Planning, Start-up or Expansion Grants for School-Based Health Centers
REQUEST FOR PROPOSALS (RFP)

Background
The mission of Kaiser Permanente is to provide high-quality and affordable health care services to improve the health of our members and the communities we serve. As a nonprofit organization, Kaiser Permanente makes carefully selected investments each year to strengthen the social and environmental factors that will improve the health of our communities. Through our various Community Health programs, initiatives and partnerships, we identify the needs facing our communities and work to address them.

Kaiser Permanente’s commitments to increasing mental health supports in schools, supporting a strong safety net and promoting a culture of health in schools are combined in this Request for Proposals. Our relationships with community health centers, local health departments, community-based organizations and safety net partners provide a multifaceted approach to addressing health disparities, expanding health care access and delivering the highest quality care in the school environment. This RFP expands Kaiser Permanente Washington’s existing investments in the school-based health center (SBHC) model, which include the operation of five school-based health centers in the Seattle School District, providing behavioral health staffing in three others, fiscal support of clinics operated or supported by The Health Center (Walla Walla), Community in Schools (Tacoma) and the Community Health Care (Bethel) and investing in the Washington School-based Health Alliance.

Identified Needs
Kaiser Permanente Washington seeks to support collaborative partnerships in the planning, start-up and expansion of school-based health centers (SBHCs) to improve the health of young people, promote the full participation of SBHCs in our regional health care system, reduce absenteeism and increase access to care for the most underserved populations in its communities.

It has long been recognized that schools are the heart of health in a community. Over 1 million students attend approximately 2,370 schools in Washington State. Schools play a crucial role in prevention and early detection of health-related issues. Increasing access to mental health services was identified as a priority in our 2016-18 Community Health Needs Assessment (CHNA) and in our recent environmental scan: Mental Health and Wellness in Washington’s K-12 Education System. Kaiser Permanente Washington recognizes that schools have a unique ability to provide access to mental and physical health care in a low barrier setting for youth—especially those who lack insurance and transportation, have unaffordable high cost shares, are unable to qualify for Medicaid or wish to seek confidential treatment.
School-based health centers (SBHCs) offer a proven means to increase access to care for school-aged youth yet less than 2% of Washington schools have them on their campuses. SBHCs provide comprehensive health services to children and adolescents in a setting that is trusted, familiar and immediately accessible. SBHCs are co-located on campuses—offering a one-stop location for primary care, mental health and preventive services. SBHCs often act as medical homes for students and utilize multiple providers to provide coordinated care for the management of chronic conditions. The presence and use of SBHCs have been associated with improved educational outcomes, including attendance and grades, and health-related outcomes including decreased emergency department use and hospital admissions. Furthermore, “because SBHCs improve educational and health-related outcomes in disadvantaged students, they can be effective in advancing health equity.”1

As the health care regulatory landscape continues to evolve, SBHCs will need to respond to community needs as well as adapt to changes in funding. SBHCs have proven that they are a vital community resource and have gained significant recognition in recent years as the number of SBHCs continues to grow. But many SBHCs still face huge barriers to fulfilling their promise. Inadequate funding, limited hours and equipment, lack of coordination with school staff and limited youth engagement are issues that SBHCs face across the region. In addition, most communities are without SBHCs, resulting in more missed work for parents, missed classroom instruction for students, increased school absenteeism and limited access to healthcare services for children and youth. The purpose of this RFP is to contribute to efforts in Washington to address these gaps.

### Qualifications

Applicants must:
1. Be identified as a non-profit organization by the federal government, or be an appropriate public organization such as school district or public health department
2. Partner with a Federally Qualified Health Care Center, Safety Net Provider, Public Health Department or Tribal Health Center
3. Meet the following eligibility requirements for one of the grant types:
   a. Planning: Partners lack a currently operating school-based health center at the desired site
   b. Start-Up: Have the capacity to begin serving students within three months of receiving funding
   c. Expansion: SBHC’s who are currently serving students
4. Select a public-school site for the SBHC within Kaiser Permanente Washington’s Community Health Geographic Service Area (p.3) that has a 50% or higher Free and Reduced Lunch rate as of the 2017-18 school year
5. Have experience with data-based decision making for addressing the physical health, mental health, and health care access needs of students identified as at-risk for poor academic and/or health outcomes.
6. All applications and related documents must be submitted via [the online application form](#), by 5:00pm PST on 2/15/19.

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7. Have the authority to engage in contractual agreements with Kaiser Permanente Washington

Preference will be given to projects that:
1. Incorporate youth and community engagement activities
2. Promote health equity
3. Demonstrate an understanding of state funding and certification criteria, if applicable, and potential for insurance billing.
4. Provide evidence of strong community-school partnerships
5. Address sustainability once Kaiser Permanente Washington funding ends

Kaiser Permanente Washington’s Community Health Geographic Service Area

Eligible organizations must operate the SBHC in the following counties within the Kaiser Permanente Washington’s Community Health service area:
King, Kitsap, Pierce, Skagit, Snohomish, Spokane, Thurston, Whatcom

*Please email communityhealth.wa@kp.org to verify your organization is located in the Kaiser Permanente Washington’s Community Health service area.

Grant Amounts and Duration

Kaiser Permanente Washington intends to dedicate up to $1.7 million over the next three years for SBHC’s. This request for proposal (RFP) seeks to support SBHCs and the populations they serve through the following priority areas:

1. **Planning Projects (Up to two awards)**: For communities without School-Based Health Centers, SBHCs, funding is available to support planning and development of new SBHCs in collaboration with local schools, public health departments, medical organizations and community-based organizations that provide health services. The projects must identify community interest, engagement with key stakeholders, potential partners, potential sources of ongoing funding and timeline for SBHC development.

   *Planning project grants are limited to 10 months for a one-time total of $60,000 per award. Recipients will be eligible to apply for invitation-only start-up funding once the planning grant ends.*

2. **SBHC Start-Up (Up to three awards)**: Up to three years of funding is available for communities that are not already serving students in an established SBHC and demonstrate readiness to launch a SBHC within three months of receiving the award.

   *Start-up grants are up to three-years in length and include an increasing amount of match funding each year. See Table 1 for details.*
3. **Expansion Grants (Up to two awards):** Schools with School-Based Health Centers currently serving students are eligible to apply for up to $90,000 for twelve months to expand services to students, the community or staff. See **Expectations and Examples of Possible Grant Activities** for allowed expansion grant focus areas.

*Expansion grants are limited to 12 months for a one-time total of $90,000 per site.*

**Table 1: Maximum Grant Awards and Required Agency Match**

<table>
<thead>
<tr>
<th>Grant year</th>
<th>Grant type</th>
<th>Kaiser Permanente maximum contribution</th>
<th>SBHC match</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>Planning</td>
<td>$60,000</td>
<td>N/A</td>
<td>Up to 10 months. Capital improvements and medical and technology supplies are not allowed.</td>
</tr>
<tr>
<td>2019</td>
<td>Expansion</td>
<td>$90,000</td>
<td>N/A</td>
<td>Up to one year. May include capital improvements, medical and technology supplies specific to expansion services.</td>
</tr>
<tr>
<td>2019</td>
<td>Start-up Year One</td>
<td>The lesser of 90% of the SBHC total budget or 90% of $350,000</td>
<td>10%</td>
<td>Match may include in-kind rent, capital costs and equipment. It may not include projected reimbursement funding.</td>
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<tr>
<td>2020</td>
<td>Start-up Year Two</td>
<td>The lesser of 70% of the SBHC total budget or 70% of $250,000</td>
<td>30%</td>
<td>Match may not include equipment, projected reimbursement funding or capital improvement costs</td>
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<tr>
<td>2021</td>
<td>Start-up Year Three</td>
<td>The lesser of 40% of the SBHC total budget or 40% of $250,000</td>
<td>60%</td>
<td>Match may not include equipment, projected reimbursement funding or capital improvement costs</td>
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Kaiser Permanente Washington is responsible for administering these funds and making grant awards in 2019. These grants are designed to provide funds with the expectation that, once established, the start-up and expansion grants will be sustainable and the planning grants will have a sustainability plan after the funding period ends. A preliminary sustainability plan is required as part of the application. For multi-year grants, subsequent years of funding will depend on applicant’s progress on the performance measures from the prior year.

### Restrictions, Expectations and Examples of Possible Grant Activities

Kaiser Permanente Washington will conduct the selection process and award and oversee grants in accord with Kaiser Permanente policies and procedures.

We value and recognize the diverse needs of the communities we serve, and we support customized expenditures to address local needs. There are however, a few constraints:

- **No more than 15% of the funds may be spent on administrative overhead.** Administrative overhead includes activities and FTE primarily dedicated to keeping the SBHC agency partners open as compared to those directly involved with the SBHC itself. For example, the percentage of CEO, Principal or Manager FTE or infrastructure involved in direct supervision, planning or operating of the SBHC is not considered administrative overhead. Costs related to keeping the entire agency or school open such as business office, human resources, administration or entire building rental are considered administrative overhead. Contact Rose Hesselbrock for questions Rose.C.Hesselbrock@kp.org.

- **No capital requests will be considered for planning grants.** Office supplies and universal evidence-based mental health prevention curriculum is allowed but should total no more than 10% of project budget. All items should be detailed in project budget.

- **SBHCs in schools outside of the Kaiser Permanente Washington’s geographic service area are ineligible.**

- **SBHCs in schools with less than 50% Free and Reduced Lunch rates are ineligible.**

**Planning grant** activities within this RFP should include (but are not limited to) projects that organize, convene, and engage community partners to begin the planning process for a new school-based health center, or continue a planning process that has already begun. Planning grants are not guaranteed start-up funding in future years. Subject to the above limitations, examples of activities this funding can support include:

- Funding for staff time and travel (FTE)
- Meals for focus groups
- Conference and training fees
- Administrative/indirect costs up to 15%
- Office supplies
- Infrastructure charges (rent, technology, etc) related to FTE
- Identification and purchase of evidence-based universal mental health curriculum aligned with SBHC workplan and school improvement plan
Start-up grant activities within this RFP are for sites lacking an operational SBHC by February 22, 2019 and have the capacity to open a SBHC within three months of receiving funding. A FQHC or public health department must be a partner and are able to maximize Medicaid and third-party billing revenues. School-based health services must be provided on-site in the school building to district-enrolled students during regular school hours as well as some before or after-school hours to accommodate student needs during the academic year. Services at the SBHC are expected to be integrated and coordinated with school staff including school counselors, teachers and administrators as well as with community partners.

Services SBHCs shall provide with these funds include:

- Preventive healthcare including immunizations
- Primary and acute health care assessment, diagnosis, treatment, and referral
- Age-appropriate reproductive health care including on-site long-acting reversible contraception (LARC)
- Screening and treatment for sexually transmitted diseases
- LGBTQ competent medical, reproductive, and mental health care
- Mental health screening, counseling, case management, and referral, with a focus on standardized assessment, progress monitoring, and treatment to target.
- Support of school mental health crisis response systems
- Screening and referral to services for drug and alcohol misuse
- Health education and health promotion
- Oral screening, oral health education, and dental referrals
- Clinical support for students managing chronic health and mental health conditions in the school environment, in coordination with school nurses and other medical care providers
- Application assistance for student/family enrollment in publicly-sponsored health insurance programs
- Coordination of and linkage to vision care and eyeglasses
- Referrals to community-based services
- Language support for non-English-speaking students to assure equitable access and quality service
- Trauma-informed approach, intentional reviews of access, services and outcome data disaggregated by underserved population categories to assure equity and multiculturalism in all provided services.

A successful applicant will also implement targeted interventions and coordinated treatment strategies to support students’ academic success. Multidisciplinary strategies to eliminate barriers to learning may include:

- Medical evaluation and intervention
- Mental and behavioral health interventions, including classroom consultations and individual and group therapeutic models
- Facilitating communication on students’ behalf within school communities
- Linkages and coordination with community organizations
- Linkages to tutoring and academic support
**Expansion grant** funding may be requested for activities which successfully meet any of the above start-up services, increase days or hours of above services or fund a project strengthening one or more of the foundational best practices in school-based behavioral health services:

1. Family-school-SBHC-community partnerships
2. Mental Health promotion and awareness
3. Staff professional development focusing on student and staff mental health and wellness
4. Expand capacity to deliver school-based mental health services
5. Evaluation and data-based decision making

### Performance Measures

Planning grant performance measures must include:

1. Achievement of benchmarks identified in the workplan
2. Formal and documented arrangements with key community partners and other critical participants (e.g. Memorandum of Understanding, Charter, contracts, etc)
3. Attendance at two web-based communities of practice and the WA School-based Health Alliance Conference in May 2019.
4. Evidence of youth and community engagement
5. Submittal of a business plan deemed sufficient by Kaiser Permanente Washington

Start-up and Expansion grant performance measures must include:

1. Achievement of benchmarks identified in the workplan
2. Achievement of outcomes identified in a logic model to be co-developed with the evaluator in year one
3. Attendance at two web-based communities of practice and the WA School-based Health Alliance State Conference in May 2019
4. Evidence of youth and community engagement
5. Annual reporting on the School-based Health Alliance National Quality Initiative and sharing of report with Kaiser Permanente Washington
6. Annual student and parent satisfaction surveys
Applications must be completed via the online application form by 5:00pm on 2/15/19. This form can also be accessed at: https://share.kaiserpermanente.org/community-health/communities-we-serve/washington-community/

Application form includes the following topics:

- **Applicant and if applicable, Fiscal Sponsor organization profile**: Name, contact information, mailing address, year founded, mission statement, tax status
- **Executive Summary and Overview of the Project**: A description of the project activities and how they will address the community health need. Describe all the efforts, programs, and services that will be included. Reference the evidence-informed or promising practices on which the project is based.
- **Selected Population and Needs**: Identify the populations and locations within the Kaiser Permanente Washington’s Community Health Geographic Service Area (p.3) who will benefit and the identified community health need (access to health care, economic opportunity, healthy eating active living and/or mental health).
- **Reach**: How many people will be directly served by this funding?
- **Financial Information**: List the total budget amount for the current and prior fiscal year for your organization including fiscal year-end surplus or deficits from the previous year, the proposed project and any additional funding sources for the project. Additionally, list any current assets and liabilities from the organizations balance sheet and total cash at the end of the previous fiscal year. Explain any deficits.
- **Partners and collaborators**: List key partners and include any formal documentation of the partnership.
- **Community and Youth Engagement**: Describe how your project will engage youth and community constituents in the planning, goal setting or other activities that help determine project direction.
- **Measurable Objectives**: List up to five SMART objectives based on the performance measures listed in this RFP for the type of funding you are applying for. These outcomes should be reflected in the Workplan (template provided).
- **Alignment with Agency Goals**: Please provide an overview of the organizations goals for the next three years and identify how this project fits in.
- **Measurement and Evaluation**: Describe how you will evaluate the success of the program, including the methods that will be used to collect and analyze the data measurements listed in your workplan.
- **Kaiser Permanente involvement**: Identify relationships the organization has with Kaiser Permanente including financial, capitol, intellectual and other in-kind supports and any Kaiser Permanente employees or physicians employed by the organization or on the Board.
- **Challenges and risks**: Describe any significant challenges or risks which could affect the success of the project, and explain how you will mitigate those risks. What organizational or community assets will help you ensure success for the project?
- **Project budget itemized with budget narrative (Attachment)**: The itemized project
budget should list all expenses and funds committed to the project. It should also include anticipated expenses and revenue sources. If the proposal is a multi-year request, the budget must outline income and expenditures for each year of funding being requested. A one-page narrative describing the budget items should also be included (template provided.)

- **Match and sustainability:** In a separate word or pdf document (Application Addendum A): Describe the commitment to sustain this project after Kaiser Permanente funding ends and how the organization plans to approach assuring this commitment.
  - **Start-up grants:** Also identify the source of the match funding per year and how it will support sustainability.
  - **Expansion grants:** Also describe how you have sustained the school-based health center in prior years, any sustainability challenges the SBHC has or is anticipating and how the organization has or will addressed them. Proposals should demonstrate an understanding of state funding and certification criteria, if applicable, and potential for insurance billing.

- **Completed Logic Model Template** (expansion grant only)

**Required Attachments** (additional documents to be uploaded with the online grant application)
- Application Addendum A
- Tax Exempt Status Determination Letter or Government Information Letter
- IRS Form 990
- List of Applicant (required) and Fiscal Sponsor’s (if applicable) Board of Directors or governance body and their affiliations
- List of Applicant (required) and Fiscal Sponsor’s (if applicable) Executive Officers or leadership team
- A detailed budget of the project for which funds are being sought
- Project budget itemized with budget narrative. (template provided)
- Project workplan and timeline (template provided)
- Collaborations: At least one letter of support or memorandum of understanding from a school, district or FQHC
- Organization’s non-discrimination policy or statement

<table>
<thead>
<tr>
<th>Selection of Proposals</th>
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<tbody>
<tr>
<td>The Kaiser Permanente Washington Thriving Schools Committee will evaluate all complete proposals, and make recommendations for funding based on the selection criteria below. The committee may also conduct oral interview(s) as part of the selection process. Grant awards will be final after approval by Kaiser Permanente Washington in accord with applicable policies and procedures.</td>
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**Selection criteria:**

- **Prospects for success:** The goals and objectives of the proposed project are clear, feasible, and achievable, and they align with the identified priorities of the RFP. The work plan and budget are reasonable. The proposed team possesses the requisite skills, competencies, commitment, and capacity to carry out the proposed work and
has both supportive partners and community support. The project centers on evidence-based or promising practices.

b. **Potential impact:** The project is likely to lead to improved access to care and improved health outcomes for the target population. The project has potential for expansion or replication within the community, in neighboring areas, or more broadly across the region.

c. **Community need:** The target population and geographic location are clearly identified and located within the *Kaiser Permanente Washington’s Community Health Geographic Service Area* (p.3). The number of individuals targeted is reliably quantified, and the needs of this population are adequately documented through community needs assessment reports and qualitative and quantitative data, such as demographics reports, rates of insurance coverage and service utilization statistics. The applicant should demonstrate a deep understanding of the community to be served. Districts with few or no SBHC’s will be prioritized.

d. **Organizational commitment:** The applicant organization is committed to improving the health of the community through the school-based health center model and can demonstrate that the proposed project will significantly contribute to this goal.

e. **Financial viability and accountability:** The applicant organization possesses a sound financial standing, has adequate financial management systems, and is experienced in managing grant funds. The proposed project should include how the applicant will include and/or outreach to partners with the ability to leverage additional in-kind contributions, reimbursements or cash matches.

f. **Commitment to improve health equity:** Proposals will have priority consideration if they show how the proposed project will reduce identified health disparities. Health disparities may include those faced by communities of color, ethnic minorities, or other historically underserved groups.

g. **Sustainability:** Proposals will receive additional points for partnerships with Federally Qualified Health Centers, ability to claim third party reimbursements and/or commitments of multi-year funding.

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**Evaluation and Monitoring**

Grantees should have the ability to measure and report progress in achieving project goals and objectives through quantitative and qualitative measures, such as the number of people/agencies engaged, demographic characteristics, and development of shared vision and commitments, both at baseline and as the project proceeds. The project team must have the ability to comply with the evaluation and monitoring requirements of this grant program which may include site visits. As a condition of receiving grant funds, grantees must attend three web-based communities of practice sessions hosted by the WA School-based Health Alliance in partnership with Kaiser Permanente.

There are four dimensions of this evaluation in which we expect successful grantees to participate.

1. **Logic model (Start-up and expansion grants):** Start-up and expansion grant applicants are expected to work with the evaluator to develop a logic model that
includes inputs, outputs, outcomes, and impacts in both narrative and numerical format (template will be provided to all grant recipients).

2. **Business plan (Planning grant):** Successful grantees will complete a business plan during the planning period. The Washington School-based Health Alliance, Kaiser Permanente Washington and the evaluator are all able to provide consultation on this. This plan will be a requirement of potential future start-up funding. Business plans should include:
   - Executive summary: mission statement, identification of partners involved, location and target audience
   - Needs assessment
   - Organization chart and description of roles: include role of youth beyond being a client/member
   - Services offered: address how these will be culturally relevant and how the communities impacted will participate in defining the relevancy
   - Sustainability plan
   - Budget
   - Evaluation plan (within four months of receiving grant): The evaluator will meet with successful grantees and assist them in developing or refining their baseline data and proposed outcome measures.

3. **Reporting on mid-grant progress towards goals (All grantees):** Grantees are required to submit a progress report every six months and a final report thirty days post end date of the grant.

4. **Alliance for School-based Health Alliance’s National Quality Initiative (Start up and Expansion grantees):** Grantees are required to submit data to the NQI annually and assure that Kaiser Permanente has a copy of or access to the completed report.

5. **Final report on accomplishments and challenges (All grantees):** Your final report to KAISER PERMANENTE WASHINGTON will include a detailed summary of your achievements, challenges, and perspectives on the value of this grant, as well as recommendations for our future work in this area. You will also be asked to tie gains made in project outcomes through the life of the project back to your Logic Model.

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**Application Submission Instructions**

Grant applications are due by 5:00 p.m. Pacific Daylight Time on February 15, 2019. All applications and related documents must be submitted via the [online application form](#). The link is also available via the Kaiser Permanente Washington Community Health website. Please do not attach general organizational publications such as annual reports or brochures. Potential applicants are invited to the Informational Session noted below.
### Timeline and Key Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>January 2, 2019</td>
<td>RFP distributed to community partners and posted on</td>
<td>Kaiser Permanente Washington Community Health website</td>
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<tr>
<td>Thursday, January 16,</td>
<td>Informational Session</td>
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<tr>
<td>2019, 11:00 a.m. –</td>
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<td><a href="https://attendee.gotowebinar.com/register/344169525291223554">https://attendee.gotowebinar.com/register/344169525291223554</a></td>
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<tr>
<td></td>
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<td>Audio: 1 (562) 247-8422 Webinar ID: 454-019-176</td>
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<tr>
<td>Friday, February 15,</td>
<td>Deadline for submission of proposals</td>
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<td>2019, 5 p.m. PST</td>
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<tr>
<td>April 2019</td>
<td>Grant awards under $100,000 announced</td>
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<tr>
<td>May 2019</td>
<td>Contracts initiated and funds released for grants under $100,000</td>
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<tr>
<td>July 2019</td>
<td>Start-up grant awards announced</td>
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<tr>
<td>Late July to mid-August 2019</td>
<td>Contracts initiated and funds released for start-up grants</td>
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<tr>
<td>6 months post signed contract</td>
<td>Mid-year report due</td>
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<tr>
<td>12 months post signed contract</td>
<td>Annual progress report due</td>
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Questions about the application link or technical difficulties should be addressed to:
Janet Hendrickson
Administrative Coordinator
E-mail: [Janet.S.Hendrickson@kp.org](mailto:Janet.S.Hendrickson@kp.org)

Questions about application content should be addressed to:
Jill Patnode
Thriving Schools Manager
E-mail: [Jill.X.Patnode@kp.org](mailto:Jill.X.Patnode@kp.org)
206-630-6231
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