



# Indiana University Health

## Indiana University Health Community Impact Investment Fund Request for Proposals

### *GENERAL INFORMATION*

At IU Health, we believe investing in our communities is critical to help make Indiana one of the healthiest states in the nation. To do so, we have to look beyond the walls of our hospitals and medical offices to address the social, economic, and environmental conditions that contribute to poor health outcomes and higher healthcare costs. To demonstrate our commitment to this effort, in 2018 the IU Health Board designated a \$100 million Community Impact Investment Fund to support these community efforts (CII Fund). Managed by the IU Health Foundation, a select amount of CII Funds are granted each year to support initiatives that address mission-based projects that fit within the goals of the CII Fund.

IU Health and the IU Health Foundation are excited to announce the next round of applications for CII Funds for 2021. At this time, we are soliciting Letters of Intent (LOI) from parties interested in seeking CII Funds for projects that meet the vision of IU Health and the purpose of CII. LOIs must be submitted by an IU Health team member in collaboration with a community partner. Upon review of the LOIs submitted, select parties will be invited to submit a full application for consideration to receive CII Funds. A timeline for this process is provided further below.

### *CII PURPOSE*

CII Funds support mission-based projects and programs designed to address the social determinants of health that can impact the communities IU Health serves. Research and scientific evidence show people's health is determined to a far greater degree by their physical and social environments and health behaviors than by the medical care they receive from physicians and hospitals. Factors such as housing, education, employment, and access to clean air and water, healthy food availability and consumption, and use of tobacco or misuse of drugs, are significant drivers of what makes a community healthy. As a healthcare system, we wish to answer the call to improve the lives of Hoosiers by addressing health disparities, and we recognize we cannot do it alone. It is imperative we engage other community partners who share this same vision. CII Funds will build and sustain partnerships between IU Health and a diverse group of collaborators to address community challenges, leading to positive impacts to the social, economic, and environmental factors that impact the health and well-being of those we serve.

### *GUIDELINES AND CONSIDERATIONS*

#### *Focus Areas*

The COVID-19 pandemic continues to impact our communities and has amplified health disparities that have been in existence for many years. Many in communities remain vulnerable to social and economic challenges, limiting their ability to achieve a healthy lifestyle and well-being. The 2021 CII Fund application process will focus on projects that propose solutions to these challenges in one or more of the following focus areas:

- (i) **Place-based projects** that (i) improve living conditions and housing choices to advance the interruption

- of poverty in low-resource neighborhoods; or (ii) improve access to services to create dynamic, attractive and healthy neighborhoods and communities. Projects may include increasing the availability of safe and affordable housing, enhancing transportation options and diverse economic opportunities, and/or expanding access to local healthy food options, restaurants, stores, childcare, schools, and parks, trails and other recreational opportunities
- (ii) **Workforce development strategies** that increase the employability of the local community. Efforts should be a catalyst for change to the economic trajectory of low-income and/or less-educated workers and their families. Projects may include increasing skills for unemployed or underemployed, aiding in the development of employment/career track opportunities, and/or expanding the number of high school students eligible for entry-level jobs that can lead to meaningful careers.
- (iii) **Education attainment strategies** that advance early childhood development and education. Projects may include creating better access to quality early childhood education, activities in underrepresented and underresourced areas, and/or creating a stronger network of providers that have a Level 3 or higher Pathway to Quality certification.

More information on each of the pillars and strategies listed above can be found in the [CII Charter](#). In keeping with our goal to make Indiana among the healthiest states in the nation, we also want to understand how efforts funded by CII Funds can help us achieve our broader health system strategies of reducing infant mortality, obesity, tobacco use as well as increasing access to behavioral health services or addressing health disparities. While these projects may not necessarily have a direct impact on these goals, it should be shown that in some way, these efforts lead to habits or practices that help achieve this broader vision. To illustrate IU Health programmatic goals for use of CII Funds, a [logic model](#) has been created for use in the development of evaluation plans for selected projects.

### ***Partnership Alignment and Sustainability***

IU Health desires to take on this challenge with community engagement and support. Grant applications must have strong support, collaboration and involvement from community partner organizations. We are specifically looking for projects with partnerships where the following are present:

- There is shared partnership and strong collaboration with the IU Health applicant and community partner stakeholders in implementation and execution of the project, with strong community support.
- CII Funds are shared with partners and collaborators and not within IU Health internally.
- Projects that demonstrate the ability to leverage additional funding sources from public, private and/or philanthropic funding streams.
- Projects that demonstrate strong sustainability plans.

Sustainability of the good work accomplished through these initiatives is imperative. Partnerships can also provide financial sustainability resources in the event the project will continue beyond the grant funding period. Priority will be given to those projects that reflect the involvement of community and demonstrate financial support from private, public, and/or philanthropic sources. If there are opportunities or needs for outside funding for the proposed project, we ask that the IU Health Foundation be included in any discussions regarding these external funding opportunities or needs in advance of proposal submission. Please contact Jami Marsh, Executive Director with the IU Health Foundation, at [jmarsh4@iuhealth.org](mailto:jmarsh4@iuhealth.org) for coordination.

### ***Other Considerations***

Projects are limited to the State of Indiana and must be targeted to impact the entire state or particular regions or individual communities served by IU Health. Grant funding can be made in support of pilot projects, but in such cases strong consideration will be given to those projects that are sustainable. In addition, projects capable of being replicable for potential adaptation in other communities throughout the state are also desirable.

Additional consideration will be given to project requests that meet some or all of the following criteria:

- Projects that are innovative and transformative in approach.
- Projects that demonstrate a self-sustaining business model (in other words, the initiative can continue beyond the term of the grant).
- Projects with existing momentum and feasibility of implementation.
- There is institutional capacity and structure for the project to be managed project successfully.
- Projects that take into consideration findings from [IU Health’s Community Needs Assessments \(“CHNAs”\)](#)

### ***Ineligible Projects***

The CII Fund will not support the following:

- Requests for support over an indefinite period and lacking independent sustainability.
- Projects inconsistent with IU Health’s vision and purpose.
- Projects proposed for communities/regions where IU Health does not have a presence.
- Grants or funds to individuals or entities other than non-profit organizations.
- Requests with no collaboration between IU Health and external community partners.
- Where CII Funds are to just be applied as a sponsorship or donation towards a project.
- Funds to support lobbying or political activities.
- Travel expenses and attendance at conferences or other educational events.

### ***FUNDING AND AWARD LIMITS***

The IU Health Foundation’s status as a “supporting organization” to IU Health limits its granting abilities only to IU Health and to public charity hospitals in Indiana that are “operated, supervised, or controlled” by or in connection with IU Health. The IU Health Foundation may only award grants to these parties, however, the IU Health applicant may then sub-award funds to community partners, upon terms agreed to by the IU Health Foundation.

Maximum funding award amount: Cannot exceed \$2 million total.

Maximum grant term: Term of one to three years

There is a limited amount of funding available each year for CII projects, and not all applicants will receive funding. During the review process, applicants may be asked to reduce their budgets if needed in order to abide by the recommendations of the CII grant review team. For grants covering multiple years, annual continuation of the grant award will depend on the availability of funds, progress in meeting project goals and objectives, timely submission of the required data and reports, and compliance with all grant agreement terms and conditions. Failure to comply with the grant agreement terms and conditions may result in suspension or termination of the award.

Please note the following non-negotiable policies for recipients of funds:

- No expenses may be accrued against the project until a grant agreement is fully executed by IU Health and the community partner.
- Any unspent funds over \$1.00 must be returned to the IU Health Foundation.
- Grantees will be required to submit progress and financial reports as directed in the grant agreement, and one final report that will include, among other things, an accounting of expenditures and a description of project achievements. Additional reports may be requested.
- Any further sub-award of funds will require execution of a sub-grant agreement on a form approved by the IU Health Foundation.

## ***APPLICATION TIMELINE AND AWARD PROCESS***

Below is the expected timeline for the granting process:

Grant Request for Information Issued	March 3, 2021
Informational Workshops	March 30, April 2, April 5 and April 6, 2021
Letter of Intent Due	May 3, 2021 by 11:59 p.m. EST
Invitation to Apply Issued	June 7, 2021
Applications Due	July 16, 2021 by 11:59 p.m. EST
Applicant Presentations	Week of August 9, 2021
Notification of Awards	By December 31, 2021

Interested applicants must submit a LOI by May 3, 2021, summarizing the project, partner opportunities, expected funding needed, and possible impacts (as described in more detail below). At the LOI stage, it is not necessary to have 100% certainty on every detail of the project, but projects should articulate a summary of expected activities and results. LOIs should be limited to no more than three (3) single-spaced pages in length.

In order to support prospective LOI respondents, there will be virtual workshops offered for potential applicants and community partners. Parties may attend any of the workshops, except for the IU Health employee only meeting. The first external meeting will review this Request for Proposal and answer questions from participants regarding the application process and funding requirements. Remaining meetings will be held at the pillar focus area level to allow for partnership development and collaboration as needed and appropriate. Each of the pillar focus specific meetings will have a breakout room designated by IU Health region to support this effort. Please RSVP with the workshop meeting you will attend and your county location to [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org). Meeting instructions will be provided once RSVPs are complete. Space may be limited in some breakout rooms, so we are asking that you please RSVP prior to March 22, 2021 to reserve a spot. The workshops will be held as follows:

- IU Health Employee Only: March 30, 2021 (10:00 a.m. – 11:00 a.m.)
- External Call to Discuss RFP: March 30, 2021 (1:00 p.m. – 2:00 p.m.)
- Place Based Pillar Call: April 2, 2021 (11:00 a.m. – 12:00 p.m.)
- Workforce Development Pillar Call: April 5, 2021 (11:00 a.m. – 12:00 p.m.)
- Educational Attainment Call: April 6, 2021 (1:00 p.m. – 2:00 p.m.)

Once received, the CII review panel will review the LOIs and make a determination as to which parties will receive an invitation to apply. Invitations will be presented on or before June 7, 2020, and those not receiving an invitation will also be notified. If invited to apply, applicants should expand upon the concept proposed in the LOI and address in detail the questions identified below. Applications will be due on or before July 16, 2020. After submission, applicants may be requested to present their proposal and answer questions to the CII review panel. The CII review panel will convene to make determinations as to which projects are recommended for funding, subject to the approval of both the IU Health and IU Health Foundation Board of Directors. Funding decisions will be made no later than December 31, 2020, and funds will be made available to awarded applicants by the first quarter of 2022.

All LOIs and applications for the CII funding opportunity must be submitted via email to: [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org) by dates indicated below. Submissions should be provided in one PDF that includes all attachments. Extensions to the submission deadlines will not be granted, with the rare exception made for severe extenuating circumstances at the sole discretion of IU Health and the IU Health Foundation.

NOTE: All costs incurred in the preparation and presentation of the request for funding shall be wholly absorbed by the applicant(s). Any material submitted by the applicant(s) that is to be considered confidential must be clearly marked as such. Submission of an application does NOT guarantee funding.

Click [HERE](#) for frequently asked questions (FAQs). All other questions can be directed to [communityimpact@iuhealth.org](mailto:communityimpact@iuhealth.org).

## ***LOI/APPLICATION QUESTIONS***

### ***Letter of Intent (LOI)***

The LOI should be submitted by an IU Health team member, in collaboration with the community partner. Please include your full name and position at IU Health, contact information, community partner organization name and contact information. LOIs should be no longer than three pages in length. Please provide an executive summary of the project and also respond to the questions listed below:

Describe at a high level the need(s) to be addressed, the population(s) to be served, and a description of key activities to be accomplished. Also include how input from the population the applicant seeks to serve was gathered in developing the project, if applicable.

Describe at a high level how your proposed project meets the need(s) of the community and aligns with one or more of the pillar focus areas. Highlight the involvement of community partner(s) and their expected role in the project and briefly summarize why the partner(s) are qualified to assist in accomplishing the project goals/objectives.

Include a high-level overview of the anticipated funding request. Summarize any additional funds you are leveraging or attempting to leverage as part of this proposed project.

If identified, briefly summarize high level impacts that you hope to achieve and any barriers that might prevent you from achieving your desired outcomes.

Describe the capability for you or the community partner to manage all aspects of the project and ensure adequate measures for internal control of grant dollars.

### ***Application***

For informational purposes, those invited to apply will be asked to expand upon the information provided in the LOI by addressing the following questions as well as other project specific questions that may arise after review of the LOI:

Expand upon the information provided in the LOI:

Describe your proposed project in detail, including the health needs to be addressed, the population(s) to be served, and a description of key activities to accomplish the project goals. In particular, discuss how your proposed project meets the needs of the community, supports the local community health needs assessment and/or aligns with any or all of the pillar focus areas. Highlight community engagement initiatives. Provide any relevant research or data to support the project.

Discuss your current and/or anticipated community partners on this project in greater detail. Please describe the roles, responsibilities and capacities of the community partners with whom you plan to collaborate, i.e. who will lead efforts, experience in other similar projects, etc. Identify why these partners are qualified to assist in accomplishing the project goals/objectives.

Provide in detail an evaluation framework with anticipated or projected outcomes of your proposed work, as well as how each will be sustained beyond the proposed grant period. Define measures of success, activities to achieve those successes, and describe how you will evaluate your progress towards those measures throughout the proposed grant period. We ask that you use the attached logic model to support the evaluation framework you will use for submission of your evaluation framework.

Provide budgetary information using the provided [budget template](#). Please pay careful attention to the descriptions

for each budget line item and provide a narrative describing each budget item and how it was calculated. Use of CII Funds for indirect project costs (such as overhead, personnel costs, travel, educational seminars, etc.) is discouraged.

Provide a listing of grants over \$100,000 that you as the primary grant applicant or your community partner may have received over the last five (5) years.

Describe in detail any additional funds you are leveraging or attempting to leverage as part of this proposed project, the source of those funds and whether they have been secured or are still pending. In addition, provide details into the sustainability plan for managing financial and programmatic continuation of the project (as applicable) once the funding term has ended.

Assuming you receive the financial resources necessary for the proposed scope of work, describe in detail what barriers do you anticipate might prevent you from achieving your desired outcomes. What are your plans to overcome or mitigate those barriers?

Describe how you would alter your project if not able to be fully funded. What are alternative projects?