Kaiser Permanent San Francisco – Community Benefit Program

2014 Grant RFI Instructions

I. Introduction

KAISER PERMANENTE’s mission is to improve the health of our members and the communities we serve. As a values-driven, not-for-profit, integrated health care organization, we invest our resources in evidence-based strategies to assure effective healthcare for our 9.5 million members. To improve overall community health, we seek to work with nonprofit partners with similar missions and the same focus on proven effectiveness of services.

Kaiser Permanente San Francisco (KP-SF) is beginning the 2014 grant solicitation though this simplified Request for Interest (RFI) process. Nonprofit organizations and government agencies that can provide the requested services are encouraged to submit a Letter of Intent (LOI) to apply for these grants. Each LOI (consisting of a form and cover letter) will be reviewed for fidelity to the RFI requirements and expectations, and a select number of organizations will be invited to submit full proposals to be considered for funding.

The grantmaking timeline is listed later in this document, but note these important dates:
- Bidders’ Conference Call on Monday, September 8 at 1pm,
- LOI due by Friday, September 19 at 5pm.

This year, KP-SF is seeking providers for six specific service categories that directly link with the hospital’s Community Benefit Plan to address these community health needs:
- Increase Access to High Quality Health Care and Services
- Increase Healthy Eating and Active Living (HEAL)
- Ensure Safe and Healthy Living Environments

Grant awards will range from $10,000 to $50,000 for one-year projects during calendar year 2015.

Because we are targeting grant support for very specific activities and outcomes, we suggest you first review the categories to determine if your organization has the desire or capacity to provide the requested services. These grant activities are expected to have a direct impact on individuals (“expected outcome”). Individual changes in behavior, attitude, knowledge, or health status must be tracked and reported.

II. 2014 Grant Solicitation Categories
These are not general operating grants to support the valuable work you do in the community. KP-SF is requesting interest among service providers to implement six distinct types of activities that directly link with our Community Benefit Plan. Each organization may submit an LOI for only one of these grant categories.

1. **Access to Care -- Culturally Competent Care**
   a. Focus: Decrease cultural & linguistic barriers to community-based care by use of an evidence-based strategy: patient navigators (AKA “promotoras”, community health workers) to provide practical assistance & care coordination, guiding patients through appropriate medical and social support systems.
   b. Expected Outcomes: Patient navigators identify and overcome barriers to care so that non-English speakers and others with health disparities receive appropriate care.
   c. Indicators: patients secure a medical home, keep appointments, get screened, and are satisfied with services.

2. **Access to Care -- Integration & Coordination of Health Services**
   a. Focus: Improve integration and coordination of health services for: (1) persons with behavioral health problems, or (2) seniors and/or persons with disabilities.
   b. Expected Outcomes: persons are connected to a medical home & access primary care there.
   c. Indicators: case managers communicate with primary care providers to coordinate care; patient satisfaction measures confirm quality & coordination of health services.

3. **HEAL -- Healthy Eating**
   a. Focus: Increase access to and consumption of healthy foods among children, adults, & seniors.
   b. Expected Outcomes: improved dietary intake of healthy foods.
   c. Indicators: self-report about consuming 5 or more servings of fruits/vegetables daily.

4. **HEAL -- Active Living**
   a. Focus: Increase physical activity to improve fitness for high-risk and/or obese youth and adults.
   b. Expected Outcomes: increased minutes of weekly physical activity.
   c. Indicators: for youth - increased CDE FitnessGram test scores; for seniors - increased strength and endurance, and reduced falls.

5. **Safe & Healthy Environments -- Prevent Bullying & Violence among Children/Teens**
   a. Focus: Prevent bullying, including cyber-bullying, and promote healthy relationships and safe use of technology among children and teens.
   b. Expected Outcomes: are to be proposed by the applicant, with the ultimate goal of reducing intentional injuries to children and teens.
   c. Indicators: number of kids who receive education/intervention; surveys to measure awareness of the problem, its effects and consequences, and understanding of how to seek help; demonstrating knowledge of safe use of social media.

6. **Safe & Healthy Environments -- Smoking Cessation**
a. Focus: Promote smoking cessation and reduce exposure to second-hand smoke among low-income populations with health disparities.
b. Expected Outcomes: individuals stop smoking.
c. Indicators: number of persons engaged in efforts to stop smoking, self-reported quit rates, reduced exposure to second-hand smoke.

III. Eligibility Criteria

Kaiser Permanente has national compliance standards for all grants to community-based organizations. Funds must be used to serve vulnerable, low income populations of this Kaiser Permanente service area, which is the City and County of San Francisco.

To be eligible for a grant, an applicant organization (or its fiscal agent) must have operations in San Francisco, and be one of the following types of nonprofit organizations defined by the IRS: 501(c)(3) charitable organization, or 501(c)3 organization with 509(a) designation as a non-private foundation, or designation as 501(c)(19), 501(k), 501(c)(8), or 501(c)(10) if used solely for charitable purposes and serving the general community. Also eligible are public schools or public entities, including a local, state or federal government agency.

Kaiser Permanente will not consider funding requests from individuals, international, social or fraternal organizations, or for the following types of activities: religious or partisan political activities, athletic or sports teams, endowments or memorials, field trips or tours.

Kaiser Permanente has an unwavering commitment to equal access and opportunity for all persons. Organizations receiving funding must provide attestation that they do not discriminate on the basis of race, color, religious creed, national origin, age, sex, marital status, sexual orientation, gender identity, handicap, disability, medical condition or veteran status in their programs, services, policies, hiring practices and administration.

IV. Grantmaking Principles

Kaiser Permanente seeks to fund exceptional proposals from community-based organizations that provide direct services to vulnerable, low income San Franciscans.

Required for all grants:
- Evidence-based strategies, with external evidence confirming the effectiveness of the proposed strategy.
- Evidence of collaboration with other service providers for this population.
- Barriers to achieving the expected outcomes are identified, overcome, and reported back to the grantor.

This grant solicitation encourages proposals that:
- Serve seniors and/or persons with disabilities.
- Serve low income residents of the Central City (Tenderloin and SoMa) or the southern SF neighborhoods (i.e., Potrero, Mission, Bayview, Ingleside, Portola, Visitacion Valley).

The LOI form asks if the organization is requesting funding for an existing or new program, with a current or new strategy. Whether you are seeking support for current efforts or a new strategy, the evidence that the chosen strategy is successful must be from an external source (such as published research, best practice description, formal program evaluation, etc.). This does not include government contract...
monitoring reports or internal client satisfaction surveys. The evidence of effectiveness must be directly related to the activities proposed, and applicants will be asked to describe the evidence and its source.

Kaiser Permanente values innovation in health care based on proven research, and this RFI is meant to encourage community-based organizations to innovate -- by taking a new look at what you are doing, reviewing the literature for proven strategies, searching for best practices, and finding a more successful way to accomplish your mission and achieve the expected outcomes of this RFI. Kaiser Permanente grant funding can provide support to launch a new, pilot effort within an existing program that is based on proven success elsewhere.

The grants chosen for funding will most strongly demonstrate the following:

- Clearly identify the health need to be addressed, the target population, and the service provided, and make a strong, evidence-based case for the strategy chosen to achieve the outcomes.
- Demonstrate the ability to establish baseline data, track services, and measure their impact on individuals through appropriate evaluation measures.
- Present a reasonable budget for the proposed project that reflects actual direct costs of providing the service, showing total costs and the KP-requested funding. (Budget detail will be requested if chosen to submit a full proposal.)
- Provide a short-term investment with a long-term benefit, and the ability to sustain the project is not dependent on future Kaiser Permanente funding.

V. Grantmaking Timeline

- Monday, September 8, at 1:00 pm Bidders Conference Call for questions about the RFI Call: 1-888-431-3632 Meeting ID: 5113175 #
- Friday, September 19, by 5:00 pm LOI cover letter and form due
- Monday, October 6, 2014 Invitations to apply sent to selected organizations
- Monday, November 3, 2014 Full grant proposals due by 5:00 pm
- Friday, December 19, 2014 Grant awards announced
- January 1, 2015 Grant-funded services commence
- July 15, 2015 Mid-Year Progress Report due
- Jan. 15, 2016 Final Progress Report due

VII. Instructions for the Letter of Intent (LOI)

A one-page cover letter on the organization’s letterhead signed by the executive director must accompany the LOI form, summarizing the proposed grant and stating the intent of the organization to implement the proposed activities if chosen for funding. If you are using a fiscal agent, an additional one-page letter on that organization’s letterhead must be signed by the executive director and state that organization’s intent to act as a fiscal agent for the applicant.

LOI Form:

Applicants must fill out the LOI form completely, expanding text boxes as necessary, but the form cannot exceed 4 pages. Keep the type size formatted for each answer.
I. Organization and Program
- If your organization is not a 501(c)3 charity, but you have one of the other IRS designations listed in the Eligibility section, state your designation. You must list your tax ID number.
- If you are using a fiscal agent, state that organization’s name and tax ID number.
- For the purposes of this RFI, the “Organization” is the name of your nonprofit or government agency. The “Program” (or Project) is the name for the organized set of services, activities and interventions designed to achieve an outcome, where the proposed grant-funded services will take place. If the applicant is a small or focused organization with only one program, the organization and program listed will be the same.
- Provide the name, title, phone number and email address of the Program Director or the person most familiar with the program services and the proposed strategies.

II. Grant Categories
- Each applicant organization may only choose one grant category. If you choose more than one, your application will not be considered.
- If you choose #2. “Integration and Coordination of Health Services”, also choose one of the subset activities – behavioral health or seniors/disabled.
- This RFI names three evidence-based strategies: using patient navigators is the designated strategy for #1; healthy eating policies and practices, and community gardens are two suggested strategies for #3.
- The Expected Outcomes listed are the specific results sought for these grants. We are seeking applicants that can achieve and measure these impacts. The Indicators listed are suggested ways of measuring these outcomes.
- In the second set of boxes, choose one of the 4 options that best describes your proposed services – existing or new program with a current or new strategy.

III. Information about Funding
- For the purposes of this RFI, the expenses and unduplicated clients for this proposed Grant are nested in a Program within the Organization. List the annual expenses for the Organization, Program, and Requested Grant, and do the same for the annual number of unduplicated clients (UDC) served by the Organization, Program, and Requested Grant. The range of grants to be funded is $10,000 to $50,000 and KP-SF may offer less than the grant amount requested, in which case the UDC and activities may be reduced proportionally.
- The cost per UDC is calculated by dividing the total expenses by the number of UDC – state this cost as $xx.xx for the Program and Requested Grant (but not for the total Organization). The Requested Grant column is formatted to be in bold and in larger type.
- List all funding from Kaiser Permanente in the last 5 calendar years (since 2010), and note whether it was a grant, sponsorship or donation, and who or what KP division provided the funding.
- List the organization’s top 5 funding sources (including government contracts), noting the source and type of funding (service contract, grant, donation, etc.).

IV. Program of Services
- Describe the problem you are trying to address, and the target population served by the program that will include in the proposed strategy.
- We are encouraging proposals that serve seniors/disabled persons, or residents of the Central City or southern neighborhoods of San Francisco. Check the relevant box if you are proposing services to these populations.
- Briefly describe the organized set of services, activities and interventions that characterize the program that will house the proposed strategies. Later, you will be asked to describe the step-by-
step experience of a typical client of your program.

V. Outcomes

- State your expected outcome by the end of this grant period, and explain how and why it might be different from the expected outcome listed in the RFI. Although we want the outcomes listed, we are open to variations if justified by the proposed service model.
- These grants are for direct service activities focused on individuals. Describe the specific impact or change on these individuals as a result of your grant-funded intervention.
- Evaluation of this change is essential to determine effectiveness of your efforts. Describe the evaluation methods, and how you will identify and track the barriers to change. The grant reviewers (who are all KP clinicians, managers and employees caring for KP members) are very interested in your evaluation plans, and learning what barriers are encountered and overcome in the course of providing your grant-funded services.

VI. Evidence-Based Strategy

- The proposed strategy is the specific set of activities and practices that evidence shows will be effective in achieving the expected outcomes for this proposed grant.
- The strategy or strategies you describe must be congruent with the evidence that this approach is effective. Describe the external evidence, what type of study it is, who did it, and where you found it. You are not being asked to submit the external evidence with this LOI, but you may be, if you are chosen to submit a full proposal.

VII. Program Experience

- Describe the program of services you provide from the perspective of a typical or average client – how do they learn about and enter your program, who interacts with them, what do they do in your program, how often and with what results, and how long they stay engaged with your program.
- Evidence of collaboration with other service providers for your client population is required. You are not being asked to submit evidence with this LOI, but you may be, if chosen for a full proposal. Describe agreements with other organizations, how they are implemented and evaluated.

This LOI form was created to emphasize brief, concise responses in the text boxes. You can expand or contract any answer box, but the whole form cannot exceed 4 pages.

VIII: Submission Instructions

Kaiser Permanente San Francisco will accept Letters of Intent by email only, up to 5:00 pm on Friday, September 19, 2014.
Send your email to: Nancy.Leung@kp.org with this subject line: LOI – (your agency name) and attach the LOI form, your cover letter (and the fiscal agent’s cover letter if necessary).
Any submissions after the deadline will not be considered.

IX: Questions

The Bidder's Conference Call on September 8th will provide the best opportunity to ask questions and get clarifications about the grant categories and the application process for this RFI. After that conference call, potential applicants can also call or email RFP questions to:

Jim Illig, Community Benefit Manager
415-674-7144 James.M.Illig@kp.org.

Thank you for all the work that you do to improve our community's health!