SAFETY NET
REQUEST FOR PROPOSAL 2019
MISSION
Providing leadership, advocacy, and resources to eliminate barriers and promote quality health for the uninsured and underserved

VISION
Healthy people in Healthy communities

ABOUT HEALTH FORWARD
Health Forward Foundation is igniting a culture of health by tackling pressing health issues for those most in need. Through partnership and advocacy, we are working to transform communities so everyone has an opportunity for better health.

HEALTH FORWARD SERVICE AREA

KANSAS
- Allen County
- Johnson County
- Wyandotte County

MISSOURI
- Cass County
- Jackson County
- Lafayette County
- Kansas City, Missouri (including portions of Clay and Platte counties)
WHAT WE FUND

HEALTHY COMMUNITIES GRANTS
Health Forward has dedicated nearly $38 million toward creating healthy communities throughout our region. Our Healthy Communities funding promotes active living, healthy eating, and tobacco use prevention so that healthy habits become the norm.

MENTAL HEALTH GRANTS
Health Forward has provided more than $66 million in grants to improve access to mental health services and enable people to live healthy and resilient lives.

SAFETY NET GRANTS
To ensure vulnerable populations have access to a strong safety net system and oral health services, Health Forward has dedicated nearly $62 million to improve access to quality health care and preventive care when our fragmented system leaves gaps.

POLICY AND CIVIC ENGAGEMENT
Throughout each of our focus areas, we recognize the importance of engaging in advocacy and supporting civic engagement. We believe that lasting solutions to many of our challenges will be found through local, state, and regional policy changes, as well as systems reform, that benefit those most in need living in our community.

NONDISCRIMINATION POLICY
In awarding grants, Health Forward does not discriminate on the basis of race, color, religion, national origin, age, disability, sexual orientation, gender identity, or veteran status.

As part of the grant proposal, grantees will be required to affirm that, in providing services funded in whole or in part by Health Forward, they will not discriminate in employment practice or in policies and procedures concerning access to services.

Those interested in applying should consider their responses to the following:

- Provides all services to clients regardless of...
- Hires and promotes staff regardless of...
- Does not restrict membership to the board of directors based on...

...gender, race, color, religion, national origin, age, disability, sexual orientation, gender identity, or veteran status.
GOALS AND STRATEGIES

Improve access to quality health care and preventive care when our fragmented system leaves gaps.

A total of $4.5 million is available for 2019 Safety Net funding. Health Forward will approve plans for up to three years of funding. Applicants are required to provide a compelling justification for multi-year funding.

While all applicants are encouraged to apply for multi-year funding, some proposals may be awarded with a reduced grant period (e.g. 12 months), despite the applicant request of funding for multiple years.

OUR STRATEGIES

Proposals should address all three strategies of access, quality, and cost.

ACCESS
Timely use of personal health care services to achieve the best health outcomes.

QUALITY
Health care that is patient-centered and integrated across conditions, providers, and settings. Care is delivered in a way that is safe, timely, effective, efficient, and equitable.

COST
Quality health care reduces overall health care costs through improvements.

KEY CONCEPTS

THE IHI TRIPLE AIM
The Institute for Healthcare Improvement Triple Aim framework describes an approach to optimizing health system performance. The three dimensions of the Triple Aim are:

BETTER HEALTH - Improving the health of populations.

BETTER CARE - Improving the patient care experience along the Institute of Medicine's six domains of quality health care: safety, timeliness, patient-centered, efficiency, effectiveness, and equity.

LOWER COST - Reducing the per capita cost of health care through improvements in care and patient experience.

THE SAFETY NET HEALTH CARE SYSTEM
The medical safety net is composed of a network of health clinics, federally qualified health centers, safety net hospitals, and local public health institutions. Safety net agencies also work with a range of private and nonprofit organizations that serve the many needs of low-income patients.

THE EQUITY APPROACH
The equity approach is the means to ensure that everyone has the opportunity to participate and prosper when building strategies to improve community health.
NEW FOR 2019

Organizations may now apply for Safety Net funding through one of three different funding categories: project support, program support, or core support. Applications through any funding category must align with the triple aim strategies of access, quality, and cost.

Applicants are required to categorize their request as either:
1. Project support for a distinct project.
2. Program support for ongoing, existing programming.
3. Core support for ongoing operations (For federally qualified health centers and look-alikes only).

Contact Brad Hart, Andres Dominguez, or Leigh Quarles for help determining which type of request is most appropriate for your proposal.

FUNDING CATEGORIES

For all organizations eligible for Health Forward funding:

1. **PROJECT SUPPORT** is funding for a specific, connected set of activities with a defined beginning and end date, explicit objectives/outcomes, and predetermined costs.
   - Projects must be new or significantly modified from ongoing operations and must align with the Safety Net request for proposal.
   - This funding category is also appropriate for organizations providing ongoing services that have been in place less than three years.
   - Allowable expenses include costs such as salaries, equipment, supplies, and other expenses directly related to the project.
   - Applicants may submit a plan and budget for up to two years of project support funding.

2. **PROGRAM SUPPORT** is funding for a specific, connected set of ongoing, long-term activities or services with explicit objectives/outcomes, and predetermined costs.
   - Allowable expenses include costs such as salaries, equipment, supplies, and other expenses directly related to the program.
   - This funding category is for organizations that provide ongoing services that align directly with the Safety Net request for proposal.
   - Available for services that are well-established and have been in place for at least three years.
   - Applicants may submit a plan and budget for up to three years of program support funding.

For federally qualified health centers (FQHCs) and look-alikes only:

3. **CORE SUPPORT** is the working capital nonprofit organizations need to sustain their day-to-day operations. This funding supports ongoing operations and represents the maintenance or expansion of core functions of an organization.
   - Note: In 2019, applicants for core support funding are limited to federally qualified health centers and health center look-alikes. These agencies provide direct medical and dental services, work to accomplish missions that directly align with Health Forward’s mission, have a history of successful funding with Health Forward, and are subject to federal oversight.
   - This funding category may cover day-to-day activities or ongoing expenses, such as: salaries, utilities, office supplies, technology/facility maintenance, technology purchases, and professional development.
   - Applicants are encouraged to submit a three-year plan and budget for core support funding.

DEADLINES

Check [healthforward.org/deadline](http://healthforward.org/deadline) for any potential changes to these dates.

**LETTER OF INTENT DEADLINE**
July 24, 2019 by noon

**FULL PROPOSAL DEADLINE**
August 21, 2019 by noon

**BOARD APPROVAL**
December 11, 2019
SAFETY NET
THEORY OF CHANGE

PURPOSE
Support access to a safety net of quality health and oral health services that are safe, timely, effective, efficient, equitable, integrated and affordable.

STRATEGIES

Access
- Fund service delivery and core operating support.
- Facilitate greater care coordination and navigation.
- Increase health care coverage that supports quality care.
- Advocate for policies that increase access in underserved communities.

Quality
- Provide high-quality care and services.
- Improve patient care, experience, and engagement.
- Integrate and enhance the safety net system through partnerships or innovative models.
- Strengthen the capacity of the safety net workforce.
- Advocate and support policies that improve health.

Cost
- Support approaches and policies that reduce costs, promote sustainability, or contain costs for the health delivery system.

OUTCOMES AND INDICATORS

Applicants should review the Triple Aim goals and measures and, if appropriate, use them to inform and guide the program’s outcome framework.

Health Forward has strengthened its reporting process to align with the Safety Net theory of change. Indicators can be found at healthforward.org.

- Applicants should select a minimum of one outcome and one indicator for each of the three strategies they have identified from the theory of change.
- If funded, these indicators will become a part of your grant agreement and subsequent reports.
**SHORT-TERM OUTCOMES**

**Access**
- Increase number of individuals receiving quality care and services.
- More individuals have insurance coverage.
- Patients successfully navigate through the health care system.

**Quality**
- Increase organizational and workforce capacity to deliver high-quality care.
- Improve health outcomes.
- Improve patient care integration, experience, engagement, and satisfaction.
- Increase formalized partnerships between health care delivery providers and social services.
- Establish policies that improve health and produce system change.

**Cost**
- Lower or maintained health care costs for safety net organizations and the health delivery system.
- More affordable health care for individuals.

**LONG-TERM OUTCOMES**

**Better Health**

**Better Care**

**Lower Cost**

**ULTIMATE IMPACT**

People live healthier lives because they have access to a health care delivery system that includes preventive care and provides regular, affordable, and high-quality health and oral health care.
NOTE
Health Forward is continuing to improve and upgrade our technology and grantee interface for applications and reporting. We hope these improvements will deliver a more user-friendly and efficient process for all of our partners.

You will find up-to-date application information at healthforward.org/application-process.

Organizations interested in applying for a 2019 foundation defined grant will be expected to submit an online grant proposal at healthforward.org. Cities, hospitals, and universities are allowed to submit two proposals per each foundation defined grant round. All other organizations may submit one proposal.

The application process requires applicants to submit both a letter of intent and a full proposal.

**Step One: Letter of Intent (Deadline: July 24, 2019)**

Applicants are required to submit a letter of intent online. It will include:
1. A brief overview of the proposal including: health issues addressed, program activities, alignment with theory of change strategies, and requested funding amount.
2. IRS determination letter indicating nonprofit status

Applicants will receive an email confirming receipt of their letter of intent. If an email confirmation is not received within 24 hours, contact Health Forward at 816-241-7006.

**Step Two: Full Proposal (Deadline: August 21, 2019)**

The full proposal will be submitted online and should include:
1. Proposal narrative
2. Supporting information
   a. Project budget and justification
   b. Letters of commitment and/or support
   c. Board roster and demographics
   d. Applicant's operating budget
   e. Most recent independent financial audit
   f. IRS 990 and IRS determination letter
   g. Logic model (optional)

For more information, refer to the frequently asked questions page at healthforward.org/faq. Health Forward encourages you to contact Karen Guile with further questions at 816-241-7006 or kguile@healthforward.org.

Review our “Before you Apply” section of the website for organizational requirements and to ensure you adhere to our nondiscrimination policy.

Ensure you are using the most recent version of application materials from the Health Forward website. Do not use any previous templates you may have downloaded.
SELECTION PROCESS

After an internal review of applications, a team of reviewers from outside Health Forward’s service area will make recommendations for grant funding.

External reviewers may also recommend further clarification, modification, or technical assistance. Health Forward’s program officers will make a slate of recommendations in response to external reviewers’ guidance and direction from Health Forward Board of Directors. These recommendations will be presented to the Program and Grants Committee for consideration before they are approved or declined by vote of the board.

Health Forward reserves the right to reject proposals submitted and to request additional information from applicants at any time before, during, or after the award process. Grant awards are made at the sole discretion of Health Forward Foundation. No entitlement to funding for any organization at any level is expressed or implied. Successful applicants enter into a contract that gives Health Forward rights to review and evaluate grant-funded activities.

REVIEW PROCESS

Awards Announced

*As recommended by external reviewers
SAFETY NET
APPLICATION ASSISTANCE

Health Forward offers opportunities for application assistance to nonprofit organizations. If interested, contact us at 816-241-7006.

CONTACT US
For additional information on the Safety Net request for proposal, contact:

Brad Hart
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(816) 241-7006, ext. 138

Andres Dominguez
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(816) 241-7006, ext. 116

Leigh Quarles
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(816) 241-7006, ext. 141

Visit healthforward.org for more information on:
• Application process
• Frequently asked questions
• Technical assistance available to organizations
• Reporting requirements
• Currently funded grants
• Pre-proposal conference presentation
• Additional theory of change resources
• Indicators list

Grant Review
Health Forward invites prospective applicants to visit our office to review exemplary proposals from previous funding rounds.

Feedback Sessions
Applicants may request feedback from the program officer(s) who reviewed their proposal. Feedback sessions may be conducted in person or over the phone within six months of receiving the award or the declination.

Grant Writing Technical Assistance
Health Forward offers technical assistance to nonprofit organizations with annual budgets under $500,000 for both applicant defined grant and foundation defined grant requests. Assistance includes up to eight hours of contracted grant writing support funded by Health Forward.

APPLICATION TIP
External reviewers highly recommend that you use current local or regional data in your grant application.

Visit kchealthmatters.org for health data and promising practices from the Health Forward service area.