

Strategic Collaborations

Houston Community Health Centers/Denver Harbor Clinic Robert Wood Johnson Foundation's Local Initiative Funding Partners Program

As one of the original funders of Houston Community Health Centers (HCHC), Rockwell Fund, Inc. (RFI) has had the good fortune of watching HCHC's Denver Harbor Clinic site grow to become a Federally Qualified Health Center, a significant accomplishment achieved not only through the dedication and efforts of the community but also through the healthcare knowledge and business expertise of their CEO, Daniel Montez. Originally located on the second floor of a community church, the Clinic currently is the primary healthcare provider to over 4,000 Hispanic children and adults. In 2007 the Clinic provided over 9,000 patient encounters in a medically underserved area that includes nearly 18,000 uninsured and underinsured residents. Opened in 2001, the Clinic's demand was such that it has since expanded to a second facility and is now offering additional services.

In 2008, Denver Harbor Clinic launched the Airline Children's Clinic to provide pediatric care. A new dental facility was also implemented, offering services to pregnant women through the Women's Oral Health Works (WOW) program. As the only community-based, bilingual dental clinic in the community, it expects to provide services to more than 2,000 patients each year.

Denver Harbor Clinic has expanded to double the number of patients treated each year through a unique community partnership resulting in 13 family medicine residents from The Methodist Hospital providing services in their expanded space. The two-story 9,360 sq. foot facility sits adjacent to the original clinic building and houses 10 exam rooms, a community education space and a minor procedure room. Physicians from Methodist will also conduct an outreach program focusing on the obesity and diabetes epidemic among Houston's Hispanic population from this location.

Rockwell's unique partnership with Denver Harbor Clinic started in 2003, when RFI brought together a collaboration of local foundations, key community leaders and city and county agencies to enable Denver Harbor to leverage local foundation support with a highly competitive grant award from the Local Initiative Funding Partners Program (LFP), an initiative of the Robert Wood Johnson Foundation (RWJF), the largest healthcare foundation in the United States. RFI invested \$180,000 in this initiative as the nominating funder and encouraged support from other local funders (see list of Local Funders below), which was a criteria of the LFP.

The LFP is a partnership program between RWJF and local grantmakers that supports innovative, community-based projects to improve health and health care for vulnerable populations. LFP provides grants of \$200,000 to \$500,000 per project, which must be matched dollar for dollar by local grantmakers. The total award is paid out over a three-year or four-year period, and grants are awarded after a competitive process that begins when a project is nominated by a local funder according to the guidelines specified in the Call for Proposals.

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Houston Community Health Centers/Denver Harbor Clinic (continued)

RFI served as the nominating funder for Denver Harbor's application, and as such, fulfilled a lead role that included nominating the Clinic for the matching grant, contributing to the required dollar-for-dollar match, connecting other local funders to the project and helping to guide the Clinic during a critical period of growth. RFI staff accompanied HCHC CEO Daniel Montez to the required LFP orientation, and continued to work with Denver Harbor and all local funding partners over three years to obtain the funding necessary to successfully match RWJF funds. RFI also served as the liaison between the LFP national program office and the other local funding partners and worked to ensure the integrity of the project, including conducting site visits and providing technical assistance. When full grant funding was achieved, RFI then helped stage the highly anticipated grand opening of the Clinic.

Through this collaboration, Denver Harbor received approximately \$1,000,000 in funding from local community partners and RWJF between 2003-2006, which made it possible to operate the Clinic five days a week.

RFI has continued its collaboration with Denver Harbor Clinic to further build its infrastructure by introducing it to the David Weekley Family Fund for a capacity building grant, resulting in an extensive strategic planning process, guided by Sterling Associates, a Houston-based consulting firm providing fundraising, marketing, communications and management consulting to nonprofit organizations. In addition, RFI funded a grant for succession planning consulting, provided by Ellen Cokinos Consulting, helping to ensure Denver Harbor's sustainability and continuity of critical services to their community.

Today Denver Harbor Clinic is a full service Federally Qualified Health Center (FQHC). With an established record of serving the community with a wide range of high quality healthcare, Denver Harbor is considered a model program for replication in the Houston area and beyond. RFI is pleased to partner with Denver Harbor to strengthen its capacity to meet its community's health needs.

Local Initiative Funding Partners:

- The Cullen Trust for Health Care
- The Frank and Brenda Gallagher Family Foundation
- The Junior League of Houston, Inc.
- St. Luke's Episcopal Health Charities
- The Frees Foundation
- The Houston Foundation
- Rockwell Fund, Inc.
- The Simmons Foundation

More information on Denver Harbor Clinic can be found at www.denverharborclinic.org.