

HEALTHY BEGINNINGS+ HEALTHY COMMUNITIES

REQUEST FOR PROPOSALS ORGANIZING GRANTS

RELEASE DATE: AUGUST 11, 2014

HEALTHY BEGINNINGS+HEALTHY COMMUNITIES INITIATIVE WILL HELP COMMUNITIES IMPROVE HEALTH, FROM BIRTH TO HIGH SCHOOL, BY 2020.

A safe, healthy childhood can set the stage for lifelong health. But no child raises herself. Family, friends and the community at large play a critical role in setting a child up for success. It's all hands on deck. That's why the best strategies for improving health involve and are led by the community. Working together, communities can forge connections, build leaders and collaborate to improve health for all children. In turn, those healthy children grow to contribute to our community's overall health.

Healthy Beginnings+Healthy Communities supports community-led efforts that impact health in the early years of life. This approach builds on Northwest Health Foundation's belief that we are most effective as a foundation when supporting the conditions for community organizations and members to develop common goals, and produce strategies and results that improve the lives of everyone.

Our initiative measures health at key transitions in childhood: birth, kindergarten readiness, and high school readiness. While these transitions provide only a snapshot of early health, our initiative supports the many interconnected factors that lead up to and contribute to success at these pivotal moments in life.

Health is far more than healthcare and more than any one measurement taken at any one time. Therefore, at these key transitions, we will regularly examine measurements that help represent our understanding of health, which includes physical, mental, social and spiritual well-being. We

put these measurements at these transitions together in a dashboard of health:



We must align our efforts to achieve something greater than what we could do alone. So the dashboard shares milestones and measures with other regional transformation efforts in health, education and early childhood.

Any dashboard or set of measures has its limitations. In some cases, the dashboard relies on data that is indirectly related to the impact we seek. In some cases, the data can't be separated by Northwest Health Foundation's equity priorities: race/ethnicity (including immigration or refugee

status), disability or geography. Yet, these are today's best available data. There is a saying, "don't let the perfect be the enemy of the good." We will start working today with confidence and commitment to know more and better with each passing day.

The dashboard will also help us have a public conversation about what is important, what else needs to be measured, and how many health measures are related. Most importantly, the dashboard helps highlight the range of factors that have to go well in a community to achieve these outcomes.

HOW WE WILL GET THERE

To achieve health at these key transitions, Northwest Health Foundation will invest in its own programs, partner with other stakeholders and align our efforts with other regional transformation efforts in early learning, education and health. Combined, these efforts contribute to healthy beginnings and healthy communities in Oregon and Southwest Washington.

Northwest Health Foundation's Healthy Beginnings+Healthy Communities Initiative has three programs:

Community-Based Partnerships. We will establish long-term partnerships with, and provide funding to, several self-identifying communities that want to increase their ability to lead, influence and cooperate in efforts that improve health for their children and families. (Communities can self-identify by geography, identity, and/or experience.)

Regional Improvements in Health. We will advance two to four visible, tangible improvements in childhood health that have been informed by communities, deliver concrete health benefits, can be implemented statewide or in multiple communities across the region, and inspire community engagement and leadership development. (More to come in 2014/15)

Advocacy and Leadership. We will invest in a network of partners capable of moving significant statewide policies that can improve the health of generations. (More to come in 2014/15)

COMMUNITY-BASED PARTNERSHIPS

“Let us put our minds together and see what life we can make for our children.”

-Sitting Bull

IT'S THE RIGHT TIME

This is an exciting time. Important institutions are recognizing that health is not just the absence of illness, and that it is also determined by the conditions in which we are born, grow, live, work, and age. Communities are rejecting the notion that these conditions, and other factors like our ancestry, race, and zip code, should create differences in who's healthy or not.

There is also renewed attention to the early years of life, with a deeper understanding of how our first years build a foundation for health, educational attainment and economic opportunity for the rest of our life. And the science is catching up with community wisdom that it's not just the health of the mother, but also the health of her family and her community, that shapes a baby's chance at success.

These changes coincide with America—and our region's—changing demographics. Our families are increasingly mixed-heritage and multicultural. Today in Oregon and Southwest Washington, babies and children are increasingly racially and ethnically diverse. In 2011, nearly 4 in 10 Oregon babies were racial and ethnic “minorities.” This figure is higher for children under four—nearly half in some counties. These children are our neighbors, our future workforce and our future prosperity. While we may have different ancestors, our region shares the belief that every child should have an equal opportunity to be healthy. We need to engage diverse perspectives from across our region to help deliver on that belief.

There are many institutions, programs and policies that impact childhood health. Many of these are in the midst of transforming their models to deliver more effective results for the families they serve. Northwest Health Foundation believes that these institutions, programs and policies benefit from meaningful engagement with those most impacted: children, parents and community members with a stake in the outcome. Over the next five years, Northwest Health Foundation will equip and engage community champions that want to be a part of this transformation of

institutions, programs and policies to deliver better outcomes in early life, equity and community health.

Our Community-Based Partnerships will support efforts that build a community's ability to lead, influence and cooperate in these efforts. They will reflect Northwest Health Foundation's equity priorities of race and ethnicity (including immigration and refugee status), disability and geography—priorities where health outcomes are often inequitably worse.

We value the resiliency of communities, their ability to recover and persevere, even while confronting the likelihood of worse health outcomes. We know that strong community connections, friends and family are essential for navigating life's challenges and prospering—so is a place at the decision-making table. Communities need the power and resources to sit at that table and help dispel beliefs and practices that do not produce results, and shape those that do.

OUR 2020 OBJECTIVES

Over the next several years, Community-Based Partnerships will work with multiple communities to:

- **Improve health in early life.** Demonstrate equitable outcomes that can be achieved through community engagement and collaborative action.
- **Strengthen a movement.** Build strong alliances and practical skills to work across differences and multicultural communities to achieve common goals.
- **Tell our stories.** Share the visions and experiences of resilient communities confronting health inequities.
- **Make it important.** Work to make these community experiences important for institutions, elected officials and stakeholders.
- **Lead.** Strengthen and connect leaders to grow power and resources for health.

MEASURING OUR IMPACT

Northwest Health Foundation will measure progress in two key areas: the community capacity to pursue Healthy Beginnings+Healthy Communities, as well as positive improvements in health using the dashboard of health measures.

COMMUNITY CAPACITY TO PURSUE HEALTHY BEGINNINGS

Our best investments support communities to address Healthy Beginnings+Healthy Communities and build lasting capacity to address today's challenges and tomorrow's opportunities. This requires Northwest Health Foundation to follow the leadership of communities and to let go of our own funding practices that do not produce lasting results.

We will measure community capacity impact in these ways:

- Shared knowledge and understanding of the supports and barriers to Healthy Beginnings+Healthy Communities.
- Shared analysis that informs community-specific and region-wide action in Oregon and SW Washington.
- Strong, respectful relationships that withstand setbacks.
- Engaged, connected leaders and the systems to support resilient communities.

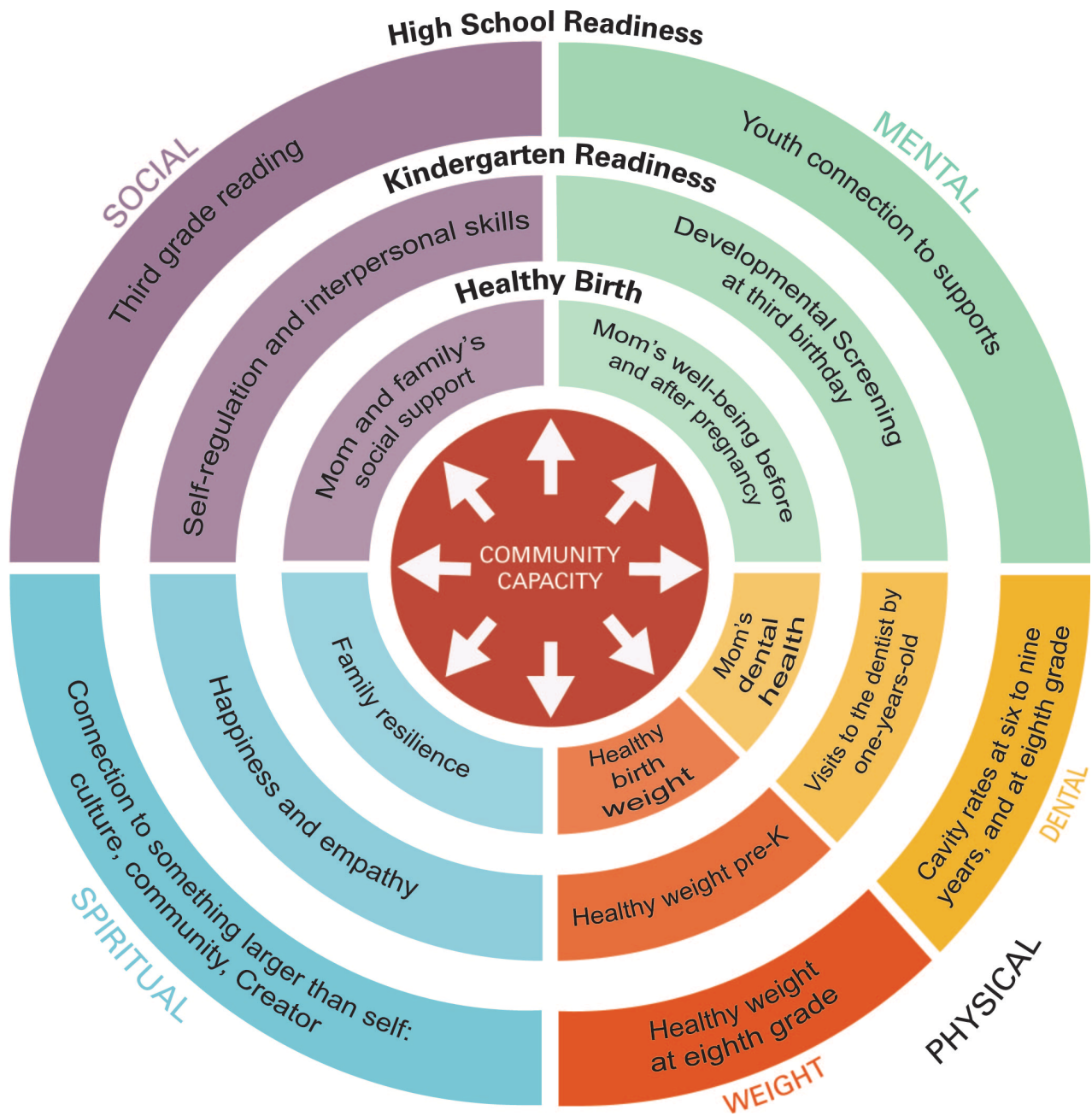
Specific measures for community capacity will be determined with the cohort of funded community partners in Community-Based Partnerships.

DASHBOARD OF HEALTH MEASURES

The dashboard helps tell the story of a shared vision of Healthy Beginnings+Healthy Communities. It is a tool for engaging our partners in understanding our collective progress. Community-based Partnerships will contribute to—and must work with other efforts—to impact these measures.

FIVE-YEAR PARTNERSHIPS

Through Community-Based Partnerships, Northwest Health Foundation will establish five-year partnerships with up to ten communities to work toward a shared vision of Healthy Beginnings+Healthy Communities in 2015-2020. Communities will self-identify by geography, shared identity/experience, or both.



Northwest Health Foundation will support Community-Based Partnerships by:

- Establishing five-year funding relationships beginning in 2015 to build the community alliances that will drive Healthy Beginnings+Healthy Communities objectives. Annual support will range from \$50,000-\$150,000, for a total investment of \$250,000-\$750,000 per community over five years.

- Bringing partner communities together annually to build relationships, learn from and support each other, and build a regional analysis and strategy for Healthy Beginnings+Healthy Communities.
- Developing a regional communications and impact narrative that includes data, stories, partnerships and opportunities for leadership engagement.
- Offering peer-driven and other technical assistance for building the civic engagement and lobbying capacity to advance Healthy Beginnings+Healthy Communities objectives.
- Strengthening the infrastructure that connects and engages communities and leaders to build a regional movement for equity.
- Working with partners to attract additional funding and other resources to support Healthy Beginnings+Healthy Communities efforts.

BUT FIRST, ORGANIZING GRANTS

Below is a funding opportunity (“Organizing Grants”) for communities to organize themselves for the five-year Healthy Beginnings+Healthy Communities Partnerships in 2015-2020.

Organizing Grants will range from \$20,000 - \$30,000 per community. We will invest in up to 30 communities. Organizing Grants support activities that help communities prepare to apply for a multi-year partnership—activities which may not always be supported through traditional grants. Grants will be for 12 months, from January 2015 through December 2015. Grants support work like this (but not only like this):

- Build or strengthen working relationships between organizations and leaders.
- Involve community members in developing priorities, increasing their knowledge and engaging their leaders, supporting them with logistics whenever necessary.
- Strengthen community or organizational infrastructure necessary for effective collaboration across groups and sectors.
- Spending time one-on-one or in groups to build common understanding among stakeholders who will need to be at the table to address Healthy Beginnings+Healthy Communities outcomes.

These grants are not intended to support:

- Efforts that do not include the leadership of communities served.
- Direct-service to community members through existing or new programs.

FUNDED PARTNER GATHERINGS

A portion of Organizing Grant funds must support sending multiple representatives to two regional gatherings of funded partners in 2015. The regional gatherings will focus on building relationships, exposure to essential concepts about early life and health, policy, advocacy, leadership development and other objectives to be identified by participants.

ELIGIBILITY

To be eligible to apply, communities must:

- Self-identify according to how they see themselves. This could be by geography, by shared identity/experience, or both.
- Demonstrate existing leadership or engagement of the communities intended to be served—those whose health they seek to impact and whose capacity they intend to strengthen.
- Engage multiple partners who they identify as essential for working toward Healthy Beginnings+Healthy Communities. Other key partners might include health systems, schools and school districts, business, governmental and other nonprofit partners. These partners do not have to be formal grant partners.
- Reflect Northwest Health Foundation’s equity priorities: race and ethnicity (including immigration and refugee status), disability and geography.
- Be willing to demonstrate how their culturally or community-specific approach leads to healthy outcomes in early life.
- Want to learn about or deepen their capacity to sustain health through community organizing, leadership engagement, advocacy, policy and civic engagement.
- Want to challenge themselves to think beyond existing programs and set aside business-as-usual to work with different communities from throughout Oregon and Southwest Washington for a healthier region.
- Identify an applicant, with legal incorporation as a nonprofit organization, tribe or public agency that will submit a proposal, receive the funds, and submit reports.
- Applicants must be a tax-exempt organization engaging communities in Oregon or Southwest Washington (Clark, Skamania, Wahkiakum, Cowlitz or Pacific Counties) or acting under fiscal sponsorship of a tax-exempt organization.
- Applicants must read the Statement of Non-discrimination below and add their name and

title to confirm their acceptance: *I certify that our organization does not discriminate in its leadership, staffing, or service on the basis of race, creed, religion, color, sex, marital status, political opinion, familial status, national origin, age, gender, mental or physical disability, disability status, sexual orientation, military status, gender identity or source of income.*

RESULTS

At the end of the Organizing Grants, communities will be ready to apply for 5-year partnerships by demonstrating that they have:

- Engaged their partners and identified their level of commitment for working toward HBHC objectives.
- Engaged in intentional discussions about the (potential) role of advocacy, policy and civic engagement in their work.
- Identified their interest and potential contribution to building strong multicultural alliances to achieve common goals.

HOW TO APPLY

PLEASE NOTE: There are two deadlines associated with this application process. Any Intent to Apply or Application received after these dates and times will not be accepted.

STEP ONE: CONTACT US

NWHF encourages interested communities to contact NWHF's Community Engagement Officers: Michael Reyes at michael@northwesthealth.org or 971-230-1291 or Jen Matheson at jen@northwesthealth.org or 971-230-1292. We can discuss your application, eligibility and fit for this opportunity.

STEP TWO: INTENT TO APPLY

Organizations that are interested in applying must first submit an *Intent to Apply* by Friday, October 3, 2014, at 12 noon PST: <http://northwesthealth.org/intent>

Once NWHF verifies your organization's tax-exempt status, an email will be sent within two business days to the lead project contact with a link to the online application along with a username and password.

If you have questions about the on-line grant portal please contact Grant Administrator Fannie Black at fannie@northwesthealth.org or 503-505-5702.

STEP THREE: COMPLETE THE ONLINE APPLICATION AND PREPARE YOUR BUDGET

The online application will ask for organizational details; key contact information; budget; self-identified demographics of the communities to be engaged/served; names and roles of those engaged in designing the effort; and the board leadership. (Please see Demographics tab.)

PLEASE NOTE: There is not a Letter of Inquiry (LOI) process for this application.

Please respond to the Application Questions listed below. Responses will be submitted through the on the on-line grant portal.

Please complete the provided budget template available at <http://northwesthealth.org/hbhc/build/organizing/>. The completed project budget will be uploaded into the "Attachment" Section of the online Application. See Step Four below.

In the budget please indicate that no less than \$4,000 of funds are dedicated for travel, lodging, and other costs associated with sending at least two representatives to both two-day gatherings in March 2015 and May 2015. Any unspent funds can be used for program related costs.

The Healthy Beginnings+Healthy Communities Organizing Grants are to support project activities. This could include existing personnel, overhead, and expenses to support work related to organizing, community engagement, advocacy, outreach and other related activities.

STEP FOUR: UPLOAD ATTACHMENTS AND SUBMIT THE APPLICATION

Please see the Attachments tab to upload your documents.

- Upload your Project Budget (see Step Three above).
- Upload your most recent audited financials.
- Upload letters of support or commitment from partner organizations and communities. Please scan all letters into one PDF and ensure the PDF file name includes your project number and the words "letters of support." (e.g. 12345_Letters of Support.pdf)

You must complete all required tabs to submit your application. Qualified organizations must complete and submit their Application by Friday, October 10,2014 at 12 noon PST. NWHF encourages all interested organizations to speak with our team before submitting an application.

APPLICATION QUESTIONS

The online application includes the following questions. Each question has a word limit; we expect this to be about a five- to seven-page proposal:

YOUR COMMUNITY

- Please tell us about your community. What is important to know and understand about your community? (300 words)
- Northwest Health Foundation has three equity priorities: race and ethnicity (including immigration or refugee status), disability and geography. How do these impact your community's health? (300 words)
- Please share with us how your community has achieved something together in the past, or currently. (300 words)

YOUR PARTNERS

- Why is your applicant the best organization to coordinate this work? (300 words)
- Who do you consider to be essential partners for working toward Healthy Beginnings+Healthy Communities outcomes? How would you describe your relationship with these stakeholders? (300 words)
- Why and how do you want to work with other diverse communities in Oregon and Southwest Washington for a healthier region? (300 words)

YOUR WORK

- How have you used community organizing, leadership development, advocacy, policy and/or civic engagement previously? What more do you want to do in these areas? (300 words)
- Describe the current and/or leadership roles of the communities whose health you seek to impact and whose capacity you intend to build. (300 words)
- What are your proposed activities in the organizing grant period? (300 words)
- What do you hope to accomplish with the organizing grant? What are the strengths and challenges you anticipate over this period? (300 words)
- If selected for an organizing grant, what would be important for you to know or gain from the gatherings of funded partners in March 2015 and May 2015? (300 words)
- What about this application process could be improved, from your perspective? (300 words)

words)

GATHERINGS AND BUDGET

- REMINDER: There are two required Funded Partner Gatherings in March and May 2015. Did you set aside the recommended funds within your budget for travel, lodging and other costs? (Yes or No)
- REMINDER: Have you uploaded your audited financials in the "Attachment" section of the online application? (Yes or No)
- REMINDER: Have you uploaded your project budget in the "Attachment" section of the online application? (Yes or No)

TIMELINE AND NEXT STEPS

- AUGUST 11, 2014: Final Organizing Grant RFP released.
- AUGUST 11-OCTOBER 10, 2014: NWHF staff available for questions
Intent to Apply submitted by Friday, **October 3, 2014 at 12 noon PST.
Application submitted by Friday, **October 10, 2014 at 12 noon PST.****
- DECEMBER 2014: Awards Announced
- JANUARY 2015: Grant Period begins
- Week of MARCH 9, 2015: 1st Gathering of Funded Partners (all applicants are asked to tentatively hold these dates)
 - Day 1: Evening Reception
 - Day 2: Gathering--Full Day
- Week of MAY 11, 2015: 2nd Gathering of Funded Partners (all applicants are asked to tentatively hold these dates)
 - Day 1: Evening Reception
 - Day 2: Gathering--Full Day
- SUMMER 2015: DRAFT RFP for five-year Community Based Partnerships Released
- FALL 2015: Organizing Grant funded communities can apply for five-year partnership consideration.
- DECEMBER 2015: Organizing Grant Period Ends

GRANT MONITORING AND REPORTING REQUIREMENTS

Funded organizations will be required to submit interim and final reports, which include responding to narrative questions and a financial report. Communities may receive a site visit

during the project period.

WHO TO CONTACT FOR QUESTIONS

NWHF encourages all interested organizations to speak with our team before submitting an application. Please contact NWHF's Community Engagement Officers: Michael Reyes at michael@northwesthealth.org or 971-230-1291 or Jen Matheson at jen@northwesthealth.org or 971-230-1292

If we receive common questions about the Organizing Grant, the RFP application process we will update our Frequently Asked Questions page on our website located here:

<http://www.northwesthealth.org/hbhc/build/faq>