![Health Foundation for Western & Central New York — Investing in Better Health for People and Communities]

## The Health Leadership Fellows CALL to Action
## Request for Applications

*When non-profit and public sector leaders share a sense of purpose, they can work together to successfully address the region's toughest issues.*

### Overview

The Health Foundation for Western and Central New York (the Foundation) advocates for continuous improvement in health and health care for the people and communities of western and central New York. From its inception in 2003, the Foundation has focused its funding and initiatives on improving health outcomes for older adults and children, 0 to 5, impacted by poverty. In addition, the Foundation supports non-profit capacity building to strengthen organizations that work on behalf of these populations.

The Foundation's funding areas include: the eight WNY counties of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming; and the eight CNY counties of Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, Oswego and Tompkins. For more information on the Foundation, please visit our website www.hfwcny.org.

### The Health Leadership Fellows CALL to Action

The Health Leadership Fellows CALL to Action provides an opportunity for graduated Fellows to work together to develop collaborative projects that promise to turn the curve on barriers to achieving better health and health care for older adults and young children impacted by poverty.

The Fellows have been trained to deliver such projects through **collaboration**, achieving **alignment** between organizations working toward common goals, **leveraging** existing organizational resources, and providing individual and collective **leadership** to break past obstacles and organizational inertia.

The CALL to Action includes three phases of activity over the next 3 years.  These include:

   Phase 1: CALL to Action symposium and pre-symposium learning (March-June 2019)
   Phase 2: Planning and proposal development (August 2019-June 2020)
   Phase 3: Implementation of demonstration projects (April 2020- June 2022)

### Pre-symposium learning—Identifying barriers to better health and health care

Prior to the CALL to Action symposium on June 7, 2019, work was completed to identify barriers to delivering care to children, families, and older adults. This included a survey completed by Fellows, who collectively identified over 150 challenges and barriers.   Many Fellows are struggling with similar barriers to better health outcomes.

Here are those that rose to the top:

- Insufficient workforce
- Transportation challenges
- Poor coordination of services
- Homelessness and the lack of appropriate housing
- Fragmented care transitions
- Insufficient support for family caregivers
- Access to mental health services and integrated behavioral health
- Social isolation among older adults
- Access to food and adequate nutrition
- Health literacy
- Challenges related to equity—racism, ageism, and challenges faced by rural communities

**The current opportunity—Planning and proposal development**

Through this Request for Applications, the Foundation seeks to identify up to 8 multi-organizational teams in western and central New York that will be asked to develop proposals for projects that hold the potential to produce better health outcomes and promote sustained change by addressing one of the barriers uncovered during the learning phase of the CALL to Action.

The Foundation will provide each team selected through this RFA with planning grants up to $10,000 to support the development of proposals for 24-month demonstration projects. Proposals for demonstration grants must be individually approved by the Foundation's Board of Trustees. The Foundation anticipates providing each approved proposal with up to $200,000 to support the project.

Individual Fellows may be a contributor to more than one planning and proposal development effort, and be included in multiple applications in response to this RFA.

**Instructions for completing application**

**Page 1: Overview and Key Dates**   The application includes several key dates to keep in mind. This includes the deadline for submitting questions to the Foundation regarding this RFA. This information is also available at the end of this document.

**Page 2: Applicant Information**  There are three sections to be completed on page 2.

a) Participating Fellows: Use this section to tell us about the graduated Fellows that are part of the application team.  Please include name, current organization, title, and which cohort each Fellow participated in.

b) Collaborators:  Use this section to tell us about other community partners you have identified to be part of the application team.  If your team includes someone who is participating in Fellows Cohort 9, please list them in this section.

c) Contacts: Please identify those members of the application team that will be available to answer questions during the Foundation's application review period (July 16-26, 2019).

**Page 3 and 4:  Description of the barrier and approach to identifying potential solutions**

Health Leadership Fellows have received training in Results Based Accountability and are asked to use "turn the curve" thinking in the completion of this section of the application.
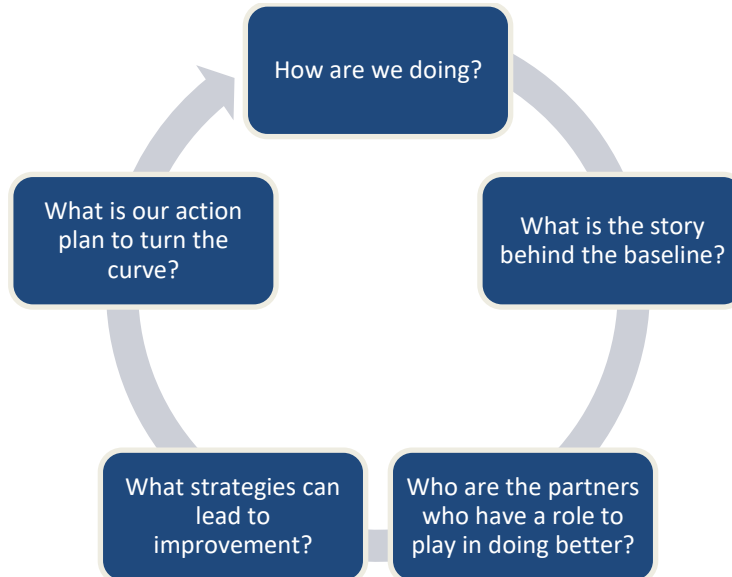
Applicants are asked to address each of the following questions:

a) **What is the community-level result you want to see and for who?**  (*Ex. All kittens belong to loving families).*  The Foundation will accept applications that seek to improve results related to the health and health care of older adults and young children impacted by poverty, including capacity building needs of organizations that serve these two populations.  The Foundation will also accept applications that address the needs of family caregivers of older adults and mothers of young children, including issues of maternal health.

b) **How are we doing in reaching this result?**  Please provide data if available and write a short narrative describing what is typical. (*Ex.  Although the exact number of kittens without homes is unknown, the SPCA reports receiving XX of kittens every year. )*

c) **What are the barriers to doing better?**   In this section describe the barriers to achieving the community result you seek.  Which of these barriers does the application team plan to address through the CALL to Action?  The Foundation specifically seeks applications that address barriers related to those that emerged in Phase 1 of the CALL to Action.  See section on Pre-Symposium learning.

d) **What resources can each partner on this application contribute to identifying and implementing a solution to address this barrier?** The CALL to Action emphasizes the values of the Health Leadership Fellows program, including alignment between organizations and leveraging existing organizational resources. In this section please describe the resources that applicants can bring to bear in addressing this barrier. This can include expertise and knowledge, financial resources, access to focus population, and others. We invite you to think broadly, with the understanding that which resources are employed in the final project will be decided during the proposal development period.

e) **How will you identify other partners?** It is likely that other partners will be needed to successfully address the barrier you have identified. In this section, describe how you will identify new partners to collaborate with in the identification of strategies to do better.

f) **Tell us about the approach you will take to identifying strategies.** In this section please provide details on how you intend to use the planning grant period and requested funding to identify strategies to address your chosen barrier. Be specific. Include steps that you will take to more fully understand your chosen barrier and techniques for identifying and considering strategies. Include a description of any contracted resources you intend to use (i.e., facilitators, grant writer, etc).

   Minimally, we expect to see evidence that applicants intend to approach the planning process in a thoughtful way that fully embraces Results Based Accountability and turn the curve thinking. We encourage applicants to include outreach and engagement with those who experience the barrier (consumers and/or other service providers), and provide at least one opportunity for consumer/providers to provide feedback on strategies and proposed solutions to be tested through demonstration grants.

g) **Tell us about your timeline for completing a proposal.** We anticipate that selected project teams will begin work in September 2019 and will need several months to develop complete proposals. Each proposal will need to be reviewed by Foundation staff prior to being finalized for presentation to the Foundation's board of trustees. Please use the following dates when developing your timelines:

   For consideration at the Foundation's quarter 1 board meeting, proposals must be received by January 8, 2020. Approved proposals would begin April 1, 2020.

   For consideration at the Foundation's quarter 2 board meeting, proposals must be received by March 10, 2020. Approved proposals would begin July 1, 2020.

**Planning grant budgets**

Applicants are required to use the budget template that is part of this application packet.

Applicants may include both Personnel and Non-Personnel expenses.

a) **Personnel expenses** include staff time (including fringe) for planning meetings, coordinating with partners, organizing outreach efforts, and other activities included in applicant's plan of work, described above. In addition, applicants may include mileage for attending meetings and other efforts.

b) **Non-personnel costs:** In this section include costs for resources and materials needed for planning grant activities and development of the proposals for demonstration grants. This may included contracted resources for consultant services including facilitation, creative problem solving, mapping current processes, grant-writing, outreach and community engagement, and others. The listed resources should have a clear connection with the plan of work described above.

Other non-personnel costs that may be included are costs for meeting space, stipends, communications, postage and supplies, and other routine costs applicants anticipate.

**Expectations for full proposals resulting from the planning grant**

Final proposals produced through the planning grants must include the following elements:

a) Detailed description of the community need and barriers to be addressed in the demonstration grant period
b) Detailed workplan that presents activity to be undertaken during the demonstration grant period
c) Detailed description of the role of partners including what organizational resources will be brought to bear in doing the work
d) Description of what success looks like—how will you know that the strategies are working?
e) Description of how the changes made through the demonstration grant will be sustained.
f) Description of how the project will be evaluated.

Further information will be provided to successful applicants and recipients of planning grants. This information is provided to inform what applicants may want to consider when budgeting planning grant funds.

**Criteria for selection**

The Foundation anticipates receiving several applications for planning grants. We typically receive more applications than we are able to fund. We will use the following criteria to assess applications and make selections:

a) All applications must include at least one organization that employs a graduate of the Health Leadership Fellows program
b) Applications that include more than one organization with graduates from the Fellows program will be viewed favorably
c) Applications that include Fellows from across different cohorts and sectors (public, non-profit, health systems, academia) will be viewed favorably
d) The potential for collaborative leadership
e) The potential for better alignment between organizations serving same population
f) The potential for leveraging existing resources
g) Alignment with Foundation's funding priorities

**Submission:**  Applications for planning grants must include both the application form in Word format and the budget in Excel. Applications are due on July 15, 2019.  Any applications received after that date will not be considered. Applications must be submitted via email addressed to: calltoaction@hfwcny.org.

**Key Dates:**

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| Application release date: | June 7, 2019 |
| Deadline to submit questions: | June 19, 2019 |
| FAQ document distributed to FAN members: | June 24, 2019 |
| **Application due date:** | **July 15, 2019** |
| Review of applications: | July 16-26, 2019 |
| Anticipated award announcement date: | August 1, 2019 |
| Anticipated contract start date: | August 20, 2019 |

Applicants must identify an individual who can answer questions during the Review of Application period.

**Questions:**  Applicants may submit written questions to calltoaction@hfwcny.org.  Questions will be reviewed by Foundation staff and answers will be provided in a Frequently Asked Questions document which will be distributed to all FAN members.  See key dates above for deadlines.