

Helping grantmakers

improve the nation's health

GIH
BULLETIN

SEPTEMBER 23, 2002

NEW GRANTS &
PROGRAMS

- **Alliance Healthcare Foundation (San Diego, CA)** has awarded a grant of \$120,000 to the **University of California, San Diego School of Medicine** for its *Student-Run Free Clinic Project* at Baker Elementary School. The clinic, which has had more than 2,000 patient visits since 1998, will now provide free medical care two days a week and also offer preventive dental services. Many of the families in this economically disadvantaged neighborhood have little or no health insurance, and about 40 percent of the patients seen at the clinic have unmet dental needs.
The foundation also provided funding of \$94,800 for the **Borrego Springs Community Health Foundation** to hire bilingual staff for a new downtown satellite clinic serving the Anza Borrego Desert State Park area. Many of the community's 2,535 residents are low-income Latinos working in the tourism and agricultural industries. During the winter months, the population can exceed 8,000, with many retirees returning to the area. The Alliance grant will also be used to assist families in obtaining health insurance through existing public programs such as Medi-Cal and Healthy Families. Contact: Stephanie Casenza, 858.614.1780, scasenza@alliancechf.org.
- **California HealthCare Foundation (CHCF) (Oakland)** has awarded \$3 million in grants to 11 research projects intended to enhance public scholarship on the health care delivery system, California health policy, and the business of health care. Grant awards ranged from

\$230,000 to \$300,000 for studies lasting up to two years. Funded projects include: *Improving the Quality of Pediatric Care by Reducing Medical Errors: A Statewide Pediatric Safety Initiative*, Michele D. Kipke, Ph.D., **Children's Hospital of Los Angeles** – developing a statewide consortium of pediatric hospitals that will implement a system to track medical errors and adverse events and study the impact of interventions in addressing those errors and events; *Utilization of Hospital Emergency Departments by Insured Populations in California*, David Shactman, **Brandeis University** – examining the utilization of emergency departments in California from 1997 through 2001; and *The Impact of Information Technology on Quality of Care for Common Chronic Diseases*, Jeffrey Rideout, M.D., **Blue Shield of California Foundation** – studying the effects of new technologies and information resources on physician decisionmaking, based on well-accepted clinical practice guidelines for four types of patients: those who have recently had a heart attack, those who have both hypertension and congestive heart failure, those with diabetes mellitus, and those with persistent asthma. Contact: Karen Hunt, 510.238.1040; www.chcf.org.

- **The Horizon Foundation (Columbia, MD)** has made more than \$1.4 million in new grants to organizations positioned to enhance health and wellness in Howard County. A number of the awards are multiyear grants to improve the capacity of organizations to address pressing community needs. The largest of these, a three-year, \$377,250 grant to **Family and Children's Services (FCS)**, will help upgrade its clinical and administrative operation and open a

GIHNEWS

REGISTER TODAY for

the **2002 Fall Forum, *Hard Times: Philanthropic Strategies to Support Communities Under Stress***, to be held November 7-8, 2002 in Washington, DC.

Strengthening the Public Health System for a Healthier Future, a GIH Issue Dialogue, is scheduled for November 6, the day before the Fall Forum.

Program details and registration forms are available on our Web site, www.gih.org.

WELCOME...

to **Angela Saunders**, who joins the GIH staff this week as communications manager. Previously, Ms. Saunders was a senior account executive at Hyde Park Communications in Washington, DC, with major responsibilities for communications activities for the W.K. Kellogg Foundation's Community Voices initiative.

sustainable satellite facility in North Laurel/Savage. A \$150,000 grant to the **Health Alliance** will allow this free clinic to improve the quality of patient care it provides to low-income county residents while attracting new donors. Other major grants include: **TAI/SOPHIA Institute** – \$250,000 to support a full range of institutional resources on older adult health, adolescent health, substance abuse, and wellness education; **Children of Separation and Divorce** – \$207,350 over two years to improve and expand programs to minimize the negative effects of divorce on children and families in the county; **Running Brook Elementary School** – \$65,000 for a preschool program to train parents of young children in successful child rearing; **Howard County Fire Department** – \$59,189 to develop a model Citizen Emergency Response Team to be used in the event of regional terrorist attacks or natural disasters; and **Association of Community Services** – \$59,100 to implement a Web-based clearinghouse and telephone referral service to centralize and coordinate training for nonprofit health and human service providers. Contact: Richard M. Krieg, president and CEO, 410.715.0311; rkrieg@thehorizonfoundation.org.

The Jewish Fund (Bloomfield Hills, MI) has approved \$757,500 in grants for 20 health-related programs – many of which benefit the metropolitan Detroit Jewish community. In a new foundation initiative administered in partnership with **The Sinai Guild**, matching funds of up to \$76,000 will assist local synagogues and temples in purchasing automated external defibrillators (AEDs), and a second partnership with **Sinai-Grace Hospital** will help furnish AEDs to member agencies of the **Jewish Federation of Metropolitan Detroit**. The Jewish Fund and Jewish Federation will also work with the **United Jewish Foundation** to support **United Way Community Services'** new Nonprofit Facilities Center. Another major award will provide \$130,000 to **Jewish Apartments and Services (JAS)** to help reduce the incidence of fall-related injuries by developing individualized safety plans for apartment residents. Additional support to **Huran Valley-Sinai Hospital** will enable its

new Kreiger Geriatric Center to offer on-site health appointments and wellness services at the Fleischman, Hechtman, and Meer Jewish Apartments. These will include monthly educational classes and support groups, and an interactive kiosk with direct access to health care professionals, health screenings, and geriatric assessments. For further grant information, contact Jodee Fishman Raines, 248.203.1487; raines@jfrnd.org.

■ **Johnson & Johnson (New Brunswick, NJ)** has partnered with the **University of California at Los Angeles (UCLA)** to launch a specialized training program to help executives of community-based, nonprofit health care organizations build their leadership and management skills. The **Johnson & Johnson/UCLA Health Care Executive Program** is an intensive two-week course in which executive directors, medical directors, and other leaders engage in a curriculum offering useful tools, techniques, and approaches designed to confront increasing challenges in community health care. In developing the program, Johnson & Johnson and The Anderson School at UCLA drew upon the university's 11-year experience in implementing a similar program for Head Start directors. Contact: Joanne Fillweber, 732.524.6182.

■ **Northwest Health Foundation (NWHF) (Portland, OR)** will provide up to \$1.45 million in grants over the next three years to fund community-based research partnerships that address quality-of-life issues for people with arthritis and other rheumatic conditions living in Oregon and southwest Washington (Pacific, Wahkiakum, Cowlitz, Clark, and Skamania counties). The initiative will focus on projects that assess comprehensive approaches to reducing the burden of arthritis by enhancing early diagnosis or management of the disease and increasing the percentage of people with arthritis who independently manage their condition. By encouraging collaborative work between community groups and academic researchers, the foundation intends to accelerate the development of evidence-based community strategies for arthritis intervention and management.

Approximately \$480,000 is available in 2003 to fund approximately three to five awards. It is expected that the awards will range from \$75,000 to \$300,000 annually. Complete program details are available on-line at www.nwhf.org/apply.htm#ARTHRITIS, or contact Judith Woodruff, director of grant programs, 503.220.1955.

■ **Rose Community Foundation (Denver, CO)** recently announced new grants totaling nearly \$1.7 million that support organizations working to improve the health and well-being of the greater Denver community. Among the grantees are: **University of Colorado** – \$95,000 to help launch a statewide initiative on genomics and biotechnology in partnership with the Caring for Colorado Foundation, and to help finance the university's *Summit on Colorado's Future in Genomics and Biotechnology*; **St. Francis Center** – \$70,000 over two years to help homeless older adults access resources such as assistance programs and transitional housing; **Visiting Nurse Association** – \$60,000 to expand its *Volunteer Power* program, which provides volunteer-based care for older adults in their homes; **Girls Inc. of Metro Denver** – \$50,000 over two years to expand the *Preventing Adolescent Pregnancy* program; and **Partnerships for Community Health** – \$40,000 to support this coalition, based at Adams Community Mental Health Center, which works to identify and address health issues in Thornton and Adams County. The foundation is also contributing \$30,000 as part of a cooperative effort with Caring for Colorado Foundation, Daniels Fund, Denver Foundation, First Data Western Union Foundation, HealthOne Alliance, and Rose Women's Organization to help finance a major study by **The Colorado Trust** on the status of mental health care in Colorado. Contact: Phil Nash, 303.398.7444; www.rcfdenver.org.

■ **UniHealth Foundation (Woodland Hills, CA)** recently awarded new grants to the following organizations: **University of California, Irvine Medical Center** – \$282,000 to support and expand the medical center's ability to provide urgent and senior care to the com-

munities of Anaheim and Santa Ana; **St. Joseph Hospital of Orange** – \$166,413 for the *Extended Campus Nursing Education Program*, which aims to alleviate the severe shortage of nursing professionals within the county’s health care institutions; **Citrus Valley Health Partners** – \$150,000 to support the *Comprehensive Perinatal Services Program* in partnership with Community Outreach for Prevention and Education (COPE); **Children’s Hospital Los Angeles** – \$100,000 to continue the *School-Based Health Program* at Los Angeles High School, which provides primary medical care, preventive services, health education, and mental health counseling to more than 2,500 students each year; **Weingart Center Association** – \$50,000 to support the activities of the Clinical Services Department for Chemically Dependent/Mentally Ill Homeless Individuals; **Huntington Memorial Hospital** – \$35,000 to help fund the Neonatal Intensive Care Unit’s *Parent Connection* program, which serves 500 parents and families with critically ill or premature newborns; and **USC/Norris Comprehensive Cancer Center and Hospital** – \$5,000 in a memorial contribution to the *John Argue Leukemia Research Fund*. Contact: Caroline Chung, grants administrator, 818.888.4090; www.unihealthfoundation.org.

PEOPLE

- **The California Endowment (Woodland Hills)** has appointed **Dennis A. Hunt, M.A.**, as vice president of communications. A 27-year veteran of public relations and public affairs, Hunt previously served as chief operating officer and deputy campaign manager for the 2002 Riordan for Governor Campaign. The foundation has also named **Rita Scardaci, R.N., B.S.N., M.P.H.**, to its board of directors. Scardaci is director of the Plumas County Health Agency, and previously served as assistant chief of public health for Santa Cruz County.
- **The California Wellness Foundation (Woodland Hills)** has announced the appointment of **Cristina Regalado** as vice president of programs.

She will direct and manage the foundation’s grantmaking program and will supervise all program directors. In addition, several other key appointments were made: **Ruth Brousseau**, director, organizational learning; **Ruth Holton**, director, public policy; and **Pauline Daniels**, program director, Healthy Aging. Brousseau will oversee the foundation’s program assessment and evaluation functions, and develop programs to promote learning in these areas. Holton will coordinate public policy activities, and will represent the foundation’s public policy grantmaking at public forums. Daniels, who has directed the teenage pregnancy prevention priority area, will now also work to develop activities and programs that improve the functional independence and quality of life among older Californians.

SUNY Downstate Medical Center (Brooklyn), in partnership with **Resources for Cross Cultural Health Care**, **Arthur Ashe Institute for Urban Health**, and the **U.S. Department of Health and Human Services**, will present the **Third National Conference on Quality Health Care for Culturally Diverse Populations** on October 2-4, 2002, at the Weston Chicago River North. Building on the success of the previous two conferences and the recommendations derived from those programs, this year’s agenda will focus on the theme, *Advancing Effective Health Care through Systems Development, Data, and Measurement*, and how these elements relate to the provision of high-quality care. Sessions will focus on how measuring the effect of cultural competence initiatives on outcomes will play a pivotal role in the advancement of a national agenda. For more information, visit www.DiversityRx.org/ccconf, send an e-mail to ccconf@downstate.edu, or call 718.270.7727.

ON-LINE

- **California HealthCare Foundation (CHCF) (Oakland) and First Consulting Group (FCG) (Long Beach)** have published a new *iHealth Report* indicating that solo doctors and small physician offices now have greater

access to information technology (IT) benefits previously affordable only to larger physician groups. The report highlights creative new IT initiatives that small physician offices across the country have developed to improve the quality and efficiency of care. A variety of factors are driving the change, including Web-based technology and widespread access to the Internet, which has allowed vendors to offer remotely hosted applications that simplify the task of managing technology. Among the featured case studies are an orthopedist who uses an automated appointment reminder system to call patients the day before their visits; a urologist who documents clinical notes with a Web-based notewriter; and a solo practitioner who self-installed an electronic medical record system that cuts practice costs by as much as 30 percent per patient visit. Recent IT advances embraced by small doctors’ offices include:

- mobile computing devices which fit with the work style of many physicians without large costs for equipment wiring;
- modular, tool-based products that provide options for adding functionality incrementally;
- new products that make interoperability (the ability to integrate different systems) and data transferability – from one system to another – less problematic; and
- reconfigured products and pricing models by vendors, to meet the needs and budgets of small practices.

Copies of this report and other publications in the *iHealth Report* series can be obtained by visiting CHCF on-line, www.chcf.org. More information about FCG is available at www.fcg.com or by calling 800.345.0957.

- **St. Luke’s Health Initiatives (Phoenix, AZ)** has launched its first on-line newsletter, *Thinking Out Loud*, a monthly publication that features highlights of new health information and perspectives on health issues affecting Arizonans. The goal is to promote a new dialogue among state residents about ways to move forward on community health issues, how to connect with other people and organizations having similar

interests, and how to work together more effectively. Free subscriptions are available by sending an e-mail to subscribe@slhi.org.

OTHER NEWS

Environmental Grantmakers Association (EGA) (New York City) has announced that “**Blue Vinyl**,” a project of **Working Films**, was presented with the **2002 Environmental Messenger of the Year Award**. A film directed by Judith Helfand and Daniel B. Gold, and coproduced with Julia D. Parker, “Blue Vinyl” is built around the story of Ted and Florence Helfand, who plan to cover their house’s exterior with vinyl siding. Their daughter (the film’s codirector) questions their decision and begins to examine the source of vinyl siding. The film explores the effects of the vinyl manufacturing industry on human health and the environment. Nominations were judged on their ability to represent a new voice in communicating environmental messages in an inspirational and compelling manner, as well as their creativity and innovation in covering their subject

matter. A complete listing of award finalists is available by contacting Anne Ostberg, EGA award committee chair, 603.225.3918, aostberg@pegasusfoundation.org.

National Institute for Health Care Management (NIHCM) (Washington, DC) has issued a final call for articles under its ninth annual **Health Care Research Award** program. The award recognizes individuals for excellence in original and creative research in health care delivery and management, focusing on managed care best practices and the implementation of health care policy. NIHCM Foundation will present a cash prize of \$5,000 to the winning entry. Applications are encouraged from authors in diverse fields, including economics, health policy, political science, and public health. Submissions are also welcomed from individuals in nonacademic settings, such as research firms and policy organizations. All articles must have been published between September 1, 2001 and August 31, 2002 in a peer-reviewed journal or similar publication. The deadline for receipt of applications by NIHCM is September 30, 2002. Contact: Renee Weidman, 202.296.4179.

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Efficient Philanthropy: Modest Beginnings at The Health Funders Partnership of Orange County

SUSAN G. ZEPEDA, PH.D.

The HealthCare Foundation for Orange County

The Health Funders Partnership of Orange County

A recently released report from The Center for Effective Philanthropy, *Indicators of Effectiveness*, comments on foundations' growing understanding and interest in assessing their overall performance, noting that many are "convinced that better performance assessment will lead to greater effectiveness and, in turn, to more social impact on the people and issues they affect." Later, the report adds that foundations are "facing increasing pressure to measure and improve performance."

Historically, when foundations have focused on performance, the unit of analysis has typically been a single funded project, or cluster of funded projects. In Orange County, California, a group of foundations has come together to focus on improving their collective performance. This article describes the work of a cluster of foundations with shared grantmaking priorities that are working to improve their efficiency, that is, their ability to be "productive of desired results, without waste."

FEEDING THE BABY AND BEYOND (THE GRANTEE'S VIEW OF EFFICIENT SUSTENANCE)

The past decade has seen a proliferation of foundations, often small or midsized in resources, created by both individual donors and through the sale of historically nonprofit entities to for-profit corporations. As a result, some geographic communities, or charitable causes, have multiple benefactors, each with its own mission, grant submittal specifications, due dates, audit, evaluation, and other reporting requirements.

From the grantees' perspective, this potential windfall of resources actually translates into tremendous inefficiency. Even when funders try to be accessible to grantseekers, are conscientious and respectful in returning calls, notify applicants of proposal receipt, streamline timelines for internal review and award, grantseekers still have the burden of having to knock on each door individually, prepare distinctively tailored proposals, and develop reports in the formats and on the timetables individual funders specify.

Given the complexity and expense of health projects, many are now supported by several private funders, and perhaps a few governmental ones. This is true for the incubation of good ideas that haven't yet made a market for themselves. And it is certainly needed for those services which bring value to the community but for which the fee or price (what clients or customers are willing and able to pay) does not cover the cost of production. So foundation grants reduce or eliminate the fees at health clinics for low-income families, and fund health research, health education, and efforts to change public policy outright.

Multiple grant sources are also typical for programs that have moved beyond the incubation stage but still have a ledger requiring an infusion of grants and donations to balance. The so-called sustainability we funders often seek for community nonprofits ends up being attained by getting a year or two of funding from a varied, and ever-changing, group of foundations.

THE ORANGE COUNTY STORY

In Orange County, California a group of foundations has come together to leverage the impact of our giving, while streamlining the grantseeking process. The Health Funders Partnership of Orange County is an association of grantmakers with varying corporate structures, geographic giving areas, and priorities, who all give year after year, in health, in Orange County. Partners include privately endowed foundations, corporate foundations, and fundraising grantmakers (United Way, the local community foundation), that give locally, regionally, and statewide. As a group, we monitor information on the health status of the county (some of us also fund a collaborative Orange County Health Needs Assessment, every three years, as well as an annual report on the condition of children). Rather than incorporate and create added bureaucracy, we have established a donor-advised trust at our local community foundation, Orange County Community Foundation, itself a partner at the table. By this means, we can pool funds for

shared grantmaking initiatives, and disperse funds from multiple sources with a single check. When staff are needed to support a grantmaking initiative, they can be loaned from Partnership members, or retained as consultants using our pooled resources (the latter was done for the Diabetes Initiative discussed below, the former for other Partnership efforts).

Our most ambitious funding effort to date has been a multiyear chronic disease initiative, *A Systems Approach to Diabetes*. (More information about this effort is available on the Partnership Web site, www.ohealthfunders.org.) The foundations worked cooperatively in the design of the initiative, convened forums of interested stakeholders to offer input to the design effort, and collectively issued one request for proposals for project implementation collaboratives, a second for project evaluation. Foundation contributions to the effort ranged from \$15,000 to \$100,000, with most at the upper end of the scale; then two statewide funders joined the mix (The California Wellness Foundation, with \$300,000, and The California Endowment, matching the total). Overall, funds committed to this project amounted to more than \$2.5 million, far more than any one of the local funders could have dedicated to this purpose.

With the key elements of the Diabetes Initiative in place, the Partnership has initiated some other efforts at efficient grantmaking.

- **California Cares.** When The California Endowment sought to bring funds rapidly to community-based nonprofits adversely impacted by the economic downturn and the events of September 11, 2001, their intent was to distribute funds in each county of California through local United Ways and community foundations. In Orange County, these funds were pooled through the Partnership – with a single shared applicants’ conference, application process, and fund disbursement mechanism.
- **GrantPartners.net.** What started as an effort to develop a common grant application form for use by Partnership members, has resulted in creation of a user-friendly Web site that harnesses the power of the Internet to link grantseekers and philanthropists. The site offers funders a searchable database of applicant agency information, project proposals, and equipment funding requests. To be launched officially later this fall, the Web site has already been adopted by two member foundations for their responsive grantmaking; their grants brochures actually introduce it to prospective applicants. Others are evaluating it as a substitute for a two-page letter of inquiry. As there are about 200 foundations in Orange County, a special local outreach effort is underway to introduce the site to smaller family foundations, which do not customarily issue requests for proposals. The site is being introduced to applicants and grantwriters through training sessions at the local nonprofit resource center.

Although begun in Orange County, California, GrantPartners.net knows no geographic bounds. Any foundation can invite applications through the Web site, then use a keyword search process to find applications of interest. Initial funding for this effort has been provided by The California Endowment, The California Wellness

Foundation, The HealthCare Foundation for Orange County, and Samueli Foundation.

Although less useful for donors who need high profile visibility for their foundation in soliciting applications, the site can go far to streamline fundseeking, especially for smaller community-based organizations. A single application may be read by multiple funders, in much the way private universities have joined together to use a common application form for incoming students.

- **Project Connect.** As the Diabetes Initiative moved forward, it became clear that the 24 funded service providers varied considerably in their organizational, administrative, and information technology skills and experience. We have also seen many agencies use small grants to pay for consultants on these topics with little visible impact. Now, several Partners have joined a steering committee to advise a fledgling local venture (Project Connect) intended to link community-based organizations with training, coaching, and technical assistance in a range of administrative areas. Our intent in joining forces is to avoid duplicative efforts and create a reputable source for such aid within the community.

HOW WILL WE KNOW WE’RE EFFICIENT?

While the projects above certainly have face validity (that is, they look as if they will streamline grantseeking for the programs we fund), only the Diabetes Initiative is presently the subject of a multiyear external evaluation. Although we are receiving regular feedback, the final results are still a few years away. GrantPartners.net has been through a testing period, and potential users have been surveyed about their response, but it is only now being launched. As consultants like to say, “further evaluation is needed.” At this point all we have is an enticing sizzle to share; we hope the steak lives up to its promise.

Foundations tend to be proudly autonomous, with an independent spirit and, often, a carefully articulated mission and vision. Yet, as The Health Funders Partnership has begun to show, we can work together where our aims overlap, to make the giving and getting of philanthropic support less wasteful of human effort, funds, and time.

SOURCES

The Center for Effective Philanthropy, *Indicators of Effectiveness: Understanding and Improving Foundation Performance* (Boston, MA: 2002).

More information about the Health Funders Partnership of Orange County is available at <http://www.ohealthfunders.org/>.

Susan G. Zepeda, Ph.D., is CEO of The HealthCare Foundation for Orange County and founding chair of The Health Funders Partnership of Orange County. Prior to joining The HealthCare Foundation as its first executive, Dr. Zepeda was county health agency director for the County of San Luis Obispo (CA) and a member of the board of the National Association of County and City Health Officials.