Business and Operational Planning for School-Based Health Centers

Request for Proposals Announcement

February 1, 2011
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To: Prospective Grant Applicants

From: Patricia O’Connor, Ph.D.
Vice President, Chief Operating Officer
The Health Foundation of Greater Cincinnati

Subject: Request for Proposals (RFP)
Business and Operational Planning for School-Based Health Centers

Date: February 1, 2011

During 2011, The Health Foundation of Greater Cincinnati intends to fund two grants for Business and Operational Planning for School-Based Health Centers in primary and secondary school sites. These grants will prepare grantees to apply for implementation funding that will be available in 2012. The Implementation Grants for School-Based Health Centers will provide two years for start-up services and three years of challenge grants to support the general operations of the SBHC.

The Health Foundation of Greater Cincinnati is now requesting proposals for Business and Operational Planning for School-Based Health Centers Grants. Grants will be awarded on a competitive basis for those applicants who meet the program guidelines.

A Grantseekers’ Webinar will be held on Thursday, February 24, 2011, 2:00–4:00 p.m. (Eastern Standard Time [EST]). The webinar will provide an overview of school-based health centers, the planning process, and the application process. To participate in the webinar, please RSVP to Vanessa James at vjames@healthfoundation.org or 513.458.6656 by Monday, February 21,
The Health Foundation of Greater Cincinnati

2011. Instructions and materials for the webinar will be e-mailed to registrants prior to the webinar.

The **deadline for receipt of proposals is Friday, April 8, 2011, no later than 12:00 noon** (Eastern Daylight Time [EDT]). You can submit your proposal in one of two ways:

- **E-mail**
  - Email the proposal and required attachments (see page X) to proposals@healthfoundation.org. Please put “SBHC Planning 2011” in the subject line to ensure delivery.

- **Mail**
  - Mail (no faxes) an original of the complete proposal and required attachments and two (2) additional copies of Sections A and B to:
    - Kate Keller
    - Senior Program Officer
    - The Health Foundation of Greater Cincinnati
    - 3805 Edwards Road, Suite 500
    - Cincinnati, Ohio 45209

  If you submit your proposal by mail, please do not bind the proposals or use individual folders, as this creates difficulties for the Foundation in reviewing and handling them.

For grant processing information or questions concerning the application, please contact Kate Keller, Senior Program Officer for School-Aged Children’s Healthcare, at 513.458.6616.
Introduction to the School-Based Health Center Initiatives

The Health Foundation of Greater Cincinnati is providing two rounds of competitive grant programs: 1) Business and Operational Planning Grants, and 2) School-Based Health Center Implementation Grants.

- The **Business and Operational Planning Grants** will be awarded in July 2011 to cover the costs of activities associated with developing business, fundraising, and advocacy plans; developing school, community and parent partnerships; assessing the health needs of the children served; and identifying local service needs, selecting services and sites.
- The **Implementation Grants** will be competitively awarded in June 2012 to assist in meeting the operational costs of new school-based health centers (SBHCs). In order to receive an Implementation Grant, a thorough Business and Operational Planning process must be completed or near completion. The opening of the SBHC should be scheduled for the 2012–2013 school year.

**Background**

During the past 30 years, SBHCs have emerged as effective models for improving children’s access to health care. SBHCs are comprehensive health centers, which provide medical, dental, and mental health screening and treatment to students in their schools. They are designed to overcome barriers to health care access, including transportation, lack of providers and insurance coverage, inconvenient appointment times, prohibitive cost, and general apprehension about discussing personal health problems.

The services provided are based on a local needs assessment and are approved by the parents and community. Each community develops programs based on identified needs and gaps in services. Therefore, the center’s services are unique to the community. However, specific principles are universal to all health centers. Both
Planning and Implementation Grants should be based on these principles developed by the National Assembly on School-Based Health Care:

1. **The SBHC Supports the School.** The SBHC is built upon mutual respect and collaboration between the school and the health provider to promote the health and educational success of school-aged children.

2. **The SBHC Responds to the Community.** The SBHC is developed and operates based on continual assessment of local assets and needs.

3. **The SBHC Focuses on the Student.** Services involve students as responsible participants in their health care, encourage the role of parents and other family members, and are accessible, confidential, culturally sensitive, and developmentally appropriate.

4. **The SBHC Delivers Comprehensive Care.** An interdisciplinary team provides access to high quality comprehensive physical and mental health services emphasizing prevention and early intervention.

5. **The SBHC Advances Health Promotion Activities.** The SBHC takes advantage of its location to advance effective health promotion activities to students and community.

6. **The SBHC Implements Effective Systems.** Administrative and clinical systems are designed to support effective delivery of services incorporating accountability mechanisms and performance improvement practices.

7. **The SBHC Provides Leadership in Adolescent and Child Health.** The SBHC model provides unique opportunities to increase expertise in adolescent and child health, and to inform and influence policy and practice.
Guidelines for Application

The following Guidelines for Application provide general information about the grant requirements. To assure the inclusion of all required information, please read each section carefully. When completing, please follow the provided outline and instructions provided.

Overview of the Goals and Objectives for the Planning Process

**Goal:** to develop a detailed business plan for the opening of an effective and sustainable SBHC that improves children’s access to health care, and supports the child’s readiness to learn. (The plan developed will be the proposal for Implementation funding.)

**Activities of the planning grant:** The grants will provide resources to guide each grantee through a comprehensive planning process. Each SBHC partnership should have a core planning team that includes key representatives from the medical partner, school, mental health partner, and community. In addition to the resources of the planning team, the Foundation will provide technical assistance throughout the planning process during monthly grantee meetings. Outlined below are the steps that will be taken during the planning process:

**Step One: Design Your SBHC**
- Community, School, and Student Needs Assessment
- Model Design, including service provided and facility development
- Operational Infrastructure
- Policies and Procedures

**Step Two: Operational Business Plan**
- 5-Year Budget
- Revenue Projections
- Revenue Barriers
Step Two, continued
- Practice Management Resources
- Quality Improvement Plan

Step Three: Sustainability Plan
- Fundraising Plan
- Advocacy Plan
- Evaluation

Selection Criteria for the SBHC Planning and Development Grants

Key Question: Why should this SBHC partnership receive a planning grant over other partnerships? To answer this question in your proposal for a Business and Operational Planning Grant, please address or show the points below:
1. Demonstrated need for access to primary health care for children in grades K–12
2. Strong collaboration among primary care providers, school, community, social service agencies and parents
3. Demonstrated community support
4. Service to a vulnerable population (e.g. medically indigent, low income, uninsured, inner-city, Appalachian, etc.)
5. Services will be provided in at least one of the counties in the Health Foundation's service area
6. Demonstrated ability to develop and implement a business plan
Eligibility Criteria

Public or private nonprofit healthcare providers that serve at least one county in the Health Foundation’s service area (see map) and that are willing to assume a leadership role in this school/community partnership are eligible to apply for funding. Health departments, hospitals, community health centers, and universities affiliated with a medical school are examples of eligible applicants. The close working relationship between the school and medical partners must be clearly documented in the application. Awards will not be made to individuals, for-profit entities, or school systems. If an SBHC partnership strongly believes that the school system should be the grantee, please contact Kate Keller, Senior Program Officer, at 513.458.6616 to discuss if this is an option for your partnership.

Timeline

Grantseekers’ Webinar February 24, 2011
2:00–4:00 p.m. (EST)

Application deadline April 8, 2011
12:00 noon (EDT)

Site visits April–May 2011

Award date End of May, 2011

Request for proposals for
Implementation Grants released February 2012

Implementation Grants application deadline April 2012

Site visits Beginning May 2012

Implementation Grants awarded June 2012

The Health Foundation prefers that services are implemented at the beginning of the 2012–13 school year, but services must be available no later than January 2013.
Guidelines for Application

Duration of Funding

The Health Foundation of Greater Cincinnati will fund Business and Operational Planning Grants for an estimated seven-month planning period. It should be noted that the planning process does not have to be completed by the April 2012 deadline for the Implementation Grant proposal, but the planning process should be far enough along to submit a thorough implementation application. Implementation grants will be supported for up to two years of operational support and three years of challenge grants, contingent upon successful implementation of the SBHC.

Use of Funds

Business and Operational Planning Grant funds may be used for (but not limited to):

- Consultants
  - Business and financial planning
  - Healthcare system expertise
  - Fundraising
  - Advocacy
  - Community engagement
- Project Director
- Local travel
- Meeting facilitation
- Equipment rental
- Supplies

Overhead and space costs will not be supported by Planning Grants.

Evaluation

A Planning Grant Evaluation is required for the Business and Operational Planning Grant. Grantees will submit a final written report at the end of the grant period. Details about this evaluation and report can be found in the Health Foundation’s Grantee Guide to Evaluation, available on our web site at www.healthfoundation.org/nonprofit/evaluation_booklet.html. This guide will also be available as part of the materials distributed for the Grantseekers’ Webinar.
Materials and Technical Assistance Provided by the Foundation upon Award of Grant

The Foundation and the National Assembly on School-Based Health Care will provide supplemental materials and assistance to assist grantees during the planning and development process, such as:

- Background information on SBHCs
- Additional information on the planning and development process
- Examples of SBHC models
- Business planning; cost modeling
- CQI measurements
- Desired health outcome indicators
- Suggested policies
- Standardized procedure forms
- Regular meetings for grantees in school-based health services
- Additional technical assistance may be available from the Foundation as needed
Business and Operational Planning Grant Application Outline

The following three sections (Proposal, Budget Narrative, and Required Attachments) must be completed.

Applications must include the following information. Please bear in mind that some application sections may be processed independently of other sections.

If mailing, please provide one (1) original copy of the full proposal with attachments and two (2) additional copies of Sections A and B. Please do not bind the proposals or use individual folders, as this creates difficulties in handling and filing them.

Section A. Proposal (Section A Limit: 6 pages, font no smaller than 10)

1. SBHC Opportunity
   - Describe the opportunity or need for the SBHC business and operational planning effort. Why is this school needier than others? What is the current availability of health care for children in your community? Are there community health planning or policy issues that are relevant to the SBHC planning and development effort?

2. Goals and Objectives for the Planning Process
   - Describe the components and expected outcomes that are likely to emerge from the SBHC planning and development effort, i.e., the business plan and services provided.

3. Collaboration
   - Describe who is involved in the SBHC business and operational planning effort. Include a list of collaborators
in the effort, from each of the collaborating agencies, the rationale for who is the lead agency, and who will staff the work.

4. Community Input
   □ Describe the process that will be used to obtain community input in the planning process and how the information will be used.

5. Evaluation and Data Collection
   □ Describe the data available in the community and school district, which will be used to evaluate the progress and success of the SBHC.

6. Planning Timeline
   □ Outline the activities you will undertake to complete your planning process, along with approximate dates the activities will be completed.

**Section B. Budget and Narrative for the Planning Effort**

1. Use the Budget Request Form (available at the Grantseekers’ Workshop) to summarize your budget for the planning.

2. Describe fully (limit 2 pages) the Goals and Objectives for the Planning Process

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Grant funds cannot be used to subsidize current salaries. Please document the percent of in-kind time being dedicated to the project by the grantee and collaborators. Grant funds can be used for consulting fees.
Section C. Required Attachments for Lead Agency

Without required attachments, a grant application will be considered incomplete. Without the required materials a grant application will be considered incomplete.

1. IRS letter of determination of 501(c)(3) status or tax-exempt status under IRS sections 115 and 170.
2. Most recent: a) IRS form 990 and b) audited financial statement (if not included in annual report).
3. List of the lead organization’s Board of Trustees, including name, employer and position title.
4. Copy of the current operating budget.
5. Most recent annual report (if available).
6. The Health Foundation of Greater Cincinnati Required Disclosures Form and any explanations (form will be available as part of the materials distributed for the Grantseekers’ Webinar).
7. Curriculum vitae of the project officer.

For More Information

If you have questions about the proposal process or your project, please call Kate Keller at The Health Foundation of Greater Cincinnati at 513.458.6616.