

Listening to our community partners

and moving the Northeastern Pennsylvania region forward



SCRANTON AREA
Community FOUNDATION



A 2018 COMMUNITY NEEDS FORUM REPORT

A publication from the **Scranton Area Community Foundation's Center for Community Leadership and Nonprofit Excellence**
in partnership with the Northeastern Pennsylvania Health Care Foundation

A Message from our President and CEO

Scranton Area Community Foundation's success as a grantmaker, charitable partner, and donor advisor depends, in large part, on having a comprehensive, clear picture of the region we serve. That's why we value the opportunity to hear from the leaders of nonprofit organizations, to get their perspective on the current issues and challenges they are facing, as well as what lies ahead. Our 2018 Community Forum meetings were organized for this reason.

Thirty-seven nonprofits made presentations at the Foundation's 2018 Community Forum meetings on June 19 and 20, 2018. Their presentations highlighted critical needs, trends and opportunities in a variety of fields. Presenters also offered feedback on the Foundation's grant-making and convening, and its strategic initiatives in transportation and oral health, both key components of the Foundation's Women in Philanthropy initiative. Our sincere thanks go to all who contributed presentations.

The following report describes several recurring themes that emerged from the Forum, as well as highlights ways that the Scranton Area Community Foundation is planning to respond to these various challenges. It complements what we're learning in ongoing conversations with grantees, donors, community leaders, and other grantmakers and collaborators.

We hope you'll find the **2018 Community Forum Report** useful. We thank you for your interest and for your continuing partnership with the Scranton Area Community Foundation.



Laura Ducceschi, President & CEO

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Introduction

Scranton Area Community Foundation's first forum for nonprofit organizations was convened in 2013. It was designed to informally survey nonprofit organizations in NEPA—to solicit their input as vital partners and stakeholders in our work. A 2014 report, *The Path Forward*, incorporated Forum comments from fifty organizations. The report proved useful both to the Foundation and to other grantmakers, donors, and community leaders.

In early 2018, Scranton Area Community Foundation (SAF) initiated plans for a new series of forum sessions, which were held in conjunction with the Northeastern Pennsylvania Health Care Foundation, which SAF administers. These were slated for June 19th and 20th. Thirty-seven (37) organizations expressed interest in making a presentation. The forums were open to the public.

Each presenter had 8 – 10 minutes to discuss the organization's principal programs/services, barriers, and challenges. Following each presentation, Foundation staff and board members had a chance to comment and ask follow-up questions. In all, nearly seven hours of comments and discussion were recorded.

The following report was compiled from written notes and video recordings of the 2018 Community Forum sessions. It highlights a number of recurring themes that emerged from the Forum. It also discusses the next steps that the Scranton Area Community Foundation plans to take in order to respond to and/or to continue to address various challenges that were discussed.

To view 2018 Community Forum video recordings, please visit [2018 Community Forum](#). See page 16 for a full roster of speakers and times.



CHALLENGES AND OPPORTUNITIES for nonprofit organizations

Workforce Crisis

Unpredictable funding, tight budgets, and stressful work environments have always contributed to staffing challenges for the nonprofit sector. Now, however, many nonprofits face a staffing crisis. At a time of record-low unemployment, the aging of the population is shrinking the labor pool while also increasing the demand for health care, long term care and human services. The crisis is particularly urgent for nonprofits that serve vulnerable, care-dependent people.

Several community forum presenters highlighted their staffing challenges and the reasons behind it:

- Residents of nursing homes and intermediate care facilities are living longer and experiencing more age-related health challenges.
- More caregivers are needed to meet the personal care, daily living, medical and skilled nursing care needs of a more dependent and more medically-complex population.
- The shortfall in Medical Assistance (a.k.a., Medicaid or MA) reimbursement levels affects budgets and wage rates in hospitals, health clinics, nursing homes, residential care facilities and in-home care programs. In settings where MA is the predominant payer, low wage rates contribute to high staff turn-over and chronic under-staffing, which jeopardize the quality of care.
- Generally, direct care jobs are physically and psychologically demanding. Nonprofit employers are looking for ways to improve employee retention by improving job satisfaction—e.g., redesigning/restructuring job duties, creating career training and advancement opportunities.

- More organizations are relying on volunteers, including retirees.
- Many nonprofit and community-based organizations recognize the need to diversify staff, to effectively serve/communicate with an increasingly diverse population.
- The cost of professional training courses, certifications, and compliance-related training is problematic for smaller nonprofits. Under-staffed agencies and programs may be unable to release staff to attend training.

Capital Improvement Needs

Many organizations participating in the community forum had an immediate or near-term need to renovate and expand their facilities, to acquire new buildings, to acquire or upgrade technology and equipment.

- All of the “safety net” organizations—food pantries, meal programs, shelters, clothing programs, and health clinics—who presented, noted that their facilities needed immediate expansion or renovation to accommodate growing numbers of clients/consumers.
- Various presenting organizations have capital projects underway or on the drawing board.
- Other organizations are continuously engaged in land development projects to help new communities/consumer groups experience the area’s natural resources.
- Several organizations noted that state and federal grants may underwrite the creation of new programs or facilities, but aren’t available to sustain them.

- 6 • Mobile units which can provide services to remote areas and/or under-served populations was cited as a need.

- Technology and equipment—e.g., electronic health records, web-based communication systems, and security systems—were cited as important areas of needed investment by various presenters.
- Several organizations share facilities with (or rent from) other nonprofits. Some organizations spoke of plans to offer space/accommodations to other nonprofits whose programs complement their own.

Collaboration and Service Integration

For many nonprofit organizations, collaboration is an organizing principle, a core value. Other nonprofits have forged inter-agency relationships and referral linkages to bridge program silos and geographic boundaries to tap additional resources for their clients. However, several organizations cited the need for increased collaboration and integration for better information on available health and human services.

- Healthcare providers and patient navigation/support programs noted that social factors (e.g., income, housing, transportation, language, and other factors) determine approximately 80% of an individual's health status, while healthcare services account for only 20%. As such, the need for better integration of health and social/human services is critical to population health.
- Several participants stressed the urgency of improved coordination and resource alignment between healthcare and social support agencies, such as a center or network to coordinate and track delivery of complementary services. The end goal would lead to the development of shared goals, outcomes, and needs-based allocation of resources.
- Several programs take a multi-disciplinary team approach to coordinate essential social supports and human services to help participants achieve better health.
- Novel partnerships are creating opportunities for at-risk populations by pairing organizations with different missions to achieve a goal.

- In-house dental and behavioral health clinics are being established at medical homes, so that primary care patients can easily obtain other essential services.
- Organizations are partnering in several large-scale projects to protect the area's natural resources and promote public enjoyment of rail trails, conservancy lands, etc.

Outcomes-Based Systems

Many health and human service organizations have embraced outcomes-based approaches in developing and managing programs. Their data collection, reporting and evaluation systems track progress toward desired outcomes---e.g., jobs or housing retained, behaviors changed, etc. These data help program managers to gain a better understanding of what's effective, to modify programs for optimal results, and to allocate resources accordingly. During the 2018 Community Forum, many presenters cited long-term impacts achieved through their programs.

Arts, Cultural & Education

As in the 2013 Forum, several presenters commented that because public attention is often concentrated on urgent social problems----homelessness, hunger, health concerns---the region's arts, cultural and educational organizations can find it challenging to compete for funding, volunteers, and even media coverage. Various presenters in the arts discussed the important and unique value of arts, cultural, and educational institutions in maximizing the quality of life and building a sense of community. They also noted various efforts to diversify their programming, in order to serve individuals of all backgrounds, income and educational levels.



POPULATION needs and trends

Transportation



Numerous speakers cited transportation as a critical unmet need for a high percentage of their client/consumer population. The lack of affordable, reliable, accessible transportation was cited as preventing clients from getting and keeping jobs, pursuing education and job training opportunities, obtaining medical and dental services, accessing healthy foods and food assistance programs. Many speakers expressed the hope that the newly-formed NEPA Equitable Transportation Council (now called NEPA Moves), spearheaded by SAF, would expand transportation access to more people in need.

- Presenters noted that transportation problems cause their clients to forego health services such as diagnostic services, primary care, urgent care, dental and mental health services. “No show” and cancelled appointments create scheduling and care continuity challenges for providers.
- Under-utilization of routine/preventive health services is associated with later-stage diagnoses and treatment, preventable emergencies, and poor health outcomes.
- Geisinger has initiated a pilot transportation program for high-risk patients. As needed, patients’ trips may include stops at the pharmacy, grocery store, food pantry/food pharmacy, etc. Geisinger is evaluating the impact of transportation assistance on patients’ health outcomes, care utilization, and appointment “no-show” rates.



- Transportation for local school children to educational/arts program is a barrier as many school districts can't afford to transport students. Other speakers cited the challenges of furnishing transportation as part of programs.

Dental Services

Healthcare providers and many human service agencies spoke of the need to improve access to free- or reduced-cost dental services, including restorative work such as crowns, bridges and dentures.

- Public health statistics indicate that relative to residents in other Pennsylvania regions, Northeastern Pennsylvanians have very poor oral health. Dental caries and tooth loss is unusually prevalent in our communities. High percentages of the population report having no regular dental care provider, no dental insurance, and no recent check-ups.
- Too many individuals rely on hospital Emergency Room services for treatment of oral pain, abscessed teeth, etc.
- Most private dental practices do not participate in the Medical Assistance (a.k.a., MA or Medicaid) program. Those who do accept MA often limit their MA patient roster, because MA reimbursement levels are inadequate.
- Often, volunteer dentists/hygienists are relied upon to staff their dental clinics. Both clinics have waiting lists. Many patients need multiple dental services---and with a limited number of volunteers there are scheduling challenges, and waiting lists.
- Low-income patients who are uninsured or under-insured for crowns, bridges, dentures and restorative procedures are likely to do without them. The result is often poor self-esteem, problems eating or speaking clearly, and limited job or career advancement opportunities.

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Behavioral Health and Addiction

Many of the health and human service organizations participating in the Forum mentioned the rising prevalence of behavioral health problems and addiction in the populations they serve. In some cases, these disabilities prevent people from requesting needed services---e.g., shelter, residential treatment programs, or services to assist with daily living needs, and job training.

- Organizations noted the numerous daily living challenges faced by people who struggle with addiction and the need for more support services and intensive counseling to help these individuals and their families achieve long-term stability.
- The need for psychological/psychiatric services for preschool and school-aged children was cited.
- Organizations described various initiatives to integrate the delivery of physical and behavioral health services, either through networking/information-sharing or actual co-location of clinics in the same building.
- Presenters mentioned loneliness and depression among seniors who reside in the community or in area nursing homes.





Next Steps: Looking Forward

Scranton Area Community Foundation will utilize the information provided in the Forum to help shape its various initiatives, grantmaking, charitable information provided to donors and to other Foundations and funders.

Workforce Crisis

In order to help address this community issue the Scranton Area Community Foundation will explore:

- Supporting workforce development projects, including the use of innovative strategies to address to improve recruitment, retention, job satisfaction and workforce diversity.
- Facilitating nonprofit collaboration to address well-defined workforce needs.
- Underwriting innovative career development projects for incumbent workers and expansion/acceleration of the pipeline for high demand skills/training.
- Supporting projects that expand and diversify the pool of volunteers available/able to work in not-for-profit and community-based settings.
- Exploring opportunities to address the workforce needs within the healthcare profession through the Northeastern PA Health Care Foundation.
- Providing capacity building training(s) for nonprofit organizations through the Center for Community Leadership and Nonprofit Excellence.
- Providing one-on-one consulting services for nonprofit organizations through the Executive in Residence Program through the Center for Community Leadership and Nonprofit Excellence.
- Addressing workforce challenges as an issue of focus through working to mitigate transportation barriers via NEPA Moves.

Capital Improvement Needs

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Entertaining grant requests which support capital needs for expanding program access, supporting new endeavors, or enhancing delivery of services.
- Conducting an analysis of capital needs affecting nonprofit organizations in Lackawanna County.
- Requesting that organizations keep SAF informed of planned capital projects so that information can be shared with potential grant-makers, donors, collaborators.

Collaboration and Service Integration

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Promoting and supporting collaborative approaches to community needs and opportunities through community convening and grant funding opportunities.
- Supporting continuing exploration of networks and information sharing that improve access to resource sharing and community building.
- Providing capacity building training that focuses on collaboration through the Center for Community Leadership and Nonprofit Excellence.

Outcomes-Based Systems

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Providing additional capacity Building training through the Center for Community Leadership and Nonprofit Excellence which focuses on implementing a streamlined system to report outcomes.



Arts & Cultural Organizations

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Remaining accessible to organizations interested in seeking funding for arts and culture.
- Exploring ways to prioritize funding for these issues and to help organizations understand how to be competitive for other funding sources.
- Providing specific capacity building training for arts and culture organizations through the Center for Community Leadership and Nonprofit Excellence.

Transportation

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Through NEPA Moves as well as through Women in Philanthropy, to continue to convene and to work with public and private sector organizations to improve the alignment of transportation resources with transportation needs.
- Supporting program-related transportation expenses in its grantmaking.
- Funding opportunities for transportation access that directly impacts health care delivery through the Northeastern PA Health Care Foundation.

Dental Services

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Through the Women in Philanthropy initiative, to focus on expanding access to restorative dental services/prosthetics for those in need, including a dental pilot with community partners.

Behavioral Health & Addiction

In order to help address this community issue, the Scranton Area Community Foundation will explore:

- Providing funding support for partnerships and collaboratives aimed at addressing issues in behavioral health and addiction.

2019: Issue-Specific Roundtables

Information received through the Forums will help in various ways to direct future priorities and actions. In addition, we remain encouraged by feedback on the Foundation’s performance. At the same time, we recognize that a number of important segments of the nonprofit community were under-represented during the 2018 Forum.

In order to address this in 2019, The Scranton Area Community Foundation will convene a series of issue- specific roundtable discussions to gather supplemental information. These meetings will help to fill in the gaps on topic areas that weren’t sufficiently represented, in order to continue to gain a comprehensive community picture for grantmaking purposes and to provide insight to other foundations, donors, and philanthropic partners.

The 2019 Issue-Specific Roundtable schedule is detailed below. Organizations that are interested in participating in these roundtable discussion should contact the Scranton Area Community Foundation.

Food Insecurity	April 10, 2019	8:30 a.m. to 10:30 a.m.
Animal Welfare	June 11, 2019	8:30 a.m. to 10:30 a.m.
Civic Affairs	September 5, 2019	8:30 a.m. to 10:30 a.m.
Affordable Housing	October 29, 2019	8:30 a.m. to 10:30 a.m.

In addition, the Scranton Area Community Foundation will be hosting a roundtable in conjunction with Outreach Center for Community Resources, focused on understanding and addressing the needs of Women in the prison system, and those who will be transitioning out of prison system. This roundtable will be held on June 19, 2019, at 1:00 p.m.

We’re hopeful that other grant makers and philanthropists will collaborate with us on these gatherings.

Index to Videotaped Recordings of 2018 Community Forum Presentations (Alphabetical by Organization Name)

Part One: <https://vimeo.com/279560084>

Part Two: <https://vimeo.com/278825240>

Part Three: <https://vimeo.com/277701360>

Part	Hour	Min.	Sec.	Presenting Organization
One	1	16	45	CASA – Court Appointed Special Advocates
Three	0	30	33	Countryside Conservancy
Two	0	56	36	Dress for Success Lackawanna
Three	1	24	10	Educational Opportunity Center (EOC)
Three	1	34	48	Everhart Museum
One	0	4	53	Family Service Association of Northeastern Pennsylvania
Two	0	25	31	Friends of the Poor
One	2	28	29	Geisinger
One	1	52	24	Greater Carbondale YMCA
Two	0	10	45	Greenhouse Project
One	1	52	24	Hospice of the Sacred Heart
Three	0	11	40	Ignatian Volunteer Corps
One	2	1	49	Indraloka Animal Sanctuary
One	0	37	30	Jewish Family Services of Northeastern Pennsylvania
*	*	*	*	Johnson College

Part	Hour	Min.	Sec.	Presenting Organization
Two	0	35	30	Keystone College
Two	1	37	40	Keystone Mission
Three	0	41	20	Lackawanna Heritage Valley Association & Heritage Valley Partners
Three	1	43	40	Lackawanna River Conservation Association & L. V. Conservancy
One	1	42	31	NEPA Community Health Care
Three	0	0	05	NEPA Youth Shelter
Two	1	25	31	NeighborWorks
One	0	27	28	Northeast Regional Cancer Institute
Three	1	0	30	Northeastern Pennsylvania Philharmonic
One	1	19	47	Outreach – Center for Community Resources (formerly EOTC)
Two	0	0	28	Salvation Army Adult Rehabilitation Center
One	2	11	30	Schemel Forum
One	1	9	42	Scranton-Lackawanna Human Development Agency (SLHDA)
Three	0	24	59	Serving Seniors, Inc.
One	0	59	27	St. Joseph's Center
One	2	42	03	Telespond
Three	1	10	17	United Community Outreach (UCO)
One	1	30	37	United Neighborhood Centers of Northeastern Pennsylvania
One	2	17	40	Volunteers in Medicine
Three	0	49	30	Women's Resource Center
One	0	48	31	Wright Center
Two	0	47	12	WVIA

**Johnson College provided written comments to Scranton Area Community Foundation.*

About Scranton Area Community Foundation

Established in 1954, the Scranton Area Community Foundation will celebrate its 65th anniversary in 2019. The Foundation is on a mission to enhance the quality of life for all people in the Lackawanna County region through the development of organized philanthropy.

The Scranton Area Community Foundation strives to carry out this mission as a **Steward**, by developing and managing permanent endowment funds; as a **Grant Maker**, by awarding grants and support to enable the community to respond to emerging and changing needs and opportunities; as a **Charitable Resource**, by encouraging and educating donors and providing a flexible vehicle for individual donors, non-profit organizations, and the community-at-large; and as a **Catalyst**, by mobilizing community leadership to proactively address important issues.

Additional information on the Scranton Area Community Foundation can be found at safdn.org.





Initiatives of the Scranton Area Community Foundation

The mission of the Scranton Area Community Foundation is carried out through numerous initiatives including **NEPA Moves**, which brings together a council of community leaders focused on solving the transportation challenges across the region; **Women in Philanthropy**, which empowers and transforms the lives of women and girls throughout Lackawanna County; and the **Center for Community Leadership and Nonprofit Excellence**, which serves the capacity building needs of the nonprofit community through seminars and training programs facilitated by highly-skilled, nationally-recognized professional. In addition, we

also offer **foundation management services**, where we handle the administrative tasks and manage the grantmaking process for other foundations.

About Northeastern Pennsylvania Health Care Foundation

The Northeastern Pennsylvania Health Care Foundation is dedicated to improving the health and well-being of the people of Northeastern Pennsylvania. The Scranton Area Community Foundation is proud to serve as administrator of the Northeastern Pennsylvania Health Care Foundation, which was established in 2011 following the sale of Mercy Hospital in Scranton.

Additional information on the NEPA Health Care Foundation can be found at nepahealthcarefoundation.org.



Committed to Community Wellness

SCRANTON AREA *Community* FOUNDATION

SERVING THE PEOPLE OF LACKAWANNA COUNTY SINCE 1954

615 Jefferson Avenue, Suite 102
Scranton, PA 18510