

# Narratives

## Executive Summary

ARcare is a private not-for-profit corporation developed in 1986 to meet the primary health needs of all residents in its service area and is the sponsor organization of ARcare RSVP. The mission of ARcare is HEALTH FOR ALL with a focus on customer health, community health, employee health, and organizational health. ARcare has successfully managed CNCS grants for eight years placing volunteers age 55+ in identified stations to meet resident needs and use the skills of the volunteers. An estimated 519 RSVP volunteers will serve Clay, Craighead, Crittenden, Cross, Greene, Lawrence, Mississippi, Poinsett, Randolph, and St. Francis Counties in Arkansas. This RSVP proposed service area is a new area for ARcare RSVP. According to the USDA, Arkansas seniors rank 1st, Arkansas children rank 7th, and Arkansas as a whole ranks 2nd in the nation for food insecurity. The primary focus area of this project is Healthy Futures and other areas of Disaster and Other Community Needs. Volunteer activities for this project will include partnering with state and local programs to: 1) provide home-delivered meals to homebound/ older adults or disabled individuals, 2) provide support, services, education, and/or referrals to low-income, unemployed or underemployed individuals and families to alleviate long-term hunger, 3) receive disaster assistance training, and 4) work in short-term or specific projects to meet other community needs. Anticipated outcomes to be achieved by the end of the three-year grant period are as follows: 1) number of individuals receiving home-delivered meals reporting increased social ties/perceived social support allowing them to remain living independently, 2) increased number of individuals reporting food security of themselves and household members due to provided support, services, education, and/or referrals to alleviate long-term hunger, 3) the number of persons participating in disaster preparedness training, and 4) the volunteers meet the need of the community activity or project. The Corporation for National and Community Service federal investment of \$62,683 will be supplemented by \$6,269 grantee in-kind.

## Strengthening Communities

The ARcare RSVP program currently serves the Arkansas counties of Jackson, White, and Woodruff having a combined total population of 103,170. This proposed service area for this grant application includes the following Arkansas counties: Clay, Craighead, Crittenden, Cross, Greene, Lawrence, Mississippi, Poinsett, Randolph, and St. Francis. The total population for the proposed service area is 358,093 according to the 2010 U.S. Census. This proposed service area is situated in northeast Arkansas known as the Delta, flat ground, rich soil, crops of cotton, rice, soybeans, and hard working laborers.

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Craighead County is the largest in acreage as well as residents. According to the Health Resources and Services Administration Data Warehouse, the Craighead County population (96,443) has seen a 19% growth since the 2000 census. The largest town for the proposed service area is Jonesboro which is also located in Craighead County. Jonesboro consists of 8 public school systems, 5 private school systems, one postsecondary education system (Arkansas State University), two large hospital systems, medical specialists, large factories, and businesses. The second largest county in population size (2010 Census shows 50,902) for this proposed service area is Crittenden County. Crittenden County is situated in Arkansas along the Mississippi River. Many residents from this county work in neighboring Memphis, Tennessee. Other county population statistics for this service area is as follows: Clay (16,083), Cross (17,870), Greene (42,090), Lawrence (17,415), Mississippi (46,480), Poinsett (24,583), Randolph (17,969), and St. Francis (28,258).

The 2010 U.S. Census statistics show that residents of these ten counties identified themselves as White (75.2%), African American (21.2%), and other (3.6%) . According to Health Resources & Services Administration Geospatial Data Warehouse, 2.9% of the service area population is Hispanic. According to the 2013 Aspire Arkansas report released by the Arkansas Community Foundation, the median income for Arkansas is \$40,531; the median income for the proposed service area is \$35,204 . More than 17% of the service area population live below 200% of the Federal Poverty Level and 9% are unemployed. The same report shows that 15.5% of this population has no health insurance. Educationally, the ten-county area averages of high school graduates are 78% and 12% obtained a Bachelor's degree. This northeast Arkansas population is privileged to have 26,711 resident Veterans according to the Arkansas Department of Health, extreme poverty and high rates of unemployment contribute to the food insecurity in this proposed service area.

ARcare provides primary health care services in two of the ten counties of this proposed service area. Other community health centers in this area are 1st Choice Healthcare, Inc. (formerly Corning Area Healthcare covering Clay, Greene, Lawrence, and Randolph counties) and East Arkansas Family Health Center, Inc. (covering Crittenden, Mississippi, Poinsett, and St. Francis counties). Operating with federal, state, and foundation funding, ARcare routinely conducts surveys of area needs, available resources, and statistical information. This very detailed information is used by the ARcare RSVP Director and the RSVP Advisory Council in program design, operations, and evaluation. The above data clearly shows the highest community need to be Healthy Futures as the Primary Focus Area for ARcare RSVP and will meet the objective of Aging in Place by placing RSVP volunteers in service activities to deliver hot and/or frozen meals to homebound clients ages 60+ or disabled

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homebound clients insuring access to nutritious food and social support five days a week. The Arkansas Division of Aging and Adult Services reported that 2,049,776 meals were delivered to 14,638 clients throughout Arkansas in fiscal year 2013 . This service activity will lead to homebound elderly and/or disabled persons reporting an increased social tie due to having someone bringing them a hot and/or frozen meal five days a week and knowing that someone will check on them at least five days a week. Because of these services, clients will report they have an increased capability to remain living independently and safely.

The ARcare RSVP Program will meet the Healthy Futures objective of Obesity and Food by placing RSVP volunteers in service activities at local food pantries or commodity distribution sites throughout these counties to provide support, services, education, and/or referrals to alleviate long-term hunger. The percentage of low-income and unemployed residents in the targeted service area clearly shows the struggle many of these residents face each day regarding food, rent, and medicine. Many are not aware of additional services where they can receive help such as the local literacy council for educational instruction, social service agencies for assistance with rent and utilities, and DHS for food stamp assistance. The service activity outcome is the number of individuals that report increased food security for themselves and their children (household food security) as a result of this CNCS-supported service.

ARcare RSVP will also provide volunteer opportunities in the area of Disaster Training. In coordination with the Arkansas Department of Health and other Arkansas RSVP Programs, ARcare RSVP volunteers will participate in quarterly state-wide disaster trainings. Volunteers will receive training in methods, disciplines, and responsibilities during a declared disaster. The output of this objective is the number of individuals that received CNCS supported services in disaster preparedness. Community Needs is the fourth area of service for RSVP volunteers. In many of the smaller towns, community assessments have indicated the continued need of volunteers for short-term projects and needs that do not align with the Healthy Futures or Disaster focus areas such as Chamber of Commerce events, animal rescue volunteers, local fair and festival volunteers, civic clubs, and cultural presentations. The services to these types of activities are usually not on a regular basis yet area extremely important to the communities. The CNCS area of Community Needs will be the placement of RSVP volunteers to meet these needs.

ARcare RSVP will manage a data collection of the number of veterans and/or military families serving or receiving services of the focus areas of Healthy Futures and Disaster. Applications for volunteers and clients ask for veteran service or identification as a military family. The 26,711

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veterans of the targeted service area are certainly to be a strong focus in all aspects of ARcare RSVP. The dedication to service by veterans has been seen each year ARcare has been a CNCS grantee. Numerous activities have involved the immediate response by veterans for volunteers needed. As a CNCS grantee in the past, veterans have promoted citizenship for students through sponsorship to Boys and Girls State and continued guidance afterwards. Educational needs have been met by veterans as guest speakers at schools to explain certain aspects of military work and community events for Memorial Day and Veteran's Day celebrations where programs are presented to explain the significance of service and honor for those who have given the ultimate sacrifice. Veteran volunteers have worked to save and restore specific historical sites such as the Civil War site known as "The Battle of Fitzhugh Woods" and The American Legion Hut, a 100 year old log building still in use and placed on the Arkansas National Historic Building Register. A group of volunteers (many of them veterans) worked together on an educational project to record veteran's stories and also identify adults needing literacy help. This project resulted in the production of a printed book entitled Veterans of Woodruff County containing the stories and pictures of veterans and/or family members. The book was presented to the public on the occasion of the dedication of a granite wall containing the names of Woodruff County Veterans. RSVP Veteran Volunteers also assisted with fundraising and design for this amazing veteran honor. Fifteen adults were identified through this service activity as needing literacy help and the opportunity to explain about the free services of the Literacy Council was shared with them. The Veteran RSVP volunteers are able to be of service to any of the 26,711 veterans that are identified in this targeted service area as needing services. Food security from food banks and home delivery of nutritious foods often give the veteran volunteers an opportunity to assist a veteran client in a way a non veteran cannot. The veteran volunteer is often able to recognize other needs of fellow veterans and explain services available to him/her.

ARcare RSVP will ensure National Performance Measure outcomes and outputs are measured, collected, and managed through a set plan. RSVP volunteers will be instructed by their station manager or designee of the expected service time (ex. 2 hours a day X 5 days a week) and other training guidelines for the delivering of hot and/or frozen meals to the aged homebound or disabled homebound. Volunteers with food delivery complete the "Client Meal Delivery" form each day noting date, time, changes in client, volunteer name, and client name. Clients receiving home delivery of hot and/or frozen meals for at least six months will be mailed or hand delivered the "CNCS Independent Living Performance Measure" annual survey. All surveys include a self-addressed, stamped envelope for return. All survey answers are anonymous and confidential. The results of the surveys will be

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tabulated and managed by the RSVP Director or staff and reported to the Advisory Council, Station Directors, and other partners. Results will be used for reports, promotional avenues, evaluation, and program improvements.

The ARcare RSVP Healthy Futures focus will be strengthened by the support of strong partners such as the local Area Agency on Aging in each county. These agencies provide wonderful opportunities to volunteer in critical issues, present easily understood trainings, provide safe means of delivering meals, and are certainly interested in the same topics as most of the 55+ age volunteers. Many food banks and local food pantries in the service area receive fresh fruits and vegetables from local farmers and/or community gardens. Some county and city governments provide transportation for delivery of foods to local food pantries and food banks. Facilities for commodity distribution sites as well as local food pantry space are often donated by county governments or local officials. Civic groups, churches, and schools often hold food drives to stock the pantries. Literacy Councils and libraries provide free educational opportunities for adults 18 and older. Currently, the Community Literacy Advocacy Program in Woodruff County working with the University of Arkansas is another partner of ARcare RSVP. It is a program designed to provide educational opportunities for all residents (cradle to grave) with a focus on the low-income, low-educated, and culturally deprived. Activities in the past have included free literacy workshops and seminars for all ages; free classes for parents to learn ways to help their children in literacy and at the same time learn two marketable computer skills; and the literacy project with Veterans resulting in a published book. ARcare medical programs include diabetic education classes, transportation to medical appointments, fall prevention programs, cancer care support services, and healthy living programs. ARcare believes in treating the whole person through programs for education, economic recovery, wellness, and transportation. These partners are providing opportunities for the clients of the Healthy Futures focus to improve themselves and thus improve the health and welfare of their families.

### Recruitment and Development

ARcare RSVP's recruitment and development goal is to create high quality volunteer assignments for each participant and for the result of their service to be evident in improving their community and themselves. The first step in recruiting quality volunteers for high quality assignments is identifying and enticing possible volunteers from diverse groups, race, background, and personal interests. Partnerships with ARcare RSVP are critical in ensuring that all volunteers feel needed and welcome. Living in the "Bible Belt" of America, it is essential to build a relationship with religious leaders. The Ministerial Alliance groups have been great sources to ensure volunteer recruitment is distributed to

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people of all races, ethnicity, educational levels, and socioeconomic status. Information about RSVP volunteers and services are shared through media outlets including local newspapers, community flyers, and organizational websites. In addition, presentations by RSVP staff or volunteers are made to church groups, community board meetings, civic clubs, economic development groups, Veterans groups, DHS and other appropriate groups. Articles and media releases are run during December to highlight International Volunteer Day. News articles, email blasts, and social media are utilized to advertise the "Day of Service" held on Martin Luther King Day. For several years, the Literacy Councils of Arkansas have conducted literacy projects in connection with September 11. Participating Literacy Councils received free books to place in the elementary schools about local heroes (firefighters, policeman, medical personnel, etc). The Literacy Councils and RSVP Literacy volunteers schedule days around September 11 to read to children in Pre-school through second grade about local community heroes. These heroes dress in full uniform to provide the children with a visual association of persons in the communities they can depend on for health and safety. Many children often state how they want to be a nurse, firefighter, or police officer when they grow up based on experiences in learning about local heroes. Newspaper articles highlighting a volunteer of the month almost always draw new volunteers. Personal relationships with influential leaders of identified diverse groups are a strong magnet to obtain a diversified group of volunteers. The Woodruff County Veterans Wall of Honor discussion started over coffee which led to working with veterans in fundraising and data collection, spun off in literacy to a published book with stories collected by volunteers entitled Woodruff County Veterans, veterans or veteran family members recognized as needing or wanting literacy help, and resulted in volunteer additions to the ARcare RSVP program. Additional activities for recruitment and development include informational booths at local fairs and festivals, flyers/ posters advertising RSVP posted in key community locations such as post office, DHS office, food pantries, churches, schools, restaurants, medical offices, and linked to websites of sponsor, towns, businesses, and non profits as appropriate. Accommodations are always made for volunteers with disabilities. The station and food distribution sites as well as the ARcare RSVP office are handicapped accessible. One volunteer at the hot meal delivery site had an almost complete hearing loss but excellent vision. Her assignment was record keeping of the data logs and recording of the food delivery data.

The second step is to create a high quality volunteer assignment which includes the RSVP application process. The use of the CNCS *Volunteer Interest Survey* will be used to identify the skills, experiences, and interests of a potential volunteer. Volunteer station assignments are given to

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volunteers that best meet those interests, preferences, and abilities while meeting the community needs such as the Primary Focus Area Healthy Futures. For example, two retired sisters volunteered and were given assignments at the food pantry. One sister had spent a career in the clothing market ordering, buying, cataloging, etc. She jumped at the chance to order food from the Arkansas Rice Depot and other sources as well as keep the records. Her sister's career had been as a hair stylist. She loved to talk and visit with the clients at the food pantry as she collected and distributed the food. A third step in recruitment and development is to provide detailed, quality training. Orientation and basic instructions will be conducted by the RSVP director or designee. Volunteers will also receive training in other topics such as safety issues, health change awareness, assessing needs, and how-to trainings at in-service meetings twice yearly. Valued and time sensitive information such as new laws or resources that affect clients and/or volunteers and opportunities for personal self-improvement such as computer classes and literacy help are shared through station notices, emails, social media, texts, and news articles. Specific station training is presented by the station director or designee. This training may include skills such as record keeping for food pantries; recognizing clients in crisis and what to do; confidentiality; program regulations; and additional skill training as appropriate. Volunteers and station directors are asked to complete a training survey at the completion of orientation and in-services trainings. Changes in training and information sharing are made when appropriate. ARcare RSVP training is designed to make the volunteer and station directors feel confident and capable in each assignment. Station directors receive orientation and training by the ARcare RSVP Director after the Memorandum of Understanding (MOU) is signed. The RSVP Director keeps in contact with station supervisors via personal visits, phone, or email. New Advisory Council members receive orientation that includes program goals, activities, and responsibilities. This orientation is conducted by the RSVP Director as new members are appointed. A fourth step in volunteer recruitment and development is seeking the impact of the assigned service activity on the volunteer. Once a year or at the conclusion of a service activity, the volunteer is asked to complete the survey "Volunteering-What it Means to Me" regarding the impact the service has had on themselves. Self evaluation is helpful in recognizing the difference volunteering makes in those served and those serving. The comments and answers of the survey are incorporated into news articles and published with Volunteers of the Month recognition, as short blurbs on flyers that are distributed at special events, posted in key locations, or used in emails and texts. Volunteers are encouraged to share the value of volunteering with others through presentations, news articles that accompany the Volunteer of the Month, or any chance they get. The personal one-to-one contact has

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proven to be the most effective way of recruitment. Stations directors are also surveyed yearly or as appropriate to evaluate the impact of the RSVP members to the service activities in which they work. The survey results are reported quarterly to the ARcare COO (Supervisor), ARcare CEO, and RSVP Advisory Council.

Equity as it relates to gender, age, race, ethnicity, disability, etc. is a high priority for all ARcare programs and services. The targeted service area racial breakdown is 75.2% Caucasian, 21.2% African American, and 3.6% Other (Asian, Pacific Islander, etc). As stated earlier, the service area has a high rate of individuals living below 200% of the Federal Poverty Level (17%) and unemployment (9%). In addition, the median household income for this area is approximately \$5,000 less than the median household income for the state.

The ARcare Board of Directors (which also serves as the RSVP Advisory Council) is deliberately formed to represent diversity. Members include representatives of diverse races, socio-economic status, education levels, and careers. The current Board president is a Caucasian, retired Veteran. One Board member is an African American woman from one of the poorest towns in Arkansas who did not complete school but worked to make sure her children did. All ARcare Board members are informed of the program, services, and volunteers by the RSVP Director. The ARcare Board is a wonderful resource for recruitment and development of volunteers from the communities they represent.

A variety of recognition means are used each year. As mentioned above, an article about the Volunteer of the Month is published in local papers; short appreciation statements are sent in texts and emails; and data showing improved results for the clients are shared with volunteers. Two in-service trainings (conducted by county) are held yearly and along with the training on different topics we celebrate. One training celebration is a Volunteer Birthday Party. All RSVP volunteers in that county celebrate their birthday on the same day with cake, decorations, and all the trimmings. RSVP volunteers also receive a birthday card on their actual birth date. The second in-service training is concluded with a holiday party. Volunteers are asked to come with something to signify their favorite holiday. It may be they wear a holiday sweater, bring an Easter basket, or dress in their military uniform/hat for Memorial Day. This leads to great conversation and fun. Refreshments might include Valentine cupcakes, Halloween punch and even New Year's black-eyed peas for luck. Annually, a Recognition Banquet is held to honor the RSVP volunteers. Each year there is a different theme and location to provide interest and variety. One banquet was held at a beautiful site located on top of a mountain with rocking chairs placed completely across the back to take in the

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brehtaking view. A delicious dinner was served and the theme was ¿What is on Your Bucket List?¿. Each guest was given a bucket with a RSVP logo sticker on the front. Inside the bucket they found a myriad of goodies from gum to tape measures and small portfolios (with ARcare RSVP logo) to coupons. Many of the items were donated by local businesses. Guests were asked to complete a sheet entitled, ¿My Bucket List¿. #1 was completed for them ¿ Keep on volunteering! They were to complete the other nine. A short presentation was given about the health benefits that volunteering and staying active have on people. Letters and notes were read from clients that expressed what a joy it was to have the volunteer come each day or a note from an appreciative son expressing thanks that someone checked on his dad each day. One letter told of the difference receiving food from the pantry had for his family; that food allowed them to pay rent and eat. One annual banquet theme was ¿Shine a Light on Volunteering¿. Guests were served dinner and given a RSVP monogrammed flashlight along with other token gifts. The Medicare change (doughnut hole, plans) and health insurance were a HUGE topic at the time. We invited a knowledgeable insurance agent to deliver a presentation to explain what the changes meant. The guests expressed great appreciation for this event because it brought clarity for them and their decisions and they felt they could possibly help some of those for whom they volunteered. Pictures are accumulated throughout the year of projects, volunteers, and parties and shown at the annual banquet. These videos or PowerPoint presentations are also used in informational presentations to groups. ARcare is involved in many other community activities such as educational presentations on health, education, economy, and cultural. ARcare RSVP volunteers are always invited guests to these events.

ARcare RSVP volunteers enable organizations to function with maximum benefit to the citizens. Food banks, independent living support services for seniors, food assistance services, and disaster services may have one paid employee if they are fortunate. Most of these groups operate entirely with volunteers performing all jobs such as organizing, developing, operating, and evaluating activities. ARcare RSVP will work to integrate senior service into other service programs with continued and heightened awareness measures. The development of a link on all community websites is under evaluation with volunteers designing and contacting each community web leader. RSVP volunteers have served on steering committees with Connect Arkansas to bring broadband internet access to rural areas. Woodruff County is soon to launch the first county wide broadband program. The RSVP volunteers from the County Judge to The Bank of Augusta President to the factory worker have given hours to community surveys, data collection, and training seminars to bring this communication service to all residents.

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## Program Management

ARcare RSVP complies with all Corporation for National and Community Service guidelines and regulations. The ARcare Chief Operations Officer and the RSVP Advisory Council provide oversight for all program matters. Fiscal oversight is provided by the Chief Operations Officer in conjunction with the Chief Finance Officer. Volunteer stations are chosen in response to the apparent needs of the community. All ARcare RSVP volunteer stations must comply with the activities outlined in the signed Memorandum of Understanding. As stated in the signed MOU, RSVP volunteers and staff will not participate in prohibited activities such as lobbying. All volunteer stations are monitored by the ARcare RSVP Director and visited at least once every quarter. The volunteer station director will notify the ARcare RSVP Director of any changes in activity assignments. Any station found out of compliance will be given an opportunity to make corrections and/or changes as approved by the ARcare RSVP Director and RSVP Advisory Council.

The ARcare RSVP Director will meet with community leaders, non-profit organizations, and educational institutions to determine the volunteer needs of the community. Once determined, the Director will meet with potential volunteer station leaders to develop a Memorandum of Understanding (MOU) that will outline responsibilities including volunteer activities and data reporting procedures for each station. All volunteers of the program receive orientation and are required to sign an agreement (MOU) which describes the duties to be performed, location and time of volunteer activities, and ARcare RSVP rules and regulations. Prior to their first day of volunteering, each volunteer is required to participate in the training specific to their assignment.

Volunteers and volunteer stations will be graduated as necessary. The steps that will be taken to ensure minimal disruption include: 1) The RSVP Director will personally speak to the Station Director or volunteer explaining that RSVP services have been redirected due to specific Federal Priorities, 2) We will be happy to help find a new place for you to serve in one of these priority areas so that you may remain a RSVP volunteer OR you may continue in your current position and no longer be identified with RSVP, and 3) A follow up letter will be sent to the Station Director and/or volunteer restating the above and expressing sincere thanks for the service they have given. If they choose to leave RSVP we would welcome them back at any time.

ARcare RSVP has worked successfully with stations and volunteers since 2006 in the area of Healthy Futures Food Delivery. Over the past eight years as a CNCS grantee, ARcare RSVP has delivered meals to more than 400 residents in the current service area. These home delivered meals and social support has allowed these residents to remain living independently.

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As a current grantee of the Corporation for National and Community Service RSVP funding, ARcare has chosen to utilize the ARcare Board of Directors as the RSVP Advisory Council. The Advisory Council along with the RSVP Director is responsible for planning, implementation, and evaluation of the program. The Advisory Council is also responsible for ensuring all potential ARcare RSVP volunteers have completed all paperwork and are eligible to serve in the program. All volunteers are required to complete the RSVP Volunteer Packet which includes demographics and an interest survey. The Advisory Council members ensure all ARcare RSVP volunteers are assigned to volunteer stations that have the required, signed MOU on file.

### **Organizational Capability**

ARcare's 28 years of experience in the non-profit field brings credibility as the sponsor to the Retired Senior Volunteer Program. ARcare is a private, non-profit corporation developed in 1986 to meet the primary health care needs of all residents in its 20-county service area in Arkansas and Kentucky. Beginning with three rural clinics providing primary care services, ARcare has grown to 34 medical clinics, 1 dental clinic, 3 pharmacies, 3 fitness centers, and 14 Special Service centers. ARcare has operated and managed the RSVP Program and volunteers for Jackson, White, and Woodruff counties since 2006. All potential ARcare RSVP volunteers are required to provide proof of age as 55 or older (driver's license or other documentation). ARcare provides employment structure for RSVP staff, program supervision, accounting oversight, and IT support.

In addition to the sponsorship of the RSVP Program, ARcare has a proven track record in managing programs with proven results. Since 1999, ARcare has offered a Medication Assistance Program (MAP) to assist our patients with the cost of needed medications. MAP offers assistance to more than 2,900 patients a year. ARcare also provides Ryan White HIV/AIDS services including case management and primary medical care to more than 1,500 patients with HIV/AIDS and their families. ARcare also operates a nationally recognized Chronic Disease Self-Management Program for patients diagnosed with diabetes, hypertension, and obesity. In addition, ARcare operates an after school/summer program funded through the 21st Century Community Learning Centers grant. In 2013, ARcare provided healthcare services to 40,442 unduplicated patients including 42% uninsured, 25% Medicaid, 14% Medicare, and 19% private insurance. As a Federally Qualified Health Center, ARcare provides comprehensive, primary healthcare services to all residents regardless of their ability to pay.

ARcare RSVP has one paid staff member, Joy Lynn Bowen. Ms. Bowen is a retired educator with more than 25 years in the public school system. Working in that capacity, she was responsible for the

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development and oversight of the Gifted and Talented Program. This program involved working with the community on numerous projects. Her success in program management was demonstrated by superior reviews throughout her teaching career and requests for leadership and guidance in the development of additional programs. Ms. Bowen has been the RSVP Director for over 7 years. Ms. Bowen is active in her local church, community organizations, and works directly with the care of several senior centers.

As the ARcare RSVP Director, Ms. Bowen reports to the ARcare Chief Operations Officer (COO). All RSVP reports including evaluation results and program changes/improvements are presented to the COO and the ARcare Board of Directors/RSVP Advisory Council.

The management structure of ARcare consists of a 16 member Board of Directors that represents every community. This Board is responsible for the governance of the organization. The Senior Management team consists of six leaders. This management style allows for increased efficiency in time management and resources relative to the size of ARcare. The structure includes a Chief Executive Officer, Chief Operations Officer, Chief Finance Officer, Chief Information Officer, Chief Clinical Officer, and Chief Medical Officer. This structure has allowed spread of responsibility and strengthened leadership in this organization to better serve employees, patients, and improve services.

For more than 28 years, ARcare has managed several local, state, and federal grants and has never had any issues or concerns in the administration of the funded programs. In addition, ARcare operates 61 facilities throughout central and eastern Arkansas and western Kentucky to provide health care and support services to community residents. Our accounting policies and procedures are designed to follow Generally Accepted Accounting Principles (GAAP) standards. Employees educated in the accounting field oversee the operations of the finance department and make sure that company policies and procedures are followed. Research is conducted along with consultation with our auditors when questions arise about appropriate reporting in order to stay compliant with current acceptable accounting practices. All RSVP grant funds are maintained in a separate account from other ARcare funds.

The ARcare Finance Department includes the Chief Finance Officer, Vice-President of Finance, Controller, Financial Analyst, Accounts Payable and Receivable clerks, Payroll Manager, Human Resource staff, and Data Entry Clerk. This staff allows for specific internal controls for grants management, processing payments, and general accounting practices. The Vice-President of Finance is CPA certified. ARcare has an annual independent audit conducted and all findings are reported to

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the Bureau of Primary Health Care, ARcare Board of Directors, and appropriate entities as necessary. The financial operations utilize the software ¿Great Plains¿ which is interfaced with the clinic practice management system and electronic medical record system. In its 28 years of operation, ARcare has no findings that are non-compliant to the independent audit, federal, or state programs. ARcare has always been in good standing with any financial responsibilities of obligated funds. ARcare has received funding from the Department of Health and Human Services, Ryan White HIV/AIDS Program, Office of Rural Health, Arkansas Department of Health, Arkansas Department of Education, Susan G. Komen Foundation, Blue and You Foundation, and various private foundations. There have never been any compliance issues operationally or financially.

### Other

The following documents will be sent via email to CNCS:

- ¿ List of ARcare Board of Directors (also acts as RSVP Advisory Council)
- ¿ Financial Management Survey (including required documents)
- ¿ Organizational Chart
- ¿ Project Director Job Description
- ¿ Statement of Audit Status
- ¿ Aggregate Annual Dollar Amounts of Funding
- ¿ IRS Certification of Non-Profit Status
- ¿ Most recent financial statement audit or 990
- ¿ Articles of Incorporation

### PNS Amendment (if applicable)

Not applicable