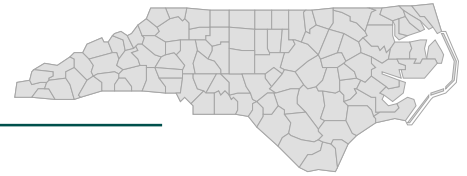


OutReach

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For more information
about the Kate B.
Reynolds Charitable
Trust or about
specific grant
programs, contact
the Trust office in
Winston-Salem.

Phone: (336) 723-1456 or
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Website: www.kbr.org

Making a Difference

Sister Jogues
Mountain Home Nursing Service, Inc.
Hayesville, N.C.

Richard Gottlieb
Senior Services, Inc.
Winston-Salem, N.C.

James D. Bernstein, Office of Research,
Demonstrations, and Rural Health Development
Raleigh, N.C.

Joy S. Grady
Bladen HealthWatch
Elizabethtown, N.C.

Policies change... technology improves... research illuminates... but people make the real difference.

In the quest for improving the delivery of health care services to all North Carolinians, the persistence and dedication of health care professionals and administrators are at the heart of making good things happen.

As the staff of the Health Care Division of the Kate B. Reynolds Charitable Trust work with agencies across the state, they are privileged to meet the men and women who have mission and vision — who breathe life into their agencies and who make a difference for their communities, particularly for medically underserved populations.

Regardless of the size of their agencies, their geographical location, or the particular focus of their work, they seem to share many common traits.

- They find it very difficult to talk about themselves. They are much more concerned with solving problems than with telling their personal stories and receiving accolades. Conversations with them invariably center on the needs of the people they serve and the joint efforts of all who work to fill them.
- They are catalysts for change who often influence public policy — not because they set out to “do

something new,” but because in their efforts to improve life for their clients, they find better ways to serve.

- They are “hands on” managers who work in the trenches with their staffs.
- They are builders. Even when they start with little more than a dream, they find ways to establish strong infrastructures and launch programs that will make a difference over the long term.
- They are passionate in their desire to make life better for those they serve. They are individuals with a mission. They put the needs of their clients first.
- They are inspired by their visions of “what could be,” yet their work is focused on “what is.” They search for realistic solutions to flesh-and-blood issues.

Although it is impossible to recognize all of the many North Carolinians who are making a difference in health care accessibility, the Trust is highlighting the challenges and achievements of four individuals whose agencies are playing vital roles in delivering health care services to the medically underserved.

(See Profiles on Pages 2-3)

James D. Bernstein:

- Founded the nation's first Office of Rural Health. Expanded the work of the Office in serving as the research and development arm of the N.C. Department of Health and Human Services.

Continues as Director of the agency, now called the Office of Research, Demonstrations, and Rural Health Development.

- Helped establish a medical recruitment service to help rural and medically underserved communities recruit physicians and other health care providers.

- Founded the N.C. Foundation for Advanced Health Programs, a non-profit foundation established to secure private funding for wide-ranging health care delivery projects.

Continues to serve as Foundation President.

Joy S. Grady:

- Is Executive Director of Bladen HealthWatch, a nationally recognized nonprofit partnership organization.

- Is a recent graduate of the Healthier Communities Fellowship of the HealthCare Forum.

- Has established a variety of community resources through Bladen HealthWatch: a computer-based resource directory; a consumer library; physical fitness services, including Sneaker Net, a walking club; health and nutrition classes; health fairs and screenings; a speakers bureau for church, civic, and community organizations; and a diabetes support group.



James D. Bernstein Director, Office of Research, Demonstrations, and Rural Health Development; President, N.C. Foundation for Advanced Health Programs, Raleigh

Since 1973, Jim Bernstein has worked in health care delivery to rural North Carolinians. From this experience, he can say with authority that, although there is still much to be done, our state office has the most innovative programs in the country. The 81 rural health centers established across the state by the Office of Rural Health have significantly lowered the patient-to-physician ratio and made primary care more easily accessible in sparsely populated, limited access regions. A complementary program begun in the mid-1980s has helped to re-engineer rural hospitals with emphasis on outpatient care and partnership programs, particularly those aligned with larger hospitals. The Office also provides comprehensive technical assistance to primary care practices, enabling them to run more effective health programs and become self-sufficient.

Key to the success of these programs has been the availability of health care professionals. Since the mid-1970s, the Office has recruited 1,800 physicians, nurse practitioners, physician assistants, certified nurse-midwives, dentists, and dental hygienists to staff rural facilities. The program offers these professionals medical loan repayment incentives.

Four years ago, the Office of Rural Health was expanded as the research and development arm of the state Department of Health and Human Services and renamed the Office of Research Demonstrations and Rural Health. Since its expansion, nine exciting Medicaid pilot programs with long-term implications for underserved populations have been established. "These public/private demonstrations have great promise because they focus on reorganizing existing resources for greater accessibility and accountability. In other words, we are doing more with what we already have in place. Partnerships play an important role in these programs," Bernstein says. "These programs are attracting bright, highly motivated young people who see a chance to make a difference. Their ideas and enthusiasm are energizing the system."

Joy S. Grady, Executive Director Bladen HealthWatch, Elizabethtown

Joy Grady and the Bladen HealthWatchers have proved once again that outreach is key to delivering services that will improve quality of life. In their small, poor, rural community in southeastern North Carolina, they have established a community partnership designed to improve individual health and the collective health of their community through the familiar concept of "neighbors helping neighbors."

Bladen County statistics pose formidable problems to health care delivery: one in every five families lives in poverty; almost one-third of the population is eligible for Medicaid; and more than a third are uninsured or underinsured. Mortality rates for heart disease, stroke, and diabetes-related diseases exceed regional, state, and national rates, and the region has few primary care providers. Prior to HealthWatch, there was no emphasis on health education and little awareness of wellness or healthy lifestyles.

Offsetting these disturbing facts were several positives that had been unpublicized and, to a large extent, untapped. As she began soliciting support for a collaborative effort among health care agencies, she found that many necessary services were offered; however, they had been neither well publicized nor easily accessed. The HealthWatch initiative has brought together Bladen County Hospital and Cooperative Extension, the Health Department, Division on Aging, Bladen County Schools, Social Services, Mental Health and the Town of Elizabethtown. Representatives from each of these agencies, joined by a local minister and a HealthWatcher volunteer, began meeting regularly, planning strategically, and, most importantly, thinking cooperatively. They have pooled resources and eliminated duplication of services. Each of the agencies invests in HealthWatchers through their in-kind contributions of program supplies, materials, and shared staff members. Based on the strength of its organization, HealthWatch received a Diabetes Initiative Project IDEAL grant in 1999 and has established Diabetes Depots to promote better self management of the disease among people with diabetes in Bladen County. "Through education, communication, structure, and joint commitment, the vision of a healthier community is becoming reality in Bladen County," Grady says.





Sister Jogues (Catherine M. Duvall)
Executive Director
Mountain Home Nursing Service, Inc., Hayesville

Sister Jogues and her staff of nurses at the Mountain Home Nursing Service are dedicated to “putting the heart” in health care services for the underserved populations of Clay and Cherokee counties. In 1971, Sister Jogues, with strong community support, started Mountain Home because she was convinced that a local agency could better understand and meet the needs of the homebound in the area, where there are few health facilities, rough terrain makes travel difficult, and there is widespread poverty. In spite of the lack of an infrastructure on

which to build, she has found realistic solutions to delivering maximum care with a minimum of resources.

“We deal with the flesh and blood side of health care,” Sister Jogues explains. “Our nurses get to know the patients and their families. We talk with them and help them. When one of our patients dies, we go to the funeral or visit the family. People appreciate that. In all these years, we have never received negative feedback, but regularly we get notes of appreciation that are very touching.”

Throughout her earlier career and as executive director of Mountain Home, Sister Jogues has focused on working within and trying to improve a system that is “broken” in many ways. Regularly, she communicates her ideas and concerns to state and federal legislators. Her “real-life,” common sense approach to care encourages programming that is patient-centered and ahead of its time. She embraced a holistic approach to home nursing years before it was popular in the health care environment. She established a 24-hour emergency call service since “people don’t always get sick between 8 a.m. and 5 p.m.” Because of the many frail elderly patients who rely on Mountain Home, she pioneered hospice-like care for the terminally ill long before the idea was generally introduced.

Governmental policies surrounding health care programs place ongoing financial pressures on all agencies delivering care to uninsured and underinsured patients. Recent changes in the Medicare reimbursement policies have worsened the plight of small agencies like Mountain Home. Sister Jogues and her staff again face the dilemma of delivering quality care in spite of stringent limitations. Again, they are undaunted in their will to fulfill their mission.

Richard Gottlieb, President & CEO
Senior Services, Inc., Winston-Salem

Richard Gottlieb and the Senior Services organization have been making a difference in the lives of Forsyth County families for two decades.

“We work to fill ‘quiet needs’ — those that often don’t command society’s attention but tend to remain in the background. The needs of seniors generally don’t make headlines,” Gottlieb explains. “But they are very real.”

“Older adults in our society are often very proud and resist asking for help with the everyday living tasks they no longer can handle on their own. But when we begin working with them and visit their homes, we find some tough situations.”

In response to these needs, Senior Services has built a strong infrastructure that enables the development of new programs and expansion of its capacity in order to accommodate growing numbers of seniors. In addition to the Adult Day Care Center and Meals on Wheels programs, Senior Services’ Elder Care Choices program works directly with corporations to build awareness of the resources available to families in the Triad. Since the opening of its state-of-the-art adult day center, the organization offers expanded respite care for families and has doubled the number of elders participating in the Alzheimer’s program.

Despite this growth, Gottlieb sees continuing challenges to meeting the needs of seniors. “There are many inadequacies in the system, particularly in the federal and state reimbursement of home-based care. We look to private funding, such as the Trust, to fill the financial gaps,” he adds. “We are fortunate to have recruited a creative staff, a strong and resourceful board of directors, and a dedicated corps of volunteers. These people breathe life into our programs.”

“It’s such a blessing to be alive now. We can look forward to a longer life than ever before, and we should appreciate our extra years and work to ensure that they are quality years,” Gottlieb says. “That’s our goal — to maintain quality of life for seniors. Although we have much work left to do, I am inspired by the community support we receive, and I feel good about the work we’re doing.”



Sister Jogues:
(Catherine Duvall)

- Has devoted 42 years to community and health development in the rural areas of Clay and Cherokee counties.

- Served as administrator of Glenmary Home Nursing Service, Inc., the first certified home health agency west of Asheville, before starting Mountain Home Nursing Service.

- Provides preventive, acute, chronic, long term, and terminal care to homebound patients. As founder and executive director of Mountain Home Nursing Service, Inc., she and her staff of nurses make more than 19,000 visits per year. Although agency services are available to all ages, more than 85% are at least 65 years old.

Richard Gottlieb:

- Has been President and CEO of Senior Services, Inc. since 1981.

- Worked with R.J. Reynolds Tobacco Co., Sara Lee Corp., Baptist Hospital, and the Wake Forest University School of Medicine to establish Elder Care Choices, a program which serves as a senior service resource center.

- Under his leadership, Senior Services, Inc. has grown from a staff of 12 and a budget of \$190,000 to a staff of 72 and an annual budget of \$3 million. More than 1,000 volunteers work in the organization’s Meals on Wheels program alone.

2001 Satellite Offices

- January 22-26
Greenville
- June 11-15
Asheville
- December 3-7
Fayetteville

**2001 Deadlines
for Applications****Health Care Division**

- March 15
- September 17

**Poor and Needy
Division**

- May 1
- August 1

Grant applications
may be downloaded
from the Trust's
website at
www.kbr.org.

Adger Named Director of Trust's Poor and Needy Division

On October 2, 2000, Joyce Adger joined the Kate B. Reynolds Charitable Trust as Director of the Trust's Poor and Needy Division, with direct responsibility for its day-to-day operations.

"I am very excited about my role as part of the Trust staff," Adger said.

"My previous experience gave me an understanding of what nonprofits are all about, and that will serve as excellent preparation for the responsibilities of this position. I look forward to getting a new perspective. As Poor and Needy Division Director, I'll work directly with Forsyth County agencies that serve the disadvantaged populations of our community. I am eager to begin visiting the agencies — learning more about their services and actually meeting some of the people they serve."

Prior to October, Adger was senior vice president and manager of the North Carolina Charitable Funds Management Department of the Asset and Wealth Management Division of Wachovia, Trustee for the Kate B. Reynolds Charitable Trust. In 1991, when Ray Cope, who had previously managed the Trust for Wachovia, left to become Deputy Director of the Trust, Adger assumed responsibility as Account Manager for the Trust. In that position, she served as chair of the Poor and Needy Advisory Board for 21 years and was a member of the Trust's executive council and the Health Care Advisory Board

throughout the 1990s. From her Wachovia experience, she acquired a good sense of the history of the Trust and was integrally involved with its mission, goals, and strategies.

"Joyce is uniquely qualified to lead our Poor and Needy Division,"

said Cope, who previously filled dual responsibilities as President of the Trust and Director of the Poor and Needy Division. "The growth of the Trust has created many opportunities for expanding our impact in Forsyth County and throughout the state. Joyce will oversee the Division's grantmaking, which amounts to approximately \$6 million annually."

"I am excited about helping to shape policies that will impact the quality of life for people who are financially needy in Winston-Salem and Forsyth County," Adger said.

In addition to her responsibilities with the Poor and Needy Division, Adger will handle designated Health Care Division grants.



Joyce Adger

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