

A. Organization & Contact Information

Case Id: 11135
Name: United Health Centers - 2021/22
Address: *No Address Assigned

Completed by tricehickman@yahoo.com on 11/20/2020 8:33 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

United Health Centers

A.2. Project/Program

Providing Continuous Access to Health Care for the Homeless

A.3. FY 2021-22 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$2,900,000.00

A.5. Mailing Address

3009 Waughtown Street Winston-Salem, NC 27107

A.6. Project/Program Location Address

414 E NW Blvd Winston-Salem, NC 27105

A.7. Organization Website

www.uhcenters.org

A.8. Year 501(c)(3) status obtained

2005

A.9. Organization Fiscal Year

June 1- May 31

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

LaShun Huntley

A.13. Email

lhuntley@uhcenters.org

A.14. Phone

(336) 298-8728

CONTACT

A.15. Name, Title

LaShun Huntley

A.16. Email

lhuntley@uhcenters.org

A.17. Phone

(336) 298-8728

BOARD CHAIR

A.18. Name

Ron Brown

A.19. Term Expiration

05/31/2022

A.20. Email

rbrown@sharenote.com

A.21. Phone

(336) 624-5957

B. Project Overview

Completed by tricehickman@yahoo.com on 11/20/2020 8:39 AM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

United Health Centers's (UHC) proposed project/program aims to provide continuous access to healthcare for homeless individuals in Winston-Salem, NC, through our efforts to; 1.) maintain our collaborative partnership with Samaritan Ministries to provide free of charge comprehensive medical care to their homeless clients and, 2.) actively engage the homeless (tent communities, street outreach) in and around our organization's Peters Creek Parkway facility, with an emphasis on homeless veterans. Homelessness has long presented serious risks to the physical, mental, and emotional health and safety of those living without permanent shelter, and now, as the Coronavirus pandemic rages throughout our community (and around the world), the homeless population is more vulnerable than ever. There are a number of factors that contribute to homelessness such as; lack of affordable housing, substance abuse, poverty, domestic violence, and mental illness. As a general practice, the focus of helping homeless individuals and families has been to provide consistent, safe, and affordable shelter and dwelling spaces to those living without it. In addition to the aforementioned socioeconomic factors, the lack of access to medical and behavioral healthcare services is a substantial contributor to why individuals find themselves in a state of homelessness.

Because COVID-19 is a highly contagious air-borne disease that is easily spread through person-to-person contact, the virus has presented unprecedented risks to homeless individuals who find themselves in positions where social distancing and other health precautions present a daily challenge. UHC is on the front-lines of providing access to high-quality, affordable, comprehensive healthcare services to individuals and families, regardless of their insurance status or their ability to pay. Currently, UHC is proud to provide these same comprehensive medical services—free of charge—one day per week to individuals at Samaritan Ministries, who would otherwise not have access to this caliber of high-quality healthcare. This much needed service comes at a financial cost to our organization's bottom line, thus is the reason we are applying for assistance from the City of Winston-Salem.

UHC will use the funds from the City of Winston-Salem, to help supplement the salary of the organization's Clinical staff members who provide healthcare services at Samaritan Ministries. In tandem with grant funding, we will leverage internal, non-monetary resources through our Community and Civic Engagement staff to provide advocacy and outreach efforts to the homeless living in tent communities, and the streets, in and around our Peters Creek Parkway facility. Our goal is to supplement the cost of clinical staff salaries who provide medical services at Samaritan Ministries, so that our organization can continue to provide seamless access to high-quality, comprehensive medical services to people in need, as well as increase our engagement about health and the services we offer to the homeless population.

B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

Participants will access the proposed project through scheduled medical appointments with UHC's clinical staff members. The assigned clinical staff—consisting of a medical provider (Physician, Physician Assistant, or Nurse Practitioner) and a nurse (or certified nurse assistant)—will conduct health assessments, evaluations, diagnoses and/or

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referrals, and provide treatment for patients as needed. The participants will derive a beneficial outcome from their participation by their ability to receive access to high-quality comprehensive healthcare services that are free of charge through our collaborative partnership with Samaritan Ministries. One hundred percent (100%) of the participants are uninsured, and would not otherwise have access to the type of comprehensive healthcare services that UHC provides. This much needed care will allow participants to lead healthier and more productive lives, which in turn will contribute to the overall health and wellness of the community.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

1

Maximum Number of Participants to Be Served at a Single Time

2

Unduplicated Total Number of Participants to Be Served During the Program Year

127

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

The population to be served is primarily homeless men who receive medical care through UHC's collaborative partnership with Samaritan Ministries. One hundred percent (100%) of the participants live below the poverty line and have no permanent housing. Many of the participants have been diagnosed with preexisting conditions—high blood pressure, diabetes—and suffer from substance abuse and/or mental illness. The aforementioned preexisting conditions make the participants particularly vulnerable for, and susceptible to, contracting and suffering from COVID-19, with outcomes that are not favorable.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

The unmet need that UHC's proposed project seeks to address is to provide access to high quality, comprehensive medical, dental, and behavioral healthcare services for homeless men who would not otherwise have access to care. The homeless men whom we aim to continue to serve need the proposed assistance in order to receive preventive care and treatment that will afford them the opportunity to live healthy and productive lives. This population is especially vulnerable as COVID-19 continues to rage in the community.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

UHC's collaborative partnership with Samaritan Ministries allows our organization to offer high-quality, comprehensive medical and behavioral health services to homeless men in need. This collaborative partnership is the basis for access to

care for a vulnerable population who would not otherwise be able to obtain regular healthcare visits, receive treatment for illnesses, and benefit from preventive care that will enhance their overall health. Our collaboration with Samaritan Ministries will contribute to the planning, implementation, operation, oversight, and performance measures of the proposed project/program by providing direct access to our partner's reporting structure, data base of clients, and their Homeless Management Information System (HMIS) software that is used by the city to record and tract information used to gauge outcomes and performance measures. The organization will also utilize our own reporting infrastructure that consists of our Uniform Data System (UDS), to monitor the project/programs' data. UHC also has a collaborative relationship with a shelter providers group—which meets monthly—and is an opportunity to share information and work with other safety net organizations throughout the city to provide care for the underserved.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by tricehickman@yahoo.com on 11/20/2020 8:45 AM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Healthy Environment

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if the stated program goals provided in C.5. are not achieved.

Through our collaborative partnership with Samaritan Industries, UHC will monitor and evaluate the project/program through the City of Winston-Salem's Homeless Management Information Systems (HMIS) software, as well initiate our own training of the city software once we are awarded the grant funds. In addition, UHC will utilize our Uniform Data System (UDS) software, which is a reporting tool that is required through our designation as a Federally Qualified Health Center (FQHC). We will also extrapolate information through eClinical Works, which is our Electronic Health Records (ERH) software. We have every confidence that if funded, our capable and talented staff will be able to successfully achieve our goal of providing continuous access to much needed medical, dental, and behavioral health services to the homeless, especially during these difficult times that have been made even more challenging due to COVID-19. However, if for some unforeseen reason we are not able to directly provide the aforementioned continuous healthcare services, our clinical staff will work to provide participants with referrals to other agencies and/or provider services that will ensure their patient care.

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C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

UHC will utilize a combination of our Electronic Health Records (EHR) and Uniform Data System (UDS) software to track participant and program data, as well as make effective use of the City of Winston-Salem’s Homeless Management Information System (HMIS) software—which our collaborative partner also uses— to capture project/program information that will allow us to gauge our effectiveness and measure our success. System reports will be run monthly, and will be evaluated quarterly. This timed approach to data analysis will afford us the opportunity to determine what is working, and what is not, so that we can adjust our strategies in order to meet and/or exceed our goals.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
<p>United Health Centers’s (UHC) proposed project aims to provide continuous access to healthcare—free of charge—for 140 homeless individuals in Winston-Salem, NC, through our collaborative partnership with Samaritan Ministries.</p>	<p>Our proposed activities include; Maintaining our collaborative partnership with Samaritan Ministries to provide seamless access to continuous comprehensive medical, dental, and behavioral healthcare services to their homeless clients, and 2.) Actively engage the homeless (tent communities, street outreach) in and around our organization’s Peters Creek Parkway facility, with an emphasis on homeless veterans.</p>	<p>Provided medical care to 127 homeless men.</p>	<p>Due to COVID-19, it has been challenging to serve the same number of patients. From January 2020, through March 2020, we served 46 patients. After COVID-19 began to surge throughout the community, UHC's clinical staff remained committed and continued to see patients, resulting in high-quality care to 50 patients from March to early November. We hope to serve an additional 20 patients in the last two months of the 2020 calendar year, bringing our total</p>	<p>We anticipate serving a minimum of 140 patients.</p>

			patients seen to 116 patients.	
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	127	127
FY 20-21 Current Year Projected Results	116	116
FY 21-22 Next Year Anticipated Results	140	150

C.6. FY 19-20 Program Accomplishments

Project/Program accomplishments for FY 19-20, include; provided wellness check-ups and comprehensive medical, dental, and behavioral healthcare services to 127 homeless individuals who would not otherwise have had access to care, diagnosis and treatment of potentially life-threatening illnesses such as diabetes and hypertension. Our clinical staff was able to provide care to eighteen (18) patients who were diagnosed with diabetes, and twenty-nine (29) patients who were diagnosed with high blood pressure.

C.7. FY 21-22 Key Objectives

The emergence of the Coronavirus pandemic has changed the landscape of many things in the world, and no other infrastructure has felt the blow of COVID-19 as deeply as healthcare systems around the globe. From large hospital systems, to Community Health Centers (CHC), to small clinics in rural towns, front line workers in healthcare are battling the deadly disease one patient at a time. As has been previously stated, the homeless population has suffered greatly, this vulnerable population’s access to equitable healthcare is now more fragile and tenuous than ever. With this in mind, our scope and key objectives will adapt to meet the needs of this disadvantaged group. Key objectives include; 1) provide adequate staffing of clinical employees to meet the needs of patients, 2) provide patients with information/health literacy that will help them stay as safe as possible, 3) provide patients with hand sanitizer and any other supplemental health aids that are on hand, 3) perform medical examinations and order appropriate medical tests as needed, 4) refer patients to other treatments and resources as needed for food/mental and behavioral health/job training/life skills, etc., 5) schedule follow-up with patients to measure their progress.

D. Organizational Capacity

Completed by *tricheickman@yahoo.com* on 11/20/2020 12:11 PM

Case Id: 11135

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D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

UHC is the only Federally Qualified Health Center (FQHC) in Forsyth County, NC. We are an organization that is committed to providing access to high-quality, affordable, comprehensive healthcare for all residents of Winston-Salem, and Forsyth County, NC, regardless of their insurance status, and/or their ability to pay for services rendered.

Our mission is to provide equitable care that builds healthier communities. We offer comprehensive healthcare services that include medical, behavioral health, and dental care.

The proposed project will allow us to advance our mission by providing continuous access to our world-class healthcare to underserved, homeless individuals who are without health insurance and/or cannot pay at their time of visit. UHC will leverage the funding that we receive from the city by utilizing our internal, non-monetary resources through our organization's Community and Civic Engagement Department, which will actively engage the community by increasing awareness about UHC's services, as well as provide information about how to improve one's health, especially during this time of health uncertainty that COVID-19 has created.

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

UHC has been in operation, seeing patients, for eleven (11) years.

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

UHC benefits and serves the city of Winston-Salem, and its citizens, by providing access to high-quality, affordable, comprehensive medical, dental, and behavioral health services for all individuals and families, regardless of their insurance status or their ability to pay for services when rendered. Some of the beneficial services we provide include; medical check-ups and exams, physicals, prenatal care, well-woman care, immunizations, pediatrics, behavioral health, dental care, and referrals to partner agencies who are safety net providers. These services positively impact and improve the overall health and well-being of residents throughout the city who need it most. UHC also provides an estimated \$1.2 million yearly in uncompensated care, which is a great help and economic equalizer to the City of Winston-Salem because our services offset the costs for uninsured persons using EMS services as well as emergency rooms visits at local hospitals. UHC also employs a staff of over forty (40) employees, which contributes to the uplift and economy of the city by providing an above average living wage to our employees that allows them and their families to thrive.

STRUCTURE (5 POINTS)

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D.4. In the chart below, list key personnel involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Medical Provider (MD, PA)	Medical Provider will conduct medical visits with patients that include; check-ups, wellness exams, general office visits, provide diagnosis and treatment plan, and referrals as needed. They will also schedule follow-up visits, tests, any other tasks deemed necessary to provide optimal patient care.	10	16.00 %
Nurse (RN, CMA)	Nurse (RN, CMA) Nurse will assist medical provider with patient visits that include; taking patient vital signs, conducting preliminary screening of patient symptoms, communicating patient concerns with medical doctor, and any other tasks deemed necessary to provide optimal patient care.	10	50.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
LaShun Huntley	Chief Eexecutive Officer	\$183,705.00	0.00 %
Dr. Kia Johnson	Dental Director	\$159,140.00	0.00 %
Tonya McDaniel	Director of Human Resources	\$96,824.00	0.00 %
Jennifer Montgomery	Director of Pharmacy	\$119,000.00	0.00 %
Emilie McNair	Clinical Lead	\$105,331.00	0.00 %
Dr. Lindsey Sachs	Physician Lead	\$172,203.00	0.00 %
Lydia Mason	Chief Financial Officer (Contractor)	\$140,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

ORGANIZATIONAL CHART -1.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

UHC's HR Department has implemented concise and structured hiring procedures that provide the most diverse candidate pool by facilitating the delineated process below:

- 1) The position and the related job description are posted on various websites:
 - a) The United Health Centers' website: www.uhcenters.org; under the tab about us: Employment Opportunities.
 - b) The Unemployment website NCWorksonline.
 - c) The Winston-Salem Urban League.
 - d) Indeed.com.

- e) Health Resources and Service Administration website: www.hrsa.gov.
- f) Other partnering agencies are contacted when we have an open position such as Temp agencies, State of North Carolina Office of Rural Health, Que Pasa Media, Universities/ Institutes (Winston-Salem State University, Forsyth Tech, Living Art Institute ...).
- 2) The resumes are received in the HR department and forwarded to be reviewed by the Designee (CEO, CFO, DHR, and/ or Special Project Manager) for the Administrative positions and the CMO and the Designee (Practice Manager or Providers) for the Clinical positions.
- 3) The resumes approved by the Designee are sent to HR
- a) A soft phone interview is done by HR or the Designee (Practice Manager or other)
- 4) The applicant is interviewed by the Direct Supervisor and a Designee (HR, Practice Manager, Providers). The Interview questions form includes a scoring evaluation section.
- 5) The 3 Professional Reference Check are completed by HR.
- 6) The top 3 applicants are invited for a 2nd interview with an assessment to complete or a job shadowing session
- 7) The background check is done by HR
- 8) The Direct reporting supervisor share his/ her final decision with the DHR
- 9) A written conditional offer letter is sent by email to the applicant selected. (Prior to the written conditional offer letter, the DHR contacts the applicant and verbally announces the content of the conditional offer letter).
- 10) A letter of acceptance is received back from the applicant.
- 11) A letter of rejection is sent to all other applicants.
- 12) A Drug screening test is required to be done within 24 hours after the verbal/written conditional offer letter is made.
- An onboarding and start dates are scheduled based on the pay period schedule.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		1	4	
Professionals	1			3	1	2
Technicians					8	2
Office/Clerical	1		1	1	5	9
Laborers/Service Workers						
Total Full-Time						

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						1
Laborers/Service Workers						1
Total Part-Time/Temp						

D.8.

Attach a list of all Board Members AND compensation (other than per diem) *Required

BOD Contact Information.doc

D.9. Number of full Board meetings held during the last twelve months

12

D.10. Number of Board's Executive Committee meetings held during the last twelve months

12

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Our proposed project/program is currently up and running, thus, allowing our organization to ensure optimal results. The project/program will be executed by two designated clinical staff members that consist of a medical provider (MD, PA) and a nurse (RN, CMA), who will work in tandem to provide comprehensive medical care to homeless patients at Samaritan Ministries. The key contingency that we currently have in place is to continue to pay for the salaries of the two clinical staff participants of the project/program, and/or, cut their hours in order to stay within our budget. Cutting staff hours will result in a reduced schedule for patient care.

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

UHC prides itself on practicing what is at the heart of our mission, which is to provide equitable care that builds healthier communities, and, to that end, we will ensure that our policies and procedures are fair, equitable, structured, unbiased, and most importantly, accessible to all homeless persons who seek medical care. Our clinical staff will provide access to comprehensive healthcare services regardless of the individuals insurance status or their ability to pay at the time that services are rendered. We will reach prospective patients through our collaborative partnership with Samaritan Ministries. We will also utilize UHC's Community and Civic Engagement staff who will help disseminate information in the community by attending meetings, events, and conveying information by word of mouth.

E. Cost Effectiveness

Case Id: 11135

Name: United Health Centers - 2021/22

Completed by tricehickman@yahoo.com on 11/20/2020 8:56 AM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$453,295.00	\$248,184.00	\$0.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$51,240.00	\$12,000.00	\$0.00
Total Expenditures by Program	\$504,535.00	\$260,184.00	\$0.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$3,277,636.00	\$870,983.00	\$0.00
Employee Benefits	\$554,546.00	\$147,237.00	\$0.00
Facility Rent and Utilities	\$345,020.00	\$124,544.00	\$0.00
Training and Conference Registration	\$8,420.00	\$3,000.00	\$0.00
Membership and Dues	\$20,000.00	\$25,461.00	\$0.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$319,944.00	\$115,956.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$4,525,566.00	\$1,287,181.00	\$0.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$2,923,947.00	\$1,307,982.00	\$0.00
Admissions/Program Revenues/Sales	\$2,106,154.00	\$498,441.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$5,030,101.00	\$1,806,423.00	\$0.00

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

Insurance, Community Education, Postage, Printing/Outreach, Processing Costs, Repairs, Maintenance, Storage Fees, Depreciation.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2020	1	\$1.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Salary for Medical Provider (MD, PA)	\$25,000.00	\$75,000.00	HRSA Grant
Salary for Nurse (RN)	\$25,000.00	\$25,000.00	HRSA Grant
	\$50,000.00	\$100,000.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

Salary for Medical Provider = UHC will use the City resources to offset the cost of the provider's salary
 Salary for Nurse = UHC will use City resources to offset the cost of the nurse's salary

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Samaritan Ministries is the stakeholder agency that is providing non-monetary assistance for our project/program by; making their clients aware of UHC's services, helping to follow-up with clients, and serving as a liaison between their clients and UHC's provider and nurse.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

UHC's request is different this year from prior years requests in the depth of its scope and range of its activities. In previous years, UHC requested funding to; supplement the rental cost of our Southside Facility; supplement the cost of much needed medical supplies and equipment for our clinical staff, and help pay for the cost of new technology devices for medical providers and office furnishings for our (at the time) newly opened Peters Creek Parkway Facility. This year's request involves funding that will supplement the cost of the salary for a Medical Provider and Nurse who

will provide seamless access to continuous comprehensive medical healthcare services to the homeless free of charge. During this pandemic, healthcare services to the vulnerable are more urgent than ever before.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

UHC will sustain the project/program funding in future years by continuing to leverage funding from other sources such as (Health Resources and Services Administration) HRSA. The organization's leadership operates with a forward-thinking strategy, anticipating the market and socioeconomic volatility that may come, as we are experiencing now as a result of COVID-19, and its effects on our healthcare system, economy, and social structures. With that in mind, UHC is hopeful that the City of Winston-Salem will assist us as we strive to provide much needed care to the homeless.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

UHC has already experienced barriers to project implementation of providing seamless access to comprehensive medical care for the homeless, and the impediment is a direct result of COVID-19. Prior to the start of the pandemic, the homeless patients that our clinical staff serve at Samaritan Ministries generally came into the facility for treatment during lunch time, however, due to COVID-19, lunch is no longer served in the traditional manner of gathering to sit down and eat. The organization now serves meals as "grab-n-go" bags/boxes. This change has resulted in some individuals not coming inside or staying long enough to receive treatment. We plan to overcome this barrier by continuing to be present on-site, as well as work with Samaritan Ministries staff to reiterate our presence to their clients. We will also place brochures and health literacy information in areas where homeless individuals will have access to them. UHC will also utilize our Civic and Community Engagement staff to implement outreach strategies in the community that will engage the homeless population.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

The only institutional barrier to the project/program that we foresee would be lack of funding to pay the salaries of the two (2) clinical staff employees who will facilitate medical care to the homeless. We plan to overcome that barrier by reducing the hours of the clinical staff, thus, reducing our costs. However, taking this approach would also mean reduced access to those most in need.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$50,000.00
Number proposed to be served for the year:	140
Average City funds per beneficiary:	\$357
Proposed funds from all sources:	\$200,000
Number proposed to be served for the year:	140
Average total funds per beneficiary:	\$1,429.00

F. Required Documents

Completed by tricehickman@yahoo.com on 11/20/2020 9:06 AM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required
UHC POLICIES&PROCEDURES.PROCUREMENT 12042018-1.pdf

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required
990 Form.pdf

Organization By-Laws *Required
Board Approved By-Laws 2020-1.pdf

Articles of Incorporation *Required
Articles of Incorporation-1.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
UHC Employee Handbook 04.2020-1.pdf

IRS 501(c)3 Designation Letter *Required
IRS- TAX EXEMPT STATUS 073019-1.pdf

Audited financial statements or a third-party review *Required

Audited Financial Statement.United Health Centers 5-31-2020 - FS-2-1.pdf

North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)

***Required**

Secretary of State.Good Standing.jpg

Other

Letter to City. Other.docx

G. Income Based Projects/Services Only

Case Id: 11135
Name: United Health Centers - 2021/22
Address: *No Address Assigned

Completed by tricehickman@yahoo.com on 11/20/2020 12:11 PM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by tricehickman@yahoo.com on 11/20/2020 12:12 PM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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Documentation

Market study or other analysis to verify the need for the project.

***No files uploaded*

Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Case Id: 11135

Name: United Health Centers - 2021/22

Completed by tricehickman@yahoo.com on 11/20/2020 12:12 PM

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by tricehickman@yahoo.com on 11/20/2020 12:12 PM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by tricehickman@yahoo.com on 11/20/2020 12:12 PM

Case Id: 11135

Name: United Health Centers - 2021/22

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Trice Hickman Hayes

Electronically signed by tricehickman@yahoo.com on 11/20/2020 12:12 PM