they were twenty years ago. Times change and our society faces new challenges on the path to health and wellness, but the leadership and direction of the Foundation for Seacoast Health remain constant.

Our past accomplishments were possible because of the insights and dedication of past and present Trustees, Foundation Members, Advisory Committees, the nonprofit sector and so many others from the nine Seacoast communities that the Foundation serves. We owe a huge debt of gratitude for their innovative leadership and collective wisdom.

Sincerely,

Ted Connors  
Chairman of the Board of Trustees

Susan R. Bunting, EdD  
President/CEO



## Founding Trustees



### **Terry L. Morton** 1985 - 1994

Mr. Morton, deceased, was President of Granite Consulting Group, Portsmouth, NH and former Vice President of Finance of Congoleum Corporation. He was instrumental in negotiating the terms of the contract for the sale of the hospital franchise to Hospital Corporation of America. Mr. Morton was an incorporator of the Foundation for Seacoast Health and became a Trustee in 1984 and Chairman and President/CEO in 1985.

### **L. Marie Downing** 1985 - 1991

Ms. Downing, retired, was the Executive Vice President of James A. Shanley Corporation, Portsmouth, NH. She was an incorporator and Trustee of the Portsmouth Hospital Corporation. Ms. Shanley became a Foundation Trustee and Vice Chair in 1985.



### **Rodney G. Brock** 1985 - 1999

Mr. Brock, deceased, was CEO of Service Federal Credit Union, Portsmouth, NH. He was an incorporator, Trustee and former Treasurer of the Portsmouth Hospital Corporation. Mr. Brock became a Foundation Trustee and was elected Foundation Treasurer in 1985.

### **Robert A. Allard** 1985 - 1996

Mr. Allard, retired, was President of Allard's Moving and Storage, Inc., Portsmouth, NH. He served as incorporator and Trustee of the Portsmouth Hospital Corporation. Mr. Allard became a Foundation Trustee in 1985.



### **G. Warren Wilder** 1984 - 1995

Mr. Wilder, retired, was President of John Sise & Co., Portsmouth, NH. He served as incorporator, Trustee and Chairman of the Portsmouth Hospital Corporation. Mr. Wilder became a Foundation Trustee in 1984.

The Foundation continued to strengthen relationships with peers through membership in the national Grantmakers in Health, as well as active participation in the statewide New Hampshire Health Grantmakers Coalition. Through these groups, the Foundation leveraged resources and participated in a coordinated response to address significant community needs from oral health to nonprofit capacity.

This year also marked the Foundation's finalization of business planning with key funded organizations. In an effort to assist organizations receiving significant amounts of Foundation support to become more diversified in their funding mix, the Foundation retained and facilitated consultants to assist these select organizations in developing a 'soup-to-nuts' business plan. While the process was arduous for the organizations and

the Foundation, completed plans assisted organizations in their quest for independent sustainability.

In the continuing uncertain economic climate, innovation in the face of challenge continued to be a focus of the Foundation Trustees and staff. The Foundation's methods of collaboration, targeting resources and leveraging support served the organization well in the past year, and will continue to serve as a road map for years to come.

### *Highlights*

- *The Foundation explored alternative methods of support for nonprofits*
- *Monthly computer classes offered*
- *Campus Notes e-newsletter launched*



New Heights Adventure Program

## 2002 - Facing Challenges

Poor market conditions impacted the Foundation along with many individuals, businesses and foundations across the country.

In a year when corporations reduced charitable support, individuals curtailed giving and private foundations reduced staff and grantmaking, the Foundation for Seacoast Health continued to focus on its three mission-directed areas including health related grant funding, scholarship funding and ongoing support for the Community Campus and its nonprofit tenants.

In 2002, the Foundation met all its grant commitments, including significant support for Families First Health and Support Center, New Heights Program for Teens, Community Child Care Center and the Medical Financial Assistance Program managed by Lamprey Health's InfoLink. The Foundation also explored alternative methods of support for nonprofit organizations. Through training efforts based at the Community Campus,



Families First Health and Support Center

collaborations with funders and other partners, one-on-one support with organizations for business planning and strategy management and further streamlining its own management systems, the Foundation maximized resources.

The Foundation offered monthly computer classes designed specifically for nonprofits. More than 1,500 attended twenty-five workshops on a variety of subjects including youth volunteerism, fundraising, nonprofit marketing, financial management, grantwriting and how to talk to your legislators. The Foundation also published *Campus Notes*, an e-newsletter of valuable funding resources, learning opportunities and event information for over 1,000 recipients.

**Net Assets: \$43,860,256**  
**Total Program Expenditures: \$1,632,551**  
**Community Campus Expenses: \$2,203,055**

### Ferris G. Bavicchi 1984 - 1995

Mr. Bavicchi, retired, was President of Iafolla Industries, Inc., Portsmouth, NH. He served as incorporator, Chairman and honorary Trustee of the Portsmouth Hospital Corporation, assisting with the negotiations for the sale of the hospital to Hospital Corporation of America. An original incorporator of the Foundation, he became a Trustee in 1984.



### C. Peter Rasmussen, MD 1985 - 1995

Dr. Rasmussen, retired, is a pediatrician in Portsmouth, NH. He was an incorporator and Trustee of the Portsmouth Hospital Corporation and became a Foundation Trustee in 1985.

### Eileen D. Foley 1984 - 1999

Mrs. Foley, retired, was a member of the Portsmouth City Council and held numerous offices throughout her political career including seven terms as New Hampshire State Senator and Mayor of the City of Portsmouth from 1968-1972. She became a Foundation Trustee in 1984.



### Thomas M. Keane 1984 - 1999

Mr. Keane is an attorney and partner with the firm of Taylor, Keane, Blanchard and Lyons, PA of Portsmouth, NH. Mr. Keane was an incorporator and Trustee of Portsmouth Hospital Corporation and Chairman of the hospital's Foundation Committee. He became a Foundation Trustee in 1984.

### John H. Rodgers 1985 - 1992

Mr. Rodgers, retired, was the Senior Vice President of the First National Bank of Portsmouth, NH. Mr. Rodgers was an incorporator and Trustee of the Portsmouth Hospital Corporation and became a Foundation Trustee in 1985.



## 1985 - Charting A Path

On February 19, 1985, the Portsmouth Hospital Foundation was endowed with \$14,500,000 from the sale of Portsmouth Hospital to Hospital Corporation of America. The challenge to decide the highest and best use for the required IRS total program expenditure of \$725,000 within the next two years was daunting.

While Hospital Corporation of America began preparation for ground breaking for the new hospital facility, the Foundation established numerous Advisory Committees with hospital incorporators (who later became Foundation members) and a diverse group of local health providers. The Foundation staff conducted forty public forums to ascertain the most at-risk populations and the greatest unmet health needs within the nine Foundation communities.



1985 Portsmouth Hospital Board of Trustees

*“The Foundation staff conducted forty public forums to ascertain the most at-risk populations...”*

**Net Assets: \$14,483,431**

The Foundation continued to reduce its operating budget by producing all publications in-house, restricting all conference attendance and travel, increasing Campus catering services and establishing a fee schedule for Campus use by out-of-area nonprofits. Additional cost reductions included the elimination of an upper lobby receptionist position and the restructuring of maintenance and house-keeping services.

But it was not all gloom and doom. The Scholarship Program, initiated in 1986, distributed its 250th merit-based scholarship to a student pursuing a health-related field of study. The eight member Scholarship Committee fulfilled a core commitment of the Foundation with its total investment of

more than \$1.89 million in the health educations of Seacoast students.

In March, the Foundation completed its five-year strategic plan to review internal practices and funding priorities for the Foundation going forward.



Scholarship recipient, Jennifer Pollard, at Portsmouth Regional Hospital

*“The eight member Scholarship Committee fulfilled a core commitment of the Foundation with its total investment of more than \$1.89 million in the health educations of Seacoast students.”*

## 2001 - Leveraging Resources

To preserve its purchasing power for future generations, the Foundation leveraged its resources by creating and encouraging innovative partnerships and maximizing efficiencies.

The Partnerships for Effective Nonprofits, a collaboration of the Foundation for Seacoast Health, Greater Piscataqua Community Foundation and the United Way of the Greater Seacoast with additional financial support from the Fuller Family Foundation in 2001, expanded its initiatives. The partnership grew its informational website and collaborated on the delivery of workshops, seminars and leadership development opportunities for local nonprofit organizations. The partnership also expanded its grants program to \$5,000 per grant to support the leadership and governance efforts of local nonprofit organizations.



Kidcare After School Program - Eliot, ME

### Highlights

- Partnership for Effective Nonprofits expanded
- Scholarship Program distributed 250th scholarship
- Foundation completed five-year strategic plan
- Cost cutting measures increased

**Net Assets: \$51,260,741**  
**Total Program Expenditures: \$1,869,365**  
**Community Campus Expenses: \$2,261,586**

The information gleaned from the area agency surveys, the demographic study and the public forums all pointed to two populations considered most at risk for poor health outcomes – adolescents and the elderly.

The Foundation Trustees retained Urban Land Institute (ULI) to ascertain the existing and potential market for development opportunities for the hospital site. The ULI panelists believed that the market in 1985 would support offices with 120,000 to 150,000 square feet with 380 to 450 parking spaces, housing with 150 dwelling units or mixed use space with office and housing units. The ULI panelists also recommended that the existing buildings be evaluated and weighed against the cost to rehabilitate and adapt the buildings to other uses. ULI proved extremely valuable in the decision making process.



Project Reach

### Highlights

- Foundation endowed with \$14,500,000 from sale of Portsmouth Hospital
- Adolescents and the elderly identified as the most at-risk populations
- Urban Land Institute provided development consulting



Adult Day Program

## 1986 - Initiating Grantmaking

Two smaller Advisory Committees to assist in the development of the Request for Proposals for Adolescent and Elderly Health Care grants programs evolved from the initial Advisory Committee.

The Foundation designated adolescent health care as one of the major areas for support. Traditionally, health services are rarely designed to meet the unique health and developmental needs of the adolescent population. The Foundation planned to support programs to promote the health status of adolescents in the Seacoast area by decreasing the incidence of preventable adolescent health care problems.

The second priority this year targeted the elderly. As life expectancy and the growing number of elderly increased, the Seacoast communities faced the challenge of providing services to assist the elderly in avoiding unwanted, unnecessary and costly institutionalization. The

Foundation for Seacoast Health addressed its requests for proposals to support innovative programs and services to promote independent, self-sufficient lifestyles for the elderly in a cost effective and decentralized manner.



Portsmouth Senior Citizens Center

**Net Assets: \$13,602,641**  
**Total Program Expenditures: \$724,123**

The Foundation staff and tenants met twice each month to work on the hefty Campus Manual of policies and procedures to ensure organized and safe building practices.

The Community Campus family expanded to include the Kremfels Foundation's Steppingstones, a day program for people living with brain injury.

This year, York Hospital's Community Wellness Coalition, established in 1998 with Foundation funding, moved into its new home in Kittery together with York Hospital Community Health Connection and a Childcare Center. A mini-Community Campus began to flourish in Kittery.

This same year, after two years of planning, the creation of Seacoast

DentalNet began to address the growing need for access to dental care for uninsured Seacoast residents.

The beauty of the Campus increased with the creation of a Japanese Garden for serene and quiet reflections in memory of Patty Wilder, a dedicated nurse, community volunteer and beloved wife of Warren Wilder, one of the founding Trustees of the Foundation for Seacoast Health.

In 2000, the Foundation's program and Community Campus expenses more than doubled while due to a bear market, the Foundation's net assets decreased by five million dollars. This was a major concern and warranted severe cost cutting measures to protect the Foundation's endowment.

- Highlights*
- *Partnerships for Effective Nonprofits created*
  - *Seacoast DentalNet created*
  - *Steppingstones joined Community Campus family*



Patty Wilder, Founder of Kindergarten Health Education Program

## 2000 - Charting a New Course

In the year 2000, the Foundation began to take stock of the Foundation's direction.

A Program Planning Committee consisting of Foundation Trustees, Members and representatives of local health, educational and business organizations met to begin a six-month process of reviewing fifteen years of Foundation grant-making practices and programs. Input from the Committee plus the findings from a recent Foundation funded Seacoast Community Health Assessment provided a roadmap for the Foundation's next five-year strategic plan. The following four new goals were established:

1. To improve the balance between ongoing support to grantees with new opportunities;
2. To collaborate with local funders to build the organizational capacity of nonprofits;
3. To assist partner programs at the Campus with business



Children's Dental Program at the Community Child Care Center

planning to generate new revenues and more diversified funding sources; and

4. To maximize the use of the Community Campus facility and grounds.

The year 2000 also marked the beginning of an exciting new collaboration between the United Way of the Greater Seacoast, the Greater Piscataqua Community Foundation and the Foundation for Seacoast Health to pool their non-profit capacity building funding to create Partnerships for Effective Nonprofits (PEN).

**Net Assets: \$57,990,031**  
**Total Program Expenditures: \$2,178,395**  
**Community Campus Expenses: \$2,437,665**

In 1986, the Foundation changed its name from the Portsmouth Hospital Foundation to the Foundation for Seacoast Health and added the town of Eliot, Maine to the Foundation's catchment area. Nine communities, six in New Hampshire and three in Maine benefit from the Foundation's grantmaking and scholarship programs. By the end of 1986, the Foundation distributed \$724,123 in grants to improve adolescent and elder health and awarded thirty-one scholarships to local residents pursuing health-related fields of study.

Simultaneously, a Scholarship Planning Committee designed a scholarship program to meet the stringent IRS guidelines and subsequent approval for the Foundation to control the award process. A blind selection process kept the

identity of individuals receiving awards unknown to the eight member selection committee. Academic achievement and potential were the major criteria for scholarship awards in a health-related field.



1986 Scholarship Recipient

*"In 1986, the Foundation changed its name to the Foundation for Seacoast Health."*

### Highlights

- Scholarship program established
- Eliot, ME added to the list of Seacoast communities served

## 1987 - Reaching Out

This was the first year of the Foundation sponsored Teen Health Conference.

Over 150 junior and senior high school students from the nine Seacoast Foundation communities attended an all day conference at the Green Acres Baha'i School in Eliot, ME. A twelve member Teen Committee representing the four high schools in these towns designed educational sessions that ranged from substance abuse, sexually transmitted diseases, teen depression/suicide and eating disorders to the use of animals in research and the subtle influences of sports celebrities and the media on teens.

Later this year, the Foundation sponsored a public symposium that brought Dr. James Callahan, Director of the Policy Center on Aging at Brandeis University and Senior Program Consultant to the Robert Wood Johnson Foundation (RWJF) to the Seacoast to provide an over



Teen Health Conference Planning

view of changes to the health and social service delivery system. He discussed the recent research by the RWJF on developing services for the elderly to respond to older persons as rational consumers rather than passive recipients.

York Hospital received the first Foundation multi-year grant supporting an Adolescent Chemical Dependency Program in the Kittery, Eliot, York and Portsmouth high schools.

This year New Heights served adolescents as an after school program following a 1986 pilot project called "Summer Happenings."

**Net Assets: \$14,312,530**  
**Total Program Expenditures: \$687,883**

While the opening of the Community Campus captured public attention, the Foundation broke its grant distribution record providing over \$2,200,000 in grants to forty-six health-related projects and over \$150,000 in scholarships to students from Portsmouth, Rye, Greenland, Newington, New Castle, North Hampton, Eliot, Kittery and York.

In 1999, the three remaining founding Trustees completed their service on the Foundation Board – former Mayor Eileen Foley, Attorney Tom Keane and Federal Service Credit Union CEO, Rod Brock. It was the end of an era.



Tom Keane, Eileen Foley and Rod Brock



New Heights Visiting the Albacore Submarine in Portsmouth

### Highlights

- *Community Campus tenants reported successful collaborations*
- *Campus Handbook completed*
- *Grant distributions break Foundation record for second year in a row*

## 1999 - Beginning Of A New Era

The Community Campus opens! The opening marks the occasion of the single largest endeavor in the history of the Foundation for Seacoast Health.



The Community Campus

More than a major commitment of financial and staff resources, the Community Campus is a grand experiment in community investment and collaboration. With its opening, the Foundation achieved a long-term goal of creating a community resource designed to have a dramatic and lasting impact on families in the Seacoast. A much higher profile and a challenging new role as landlord, facility manager and facilitator lie ahead for Foundation staff.

Top priorities were creating standard operations policies and a Campus Handbook to ensure that the Campus fulfills its potential as a community resource and catalyst for communication and collaboration. Within the Campus lies multiple conference rooms and a library

resource center to serve Seacoast nonprofits with funding information, research and technical information. A facilitator assisted agencies in solving operational problems through collaboration with one another. Tenant agencies reported that the beautiful, functional building boosted the spirits and self-esteem of both staff and clients. More importantly, tenants reported that the Community Campus is stimulating collaboration, broadening horizons, reaching new consumers and creating new relationships.

*“...the Community Campus is a grand experiment in community investment and collaboration.”*

**Net Assets: \$62,865,115**  
**Total Program Expenditures: \$2,444,549**  
**Community Campus Expenses: \$1,078,718**

The Foundation also funded numerous studies in 1987 including the following:

- Assessing the Health Needs of the Poor: Toward Meeting the Health Care Needs of the Medically Indigent in the NH Seacoast Region;
- Portsmouth Pediatric Home Care Study;
- Estimates of Educational Costs of Low Birth Weight Infants in the Seacoast Area of NH;
- Adult Day Health Project; and
- Yesterday’s Delinquents: A Study of Former Odyssey House Residents.

With Foundation funding, the Portsmouth Prenatal Clinic added a program for pregnant adolescents including childbirth education, parenting workshops, family planning and general health information. A collaborative venture called “Project HELP” was created by the Prenatal Clinic, Portsmouth High School, the Community Child Care Center and the Portsmouth Visiting Nurse Association to assist pregnant teens to complete their high school education. HELP provided individual academic tutoring, prenatal care, counseling, childcare and parenting education.



Portsmouth Prenatal Clinic



New Heights Program for Teens

### Highlights

- Teen Health Conference
- Public symposium with Dr. James Callahan
- Adolescent Clinical Dependency Program
- New Heights initiates after school program
- Project HELP introduced to assist pregnant teens

## 1988 - Determining Needs

The emphasis on the health needs of infants, children and adolescent populations intensified this year. The Foundation just touched the tip of the iceberg with its previous grants.



Portsmouth Prenatal Clinic

In 1988, the Foundation sought proposals for innovative infant's and children's programs to create or expand family support systems, provide comprehensive health services, promote health education or develop collaborative efforts among social, health and educational service providers. Grants to local schools promoted before and after school programs, created support groups for families with special needs children and expanded an existing sexual abuse prevention program for very young children.

University and Project Director of twenty school-based clinics funded by the Robert Wood Johnson Foundation and Dr. Ann St. Germaine, Director of eight school-based clinics in Minneapolis, MN explored with the Seacoast community local adolescent health needs to determine if adolescents would benefit from a consolidation of existing services into a single, accessible location.

The Foundation invited two experts to the Seacoast this year. Philip J. Porter, MD, Director of the Division of Health Policy Research and Education at Harvard

This year, a grant from the Foundation supported a study to investigate the need for and cost of establishing a medical model day care center for Seacoast elderly.

**Net Assets: \$15,054,978**  
**Total Program Expenditures: \$628,237**

joined together to celebrate the groundbreaking for Phase I of the Community Campus. This happy, long-awaited ceremony marked the culmination of eight years of planning involving hundreds of organizations and dedicated volunteers.

Phase I included a multi-purpose, approximately 80,000 square foot building on a beautiful 100 acre wooded site on West Road in Portsmouth. The facility would house the Foundation and seven well-established and respected Seacoast nonprofit/public programs. Programs and services located in this building fall into the following

five broad categories:

- services for young children,
- services and activity programs for adolescents,
- primary medical care and family support services,
- medical financial assistance,
- regional information and referral services.

The facility was scheduled to be completed in the late summer of 1999.



Big and Small Dignitaries on Groundbreaking Day

### Community Campus Tenants

- New Heights
- HeadStart
- Families First of the Greater Seacoast
- Portsmouth Early Education Program
- Community Child Care Center
- Lamprey Health's Infolink & the Foundation's Medical Financial Assistance Program
- Child Advocacy Center

### Highlights

- *Grants and scholarships total \$1,945,249*
- *Groundbreaking and construction began on the Community Campus facility*

## 1998 - Promoting Health Access

This year was especially exciting as the Foundation made its largest grant distribution ever.

The Foundation funded over \$1,800,000 in grants to nonprofit organizations in New Hampshire and Maine and nearly \$140,000 in scholarships to Seacoast students.

Over the years, the Foundation continued to make multi-year grants to many organizations, allowing them to grow without the insecurity of fighting for basic survival. Grants were awarded in the following five categories:

- Discretionary Fund Grants - one time grants for up to \$2,000;
- Medical Financial Assistance Grants – funding for transportation, medical supplies and prescription drugs for the medically indigent population;
- Infants/Children/Adolescent Grants – funding for programs to provide access to primary health care, childcare and after



Kidcare After School Program, Eliot, ME

school programming for children and adolescents;

- Promoting Health and Preventing Disease Grants - funding for health education programs and training; and
- Women’s Health Initiative Grants – funding for programs to promote health access and education for the most vulnerable women in the Seacoast.

In 1998, the Foundation also broke ground on the Community Campus, a facility soon to become a hub for health-related programs for youth and families. On a brilliant, windswept afternoon in late October, Foundation Trustees, Members and community leaders

**Net Assets: \$60,136,619**  
**Total Program Expenditures: \$1,976,464**  
**Community Campus Expenses: \$217,519**

Simultaneously, a respite care program created in 1987 expanded and relocated to a larger facility to meet the need for the growing number of persons with Alzheimer’s Disease and related disorders.

The growing number of cases of AIDS in NH took center stage this year. The Foundation invited Mi-

chael Bach, MD, assistant Chief of Infectious Diseases at Maine Medical Center and a well-known authority on AIDS cases in NH to speak to physicians, Trustees and community members about strategies for prevention and how to plan for the health care needs of AIDS infected patients.



Ann St. Germaine, PhD



William Schuler, CEO/  
 President of Portsmouth  
 Regional Hospital with  
 Philip J. Porter, MD



Michael Bach, MD

### Highlights

- Determined need to consolidate services for adolescents
- AIDS prevention and awareness addressed
- Respite care program expanded

## 1989 - Learning From Others

This year, the Foundation invited many national leaders to the Seacoast to share their experiences in developing successful adolescent health programs.



Adolescent Health Meeting

The Foundation continued to act as a catalyst for problem solving by sponsoring educational programs on national, state and local health issues. Foundation committees involved over 100 community leaders and citizens to meet quarterly to discuss the health-related needs of each targeted population, review the progress of Foundation-supported programs and assist the Foundation in developing guidelines for new health initiatives.

The troubling fact is that the major health issues – substance abuse, teen pregnancy, long term care for the elderly, child abuse, AIDS and health care for the medically indigent – are tough to solve. The heartening news is that the people of the Seacoast joined forces with unprecedented energy to support our region’s families and deliver cost effective health-related services to those who need them most.

*“The Foundation continued to act as a catalyst for problem solving by sponsoring educational programs on national, state and local health issues.”*

**Net Assets: \$15,476,476**  
**Total Program Expenditures: \$698,528**

The Foundation continued its many investments through new and multi-year grants to promote community partnerships among health and social service agencies, and to improve human linkages between community organizations, providers and consumers. Grantmaking continued to focus on initiatives to address the unmet needs of the most vulnerable infants, children, adolescents, women and families in the Foundation’s nine town catchment area.



New Heights Program

*“Regionally and nationally, Portsmouth has become a model for its community-based approach. Most communities aren’t approaching youth problems as a coordinated community effort.”*

### Highlights

- Impact of Clipper Health Center evaluated
- Portsmouth ranked #5 in Money Magazine’s Best Places to Live poll
- Police Commander linked low crime rate to community approach to adolescent issues

## 1997 - Evaluating Program Impact

This year brought Dr. Anne St. Germaine, PhD, Health Services consultant back to the Seacoast to evaluate Portsmouth School District's Clipper Health Center services.

To date the Foundation provided a total of \$1,824,447 in funding in support of Clipper Health Center services to children in grades kindergarten through twelve. Clipper Health Center provided a broad array of health services through collaboration with the Portsmouth School Department, Seacoast Mental Health Center, Portsmouth Regional Hospital and Portsmouth Pavilion. The Foundation's investment in prevention efforts was paying off in measurable ways.

Commander Brad Russ of the Portsmouth Police Department stated that the reason Portsmouth ranked #5 in *Money Magazine's* list of the best places to live was the very low crime rate. Since the 1980s, and the heightened focus on

adolescents through Clipper Health and the New Heights programs, Commander Russ noted, "We've seen a tremendous decrease in the amount of delinquent teen behavior like crime, suicides and drug overdoses.

"Regionally and nationally, Portsmouth has become a model for its community-based approach. We try to attach problems comprehensively at the beginning when they're relatively minor. Most communities aren't approaching youth problems as a coordinated community effort," Russ noted.



Portsmouth Police Department Representatives

**Net Assets: \$57,986,370**  
**Total Program Expenditures: \$1,870,881**  
**Community Campus Expenses: \$302,759**

Multiple symposia were offered to the Seacoast community. Dr. Gordon L. McAndrew, a consultant and former Superintendent of Schools from Gary, Indiana shared the positive results of their high school-based health center. Homer Wadsworth, former President of the Cleveland Foundation, met with Trustees and encouraged partnerships with local schools.

Project HELP, in its third year of funding, continued as an outreach

program of Families First Health Center. The program expanded to include parenting education, support groups, individual counseling, youth forums on tough health issues and a parent aide program to train volunteers to serve as role models and advocates for parenting teens.

The New Heights for Teens program, also in its third year of funding, continued to expand its year-round activity-oriented school outreach and recreational programs.



Gordon L. McAndrew, PhD



Homer Wadsworth

- Highlights*
- *Symposia series educated community*
  - *Project HELP in third year of funding*
  - *New Heights in third year of funding*

## 1990 - Merging And Expanding

The success of the Families First program, Project HELP, prompted an expansion of services that led to the creation of the Clipper Health Center located at Portsmouth High School.

Clipper Health Center was the first school-based health center in New Hampshire. A partnership with the York Hospital Chemical Dependency Program provided a substance abuse coordinator at the school site during the academic year and at York Hospital during the summer months. Similarly, a partnership with the Portsmouth Pavilion established a part-time clinical social worker on the school site to counsel referred students and their parents.

This year, the Foundation expanded its funding to address the many needs of senior citizens including exploration of such issues as the health challenges of living longer and the search for alternatives to expensive institutionalized care. After two years of research and planning, the Portsmouth Housing Authority's Respite Care Program for Persons with Alzheimer's Disease merged with



Clipper Health Care

*“Clipper Health Center was the first school-based health center in New Hampshire.”*

**Net Assets: \$15,941,860**  
**Total Program Expenditures: \$654,072**

## New Consortium and Coalitions

### Women's Health Consortium

- Families First of the Greater Seacoast
- Feminist Health Center
- Harbour Women's Health
- HCA Portsmouth Regional Hospital
- Planned Parenthood of Northern NE
- Portsmouth Home Health & Hospice
- Rockingham Community Action
- Seacoast HealthNet
- Sexual Assault Support Services

### Senior Health Care Coalition

- Portsmouth Adult Day Program
- Area Homemaker Home Health Aide Service
- Community Council of Senior Citizens
- Community Development Services, Region VIII
- Crotched Mountain Community Care
- Division of Elderly/Adult Services
- Portsmouth Housing Authority
- Portsmouth Pavilion
- Rockingham County Adult Medical Day Care
- Seacoast Mental Health Center
- Senior Citizen Center of Portsmouth
- York County Community Action
- Town of York Senior Center

### Adolescent Coalition

- Clipper Health Center
- CAP Teen Self Sufficiency Program
- Kittery Recreation Department, New Heights
- Portsmouth Police Athletic League
- Seacoast Family YMCA
- Youthbound
- York Downtime Teen Center

### Early Childhood Coalition

- HeadStart
- Families First of the Greater Seacoast
- Portsmouth Early Education Program
- Community Child Care Center

## 1996 - Creating Efficiencies

A shrinking pool of funding resources and health care industry consolidation dominated the “big picture” this year. Collaboration among nonprofits became a mandate for survival.

Community Campus development was once again delayed for lack of an appropriate site. But the Early Childhood Coalition moved forward with their planning and commitment to provide families access to a well-coordinated menu of prenatal care, parenting education, child care, parent-child activities, HeadStart classes, WIC Clinics, special needs education, literacy classes and outreach services.

The Adolescent Coalition was created to share information, expertise and resources to improve the quality, accessibility and cost effectiveness of programs for teens throughout the Seacoast. The Coalition shared recreational events, developed joint policy and discipline guidelines, jointly promoted

adolescent activities, coordinated transportation, shared facilities and equipment, jointly planned summer programs and developed parent/student manuals.

The Women’s Health Consortium was created to improve the health and wellness of women in the Seacoast region. Its goal was to help the health care system respond to the needs of women by ensuring access to care; providing resources, education and advocacy; and reducing gaps in services. The Senior Health Care Coalition was created to identify and address the unmet needs of seniors living in the Seacoast area.



Youthbound Summer Program - Eliot, ME

**Net Assets: \$52,721,699**  
**Total Program Expenditures: \$1,714,378**  
**Community Campus Expenses: \$87,986**

the Portsmouth Regional Nurses’ Association’s Elder Day Program at its new facility on Parrott Avenue in Portsmouth. The program integrated day care and home health care; physical, occupational, speech, and other therapy services; personal care; homemaker chore services and medication management.

Dr. Leighton Cluff, MD, President of the Robert Wood Johnson Foundation (RWJF) presented at the Foundation’s annual meeting this year. In 1985, Foundation for Seacoast Health staff visited Dr. Cluff and many of his staff at

RWJF headquarters in Princeton, NJ to learn techniques for assessing community health needs and the art of grantmaking. At the annual meeting, Dr. Cluff stressed to an audience of over 200 Seacoast community members that all of our nation’s health care problems have “social determinants, social manifestations and social consequences.” He stated that foundations should be prepared to take the risk of initiating efforts to deter health-related problems.



Leighton Cluff, MD

- Highlights*
- *New Clipper Health Center launched at Portsmouth High School*
  - *New elder care facility introduced at Parrott Avenue site*

## 1991 - Focusing On Care

In the spring of 1991, the Trustees evaluated the results of six years of grantmaking in the focused areas of infants and children, adolescents and the elderly.

The Trustees instructed the Foundation to shift its funding strategy in the following ways:

- Narrow the focus and concentrate on fewer, more comprehensive programs;
- Assist the most successful programs to become financially independent;
- Concentrate resources on improving health care delivery systems rather than on particular services; and
- Focus on prevention rather than intervention through a gradual shift in funding from the elderly and adolescent populations to the early childhood years.

A number of studies that stressed the necessity of preventive health-care through a continuum of care

- in contrast to the current fragmentation evident in the national health care system - supported the changes in funding strategy. The Foundation concluded that it was no longer enough to provide health services in the narrow “medical” context, excluding health promotion activities to reduce disease, lower health care costs and facilitate comprehensive continuity of care. This continuum of care should be available to all families with children, and include health education, family planning, prenatal care, delivery, child developmental services, social services and family support programs.



Continuum of Care - Seacoast Healthnet

**Net Assets: \$16,300,012**  
**Total Program Expenditures: \$663,622**

The Women’s Health Initiative funded preventive health programs for young women through the Clipper Health Center, AIDS Response Seacoast and Swiftwater Girl Scout Council. Planned Parenthood of Northern NE provided free breast and cervical cancer screenings for high risk, low-income women.



Clipper Health Center

The Foundation for Seacoast Health moved its offices from Portsmouth Regional Hospital to Fleet Street to make room for the Hospital’s continued growth in clinical services.



Swiftwater Girl Scouts

### Highlights

- *Seacoast Youth Foundation merged with Foundation for Seacoast Health*
- *Architects began facility design for Community Campus*
- *Women’s Health Initiative expanded offerings*

## 1995 - Joining Forces

In 1995, the Seacoast Youth Foundation, with a philosophy of service integration and collaboration, began to take shape.

For the past three years, the planning process involved a comprehensive community assessment of how Seacoast youth and families could be better served. Hundreds of people and organizations participated in the process by presenting their ideas and concerns, exploring and solidifying linkages between agencies, formulating program plans, quantifying space requirements, hunting for appropriate sites and developing a flexible architectural design.

By the end of 1995, the Seacoast Youth Foundation merged with the Foundation for Seacoast Health, becoming a separate committee within the Foundation. With a comprehensive plan in place for what would become the Community Campus, JSA Architects of Portsmouth began facility design.

Negotiations were underway for the purchase of a site large enough to accommodate a number of facilities, walking and biking trails, playgrounds and playing fields. Several agencies expressed an interest in co-locating at the campus including New Heights, Families First, Head-Start, Community Child Care Center and the Portsmouth Early Education Program.



Seacoast Youth Foundation Board of Trustees

*“By the end of 1995, the Seacoast Youth Foundation merged with the Foundation for Seacoast Health...”*

**Net Assets: \$49,265,442**  
**Total Program Expenditures: \$1,408,067**

The Foundation’s Medical Financial Assistance Program made grants this year to nine nonprofit agencies on behalf of their medically indigent clients to assist persons without the financial resources - either through insurance, savings or borrowing against future income - to pay for necessary medical care.

The Foundation heard from many notable presenters this year including the following:

- Clipper Health Center founding advisor, Philip Porter, MD of the Harvard School of Public Health on the topic *“Bring Services to Where the Children Are;”*
- Paul N. Ylvisaker, PhD, former Dean of Harvard Graduate School of Education (HGSE) and recipient of the Council on Foundation’s Most Distinguished Grantmaker Award on the topic *“Foundations Must Take Risks to Effect Change;”*
- Deborah Prothrow-Stith, Former Commissioner of the Massachusetts Department of Public Health and Assistant Professor of Medicine, Boston University Medical School providing a review of her book on adolescent violence;

- Selma Deitsch, MD, Clinical Director of Child Health Services in Manchester, NH on the topic *“Looking at a Comprehensive Community Health Center;”* and
- Katherine Villers, Co-founder and Director of the Families USA Foundation on the topic *“Senior Citizen Health Advocacy.”*



Deborah Prothrow-Stith, MD  
National Expert on Teen Violence

*Highlights*

- *Prevention over intervention emphasized*
- *National health experts invited to the community*

## 1992 - Funding Multi-Year Grants

The Foundation awarded multi-year operating grants to help sustain and grow the following four programs created with major Foundation grants: Families First, New Heights, Clipper Health Center and the Adult Day Program.



Adult Day Program

Clipper Health Center expanded its collaborative effort with York and Portsmouth Hospitals to include Seacoast Mental Health Center, Department of Children and Youth Services, New Heights, Portsmouth Prenatal Clinic (Families First), A Safe Place, Portsmouth Police Department and the University of New Hampshire.

This year a new Dating Violence Prevention Program was funded by the Foundation and piloted with ninth graders at Portsmouth High School. The program sought to prevent and reduce violence in teen relationships through education, skill development and change in social norms.

The Foundation funded the production of a 60-minute TV documentary that focused on adolescent health, sexuality and AIDS. The documentary featured Portsmouth High School students and was produced by UNH – Channel 11 with the assistance of Clipper Health Center.

The Portsmouth Regional Visiting Nurses Adult Day Program continued to grow and function at two sites, the Parrott Avenue facility and the Feaster Apartments. Unlike most elder day programs, the two-sited Adult Day Program separated services with the Feaster site utilized for persons with Alzheimer's disease and related dementia and the Parrot Avenue site

The Women's Health Initiative designed to strengthen women and their families and to develop healthier children, began operations this year. Statistics revealed that many health risk factors for women were moving in the wrong direction. Domestic violence, teen pregnancy, alcohol abuse, smoking and poor eating habits are often the side effects of poverty, inadequate health care and limited employment opportunities. Through this new grants program, the Foundation supported collaborative initiatives that stressed prevention rather than remediation.



Women's Health Initiative



Women's Health Symposium

### Highlights

- *Project Youth became Seacoast Youth Foundation*
- *Architects began facility design for Community Campus*
- *Women's Health Center created*

**Net Assets: \$17,078,434**  
**Total Program Expenditures: \$692,596**

## 1994 - Reaping Benefits

In this year of major transition, the Foundation finally renewed its contract with HCA/Columbia and more than doubled the Foundation's assets. The negotiations resulted in a transfer of \$20 million to the Foundation.

Ten years since the sale of Portsmouth Hospital, Seacoast citizens continued to benefit from a new state-of-the-art facility, superior medical services and excellent hospital management. Portsmouth Regional Hospital, with Foundation oversight, continued to deliver high quality health care in a first rate facility at competitive prices.

Bob Allard stepped down after serving a total of nine years, the last three as the Foundation's President/CEO and Board Chair. Project Youth was still on the drawing board after four years of planning. The search continued to

secure a permanent home for the New Heights program. A separate foundation, the Seacoast Youth Foundation was created by former Trustee Terry Morton to receive Project Youth despite continuing discussion regarding the wisdom of creating a separate foundation and dividing the Foundation's assets.

*"The negotiations resulted in a transfer of \$20 million to the Foundation for Seacoast Health."*



New Heights Program

**Net Assets: \$44,621,876**  
**Total Program Expenditures: \$1,225,065**

reserved for more independent persons who could benefit from individualized rehabilitative health plans

Foundation sponsored community presentations included Russell A. Barkley, MD, a clinical practitioner, scientist, educator and author of several books and papers on the treatment of childhood disorders on Attention Deficit Hyperactivity Disorders in children. Dr. Barkley stated that these children are not lacking in knowledge or skills, but are lacking in motivational ability to behave. Over 70-80% will need medication and continual help in managing their behavior.

Julie Glover, co-founder of The Door, a comprehensive teen program in NYC, shared her experience with the Foundation community. Many of the New Heights earlier skill building activities were modeled after The Door and adjusted for the needs of Portsmouth teens.

Murray Straus, PhD, Professor of Sociology, Founder/Co-director of the Family Research Laboratory at UNH and author of many books and articles on family issues, presented the results of his latest re-

search at a Foundation sponsored seminar. Dr. Strauss' research indicated that corporal punishment by parents, even in moderation, can have many serious side effects.

Research indicates that the more corporal punishment inflicted upon a child, the greater the child's aggressive responses. A strong relationship was found between early corporal punishment and those who assault others as an adult. In addition, the more spankings a child received, the lower their earnings as adults and the higher their probability of depression and aggression. Dr. Straus warned, "Corporal punishment creates and reflects our violent society."

### Highlights

- *Dating Violence Prevention Program funded*
- *Channel 11 documentary produced*
- *Adult Day Program grew*
- *Distinguished speakers addressed community*

## 1993 - Buying Back The Hospital

In 1993, the Foundation Trustees initiated formal discussions with Columbia/HCA regarding the buy-back option in the Asset Purchase Agreement.

The terms of the original contract between HCA and the Foundation established the Foundation as an oversight organization with the power to appoint eight of the nine Hospital Trustees and the power to buy back the hospital at book value after five years of operation. On the eve of the deadline to reach an agreement, with negotiations stalled, the Trustees were forced to exercise their contractual right to repurchase Portsmouth Hospital. All parties involved continued to negotiate in good faith and eventually produced a sound resolution.

*“Dr. Johnson stated, “It is a myth that peers are adolescents’ greatest role models. Parents need to serve as examples through their own actions.””*

**Net Assets: \$23,597,729**  
**Total Program Expenditures: \$733,043**



Portsmouth Hospital Operating Room

This was also the year that two of the Foundation’s founding Trustees, Terry Morton, the first President/CEO and Chair of the Board of Trustees and Rodney G. Brock, the third President/CEO and Chair of the Board left the Board after providing nine years of enlightened leadership.

This year, the Foundation considered a major expansion of the New Heights program called Project Youth. Project Youth was in the conceptual stage of becoming a separate 501(c)3 organization.

The initial design developed the new concept in three phases including Early Childhood, Elementary Years and Early Adolescence with older adolescents served by expanding the existing programs currently offered through New Heights and the Clipper Health Center.

Clipper Health Center indicators showed that students at risk of dropping out of school and participating in Clipper Health Center services were staying in school and that the teen pregnancy rate was in decline. The Center expanded student services accessibility by creating a medical back-up system with Portsmouth Regional Hospital and 24-hour coverage with the Seacoast Mental Health Center.

The Foundation invited Robert Johnson, MD, the Director of the



Robert Johnson, MD

Division of Adolescent Medicine, New Jersey Medical School and Youth Consultant to the Robert Wood Johnson Foundation to speak to the Seacoast community about how parents need to be more open-minded to communicate effectively with their teens. “Parents are terrible listeners,” said Dr. Johnson. “Parents always have to have an answer.” He attributed high statistics of teenage fatalities to misparenting, which he defined as parents failing to spend quality time with their children. Dr. Johnson stated, “It is a myth that peers are adolescents’ greatest role models. Parents need to serve as examples through their own actions.”

### Highlights

- Two founding Trustees completed terms
- Clipper Health Center expanded coverage
- Strong advice provided by noted speakers