The Foundation recently lost a treasure …

Daniel Baer.

Dan was a Founding, Emeritus, board member. As a Director of the Phoenixville Hospital, Dan was part of the team that negotiated the sale of the hospital to the University of Pennsylvania Health System. He then joined the Board of Directors of the, then, fledgling, Phoenixville Community Health Foundation.

Born and raised in Phoenixville, Dan had three loves … his wife, his family, and Phoenixville.

We will miss his knowledge, wit, wisdom, and his unwavering commitment to the Phoenixville community.
The Art of Active Listening

LinkedIn / Glenna Fulks / May 2018

Listening is an art ... sadly ... it has become a lost art. It would seem to be a simple concept, but there are several deterrents that get in the way.

Many of us are guilty of starting a conversation and putting a thought or questions ‘out there’. Instead of giving others time to formulate a response, we quickly re-phrase the questions, or answer it ourselves ... we don’t give ourselves a chance to listen since we never stop talking.

Even when we stop and wait for a response, we often don’t hear or comprehend because we are so busy formulating our reply to what, we assume, they will say. The end result we are are missing so much vital and crucial information.

Here is a tip: Count to eight before you reciprocate. It will feel like an eternity, but be smart and give the person with whom you are talking the time to acknowledge your comment or questions. It will build respect and credibility. You have two ears and one mouth for a reason.

Who is a Loyal Employee?

LinkedIn / Oleg Vishnepolsky / October 2017

Loyal Employees tell you what you need to hear, not necessarily what you want to hear.

Jack was fired because he kept telling his boss what his boss did not want to hear ... the truth. He was a typical loyal employee: He cared about success—of the team, of the boss and his own; he told his boss what the boss needed to hear; he never disagreed with his boss in public; and, he worked hard and was dependable.

To be leaders, we have to understand that: loyal criticism is a true blessing; loyalty is based on honesty and trust; and, loyal employees are precious gems, not stepping stones.
Grantee Corner ... Organizations fulfilling their missions

- Chester County Health Department Nurse Family Partnership
- Women’s Resource Center
- Good Works—Phoenixville
- Northern Chester County Fire Chiefs’ Association
In Grantseeking Your Budget Does Matter

GuideStar March 2018

Annually GuideStar conducts a Grantseeking Survey. One small nonprofit organization noted, “We are not eligible for the award because the funder required a paid ED of $125,000 for two years and a budget of $500,000 or more. Of course, if we had that kind of money there would be no need for a grant.”

Grantmakers generally like to see capacity, as defined by budget size, organizational age, and scope of services. But there are grantmakers, like Phoenixville Community Health Foundation, that do fund organizations with smaller budgets, or all-volunteer organizations, or newer organizations … and these three things often go hand-in-hand.

Here is who responded to this year’s survey:

<table>
<thead>
<tr>
<th>Size Name</th>
<th>% of Respondents</th>
<th>Median Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>15%</td>
<td>$48,000</td>
</tr>
<tr>
<td>Medium</td>
<td>32%</td>
<td>$350,000</td>
</tr>
<tr>
<td>Large</td>
<td>29%</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>8%</td>
<td>$15,080,850</td>
</tr>
<tr>
<td>Extra-Large</td>
<td>17%</td>
<td>$65,000,000</td>
</tr>
</tbody>
</table>

Budget is the key demographic in the grantseeking experience. Larger annual budgets usually mean older organizations and more staff, and more staff means more time dedicated to grant-writing, which produces more applications, which results in more awards. Eighteen percent of all respondents reported that grantseeking’s greatest challenges stemmed from the lack of time and staff.

As budget size increases the challenges of competition, reduced funding and internal organizational issues were reported more frequently. These issues reflect the challenges of supporting and managing a greater staff size and the programs they manage. For smaller organizations, a lack of time and/or staff, the need for a grant writer, and researching and finding grants were more frequently reported. These issues reflect the challenges of managing an organization and programs with smaller staff sizes and volunteer staff.

Budget size had a significant effect on collaborative activities. Sixty-four percent of organizations with budgets of $25 million or more participated in collaborative grantseeking. In comparison, 15-44% of organizations with budgets under $25 million participated in collaborative grantseeking. The collaborative award frequency increased with organizational budget size; larger organizations more frequently reported winning an award.

The survey results show that there are types of funders that are more likely to support an organization based on annual budget size.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Very Large/Extra Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Foundations</td>
<td>53%</td>
<td>79%</td>
<td>86%</td>
<td>90% / 89%</td>
</tr>
<tr>
<td>Community Foundations</td>
<td>43%</td>
<td>63%</td>
<td>70%</td>
<td>73% / 69%</td>
</tr>
<tr>
<td>Corporate Grants</td>
<td>34%</td>
<td>52%</td>
<td>68%</td>
<td>77% / 75%</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>13%</td>
<td>26%</td>
<td>52%</td>
<td>71% / 87%</td>
</tr>
<tr>
<td>State Grants</td>
<td>19%</td>
<td>38%</td>
<td>59%</td>
<td>73% / 81%</td>
</tr>
<tr>
<td>Local Government</td>
<td>22%</td>
<td>33%</td>
<td>49%</td>
<td>61% / 60%</td>
</tr>
<tr>
<td>Other Sources</td>
<td>23%</td>
<td>10%</td>
<td>7%</td>
<td>8% / 5%</td>
</tr>
<tr>
<td><strong>Median Largest Award</strong></td>
<td>$8,000</td>
<td>$25,000</td>
<td>$100,000</td>
<td>$300,000/$800,000</td>
</tr>
</tbody>
</table>
How Quickly Should You Thank a New Donor?  Tom Ahern 1/2018

Research has shown that first-time donors who receive a personal thank you within 48 hours are four times more likely to give again. That is right ... thanking in 48 hours equals a 400% improvement in renewal rates.

First-time donors are ardent. But that ardor cools fast if you don't sustain it. Keep the flame alive and excited by your mission, your vision, and your potential in their lives.

A super-quick thanks gets your organization past what often happens in the same 48-hour period ... buyer’s remorse. The standard for thanking in the nonprofit sector has fallen so low that any unusual gratitude on your part will probably net you far more friends.

So what about that thank you letter?

- You have sent the thank you within 72 hours, or less, of the gift receipt
- You have triple checked the donor’s name and spelling, you have included the gift amount and any restriction the donor has specified
- You have included a “grateful testimonial” quote from someone served or someone in a position to know
- Your pronouns are about the donor—a 3:1 ration of “you” vs “We”
- You are using phrasing that obeys the “BOY Rule: ‘Because of you ...”
- You have included mission impact statements—evidence that your programs work ... keep it brief!
- The “Best Person” has signed the letter ... If you were a donor, who would you like to hear from: a client? The board chair?
- You have included a handwritten personal message ... the “warmth highlight” of the letter.

Some say ... Never, ever, include an ask in a thank you letter. Never, ever, include a donation reply slip. Others say a reply envelope is okay in a thank you but NOT sad stories, negative photos and urgency. The tenor of the thank you packet must be thankfulness and good news.

Remember ... you are talking to someone who gets it and is emotionally well positioned to give again.

Additional Reading:

Tom Ahern: “What Donors Want ... and Why” ; “Seeing Through a Donor’s Eyes”
Roger Craver: “The New Art & Science of Keeping Your Donors for Life”
PCHF NEWS!

Greater Phoenixville Healthcare Scholarship

This scholarship program is a partnership among the Foundation, Phoenixville Hospital and the Phoenixville Hospital Medical Staff,

Since the Foundation’s inception, PCHF has been the managing partner. This is an $8,000 scholarship, payable over four years. It is open to graduating high school seniors, from schools within the greater Phoenixville region, who are pursuing a career in health care. More information on the scholarship can be found at www.pchf1.org / Programs & Initiatives.

This year’s scholarship awardees are:
- Emma Cieszkowski / Spring-Ford High School / Nursing at the University of Pittsburgh
- Don Damon / Owen J. Roberts High School / Pre-Med at West Chester University
- Emma Kotes / Spring-Ford High School / Neuroscience at the University of Pittsburgh
- Kelly McGrath / Great Valley High School / Nursing at Temple University
- Caroline Thompson / Owen J. Roberts High School / Nursing at Drexel University

The Foundation also awards a $1,000 scholarship each year to a graduating senior, pursuing a health-related career, from the Technical College High School—Pickering Campus. This year’s scholarship awardee is Neneh Turay from Spring City who will be attending the Montgomery County Community College’s Nursing program.

The Phoenixville ACES [Adverse Childhood Experiences] Committee began its work nearly two years ago. **What is the Mission?** To create a trauma informed community through public awareness and education while promoting healing, building resilience and mobilizing connections to prevent and reduce the impact of ACEs. **What is the Vision?** That the greater Phoenixville region will become a trauma-informed community offering harmony, hope and help through awareness, empathy and action. **What is the Plan?** To develop public awareness and educational opportunities on four fronts: Awareness among the general public; Awareness among the medical community; Awareness among the education community; and Awareness among the faith-based community.

The Phoenixville ACES Committee meets monthly at PCHF. For more information, or to join the effort, please contact Louis J. Beccaria, President/CEO, PCHF at LJBeccaria@pchf1.org or 610-917-9890.
Assessment of Program Outcomes

Starting in 2017 PCHF has set completion of the Assessment of Program Outcomes workshop as a requirement for grant consideration. Between February 2017 and April 2018, 206 individuals, from seventy organizations, completed the workshop. Dr. John Kelley, formerly of Villanova University, designed the workshop and facilitated the workshops between February and June 2017. Between January and April 2018 Allison Magagnosc of the Public Health Management Corporation facilitated the workshops, using Dr. Kelley’s model. Going forward, PCHF will be offering this workshop at least once per year for those new grantee organizations, or those organization who did not complete the workshop during the initial offering.

Completion of this workshop will continue to be a grant qualifier.

Leaders do not need to be perfect ... They need to be inspiring

We don’t inspire anyone by being perfect.

We inspire by how we deal with our imperfections.

Forget the mistake ... Remember the lesson.

It is a healthy environment where people are not afraid to take responsibility for failures and mistakes.

In such environments rapid learning and progress are made.

In such environments there is no fear. There is only respect.

In such environments people are not expected to be perfect.

They are expected to be humans—creative, energetic, supportive, helping, but NOT perfect.

Because nobody is perfect.

It all starts with leadership that is not afraid to be open about own imperfections, shortcomings and mistakes.

The leader’s job is not to have all the answers, not to know it all, not to do it all.

The leader’s job is to recognize values of other people, create other leaders, and inspire others to do things they themselves did not think they were capable of.

No persons should be promoted to management who think they are always right.

Peter Drucker
Vision, Values & Goals

Our Vision is to make the greater Phoenixville region one of the healthiest places to live and work in the Commonwealth of Pennsylvania.

Our Values are that the activities of the Foundation are characterized by the following principles:

- Ethical behavior to preserve the public trust
- Actions accountable to the Foundation’s stakeholders
- Compassion for the communities the Foundation serves
- Responsiveness and sensitivity to these communities’ needs
- Fair, respectful, honest and professional relations
- Passion in pursuit of philanthropic excellence

Our Goals are to:

- To improve healthcare access for vulnerable populations in our community
- To support leadership and innovation in community health systems and service delivery that contributes to better care for residents, better community outcomes, and lower costs
- To enhance the quality of life for all residents by encouraging healthy living and healthy communities

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