

Request for Proposals (RFP): Sustainable Healthy Eating Active Living (HEAL) Behaviors

Release date: May 10, 2016

Respond by date: June 10, 2016

Introduction

This RFP provides instruction and criteria that applicants must meet to submit proposals for the ‘**sustainable HEAL behaviors**’ funding opportunity described herein. Applicants should submit proposals in accordance with this RFP.

Summary

Kaiser Permanente plans to invest up to \$1,600,000 over two (2) years to support LiveWell Colorado communities’ continued efforts to create sustainable HEAL behaviors among the population of a specific community. This funding initiative is intended to support LiveWell Colorado communities in continued implementation of evidence-based or evidence-informed strategies that support healthy eating and active living.

Timeline

RFP Issuance:	May 10, 2016
Proposals Due:	June 10, 2016, 5:00 p.m. MT
Funding Notification:	By October 1, 2016

Award Information

Total Funds Available:	Up to \$1,600,000
Number of Awards:	Up to 4*
Amount of Awards:	Up to \$200,000 per year (\$400,000 total)
Grant Period:	January 1, 2017 – December 31, 2018

**Dependent on total funding amount requested by applicants.*

Eligibility Requirements

Eligible organizations must be a current LiveWell Colorado community currently in Year five (5) of implementation of HEAL behavior change interventions funded by LiveWell Colorado. Coalitions must be a Colorado 501(c)(3) or be using a Colorado 501(c)(3) as a fiscal agent or sponsor.

For more information on specific eligibility requirements, please read the eligible organizations section of this RFP.

Technical Assistance

For technical support regarding the online submission process, please email co-contributions@kp.org. We'll respond to technical questions no later than 48 hours after receipt. Please put "sustainable HEAL behaviors RFP-technical assistance" in the subject line of the email.

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1. Background and Overview of the Funding Opportunity

A. About Kaiser Permanente Colorado

Kaiser Permanente Colorado is the state's largest nonprofit health plan, working to improve the lives and health of all Coloradans for 47 years. We are comprised of the Kaiser Foundation Health Plan of Colorado and the Colorado Permanente Medical Group—one of the state's largest medical groups with more than 1,100 physicians. We provide comprehensive care for our 675,000 Kaiser Permanente Colorado members through 30 medical offices across the state—from Pueblo to Greeley and now in the mountains in Summit and Eagle counties. We are also committed to our social mission and in 2015, proudly directed more than \$124 million to community benefit programs to improve the health of all Coloradans.

We understand that health extends beyond the doctor's office and the hospital. To be completely healthy, people need access to healthy and nutritious foods, clean air, effective schools, safe parks and playgrounds. We're very intentional about improving the health and vitality of Colorado communities.

We impact thousands of lives each year through a wide range of programs, partnerships, and assistance to help those in our community. For many years, we've worked collaboratively with community organizations to assess the community's health needs and resources.

B. Overview of Kaiser Permanente's Sustainable HEAL Behaviors Funding Opportunity

Kaiser Permanente will invest up to \$1,600,000 over two (2) years to support LiveWell Colorado communities to continue implementing evidence-based or evidence-informed strategies that support healthy eating and active living. **This funding opportunity is open to LiveWell Colorado communities in their fifth year of implementing community-level interventions to improve healthy eating and active living.**

Work supported by this funding opportunity is limited to continuing implementation of HEAL interventions prioritized during the first five (5) years of funding. Proposals should build off successes in previous years, taking into consideration community assets to enable healthy eating and active living as well as identified barriers to being successful.

C. Purpose of Kaiser Permanente's Sustainable HEAL Behaviors Funding Opportunity

In 2013, Kaiser Permanente conducted a community health needs assessment (CHNA) to inform community benefit strategies. This research provided data about the unique health needs and resources of communities served by Kaiser Permanente. Access to affordable, healthy food and the opportunity to lead physically active lifestyles was among the needs identified.

In 2007, Kaiser Permanente and The Colorado Health Foundation (TCHF), in partnership with the Colorado Department of Public Health and Environment (CDPHE) provided funding to create LiveWell Colorado (LWC), a community investment collaborative focused on obesity reduction. The funders recognized that convening statewide leaders focused on obesity, coordinating public policy and advocacy, and coalescing compelling communication messages as critical elements in stemming the obesity epidemic plaguing communities. The vision for LWC was that they would serve as a convergence organization for these activities. In 2009, LiveWell Colorado became an independent nonprofit entity with its own governing board.

Kaiser Permanente supported LWC to fund community coalitions across the state, known as LiveWell Colorado communities. LWC's funding strategy with LiveWell Colorado communities had been to support coalitions for up to nine (9) years of development and implementation of HEAL strategies. This support included funding staff to allow coalitions to become established and implement HEAL strategies and interventions that would form the basis for sustained improvement in healthy eating and active living. Over the past two (2) years, based on research within communities and extensive stakeholder engagement, LWC has decided to no longer serve as a significant funder of local coalition staff and strategies, instead to focus their work on being a stronger content expert on the issue of obesity and the root causes that prevent healthy behaviors. LWC will continue working closely with community leaders and institutions to identify and meet needs, provide training and access to content experts, build networks across communities, support evaluation and share learnings, and provide catalytic funding that best advances sustainable access to healthy living.

There are currently seven (7) LiveWell Colorado communities that are in their fourth or fifth years of implementation. The intent of this funding opportunity, and a companion funding opportunity from The Colorado Health Foundation, is to provide up to two (2) additional years of funding to allow these seven (7) LiveWell Colorado communities to complete the implementation phase of the projects they have already started and to work toward achieving long-term sustainability of their community coalition efforts.

D. Goals and Outcomes of Kaiser Permanente's Sustainable HEAL Behaviors Funding Opportunity

Communities should propose continuing to implement strategies that will lead to the following goals:

1. Increase healthy eating (e.g., increase fresh fruit, vegetable and water consumption, decrease consumption of sugar sweetened beverages); and
2. Increase physical activity in community settings (e.g. increase daily physical activity, reduce television/computer screen time, increase walking to school/work).

To achieve these goals, the strategies may lead to several of the community outcomes listed below. The Kaiser Permanente evaluation team will work with each of the funded communities to identify appropriate outcomes for their work.

- Increased access to fruits and vegetables
- Increased availability of free, safe water
- Reduced availability of sugar-sweetened beverages
- Decreased access to unhealthy food and beverages
- Increased physical activity opportunities and spaces
- Improved capacity to manage chronic conditions
- New and improved policies that enable access to healthy food options
- Improved policies to screen and enroll for federal food programs eligibility
- New and improved policies that promote active transportation and physical activity
- Improved resident leadership and civic engagement
- Improved leadership buy-in and engagement among elected/appointed officials
- Improved collaboration between community partners
- Maximized outreach, enrollment, retention, and utilization in federal food programs
- Increased awareness, knowledge, skills, and motivation to recognize and make healthy behavioral choices
- Improved community safety
- Improved transportation to access vital services

E. Strategies

To achieve these goals and outcomes, strategies should be “evidence-based” or “evidence-informed” practices, such as the [guidelines](#) developed by the Centers for Disease Control and Prevention and the [reports](#) from the Institute of Medicine.

Communities should focus on strategies with both broad reach and high probability of sustained behavior change across the target population. Proposals should build off the successes of previous work, taking into consideration community assets that enable healthy eating and active living as well as any barriers to being successful.

Effective interventions should include a mix of strategies that are interconnected and target multiple sectors and levels in the community. Sites should prioritize environmental strategies that are supported by policies to ensure the sustainability of the environmental changes. Educational and promotional strategies must be implemented to reinforce the environmental strategies. The aims for these educational and promotional strategies are to:

- 1) increase community member knowledge and skills about healthy eating and physical activity

- 2) increase awareness of obesity and its related conditions;
- 3) increase community awareness about the environmental and policy changes
- 4) motivate the community to utilize available nutritional and physical activity opportunities; and
- 5) engage residents in advocacy for monitoring of and compliance with environmental and policy changes.

2. Grant Guidelines

A. Funding Guidelines

Kaiser Permanente intends to fund four (4) organizations for two (2) years. Each applicant may submit only one (1) proposal and must also meet all the other eligibility requirements or the application will not be reviewed. Organizations may apply for a total funding amount up to \$400,000 (\$200,000/year). An organization may not apply to multiple Kaiser Permanente Colorado RFPs at the same time.

Kaiser Permanente provides general guidance for organizations when developing the proposal budget and budget narrative. [Click here](#) for guidance information.

B. Eligible Organizations

This funding opportunity is open to LiveWell Colorado communities in their fifth year of implementing HEAL community-level interventions. Eligible organizations, or their fiscal agent/sponsor, must be a 501(c)(3) in good standing with the IRS.

Kaiser Permanente is not able to consider funding requests that support the following:

- Individuals
- Religious purposes
- Partisan political activities
- Athletic or sports activities
- International or social organizations
- Endowments or memorials
- Fraternal organizations
- Field trips or tours
- Bricks and mortar capital or capital improvement projects
- Activities or organizations associated with the use of alcohol or tobacco

Non-Discrimination Verification.

Kaiser Permanente has an unwavering commitment to equal access and opportunity for all persons. Organizations applying for funding will be required to attest 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 either in their employment or their service policies and practices.

Conflict of Interest.

Kaiser Permanente asks each organization requesting a contribution to disclose any relationships with Kaiser Permanente that may be, or appear to be, a conflict of interest. Such relationships do not necessarily prohibit an organization from receiving a contribution, however, they must be disclosed. Requirements of grantees, including participation in a cohort and evaluation expectations, are included in the following section.

3. Grantee Requirements

A. Accountability Requirements

Each grantee will be required to:

- Sign and agree to the terms within the grant agreement
- Collect specific data that will document progress toward creating sustained behavior change
- Submit annual progress reports and one final report throughout the term of the grant, including financial information (see Reporting Requirements section for specifics)
- Participate in data analysis and dissemination of knowledge, including presentations

Reporting Requirements.

Grantees will be required to provide Kaiser Permanente with annual progress reports and one final report throughout the term of the grant. Grant reports will be due on December 31, 2017 and a final report on January 31, 2019. Each report should include:

- Progress made toward stated goals, strategies, and activities within the community strategic plan
- Progress toward evaluating the impact of the grant
- Significant successes and challenges the organization experienced in implementation
- Lessons learned as result of successes and challenges and any changes or course correction that will be made based on those lessons learned
- A budget narrative that explains expenditures to date, variances over 20 percent from planned spending, and any anticipated changes to expenditures
- A budget template that shows expenditures to date compared to the approved budget for the grant

Evaluation Requirements.

The evaluation team from the Institute for Health Research (IHR) at Kaiser Permanente will be available during the proposal writing process to assist with developing the Community Strategic Plan. Funded communities will be expected to work with the evaluation team to develop an evaluation plan, including evaluation questions, methods and measures, and roles and responsibilities. The final evaluation plan will be due

within three (3) months of receiving funding. A designated evaluation liaison (10 percent of budget) should be identified to work closely with the evaluation team.

It is expected that all funded communities develop an evaluation plan that is specific to their community intervention(s) as well as participate in all cross-site evaluation activities (i.e., evaluation that is across all seven (7) communities). The IHR evaluation team will assist communities to develop and implement the evaluation plan.

The community evaluation liaison should work closely with the IHR evaluation team. Part of the responsibilities for the evaluation liaison will include participation in collecting and/or analyzing the results in order to improve local evaluation capacity. It is also anticipated that the communities will share evaluation results and findings with the evaluation team regularly. Funded communities may be asked to participate in group meetings or webinars to share lessons learned and provide an opportunity for networking and learning from each other.

B. Kaiser Permanente's Role and Resources

Kaiser Permanente views grantees as partners and will provide ongoing support to help ensure each grantee's success. As a partner, Kaiser Permanente will provide:

- Evaluation assistance
 - Funded communities will work closely with the Kaiser Permanente IHR evaluation team to implement a comprehensive evaluation
- Standardized report form and format for submitting required reports
- Access to Kaiser Permanente subject matter experts and community partners
- Collaboration to analyze data, prepare presentations and papers, and disseminate knowledge gained from the projects
- Assist with media and communications about the grant

4. Proposal Submission

A. Electronic Application Process

Applicants must submit an electronic application by June 10, 2016.

The application must be submitted via the online application system. The applicant may wish to prepare responses in a word document then copy/paste them into the online system. Please review the tips on the main page of the online application form before beginning. Follow these instructions:

1. [Click here](#) to access the application
2. For new users, create a new account with an email address and password (or sign in using an existing email and password)
3. Complete the application form
4. Attach required documents
5. Select review to preview the completed application

6. Select submit after reviewing the completed application

Only one (1) account should be created per organization. If multiple individuals need to access this account, share the Account ID (email address) and password with those individuals.

Applications will be considered for review if submitted electronically by the deadline of **June 10, 2016, 5:00 p.m. MT**. Applications will not be accepted by fax, nor will the submission deadline be extended. Applications that do not meet the deadline will be considered non-responsive and will not be entered into the review process. Once the application is submitted into the online grant application system the system does not allow the applicant to make changes or edits. It is recommended that applicants allow enough time to account for any potential technical issues when submitting an application.

B. Proposal Review Process

Proposals will be reviewed and evaluated by a panel of Kaiser Permanente Colorado professionals.

C. Technical Support

Technical assistance questions regarding the electronic application submission can be emailed to: co-contributions@kp.org.

D. Sections of the Application

The submitted, electronic application includes the following sections:

- Organization Information
- Fiscal Agent/Sponsor Information
- Conflict of Interest and Nondiscrimination Policy
- Project Demographics and Kaiser Permanente Involvement
- Required Attachments

For a full list of application questions, please reference Appendix A.

E. Required Attachments

To submit a full application, organizations should submit their project narrative in a word document attachment. In addition, organizations applying for funds must submit documentation of nonprofit status and further project attachments. Submission of the following attachments is required electronically as part of the application:

- IRS Determination Letter
- Board of Directors List; please note that the organizational affiliation and term dates of each Director is required

- Most recent audited financial statement
- IRS 990 Form
- Project Narrative ([click here](#) for the required questions)
- Community Strategic Plan ([click here](#) for the required template)
- Project Budget ([click here](#) for the required template)
- Project Budget Narrative ([click here](#) for guidance on the budget narrative)
- *Optional:* Letters of Collaboration (as applicable to the project/program)

5. Appendix

The following appendix is provided:

- Appendix A: Application Questions

Appendix A: Application Questions

The online application includes both questions that applicants must complete within the online system as well as required documents that are uploaded, including the project narrative.

Organization Information

1. Tax Status Information
 - Organization's Legal Name
 - Organization's Tax ID #
 - Organization's Name
2. Organization's Mailing Address
3. Organization's Fiscal Agent/Sponsor Information (if applicable)
4. Organization's Lead Contact Information
5. Project Contact Information (may be same as lead contact)

Conflict of Interest and Nondiscrimination

1. Do any Kaiser Permanente executives, managers, directors, physicians, or other employees or their family members:
 - Serve as a board member, director, officer, manager, employee or fiduciary agent of the organization;
 - Have a compensation arrangement or financial interest with the organization; or
 - Hold any position of substantial influence with respect to the organization?
2. Does a Member of Congress, Executive Branch Official, State Official, or their staff:
 - Serve as a board member, director, officer, manager, employee or fiduciary agent of the organization; or
 - Have a compensation arrangement or financial interest with the organization; or
 - Hold any position of substantial influence with respect to the organization?
3. Would any portion of this contribution be used to honor or recognize the achievements of a Member of Congress, Executive Branch Official, State Official, or their staff?
4. Does the organization have a political action committee (PAC) or committee on political education (COPE)?
5. The organization applying for a contribution does not discriminate on the basis of sex, age, economic status, educational background, race, color, ancestry, national origin, sexual orientation, gender identity, marital status, physical or mental disability in their programs, services, policies, hiring practices, and administration. Additionally, the organization affirms that it is not affiliated with or actively involved

with terrorist activities. Does the organization comply with the statement above?

6. For religious or faith-based organizations, would the proceeds be used to support general operations, services and programs of the congregation/membership/students, or to advance religious doctrine or philosophy?

Project Demographics and Kaiser Permanente Involvement

1. Proposal/Project Title
2. Proposal Funding Amount Requested
3. Total Project Budget
4. Organization Annual Operating Budget
5. Age Group Served (drop-down menu)
6. Ethnicity/Ethnicities Served (drop-down menu)
7. County/Counties Served (drop-down menu)
8. What visibility would Kaiser Permanente receive from the organization as a result of funding this proposal?
9. Include the name and title of Kaiser Permanente employees or business units engaged with the organization or project, and how they are engaged

Required Attachments

1. IRS Determination Letter
2. Board of Directors List; please note that the organizational affiliation and term dates of each Director is **required**
3. Most recent audited financial statement (for same time period as IRS 990 form)
4. IRS 990 Form
5. [Project Narrative](#)
6. [Community Strategic Plan](#)
7. [Project Budget](#)
8. [Project Budget Narrative](#)
9. *Optional:* Letters of Collaboration (as applicable to the project/program)

Project Narrative

Applicants should complete the following in a word document and upload the document to their applications.

1. Executive Summary (200 words or less) (10 points)

Applicants must provide an executive summary of the project/program being proposed. This should be a short, clear overview of the project.

2. Organization Information (500 words or less) (10 points)

Applicants must provide information about the organization/coalition applying for funds, including:

- The coalition's mission statement
- A description of the qualifications and achievements of the individuals who will be managing the coalition's activities
- A description of the Board's role in fundraising, governance, and strategic planning
- A description of key partners

3. Proposed Activities (1,000 words or less) (40 points)

Applicants must provide information about the activities and milestones the proposed project will undertake, including:

- Describe what the proposed project will do
 - Include strategies and activities the project will continue to implement or new activities the project will initiate (as identified in the community strategic plan) and how these strategies are informed by research
 - Explain how these strategies and activities will lead to the long-term behavior goals identified for the project
- Describe the populations served by the proposed project and how many people are expected to benefit from the activities
- Describe any anticipated barriers or challenges to achieving the identified behavior goals
- Describe the intermediate milestones for the proposed project (as identified in the community strategic plan)
 - Include the timeline for the project and the expected milestones that will ultimately lead to the desired results
 - Include evidence the project will have to show that the activities took place as described and the milestones were reached

4. Financial Information and Financial Sustainability (500 words or less) (10 points)

Applicants must provide information about funding sources for the coalition, the work of the coalition, and plans for sustainability, including:

- The major funding sources for the coalition
- If applicable, additional funding sources for the proposed project
- Contributions from coalition members (financial or in-kind)
- Plans for sustainability of the coalition and HEAL work after the grant period ends

5. Attachment: [Community Strategic Plan](#) (30 points)

The community strategic plan is included in the overall scoring of the application but is a separate template that applicants must complete and upload in the online application

system. Do not include the community strategic plan in the narrative document. Applicants must update their existing community strategic plans to include the proposed activities during the funding period for this grant.