



 **Request for Proposals**

# Health Systems Access to Care Fund

**Due Date for Applications: November 1, 2018**

[www.oregoncf.org/grants-scholarships/grants/ocf-funds/health-systems-access-to-care-fund](http://www.oregoncf.org/grants-scholarships/grants/ocf-funds/health-systems-access-to-care-fund)

#### Purpose

Kaiser Permanente NW, Legacy Health, PeaceHealth and Providence Health & Services collaboratively announce a Health Systems Access to Care Fund grant opportunity for community supported clinics in our combined service areas in Oregon and SW Washington. The purpose of the fund is to increase access to healthcare for uninsured and low-income people in our shared service areas by supporting the region’s safety net clinics. With emphasis on building the capacity and sustainability of these clinics, we hope to strengthen the safety net and ensure its viability for the future.

#### Scope of Proposals Sought

The goal of this funding opportunity is to strengthen these areas of infrastructure for clinics that are expanding and adapting their current models to respond to the changing needs of patient populations due to ongoing healthcare reform, Medicaid transformation, and the increasing pressure on the safety net for access to care. In our long experience of working with partners like you, we have identified four areas of organizational infrastructure that strongly influence the sustainability of safety net clinics. Therefore, this funding opportunity focuses on the following four project areas:

1. Value proposition, market position and key partnerships
2. Business model and funding strategy
3. Engaged and aligned leadership
4. Fiscal tracking, reporting, analysis and management

Successful applicants will:

* Identify and clearly articulate what work they wish to take on within the identified project areas and what success will look like
* Have a quorum of their board review and approve their application
* Within 1 month of the grant award schedule a date with a technical assistance consultant to review the selected project areas and organizational assessment
* Commit to the completion of an organizational self-assessment as part of technical assistance within 2 months of the grant award

#### Timeline

* Information session (Webinar): October 18, 2018 – 1:30 to 2:30pm

Join by WEBEX MEETING

<https://kponline.webex.com/kponline/j.php?MTID=md778418edf1c8f1f2ebe40b72333a92f>

Meeting number (access code): 801 235 719

Meeting password: HSACF2018

Join by PHONE

1-855-851-8843 US Toll Free

+1-707-256-2401 US Toll

* Applications due: November 1, 2018
* Awards announced: December 17
* Grant period: January 2019-December 2020

#### Funding

Clinics may request up to two years of funding for a total of up to $100,000 ($50,000 per year) to support the selected project areas. Year 2 funding is contingent upon funding partners’ recognition of successful completion of year 1 objectives and submission of an annual report.

#### Eligibility

Invited applicants are Community Supported Clinics (non-FQHCs) in Oregon and SW Washington, within the service areas of the Health System partners. Invitees must submit requests that support identified project areas. No major capital requests will be considered

 **Application Procedures**

* Download grant application and narrative forms here:
[www.oregoncf.org/grants-scholarships/grants/ocf-funds/health-systems-access-to-care-fund](http://www.oregoncf.org/grants-scholarships/grants/ocf-funds/health-systems-access-to-care-fund)
* Completed application must be received at OCF by 5 p.m., November 1, 2018.
* **Please submit by email, *ONE PDF with all attachments* to:** mhansen@oregoncf.org
* Please refer to Appendices A, B, & C for further proposal information

**Staff Assistance**

Questions about projects/programs:

Catherine Potter (Kaiser Permanente NW), Catherine.R.Potter@kp.org
Brett Hamilton (Providence Healthy & Services), Brett.Hamilton@providence.org
Kamesha Robinson (Legacy Health), karobin@lhs.org
Meghan McCarthy (PeaceHealth), MMcCarthy3@peacehealth.org

Questions about/for OCF:
Melissa Hansen, Program Officer, mhansen@oregoncf.org

**Appendix A – Project Areas**



**Health Systems Access to Care Fund**

**1. Value Proposition, Market Position, Key Partnerships**

**Value Proposition**

* **Explain your clinic’s value proposition -- the scope of services, the access and care experience your clinic delivers, the quality of care, and the price, if any, that clients will have to pay --- to meet and satisfy your clients expectations.**
* **Do you intend your clinic to offer this particular mix of features especially well relative to other clinics similar to yours? Is there a unique added value that you intend to offer?**
* Since scope, access, care experience, quality and cost are elements customers continuously trade off to get what they believe is best for them, do you believe you have the balance of these elements about right for your target population? How do you know? Do you think customer perception of what matters most to them is changing? How do you know?
* What are the implications for any changes needed in your future service offering, and what are the proposed plans and timetables for these changes?

**Market Position**

* Who are your target populations? What specific service(s) are you offering them? Do they need this service(s) from you? Why?
* Are there other clinics offering this same service(s) to this same population? If so, what is unique about how your clinic meets that need? How does it differ from other places patients can go to get the same service(s)?
* What is your market position? What share of your target population is choosing to use your clinic?
* What are your strengths, weaknesses, opportunities and threats relative to your market position?
* What are the implications, and your proposed plan and timetable to address these?

**Key Partnerships**

* What partnerships need to be added or changed? How?
* Implications, proposed plan and timetable to engage partners?

**2. Business Model, Funding Strategy**

 **Business Model**

* What is your business model or design for the successful operation of your clinic: its revenue
sources, customers, services, and financing?
* Consider the three high level business models shown in Appendix B. Which one, with any refinements needed, describes your current business?
* If you are in the process of transforming your organization, which of the models shown in Appendix B (with any refinements needed) summarize where you are headed?
* Do each of your business processes aligned with and support this model? If not, what are the implications, plan of action and timetable to achieve such alignment?

 **Funding Strategy**

* Summarize your current state: who are your major funders, how stable is this funding year-to-year?
* What have been the revenue and cost trends over the last 3 years? What do you want to achieve? Why?
* Where are the specific problems? Solutions?
* Are funder expectations aligned with and supportive of your mission? If not, what are the implications, plan of action, and timetable to achieve alignment?

**3. Fiscal tracking, reporting, analysis and management**

 **Fiscal tracking, reporting, analysis and management**

* Do you have proper fiscal controls? What are they?
* What is the scope and process of Board oversight?
* Are there stated commitments to fiscal responsibility from the Board?
* Is there capacity to do an operational analysis and forecasting that provides decision support?
* What are the implications, plans, timetable for any improvements?

**4. Engaged and aligned leadership**

 **Engaged and aligned leadership**

* Is your leadership engaged, aligned with and guiding your clinic’s mission, culture, performance and sustainability?
* What are your leadership principles? How are they used?
* What leadership competencies you require? How are you building them?
* What are the accountabilities of leaders in your organization? How are they imbedded in and supported by your decision-making structure?
* What is the role and accountability of your board?
* If not, what are the implications, plan of action and timetable?

|  |
| --- |
| **Possible Principles:**1. Operate from the strength of your belief in the mission and vision, and the tradition of service leadership.
2. Will stand in the gap to align and achieve the mission and vision.
3. Nurture an environment of trust that encourages buy-in, systematic growth and change.
4. Encourage ownership of responsible, calculated risk taking.
5. Respect and grow the skills of future generations to drive initiatives and improvements.
6. Share and listen to personal life stories in order to be transparent and accountable.
7. Bring people in by creating a safe environment where spiritual, ethical and personal beliefs are honored.
8. Improve for the future by learning from the past, giving away credit and celebrating achievements.
9. Practice and encourage self-improvement believing there is good in every person.
10. Leaders at all levels of the organization – varying levels take on leader roles.
 |

|  |
| --- |
| **Possible Competencies:**1. Ability to lead and make decisions in a highly complex, constantly changing financial, regulatory and service environment, as well as in simple environments.
2. Highly capable in critical thinking and problem solving. Experience in strategic planning, risk management and/or transition/change management.
3. Understands performance management and how to lead it –
	* Using Key Performance Indicators to predict and proactively manage
	* Listening and proactive problem solving, and conflict management
	* Change leadership - promotes continuous improvement
	* Operational excellence management system: organization wide expectations for operations common language, shared successful practices, and behaviors, clear accountabilities from top to front line
	* Demonstrated business and financial analysis skills -- using data to diagnose and understand performance variation; evidence-based decision-making
 |

|  |
| --- |
| **Possible Competencies (Cont.):**1. Sound decision-making skills and excellent professional judgment, including ability to handle sensitive and confidential information on a daily and ongoing basis.
2. Ability to guide planning for unique, high-profile projects.
3. Ability to work independently as well as in a highly collaborative management model.
4. Ability to effectively communicate and establish and maintain good working relationships across diverse stakeholders.
5. Ability to communicate clearly, concisely and courteously, both orally and in writing, with the public, clients, patients, medical personnel and co-workers.
 |

|  |
| --- |
| **Possible Accountabilities**1. Willing to visibly and repeatedly connect to the strategy and vision.
2. Create concrete measurable goals and objectives.
3. Consistently prioritize against goals.
4. Responsive to community needs.
5. Brings equity lens to inform policy across the organization and holds accountability for ensuring equity lens.
 |

**Appendix B – Business Models**

**Health Systems Access to Care Fund**



**Appendix C – Examples of**

**Indicators/Measurements**

**Health Systems Access to Care Fund**

1. Value proposition, market position and key partnerships
* Development of strategic alliances
* Identification of target population
* Articulation of how clinic differentiates itself
* Examples of how clinic offers culturally competent services
* Developed referral network
	+ Relationships with partners for referrals into clinics
	+ Relationships with partners for referrals out to other clinics
1. Business model and funding strategy
* Creation of a sustainability plan
1. Engaged and aligned leadership
* Complete Board Composition Matrix
* Establishing the three most important things for our board to accomplish for the year
	+ Assessment if the right people are on the board to make that happen
1. Fiscal tracking, reporting, analysis and management
* Development of an operational budget
* Ability to bill and collect earned revenue
* Establishment of reserves