

HP200
Team 4 – Health/Medical Sector

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**Clarkson University and the Medical Community:
Center for Grant Writing
A Proposed Partnership**

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INTRODUCTION

The goal of HP200 has been to develop partnerships between Clarkson University and the North Country community according to the Community Affairs Office vision, as restated below:

1. Individuals, as well as officials from businesses, schools, nonprofit agencies and government in the surrounding North Country community, recognize definite benefits as a result of Clarkson being a proactive neighbor, especially because students, professors and staff use their skills, talents, and knowledge in partnerships with local organizations to resolve community issues.
2. Clarkson students realize benefits to themselves, professionally and personally, through partnering with selected professionals and leaders within the community to help solve real problems faced by community entities.

Our group was charged with investigating possible partnerships with the medical community that would strengthen the service learning opportunities for Clarkson students and provide valuable services for the community.

In order to fulfill the vision statement, a survey of the current relationship between Clarkson and the medical community was taken. This was done in three stages. First, the current programs run by Clarkson were examined. It was discovered that Clarkson (with the exception of the graduate physical therapy program) does not have many well developed partnerships with the medical community. The current programs run sporadically, are completely decentralized, and are based mostly on volunteerism. Next, an investigation of partnerships between other colleges and their local medical communities was performed. Aside from graduate medical programs, there are very few actual partnerships between colleges and the medical community, due to the nature of the industry. Finally, the community's needs were examined. The common needs were volunteers (which would not create an effective partnership at the undergraduate level), money and other resources.

In order to match the skills here at Clarkson with the health community's needs, this group proposes a grant proposal writing partnership. This program will allow health organizations within the community to approach Clarkson with potential grants for which they would like to apply. After attending a series of instructional seminars, students would then hone their skills writing the proposals for these companies. The benefit to the organizations is obvious: they are able to apply for grants that they would not have had the time or resources to apply to before, and possibly receive extra funding. This partnership would provide Clarkson with two main benefits: Clarkson students could gain valuable technical writing skills and practical experience, and Clarkson University could gain a reputation in the community for this unique program.

CURRENT STATE OF AFFAIRS

Existing Partnerships

There are currently a limited number of partnerships between Clarkson and the surrounding medical community. Most of these are rather small, partner Clarkson with local non-profit organizations and hospitals, and are organized on a yearly basis by organizations within the Clarkson student body (i.e. clubs, fraternities, sports teams, etc).

These current partnerships include:

Health Fairs

Currently, Clarkson University holds a health fair every other year to promote awareness of health related issues and the community is invited to attend.

Blood Drives

Clarkson University students, in conjunction with the Red Cross, organize blood drives every year. In the past, the groups which have organized these drives have been the Reserved Officer Training Corps (ROTC), service fraternities, and the men's hockey team.

Canton Nursing Home

Occasionally, organizations within the Clarkson student body volunteer their services to the Canton Nursing Home. These events are not held on a regular basis, and rely solely on volunteerism.

Canton-Potsdam Hospital

Student volunteers work on support tasks such as restocking supplies in exam rooms, making patient beds, and transporting patients through the hospital. The hospital volunteer office, run by Amy Irish, currently coordinates these student volunteers. Some students also choose to work at the hospital through a work-study program.

Telemedicine

Working through a federal grant given to Fletcher Allen Health Care in Burlington, Vermont, a team of consultants, including Clarkson Professor Stephen Doheny-Farina, installed video conferencing equipment in North Country hospital emergency rooms. These systems enabled trauma specialists on duty at the University of Vermont (UVM) and Fletcher Allen to consult with local doctors in real-time on patient cases. This equipment was also used for medical students to take classes at UVM via video telecasts. The project ran out of funding and was forced to shut down after two years, ending in 2001.

Pre-Medicine Students

Approximately five to 10 pre-medicine students a year take part in this program, which is designed to give them experience in an actual hospital setting. The students work for a couple hours a week at the Canton-Potsdam Hospital, performing menial jobs and working in the emergency room. This program is run by the pre-medicine advisors at Clarkson University and the volunteer department at Canton-Potsdam Hospital under the leadership of Ms. Amy Irish.

Physical Therapy

Clarkson University's Graduate School of Physical Therapy partners to a great extent with hospitals and clinics throughout the country, many of which are in St. Lawrence County and other parts of Northern New York. Currently, this department has over 150 well-established partnerships, ranging from the Canton-Potsdam Hospital to organizations in San Francisco. Most local hospitals are all deeply involved in this program. Partnerships can take the form of anything from a few hours of clinical work a day to a full eight-week paid internship. Most of the partnerships are created and organized through NAHEC (Northern Area Health Education Center), an association of professionals who work closely with Clarkson's center for health sciences.

Perhaps the most interesting aspect of the graduate program is that it is housed above an actual physical therapy clinic, which employs approximately six physical therapists, and treats patients from throughout the North Country. Students begin work in the clinic within six weeks of entering the program. This situation allows the physical therapy professionals to teach the students part time, and allows the professors in the Clarkson program to practice physical therapy so that they can maintain their licenses.

Community Needs

Throughout the interviewing process, community members expressed several different needs. Most of these involved a general need for time and resources, including funding and volunteers. The following contacts are examples of organizations that have expressed specific needs from Clarkson University.

Canton-Potsdam Hospital

Mrs. Sue Bonnell, the nurse supervisor at Canton-Potsdam Hospital, spoke of the possibility of having four to five college students (male and female) each Saturday and Sunday from 12:00 a.m. to 6:00 a.m. to volunteer in the emergency room. They would be doing basic nursing tasks, restraining restless patients, and sitting with and comforting patients. During this time at night, several students come into the hospital with alcohol-related problems and the emergency room simply needs extra pairs of hands to handle the activity. This volunteer service could be coordinated out of the hospital's volunteer office and students would need to be trained prior to starting their volunteering.

Another idea is for students with cars to give rides to patients without transportation to and from the hospital for their appointments. However, this idea will probably run into insurance and liability problems. Students could also help by fundraising for new furniture for the new critical care wing of the hospital.

Mr. Cliff Westerling, the Vice President for Community Relations at Canton-Potsdam Hospital, thought that it would be beneficial for the partnership between Canton-Potsdam Hospital and Clarkson (and possibly the entire medical community) to have a regular meeting to talk about affairs at a detailed level. He also thought that Clarkson should have a broad, simple list that covers all of the resources that Clarkson has to use and who to talk to make use of these, such as who to call for a community service project.

A final area of concern was with internships and class projects. Mr. Westerling thinks there are many different areas in the hospital where students could get valuable experience learning about how the hospital is run. He said that many classes come to the hospital for a project, whether it's research or analysis, and then the class is over and nothing more happens. He would like to see more ongoing projects that might be longer than one-semester, so that more could be accomplished by the classes, and their work could have more of an impact.

Many of the other area hospitals were contacted and the general consensus was a need for the funding of various projects and equipment, much like Canton-Potsdam Hospital.

Alice Hyde Medical Center

Ms. Christine LaDuke, Director for Developing Community Affairs at Alice Hyde Medical Center, is looking for the assistance of a small group of students who would focus on writing grant proposals with her.

St. Lawrence-New York State Association for Retarded Children

Ms. Daphne Pickert, executive director of the St. Lawrence-New York State Association for Retarded Children (SLNYSARC), mentioned an interest in obtaining grant money for the purpose of renovating their service garage. However, SLNYSARC does not have the resources to search or apply for grant money to help pay for the renovations.

Medical Partnerships at Other Colleges

Many other schools are already deeply involved in their respective medical communities. These existing programs can be used models to help develop Clarkson's fledgling partnerships.

Graduate-Level Physical Therapy

Although the graduate physical therapy program is technically part of Clarkson University, it exists and is run almost autonomously from the other Clarkson University undergraduate programs. This program is able to partner with many hospitals and clinics on the basis of service learning due to the advanced studies taught in the graduate program. This closely resembles other graduate programs, such as medical schools, in that the need for real world job experience leads to partnerships with the outside community. On an undergraduate level, however, this is not feasible, because of the advanced nature and importance of medical work.

Merwin Rural Services Institute

The Merwin Rural Services Institute (MSRI) is located on the campus of and is administered by SUNY Potsdam. Its primary focus is to provide technical knowledge to the community so as to enhance the local capacity for development, strengthen community and regional economic development efforts, and to link community service activities to SUNY Potsdam's teaching and research missions.

The MRSI offers annual grant writing workshops that are open to the community. These workshops are given at three levels of ability to accommodate the varying backgrounds of the participants.

In 2002, the MRSI offered three sessions to seventeen participants from diverse community agencies and organizations: Grant Writing Across and Within Agencies; Intra/Inter-Agency Grant Writing – Developing the Proposal, and Inter-Agency Grant Writing – Increasing Proposal Quality. Training is conducted for the MRSI by Ms. April Bender.

The University of Wisconsin – Madison Grants Information Center

The Grants Information Center, located on the University of Wisconsin – Madison campus, is one of 200 collections established by the Foundation Center, an independent organization based in New York State. The goal of the Grants Information Center is to provide organizations access to information about funding from foundations and corporations for nonprofit organizations.

In addition to easily accessible print and electronic listings of available grants, the Grants Information Center also provides books, periodicals, and pamphlets. These resources are aimed at educating nonprofit organizations about fundraising, proposal writing, and philanthropy.

However, the Grants Information Center does not offer its services to actually write grant proposals. That is, while there is a wealth of resources within the center, there is no grant proposal writing service offered.

RECOMMENDED PARTERSHIP: MEDICAL SECTOR

After analyzing common needs in the medical community, the Center for Grant Writing was proposed as a way to meet the prevalent need for funding within these organizations. This partnership is envisioned as a connection between organizations in need of funding and Clarkson's students and faculty skilled in professional writing. Students under faculty supervision would identify and research potential grants requested by these organizations and then proceed to draft a proposal for that grant. In addition, this partnership would include a mechanism for presenting techniques for writing effective grant proposals to staff members of these community organizations. The outcome of this partnership would ideally have three results: first, students and community leaders would refine their professional writing skills; second, organizations not only in the medical field, but also in the non-medical field, would obtain outside sources of funding; and third, Clarkson would gain recognition for its role in providing valuable funding to important community organizations and for providing its students with real-world experience in professional grant writing.

Grant Writing Partnership: Structure

Instruction Mechanism

The mechanism used to convey professional writing skills to students and the community would be twofold:

- First, there would be a series of seminars for the greater part of a semester open to anyone who wishes to attend. These seminars would allow for flexibility in scheduling for students, faculty, and the community; and would provide opportunities for more faculty members to be involved, as participants or instructors. Course credit or a small stipend could provide an incentive for students to participate.
- Second, a workshop would be held during the summer, which would allow for more in-depth learning opportunities. This would be more convenient for community members, but soliciting student participation during the summer could prove to be difficult.
- A traditional three credit hour course would not be feasible for this program because there is not enough material to warrant a full course. This format would also discourage community members from attending. Community leaders may find it more time-efficient to have employees attend a compact seminar rather than attend a traditional semester-long class.

Administrative Housing

This program would be housed jointly by the Technical Communications Department and the Center for Excellence in Communication (CEC).

- The Technical Communications Department would be responsible for handling the academic and administrative issues of this partnership. Professor Brenton Faber of the Technical Communications Department has already expressed an interest in instructing this program.
- Due to the large scope of this partnership and its direct involvement with the community, a Center for Grant Writing would need to be formed, under the direction of the CEC. This center would take the form of an office, in which students who have attended the

seminars can write grant proposals for local organizations, under the supervision of faculty members. This office would allow the program to be centralized in one location and would also facilitate the “handing down” of knowledge from experienced students to those who are just beginning. Professor Johndan Johnson-Eilola, director of the CEC, has already expressed an interest in potentially housing the grant proposal program and center.

Personnel

This partnership would need to incorporate students, faculty, and community members in order to be most effective. A list of some of the personnel that would be required to run this program is shown below:

- An adviser would be needed for any internship projects and for any work being done independently through the center.
- Faculty members would be needed to teach the seminars or workshops.
- Community leaders experienced in grant proposal writing may conduct presentations in any of the instructional mechanisms outlined previously.
- An administrative assistant would be required to handle the scheduling and other paperwork associated with the maintenance of the center and other projects resulting from this partnership.
- Faculty, staff, and community leaders would be needed to develop a stimulating and pertinent curriculum for the seminars and workshop.

Communication Structure

An important issue in implementing this partnership would be successfully linking the needs of the medical community to the resources of Clarkson University. This can be accomplished in a number of ways.

- Initially, part of the program would need to be dedicated to developing profiles of local recipient organizations, while another part of the program would research potential grant providers. Students and faculty could then approach local organizations with the potential grant information.
- Once the program becomes well-established, organizations would be more receptive and active in using Clarkson’s services, and could possibly contact Clarkson directly with their needs for grants.

Fee Structure

Payment could help to sustain the program, promote student interest, and motivate students to produce quality work. However, a fee may tend to prohibit organizations with very little money (i.e. nonprofits) from using this service. Therefore, fees should be charged on a case to case basis, with a commission on any grant money received being the standard.

Competition Complications

The Merwin Institute offers seminars on grant proposal writing sporadically throughout the year. They do not offer any grant writing services, however, so there would be no negative competition between the proposed project and the Merwin Institute. On the contrary, the two programs could collaborate in order to produce more informative seminars.

RECOMMENDATION FOR THE STRUCTURE OF THE PARTNERSHIP INITIATIVE

The general consensus regarding the combination of the proposal outlined above and those proposals described by the other groups includes a sort of clearing house. This centralized office would serve as a base for not only these five proposals but any program, resource or service within Clarkson that is available to the community.

Clarkson Community Connection Office Structure

The mission of the Clarkson Community Connection Office (CCCO) is to provide a single link between Clarkson University resources and the community needs. The intergroup developed this office in response to the common institutional and structural needs of all of the individual groups. This office would act as a liaison between Clarkson University and surrounding organizations and would facilitate contact between existing groups and programs on campus. A primary staff member would oversee the operations of this office and would be supported by student workers. The CCCO would be responsible for advertising Clarkson's community programs, organizing community contact events, and providing representatives of Clarkson University at community meetings and events. For more information on this subject, refer to the HP200 Intergroup's final report.

The Clarkson Community Connection Office and the Center for Grant Writing

Though the Center for Grant Writing would be housed in the Center for Excellence in Communication and part of the Technical Communications department, the office described above would serve as a tie between the community and the Center for Grant Writing. Any member of the local community could contact the centralized office with requests for aid in any stage of the grant writing process. The office would then forward the request on to the Center for Grant Writing, which would attempt to find the students, faculty, and resources to fulfill the request.

APPENDIX A: LIST OF CONTACTS

Sue Bonnell (Registered Nurse and Nurse Supervisor, Canton-Potsdam Hospital)

Mrs. Bonnell spoke about staffing needs at the hospital, especially with non-medical tasks such as stocking rooms, transporting patients, and making beds. She suggested special volunteer programs on weekend nights, fund-raising drives, and other partnership opportunities.

Victor Caamaño (Physical Therapist, Canton-Potsdam Hospital)

Mr. Caamaño discussed Canton-Potsdam Hospital's generally good relationship with Clarkson, especially with the physical therapy department. He did offer ideas on ways to make rehabilitation equipment more readily available to the public.

Tina Corchran (Public Relations Director, Massena Memorial Hospital)

Ms. Corchran spoke mainly about the positive experiences she has had dealing with Clarkson. She discussed the physical therapy department's involvement in an internship program and Massena Memorial Hospital.

Christopher Cowen (President, Potsdam Volunteer Rescue Squad)

Mr. Cowen discussed current student involvement with the rescue squad, current public service projects the squad is engaged in, and the process of becoming an emergency medical technician. Mr. Cowen also identified possible partnership areas with recruitment, marketing, and public service campaigns.

Prof. Stephen Doheny-Farina (Professor of Technical Communications)

Prof. Doheny-Farina spoke about his past personal involvement with the Canton-Potsdam Hospital in the area of telemedicine and student educational video projects for the hospital.

Prof. Sam Feitelberg (Associate Dean of Health Sciences)

Professor Feitelberg is head of both the undergraduate and graduate schools of physical therapy at Clarkson University. He discussed the ways in which the physical therapy program and the School of Health Sciences manage to partner themselves with not only the North Country, but many other hospitals and clinics throughout the United States.

Mike Griffin (Webmaster/Director News Services Marketing/Communications)

Mr. Griffin discussed medical partnerships such as the volunteer program at Canton-Potsdam Hospital, blood drives, and health fairs. He also mentioned many ideas for future partnerships as well as ideas for improving upon current ones.

Stacey Irwin (Activities Director, Canton Nursing Home)

Ms. Irwin spoke about the good position that the nursing home is in. She mentioned that there were numerous organizations that volunteered to help at the nursing home, and that her needs were currently being met.

Christine LaDuke (Director for Developing Community Affairs, Alice Hyde Medical Center)

Ms. LaDuke expressed interest in working with students on writing grant proposals.

Judith Leach (Director and Nurse Practitioner, Clarkson University Health Center) and Nancy Harrington (Nurse Practitioner, Clarkson University Health Center)

Ms. Leach and Ms. Harrington discussed current health fairs and blood drives, as well as future ideas for improving upon these events. They also shared their ideas for future partnerships with Hospice, the local chapter of the American Lung Association, and dietary awareness/problem counseling.

Prof. Linda Luck (Associate Professor and Pre-Medicine Advisor)

In cooperation with the Potsdam-Canton Hospital, Professor Luck organizes volunteer sessions for pre-medicine students who are interested in learning what a real hospital environment is like.

Laura Pearson (Office Manager, Merwin Rural Services Institute)

Ms. Pearson spoke about the programs of the MRSI, giving the group an idea of what services were already being offered within the local community. She stated that distributing information about grants is a very small component of the MRSI.

Daphne Pickert (Executive Director, St. Lawrence-New York State Association for Retarded Children)

Ms. Pickert expressed great enthusiasm for the concept of a Center for Grant Writing. Ms. Pickert identified three problems with the current grant writing process at SLNYSARC. The first being the time and resources, and the second involving the lack of qualified people to write the proposals. The third problem involved not being able to obtain grants for activities outside of the SLNYSARC's normal operations.

Bruce Potter (CEO, Canton-Potsdam Hospital)

Mr. Potter discussed the Clarkson University Physical Therapy Program. He also talked about the hospital's need for staff trained in the latest technological advances, as well as the need for continued research into existing medical technology.

Laura Shea (Director of Community Relations, Claxton Hepburn Medical Center, Ogdensburg)

Ms. Shea explained a current developing program in great detail that the hospital is running that has a strong potential for partnership between Clarkson and the hospital.

Cliff Westerling (Vice President for Community Relations, Canton-Potsdam Hospital)

Mr. Westerling explained the many areas of the Canton-Potsdam Hospital where there have been partnerships in the past, along with current ongoing partnerships between Clarkson and the hospital. Mr. Westerling had several ideas of ways to improve the way Clarkson works with the hospital and the medical community in general.