

# A. Organization & Contact Information

**Case Id:** 14401  
**Name:** United Health Centers - 2022/23  
**Address:** \*No Address Assigned

Completed by tricehickman@yahoo.com on 11/3/2021 4:18 PM

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## A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

### A.1. Organization Name

United Health Centers

### A.2. Project/Program

Providing Healthcare for the Medically Underserved

### A.3. FY 2022-23 Funding Request Amount

\$75,000.00

### A.4. Agency's Total Operating Budget

\$4,000,000.00

### A.5. Mailing Address

P O Box 12341 Winston-Salem, NC 27117

### A.6. Project/Program Location Address

2101 Peters Creek Parkway Winston-Salem, NC 27127

### A.7. Organization Website

<http://www.uhcenters.org>

### A.8. Year 501(c)(3) status obtained

2005

### A.9. Organization Fiscal Year

June 1 - May 30

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

LaShun Huntley

#### A.13. Email

lhuntley@uhcenters.org

#### A.14. Phone

(336) 293-8728

### CONTACT

#### A.15. Name, Title

LaShun Huntley

#### A.16. Email

lhuntley@uhcenters.org

#### A.17. Phone

(336) 198-8728

### BOARD CHAIR

#### A.18. Name

Ron Brown

#### A.19. Term Expiration

05/30/2024

#### A.20. Email

rbrown@sharenote.com

#### A.21. Phone

(336) 627-5957

Printed By: Rene Williams on 1/28/2022

## B. Project Overview

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

Completed by *tricehickman@yahoo.com* on 11/19/2021 9:10 AM

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### B. Project Overview

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Please provide the following information.

#### APPROACH (7 POINTS)

##### **B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?**

United Health Centers (UHC) is submitting our application for consideration of the 2022-2023 Community Agency Funding, Emergency Solutions Grant (ESG), in the amount of \$75,000. We propose to use the award funds to, "Provide Essential Medical Care to Unhoused and Unsheltered Women in Forsyth County."

Words are powerful, and how we speak to, and about others, can have a lasting impact. As society becomes more mindful of word choice, referring to people as "homeless" has shifted to "unhoused" in many parts of the United States. For the purpose of this application, UHC will refer to Individuals living without permanent or steady housing as "unhoused". Individuals who dwell on the street, abandoned buildings, under roadways and bridges, outside in wooded areas, or in other places that are not suitable for human habitation will be referred to as "unsheltered."

Unhoused and unsheltered individuals are at high risk for negative health outcomes due to various social determinants of health that have contributed to the underlying reasons of why they become unhoused/unsheltered. Some of the factors include; poverty, unemployment, lack of affordable housing, lack of access to education and medical care, little or no access to transportation, and other situations all play a role in a person finding themselves without permanent shelter.

The 2020 US Census revealed that 9,280 individuals were unhoused in North Carolina. Safe, permanent/consistent shelter has always been a high safety risk for one's health, and the global pandemic that continues to loom over us all, has made an already bad situation, perilous. When we dig into the 2020 state numbers and concentrate on Winston-Salem/Forsyth County, there was total of 504 unhoused individuals. A deeper dive into those numbers reveal that 137 of them were women, and of that number 124 were living in emergency shelters, and 13 were unsheltered. That number is also disproportionately high for women of color.

According to U.S Housing and Urban Development's (HUD) 2020 annual findings, "On a single night in 2020, nearly four in ten (39 percent or 226,080 people) were in unsheltered locations such as on the street, in abandoned buildings, or in other places not suitable for human habitation. Between 2019 and 2020, the number of people counted in unsheltered locations rose by 7 percent or 14,787 people. 2020 marks the first time since data collection began that more individuals experiencing homelessness were unsheltered than were sheltered."

The 2020 US Census revealed that there was 9,280 unhoused individuals living in North Carolina, and of that number 504 of them were in Winston-Salem/Forsyth County. When we examine the demographics within that number, it reveals that 137 were women, roughly 27 percent. If we take an even deeper dive into those findings, we find that 124 were unhoused, and 13 were unsheltered.

Individuals living without permanent/steady housing face great risk to their overall health, and most often are subject to poorer health outcomes than individuals who are housed. Women who are unhoused face unique challenges and risks that their male counterparts do not. Women are at greater risk from victimization, sexual assault, and physical violence.

UHC aims to provide these women (and their children if they have them) with access to medical care that will improve their lives and bring about healthy outcomes.

**B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?**

We aim to provide access to care to a minimum of 10% of the unhoused female population in Winston-Salem/Forsyth County, which is roughly 13 individuals. The participants will access our services through a combination of grassroots outreach and other safety net providers which UHC has established partnerships with.

UHC's Community Engagement staff will go into the community to meet with unhoused women and give them information about our organization's services. We also have an established relationship with Samaritan Ministries, where we offer on-site services at their facility 3 times per week. We will make extra efforts to encourage women to get preventive care and treatment. UHC also has an established relationship with The United Way of Winston-Salem, and we will work with them to reach the unhoused women who use their services.

One of UHC's clinics is located in the Marketplace Mall on Peters Creek Parkway, and there is an encampment of unsheltered individuals living in the area behind our facility. We will provide community outreach to the individuals living there and provide culturally competent, socially inclusive health literacy information to those in need. Unhoused and unsheltered women can use our services because we treat patients regardless of their insurance status, or their ability to pay. The health outcomes that participants will derive include; increased health and wellness, access to preventive care, referrals to partner agencies to meet needs outside of health care.

**B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.**

UHC's project specifically seeks to address the unmet need of focusing on unhoused and unsheltered women living in Winston-Salem/Forsyth County who have little to no access to primary and well-woman care. Unhoused and unsheltered women not only grapple with the daily challenges of personal safety, food insecurity, violence, and a host of other conditions, they also have little to no consistent access to monthly menstrual products.

According to the 2020 US Census, 137 women in Winston-Salem/Forsyth County are unhoused. UHC will perform grassroots outreach to get these individuals the care they need. Our organization's College Ambassador Program (CAP) participants will help the Community Engagement staff to canvas local areas to address the health needs of the women we aim to help.

UHC's providers are skilled, and will provide culturally competent care for unhoused and unsheltered women by providing them with menstrual products as needed, treatment and health screenings. Because we are a Federally Qualified Health Center (FQHC) we can provide access to care, regardless of the patient's insurance status, or their ability to pay. UHC will also open an on-site pharmacy in Spring 2022, where we can provide over-the-counter medication (in some cases, free of charge) to women in the program.

**COLLABORATION (6 POINTS)**

**B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

UHC has been in partnership with Samaritan Ministries for more than four years, providing medical care to the unhoused/unsheltered individuals who receive their services. Additionally, one of our UHC Board Members, Obie Johnson, works at Samaritan Ministries, and serves as a valuable liaison for helping us keep our hands on the pulse of the needs of unhoused people in the city. Through this dynamic collaboration, we have been able to provide access to on-site medical care for hundreds of patients each year. UHC's Community Engagement staff attends monthly shelter provider meetings to work with other safety net providers, giving us another resource to use that will help the unhoused/unsheltered individuals we treat.

Our collaborative partner, Samaritan Ministries, will impact our project by helping us to get the word out to their female clients about the well-woman care that UHC offers which include; Pap test, mammogram, and general physical exam. We will also work with them to distribute menstrual supplies as needed.

The planning, implementation, operation, oversight, and performance measurement of UHC's program to provided access to care to unhoused and unsheltered women, will be advanced by our standing relationship with Samaritan ministries and their ability to have direct access to the target group that our organization seeks to help. Samaritan ministries staff will be instrumental in helping us get the word out to let women know that UHC has a program "for them" that will cater to a woman's specific health needs. The aforementioned performance measurement will improve the quality of health for our participants.

## C. Strategy and Performance

Completed by [tricehickman@yahoo.com](mailto:tricehickman@yahoo.com) on 11/19/2021 9:14 AM

Case Id: 14401

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

**C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.**

**Indicate which of the City's strategic focus areas your program aligns with best (select one):**

Healthy Environment

**C.2. Select the service area(s) that your project/program relates to:**

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

#### PERFORMANCE (15 POINTS)

**C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.**

UHC will utilize our own reporting infrastructure that consists of our Uniform Data System (UDS), and Samaritan Ministries' data information to monitor and track participant and program data. UHC also has a member of our Board of Directors who works for Samaritan Ministries, and through his guidance we are able to stay current with the needs of unhoused individuals in the city. We will also reach out to other organizations to make them aware that we are developing a well-woman care program that will address the needs of unhoused and unsheltered women.

**C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.**

If UHC is fully funded for this project, we expect to achieve the goals that we have set to improve the health of unhoused and unsheltered women in Winston-Salem/Forsyth County. However, if the stated program goals have not

been achieved, our community engagement and clinical staff will engage program participants to gain a better understanding of what worked for them and what didn't, and how we can improve what we are doing to better help them.

UHC is committed to making a difference in the lives of the individuals we serve, and we want the unsheltered woman to know that their health matters, and that we are here to help them.

**Attach participant/program data sample report**

**Participant/Program Data Sample Report \*Required**

Participant Program Data Sample Report.docx

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

Stated Program Goals	Program Activities in Support of Goals	FY 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Provide Access to primary and well-woman care for unhoused/unsheltered women in Winston-Salem/Forsyth County for 12 months.	Clinicians will provide medical care to participants and will track/follow their progress through our Uniformed Data System, to ensure proper monitoring and results. Community Engagement staff and CAP participants will perform outreach to the unsheltered, and the organization will continue its work with Samaritan Ministries to provide on-site services.	This is a new program, therefore, we do not have previous results to report	We will work toward this program in FY 2022-2023, once funding is secured.	We anticipate providing providing primary and well-woman care to 10% of the 137 unsheltered women in Winston-Salem/Forsyth County.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	0	0
FY 21-22 Current Year Projected Results	0	0
FY 22-23 Next Year Anticipated Results	13	50

**C.6. FY 20-21 Program Accomplishments**

Providing Primary and Well-Woman Care to Unhoused/Unsheltered Women in Winston-Sale/Forsyth County is a new program that our organization aims to start in FY 2022-2023, with ESG Funds provided from the Community Agency Funding with the City of Winston-Salem. We project that we will achieve our stated goals and accomplishments that include providing essential healthcare to unhoused women who would not otherwise have access to care.

**C.7. FY 22-23 Key Objectives**

UHC's key objectives for the Providing Primary and Well-Woman Care to Unsheltered Women in Winston-Salem/Forsyth County include; Performing outreach activities to engage and empower women with access to healthcare, health literacy, and other essential health and wellness services. We anticipate that improving the health of unsheltered women and providing them with resources will help them improve their overall quality of life, and result in them obtaining safe, permanent shelter.

**Attach participant/program data sample report**

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**Documentation**

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 **Participant/Program Data Sample Report**

Participant Program Data Sample Report.docx

## D. Organizational Capacity

Completed by [tricehickman@yahoo.com](mailto:tricehickman@yahoo.com) on 11/18/2021 5:39 PM

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

**D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?**

UHC is the only Federally Qualified Health Center (FQHC) in Forsyth County, NC. We are an organization that is committed to providing access to high-quality, affordable, comprehensive healthcare for all individuals and families in Winston-Salem, and Forsyth County, NC, regardless of their insurance status, or their ability to pay for services rendered.

Our mission is to provide equitable care that builds healthier communities. We are a certified Patient Centered Medical Home (PCMH) to thousands of patients, and offering comprehensive healthcare services that include medical, behavioral health, and dental care.

The proposed program will allow UHC to advance our commitment of providing healthcare to the unhoused by concentrating our efforts on the subset of women, who are often at greater physical and medical risk than their male counterparts. UHC will leverage the funding that we receive from the city by utilizing our community partnerships with other safety-net providers, as well as strategically use our community engagement staff and CAP participants to increase awareness about UHC's services for unsheltered women.

#### FUNCTION (5 POINTS)

**D.2. How long has your organization been in operation?**

United Health Centers has been in operation, serving patients since 2009.

**D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?**

UHC benefits and serves the City of Winston-Salem, and its citizens, by providing access to high-quality, affordable, culturally competent, comprehensive medical, dental, and behavioral health services for all individuals and families, regardless of their insurance status or their ability to pay for services when rendered.

Some of the beneficial services that our organization provides include; medical check-ups and exams, physicals, prenatal care, well-woman care, pediatric care, immunizations, a diabetes clinic, behavioral health services, dental care, and referrals to partner agencies who are safety net providers. In Spring 2022, we are opening an on-site pharmacy to provide convenience of easy access to medication for our patients.

The aforementioned services positively impact and improve the overall health and well-being of residents throughout the city who need it most. UHC also provides an estimated \$1.2 million yearly in uncompensated care, which is a great help and economic equalizer to the City of Winston-Salem because our services offset the costs for uninsured persons using EMS services as well as emergency rooms visits at local hospitals. This is tremendous, and has served the city and its residents in countless ways during the nearly two year global pandemic that has crippled many cities and

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towns across the US.

UHC also employs a staff of over forty (40) team members in areas that include; Administration and Clinic. The individuals that our organization employs contributes to the economic vibrancy of the City of Winston-Salem by providing an above average living wage that helps sustain our team members and their families.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Clinical Provider (MD)	Perform daily office visits that may include tests, diagnosis, etc. for patients.	50	0.00 %
Medical Assistant	Assist Provider (MD) daily with office visits for patients	50	0.00 %
Community Engagement Specialist	Perform outreach activities to engage unsheltered women about UHC's services to receive access to care	40	0.00 %
College Ambassador	Work with the Community Engagement Specialist to perform activities as needed	15	0.00 %

**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
LaShun Huntley	Chief Executive Officer	\$183,795.60	0.00 %
LaQuana Smiley	Interim Chief Operating Officer	\$80,000.00	0.00 %
Brittany Fryer	Director of Behavioral Health Services	\$80,000.00	0.00 %
Dr. Valerie Wiltshire	Chief Medical Officer	\$225,004.00	0.00 %
Dr. Raven Scales	Director of Pharmacy	\$130,000.00	0.00 %
Dr. Kia Johnson	Dental Director	\$163,914.92	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

UHC ORGANIZATIONAL CHART 11162021.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:**

UHC’s HR Department has implemented concise and structured hiring procedures that provide the most diverse candidate pool by facilitating the delineated process below:

- 1) The position and the related job description are posted on various websites:
  - a) The United Health Centers’ website: [www.uhcenters.org](http://www.uhcenters.org); under the tab about us: Employment Opportunities.

- b) The Unemployment website NCWorksonline.
- c) The Winston-Salem Urban League.
- d) Indeed.com.
- e) Health Resources and Service Administration website: www.hrsa.gov.
- f) Other partnering agencies are contacted when we have an open position such as Temp agencies, State of North Carolina Office of Rural Health, Que Pasa Media, Universities/ Institutes (Winston-Salem State University, Forsyth Tech, Living Art Institute ...).
- 2) The resumes are received in the HR department and forwarded to be reviewed by the Designee (CEO, CFO, DHR, and/ or Special Project Manager) for the Administrative positions and the CMO and the Designee (Practice Manager or Providers) for the Clinical positions.
- 3) The resumes approved by the Designee are sent to HR
  - a) A soft phone interview is done by HR or the Designee (Practice Manager or other)
- 4) The applicant is interviewed by the Direct Supervisor and a Designee (HR, Practice Manager, Providers). The Interview questions form includes a scoring evaluation section.
- 5) The 3 Professional Reference Check are completed by HR.
- 6) The top 3 applicants are invited for a 2nd interview with an assessment to complete or a job shadowing session
- 7) The background check is done by HR
- 8) The Direct reporting supervisor share his/ her final decision with the DHR
- 9) A written conditional offer letter is sent by email to the applicant selected. (Prior to the written conditional offer letter, the DHR contacts the applicant and verbally announces the content of the conditional offer letter).
- 10) A letter of acceptance is received back from the applicant.
- 11) A letter of rejection is sent to all other applicants.
- 12) A Drug screening test is required to be done within 24 hours after the verbal/written conditional offer letter is made.

An onboarding and start dates are scheduled based on the pay period schedule.

**Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1	1	1		
Professionals	1	1	1	2	2	3
Technicians				1	6	3
Office/Clerical					4	2
Laborers/Service Workers			1	1		10
Total Full-Time						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals				2		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

**D.8.**

**Attach a list of all Board Members AND compensation (other than per diem) \*Required**

BOD Information.doc

**D.9. Number of full Board meetings held during the last twelve months**

10

**D.10. Number of Board's Executive Committee meetings held during the last twelve months**

10

**ABILITY (5 POINTS)**

**D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.**

Our proposed project/program is a new endeavor for our organization. The project/program will be executed by two designated clinical staff members that include a medical provider (MD) and a medical assistance (MA), who will work in tandem to provide comprehensive medical care to unsheltered women. The clinical team will also coordinate their efforts with staff at our partner organization, Samaritan Ministries. UHC's Community Engagement staff and College Ambassador participants will also work on this program to perform community outreach activities. The key contingency that we currently have in place is to continue to pay for the salaries of the two clinical staff participants of the project/program, and/or, cut their hours in order to stay within our budget. Cutting staff hours will result in a reduced schedule for patient care.

**D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?**

UHC has a proven track record of success with implementing new programs, managing existing projects, and staying focused on our ultimate goal to improve the health of individuals and families in the communities that we serve. To achieve intended outcomes and deliverables, our organization has learned to be flexible in responding to unforeseen events. One such example is a grant we received from a private foundation to achieve controlled numbers in our diabetic and hypertensive patients. Because of the rising price of medical equipment and supplies needed for the diabetic group to lower their A1C, we had to become creative and empower our patients with tangible interventions that included; providing journals for participants to track their eating and exercise habits, engaging a local supermarket to offer healthy food demonstrations, and perform additional wellness check for participants.

Our dedicated team who were tasked with the project learned best practices that included; monitor and improve evidence based knowledge gained from necessary adjustments to program protocols, improve efficiency and limit unnecessary variations based upon budget shortfalls due to inflation, and monitor all available healthcare resources such the UDS system to stay on track.

UHC's team of professionals will certainly implement fundamental concepts of the aforementioned practices with the current proposed program, if necessary. However, because our target participants face different needs and are

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unhoused, our team would cater adjustments based upon their specific needs. As we did with our diabetic and hypertensive patients, we will evaluate what is working and what is not, and make evidence-informed decisions to achieve optimal outcomes.

**D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?**

UHC is mindful to provide an inclusive, culturally competent approach in the way we deliver health services, our messaging, and our overall focus. Our organization was founded on the bedrock of serving the underserved, disenfranchised, and marginalized citizens of Winston-Salem/Forsyth County, who were in need of access to healthcare. Our program's policies/procedures are dictated by the founding principle to provide and ensure fair treatment, equitable access and benefits for all. One way we ensure this is by providing medical care to anyone who is in need, regardless of their insurance status, or their ability to pay.

Our organization is comprised of a majority people of color and immigrants, who are conscious and mindful to ensure that our marketing collateral, community outreach activities, and social engagement adheres to inclusive best practices.

## E. Cost Effectiveness

Case Id: 14401

Name: United Health Centers - 2022/23

Completed by tricehickman@yahoo.com on 11/18/2021 9:01 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$559,928.00	\$205,899.00	\$75,000.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$142,000.00	\$91,818.00	\$0.00
<b>Total Expenditures by Program</b>	<b>\$701,928.00</b>	<b>\$297,717.00</b>	<b>\$75,000.00</b>

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$3,827,253.00	\$1,216,895.00	\$0.00
Employee Benefits	\$647,537.00	\$194,159.00	\$0.00
Facility Rent and Utilities	\$361,328.00	\$154,500.00	\$0.00
Training and Conference Registration	\$8,420.00	\$0.00	\$0.00
Membership and Dues	\$62,000.00	\$36,856.00	\$0.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$393,740.00	\$155,736.00	\$0.00
Other Operating Expenditures	\$0.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$5,300,278.00</b>	<b>\$1,758,146.00</b>	<b>\$0.00</b>

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$0.00	\$0.00	\$75,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$4,276,697.00	\$2,121,508.00	\$0.00
Admissions/Program Revenues/Sales	\$1,725,551.00	\$412,990.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$6,002,248.00</b>	<b>\$2,534,498.00</b>	<b>\$75,000.00</b>

**Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.**

HRSA-Federal. Other operating expenditures-Audit/Legal Fees, Continuing Education for Providers, Bank Fees, Community Education, Postage, Printing/Outreach, Processing Costs, Repairs/Maintenance, Storage Fees, and Depreciation.

**E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.**

Year	Funding Source	Funding Amount
2020	Medical Staff	\$16,000.00
2019	Grant/Licensed Clinical Social Worker	\$16,020.00
2016	Rent for Clinic to treat patients	\$16,020.00

**E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.**

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Clinical Care for Unhoused/Unsheltered Women	\$75,000.00	\$0.00	
	\$75,000.00	\$0.00	

**E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.**

City resources will be used to procure a sonogram machine to accurately access and diagnose patients medical condition.

City resources will be used to pay for printed marketing materials (health literacy information) in both English and Spanish.

City resources will be used to purchase medical supplies as needed, that include menstrual supplies for the participants.

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

Samaritan Ministries is the stakeholder agency that is providing UHC with non-monetary assistance for our project/program by; making their unhoused woman clients aware of UHC's well-woman services, helping to follow-up with clients, and serving as a liaison between their clients and UHC's provider and medical assistant.

**E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

UHC's request for FY 2022-2023 funding is different from prior years requests in the depth, program population subset, and the of scope and range of its activities. In previous years, UHC requested funding to; supplement the rental cost of our Southside Facility; supplement the cost of much needed medical supplies and equipment for our clinical staff, and to help pay for the cost of new technology devices for medical providers and office furnishings for our (at the time) newly opened Peters Creek Parkway Facility. This year's request involves funding that will allow us to provide access to primary and well-woman care to unhoused women in Winston-Salem/Forsyth County.

In addition to this program, our organization is doing the important work of starting a Maternal and Infant Health initiative that will address health disparities in the underserved communities and neighborhoods in Winston-Salem/Forsyth County. Unhoused women experience distinctly more challenging health barriers than women with permanent, safe housing (even in marginalized communities). UHC wants to empower all women to be healthy, and we will lead the charge in the communities that we serve to ensure that goal.

**SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

UHC plans to sustain the program to provide primary and well-woman care to unhoused/unsheltered women in Winston-Salem/Forsyth County in future years through a combination of philanthropic grants and expanding our collaborative partnerships with local agencies, including churches and civic groups. The organization's grant writer will seek grants from philanthropic organizations and private foundations that specifically focus on women's health and healthcare for unhoused women. We will leverage those funds to continue the work that we will start in FY 2022-2023. Many churches and civic groups have outreach activities that compliment UHC's existing services and activities. Partnering with them will create a dynamic synergy that can not only address healthcare for unhoused women, but also effectively pursue the hard but necessary work of eradicating health disparities.

**BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

The potential programmatic barriers that could adversely affect our project implementation centers around the uncertainty and health threat brought on by COVID-19. Just as we thought society would return to a semblance of normalcy, the Delta virus began to sweep through communities, causing a new surge of cases and deaths. And although we project that life will be much different in FY 2022-2023, when we implement the program, we do not know what the lingering effects of the pandemic will be, and how it will affect an already vulnerable populations, who may need specialized care. However, as our leadership team does in all situations, we will be thoughtful and intentional in our approach to overcome this barrier by continuing to be present on-site , at Samaritan Ministries and work with their staff to ensure there is little to no interruption of the healthcare services that we provide to their clients and our patients. We will also place brochures and health literacy information in areas where unhoused individuals will have access to them. UHC will also utilize our Civic and Community Engagement staff to implement outreach strategies in the community.

**E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.**

The only institutional barrier to the program that we foresee would be a lack of funding to pay for the medical

equipment, supplies, and marketing materials needed to effectively reach and treat our intended program participants. We plan to overcome that barrier by reducing the hours of the clinical staff, thus, reducing our costs. However, taking this approach would also mean reduced access to those who are most in need.

**AVERAGE COST (5 POINTS)**

**E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	75,000
Number proposed to be served for the year:	13
Average City funds per beneficiary:	5,769.23
Proposed funds from all sources:	75,000
Number proposed to be served for the year:	13
Average total funds per beneficiary:	5,769.23

## F. Required Documents

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

Completed by tricehickman@yahoo.com on 11/16/2021 3:11 PM

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### F. Required Documents

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Please provide the following information.

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#### Documentation

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- Code of Conduct/Conflict of Interest Policy \*Required**  
UHC Handbook 04.2020-2.pdf
  
- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**  
990 Form.pdf
  
- Organization By-Laws \*Required**  
Board Approved By-Laws 2020-1.pdf
  
- Articles of Incorporation \*Required**  
Article of Incorporation-2.pdf
  
- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**  
UHC Handbook 04.2020-2.pdf
  
- IRS 501(c)3 Designation Letter \*Required**  
IRS- TAX EXEMPT STATUS 073019.pdf

**Audited Financial statements or third-party review from 2019 and 2020. \*Required**

Financial.Audit.United Health Centers 5-31-2020 - FS.pdf

**North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)**

**\*Required**

Secretary of State. Good Standing. Nov.2021.pdf

**Participant/Program Data Sample Report \*Required**

Participant Program Data Sample Report.docx

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

Completed by tricehickman@yahoo.com on 11/19/2021 9:14 AM

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### G. Income Based Projects/Services Only

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\*\* Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.**

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

**G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

## H. Construction/Rehab Only

Completed by tricehickman@yahoo.com on 11/19/2021 9:27 AM

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.\*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.**

N/A

**H.2. Provide a projected timeline for the proposed work.**

N/A

**H.3. Describe how the project will be managed, including the contractor procurement process.**

N/A

**H.4. Describe the target market, including any special populations to be served.**

N/A

**H.5. Describe the services or program you plan to provide.**

N/A

**H.6. Describe the property management plan.**

N/A

**H.7. List the development team members.**

N/A

**H.8. Describe the financial capability of the sponsor/owner organization.**

N/A

**H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.**

Project Name	Address	Type of Project	No. Units	Govt Funding
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### Documentation

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Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet. **\*Required**

This is not a construction Project.docx

**Participant/program data sample report \*Required**

This is not a construction Project.docx

**Market study or other analysis to verify the need for the project. \*Required**

This is not a construction Project.docx

**Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format. \*Required**

This is not a construction Project.docx

# I. Emergency Shelter Only

Completed by tricehickman@yahoo.com on 11/19/2021 9:27 AM

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* Complete this section only if you are requesting funds for an Emergency Shelter project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

### Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

## J. Rapid Rehousing and HMIS Only

Completed by tricehickman@yahoo.com on 11/19/2021 9:28 AM

Case Id: 14401

Name: United Health Centers - 2022/23

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

## K. HOPWA

Completed by tricehickman@yahoo.com on 11/19/2021 9:16 AM

**Case Id:** 14401

**Name:** United Health Centers - 2022/23

**Address:** \*No Address Assigned

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## K. HOPWA

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Please provide the following information.

**Are requesting funds for a HOPWA project?**

No

## Submit

Completed by tricehickman@yahoo.com on 11/19/2021 9:28 AM

**Case Id:** 14401

**Name:** United Health Centers - 2022/23

**Address:** \*No Address Assigned

---

## Submit

---

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Trice Hickman Hayes

Electronically signed by tricehickman@yahoo.com on 11/19/2021 9:28 AM

# IDIS Setup

No data saved

**Case Id:** 14401

**Name:** United Health Centers - 2022/23

**Address:** \*No Address Assigned

---

## IDIS Setup

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Please provide the following information.

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**