

The Providence Health Plan/ Kaiser Permanente
Community Benefit Fund of Oregon Community Foundation

**Behavioral Health Services for Vulnerable Communities
GRANT FUNDING PRIORITY**

Overview and Partnership

As health care continues to transform, safety net entities and health systems face daunting challenges. Solving them requires innovative solutions, partnerships, and processes that meet these demands. The Providence Health Plan and Kaiser Permanente are partnering to create some of these solutions together. Our goal is to provide care and to improve the health of people living and working in the communities we serve. We intend for this symbolic partnership to set the stage for future health care collaborations. It is one of the first of its kind across the region.

Each of our organizations upholds a mission to improve the health our communities. We also share a vision to make a difference in the future of health care. Our collaboration enables us to multiply that impact and support the wellbeing of more individuals. Enhancing behavioral health is an important component of our work.

This Request for Proposal (RFP) addresses the prevailing needs within the mental and behavioral health arena. It considers the Affordable Care Act and the broader movement towards a reformed behavioral health system. , By funding innovative projects, we seek to improve the mental health and wellbeing of our communities.

Project Background

The Institute of Medicine in 2006 issued the report *Improving the Quality of Health Care for Mental and Substance-Use Conditions*ⁱ that made two broad, overarching recommendations about improving the quality of care for mental health and substance abuse treatment: 1) Treatment must be delivered with an understanding of the inherent interactions between the mind/brain and the rest of the body, and 2) Treatment should be patient centered, meaning that care is based on continuous healing relationships, customized to the patient’s needs and values, and controlled and guided by the patient.

In order to achieve this patient-centric treatment, the health care system must cooperate fully and share knowledge freely among providers and between all providers and the patient, be transparent in all interactions and decisions, and engage patients in ways consistent with their culture, background and beliefs. The report recommended that organizations should promote patient-centered care by incorporating informed, patient-centered decision making throughout the care process, adopting recovery-oriented and illness self-management practices that support patient preferences for treatment, peer support, and other elements of the wellness recovery plan, and maintaining effective, formal linkages with community resources to support patients’ self-management of illness and recovery.

This is a dynamic period for health care to underserved populations in Oregon, Washington and the entire nation. Health care reform is driving many changes that inevitably will result in creative innovation in health care delivery models that aim to increase the engagement of patients into a long-term relationship with a team of providers that address behavioral and medical (as well as dental and public health) issues in an integrated and coordinated system. Although there remain considerable uncertainties despite the Supreme Court’s recent upholding of the Affordable Care Act, reform and innovation will continue with emphases on patient-centeredness, evidence-based and culturally-appropriate care,

expanded coordination and integration of mind/body treatment, and expanded outreach to those not accessing services effectively. There will be a strong emphasis on developing strategies to decrease costs by engaging those with problems early, sensitively and effectively; maintaining ongoing, responsive and consistent relationships; and assuring that information is shared fully with all involved in the treatment relationship—patient, providers, and community supports of the patient’s choosing.

The Providence Health Plan and Kaiser Permanente aim to improve mental health and substance use care by funding innovative projects that advance these health reform goals for safety net populations in their mutual service areas.

Eligible Projects

This request for proposals is focused on projects intending to reduce the impact of mental health and/or substance use problems in individuals, the health care system, and the community by:

- increasing outreach and engagement to those in need, especially through the use of peer and community health workers;
- increasing coordination among medical and behavioral service providers, especially for those who are high utilizers of high expense health care services due to difficulties in fully engaging in treatment;
- improving the skills and abilities of the health care workforce to screen for and identify substance use and mental health problems; and
- implementing pilot programs that integrate addiction, mental health and primary medical services in behavioral health treatment settings.

Eligible Applicants

Tax-exempt organizations that operate under section 501(c) 3 of the Internal Revenue Code, a tax-exempt public governmental agency or municipality operating in Oregon or Southwest Washington are eligible applicants.

Those organizations residing in the Providence Health Plan and Kaiser Permanente community benefit fund of Oregon Community Foundation geographic service area are eligible applicants. Eligible counties include; **Washington State:** Clark **Oregon State:** Clackamas, Marion, Multnomah, Washington, Yamhill, parts of Columbia and Hood River.

Eligible Partners

Grant funding is designed to encourage agencies to work collaboratively to address community needs and create culturally-competent systems of care for vulnerable communities. Grant applications may include partnerships by more than one community agency or not-for-profit organizations. Collaborations may include health systems, collateral agencies, and relevant others that have made significant resource commitments to support the initiative.

Grant Amounts and Duration

Oregon Community Foundation is responsible for administering these funds on behalf of Providence Health Plan and Kaiser Permanente. Grant awards will occur in fiscal year 2012 and/or 2013.

Providence Health Plan and Kaiser Permanente intend to fund three to four projects up to \$100,000 annually up to three years. Projects are expected to show an outcome improvement within the grant period; therefore, we encourage three-year projects where appropriate. Requests of up to three years will be considered. The total amount per project should not exceed \$300,000 over a three year time period. Providence Health Plan and Kaiser Permanente will invest up to \$1.2 million over 3 years.

When final grantee projects have been determined and awarded, other types of consultation and training may be provided. This includes subjects related but not limited to evaluation, technical assistance, grantee convening’s, and other opportunities as identified.

Grant Selection Process

The Collaborative leadership will recommend the final grant awardees – and grant awards will be final after approval by the collaborative members governing boards. The council is comprised of leaders from Kaiser Permanente, Oregon Community Foundation, and Providence Health Plan and independent community experts. The grant selection process is two phases:

- 1) Preliminary administrative review: Grant applications are reviewed for completeness and meeting application requirements including focus area. Only complete grants are forwarded to the selection committee.
- 2) Selection of finalists: The selection committee may request applicants to provide additional information, an in-person presentation and/or a site visit by one or more members of the committee. The committee selects finalists and determines the level of funding forwarding recommendations for final approval by the board of the Oregon Community Foundation. All applicants will receive a determination letter with the results of their application.

Grant Selection Criteria

Criteria used to assess projects include:

- a) Identification of a target population experiencing a health disparity to include a sited community need.
- b) Description of the population to be served, including the *number of people to be served* by the project and how individuals will be identified.
- c) Description of how the project will improve the behavioral health in this population, enhance their experience of care (including quality, access and reliability); and reduce, or at least control, the per capita cost of care.
- d) Demonstration of the ability to deliver culturally-competent behavioral health care to the identified population.
- e) Demonstration of broad community support and/or collaboration with other organizations.
- f) Evidence of an evaluation plan and means to assess the project's benefits to the community, and its ability to meet its stated goals with measurable project outcomes.
- g) Demonstration, with supporting financial analysis, of the return-on-investment or cost savings to the community from the program.
- h) Evidence of lead agency's cultural competence and diversity of staff to serve the identified population.
- i) Evidence of the lead agency's capacity to implement the proposed project and manage grant funds.
- j) Evidence of ability to leverage other grants, gifts and donations.
- k) Presentation of a reasonable and cost-effective budget.
- l) Presentation of a realistic plan to sustain funding beyond the duration of the collaborative grant.
- m) Agreement that all grant proceeds will be used exclusively for the stated purposes of the grant and that activities of the grant will support the compassionate and ethical missions of the sponsoring organizations.
- n) Grantees will commit to place study results and tools developed during the project in the public domain.
- o) Evidence of financial stability by the lead agency.
- p) Evidence of liability coverage by all participating agencies.

Evaluation

Providence Health Plan and Kaiser Permanente will conduct an overall evaluation in partnership with an evaluation consultant. Grantees are requested to participate in the following six related evaluation activities.

1. **Identify evaluation concepts in proposals**
2. **Submit an evaluation plan**
3. **Submit an annual report on progress toward goals**
4. **Submit final report on accomplishments and challenges**
5. **Meet with evaluation consultant**
6. **Attend annual grantee convening**

How to Apply for a Grant

Application Guidelines

Please follow the instructions provided below in submitting your grant application. The Collaborative grant committee **only will consider complete** applications submitted in this format:

- 1) Font size — 12 point
- 2) Line spacing — single space
- 3) Margins — at least 0.5 inches on all sides
- 4) Page size — 8.5 by 11 inches
- 5) Page numbers in the main body of the document
- 6) All documents (including budget) in PDF format

Key elements of a complete grant application

Below are the required sections of the grant application. Please refer to the selection criteria when completing the application. Applications must follow the format and length guidelines established for each section. Each element of the grant should be submitted under the designated section or on a separate page.

Project Overview

The project overview should include the following elements in this order, and limited to one page: Please use template provided.

- 1) Focus Area – please identify only **one** focus area
- 2) Lead Agency
 - a. Legal name of organization according to IRS filings
 - b. Year founded
- 3) Project Name
- 4) Brief project purpose and description
- 5) Community served – identify the diverse population(s), include the county and city/neighborhood and/or zip codes being served by this project
- 6) Funding amount requested
- 7) Number of people the project will serve
- 8) Tax ID of lead agency/organization
- 9) Contact information for project lead agency, including the organization’s chief executive and the contact person for the grant:
 - a) Name
 - b) Title
 - c) Street address
 - d) Mailing address
 - e) City/State/Zip Code
 - f) Office phone number(s)
 - g) message phone number
 - h) Email address
 - i) Website
- 10) Collaborating Agencies – Provide the following information all major partner organizations:
 - Organization’s name (specify *if other than nonprofit organization*)
 - Chief executive’s name and contact information
 - Tax Identification Numbers – *EIN or equivalent, if known*

Project Narrative

Submit under a separate heading with each section labeled. (*Limit to a maximum of 5 pages.*)

- 1) Project name
- 2) Purpose statement of project: One-sentence description of what will be improved in the lives of those served as a result of the project.
- 3) Amount of funding requested

- 4) Target population: Describe the population or community to be served, health disparity and why this project is needed at this time.
- 5) Describe the geographic area to be served and if possible, provide zip code(s) and county (ies).
- 6) Background and history of the project
- 7) Project goals, objectives and key benchmarks for success
- 8) Project timeline, activities, and which goal these activities will support.
- 9) Evaluation Plan that describes both outcome and process measures. The evaluation plan should include: timelines, benchmarks and the data elements that will be collected and measured for each goal of the project.
- 10) Collaboration plan (if more than one agency applying) that addresses the following:
 - a. Rationale for collaboration
 - b. Plans and activities to ensure collaboration
 - c. Names of other organizations and the roles of each.
- 11) Project narrative including financial performance measures: number of persons served, cost per person served and projected community savings per person served.
- 12) Lead Agency/Organization Financial Stability – Provide a brief overview of the current financial position of the lead agency.
- 13) Sustainability Plan – Ways the grantee, community, or other beneficiary will continue to address the work after this funding ends.

Project Budget

Submit a complete project budget, including a budget narrative for all years of the grant request. Please identify whether funding is secured or pending. (Kaiser Permanente and Providence Health Systems facilities or departments may not receive/benefit from any grant funding.)

Supporting Documentation

The following supporting documents should be combined into one PDF and be submitted as appendix A

- 1) IRS Determination letter
- 2) List of Board of Directors to include affiliations with partner organizations
- 3) Current Organizational Budget
- 4) Most current form 990
- 5) Letters of commitment from the Chief Executive or Head of Agency for all partner agencies to include their commitment to service low income and uninsured with a health equity perspective.
- 6) Documentation of liability insurance.
- 7) Logic Model on provide template
- 8) List all previous funding that you may have been received from Kaiser Permanente, Kaiser Permanente Community Fund at the Northwest Health Foundation, and Providence Health Systems in the past three years. Please include amount and department/division that supplied the funding.
- 9) Please **do not** submit videos or marketing materials.

Key Dates

- **September 20, 2012** – Grants announced and community notification issued.
- **October 4, 2012** - Grantee Information session 2:00-3:30pm
 - **Oregon Community Foundation – 1221 SW Yamhill St. Portland, OR 97205**
- **October 25, 2012** - Grant applications must be emailed by 5 p.m. to PHPKP@oregoncf.org.
- **Only complete applications will be considered.**
- Applications must be submitted electronically in PDF format.
- **By end of December** - All agencies will be notified of funding decisions.
- **Payments will be made in December 2012 or January 2013**

Submission of Complete Applications

- Only complete applications will be considered.
- Applications must be submitted electronically in a **single** PDF including budget information. *If necessary an additional Excel document can be submitted to include budget information only.*
- **Complete applications must be emailed to PHPKP@oregoncf.org**

Helpful websites to support grant applications:

www.statehealthfacts.org,

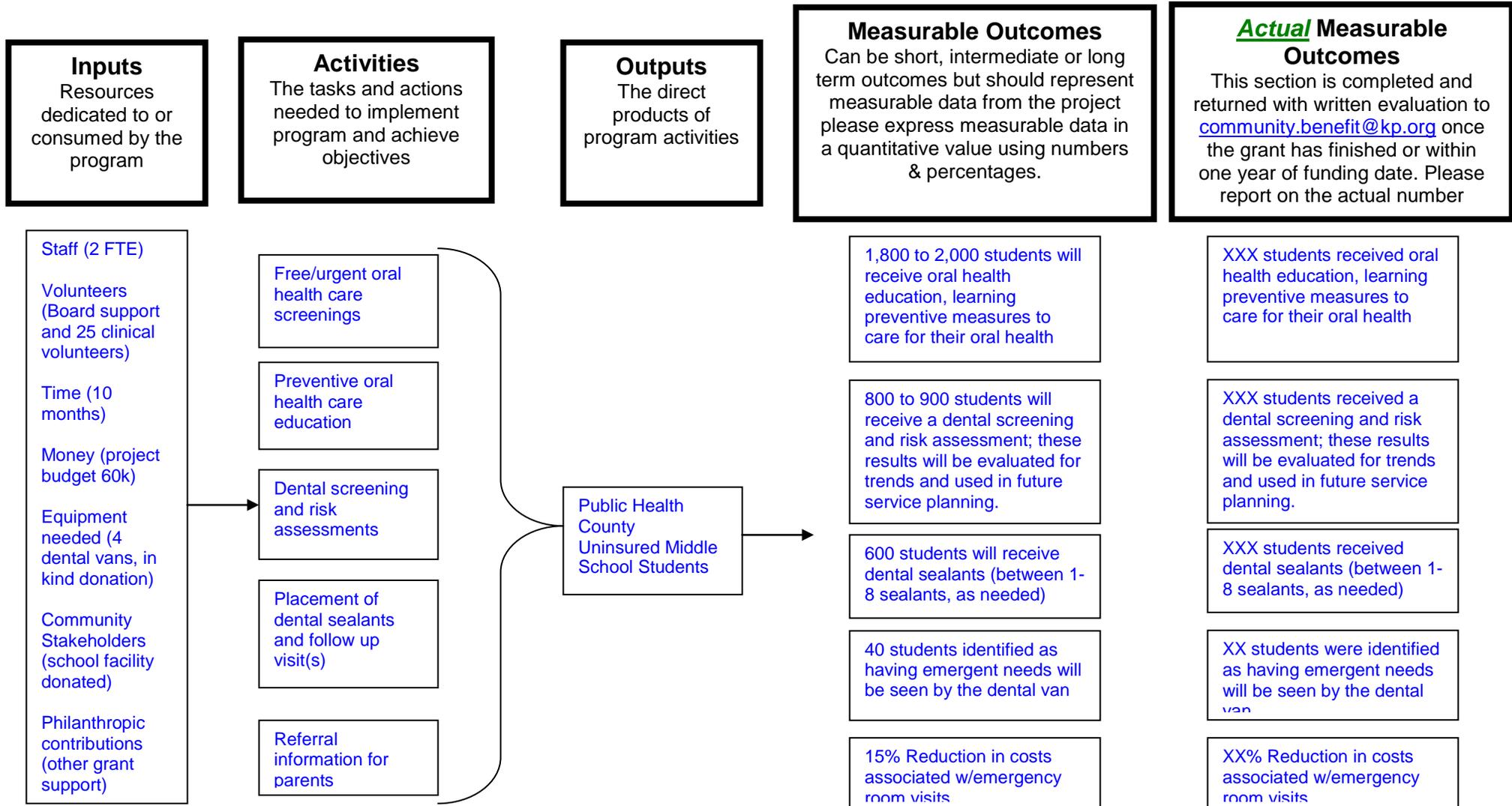
www.countyhealthrankings.org

[http://www.chwhealth.org/Who We Are/Community Health/STGSS044508](http://www.chwhealth.org/Who_We_Are/Community_Health/STGSS044508)

www.coalitionofcommunitiesofcolor.org

ⁱ Institute of Medicine, Committee on Crossing the Quality Chasm: Adaptation to Mental Health and Addictive Disorders, Board on Health Care Services. Improving the quality of health care for mental and substance-use conditions. Washington, DC: The National Academies Press; 2006.

Program Planning and Evaluation Logic Model
 Name of nonprofit organization (*replace w/your nonprofits information*)
 Mission of nonprofit: (*insert mission here*)
 Project title: (*example: Dental Sealant for Uninsured Middle School Students*)



Measurement enables you to communicate the impact/value of the program and initiatives to key stakeholders.
 Evaluation of outcomes helps to ensure that the program delivers maximum business and social value.
 Demonstrate the correlation between positive changes to participants, the community and your mission.

Appendix A - Project Overview

The project overview should include the following elements in this order, and limited to one page:

1) Focus Area (please identify only one focus area)	
2) Lead Agency	
a. Legal name of organization according to IRS filings	
b. Year founded	
3) Project Name	
4) Brief project purpose and description	
5) Community served by this project:	
a. identify the diverse population(s)	
b. county	
c. city/neighborhood	
d. zip codes being served	
6) Funding amount requested	
7) Number of people the project will serve	
8) Tax ID of lead agency/organization	
9) Contact information for project lead agency, including the organization's chief executive and the contact person for the grant:	
a. Name	
b. Title	
c. Street address	
d. Mailing address	
e. City/State/Zip Code	
f. Office phone number(s)	
g. message phone number	
h. Email address	
i. Website	
10) Collaborating Agencies – Provide the following information all major partner organizations:	
a. Organization's name (specify if other than nonprofit organization)	
b. Chief executive's name and contact information	
c. Tax Identification Numbers – EIN or equivalent, if known	
COMMENTS:	