

# Kansas Health Foundation

## Healthy Living Grants - Request for Proposals

### I. Introduction

Through this Request for Proposals (RFP), the Kansas Health Foundation (Foundation) will fund organizations to implement evidence-based strategies that promote and support “healthy living” in Kansas, specifically activities that support one or more of the following: a) healthy eating, b) active living, and/or c) tobacco use prevention. The Foundation is particularly interested in strategies that will improve the health of low-income Kansans and/or other populations disproportionately affected by obesity/tobacco-related chronic diseases.

Smoking and obesity<sup>1</sup> remain the leading causes of preventable death and illness in Kansas, costing our state over \$2 billion<sup>2</sup> annually in unnecessary health care costs. Nearly one-in-three (29.9%) Kansas adults is obese and one-in-five (19.4%) smokes<sup>3</sup>. Among Kansas high school students, one-in-ten (10.2%) is obese and one-in-five (20.8%) smoke or use other tobacco products.<sup>4</sup> The problems of obesity and tobacco use are increasingly concentrated among Kansans of lower socioeconomic status, further compounding health and economic disparities in our state. This RFP represents one component of the Foundation's efforts to address these problems and is intended to support the work of organizations committed and well-positioned to improve the health of all Kansans.

To make greater progress on these critical health issues, this RFP will support implementation of evidence-based healthy eating, active living and tobacco prevention strategies in Kansas. For purposes of this RFP, “evidence-based strategies” refers to those recommended by leading health organizations (i.e., the Centers for Disease Control and Prevention, the Institute of Medicine, the Community Preventive Services Taskforce) for the prevention of tobacco use and obesity, or are otherwise supported by strong research and evaluation findings. The Foundation is particularly interested in supporting the evidence-based strategies identified by Kansas stakeholders during the 2012 Kansas Obesity Summit and through development of the Kansas Chronic Disease State Plan (2013-2017), and those strategies recommended to achieve the Healthy Kansans 2020 objectives. Applicants will describe and substantiate the evidence base for their proposed strategies.

#### PSE Strategies vs. Programs for Individual Behavior Change

While there are a wide range of potential evidence-based strategies that support healthy living, the Foundation recognizes that personal changes are made in the context of the larger environment and that many health problems are related to conditions outside individuals' control. As a result, the Foundation is particularly interested in funding strategies that lead to implementation of policy, systems and environmental (PSE) interventions that support healthy eating, active living and tobacco prevention. For purposes of this RFP, applicants should use the following definitions for PSE interventions:

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<sup>1</sup> The Foundation uses the term, “obesity” as the proxy for the many negative health effects associated with lack of physical activity and an unhealthy diet. We believe increased physical activity and healthy eating are healthful regardless of weight classification, but also recognize the fields of medicine and public health utilize the term and indicator “obesity” to represent a leading health problem in the United States.

<sup>2</sup> Sources: Campaign for Tobacco Free Kids and Kansas Department of Health and Environment (KDHE)

<sup>3</sup> Source: 2012 Behavioral Risk Factor Surveillance System (BRFSS)

<sup>4</sup> Source: 2011 Youth Risk Behavior System (YRBS)

- Policy strategies include laws, ordinances, resolutions, regulation or written rules. Examples include organizational policies that provide time off during work hours for physical activity or ensure healthy food and beverage items are available in worksite cafeterias.
- Systems strategies impact possible choices and behaviors across an organization, institution or system. Examples include changes to the school system to support physical activity throughout the school day, and changes to health systems to ensure that each tobacco using patient is given evidence-based support.
- Environmental strategies involve physical or material changes to the economic, social or physical environment. Examples include incorporating sidewalks, paths and recreation areas into community design.

The Foundation views PSE interventions as benefiting any individual who interacts with a broader system or environment. Programs for Individual Behavior Change, on the other hand, are designed to support behavior change among a specified number of individuals through the delivery of information or services. Through this RFP, the Foundation will only fund Programs for Individual Behavior Change that support broader changes in policies, systems or environments. For example, training health care providers to screen for tobacco use and provide brief counseling/referral is a program that may be eligible for funding if the training is part of a broader effort to institute an evidence-based intervention within a health care system. It is the responsibility of the applicant to clearly describe any Program for Individual Behavior Change being proposed and the extent to which it is related to a PSE intervention.

Through this RFP, grant funds can support activities to implement a PSE intervention that has already been adopted by a decision-making body and activities likely to result in PSE interventions being adopted over the course of the grant term. The Foundation anticipates funding a range of communication and advocacy efforts through this RFP that will strengthen support for PSE interventions.

## **II. Required Letter of Intent and Application Deadline**

Applicants are required to notify the Foundation of their intent to submit a proposal **by 5 p.m. on February 25, 2014**. Proposals submitted by organizations that do not submit a letter of intent by the deadline will **not** be reviewed. Organizations submitting letters of intent are **not** required to submit a full proposal.

The letter of intent must include:

1. Name and address of the applicant organization;
2. Primary contact person's name, title and contact information;
3. Identification of the focus area(s) that will be the subject of the proposal (applicants may choose multiple focus areas):
  - Healthy eating
  - Active living
  - Tobacco prevention
4. Description of proposal (should be two paragraphs or less).

Submit letters of intent via email to Elissa Buller, grants officer, at [ebuller@khf.org](mailto:ebuller@khf.org), with the subject "Healthy Living Grant Letter of Intent."

Grant proposals must be submitted via the Foundation's electronic submission process **by 5 pm on March 28, 2014**. Applicants should plan to submit the proposal prior to the deadline to accommodate any technical issues that may arise.

### III. Who May Apply

The Foundation anticipates a broad range of organizations will be supported through this RFP, which may include:

- Organizations representing perspectives of population groups disproportionately affected by obesity and tobacco use;
- Health care providers and systems;
- Local and state government;
- Academic institutions;
- Housing authorities;
- Organizations with expertise in chronic disease prevention and health promotion;
- Local tobacco or chronic disease prevention coalitions;
- Organizations serving school systems and childcare providers;
- Membership organizations;
- Parent organizations; and
- Neighborhood associations.

Eligible applicants are nonprofit and government organizations well-positioned to implement strategies related to the RFP objectives. Applicant organizations must be classified as tax-exempt under Section 501(c)(3) of the Internal Revenue Code. Private foundations and Internal Revenue Code Section 509(a)(3) organizations are **not** eligible for funds through this initiative.

To better ensure sustainability of the grant-funded activities, applicant organization's annual revenue (minus any existing grants from the Foundation) must exceed the requested annual amount.

To avoid any real or perceived conflicts of interest, the Foundation reserves the right to not fund organizations that contract with or receive funding from, including grants or sponsorships, tobacco companies or soft drink manufacturers. Applicants must include a signed statement describing any financial relationship with tobacco companies or soft drink manufacturers.

### IV. Available Funding and Grant Period

Applicants are eligible to apply for a total award amount up to \$100,000. The maximum grant period is 24-months beginning June 1, 2014 and ending May 31, 2016. If desired, applicants may propose a shorter project period than the maximum 24-months. The full grant payment will be made at the start of the grant term. The Foundation anticipates awarding up to \$2 million through this RFP.

### V. Grant Exclusions

Grant funds may **not** be used to support:

- Lobbying as defined by the US Internal Revenue Code (IRC), section 4945(d)(1). A wide range of advocacy activities that do not represent lobbying may be supported through Healthy Living funding.
- Programs for Individual Behavior Change (i.e., weight loss programs, chronic disease self-management programs, or the provision of tobacco cessation services) will not be considered unless they are clearly part of an overall PSE strategy.
- Community Design Construction (i.e., pedestrian walkways and bicycle paths) will not be considered unless it is clearly part of an overall PSE strategy.
- Any of the following activities:
  - Medical research

- Contributions to capital campaigns
- Operating deficits or retirement of debt
- Endowment programs not initiated by the Foundation
- Vehicles, such as vans or buses
- Medical equipment
- Real estate acquisitions
- Direct mental health services
- Direct medical services

## **VI. Optional Applicant's Meeting**

Potential applicants are strongly encouraged to participate in one of two webinars that will provide an overview of the RFP, describe the application process and answer applicant questions. The dates and times for applicant webinars are:

- February 6, 2014 2:00 pm to 3:00 pm CT
- February 10, 2014 10:00 am to 11:00 am CT

Applicants can register for the Healthy Living Grants webinars through the Foundation's website at: [www.kansashealth.org/healthylivinggrants](http://www.kansashealth.org/healthylivinggrants).

## **VII. Proposal Requirements**

Proposals will be submitted using the Foundation's online proposal module. To be considered, the submission must include:

- A. Cover Page (completed online)
- B. Proposal Narrative (attached/uploaded with online proposal)
- C. Budget and Justification Template (attached/uploaded with online proposal)
- D. Financial Relationship Statement Template (attached/uploaded with online proposal)
- E. Acknowledgement of Agreement Review (attached/uploaded with online proposal)
- F. Financial Documents (if applicable)

When reviewing proposals, preference will be given to those that clearly demonstrate one or more of the following:

- A strong multi-sector approach;
- Strategies that leverage or build upon efforts funded by other state, federal or foundation grants;
- Strategies that will improve the health of low-income Kansans and/or other populations disproportionately affected by obesity/tobacco-related chronic disease.

### **A. Cover Page**

The Cover Page is completed online and requires the following information:

- Organization information (including organization name, address, phone, email, etc.)
- Primary contact information
- Project Term

### **B. Proposal Narrative**

The Proposal Narrative is limited to 15 single-spaced pages and must be developed using 12-point Times New Roman font and one-inch margins. Clearly organize the Proposal Narrative using the following six sections.

1. Executive Summary (up to one single-spaced page)
  - This section is not scored, but should provide the Foundation and reviewers with an overview of the proposed activities and intended outcomes.

- Provide the following on the Executive Summary page:
    - i. Project title.
    - ii. Requested funding amount.
    - iii. Focus of the grant proposal: healthy eating, active living and/or tobacco prevention/cessation.
    - iv. Brief narrative overview of the proposal. The Foundation will likely draw from this narrative overview when announcing grant awards.
2. Applicant Capacity and Experience (up to three single-spaced pages)
    - Describe applicant organization's mission and how the Healthy Living proposal is related to that mission.
    - Describe applicant's capability and resources to ensure timely start-up and implementation of the proposed activities.
    - Identify and describe qualifications and related experience of key personnel who would direct/oversee the grant-funded activities.
    - Describe applicant's experience with similar projects.
    - Identify any other organizations that will serve in key roles for the project.
  3. Population and Statement of Need (up to two single-spaced pages)
    - Identify and describe the population and/or organizations that would be impacted by the proposed activities.
    - Describe the impact of obesity and/or tobacco use on this population.
    - Substantiate statement of need using relevant data.
  4. Proposed Project Plan and Timeline (up to five single-spaced pages)
    - Provide a narrative description of the proposed strategies and implementation plan.
    - If your proposal includes "programs for individual behavior change" or "community design construction", clearly describe how these activities will support a broader systems and/or environmental change. The Foundation will not provide grant funds for the sole purpose of supporting programs or community design construction.
    - Discuss how the efforts and/or anticipated outcomes will be sustained beyond the funding period.
    - On a single page, included in the five-page total for this section, provide a timeline that clearly identifies the major activities that would occur during each quarter (three-month period) of the grant term.
    - This section has one of the highest point values for the proposal. Ensure adequate detail is provided to allow reviewers to clearly understand the proposed project.
  5. Proposed Project Objectives (up to one single-spaced page)
    - Provide at least five SMART (specific, measurable, attainable, relevant and time-bound) objectives for the proposal. Refer to the Foundation's guidance document for developing SMART objectives which is attached to the RFP.
    - At least one objective must be related to the anticipated impact the grant-funded initiative will have on the population.
    - Proposed objectives should reflect what applicant organization expects to achieve and will be able to measure over the course of the grant term.
    - Grantees will report progress toward the proposed objectives on two occasions: 1) after the first 12 months (July 1, 2015) and at the conclusion of the grant term.

- Grantees' proposed objectives will be used by external evaluators and Foundation staff to assess the impact of funded grants.
6. Summary of Evidence for Proposed Strategies (up to three single-spaced pages)
- Provide an overview of the evidence to support the proposed strategies.
  - Describe why applicant organization believes the proposed strategies are "evidence-based."
  - Cite reports, publications or evaluation findings that support the proposed strategies.

**C. Budget and Justification Template**

The Budget and Justification Template must be submitted with the proposal. Provide a clear budget narrative and justification for all potential costs.

**D. Financial Relationship Statement Template**

Applicants must submit a signed Financial Relationship Statement Template to verify the organization has no contracts with and receives no funding from, including grants or sponsorships, tobacco companies or soft drink manufacturers **or** describe any such relationships.

**E. Acknowledgement of Agreement Review**

To ensure applicant organization is able to accept a grant from the Foundation, the organization must submit a signed Acknowledgement of Agreement Review. Applicants with concerns regarding the Foundation Grant Agreement may submit such concerns to Elissa Buller, grants officer at, (316) 491-8410 or [ebuller@khf.org](mailto:ebuller@khf.org).

**F. Financials (Required unless applicant is a government entity)**

- IRS Form 990
- Most recent unaudited financial statement (balance sheet)
- Most recent audited financial statement

**VIII. Scoring Process**

Proposals will be reviewed by Foundation staff and external content experts. Proposals receiving the highest overall scores and meeting all proposal requirements will be eligible for funding. Point values for scoring are outlined in the table below:

**Healthy Living Scoring Table**

<b>Proposal Section</b>	<b>Maximum Score</b>	<b>Page Limit</b>
Executive Summary	Not scored	1
Applicant Capacity and Experience	30	3
Population and Statement of Need	20	2
Proposed Project Plan and Timeline	30	5
Proposed Project Objectives	10	1
Summary of Evidence for Proposed Strategies	10	3
Budget	10	NA
<b>Total</b>	110	15

## VIII. Timeline

RFP Released	January 27, 2014
RFP Conference Calls	February 6, 2014 – 2:00 pm to 3:00 pm February 10, 2014 – 10:00 am to 11:00 am
Letter of Intent Due	February 25, 2014 by 5:00 pm
Proposals Due	March 28, 2014 by 5:00 pm
Grant Awards Announced	April 30, 2014
Grant Term Begins	June 1, 2014
Grant Progress and Financial Status Reports Due	July 1, 2015
Grant Term Ends	May 31, 2016, unless applicant requests a shorter grant period
Final Grant Progress and Financial Status Reports Due	30 days after project end date

### Identifying Evidence-Based Strategies

Applicants can find information regarding potential evidence-based strategies for healthy eating, active living and tobacco control from many sources. The following resources may be helpful in developing the proposal:

- Institute of Medicine:
  - <http://www.iom.edu/Reports/2012/Accelerating-Progress-in-Obesity-Prevention.aspx>
  - <http://www.iom.edu/Reports/2007/Ending-the-Tobacco-Problem-A-Blueprint-for-the-Nation.aspx>
- The Community Guide: <http://www.thecommunityguide.org/about/aboutTF.html>
- The Centers for Disease Control and Prevention: <http://www.cdc.gov/chronicdisease/index.htm>
- Kansas Health Matters: <http://www.kansashealthmatters.org/>
- Public Health Law Center: <http://publichealthlawcenter.org/>

While the following resources may not be available online, the Foundation is also interested in supporting the evidence-based strategies identified during the 2012 Kansas Obesity Summit, those outlined in the Kansas Chronic Disease State Plan (2013-2017) and those recommended to achieve the Healthy Kansas 2020 objectives. Stakeholders who participated in those efforts are encouraged to apply.

**Additional questions?** Submit questions regarding the Healthy Living Grants RFP via email, with the subject, "Healthy Living Grant Question," to Elissa Buller, grants officer, at [ebuller@khf.org](mailto:ebuller@khf.org). Questions and responses will be listed on a *Frequently Asked Questions* (FAQ) document on the Foundation's website at [www.kansashealth.org/healthylivinggrants](http://www.kansashealth.org/healthylivinggrants).

## Kansas Health Foundation Budget and Justification Template

### Budget Table

Please complete the budget table below. Follow the format provided below keeping in mind that your organization may request up to \$100,000 during the two year grant period:

Budget Category	TOTAL
Personnel (existing)	
Fringe (up to 25% of Personnel)	
Personnel (new)	
Fringe (up to 25% of Personnel)	
Consultant	
Travel	
Supplies	
Printing	
Meetings	
<b>TOTAL OF ALL BUDGET CATEGORIES ABOVE</b>	
*Indirects (maximum 10% of direct grant costs)	
<b>TOTAL</b>	

\*The Kansas Health Foundation will allow indirect costs (costs that are not project-specific but instead support the organizations overhead) up to a maximum of ten percent of the requested grant amount. Indirects are those costs that are not easily identified with a specific program, yet are necessary to the operation of the program. Examples: postage, telephone bills, printer ink, facility rent or lease, utilities.



## **Kansas Health Foundation** Budget and Justification Template

### **Budget Narrative**

In addition to the Budget Table, include a brief explanation of each budget category and the basis for the calculation.

*(Please limit annual salary increases to 3%)*

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Applicants can download a writable version of this form from the Foundation's website.



## Financial Relationship Statement

Check the statement that most accurately describes the applicant organization's financial relationships with tobacco companies<sup>i</sup> and soft drink manufacturers<sup>ii</sup>. Attach a description of any such financial relationships.

\_\_\_\_\_ The applicant organization does **not** accept monetary donations, contributions, sponsorships, in-kind gifts, loan of goods or services under any condition from any tobacco company or soft drink manufacturer.

\_\_\_\_\_ The applicant organization does accept monetary donations, contributions, sponsorships, in-kind gifts, loan of goods or services under any condition from any tobacco company or soft drink manufacturer. **We have attached a description of our relationships.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

<sup>i</sup> A list of tobacco companies can be found at: <http://www.hsph.harvard.edu/administrative-offices/faculty-affairs/faculty-appointments/policy-on-tobacco-related-companies/index.html>.

<sup>ii</sup> Vending machines do not need to be described unless on-site vending is a contractual deliverable between the applicant organization and a soft drink manufacturer.

**Kansas Health Foundation**

**Acknowledgement of Agreement Review**

The undersigned confirms it (i) has reviewed the Kansas Health Foundation's ("Foundation") template Agreement submitted herewith ("Agreement"), (ii) has obtained all feedback regarding such Agreement that it deems necessary, including from its legal counsel and other advisors, and (iii) if its proposal is accepted by Foundation, it will accept the terms of the Agreement in substantially the form attached here. The undersigned acknowledges that if it is unwilling to sign any resulting Agreement in the form presented, Foundation may revoke any prior approval of the proposal.

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Signature of Authorized Representative of Applicant Organization

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Title

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Date

Applicants can download a writable version of this form from the Foundation's website.

# SMART Objectives

## Developing SMART Objectives

One way to develop well-written objectives is to use the SMART approach. Developing specific, measurable objectives requires time, orderly thinking, and a clear picture of the results expected from program activities. The more specific your objectives are, the easier it will be to demonstrate success.

**SMART** stands for

**S**pecific

**M**easurable

**A**ttainable/Achievable

**R**elevant

**T**ime bound

**Specific** - *What exactly are we going to do for whom?*

The "specific" part of an objective tells us what will change for whom in concrete terms. It identifies the population or setting, and specific actions that will result. In some cases it is appropriate to indicate how the change will be implemented (e.g., through training). Coordinate, partner, support, facilitate, and enhance are not good verbs to use in objectives because they are vague and difficult to measure. On the other hand, verbs such as provide, train, publish, increase, decrease, schedule or purchase indicate clearly what will be done.

**Measurable** - *Is it quantifiable and can WE measure it?*

Measurable implies the ability to count or otherwise quantify an activity or its results. It also means that the source of and mechanism for collecting measurement data are identified, and that collection of these data is feasible for your program or partners.

A baseline measurement is required to document change (e.g., to measure percentage increase or decrease). If the baseline is unknown or will be measured as a first activity step, that is indicated in the objective as, "**baseline to be determined using XXX database, 20XX.**" The data source you are using and the year the baseline was obtained is always specified in your objective statement. If a specific measurement instrument is used, you might want to incorporate its use into the objective.

Another important consideration is whether change can be measured in a meaningful and interpretable way given the accuracy of the measurement tool and method.

**Attainable/Achievable** - *Can we get it done in the proposed time frame with the resources and support we have available?*

The objective must be feasible with the available resources, appropriately limited in scope, and within the program's control and influence.

Sometimes, specifying an expected level of change can be tricky. To help identify a target, talk with an epidemiologist, look at historical trends, read reports or articles published in the scientific or other literature, look at national expectations for change, and look at programs with similar objectives. Consult with partners or stakeholders about their experiences. Often,

talking to others who have implemented similar programs or interventions can provide you with information about expected change.

In some situations, it is more important to consider the percentage of change as a number of people when discussing impact. Will the effort required to create the amount of change be a good use of your limited resources?

**Relevant** - *Will this objective have an effect on the desired goal or strategy?*

Relevant relates to the relationship between the objective and the overall goals of the program or purpose of the intervention. Evidence of relevancy can come from a literature review, best practices, or your theory of change.

**Time bound** - *When will this objective be accomplished?*

A specified and reasonable time frame is incorporated into the objective statement. This takes into consideration the environment in which the change must be achieved, the scope of the change expected, and how it fits into the overall work plan. It may be indicated as, "By December 2010, the program will..." or, "Within six months of receiving the grant..."

## Using SMART Objectives

Writing SMART objectives also helps you to think about and identify elements of the evaluation plan and measurement, namely indicators and performance measures. An indicator is what you will measure to obtain observable evidence of accomplishments, changes made, or progress achieved. Indicators describe the type of data you will need to answer your evaluation questions. A SMART objective often tells you what you will measure.

A performance measure is the amount of change or progress achieved toward a specific goal or objective. SMART objectives can serve as your performance measures because they provide the specific information needed to identify expected results.

## Getting Started

To develop SMART objectives, use the template below and fill in the blanks:

By \_\_\_\_/\_\_\_\_/\_\_\_\_, \_\_\_\_\_

(WHEN—Time bound) (WHO/WHAT—Specific)

from \_\_\_\_\_ to \_\_\_\_\_

(MEASURE (number, rate, percentage of change and baseline)—Measurable)