



Health Forward
FOUNDATION

SAFETY NET

REQUEST FOR PROPOSAL / 2021



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.

FOUNDATION DEFINED GRANTS



SAFETY NET GRANTS

To ensure access to a strong safety net system and oral health services, Health Forward has dedicated nearly \$75 million to improve access to quality health care and preventive care when our fragmented system leaves gaps.



HEALTHY COMMUNITIES GRANTS

Health Forward has dedicated n wrdable and nutritious food, so that healthy habits become the norm.



MENTAL HEALTH GRANTS

Health Forward has provided more than \$75 million in grants to improve access to mental health services and enable people to live healthy and resilient lives.



POLICY AND CIVIC ENGAGEMENT

Throughout each of our focus areas, Health Forward recognizes 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 all communities.

VISION

Healthy people
in healthy
communities



MISSION

Provide leadership,
advocacy, and resources
to eliminate barriers
and promote quality
health for the uninsured
and underserved



KANSAS

Allen County
Johnson County
Wyandotte County

MISSOURI

Cass County
Jackson County
Lafayette County
Kansas City, Missouri
*(including portions of
Clay and Platte counties)*

SERVICE AREA

SAFETY NET OVERVIEW

SAFETY NET GOAL

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

A total of \$4.5 million is available for 2021 Safety Net funding. Health Forward expects to grant up to \$3 million to organizations with multi-year plans approved in 2019. Additionally, at least \$1.5 million is available to fund new proposals, for an overall total of \$4.5 million.

All Safety Net Grants awarded in 2021 will be for a period of no more than 12 months.

REQUIRED STRATEGIES

Requests should address 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.

DEADLINES
Check healthforward.org/deadline for any potential changes to these dates.

LETTER OF INTENT DEADLINE

Noon
July 7, 2021

FULL PROPOSAL DEADLINE

Noon
August 11, 2021

STREAMLINED APPLICATIONS

Noon
August 4, 2021

BOARD APPROVAL

December 8, 2021

KEY CONCEPTS

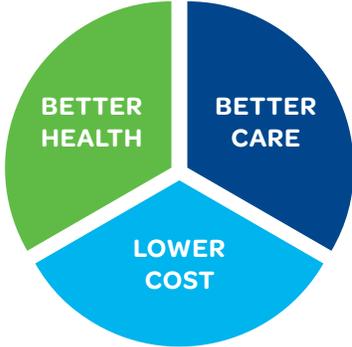
THE IHI TRIPLE AIM

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 health care 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 patients with low incomes.

THE EQUITY APPROACH

The equity approach is the means to ensure that everyone can participate and prosper when building strategies to improve community health.



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.



INCREASE 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.



IMPROVE 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.



REDUCE COST

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

STRATEGIES

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. If funded, these indicators will become a part of the official grant agreement and subsequent reports.

SHORT-TERM OUTCOMES

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

- 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.

- 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.

APPLICATION PROCESS

Prior to beginning the application, organizations should review our “Before You Apply” section of the website for requirements.

Organizations that meet all requirements and that are interested in applying for a foundation defined grant will submit their proposal through Health Forward’s online portal, available via our website 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 through our online portal. Please ensure you are using the most recent version of application materials at healthforward.org/safety-net.

LETTER OF INTENT (DEADLINE: JULY 7, 2021)

Applicants are required to submit a letter of intent online. It must 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.

STREAMLINED APPLICATIONS (DEADLINE: AUGUST 4, 2021)

Only for current grantees with multi-year awards: Organizations with approved multi-year plans through Health Forward’s 2019 Safety Net request for proposal will be eligible to submit a streamlined application for continued funding. Streamlined application process includes a letter of intent and an abbreviated proposal that provides updates on activities and accomplishments in year two, as well as their plans for year three of funding.

NEW PROPOSALS (DEADLINE: AUGUST 11, 2021)

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 or theory of change (optional)

FOR MORE INFORMATION

Refer to the frequently asked questions page at healthforward.org/faq. In addition, 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.

FUNDING CATEGORIES

APPLICANTS ARE REQUIRED TO CATEGORIZE THEIR REQUEST AS ONE OF THE FOLLOWING:

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 meet guidelines outlined in 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.

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 meet guidelines outlined in the Safety Net request for proposal.
- Available for services that are well-established and have been in place for at least three years.

3. CORE SUPPORT is the working capital that 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 2021, applicants for core support funding are limited to federally qualified health centers and federally designated 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.

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

Note: All Safety Net Grants awarded in 2021 will be for a period of no more than 12 months.

SELECTION PROCESS

Health Forward relies on our internal knowledge of the field, the community, our history with applicants, and grantee performance to inform our decisions during the internal review process. Health Forward consults with external reviewers from outside our service area to provide expertise and unbiased feedback on foundation defined grant proposals.

Ultimately, Health Forward staff and leadership make the final decision on grant recommendations. These recommendations will be approved or declined by vote of the full Health Forward Board of Directors.

Health Forward reserves the right to reject proposals submitted; to request additional information or clarification from any or all applicants; and/or negotiate changes with applicants at any time before, during, or after the award process. Grant awards are made at the sole discretion of the 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.

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:



CONTACT US

For general questions about the application, refer to healthforward.org/faq for frequently asked questions or contact Karen Guile at 816-241-7006 or kguile@healthforward.org.

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

BRAD HART

bhart@healthforward.org
816-241-7006, ext. 138

ANDRES DOMINGUEZ

adominguez@healthforward.org
816-241-7006, ext. 116

LEIGH QUARLES

lquarles@healthforward.org
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
- Additional theory of change resources
- Indicators list

GRANT REVIEW

Health Forward invites prospective applicants to contact grantsadmin@healthforward.org 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 by phone or video call.

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.

Reviewers highly recommend including current local, regional, or organizational data in your grant application.

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

**APPLICATION
TIP**

