



Health Forward
FOUNDATION

FUNDING OPPORTUNITY

CAPACITY BUILDING 2023



OPPORTUNITY OVERVIEW

A 2022 survey from Nonprofit Finance Fund showed that compared to Black, Indigenous, and Latino nonprofits, white-led nonprofits received more unrestricted funds (15 percent more), more federal funding (14 percent more), and more corporate funding (13 percent more). Meanwhile, Black, Indigenous, and Latino leaders have personal experiences that better represent the communities they serve than white leaders (39 percent more). Further, according to the Building Movement Project's Race to Lead report, leaders of color, on average, have smaller budgets to work with and are more likely than their white counterparts to report lack of access to financial support from a variety of funding sources.

Health Forward Foundation is pleased to announce an open funding opportunity to support capacity building for small, community-based nonprofit organizations. These organizations should have Black, Indigenous, or Latino leaders focused predominantly on communities of color, or be a rural-serving organization. We will award up to \$3.5 million in capacity building grants over the course of 2023 and 2024.



Health Forward's Purpose

Every day we work to support and build inclusive, powerful, and healthy communities characterized by racial equity and economically just systems.

KEY INFORMATION

Purpose Area: Power

Strategy: Advance capacity building, leadership development, and connectedness.

OUTCOMES WE SEEK

- Stronger and more effective community-based organizations and leaders.
 - » Increased organizational strength, fiscal capacity, and effectiveness of essential small and grassroots organizations.
 - » Stronger networks and greater connectedness among community leaders.

Deadlines:

- **Extended to July 21, 2023:** Basic application due by noon.
- Aug. 2023: Health Forward will invite selected applicants to provide supplemental applications.
- Sept. 20, 2023: Supplemental applications for selected applicants due by 12:00 p.m.
- November 2023: Grants will be awarded.

Grant term: Up to 24 months

Grant type: We anticipate that most awards will be unrestricted – **funding that our partners can use however they see fit.** However, in some cases, Health Forward may require that an award be restricted in purpose or budget. Applications will be evaluated on a case-by-case basis.

Grant awards:

Maximum award for 12 months: \$100,000

Maximum award for 24 months: \$200,000

Our purpose-driven approach: Our work is guided by our purpose plan strategies in the areas of People, Power, Place, and Platform. This grant opportunity is centered in our Power purpose area and strategy to advance capacity building, leadership development, and connectedness. More information about our purpose plan is available on [our website](#).

CONNECT WITH US!



Want to discuss this opportunity with us? [Connect](#) with an impact strategist (formerly program officer) or request a [consultation](#) on our website. We are available to discuss your work before you submit your basic application. We encourage people and organizations who are new to Health Forward to seek a consultation prior to submission.

WHAT IS CAPACITY BUILDING?

Health Forward defines capacity building as: An investment in the effectiveness of a nonprofit to achieve its mission. Capacity building supports organizations to deliver stronger, quality programs, take risks, build connections, innovate, and grow.

Health Forward views capacity building as a core strategy that prioritizes community-based organizations that serve those who experience the greatest injustices in health outcomes that include:

- People of color whose health outcomes are shaped by structural racism and other socioeconomic conditions.
- People in rural areas where systemic barriers hinder optimal health.



FUNDING PRIORITIES

Health Forward will fund capacity building efforts as defined by the applicant. Some traditional capacity building activities include:

- Strategic planning
- Board Development
- Management and staff training
- Public relations, marketing
- Fundraising
- Technology upgrades and implementation
- Hiring additional staff



To better understand your organization's strengths and areas for potential additional support, we have provided links below to access self-assessment organizational tools. The first link is for the Organizational Mapping Tool from the Ford Foundation. The second link is for the on-line Nonprofit Organizational Assessment tool provided by Authenticity Consulting and developed by the Greater Twin Cities United Way of Minneapolis, Minnesota. The utilization of these tools is not mandatory, and you are not obligated to share the results with Health Forward.

[Organizational Mapping Tool](#)
[Nonprofit Organizational Assessment](#)

WHY THIS APPROACH TO CAPACITY BUILDING?

Community-based and grassroots groups, organizations, and leaders play a vital role in advancing equitable policies, practices, and resources focused on health equity. These organizations positively impact their communities despite systemic barriers to equitable resources. We trust and prioritize the expertise and personal experience of community-based organizations in identifying their own capacity building needs.



WHO SHOULD APPLY?

This funding opportunity targets grassroots organizations that are:

- **Black-, Indigenous-, or Latino-led and focused OR rural serving and focused.**
- **Doing work that aligns with one or more of [Health Forward's purpose areas](#) – People, Power, Place, and Platform.**

OUR PURPOSE

Every day we work to support and build inclusive, powerful, and healthy communities characterized by racial equity and economically just systems

INTENDED IMPACT

High-quality, equitable community health ecosystem
Strong community organizations and voices
Equitable and just places that foster health and economic advancement

PLACE

STRATEGIES

Advance safe, healthy, and affordable housing and homeownership
Advance digital access, literacy, and equity

OUTCOMES

Increased affordable housing and homeownership opportunities as a pathway to health and wealth creation
Reduced disparities in digital access and literacy

POWER

STRATEGIES

Advance capacity building, leadership development, and connectedness
Advance participation in democracy

OUTCOMES

Stronger, more effective community-based organizations and leaders
Increased effectiveness of community organizing and civic participation
Increased community voice and shared power in philanthropy decisions

PEOPLE

STRATEGIES

Strengthen capacity and effectiveness of partners to provide whole-person, equity-centered care
Advance equity-centered innovation and infrastructure across the community health ecosystem
Champion an inclusive and culturally responsive health sciences workforce
Advocate for policies that improve health

OUTCOMES

Advance equity-centered, whole-person care
Increased competency and capability of organizations and workforce
Increased coordination, alignment, and commitment among systems and actors in the health sciences ecosystem
Equitable access to high-quality, whole-person care

PLATFORM

STRATEGIES

Support cross-sector efforts to advance racial equity and economic justice throughout public, nonprofit, philanthropic, and private sectors
Shape community understanding around racial equity and economic inclusion as a pathway to health equity
Leverage Health Forward's capital resources to further advance racial equity and economically just systems

OUTCOMES

Increased action on issues of racial equity and economic justice across key sectors in our community
Increased community knowledge of the connection between race equity, economic inclusion, and health equity
Increased financial and social capital targeted at racial equity and economic advancement

ELIGIBILITY CRITERIA

Health Forward Foundation has general eligibility criteria that must be met by all applicants for all our funding opportunities. [These criteria are available on our website.](#)

Eligible organizations will fall into two categories:

1. Black-, Indigenous-, or Latino-serving organizations – defined as organizations that are led by a president/CEO who identifies as Black, Indigenous, or Latino OR organizations that have a board of directors with at least 51 percent of members identifying as Black, Indigenous, or Latino. The population served must also be at least 51% Black, Indigenous, or Latino.
2. Rural-serving and focused organizations

Applicants must also:

- Serve our Communities of Focus
- Have an annual operating budget between \$25,000 – \$2 million.
 - Annual operating budget will be defined by an organization most recent 990 or an organization most recent profit and loss statement.
- Work in Health Forward's [Service](#) Area – Wyandotte, Johnson, and Allen counties in Kansas and Cass, Jackson, and Lafayette counties in Missouri, as well as all of Kansas City, Missouri, including portions of Clay and Platte counties.

APPLICATION PROCESS

The first step in the process is submitting a basic application. This is meant to give a brief overview of your organization's work and alignment with this funding opportunity. Based on this information, some applicants will be selected to move forward in our funding process. We are available to consult with applicants prior to the basic application deadline. You can submit a request for a consultation on our website.

Begin a new basic application by accessing our grantee portal. A Word document template is included with this funding announcement.

If your organization has already registered for portal access, you can continue to use your established credentials to log in.

If you are a new applicant or need access to the portal, you will need to register.

New applicants may set up an account through our grantee portal. If you need assistance, contact our grants administration team at grantsadmin@healthforward.org or 816-241-7006.

NEXT STEPS

Following the basic application deadline at noon on Wednesday, July 14, our impact strategists (formerly program officers) will begin to review applications. During this period we may seek additional information as a part of our due diligence process.

We will invite some applicants to move forward in our process and submit a supplemental application. Unfortunately, due to limitations in our funding – and to be respectful of applicants' time and resources – not all applicants will be invited to continue in our process. If we move your basic application to the next phase, a supplemental application will be requested by noon on Sept. 20. Shortly after this period, we will undergo a final review phase and may follow up with any remaining questions to help deepen our understanding of your work.

We will award these grants in November 2023.

SUPPORT BEYOND THE CHECK

In addition to grant dollars, funded partners will have access to learning opportunities and additional support. Once partners are selected, Health Forward will collaborate with them to identify needs that may include training, shared tools or technologies, contracted services, learning cohorts, etc.



DEFINITIONS

Here's what we mean when we say...

POWER

"Power is the ability to change the rules."

— Rashad Robinson, Color of Change in Fast Company.

As a grantmaker, we cannot authentically advance equity until we understand our own power and privilege related to our partners and the communities we serve. As we grow our understanding, we are better able to leverage and share our power to amplify the power that exists among our community partners.

POWER SHARING

Power sharing refers to inclusive decision-making which redistributes power, money, and resources to people and communities (e.g., people of color and specific socio-economic groups) that have historically been excluded from power. Sharing power requires nurturing transparent, trusting relationships, and co-creating strategies and solutions with people closest to the challenges to advance health equity.

SMALL/GRASSROOTS ORGANIZATIONS

Organizations where local people work together to find solutions to issues in their community that advance health equity. They can be highly diverse in infrastructure, mission, and impact. Grassroots organizations reflect the voices of those people most affected by the issue being addressed and are responsive to and largely led by members of impacted communities.

LEADERSHIP DEVELOPMENT

Preparing and connecting leaders to grow, increase the effectiveness of their organizations, and work within and across their communities to support systemic change that promotes health equity, race equity, and economically just systems.

HEALTH EQUITY

Health equity means that everyone has a fair and just opportunity to be healthy. It requires actively removing obstacles to health that drive health disparities – barriers that are rooted in structural racism and economic inequity, such as poverty, discrimination, and their consequences. It means actively building the conditions for health including good jobs with fair pay, high-quality education and housing, safe environments, health care, and equal access to power.

RACIAL EQUITY

Racial equity is both an outcome and a process. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes, when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when the people most affected by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

ABOUT HEALTH FORWARD

Health Forward Foundation is building the future of our region by grasping the issues that cause disparate health outcomes at their roots.

Every day we work to support and build inclusive, powerful, and healthy communities characterized by racial equity and economically just systems. We focus on solutions and policies that improve systems to uproot racism and build wealth for community wellness. This includes partnering with community-based and cross-sector organizations to improve health on all fronts, from providing vital health services, to working to advance safe and affordable housing, to building a diverse health sciences workforce pipeline.

We see that these issues are interconnected and that our health is not the sum total of our individual actions but influenced in large part by the health of our communities. By addressing the most salient issues our communities face, we're improving the conditions for everyone and expanding what is possible in our region.



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