



**PHASE THREE
ACTION THROUGH
GRANTS**

Call for Letters of Intent to Apply for Phase Three Grant Funding



DEADLINE FOR LETTERS OF INTENT (LOI):

Friday, February 14, 2020 at 4 p.m.

ALL LOI MATERIALS SHOULD BE SUBMITTED TO:

ccwb@hfwcny.org

Overview

HEALTH FOUNDATION FOR WESTERN AND CENTRAL NEW YORK

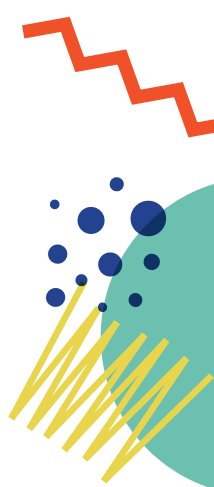
The Health Foundation for Western and Central New York (Foundation) is dedicated to improving the health and health care of the people and communities of western and central New York.

Based in Buffalo, New York with a second office in Syracuse, the Foundation is an independent private foundation that serves the eight counties of western New York, including Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming, as well as the counties of Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, Oswego and Tompkins in central New York.

The Health Foundation has three focus areas: improving the health and health care of children ages birth to five who are impacted by poverty; improving the health and health care of vulnerable older adults; and ensuring that communities across the regions have the capacity to effectively address health needs.

The Health Foundation's vision is that all children impacted by poverty are physically, socially and emotionally healthy as they enter kindergarten; all older adults are able to plan for and maintain a dignified, independent, high-quality life in their community; and all communities are able to effectively plan for and address the health needs of the most vulnerable and those in poverty.

For more information about the Foundation, visit www.hfwny.org



Early Childhood: What We've Done So Far

As a funder focused on making sure all young children are healthy as they enter kindergarten, the Foundation invests in:

- Improving children's physical, social and emotional health through projects such as PEDALS and Help Me Grow.
- Supporting the spread of evidence-based maternal and child health interventions.
- Developing strong, nurturing community and family environments.
- Managing and preventing chronic conditions.

BACKGROUND

The Foundation has long acknowledged the potential deleterious effects of circumstances of poverty on families and on the growth and development of children. This focus led to a scan in 2017 called Surveying Services and Programs in WNY Engaging Women and Children Who Have Experienced Trauma which incorporated research and provider interviews. The scan provided an overview of current research, obtained direct feedback from providers in the western New York region and included recommendations. The scan highlighted:

- There is a high prevalence of trauma in Western New York - almost half the region's population will experience a traumatic event such as: witnessing a violent crime, significant loss, domestic violence, terrorism/war or sexual abuse.
- Trauma and toxic stress puts children and families at risk for negative birth outcomes, mental health challenges, impaired social/emotional development, and higher rates of chronic conditions. This is a life-span issue that begins before birth and extends into older adulthood.
- Locally there are gaps in services and unmet needs such as: lack of universal screening for trauma for childbearing women, limitations of evaluation of professional development and quality of trauma services for providers, the availability of family and parenting interventions, prenatal and perinatal specific trauma, and functional coordination of services between sectors.

Early Childhood: What We've Done So Far

BACKGROUND (continued)

Parents' and children's experiences of traumatic events and toxic stress can create a life-long risk for negative birth outcomes, impaired early childhood development, increased incidence of chronic conditions, maladaptive coping behaviors, lowered educational achievement, and can impede school readiness. Research also suggests that when traumatic experiences take place early in life, the implications can be life-long and intergenerational— but they do not have to be. To offset the impact of trauma on children and families, we need to support trauma-informed services and systems in our communities that promote healing and well-being. A program, organization, system, or person that is trauma-informed realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system; responds by fully integrating knowledge about trauma into policies, procedures and practices; and seeks to actively resist re-traumatization.

Addressing trauma and toxic stress in a more holistic way will require moving upstream and focusing on prevention by promoting protective factors and developing resilience to ensure well-being. Learnings from the research and environmental scan led to the 2018 development of the Co-Creating Well-Being: Supporting Children and Families Through Trauma Initiative (described below).

Movement towards a broader commitment to addressing trauma in young children and families is also well-timed with local and state efforts. The development of a statewide workgroup to target Medicaid services during the first 1,000 days of a child's life, the launch of a western New York early childhood funders group, and meetings related to this issue held by other organizations and foundations in the region all indicate that there is momentum gathering to tackle this issue with a coordinated programmatic and systems approach. In Co-Creating Well-Being, the Foundation's partners include the John R. Oishei Foundation, the Peter and Elizabeth Tower Foundation, the Ralph C. Wilson Jr. Foundation, the Chautauqua Region Community Foundation, as well as health and human services organizations, early childhood and clinical providers, and faith communities.

Overview of the Initiative

CO-CREATING WELL-BEING: SUPPORTING CHILDREN AND FAMILIES THROUGH TRAUMA

In March 2018 the Foundation approved the concept for a three phase, multi-year initiative focused on addressing trauma, toxic stress, adverse childhood experiences and its impact on children and families within the areas of: childbearing, overall health and well-being, early childhood development and school readiness. In September 2018 the Foundation launched Co-Creating Well-Being: Supporting Children and Families Through Trauma.

Improving school readiness in children starts with building and supporting nurturing, resilient families and environments in which children can grow and develop. The Co-Creating Well-Being initiative works towards this goal through investment in professional development, meaningful community engagement, and increasing the range of and access to services and supports within the 16 counties served by the Foundation.

The purpose of Co-Creating Well-Being is to build strong and nurturing family and community environments that support healthy development and learning among young children. The goal of these activities is to mitigate the biological and developmental impact of toxic stress and trauma on children and families as related to school readiness. The program also aims to see what is possible when we create solutions with children and families impacted by toxic stress and trauma, rather than for them.



Overview of the Initiative

The Co-Creating Well-Being Initiative supports skill development and technical support for providers, better community engagement and inclusion in service design, and expanded delivery, availability and type of interventions/programs which address toxic stress, trauma, and well-being. While there are some existing programs and interventions in the region that look to meet these aims and work hard toward these goals, the reported challenge is that some existing efforts face limited variety/availability, low client uptake, gaps in service, unmet needs, and lack of coordination between services.

To address these goals and challenges, there are three core practices and perspectives that frame the Co-Creating Well-Being Initiative, including trauma-informed care and approaches; human-centered design; and diversity, equity, and inclusion.

Specifically, Co-Creating Well-Being puts these practices and perspectives into action by:

- 1.** Providing training, skill development and technical assistance to increase the knowledge, number and range of providers informed on trauma, toxic stress, adverse childhood experiences, trauma-informed care and early childhood development.
- 2.** Introducing providers to human-centered design and providing training to support new and effective ways to engage with community that “design with and not for” intended end users.
- 3.** Increasing the type and number of available interventions and programs that address the impact of trauma, toxic stress and adverse childhood experiences for children and families.
- 4.** Considering the historical and structural contexts that exacerbate the transmission of intergenerational trauma and approach this work with a careful and deliberate focus on diversity, equity and inclusion.

TABLE 1. THREE PHASES OF THE CO-CREATING WELL-BEING INITIATIVE

PHASE ONE	PHASE TWO	PHASE THREE
Building Capacity	Engaging Communities	Action Through Grants
August 2018 – March 2019	May 2019 – November 2019	January 2020 – December 2022
<p>Building Capacity was completed in early 2019. It invited community-based organizations, government agencies, early childhood centers, faith communities, and clinics etc. to participate in one-day workshops focused on trauma-informed care and human-centered design.</p>	<p>Engaging Communities was completed in late 2019. It focused on building organizations’ human-centered design skill set in engagement and data interpretation using a lens of trauma-informed care and diversity, equity, and inclusion. The training was offered using a variety of flexible learning modes, including web-based, self-directed learning, and in-person training. In Phase Two, organizations co-created and distributed engagement tools to hear from children, families, caregivers, and providers about community needs.</p>	<p>Action Through Grants implementation will begin in early 2020. This phase aims to increase the type and number of available interventions and programs for children, families, caregivers, and providers experiencing or exposed to trauma and toxic stress in the community to foster healing and well-being.</p>

Phase One included six in-person trainings with **587 unique attendees** representing **182 organizations** across all **16 counties** in central and western New York.

Phase Two included eight in-person trainings and five webinars representing **308 unique attendees** in **138 organizations** across **16 counties** in central and western New York. Through CCWB, **1,353 engagement tools** were collected to inform community needs.

Information about Co-Creating Well-Being Phase One: Building Capacity (August 2018 to March 2019) and Phase Two: Engaging Communities (May 2019 to November 2019) can be found at www.cocreatingwellbeing.com

Overview of Grant Process

Applying for funding through Co-Creating Well-Being Phase Three – Action Through Grants begins with submission of a Letter of Intent (LOI).

In January 2020, an invitation to submit a Letter of Intent (LOI) will be sent to all organizations that completed Co-Creating Well-Being Phase One Human Centered Design training. The Letters of Intent will be reviewed and selected organizations will be invited to submit a full application through a Request for Applications process.

By early March 2020, up to 30 project teams (or organizations) that submitted an LOI will be invited to describe their experience and approach to ideation and prototyping with clients through a Request for Applications (RFA). Invited teams will have the opportunity to participate in ideation and prototyping activities that will inform a proposal co-designed with clients and community. Participating organizations may receive a stipend to help support participation in these activities. Please note that this process may vary from traditional grant application processes. Grant funding determinations will be based on RFA responses. RFA responses will be due to the Foundation on April 17, 2020.

In June 2020, 15-20 grantees will be selected to receive awards ranging from \$50,000 – \$150,000 over 27 months (July 2020 to September 2022).

Grants will support expanding the access and spectrum of programs and systems that build up the protective factors of children and their family members or providers, and help those involved develop competencies in areas such as parenting, mental health,

coping, self-regulation and understanding childhood development--competencies that can mitigate the impact of trauma.

The resources below provide additional context for the principles and framework for the CCWB project. We encourage you to review these resources as they provide the foundational concepts upon which CCWB is designed.

Protective Factors Framework

<https://cssp.org/wp-content/uploads/2018/11/About-Strengthening-Families.pdf>

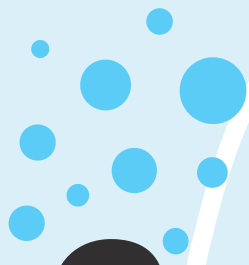
The Center for the Developing Child Harvard University: Three Principles to Improve Outcomes for Children and Families

https://46y5eh11fhgw3ve3ytpwxt9r-wpengine.netdna-ssl.com/wp-content/uploads/2017/10/HCDC_3PrinciplesPolicyPractice.pdf

Surveying Services and Programs in WNY Engaging Women and Children Who Have Experienced Trauma

https://hfwcnny.org/hfwcnny-content/uploads/110-025_HFWCNY_TraumaScan_Online-2.pdf

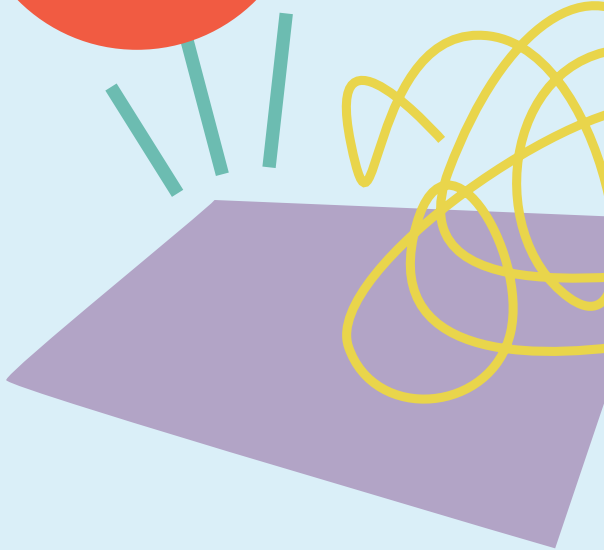
Phase Three grants will leverage insights from Phase Two and engage stakeholders to help providers define a specific problem to work on in Co-Creating Well-Being and co-design new solutions with stakeholders to create systems change and improve the lives of children, families and providers. These activities will support the design and implementation of new and improved trauma-informed care interventions by participating organizations.



Call for Letters of Intent (LOI)



CO-CREATING
WELL-BEING
PHASE THREE



Call for Letters of Intent (LOI)

This call for LOIs invites agencies that completed human-centered design training in Co-Creating Well-Being Phase One to complete the questions below in order to participate in planning and development of a Co-Creating Well-Being Phase Three project and application.

The rationale for a two-step (LOI and RFA) process in Co-Creating Well-Being Phase Three is to support teams' activities in ideation and prototyping, end-user engagement, and development of a vetted, fleshed out project design and Phase Three application.

LOI responses will be reviewed by a project team made up of Foundation staff and experts in trauma-informed care and human-centered design.

By March 2, 2020, up to 20-30 LOI applicants will be invited to submit full applications for prototype/design implementation grant funding in Co-Creating Well-Being Phase Three.

TIMELINE

Tuesday, January 21, 2020

Co-Creating Well-Being Call for Letters of Intent (LOI) released to organizations that participated in Phase One – Capacity Building Human Centered Design training

Monday, February 3, 2020 at 11 a.m.

Co-Creating Well-Being LOI webinar and Q&A session

Register here: <https://www.eventbrite.com/e/letter-of-intent-qa-webinar-tickets-89641292519>

Friday, February 14, 2020 at 4 p.m.

LOI narrative deadline. Send via email to ccwb@hfwcny.org

Monday, March 2, 2020

Notification of invitation to submit an Application

Friday, April 17, 2020 at 4 p.m.

Application and budget template deadline. Send via email to ccwb@hfwcny.org

Guidelines for Submitting Letters of Intent

A. ELIGIBILITY

To participate, eligible organizations must:

- Have participated in human-centered design training in Co-Creating Well-Being Phase One
- Be either a public sector or not-for-profit health and human service organization located in the Foundation's 16-county funding area
- Exhibit readiness and capacity to implement a project in alignment with the aims and objectives of Co-Creating Well-Being
- Embrace new approaches and continuous quality improvement

Applicants may include single organizations or two or more organizations partnering together.

Note that preferences will be given to organizations that demonstrate meaningful collaborations. In the case of partnering organizations, the lead applicant must have participated in Human Centered Design training during Co-Creating Well-Being Phase One.

All LOI responses will be evaluated based on the following criteria:

- Knowledge of trauma-informed care and other issues affecting the health and well-being of young children and families living with poverty.
- Sensitivity to local and regional diversity, equity, and inclusion as it relates to the health and well-being of young children and their families living with poverty.
- Authentic engagement with Co-Creating Well-Being's target population(s)—young children, families, and service providers—to identify pressing gaps and needs in the community.
- An ongoing practice of inviting input and collaboration from target population families in program and service improvement, or a clearly-articulated plan to embed this practice.
- Ability to act on feedback collected from young children, their families and providers to support the Co-Creating Well-Being project and evaluation.
- Demonstrated competency in adapting programs and services (practices, processes, policies) based on input received or lessons learned.
- A principled and demonstrated commitment to work as a collaborative team member with service providers, young children, and their families impacted by poverty, other agencies, and technical assistance advisors toward a shared goal.

Guidelines for Submitting Letters of Intent

B. LETTER OF INTENT NARRATIVE

Letter of Intent Cover Page Information

Organization Name:

Address:

Tax ID:

Contact person for LOI correspondence (name):

Contact person telephone:

Contact person email:

Contact person signature:

Executive Director (name):

Executive Director email:

Executive Director phone:

Executive Director signature:

LOI QUESTIONS

Please complete the questions below for the LOI Narrative. Please do not exceed four single spaced pages in length, in 12 point type.

1. Briefly describe your organization (include name, population served, geographic reach, years of operation, number of staff, range of services).
2. Describe your organization's experience serving young children, their families, and/or service providers impacted by trauma and poverty, and an overview of programs and services for these clients.
3. How does your organization currently involve young children and families in the work of your organization? Describe program and services that have been changed due to client feedback or leadership.
4. Discuss a program or service in need of a new approach or improvement that would be supported by Co-Creating Well-Being. Please be sure to include the following:
 - Describe the population that will be directly served/impacted by a project funded by Co-Creating Well-Being. Please note that this group may include young children, their families, and/or service providers.
 - Describe what you have heard and learned about the most pressing needs of the population that will be directly served/impacted by a project supported by Co-Creating Well-Being.
 - What are your early thoughts about strategies that might be used to address these needs? Please note that these strategies may change and/or evolve over time.

Guidelines for Submitting Letters of Intent

LOI QUESTIONS (continued)

5. Describe your project team: include core team member titles, planned involvement and role(s) each team member/organization will play in preparing the Co-Creating Well-Being RFA submission.
 - Describe the relevant skills and experience of those who would undertake Co-Creating Well-Being work. Why are these individuals a good fit for this project?
6. Describe your organization's engagement with Co-Creating Well-Being. Please share any other relevant information regarding training and/or funding related to human-centered design or trauma-informed care.
7. How will clients and community members be involved in a project funded by Co-Creating Well-Being?
8. Do you anticipate that this project will involve collaboration with other agencies? If so, who may be involved and what will they bring to the project?
9. How do you see Co-Creating Well-Being as a strategic fit for your organization's mission?



Have Questions?

A Co-Creating Well-Being Q&A webinar will be held on Monday, February 3, at 11 a.m.

Register for the webinar here:

<https://www.eventbrite.com/e/letter-of-intent-qa-webinar-tickets-89641292519>

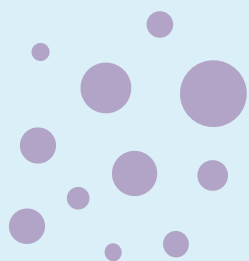
Deadline to apply:

Submit completed LOI Narrative via email to ccwb@hfwcnyc.org by 4 p.m. Friday, February 14, 2020.



CO-CREATING
WELL-BEING
PHASE THREE

Request for Applications (RFA)



TIMEFRAME FOR COMPLETING THIS RFA IS:

March 2 to April 17, 2020

This is only to be filled out upon invitation.



Guidelines for Submitting Applications

This Request for Applications invites your organization/team to complete an application narrative and project budget in order to apply for Co-Creating Well-Being Phase Three grant funding.

RFA responses will be reviewed by a project team made up of Foundation staff and experts in trauma-informed care and design thinking. All RFA responses will be evaluated against a rubric. The project team may request a site visit to discuss the applicant's plans and goals for Co-Creating Well-Being Phase Three. By July 2020, 15 - 20 applicants will be selected to receive grants to participate in Co-Creating Well-Being Phase Three (see timeline below).

Grants: Grantees may request from \$50,000 - \$150,000 for up to 27 months. There will be a three-month planning period and 24-month project implementation period.

Participation Requirements: Co-Creating Well-Being Phase Three grantees will be expected to participate in bi-annual learning sessions (to provide a community of support, shared learning, and training in Results-Based Accountability), bi-monthly coaching calls with Technical Advisors (Overlap Associates and others), and evaluation activities.

Technical Assistance (TA): In addition to grant funding and web resources on human centered design, community engagement and data interpretation (available at: www.cocreatingwellbeing.com and www.hfwcn.org), grantees will receive TA and coaching throughout Phase Three to support quality integration and delivery of trauma-informed care, human centered design and equity approaches in the delivery of projects. Grantees will be supported by Overlap Associates, which is contracted to provide coaching, mentoring, TA and process support to participants in creating programs that include input and guidance from end users.

Evaluation: Co-Creating Well-Being will be using the Results-Based Accountability (RBA) framework, developed by Mark Friedman and described in his book: *Trying Hard is Not Good Enough*, to explore program impact and outcomes in all areas of the project. RBA is a way of thinking and acting to improve entrenched and complex social problems. It uses a data-driven decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. For more information about RBA, see <https://clearimpact.org/results-based-accountability>.

Guidelines for Submitting Applications

RBA is an approach that is complementary to design thinking, as it emphasizes using client feedback to drive continuous quality improvement of services. Within the RBA framework, there are three types of performance measures:

- 1.** How much did we do? This could be how many clients were served, how many program sessions were offered, or any other measure of how much service was provided.
- 2.** How well did we do it? This is a measure of how close you came to doing what you said you were going to do. How many families completed the program you offered, or what percentage of referrals made were followed up on?
- 3.** Is anyone better off? This is a measure of what has changed for the people you are serving, such as the percentage of frontline staff reporting improved resilience, or the percentage of parents reporting increased coping and parenting skills.

Staff from the Foundation and the Co-Creating Well-Being project will work with grantees to develop project and overall evaluation plans that examine Co-Creating Well-Being activity from an RBA perspective. In addition, RBA performance measures will be co-designed with grantees during the project planning phase (first three months). More information about the evaluation process and RBA will be provided to grantees at the launch event held in summer 2020.

TYPES OF PROJECTS

The goal of Co-Creating Well-Being is to expand the range and availability of trauma-informed services in the 16 counties served by the Health Foundation for Western and Central New York. The types of programs and services should be guided by the needs identified by the community, and informed by grantee knowledge of trauma-informed care, existing research and best practices. For example, grantees could identify a national evidence-based model/program, and then adapt and tailor it using the co-design process. Another approach would be to use strategies from several different evidence-based programs and combine these strategies to meet the unique needs of the population served. Projects do not have to be evidence-based interventions to be selected for funding, but there should be a clear rationale for why strategies were chosen based on evidence which should include research and provider experiences, developmental understanding of trauma, as well as co-design principles.

Potential project types (this is not an exhaustive list and projects should be based on community need): Parenting, coping skills, addressing poverty, mental health, substance use disorder, social/emotional development (children and adults), stress reduction, diversity, equity and inclusion, system barriers, family function, provider education/trauma/resilience/well-being.

Timeline CCWB Request for Applications

March 2, 2020

Request for Applications opens to eligible organizations

March 9, 2020, 11am

Request for Applications Q&A Webinar

March 2 through April 17, 2020

During this time period:

- Ideation Activities
 - Prototyping / Testing Activities
 - Budget Planning
 - Completion of Application materials
-

Friday, April 17, 2020 at 4pm

Submission of Program Application Materials & Budget

May 2020

Review and Site Visit

By June 30, 2020

Notification of Awards

July / August 2020

Launch Events

August 2020 – September 2022

Project Planning and Implementation Period

Guidelines for Submitting Applications

COMPONENTS OF THE RFA

This RFA has two required components: An application narrative (responses to questions below) and a project budget.

RFA Development Stipends: Invited teams will have the opportunity to participate in ideation and prototyping human-centered design activities that will inform a proposal co-designed with clients and community. Participating organizations may receive a stipend to help support participation in these activities. Organizations will be notified of their eligibility to receive a stipend by March 2, 2020.

Technical Assistance (TA): In addition to stipend support and web resources on human centered design, community engagement and data interpretation (available at: cocreatingwellbeing.com), grantees will receive TA and coaching throughout the LOI and RFA planning and development period to support quality integration and delivery of trauma-informed care, human centered design and equity approaches in their projects. Grantees will be supported by Overlap Associates, which is contracted to provide coaching, mentoring, TA and process support to participants in creating programs that include input and guidance from end users. To set up a coaching call, contact coaching@overlapassociates.com.

APPLICATION NARRATIVE

Application Cover Page Information

Organization Name:

Address:

Tax ID:

Contact person for RFA correspondence (name):

Contact person telephone:

Contact person email:

Contact person signature:

Executive Director (name):

Executive Director email:

Executive Director phone:

Executive Director signature:

Guidelines for Submitting Applications

APPLICATION QUESTIONS

Please answer the following questions about your proposed Co-Creating Well-Being design/prototype or intervention (design). Please do not exceed six single-spaced pages in length, in 12 point type.

1. What are key reflections, observations or findings resulting from your team's efforts to develop the Co-Creating Well-Being RFA submission.
2. What did you learn from your ideation activities? How might this change your understanding of solutions?
3. What did you learn from your prototyping activities? How might this change your understanding of solutions?
4. Please describe the proposed program/project/service that resulted from your iteration and prototyping activities.
 - a. What other information/resources have you used to inform the design of these programs (e.g. research, prior experience)?
 - b. What trauma-informed care best practices is this design project based upon?
 - c. Describe how you will ensure that your work is actively incorporating diversity, equity and inclusion into your project. How will you embed attention to issues of access and inclusion of under-represented voices (e.g., rural perspectives, race and ethnicity, orientation)?
5. How is this an improvement over prior programs/services?
6. How will you continue to integrate feedback from children/families/service providers (end users) throughout service delivery?
7. What is the result you want to see from your design? Who will it benefit? (Define goals and your target population)
8. What is the story behind this: What barriers are preventing better results? How do you know about these barriers?
9. What geographical area will your design/improvement serve?

Guidelines for Submitting Applications

PHASE THREE PROJECT BUDGET

Using the budget template provided, describe how your organization proposes to spend the Co-Creating Well-Being Phase Three grant funds.

Please note that approximately the first three months of the project will be focused on project planning, guided by learnings from the ideation and prototyping activities. After approximately three months, program implementation should begin and continue for 24 months. When creating your budget, please factor this approximately three-month planning period into consideration, e.g. for staffing needs.

Considerations when creating your budget:

- What are the resources you need to advance the co-design process effectively and thoroughly? E.g. staff, supplies
- Economic equity is valued by the Health Foundation; when planning your budget, please ensure you will be able to pay a living wage to your staff, and that per diem and salary levels are respectful and reflective of the work that will be done.
- What are the “hidden” costs of this project? E.g. time spent driving, paperwork, etc.



Before submitting your application to ccwb@hfwncy.org, have you:

- Completed the application narrative?
- Completed the project budget template?
- Included the attached form with organization contact information, contact information for the point person on the application, and the contact information and signature of the executive director?

Deadline to apply:

Submit all completed RFA materials via email to ccwb@hfwncy.org by Friday, April 17, 2020