

Welcome Packet



Ithaca Health Alliance Staff and Volunteers

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Welcome to the Ithaca Health Alliance (IHA), a dynamic organization. As such, this packet is meant to provide a general overview of the Ithaca Health Alliance to new volunteers. We'll update this as frequently as we can to keep people in the know.

### **Our History**

The Ithaca Health Alliance (IHA) was founded in 1997 by Paul Glover, a local resident/activist and founder of Ithaca Hours. The Ithaca Health Alliance began with a few pilgrim members whose belief in the IHA made its growth possible. At first the IHA programs consisted of the Ithaca Health Fund, discounts on health care services provided to members, and a few educational programs. Through the years membership dues laid the foundation for all that the IHA does today.

We now conduct many different community health projects. Our [members](#) are eligible for [medical grants and loans](#) that may help pay for the cost of certain medical expenses. Community organizations may apply for grants to conduct health-related activities. We partner with other area groups that have an interest in community health and wellness. We also offer [educational events](#) and [free health services](#) in the Ithaca and Tompkins County area.

At this writing, the Ithaca Health Alliance has about 700 members. Recently IHA has made organizational changes, including accepting only New York State residents as general members and offering discretionary grants through the Health Fund program. New IHA programs include the Ithaca Free Clinic (IFC), Community Grants Program, and others under development.

In 2004, the IHA came under the scrutiny of the New York State Insurance Department (NYSID) for "practicing insurance without a license." Following hours of dedicated and committed work by board members and other volunteers, as well as countless discussions with NYSID explaining that the IHA is a charitable community health organization, the IHA and NYSID were able to work together to achieve a mutually acceptable solution. IHA agreed to modify the terminology used for the Ithaca Health Fund programming and to limit membership to New York State residents. Today IHA continues to focus on community-wide programs, such as the IFC and the organization's educational programming.

In January 2006, the Ithaca Free Clinic opened on Fulton Street in Ithaca. The clinic integrates "complementary/alternative" medicine with "western" care, qualifying the IFC as being among the first clinics of its kind in the U.S. Committee and clinic volunteers served over 300 patients in the IFC during its first 2 months of operation, well in excess of expectations. Clinic committee representatives also attended the first annual national convention for free clinics in Chicago during the spring of 2006. This has further improved knowledge of the services the IHA and IFC can provide to those in need with few other alternatives available.

### **Our Mission**

Our mission is to facilitate access to health care for all, with a focus on the needs of the un- and under-insured.

We strive to provide access to health care based on need, not on ability to pay, where the talent and generosity of our community come together via a variety of Ithaca Health Alliance programs.

### **Who We Serve**

The Ithaca Health Alliance serves all people:

- 4 We serve our members through member-only programs
- W We serve the uninsured and underinsured through our educational programming and free clinic services, and
- c We serve our community by promoting wellness and healthy living.

IHA works to provide people with improved access to health care, through our practitioner members, grants, and loan programs. We have strategies in place to collaborate with or refer to other healthcare providers or facilities in association with our Clinic.

IHA also provides people with tools and information that facilitate healthcare services, which may more efficiently take care of people's healthcare needs. We do this through partnering with other organizations in the community that promote health and wellness. We also provide many educational opportunities in the form of open talks, written materials, and tabling events to give people information that allows them to make healthy decisions in their own lives.

### **Membership**

The members of the Ithaca Health Alliance make all of our community health programs possible. Members guide the organization through voting in referenda and board elections, and through direct feedback. Members who volunteer with IHA help shape our future through planning our programs. Health service providers who join as participants in the IHA community health network are an integral part of our vision of community members helping one another to achieve good health. The discounts we provide can make the difference in whether uninsured members are able to afford health care at all. Sponsor and affiliate members donate to the ongoing development of health systems in our communities. Discounted membership rates are given to businesses or community organizations that wish to enroll employees/members.

Note that the medical assistance Member Grants offered through the Ithaca Health Fund program are available to General and Provider Members with New York State residence.

1. *General Memberships* — Members must live in New York State and can access all programs offered. All general members should know that the majority of educational and discount programs are located primarily in Tompkins County, and at this time free clinic programs are located in the Tompkins County area only.
  - a. *General Memberships for Businesses and Organizations* — IHA offers special membership rates for businesses that wish to enroll employees as general members or for organizations that wish to enroll their members as a group.
2. *Provider Memberships* — Ithaca Health Alliance provider members are an essential component of the IHA community health network. Health service providers who practice any health and wellness modality may join as provider members for a membership rate on a sliding scale. Provider members agree to offer a standard discount on professional services rendered to Ithaca Health Alliance members, and they are listed in [the IHA Provider Member directory](#). Provider members who choose to join for \$50 or more and who reside in New York State are eligible for program participation, as are general members.
3. *Donated Memberships* — These memberships are given by the Health Alliance with funds provided by private donations or sponsoring affiliates to individuals living within New York State. Continuation of this category will depend upon foundation grants and the generosity of sponsoring members.

4. *Affiliate Memberships* — Sponsor members join the IHA in order to support the mission of community-driven health organizing efforts. Affiliate member dues contribute to specified IHA activities. Affiliate members are not restricted to New York State and are not eligible for member-only programs. All committee volunteers in good standing (as defined by the committee) are automatically affiliate members of the IHA.

## **Organization**

The Ithaca Health Alliance is a not-for-profit organization governed by the IHA board of directors and the Ithaca Health Alliance bylaws. The board is responsible for funds under the control and use of IHA and its committees/programs. Four committees are responsible for operations, the management and growth of IHA programs, and areas critical to the health of the organization. The intersection between committees' responsibilities necessitates cross-committee collaboration. Committee chairs and the board of directors are responsible for facilitating such cross-committee communication and collaboration. Committees are also responsible for overseeing the work of associated volunteers in conjunction with committee projects and other activities.

### **Board of Directors**

The IHA board of directors is comprised of members in good standing, elected by a majority of member-voters, with a minimum of 10% of all active general members having voted. Board members are voted to two-year terms, with a minimum of half of the Board seats up for re-election each year, as articulated in the bylaws.

The board of directors is responsible for the philosophical, financial, and legal management of the Ithaca Health Alliance and its programs. In partnership with committee chairs, the board remains abreast of the programs and volunteer projects being conducted. The board decides by majority vote on matters concerning the philosophical, financial, and legal matters pertaining to IHA and its programs. The IHA provides board of directors' insurance.

The board is facilitated by an executive committee comprised of the president, vice president, treasurer, and secretary. The president works with the IHA office manager to construct agendas for the monthly board meetings. The president and vice president facilitate the monthly meetings, while the secretary keeps minutes and distributes minutes to board members and committee chairs. The secretary is available to work with the office manager to author the IHA annual and quarterly reports. With the help of the office manager, the IHA treasurer maintains watch over the financial records and provides quarterly financial reports to the board.

Board members are required to serve on at least one IHA committee.

In addition to the strategic advice it gives, the board can open doors for the organization that individual persons, projects, or committees may not be able to open alone. Board members who have strong networks and are respected in the community can help to strengthen and develop the IHA and its programs.

### **Clinic Operations Committee**

The role of the clinic operations committee is to assist the clinic coordinator in program oversight and development of the Ithaca Free Clinic. Clinic committee members are

available to participate in grant writing projects, develop clinic policies and procedures, and discover community talent and resources.

### **Development Committee**

The development committee works to ensure the financial health of the IHA and its programs by seeking grant and donor opportunities. It is the lead fundraising branch of the IHA. It seeks and applies for grants, organizes events, builds a network of support, and builds partnerships with other organizations in our community. The development committee works closely with the outreach and finance committees.

### **Finance Committee**

The treasurer of the board of directors is a member of this committee. The finance committee works with the other committees to ensure the IHA remains financially healthy and responsible. The IHA fiscal year runs from January 1 through December 31. The IHA is funded through a mixture of grants, donations, and member dues. Each committee chair works with the finance committee to develop a budget for the following fiscal year. Proposed budgets are due to the board for review and vote by autumn of the year preceding the fiscal year in question. The finance committee makes recommendations to the board about financial approval of committee budgets.

The finance committee manages the Ithaca Health Fund program. The Health Fund was established to provide financial assistance to members seeking preventive and emergency medical care. The Fund member-grants program consists of preventive care rebates and emergency health expense grants. This program has grown to include interest-free loans and grants to other organizations conducting health programs as well.

### **Outreach Committee**

This committee is responsible for public relations and encouraging all types of memberships to the IHA. This happens through a variety of outreach methods, including educational events and materials, presence at community events, and public relations materials and newsletters, for example.

This committee also sponsors educational programming for our members and the general public. Informal classes, lectures, and guest speakers are offered on a regular basis. We offer a library of books, videos, and other resources, which everyone is welcome to browse through or borrow from. We network with experts in all fields of health in order to help our neighbors learn about the wealth of health options available.

The outreach committee is also responsible for building relationships and partnerships with like-minded individuals and organizations.

### **Oversight Committee**

The oversight committee is comprised of four members or, based on circumstances, more:

1. Three voting members of IHA committees appointed to serve one-year terms, with approval by the board of directors
2. One member of the IHA board of directors, appointed by the board to serve a one-year term

3. The medical director or complementary/alternative medicine director, when the clinical practice of any given clinic volunteer or practitioner is in question
4. The president of the IHA board of directors, or his/her designee, as an ex-officio member, who may only vote in the case of a tie

The oversight committee handles complaints about IHA volunteers that require the attention of an outside party. Respect for confidentiality and coming to a reasonable solution with everyone's best interests in mind is an important goal for this committee. This committee convenes as needed.

### **How to Volunteer**

People can volunteer with the Ithaca Health Alliance in a variety of ways. Because the programs of the IHA are so broad and far-reaching almost everyone can find a niche in our organization. People with all types of talents are encouraged to volunteer. We find strength in the diversity of our volunteer corps. Please contact the appropriate committee chair if you are interested in becoming involved in a particular aspect of IHA work, ranging anywhere from fundraising to marketing to medical care. If you would like to volunteer but do not know how you would like to contribute, you may contact the president of the board or an IHA staff member to discuss your interests. Please see the appendix for committee chair, board of director, and contractor contact information.

### **Role of the Volunteer**

As an IHA volunteer, you are the face of the organization in our community. Please be versed on what the organization has to offer or be able to provide appropriate referrals to people who could either benefit from our services or would be interested in volunteering or donating to the IHA and its programs.

As an Ithaca Health Alliance volunteer, it is up to you to determine the amount of time you can commit and the degree of your involvement. You are responsible for communicating with your committee chair and/or the board president about your level of involvement and how you wish to contribute. Whatever your role you, along with all other IHA volunteers, are linked by an expanded view of community where each of us benefits from our mutual contributions.

All committee volunteers in good standing (as defined by the committee) are automatically affiliate members of the IHA.

### **Volunteer Descriptions**

#### Leadership

The people in our organization keep the organization running; and the leaders in our organization help it to grow and run smoothly. Committee and subcommittee chairs and board of directors hold IHA leadership positions. Leadership requires dedication and follow-through. The following are IHA leadership characteristics:

- I Possess good communication and interpersonal skills.
- P Prepare for and attend meetings, ask questions, take responsibility for and complete assignments.
  - a Foster a collaborative, cooperative, and open environment with the other committee members and the IHA board.
  - a Are able and willing to contribute time and energy needed to carry out the responsibilities of

the position.

- t Are able and willing to take on whatever tasks may be required for the smooth functioning of the committee, sub-committee, and the organization.
- t Are able and willing to listen, analyze, think clearly and creatively, and work well with people individually and in groups.
- i Are able and willing to show sensitivity to and tolerance for differing views, including a friendly, responsive, and patient approach to community-building within the IHA and among its members, volunteers, and the public.
- i Understand and support the relationship between IHA, its programs, committees, and partners.
- U Understand and support the relationship and communication between the different committees, the members, and the IHA board of directors.
- t Are able and willing to identify conflicts of interest and to act appropriately to eliminate them.

### IHA Board Members

Board members are elected by IHA membership for two-year terms. Board members:

- B Organize and help govern the IHA by acting as executive council to the membership.
- O Function for fundraising, oversight of programs, and strategic planning on a philosophical, legal, and financial level.
- l Vote on resolutions and amendments, elect officers to the board, and report to said officers on the progress and achievement of committee goals.
- t Serve on at least one committee: Development, Clinic Operations, Finance, and Outreach.
- S Commit to the IHA mission, attend all monthly meetings, and perform tasks and duties between meetings.
- b Are ethical in general and respectful to fellow board members and to the community that we serve.

### Board Officers

President will be elected by majority vote of board members for a term of one year and will:

- P Act as chief executive of the IHA. Preside over the board meetings, appoint and instruct all committees, and name their chairs as needed.
- c Serve as ex-officio member on all committees.
- S Fill, by appointment with advice of the board, any office vacated by an officer until the next election.
- n Work with the vice president to coordinate committees and programs.
- W Represent the board in correspondence and public-relations statements, and in setting deadlines for IHA projects.
- d Serve as liaison between the branches of the IHA, membership, and community partners.
  
- S Oversee supervision of IHA independent contractors.
- O Act as check signer.

Vice president will be elected by majority vote of board members for a term of one year and will:

- V Perform executive functions assigned by the president.
- P Assume the duties of the president in his or her absence.
- A Manage the various requests and directives of the board throughout the committees and advise the board of progress.

- 9 Act as check signer.

Secretary will be elected by majority vote of board members for a term of one year and will:

- S Keep all the official records of IHA.
- K In cooperation with the IHA office manager, keep a written record of each board meeting, including committee reports and membership lists.
  - i With the direction of the board and officers, set the agenda for the monthly and annual meetings.
- m Assume lead in authoring and distributing the IHA Annual Report, with assistance from the office manager.
- o Notify the membership of the annual meeting.

Treasurer will be elected by majority vote of board members for a term of one year and will:

- T Oversee all financial transactions of the IHA; collect membership fees; deposit funds; draw checks for payments; disburse money for projects; maintain a record of all accounts; and present current financial status at regular intervals to the board, with assistance from the office manager.
  - o Prepare a yearly budget and financial statement for the board and membership.
- P Submit the books and records for audit on an annual basis.
- S Act as check signer.
- A Advise the board on the financial effect of potential future projects and goals.

### **Committee Chairs**

Committee chairs are charged with managing the activities of the committee and any sub-committees to ensure that committees work effectively and successfully towards accomplishing the mission of the IHA. Committee chairs provide oversight for the following:

- m Hold regular meetings with committee members for the purpose of ensuring coordination of the activities of the committee.
  - o Chair the committee meetings; act as facilitator for committee discussion.
- C Submit proposed agendas to be further refined and approved by committee members.
- S Oversee sub-committees' activities and receive updates on progress
- O Appoint/elect/volunteer individuals to serve in leadership positions and as chairpersons of the sub-committees.
- t Mediate member conflicts and address issues raised by or about members on their committee.
- c Solicit the board or other committee members' advice about issues confronting the committee requiring additional support and guidance.
- c Ensure that committee events are communicated in a timely fashion to all committee members, other committees, and the IHA board.
- m Ensure that the process for selecting members to participate is fair and equitable.
- E Promote and support committee decisions once finalized.

In consultation with the board of directors, committee chairs establish their committee's agenda and strategic direction, including creation of additional sub-committees, if and when needed. Chairs attend the monthly board of directors meetings to provide reports to the IHA board about the activities and progress of the committee and sub-committees. All volunteer members are

encouraged to seek chair positions. Chairs provide:

1. Five-to-ten minute updates at the board meeting.
2. More in-depth quarterly reports or when special events take place.
3. Written reports/updates to the board members at least one week prior to the meetings.

### **Work and Commitment**

By volunteering for the IHA through any of its programs or committees, you agree to bring your talents and time to bear on the worthy mission of the IHA. You also agree to the minimum terms of participation and to conduct yourself professionally, respecting your colleagues and the people the IHA serves.

#### **Absentee Policy**

Absentee policies are determined by each committee. Your attendance, among other factors, may affect your voting privileges on the committee.

Board absentee policy is determined by the bylaws. The bylaws state that board members may accrue a maximum of 2 unexcused absences per year from meetings before the board position is revoked. It is expected that you will inform the board president and IHA office manager if you will be absent from a meeting.

Committee chairs are expected to attend all board meetings and to provide committee reports in advance of the meeting of the board of directors. Committee chairs communicate board-related business and decisions from their committees. If a committee chair cannot attend a board meeting, the chair will designate a substitute from his or her committee and will work with the substitute to prepare the committee report.

#### **Code of Conduct**

The Ithaca Health Alliance is dedicated to facilitating access to health care for all, with a focus on the needs of the uninsured. Attention to quality of service is a measure of that focus. We believe that health care is a right, not a privilege. In order to treat all who walk through our doors equally, we ask volunteers to maintain a professional, welcoming atmosphere. Your friendly presence, appropriate behavior, and neat appearance are key to treating our clients, members, volunteers, and the community with deserved respect.

The following Code of Conduct serves as a guideline for behavior. Committees may have additional rules and expectations.

#### Ithaca Health Alliance Code of Conduct

- I Shall apply to all volunteers and contractors involved with any aspect of the function, operations, or committee activities of the IHA.
  - o All licensed healthcare practitioners shall practice within their scope of practice, as outlined in applicable New York State licensing regulations. Any practitioner not bound by licensure shall practice according to applicable national standards set forth by any professional organizations relevant to their area of practice or expertise.
  - p Patient and member confidentiality shall be maintained at all times. No patient or member

information shall be discussed in any public area. Any practitioner not directly involved in any given patient's care shall not access patient medical records, except when quality assurance activities may be assigned to that practitioner.

- a In general, during actual clinic operations, no volunteer should be present in the Clinic or IHA offices unless specifically assigned to work that session. Exceptions may be made at the request of a committee chair or board president for the purpose of reviewing operations and procedures.
- a No practitioner shall in any manner solicit patients for their own private practice. Should a patient express interest in a given area of practice outside or in addition to the Clinic setting, he or she shall be referred to the receptionist for a list of all clinical providers and shall be asked to make private contact with the practitioner of his or her choice.
- s All volunteers shall conduct themselves in a professional and ethical manner at all times and in all aspects of the Ithaca Health Alliance's operations and committee activities. All actions, verbal or written interactions, and other behavior shall be such that the integrity of the IHA is maintained at all times and that such actions and behaviors do not impede the progress of the IHA in achieving its goals and mission. Concerns about operations, activities, or personnel shall not be discussed outside appropriate IHA/IFC committee activities. Professionalism shall also be applied to the dress code for all volunteers and contractors present in the clinical setting during business hours.
- c Volunteers should attempt to resolve inter-personal conflicts respectfully among themselves. In the event that conflicts cannot be resolved privately, resources are available through the IHA to assist. Additionally, the IHA oversight committee is responsible for reviewing concerns expressed by any volunteer, contractor, or patient; for conflict resolution; and for problem-solving, and shall maintain the confidentiality and the dignity of any individual involved. This process shall include an impartial and objective review of any and all aspects of the concern involved.
- a Should any volunteer have need of medical services and qualifies for a Clinic visit or other IHA service, he or she shall step out of the volunteer role and assume that of a patient and be processed as would any other patient or member, including registration, form completion, and waiting his or her turn in the waiting room. No priority shall be given to any volunteer over other patients.
- a No criminal behavior (such as theft), discriminatory or prejudicial behavior, actions, or speech shall be tolerated at any time. Any such activity shall be cause for immediate suspension of the volunteer involved with follow-up and final recommendations to follow.

## **Office Operation**

### **Ithaca Health Alliance Employees**

The IHA board must approve all staff hires after an open application and interview process has been undertaken and recommendations have been made to the IHA board. The IHA board is the sole organization with the authority to hire or fire an employee (realizing that supervisor and committee recommendations to the board are critical in this as in all IHA decisions). Employee responsibilities include providing IHA board and committees with relevant information to enable the latter to better serve the membership, organizing and providing logistical support for the activities of each board member's assigned committee, running day-to-day operations in behalf of the organization's efforts, and coordinating the efforts of assigned committee work with the activities of any and all other appropriate IHA

committees. These duties are added to the job-specific job descriptions that shall be detailed by the IHA and further refined in collaboration between the supervisor, IHA board, and the staff person.

The IHA is fortunate to have three positions to assist with the management and operations of the Ithaca Health Alliance. The Office Manager helps the board and manages the general and financial administration of the Ithaca Health Alliance, is responsible for memberships and member services, as well as answering inquiries about the IHA. The president of the board serves as supervisor to this position.

The Ithaca Health Alliance opened a free health clinic in downtown Ithaca on January 23, 2006. All services at IFC are completely free of charge. Conventional and complementary/alternative medicine are available to clinic visitors. IFC clinic services are provided on a walk-in basis, with no appointment required. Follow-up appointments can be scheduled as needed. The Ithaca Free Clinic is currently open on Mondays, Tuesdays, and Thursdays.

The Clinic Coordinator manages the clinic's physical space and its supplies. The Clinic Coordinator also serves as point person for the IHA volunteer corps. The Clinic Coordinator is supervised by the president of the board.

The Outreach Coordinator works closely with the community relations committee and serves as the primary public face of the organization. The Outreach Coordinator reports directly to the president of the board of directors.

All staff work to identify additional sources of income for the IHA, including grant opportunities. Employees work with committee chairs to perform the duties of their positions. The staff supervisor will conduct annual reviews using the employee review form on file and will collect input from others who work with the staff member to complete the reviews. Please see the appendix for more information about each position.

### **Access to the Office and Clinic**

A total of five keys to the doors for the Ithaca Free Clinic and the IHA office will be kept by the Health Alliance. These keys will be accounted for as follows:

- H One set each for the staff contractors of the organization (Office Manager, Clinic Coordinator, Outreach Coordinator).
- C One set each to be kept in the possession of a member of the IHA board of directors and clinic operations committee. These members will be responsible for keeping track of the key and providing it for use as appropriate to colleagues on the board and committees.
- k One set, which will be kept on site and managed by the employees to sign out for individual events when appropriate.

Key holders are to be responsible for supervising others in the space and ensuring that no inappropriate behavior or tampering with the offices, files, or medicines occurs. It is recognized that our facility is to be used for the fulfillment of the projects of the Ithaca Health Alliance and for the provision of healthcare services.

Only employees will keep keys to the confidential files (member and patient records, financial

files). Those with reason to work with these files should coordinate with staff.

**Conclusion**

Thank you for your commitment to the Ithaca Health Alliance. Your talents and time are what keep the IHA and its programs running, so that we can provide care to our neighbors, friends, and community. The commitment and diversity of our volunteer corps provides strength to the IHA.

The Ithaca Health Alliance is constantly evolving and striving to improve. Therefore, if a policy fails to address your concerns or to make sense to you, please speak to your committee chair or the president of the board or another board member for clarification, or make suggestions about amendments to any of these IHA volunteers in leadership positions.

## Appendix A

### Employee Job Descriptions

Current employees of the Ithaca Health Alliance consist of one full-time staff member, the Office Manager, and two part-time staff, the Clinic Coordinator, and Outreach Coordinator. All three work closely with one another and with IHA volunteers/directors to fulfill the needs of organizational operations.

#### Office Manager

The Ithaca Health Alliance Office Manager works with the Clinic Coordinator, Outreach Coordinator, and committee members to achieve the goals developed by IHA members and the Board of Directors. The Office Manager reports to the IHA President and can expect the full support of all Board members to help achieve the goals of this position. The incumbent requires initiative, self-direction and a demonstrated ability to work independently in a team environment.

The incumbent is accountable for:

##### Member Services

- M Maintains Ithaca Health Alliance member contact database, including backup schedule
- M Enters payments in for member records, generates member records for new enrollments, and issues member cards
  - a In cooperation with the Outreach Coordinator, provides membership information to current members, and the public
  - m Issues renewal notices for IHA members (minimum 10 day advance)
- I Serves as an advocate for IHA members' healthcare needs, including service referrals, communication with service providers, and explanation of medical billing
- c Maintains the IHA Provider Member directory.

##### Mailing and Communication

- M Manages all general contacts to the IHA, including e-mail, post and telephone calls
- M Ensures timely submission of the IHA's bills and expenses
- E Replies to inquiries about the IHA, its projects and services
- R Develops and maintains a referral list of other service providers in cooperation with the Outreach Coordinator and Clinic Coordinator
- O Provides referrals to other service providers and organizations
- P Writes thank you letters to donors, funders and other supporters of the organization
- W Maintains Ithaca Health Alliance electronic listservs
- M Maintains the IHA website.

##### Grants and Loans

- G Manages all daily operations of the Ithaca Health Fund (IHF) project
- M Assesses incoming member grant requests in keeping with current IHF terms
- A Prepares recommended member grant payments when appropriate, and coordinates with Finance Committee for cases outside IHF precedents
- F Issues grant denials for medical bills which do not qualify for IHF grants, and coordinates with Finance Committee for cases outside IHF precedents
- w Communicates with members who wish to appeal a denial of IHF grant, and presents appeals to Finance Committee
- a Communicates with agencies interested in the IHF Community Grants program, and receives applications; presents complete application to Finance Committee
- r Maintains records of Community Grant recipients, their project status and reports

- 1 Manages all interest free loan programs of IHF, issues payment reminders and maintains loan repayment records
- 1 Maintains physical and electronic records of all IHF grants and loans made or denied.

#### Bookkeeping

- B Maintains IHA accounts, and tracks financial activity using QuickBooks
- M Processes bills and fees owed by the IHA, and coordinates check signing with members of the IHA Executive Board
- t Maintains records of all income received by the IHA, including donor's project preferences (if any)
- ( Records all income and expense activity in keeping with the project and committee structures established by the Board
- s Deposits income to IHA accounts at Alternatives Federal Credit Union, provides ordinary account management
- a Reconciles accounts monthly
- R Informs the IHA Treasurer of account status, and advises the Treasurer with respect to account and investment management
- a Coordinates grant income with foundations and other funders
- C Maintains routine communication with the IHA tax-exempt fiscal sponsor, and makes fund requests as directed by necessity or by the Board
- r Works with Certified Accountants approved by the Board to prepare annual tax returns and financial statements.

#### Office Management

- O Maintains files: membership applications, grants & loans paid, correspondences, financial documents and archival materials
- d Ensures that Individually Identifiable Health Information and IHA accounts records or other sensitive information are locked and secure in cooperation with the Clinic Coordinator
- C Procures and manages office supplies in cooperation with other staff
- P Establishes and manages contracts with service suppliers (telephone, internet, vendor accounts and others)
- a Maintains all office equipment
- M Manages office and Free Clinic waste disposal in cooperation with the Clinic Coordinator
- M Coordinates with IHA staff and volunteers to ensure the IHA offices and Ithaca Free Clinic are secure when vacant, or supervised by appropriate personnel when open.

#### Promotion

- P Works closely with the Outreach Coordinator and Community Relations Committee to promote the IHA and its projects
- p Updates IHA websites for specific content approved by committees/Board
- U Identifies potential avenues for organizational development
- I Writes articles or correspondences about the IHA and its services
- W Solicits Business Membership enrollments to the IHA, including informational mailings, direct personal outreach, and presentations to businesses
- d Recruits healthcare providers as IHA Provider Members, or volunteers at Ithaca Free Clinic
- R Cooperates with partner agencies and individuals to establish joint projects
- C Participates in conferences and other events as a representative of IHA.

#### Development

- D Leads the IHA grant writing team, including foundation search, writing and submission of applications, and follow-up with funders

- l Solicits monetary, material and volunteer donations to the IHA
- S Prepares reports for IHA funders
- P Participates in planning and management of benefit events
- P Coordinates data collection and management pertinent to IHA services, and generates reports on these activities
- r Advises other participants in the IHA on development of new services.

#### Board of Directors & Staff

- B Maintains current mailing lists of all Board and Committee members, and shares these lists with other participants
- w Attends monthly meetings of the Board and special meetings as required
- A Collaborates with Board President and Secretary to set meeting agenda and distribute agenda, minutes and committee reports in advance of each meeting
- a Prepares the monthly Office Report for the Board, and committee reports as necessary
- P Coordinates Board/committee communication where required
- C Serves as de facto member of all IHA committees; active participation in Finance and Development is essential
- D Participates in monthly staff meetings with Outreach and Clinic Coordinators, and quarterly staff meetings with the President
- q Ensures communication and coordinated work with Outreach and Clinic Coordinators
- E Supervises annual elections for the Board: collects candidate statements and member votes, coordinates vote validation while preserving anonymity of members' votes.
- c Orients new members of the Board to the IHA and its work, in cooperation with continuing Board members.

Fulfills other duties and project requirements as necessary.

The Office Manager is employed by the Ithaca Health Alliance as an “at will” employee. Along with his or her demonstrated experience and expertise, wages and benefits are offered consistent with the organization's ability to provide them.

### **Clinic Coordinator**

The Ithaca Health Alliance Clinic Coordinator works with the Office Manager and the Outreach Coordinator to achieve the goals developed by IHA members and the Board of Directors. The Clinic Coordinator reports to the IHA President and can expect the full support of all Board members in achieving the goals of the position. The position requires self-direction and the ability to work both independently and collaboratively.

#### Clinic Management

- C Organizes and files Free Clinic documentation and charts in central secured place.
- O Coordinates the functions of the volunteer administrative staff by ensuring that patients gain access they need and are being processed accurately.
- g Counsels patients regarding eligibility in state programs and follows through with patients to obtain missing documentation to complete application.
- t Orders, collects, and organizes equipment and pharmaceutical samples.
- O Monitors office and miscellaneous supplies in collaboration with IHA Office Manager.

- 1 Cleans or delegates the cleaning of the Clinic space weekly.

#### Volunteer Coordination & Outreach

- V Schedules health providers according to Clinic's hours of operation and availability.
- S Recruits and trains administrative volunteers. Assigns volunteers to tasks according to skills and interests.
- s Establishes and strengthens relations with community organizations, colleges, and institutions.
- t Represents the Clinic at community meetings.
- R Participates on the Clinic Operations committee.

#### Data Development and Management

- D Gathers the necessary reports and data to compile the monthly Clinic statistical report. Participates in grant writing team with IHA Office Manager and select volunteers.
- P Prepares, answers, and distributes all incoming mail and e-mails relative to the Free Clinic.

Other duties and responsibilities may be developed, according to organizational and community requirements.

The Clinic Coordinator is employed by the Ithaca Health Alliance as an "at will" employee. Along with his or her demonstrated experience and expertise, wages and benefits are proffered consistent with the organization's ability to provide them.

### **Outreach Coordinator**

The Ithaca Health Alliance Outreach Coordinator works with the Office Manager and the Clinic Coordinator to achieve the goals developed by IHA members and the Board of Directors. The Outreach Coordinator reports to the IHA President and can expect the full support of all Board members in achieving the goals of the position. The position requires self-direction and the ability to work both independently and collaboratively.

#### Community Relations & Publicity

- C Work with Community Relations committee and outreach volunteers to coordinate direct outreach efforts; when able, participate in associated tabling and area events.
- o Maintain connections with community organizations to promote general awareness of the IHA and its projects.
- I Establish and maintain effective relations with area print and digital media representatives.
- E Develop or collaborate in the development of educational opportunities to enrich members and others in the community.

#### Health Services Development

- H In conjunction with the Clinic Coordinator, develop and maintain relationships with area healthcare representatives and centers.
- h Help to recruit additional volunteers for the IHA and the Ithaca Free Clinic (IFC).
- H Assist the Clinic Coordinator to follow-up with past volunteers for improving services.

#### Membership Development

- 1 In conjunction with the Office Manager, work to increase awareness of IHA membership and member services.
  - a Help to recruit new and lapsed IHA members in all categories (General, Provider, Affiliate/Donor).
  - A Promote IHA to businesses as an employee benefit.
  - P Work with IHA members in communities outside Ithaca, providing them with support for developing local outreach in their areas (IHA “member cell” growth; discount provider and beneficiary membership network development).

#### Fund raising

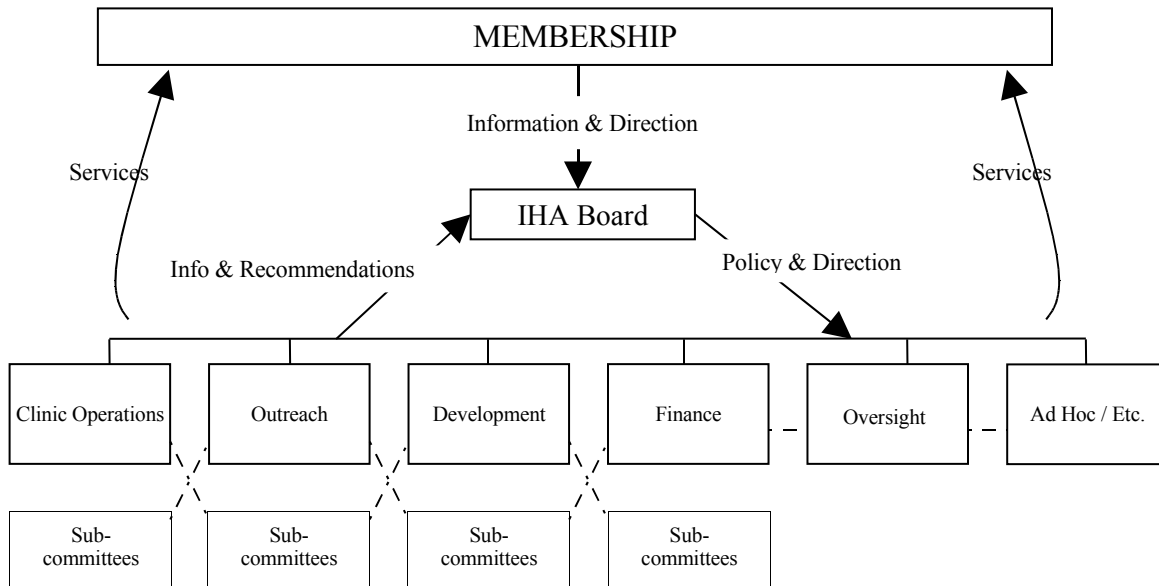
- F Develop relationships with grantors and help publicize fund raising events.
- D Coordinate a database of potential donors and volunteers.
- C Interact with IHA committees as outreach responsibilities indicate.

Other duties and responsibilities may be developed, according to organizational and community requirements.

The Outreach Coordinator is employed by the Ithaca Health Alliance as an “at will” employee. Along with his or her demonstrated experience and expertise, wages and benefits are proffered consistent with the organization’s ability to provide them.

## Appendix B 1.IHA Organization Flow Chart

### Ithaca Health Alliance Flow Chart



#### **IHA Board**

The board is democratically elected by IHA membership in good standing through annual elections. The board is charged with ensuring that the organization and its efforts remain true to the mission of the IHA and its membership needs. Through the enactment of policies and procedures and the coordination of IHA initiatives, the board cares for the health of the IHA and, consequently, its members.

#### **Committees**

Committees of the IHA are volunteer-driven bodies, which carry out the services of the IHA to its membership. Committees are responsible for reporting committee business to the IHA board and providing recommendations, so that board members can make informed policy and direct decisions on behalf of the IHA. Committees interact directly with the membership through the delivery of IHA services.

## Appendix C

### Committee Responsibilities

#### Committees

#### **Development**

#### **Clinic Operations**

#### **Finance**

#### **Outreach**

#### **Oversight Committee**

#### **Development**

The Development Committee leads the IHA's efforts in the following areas:

- T Expansion of services
  - o This may include
    - Development of dental health services
    - Development of mental health services
    - Development of satellite/ secondary clinics
    - IHA-sister start ups
- I Sustainability of the organization.
  - o This is done, in part, through ensuring the organization has sufficient
    - Grant and monetary resources
    - Human resources
      - H Park Scholars
      - P IC/CU students
    - Research and data resources
      - R Student projects
      - S Research projects
- R Fundraising through activities such as
  - o Mailings
  - o Events
    - Festivals
    - Community events

#### **Clinic Operations**

The clinic operations committee is tasked with overseeing the operations of the Ithaca Free Clinic.

This committee generally oversees

- T Internal Education
  - o Training of clinic volunteers, including in-services
- T Clinic office operations including:
  - o Scheduling of volunteers, leasees, and patients
  - o Ordering and coordination of supplies
  - o Distribution of manuals
  - o Creation, use, and proper filing of forms
  - o Credentialing/malpractice of volunteers
- c Integrative philosophy, including:
  - o Balancing allopathic and complementary/alternative medicine views and concerns

- Clinic operations concerns
- Inter-practitioner communication
- Joint modality chart reviews

### **Finance**

The finance committee is tasked with monitoring the financial health of the IHA and administering the Ithaca Health Fund program.

#### t IHA budget

- Working with committees to develop annual budgets
- Working with committees to grow IHA financial base

#### w IHA Health Fund

- Responsibly growing the Ithaca Health Fund program
- Administering and reviewing grants and loans given by IHA

### **Outreach**

#### o Community Education through methods such as:

- Workshops, seminars, and newsletters
- Updating and maintaining the IHA lending library
- Developing educational materials

#### D Networking for the purposes of

- Providing donated memberships
- Increasing membership
  - I At informational events
  - A At health fairs
  - A At other community outreach opportunities
- Increasing affiliated providers
  - I IHA practitioner members
  - I IFC practitioner volunteers
- Building relationships
  - B With state and national organizations
  - W With community agencies and non-profit organizations with missions that support the IHA mission
  - s With other clinics and supply providers

#### w Development and distribution of publicity materials such as

- Brochures
- Website
- Press releases
- Videos
- Presentations

**Oversight Committee** exists on an as-needed basis. With assistance from committee chairs, the president of the board will ensure that the oversight committee is fully staffed and versed in the guidelines and purposes of this committee so that it is able to act as soon as it is needed.

Ad Hoc Committees will be developed as deemed necessary by the board of directors.

## Appendix D Contact List

### **Ithaca Health Alliance / Ithaca Free Clinic**

PO Box 362

Ithaca, NY 14851

fax: 607-330-1194

Office and Clinic address: 225 South Fulton Street, Suite B (upstairs)

Ithaca, NY 14850

### **Office Manager (Robert Brown)**

607-330-1253

[office@ithacahealth.org](mailto:office@ithacahealth.org)

### **Clinic Coordinator (Sadie Hays)**

607-330-1254

[clinic@ithacahealth.org](mailto:clinic@ithacahealth.org)

### **Outreach Coordinator (Betsye Caughey)**

607-330-1253

[outreach@ithacahealth.org](mailto:outreach@ithacahealth.org)

### **Board of Directors**

#### **Bethany Schroeder (President)**

[nidus@pinax.com](mailto:nidus@pinax.com)

#### **Deirdre Silverman (Vice President)**

[dahomey13864@yahoo.com](mailto:dahomey13864@yahoo.com)

#### **Richard Eshelman (Treasurer)**

[upstatehse@gmail.com](mailto:upstatehse@gmail.com)

#### **Govind Acharya (Secretary)**

[govind73@gmail.com](mailto:govind73@gmail.com)

#### **Maria Corwin (Committee Relations chair)**

[mdcorwin@twcnny.rr.com](mailto:mdcorwin@twcnny.rr.com)

#### **Fran Spadafora Manzella (Finance chair)**

[salsa@twcnny.rr.com](mailto:salsa@twcnny.rr.com)

#### **Bob Hest**

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#### **Barbara Alden**

[bg24@cornell.edu](mailto:bg24@cornell.edu)

**Others**

**Beth Harrington (Clinic chair)**

[bharrin1@twcny.rr.com](mailto:bharrin1@twcny.rr.com)

**Roberta Armstrong (Privacy Officer)**

[privacyofficer@ithacahealth.org](mailto:privacyofficer@ithacahealth.org)

**Fundraising and Donations**

[eventdonations@ithacahealth.org](mailto:eventdonations@ithacahealth.org)

## Appendix E

### Annual Calendar

The IHA fiscal year is based on the calendar year.

#### Annual

April	Employee Review
May	Board of Director Candidates announced
May	Annual Report
May	Annual Membership Meeting
July	Board of Director elections
August	Board of Director terms begin
August	Board of Director Executive Board elections
October	Committee submission of budgets to Finance Committee
November	Committee submission of budgets to IHA Board of Directors
December	Approval of budgets

#### Quarterly

Newsletter	Winter, Spring, Summer, Autumn
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#### Semi-Annual

January	Review progress related to organizational milestones
August	Review by-laws and IHA Board and Committee Chairs retreat