

Program Overview

Completed by ribrantley@novanthealth.org on 4/21/2022 1:48 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by ribrantley@novanthealth.org on 4/24/2022 11:43 AM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Forsyth Medical Center Foundation d/b/a Novant Health
Forsyth Medical Center Foundation

A.2. Mailing Address

1701 South Hawthorne Road Winston-Salem, NC 27103-4015

A.3. Organization Website

<https://supportnovanthealth.org/regional-foundations/forsyth/>

A.4. Year 501 (c)(3) Status Obtained

1,999

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Heather

A10. Last Name

Egan

A11. Title

Chief Philanthropy Officer

A12. E-mail

hegan@novanthealth.org

A13. Phone Number

(336) 718-2021

BOARD CHAIR

A14. First Name

Joseph

A15. Last Name

Ely

A16. E-Mail

jely@triad.rr.com

A17. Phone Number

(336) 768-3897

A18. Term Expiration Date

12/31/2024

B. General Project Information

Completed by ribrantley@novanthealth.org on 4/21/2022 1:31 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Bridges to Healthcare

B.2. Project Location/Address

Novant Health Forsyth Medical Center 3333 Silas Creek
Parkway Winston-Salem, NC 27103-3013

PROJECT CONTACT/MANAGER

B3. First Name

Arkia

B4. Last Name

Armstrong

B5. Title

Director of Pipeline and Recruitment Program

B6. E-Mail

anchisholm@novanthealth.org

B7. Phone Number

(336) 277-6705

C. General Project Narrative

Completed by ribrantley@novanthealth.org on 4/23/2022 10:26 AM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

Novant Health Forsyth Medical Center (NHFC) Foundation will expand its new Bridges to Healthcare (BTH) program to engage students from underserved and underrepresented communities in Greater Winston-Salem. The BTH program is managed by the Novant Health Pipeline and Recruitment (P&R) team that is part of Novant Health People and Culture, formerly known as the Human Resources department.

BTH is a creative internship program that provides hands-on experience at NHFC to encourage underrepresented local high school students to pursue healthcare careers. BTH closes career preparation gaps by providing minority and underrepresented students from local Title 1 high schools with paid, entry-level internship positions. Positions are part-time during the school year and up to full-time during summer months, providing professional immersion opportunities. Internships are available in various Novant Health departments ranging from administrative to clinical services. To qualify for the program, applicants must be enrolled in grades 9-12 in a Greater Winston-Salem Title 1 high school and have a minimum grade point average of 2.5 on a 4.0 scale.

In 2021, Novant Health received a grant from the John M. Belk Endowment to support 10 interns per semester (30 per year) in Greater Winston-Salem for three years. The program began in January 2022 and already has met with success and high demand for student placement that significantly exceeds the amount of funding available. In addition to funding 10 internships per semester, funding from the Belk Endowment also supports intern expenses related to transportation, food, and branded lab coats. The Belk grant supports approximately 0.25 FTE P&R specialist salary and benefits in year one to support the program. The total investment from the Belk Endowment for the Winston-Salem intern program is approximately \$513,408 over three years.

The P&R team respectfully requests funding from the City of Winston Salem ARPA grant to expand the intern program to include an additional five interns per semester (15 per year). With ARPA support, the total number of BTH intern stipends will be 45 per year (135 over three years). Funding from the ARPA grant also supports costs related to transportation, food, and branded lab coats for the additional 15 interns.

Additionally, ARPA funding supports approximately 0.25 FTE P&R specialist salary and benefits to bring the position to 0.5 FTE in Greater Winston-Salem. The P&R specialist collaborates with school partners to recruit and interview applications, assist interns with program onboarding, process requests for transportation assistance, order meal cards and program supplies, mentor and assist interns with career coaching, and work with Novant Health leadership to provide meaningful and interactive department internship placements. The total requested amount from ARPA funding is \$324,606.

The Novant Health People and Culture team supports 0.25 FTE for the P&R specialist position (\$54,798) as in-kind support for the project.

Additional budget detail is provided in Section D.

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

Prospective interns apply using the Internet Collaborative Information Management System (iCIMS), which is a cloud-based talent platform that provides solutions through every stage of talent development. Once enrolled in BTH, the intern benefits from a carefully designed experiential learning approach to build professional skills that address health inequities and increase diversity among healthcare workers.

The BTH model is based on solid principles of apprenticeship-based approaches to career-entry. “See one, do one, teach one,” is a traditional adage in healthcare. It is a simplified but accurate description of the hands-on approach that BTH employs and which the team employs to focus on recruiting underrepresented students for future careers in healthcare. Up until about 25 years ago, young hospital volunteers, known as “candy strippers” because of their striped uniforms, were a common sight in hospitals throughout the country. Under the guidance of nurses and physicians, these volunteers worked with patients providing transportation, administrative, visitation, and other support functions that provided on-the-job experience enabling the volunteer to make informed career decisions (tinyurl.com/ycka6y83, accessed 4/13/22).

C.3 Total estimated number of unique participants to be served annually

45

C.4. Will program beneficiaries be only residents of Winston-Salem?

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$324,606.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

N/A

C.8 Operating Spending Timeframe

36 months

D. Project Budget Categories

Completed by ribrantley@novanthealth.org on 4/23/2022 10:33 AM

Case Id: 15239
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D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Intern stipends (15 interns per semester x \$15 per hour x 236 hours per semester x 3 semesters per year x 3 years)	\$477,900.00
Intern transportation assistance (15 interns per semester x \$15 per day x 5 days per week x 50 weeks x 3 years)	\$168,750.00
Pipeline recruitment specialist 0.50 FTE (\$40 per hour x 1,040 hours per year + 26% benefits with 3% cost of living adjustment annually)	\$162,013.00
Intern meal cards (15 interns per semester x \$7 per day x 5 days per week x 50 weeks x 3 years)	\$78,750.00
Branded lab coats for interns (\$40 x 45 interns year x 3 years)	\$5,400.00
	\$892,813.00

Capital Costs	Total
N/A	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
John M. Belk Endowment (secured)	\$513,408.00
City of Winston-Salem ARPA (requested)	\$324,606.00
Novant Health People and Culture in-kind support	\$54,799.00
	\$892,813.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
John M. Belk Endowment (secured)	\$513,408.00
	\$513,408.00

E. Demographic and Geographic Distribution

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Completed by ribrantley@novanthealth.org on 4/23/2022 10:33 AM

E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

90.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by ribrantley@novanthealth.org on 4/23/2022 10:34 AM

Case Id: 15239

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Address: *No Address Assigned

F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 2

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you selected.

Even before the COVID-19 pandemic, healthcare systems across the U.S. faced challenges attracting, retaining, and developing talent, especially among underrepresented populations. The BTH program expands engagement and partnerships to develop a modern internship program to provide alternative pathways for underserved individuals to learn and prepare for health-related career opportunities.

BTH intended outcomes support the City of Winston-Salem's Tier 1 focus on job creation and workforce development strategy by incorporating equity, diversity, and inclusion in its core values and recruitment strategy. Additionally, BTH intended outcomes align with the City's Tier 2 strategies to reduce poverty and engage community partners to eliminate barriers to economic mobility. BTH addresses health-related and educational disparities and promotes equity in the healthcare workforce in collaboration with Winston-Salem/Forsyth County Schools and Forsyth Technical Community College.

Moreover, this program is timely, critical, and aligns with myFutureNC's goal to increase the number of North Carolinians with a high-quality credential or postsecondary degree to at least two million individuals by 2030. The myFutureNC initiative is a statewide nonprofit organization focused on educational attainment and is the result of cross-sector collaboration between North Carolina leaders in education, business, and government ([tinyurl.com/5cnuz6uw](https://www.tinyurl.com/5cnuz6uw), accessed 4/13/22).

BTH enables Novant Health to provide systematic on-the-job training, mentorship, and resources to transition high school students to professional careers in healthcare. Creating opportunities for talented, determined individuals early in their journey is a crucial step toward nurturing local talent, bridging the equity gap, and strengthening community human resources. From an even broader social perspective, studies show that successful programs contribute to improved early childhood education, stronger families, increased home and automobile ownership, reduced public assistance, reduced crime, and an expanded tax base ([tinyurl.com/43e665vr](https://www.tinyurl.com/43e665vr), accessed 4/13/22).

G. Collaboration

Completed by ribrantley@novanthealth.org on 4/25/2022 12:10 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

The primary collaborators in the BTH initiative are the eight Title 1 Winston-Salem high schools and Forsyth Technical Community College:

- R.J. Reynolds High School
 - J.F. Kennedy High School
 - Carver High School
 - North Forsyth High School
 - Parkland High School
 - Robert B. Glenn High School
 - Winston-Salem Preparatory Academy
 - Main Street Academy
-
- Forsyth Technical Community College

H. Administration/Reporting

Completed by ribrantley@novanthealth.org on 4/23/2022 11:07 AM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	<p>The P&R team employs the subjective workload assessment technique (SWAT) to determine time, mental effort, and stress load for BTH participants. The team determines load dimensions in each of the three areas and employs results to analyze and adjust intern workloads (tinyurl.com/ftmr8a9f, accessed 4/19/22).</p> <p>The P&R team will measure:</p> <ul style="list-style-type: none">• Number of interns applying for internships per session• Number of enrolled interns per session• Number of interns entering health-related careers after one and four years
Effectiveness/Outcome	<p>The P&R team establishes partnerships to build a foundational infrastructure for workforce pipelines that afford gainful employment to underserved individuals in Greater Winston-Salem.</p> <p>Program team members anticipate the following measurable outputs during the grant period:</p> <ul style="list-style-type: none">• Team members establish effective collaboration with county school system leadership in eight Title 1 high schools serving students from targeted priority zip codes/census tracks.• Team members establish effective collaborations with Forsyth Technical Community College and its healthcare-related diploma, certification, and/or licensure programs in Winston-Salem.• Team members establish effective collaborations with at least two post-high school graduation employment services to recruit jobseekers from target populations.• The team enrolls up to 135 interns, 45 of whom (33 percent) supported by ARPA funds and 90 (67 percent) supported by John M. Belk Endowment funds.• At least 80 percent (108) interns complete the program.• At least 20 percent (27) interns transition to the community college

	system to pursue a health-related career. <ul style="list-style-type: none">• At least 75 percent of interns who complete the program indicate on post-participation survey they are optimistic about personal career and financial achievement.
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H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

tinyurl.com/4e8hmkz9

Program Model Evaluation

***No files uploaded*

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

Novant Forsyth Bridges to Healthcare ARPA Risk Matrix FINAL, 042322.pdf

I. Capacity

Completed by ribrantley@novanthealth.org on 4/23/2022 10:43 AM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Novant Health exists to improve the health of our communities, one person at a time. Novant Health endeavors to accomplish this mission through its vision to deliver the most remarkable patient experience, in every dimension, every time.

The NHFMC inclusive team is a group of purpose-driven people inspired and united by a passion to care for each other, patients, and the community. The BTH initiative is built solidly upon Novant Health's community values including its unwavering commitment to diversity and inclusion that acknowledges each person is different and shaped by unique life experiences and challenges.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

The 2021 grant from the John M. Belk Endowment provided funds to support intern stipends, intern transportation, food, and branded lab coats for 30 interns each year in Winston-Salem. The Belk grant also partially funded a pipeline and recruitment specialist who supports and coordinates the BTH program. Novant Health in-kind contributions include additional staff administrative oversight and contributions of office space, equipment, and marketing.

Currently available BTH seed funding enables NHFMC to initiate program services, but ARPA funds establish a solid financial base to expand program capacity and the number of students participating in the BTH program. The BTH initiative helps to develop a strong and ongoing workforce development initiative for underserved high school students in Greater Winston-Salem.

The NHFMC Foundation maintains financial policies, procedures, and internal controls governing stewardship of grant awards. Consistent with cost principles described by the NC Office of Management and Budget, procedures include creating a designated fund, codifying grant restrictions, and designating an officer-level trustee. The NHFMC Foundation also relies on grant management services provided by Novant Health Foundation's corporate grants staff, with combined experience of 45 years managing corporate, foundation, and government grants.

NHFMC Foundation financial accounting is governed by Novant Health's corporate finance department that reports up to the chief finance officer. The corporate finance team uses Infor Lawson software and abides by the Financial Accounting Standards Board's generally accepted accounting principals.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

BTH proposes an ambitious list of intended outcomes that addresses root causes of poverty and health disparities in Greater Winston-Salem. In committing to the program, Novant Health has deliberately addressed deeply rooted inequities employing a realistic and coordinated approach that enlists Winston-Salem/Forsyth County Schools and Forsyth Technical Community College in a collaborative and coordinated community effort. With ARPA support managed by the City of Winston-Salem, the P&R team aligns significant institutional and community resources to address endemic challenges to increasing economic mobility.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

P&R leadership uses participant surveys and human resources data to evaluate results. The team surveys incoming program participants to establish baselines and notes participant expectations. The team also administers exit surveys to evaluate participants' experiences and perceptions. Novant Health team members survey participants to determine their perceptions of program impact, and survey results inform future BTH program development and partnerships.

The P&R team reviews survey results, human resources data, and student performance reports each quarter to evaluate individual progress and program impact. The team uses this data to develop strategies for program modification as needed during the initial three-year program implementation period.

J. Impact/Community Need

Completed by ribrantley@novanthealth.org on 4/23/2022 10:45 AM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

Winston-Salem/Forsyth County needs a trained healthcare workforce to serve its growing population, yet North Carolina is recognized as having one of the worst nurse shortages in the country. A Georgetown University study projects that by 2025, North Carolina will have the second-largest nursing shortage in the nation with a deficit of nearly 13,000 nurses (tinyurl.com/tsb4vud8, accessed 04/12/22).

The good news is that the American Nurses Association states that employment opportunities for nurses will grow at a faster rate than all other occupations from 2016 through 2026 (tinyurl.com/ytm7af6t, accessed 04/12/22). Demand also will increase for certified nursing assistants (CNA), certified medical assistants (CMA), and community health workers, as well as healthcare administrators. These professionals are the backbone of the Novant Health medical care team and Greater Winston-Salem's healthcare workforce because they serve on the front line of care for patients and families.

Community need for healthcare workers is greatest among the underserved populations BTH serves. A 2020 study published in ScienceDirect states the "pipeline to practice" model encourages high school students of color to enter the allied healthcare professions as a means to provide care for an increasingly diverse patient population. The article concludes that the most promising practices tend to be comprehensive programs that combine social support, academic support, and financial support (tinyurl.com/4xukpcf4, accessed 4/18/22).

The North Carolina Institute of Medicine (NCIOM) reports that 15.2 percent of Forsyth County residents live in poverty compared to 13.6 percent in the state. NCIOM also reports that 27.5 percent of county residents are Black compared to 22.2 percent for the state, and 13.2 percent are Hispanic compared to 9.8 for the state (tinyurl.com/mbhesw7d, accessed 4/18/22). Despite the county's two major medical centers, the U.S. Health Resources and Services Administration (HRSA) designates Forsyth County as a medically underserved area, largely because of entrenched inequities in healthcare (tinyurl.com/yybuhby7, accessed 4/18/22).

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

Beginning in 2022, short-term impacts correspond to academic calendars, subject to COVID-related scheduling adjustments. The program team sponsors a capstone and graduation gala each year with dates to be determined.

Year 1 – August 1, 2022 - July 31, 2023

- August 2022 - Fall 2022 interns begin program.

- October 2022 – December 2022 - Program team markets program, accepts applications, conducts interviews, and selects 2023 spring interns.
- December 2022 - Fall 2022 interns complete clinical and non-clinical rotations.
- January 2023 - Spring 2023 interns begin program.
- April 2023 - Begin open enrollment for summer 2023 interns.
- May 2023 - Spring 2023 interns complete clinical and non-clinical rotations.
- June 2023 - Summer 2023 interns begin program.
- July 2023 - Summer 2023 interns complete clinical and non-clinical rotations.

Year 2 – August 1, 2023 - July 31, 2024

- August 2023 - Fall 2023 interns begin program.
- October 2023 – December 2023 - Program team markets program, accepts applications, conducts interviews, and selects 2024 spring interns
- December 2023 - Fall 2023 interns complete clinical and non-clinical rotations.
- January 2024 - Spring 2024 interns begin program.
- April 2024 - Begin open enrollment for summer 2024 interns.
- May 2024 - Spring 2024 interns complete clinical and non-clinical rotations.
- June 2024 - Summer 2024 interns begin program.
- July 2024 - Summer 2024 interns complete clinical and non-clinical rotations.

Year 3 – August 1, 2024 - July 31, 2025

- August 2024 - Fall 2024 interns begin program.
- October 2024 – December 2024 - Program team markets program, accepts applications, conducts interviews, and selects spring 2025 interns
- December 2024 - Fall 2024 interns complete clinical and non-clinical rotations.
- January 2025 - Spring 2024 interns begin program.
- April 2025 - Begin open enrollment for Summer 2025 interns.
- May 2025 - Spring 2024 interns complete clinical and non-clinical rotations.
- June 2025 - Summer 2025 interns begin program.
- July 2025 - Summer 2025 interns complete clinical and non-clinical rotations.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

BTH impacts include:

- Expose underrepresented high school students to health-related internship opportunities at NHFMC.
- Alleviate long-term root causes of poverty in Greater Winston-Salem by developing professional skills among underrepresented populations.
- Build healthcare workforce in the community.
- Leverage Novant Health human and clinical resources to provide experiential learning opportunities.
- Expand community healthcare capacity through inclusion of interns in providing services.
- Address ongoing shortage of healthcare workers.

From a broader societal perspective, studies show that successful programs contribute to improved early childhood education, stronger families, home and automobile ownership, reduced crime, reduced public assistance and an expanded tax base (tinyurl.com/43e665vr, accessed 09/07/21).

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

To measure and report on intended outcomes, the P&R team tracks:

- Number of students applying for internships per session
- Number of enrolled student interns per session
- Race, ethnicity of enrolled student interns per session
- Rate of satisfaction of enrolled students per session
- Rate of satisfaction of Novant Health team mentors per session
- Follow-up with enrolled student interns following complete of BTH program after one and four years

K. Funding Stability

Completed by ribrantley@novanthealth.org on 4/25/2022 12:12 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

0.50 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

36.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

Novant Health leadership hired a director of pipeline and recruitment in 2017 and established basic P&R infrastructure in 2021, made possible in part by a grant from the John M. Belk Endowment. Novant Health also committed staff time and resources from its People and Culture department in support of the project.

In addition to ARPA and John M. Belk Endowment funds, P&R and Novant Health Foundation team members actively seek and pursue additional funding opportunities on a continuing basis. Active and pending funding from community partners for BTH include:

- ARPA, City of Winston -Salem (pending)
- John M. Belk Endowment (secured)
- Novant Health People and Culture (in-kind)

Novant Health annually provides an opportunity for all team members to contribute to programs. Contributions to health, equity, and inclusion initiatives such as BTH are among the giving options. As noted in section D, Novant Health also contributes significant in-kind support for the BTH program that leads to ongoing future institutional support.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.



Commitment Letters

Novant Forsyth John M. Belk Endowment award letter.pdf

Novant Forsyth FTCC letter of support.pdf

L. Representation

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

Completed by ribrantley@novanthealth.org on 4/21/2022 1:47 PM

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Elms Allen	White	Caucasian	Male
David Bailey	White	Caucasian	Male
Rolland Barrett	White	Caucasian	Male
Tadeiro Brown	Black	African American	Male
Karen Bovender	White	Caucasian	Female
John Card	White	Caucasian	Male
Carolyn Crosby	Black	African American	Female
Brenda Diggs	Black	African American	Female
Bonnie Donahue	White	Caucasian	Female
Heather Egan	White	Caucasian	Female
Joseph Ely (Chairman)	White	Caucasian	Male
Stephanie Flores de Valgaz	White	Hispanic	Female
Mary Fowler	White	Caucasian	Female
Stanley Fuller	White	Caucasian	Male
Leesha Fuller-Andrews	Black	African American	Female
Thomas Grote	White	Caucasian	Male
Lari Harding	White	Caucasian	Female
Andrew Harding	White	Caucasian	Male
Ashleigh Hargrave	Black	African American	Female
William Hayes	White	Caucasian	Male
Joseph Logan	White	Caucasian	Male
Elizabeth Madden	White	Caucasian	Female
Deborah Marshall	White	Caucasian	Female
Sherry Polonsky	White	Caucasian	Female
Damon Pratt	Black	African American	Male
Larry Pulliam	White	Caucasian	Male
Andrew Schneider	White	Caucasian	Male
Chad Setliff	White	Caucasian	Male
Jaleema Speaks	Black	African American	Female

Ronnie Willard	White	Caucasian	Male
Eva Wu	Asian	Asian American	Female

M. Required Documents

Completed by ribrantley@novanthealth.org on 4/21/2022 2:10 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Novant Health Conflict of Interest Policy.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

Novant Forsyth 2020 990.pdf

Organization By-Laws *Required

Novant Forsyth Foundation 2019 Bylaws FINAL 041522_.pdf

Articles of Incorporation *Required

Novant Forsyth Foundation articles of incorporation.pdf

Novant Forsyth Foundation articles of incorporation amendment.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

Novant_Health_Handbook_Sept 2021.pdf

IRS 501(c)3 Designation Letter *Required

Novant Forsyth 2020 IRS Exemption Letter .pdf

FMCF dba NHFFMC.pdf

Most recent audited financial statements or a third-party review *Required

Novant Health Inc. and Affiliates Dec. 31 2021 Financial Statements.pdf

North Carolina Secretary of State - Current and Active Status *Required

North Carolina Secretary of State Search Results.mhtml

N. Submit

Completed by rlbrantley@novanthealth.org on 4/25/2022 1:17 PM

Case Id: 15239

Name: Brantley, Randy - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Randy Brantley

Electronically signed by rlbrantley@novanthealth.org on 4/25/2022 1:17 PM

04/25/2022