

PARTIAL LIST OF INITIATIVES & PROJECTS DIRECTED BY PAUL GIBSON

Projects summarized below represent a comprehensive sampling of grant development, strategic planning and evaluation projects facilitated by Gibson & Associates. The list is organized into categories, but since so many of the projects are multidisciplinary in nature, many projects are listed multiple times under different categories.

G&A Public Health Projects

San Mateo County Mental Health Services Act Research & Planning: G&A completed facilitation of a year-long planning process for San Mateo County's Mental Health Department to develop its plan for the Mental Health Services Act. As part of this, in partnership with Louise Rogers, SMCMH, G&A has directed the outreach to and assessment of un-served and under-served populations. G&A designed the focus group protocols and trained all the facilitators responsible for conducting over 100 focus groups targeting linguistically, culturally, and geographically isolated communities, as well as populations that do not typically access mental health services (e.g. jail, homeless, and aged/isolated populations). G&A coded and analyzed all of these findings and designed an innovative database that allows for reports of findings in relation to 18 different issues. This database also allows reviewers to review the results of focus groups disaggregated by 20 different populations (by ethnicity, region, consumer type, age, etc.).

Marin Tobacco Education Program Research and Evaluation: The county of Marin's Health and Human Services Department contracted with G&A to conduct a longitudinal evaluation of their efforts for a "smoke-free" Marin, which are funded by Master Settlement Agreement dollars for five years at \$5 million total. The county commissioned G&A to provide direction and insight into the replication of successful interventions in Marin County and to provide feedback on the progress and impact of these interventions on an annual basis and mid-year to allow for mid-course corrections.

San Mateo Linguistic Access to Healthcare: G&A conducted a county-wide study of the policies and practices related to linguistic access to San Mateo County's system of healthcare services for the Health Department in 2005 and 2006. G&A commenced this study with extensive best practice research on model policies and practices and summarized this in a report. Research activities also included a demographic review, a policy review, a program manager survey, a staff survey, interviews with community leaders, site observations and client focus groups conducted in four languages. Over 50 health care programs and organizations, as well as the major limited English proficient groups in San Mateo County participated in the study. G&A worked with numerous community-based organizations and community leaders to create forums for community members to provide authentic input on the level of linguistic access in San Mateo County. The final report synthesized multiple sources of quantitative and qualitative data and outlined key findings and practical recommendations for the County to improve

linguistic access. The Health Department is currently implementing the recommendations that resulted from this study.

Immigrant Health Research and Evaluation Projects: Since 2002 the International Institute of San Francisco has regularly engaged G&A to assess the effectiveness of their health promotion work with various immigrant groups.

Healthy Start Infant Mortality Initiative: In partnership with Research Development Associates, research and design of an Afro-Centric, social model Healthy Start initiative designed to reduce infant mortality in Oakland. The process involved convening a large number of neighborhood level focus groups to engage the target population first by obtaining their input and then by engaging them in one of several task forces. The resulting model departed significantly from other models funded by the federal government. Oakland Healthy Start achieved the highest outcomes in the country and became a national model for infant mortality reduction. **Funding was approved at \$38 million.**

Mental Health & Substance Abuse Services

City of San Francisco Target Cities: Principal writer for the 1993 Center for Substance Abuse (CSAT) Target Cities proposal that establishes a central intake, assessment, and referral system for the City of San Francisco. G&A was responsible for conducting research, monitoring a project work plan for developing the proposal, writing the narrative and consulting with City staff in program design. Proposal development also required obtaining written commitments from over 70 local providers and public agencies. **Proposal was awarded over \$13 million.** Retained to help implement the project, G&A has since developed funding proposals to establish drug treatment targeting Head Start parents and collaborated in the design and development of the proposal to create San Francisco's Drug Court. Once funded, G&A collaborated with the Institute of Health Policy Studies in the development of a two-year process and outcome evaluation of the drug court.

City of San Francisco Court of HOPE - San Francisco's First Drug Court: Coordinated the planning process resulting in the development of a drug court that links the court system with the Target Cities integrated system of intake, assessment and referral. Provides additional funding for community-based drug treatment providers who work with criminal justice-involved clients. Created significant change within the court system and created the first coordinated treatment option for the City's criminal justice system. **Funded for \$750,000.**

City of San Francisco Criminal Justice Treatment Network for Women: Facilitated extensive planning process involving every department in the criminal justice system and public health and social service systems. Resulting plan called for significant system reform of criminal justice and child welfare systems, integrating services and creating an innovative continuum of family-centered drug treatment options for women in the criminal justice system. **Proposal was one of only three in the country funded and was the highest ranked in the Nation.** Department of

Adult Probation retained G&A to provide technical assistance during the implementation phase. **Funded for \$5 million.**

Target Cities, San Francisco Head Start Partnership: Facilitated planning for development of comprehensive linkages between Head Start and Target Cities. **Funded for \$250,000** to facilitate interdepartmental training, collocation of services, and other program integration efforts.

Mission Acute Day Treatment Center Transformed into a Single Point of Responsibility

System: Developed a successful, \$1.8 million per year proposal to transform the Mission Acute Day Treatment Center into a Single Point of Responsibility, coordinating all aspects of care for severely mentally ill adults. This was one of only two proposals awarded in San Francisco, and it was the only one received by a city organization. Adapting the Assertive Community Treatment model, the project integrated managed care concepts to respond to the unique care needs of San Francisco's severely mentally ill individuals. Though the program staff was highly ambivalent about the transition, G&A was able to develop an innovative proposal that respected their concerns while successfully meeting the requirements of the request for proposal.

Public Health & Health Promotion

Alameda County Health Care Services Agency Infant Mortality Reduction Healthy Start:

Collaborated with Resource Development Associates in the development of a plan that was the only proposal west of the Rockies to be funded. The planning involved dozens of agencies, numerous coalitions, and several county agencies. Planning lasted for months, and the proposal needed to respond to multiple constituencies that had driven the process. G&A was responsible for facilitating many meetings, conducting extensive research, developing the approach, preparing numerous work plans and charts, and writing part of the proposal. It was subsequently funded by the US Department of Health and Human Services. The approach consisted of developing four Neighborhood Family Resource Centers, at which a wide variety of multidisciplinary, consumer-driven, integrated services were to be delivered with the objective being to empower communities, families, and women to improve their individual and collective health. It subsequently became a national model. **Funding approved: \$38 million.**

Bay Area Black Consortium for Quality Health Care Neighborhood Family Resource Center:

Developed proposal to create the center, a coalition of Bay Area Black Consortium for Quality Health Care, East Oakland Youth Development Center, Summit Hospital, and the Fruitvale Collaborative. Established a family/community center providing a comprehensive array of health and supportive services as well as a forum for community and individual empowerment. **\$750,000 in funding received.**

Alameda County Highland Hospital: In collaboration with Resource Development Associates, developed a One-Stop-Shopping Model of perinatal services for Highland Hospital and wrote proposal that was one of only four funded nationally. **\$1.5 million in funding received.**

Stanislaus County Department of Health, Maternal & Child Health Services: Facilitated the planning and development of an innovative and multidisciplinary, community-based teen pregnancy prevention project that required extensive research, numerous community planning meetings, organization of focus groups with teens and the church community, and the development of a complex proposal to the State of California. **Funded for \$700,000.**

In addition to the above projects, Gibson & Associates proposals have received over \$54 million in AIDS funding. Please see projects below.

- Throughout 1997, G&A has been facilitating the Santa Clara HIV Services Comprehensive Plan with the HIV Services Planning Council. In addition to facilitating the planning, G&A developed a successful Title III proposal to HRSA.
- Developed the Ryan White CARE application for the San Francisco EMA. The proposal was several hundred pages, described in minute detail the operations of San Francisco's AIDS Office, and requested and received the largest award in the EMA's history, over \$44 million, a 44% increase in the amount received the previous year. Despite changes in leadership at the AIDS Office, including the departure of the person responsible for spearheading the proposal the last two years, G&A completed the product under budget and several days prior to the due date.
- G&A wrote successful HIV prevention proposals for the Iris Center in San Francisco to provide outreach and support to female addicts in the commercial sex industry. The proposals were submitted to the San Francisco AIDS Office, and a subsequent proposal was developed for the federal Center for Disease Control. In a field dominated by concerns for gay white men, G&A developed successful proposals for services to minority women.
- Facilitated the planning process for the Oakland EMA's Ryan White CARE application. The 1993-94 Oakland EMA proposal was heavily criticized by HRSA (the funding source) and resulted in a reduction in funding level. The proposal developed by G&A was one of only four EMA's in the country to receive an award larger than what was requested. As a result, G&A has been retained to provide planning assistance on an ongoing basis. Funding for over \$5 million was approved. In 1996, G&A again facilitated their planning process and the EMA received an allocation of 110% of their request, or over \$5.5 million in funding.
- Facilitated planning for developing an integrated and coordinated planning and funding allocation process. Process involves significant system change on the part of both public and private providers involved, as well as county and city government. Process was linked to G&A coordination of development of a comprehensive AIDS Response Plan that was completed in April of 1996. Finally, G&A was retained to coordinate the development of the 1995-96 Ryan White application for Alameda-Contra Costa County. Proposal was completed on time and an increased allocation was awarded.