



# Request for Applications:

## Aging by Design

**Deadline for Applications:  
Monday, June 19, 2017 at 12 p.m.**

All application materials should be submitted to  
[agingbydesign@hfwcny.org](mailto:agingbydesign@hfwcny.org)

### Question and Answer Calls

**Email questions to [agingbydesign@hfwcny.org](mailto:agingbydesign@hfwcny.org) by  
Friday, May 5, 2017**

**Answers to FAQs will be posted at [hfwcny.org](http://hfwcny.org) by  
Friday, May 12, 2017**

**Call: Wednesday, May 17, 2017 at 11 a.m.  
1-800-308-7795 Code: 436305**



To download an electronic copy of this program announcement,  
visit [WWW.HFWCNY.ORG](http://WWW.HFWCNY.ORG).

## Background

The Health Foundation for Western and Central New York is dedicated to improving the health and health care of the people and communities of western and central New York.

Based in Buffalo, NY with a second office in Syracuse, the Health Foundation is an independent private foundation that serves the eight counties of western New York, including Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming, as well as the counties of Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, Oswego and Tompkins in central New York.

It has three focus areas: improving the health and health care of vulnerable older adults; improving the health and health care of children ages birth to five who are impacted by poverty; and ensuring that communities across the regions have the capacity to effectively address health needs.

Its visions are that all vulnerable older adults are able to plan for and maintain a dignified, independent, high-quality life in their community; all children impacted by poverty are physically, socially and emotionally healthy as they enter kindergarten; and all communities are able to effectively plan for and address the health needs of the most vulnerable and those in poverty.

For more information about the Health Foundation, visit [www.hfwcny.org](http://www.hfwcny.org).

## Overview

To find out what is possible when we create solutions **with** people, rather than **for** them, the Health Foundation launched [Aging by Design](#), a multi-year program to improve the health of older adults that uses a process called Design Thinking.

Design Thinking is an approach to problem solving that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs. Aging by Design will create an environment in which older adults, informal caregivers, and community-based providers work together to apply principles of design thinking to develop, test and implement effective interventions, processes or programs that can address triggers of decline among older adults.

Triggers of decline precipitate a decline in physical, cognitive, or mental health for otherwise healthy older adults living in the community. In addition to the risks older adults may face individually, like poor mobility, malnutrition or chronic illnesses; triggers of decline can also result from challenges older adults may face in the context of their families and communities, such as weak social networks and caregiver stress, within the health care system, and at the societal level, including lack of transportation and medication mismanagement.

To learn more about the Triggers of Decline, click [here](#) or visit [hfwcny.org](http://hfwcny.org).

Aging by Design includes three phases of activity over three years:

1. Community Learning Phase (launched in October 2016, ongoing)
2. Project Planning Phase (October 2017 to March 2018)
3. Implementation (July 2018 to October 2019)

### **Community Learning Phase: What We've Learned So Far**

The Community Learning Phase focused on identifying the needs of older adults in communities, and sharing knowledge and resources for design thinking.

The Aging by Design project team spent six months engaging with older adults and caregivers in the region to better understand their experiences. Local providers worked with the team to capture the needs and experiences of the older adults and caregivers they serve. What the team found was that many of the needs they identified speak to triggers of decline, including for example:

- I need help navigating healthcare bureaucracy
- I need accessible transportation
- I need to overcome pain and mobility challenges to be active
- I need better balance and stability
- I need to feel connected to others

Other themes we heard from older adults and caregivers are in the design principles summarized below. As we continue our Aging by Design work, we will look to design solutions that can address triggers of decline and apply these design principles:

- *Start with real needs*
- *Welcome and make time for storytelling*
- *Champion and enable meaningful social connection*
- *Simplify. Again.*
- *Use language people understand*
- *Nurture the mind regardless of physical limitation*
- *Reduce impact on already strained routines*
- *Absorb discomfort so the people we serve don't have to*
- *Celebrate life and have a little fun*
- *Spread dignity*

To learn more, download the [Aging by Design Insights Brochure](#) and [Design Principles](#).

## Aging by Design Request for Applications

This RFA invites agencies participating in Learning Phase activities to complete the following activities in order to apply for funding to participate in the Aging by Design **Project Planning Phase**:

- Application narrative
- Design Workshop activity
- Budget

RFA responses will be reviewed by an Aging by Design project team made up of Health Foundation staff and experts in Design Thinking. The project team may request a site visit to discuss the applicant's Design Workshop, plans and goals for Aging by Design. By September 2017, up to 10 applicants will be selected to receive an initial grant of \$25,000 to participate in the Aging by Design Project Planning Phase. Grantees will receive additional funding for the implementation phase. Implementation award amounts will vary based on results of the project planning phase.

Aging by Design is not a typical project or initiative. It's all about seeing what is possible when we create solutions **with** older adults and caregivers rather than **for** them. Organizations interested in Aging by Design must be willing to engage in a human-centered design process with older adults and caregivers without knowing exactly where they'll all end up. It is about engaging in a process rather than delivering a pre-determined outcome. In Aging by Design, the process will focus on addressing the needs of older adults in reducing triggers of decline.

The grantmaking timeline reflects the iterative nature of development guided by human-centered design. The process is intended to support ongoing grantee learning, stakeholder input, and evolution of Aging by Design project plans. The Aging by Design timeline and iterative grantmaking strategy also support the Foundation's understanding of each grantee's unique process.

### Timeline

Wednesday, April 19, 2017	Aging by Design RFA and Design Workshop materials released to organizations that participated in Design Day
Friday May 5, 2017	Deadline for questions submitted to <a href="mailto:agingbydesign@hfwcny.org">agingbydesign@hfwcny.org</a>
Friday May 12, 2017	FAQ document posted in response to submitted questions (at <a href="http://www.hfwcny.org">www.hfwcny.org</a> )
Wednesday, May 17, 2017 at 11 a.m.	Aging by Design Q&A conference call to clarify and address questions. Call 1-800-308-7796, Code: 436305
<b>Monday, June 19, 2017 by 12 p.m.</b>	RFA narrative, budget and Design Workshop materials due to <a href="mailto:agingbydesign@hfwcny.org">agingbydesign@hfwcny.org</a>

June 19 to Aug 1, 2017	Applications reviewed. Site visits if needed.
August 2017	Final Foundation review and approval
September 2017	Notify grantees of Aging by Design Project Planning Phase selection
October 2017 through March 2018	Aging by Design Project Planning Phase
October 2-5, 2017	<b>MANDATORY</b> Intensive Training retreat at Bristol Harbor in Canandaigua ( <a href="http://www.bristolharbour.com">www.bristolharbour.com</a> )
March 2018	Aging by Design Implementation Phase project prototypes due and community pitching event
July 1, 2018	Grantees notified of selection and funding for Implementation Phase
July 1, 2018 through October 2019	Aging by Design Implementation
October 2019	Capstone celebration - regional showcase of grantee achievement, Aging by Design process, and impact on triggers of decline.

### **Project Planning Phase: October 2017 through March 2018**

During the six-month Project Planning Phase, selected Aging by Design grantees will learn how to apply design thinking to re-imagine how they might address identified needs and reduce triggers of decline among older adults.

The Project Planning Phase will begin with a **mandatory** 4-day Design Thinking Training hosted by the Health Foundation on October 2-5, 2017 at Bristol Harbor in Canandaigua, NY.

Two people from each organization are required to attend this training. Appropriate staff would include individuals who routinely work with the public (patients, clients, program participants), as well as those involved in program development and evaluation within their organizations. Staff members who attend this mandatory intensive training will be responsible for sharing human centered design techniques and principles with others on the organization project team. We recommend sending staff with good communication skills and an earnest interest in working directly with older adults and caregivers to develop better processes and new solutions.

The training will focus on two areas:

1. Building organizations capacity to use and apply design thinking (including tools, methods and mindset).
2. Designing an Aging by Design Project prototype.
  - a. Organizations will decide on a problem they want to tackle that addresses the needs of older adults and caregivers in the community.
  - b. Grantee teams will build an idea out into a prototype (a rough idea of what the project might look like) while getting coaching and feedback.

During the 4-Day training participants will:

1. Learn new design thinking tools with coaching support to try them out.
2. Build an Aging by Design Project prototype.
3. Pitch an Aging by Design Project Prototype idea to the large group.
4. Learn about developmental evaluation, its role in Aging by Design, and the grantees' role in the Aging by Design evaluation.

The Health Foundation will pay for training costs, meals and overnight accommodations. Other costs to individual organizations (i.e. staff time, mileage, etc.) should be accounted for in grant budgets.

After the required intensive training retreat, participants will take what they have learned and apply it back at their organizations. Each organization must convene a project Design Team consisting of staff, volunteers, and members of the community they serve, by November 1, 2017. Grantees will apply what they learned at the intensive training by working with their project Design Team to produce three additional prototypes. How teams do this is flexible as long as the process includes older adults/caregivers, leverages design thinking techniques, and addresses triggers of decline and design principles from the Learning Phase.

In the Project Planning Phase, Design Teams will work together to:

1. Identify a problem.
2. Empathize with the people impacted by that problem and what they need.
3. Come up with possible solutions to better meet the needs identified.
4. Build three different prototypes ranging from low cost solutions to ambitious bold new ways to support older adults and caregivers that respond to the needs identified.
  - a. The prototype needs to be a visible, physical representation of your idea. A prototype could look like: a video, a thing made from whatever you have, a drawing, or all of these put together. This really could be anything as long as it visibly and physically represents your solution.
5. Bring your prototypes to a Foundation-hosted community event in March 2018 where you'll pitch it to members of the community, including older adults and caregivers. (*Note: Prototypes need to be durable and portable*)

Feedback from the community event will be used to help inform the selection of grantee projects that will move ahead to the Aging by Design Implementation Phase.

### **Implementation Phase: July 1, 2018 to October 2019**

The Foundation will provide additional financial support to grantees to implement selected prototypes during a 15-month Aging by Design Implementation Phase. The Foundation will invest a total of up to \$750,000 in Implementation Phase grants. Grant amounts individual grantees receive for the Implementation Phase will be based on selected prototypes and their anticipated costs. Awards may vary depending on the specifics of each project plan. We anticipate that all grantees will want to participate in the implementation phase and will have at least one prototype awarded additional funding.

In the Implementation Phase, organizations will implement their prototype(s) - to test, refine and measure their re-imagined programs, services and approaches to addressing triggers of decline.

Grantees will be required to participate in up to three learning sessions during the Implementation Phase focused on training in human-centered design, sharing grantee learning and best practices. At a regional Aging by Design capstone celebration in October 2019, grantees can showcase their achievements and process of human-centered design.

In all phases of Aging by Design, grantees will be supported by Overlap Associates, which is contracted to provide coaching, mentoring and process support at regular and frequent structured intervals during the Planning Phase and Implementation Phase of Aging by Design.

Overlap's role as technical assistance (TA) provider will be to train grantees in approaches and methodologies associated with design thinking, and support organizations in creating programs that include input and guidance from end users. At several points throughout the initiative, grantees will also be required to participate in an evaluation of Aging by Design conducted by the O'Halloran Group, experts in developmental evaluation and human-centered design.

## **Guidelines for Submitting Applications**

Aging by Design is targeted toward older adults and their caregivers who reside in western and central New York. The Foundation is primarily interested in directing funding to organizations that are working with older adults living in poverty; those with limited access to services, including older adults and caregivers living in rural communities; and populations who are likely to experience difficulty accessing services due to cultural or other reasons, including immigrants and refugees, LGBT seniors and caregivers, and ethnic/racial minorities.

### **A. Eligibility**

Applicants may include public sector and not-for-profit health and human service organizations located in the Foundation's 16-county funding area that serve older adults and caregivers. Applicants may include single organizations, two or more organizations partnering together, or coalitions.

To apply for funding, applicants must have participated in one of the two Design Day sessions held by the Health Foundation in September-October 2016. In the case of partnering organizations and coalitions, the lead applicant must have attended a Design Day.

The ideal grantee is required to have:

- Authentic engagement with the Foundation's older adult target population, informal caregivers, and stakeholders. There should be an ongoing practice of inviting input and collaboration from older adults/caregivers in program and service improvement, or serious intent and a plan to embed this practice.
- A principled and demonstrated commitment to work as a collaborative team member with older adults, other agencies, and TA advisors toward a shared goal.

- Applied knowledge of the health and functional issues affecting older adults and their health behaviors.
- Demonstrated competency in adapting programs and services (practices, processes, policies) based on input received or lessons learned.
- Ability to collect feedback from older adults to support the Aging by Design evaluation.

Grantees will be required to attend learning sessions held in Canandaigua, NY and other locations in western and central New York. Hotel costs for these sessions will be covered by the Foundation. Ground transportation costs may be included as a covered grant expense in Aging by Design.

## **B. Components of the RFA**

This RFA has three required components:

- Application Narrative
- Design Workshop activity
- Project Planning Phase budget

### **Application Narrative**

Complete questions 1-6 below for the Application Narrative. [Please do not exceed 5 single-spaced pages in length, 12-point type.]

#### *Organization Background*

1. Briefly describe the organization(s) with which your project design team is associated.
2. Describe your organization's experience serving older adults and caregivers, and an overview of programs and services for these constituents.
  - a. How does your organization currently obtain direct input from older adults or caregivers served by your organization? Describe policies, committees or advisory opportunities for older adults to inform your organization's programs, services, or strategic direction.
  - b. How has your organization used this information to improve programs and services?

#### *Readiness to Participate in Aging by Design*

3. Describe your design team: Include core team member titles, planned involvement and role(s) each team member will play in Aging by Design. Attach a resume for each team member (does not count toward 5-page limit)
  - a. Describe the relevant skills and experience of those who would undertake Aging by Design work. How could their qualifications advance human-centered approaches to support older adults?

4. If you anticipate outsourcing portions of Aging by Design work, identify the expertise or outside assistance you might seek to supplement your team's skills and experience.
5. Describe your organization's prior experience working with older adults or caregivers in collaborative projects.
  - a. If your organization does not have this experience, what has prevented you from doing it?
6. Why do you/your organization want to participate in Aging by Design?
7. Why do you see Aging by Design as a strategic fit for your organization?

### **Design Workshop Activity**

As part of this RFA, we're asking organizations to host their own Design Thinking Workshop. In order to make that easier, we're providing applicants with a [Design Thinking Workshop Kit](#).

This digital toolkit includes:

- A guide on how to use the kit
- A workshop session design plan
- A [video](#) with a walk-through of the session and some tips
- Two reflection documents (one for providers and one for older adults/caregivers)
- Submission guidelines on how to get everything back to us

Workshop instructions include:

1. Host a Design Thinking workshop with older adults and caregivers using the Design Thinking Workshop Kit. Take at least one picture of each step of the process as you go (no more than 15 pictures total).
2. Complete the two reflection documents:
  - a. Providers complete the Provider Reflection
  - b. Older Adults/Caregivers complete the Older Adult/Caregiver Reflection
  - c. Scan or take pictures of the two documents
3. Submit the completed reflection documents with your application narrative and project budget to [agingbydesign@hfwcnny.org](mailto:agingbydesign@hfwcnny.org) by **12 p.m. on June 19, 2017**.

### **Planning Phase Budget**

How does your organization propose to spend the \$25,000 in Aging by Design Project Planning grant funds?

Use the [Aging by Design budget template](#), to submit your proposed budget for the Project Planning Phase.

### Have Questions?

Email questions to [agingbydesign@hfwcny.org](mailto:agingbydesign@hfwcny.org) by Friday, May 5, 2017.

FAQs will be posted at [www.hfwcny.org](http://www.hfwcny.org) by Friday, May 12, 2017.

The Foundation will host an Aging by Design Q&A Conference Call on Wednesday, May 17 at 11 a.m.  
Call 1-800-308-7796, Code: 436305

**Before submitting your application to [agingbydesign@hfwcny.org](mailto:agingbydesign@hfwcny.org), have you:**

- Completed the application narrative?
- Hosted a Design Workshop?
  - Taken pictures?
  - Completed your two reflection documents?
- Completed the proposed budget template?

**Deadline to apply:** Submit all completed RFA materials via email to [agingbydesign@hfwcny.org](mailto:agingbydesign@hfwcny.org) by:

**12 p.m. Monday, June 19, 2017**