



***Obici Healthcare Foundation
Strengthening the Safety Net
Core Operating Support
Request for Proposals***

ABOUT OBICI HEALTHCARE FOUNDATION

Obici Healthcare Foundation (OHF) is a private foundation established in 2006 from the sale of Louise Obici Memorial Hospital to Sentara Healthcare. Its mission is to improve the health status of the people living in its service area by responding to the medical needs of the indigent and uninsured and by supporting programs which have the primary purpose of preventing illness and disease. Based in Suffolk, Virginia, OHF serves the cities of Suffolk and Franklin; Isle of Wight County; Surry, Dendron and Elberon in Surry County; Waverly and Wakefield in Sussex County; Boykins, Courtland, Ivor, Newsoms and Sedley in Southampton County; and Gates County, North Carolina. The population is approximately 168,000.

BACKGROUND

Health safety net providers deliver essential care to the uninsured, underinsured and other vulnerable populations who otherwise could not access it. Core safety net providers include emergency rooms, free and charitable clinics, local health departments, Federally Qualified Health Centers (FQHCs), community health centers and other providers that deliver care to a significant number of uninsured and underinsured patients. A safety net that coordinates effectively with community-based wraparound services is more effective at ensuring long-term positive health outcomes for its patient population. Some examples of wraparound services include meal delivery programs, home health, case management, translation services and transportation. Those with Medicaid, the largest payer of safety net services, and those with no insurance have disproportionately high needs, including oral, behavioral and primary health care needs. These residents experience unique challenges, such as chronic conditions that may not have been managed due to forgone or delayed care because of insurance status or other barriers like housing and transportation.

PURPOSE

In 2019, the OHF Board of Directors approved a five-year strategy to strengthen the region's safety net. Investments within the Foundation's "Strengthening the Safety Net" portfolio will focus on increasing access to care and improving quality. Increasing access to care by providing core support to organizations that provide direct care to the uninsured, underinsured and medically underserved is one strategy under Strengthening the Safety Net.

The purpose of this funding opportunity is to support the provision of direct health care services to the uninsured, underinsured and medically underserved by providing core operating support to organizations working with these target populations.

ELIGIBILITY, FUNDING GUIDELINES AND GRANT TERMS

In order to be eligible for this funding opportunity, applicant organizations must:

- Be a nonprofit organization classified as tax-exempt under Section 501(c)(3) of the Internal Revenue Code or a government agency
- Be located in and serve communities or populations residing in the Foundation's service area (in Virginia, the cities of Suffolk and Franklin; Isle of Wight County; Surry, Dendron and Elberon in Surry County; Waverly and Wakefield in Sussex County; Boykins, Courtland, Ivor, Newsoms and Sedley in Southampton County; and Gates County, North Carolina)
- Align with Obici Healthcare Foundation's mission
- Provide direct health care services to the uninsured, underinsured and medically underserved
- Demonstrate strong board governance and engagement
- Demonstrate strong financial operations and management
- Provide a breadth of services that meet the needs of the target population served

Funding will be up to three years and will be awarded on a competitive basis. Not all organizations applying will receive funding. Applicants should submit a budget that aligns with the scope of the project and clearly articulates how the budget supports necessary activities towards the goal(s). Applicants may propose one, two, or three-year funding, depending upon their goals and objectives.

All funding received through this opportunity should provide care to the uninsured, underinsured and medically underserved. Funds may not be used to provide care to privately insured patients. Eligible services include primary, behavioral and oral health care services that are provided directly to patients in a clinic setting.

ADDITIONAL REQUIREMENTS

All organizations receiving grant funding through this program will be required to attend Foundation-convened quarterly meetings beginning in early 2020. The purpose of these meetings is to share data and learnings to improve the quality and breadth of safety net services in the region. Meeting dates will be announced after awards are made. Please include staff time and travel in your budget to allow for these meetings. It is anticipated the meetings will be held in Suffolk or within a 45-minute drive and run approximately 2-3 hours.

REPORTING REQUIREMENTS

Grant recipients will be required to submit interim (6 month) and annual reports. Reports will include:

- Progress on project goals and measurements stated in the proposal narrative
- Number of unduplicated patients served by each service line, by geographic residency of patient and insurance status
- Patient satisfaction with provided services and a report on how this data has informed service delivery

- Impact of grant funding on overall organizational operations and services provided
- Documentation of grant expenditures

TIMELINE

The submission deadline is 5:00 p.m. EST on June 21, 2019. Late or incomplete submissions will not be considered.

RFP Open	RFP Close	Site Visits	Board of Directors Meeting	Notification of Application Status	Award Start Date
March 14, 2019	June 21, 2019 at 5:00 pm EST	June 24-July 12, 2019	August 27, 2019	August 28, 2019	October 2019

All applicants will receive a site visit from a Foundation Program Officer. We will reach out to you after the RFP close date to schedule a site visit. The purpose of the visit is to better understand the applicant organization and the overall proposal.

APPLICATION SUBMISSION

Applications must be submitted using the online system available at <https://obicihcf.org/how-to-apply/>. Please click on “Apply Now” or, if you already have an account, “Return Login” to apply. If you have questions about the application portal, please contact Alexis Phillips at 757-539-8810 or aphillips@obicihcf.org.

PROPOSAL REQUIREMENTS

Applications that do not contain all the required documentation or in the required format will not be reviewed unless applicant has contacted and obtained approval from the Foundation prior to submission. Responses should be no longer than 20 double spaced typed pages. This page limit does not include attachments (cover page, financial documents, project goals and measurements and budget spreadsheet and narrative). The page limit only refers to that of the “Proposal narrative” section.

1. Cover page.

2. Proposal narrative.

- A. What is your organization’s mission statement?
- B. Please describe how you carry out your mission statement. What target populations do you serve? Please provide data, specific to your organization, about the populations you serve, including geographic residence of patients and other data to help the Foundation understand the needs of those you serve.

- C. Provide a listing and brief description of each of your organization’s service lines. How many patients were served in 2017 and 2018 by each service line? Please provide this information in a table or chart.
- D. Does your organization collect patient satisfaction data related to services provided? If so, please provide the survey tool used and process for collecting and using the data. If not, please describe a process for how you will collect this data should grant funding be received. All grant recipients will be required to collect and report on patient satisfaction with services provided.
- E. Does your organization engage in advocacy efforts related to safety net services? If so, please describe. If not, please state why not.
- F. Please describe any professional development and/or training opportunities currently available to support staff development. This should include all staff from executive leadership to front line staff.
- G. Does your organization operate from a strategic plan or theory of change? If so, please provide the plan and/or theory of change and the process for development. *Please note: This plan/theory of change will not be included in the 20-page maximum limit for the proposal narrative section.* If not, please explain why not. Does the organization plan to develop a strategic plan and, if so, please describe the process that will be used?
- H. Describe the organization’s board of directors, including demographics and other key characteristics. Detail the board’s role and responsibilities, particularly in the area of fundraising, development and advocacy. What are the term limits and what is the average tenure of a board member?
- I. Provide an overview of what the organization hopes to accomplish with this funding opportunity. Within the overview, please define success for the organization.

3. Goals and measurement. Use the format below to state your project goals and measurements. Please be specific by including baseline data (where applicable), indicating the time period for accomplishing the goal and by ensuring the goal is concrete and measurable. All stated goals and measurements must align with the purpose of this funding opportunity. You will be expected to report on all goals and indicators in 6-month and final reports.

Example: By April 2021, 25% of primary care patients will receive preventive oral health care services at our clinic, an increase from the current 20%

Example: By September 2022, 40% of patients with diabetes will report improvements in A1C levels from an average of 10 to an average of 8

Goals and measurements should be stated for each year of the grant and anticipated objectives should be aligned with budget requests.

4. Budget spreadsheet and narrative. Download and complete the budget worksheet and narrative as found on our website at www.obicihcf.org.

5. Financial and Other documents. Applicants must submit the following documents.

- A. Most recent annual audit report and Form 990.
- B. Your organization's current annual budget with revenue and expenses. The budget must show detailed annual expense by type. Please also include a breakdown of annual source of income and percentage of each source. For example:
 - o Annual operating budget: \$500,000
 - o Fees for service: 60%
 - o Fundraising events: 30%
 - o Grants (Federal and private): 10%
- C. Organizational chart that shows staffing structure.
- D. Current income statement, unaudited. The income statement must have been issued fewer than 75 days prior to the date the application is submitted.
- E. Current balance sheet, unaudited. The balance sheet must have been issued fewer than 75 days prior to the date application is submitted.
- F. Listing of Board of Directors, including name, professional/organizational affiliation and address.

SELECTION CRITERIA AND REVIEW PROCESS

This funding opportunity is offered on a competitive basis. Not all applicants will receive funding. Successful applicants will:

- Serve uninsured, underinsured and medically underserved populations in the OHF service region
- Strong governance, management and operations based on strategic planning
- Sound finances and full accountability, including a credible and responsible operating budget that has broad-based and diverse sources of earned and contributed income, appropriate allocation of resources and financial stability
- Have a solid understanding of the population served by the organization as evidenced by information provided in the project narrative
- Clearly state measurable and achievable goals that align with the purposes of this funding opportunity and the proposed budget and timeframe of the funding request
- Have reach and credibility in high need areas in the OHF service region, including Franklin, Southampton, Surry, Sussex and Gates County, North Carolina
- Have a detailed and thoughtful process for collecting and utilizing patient satisfaction data to improve services

The review team for all proposals will include Obici Healthcare Foundation staff as well as external reviewers. These reviewers will be subject matter experts but will not be residents of

the region. Therefore, they will not be familiar with specific characteristics and information regarding your organization. Please keep this in mind as you write the proposal.

ADDITIONAL CONSIDERATIONS

The Foundation reserves the right to:

- Request additional information from any or all applicants
- Conduct discussions with applicants to ensure full understanding of, and responsiveness to, the application requirements
- Request modifications to a respondent's application prior to final award to ensure alignment of project elements with the core values, mission, and operating standards of the Foundation
- Approve subcontractors proposed or used in carrying out the work
- Reject any or all applications submitted

Note: If your organization receives funding, you will be required to submit a signed contract and a board resolution that affirms commitment to the grant funded project by the board of directors.

CONTACT

If you have questions about the goals or content of this RFP please contact the Foundation at 757-539-8810.