



# REQUEST FOR PROPOSALS HARRINGTON VALUE INSTITUTE COMMUNITY PARTNERSHIP FUND

Funding Year – July 1, 2019

DATE OPEN: December 10, 2018 | APPLICATION DEADLINE: May 6, 2019

## I. Overview

The Value Institute at Christiana Care seeks proposals from community-based organizations to create or enhance programs that improve the health and well-being in the communities of New Castle County (NCC), Delaware. This request for proposals (RPF) is issued on behalf of the Harrington Value Institute Community Partnership Fund (VICP).

The proposed schedule of events subject to the RFP is outlined below:

Deadline for Receipt Letter of Intent	February	8, 2019	5pm (EST)
Deadline for Receipt of Proposals	May	6, 2019	5pm (EST)
Estimated Notice of Award	June	24, 2019	
Project Start Date	July	1, 2019	

## II. Introduction

**A. Harrington Value Institute Community Partnership Fund** - The Harrington Value Institute Community Partnership (VICP) Fund was established in 2015 to foster partnerships between Christiana Care Health System and the Delaware community. The purpose of the fund is to support research and program development in the areas of population health to address community needs, such as providing care for the disadvantaged or underserved and reducing disparities in health. The fund supports projects addressing the social determinants of health with a goal of improving population health and promoting health equity.

**B. The Value Institute** - Christiana Care Health System created the Value Institute (VI) in 2011 to promote institutional based research activities. The Value Institute extends the reach of our research through engagement with the local community and external partner organizations such as patient advocacy groups, industry and academic institutions, as well as other health care systems nationally and internationally. Health care is in a transformative era. As our industry reframes the way we look at providing care – shifting the focus from services to patients, from volume to value, from treatment to prevention. The Value Institute brings about these changes through our behaviors of Excellence and Love. The VI is committed to making health care safer, more effective, efficient and equitable, resulting in greater value for patients and improved health outcomes for the community.

### III. General Information

**A. Project Proposals** – Project proposals should seek to create or enhance programs that improve the health of the populations and communities of New Castle County, Delaware. Successful submissions must aim to address the social determinants of health, promote health equity, and have measurable outcomes.

Preference will be given to proposals that:

1. Have both a community focus and measurable health outcome.
2. Address pre-identified community needs of health and wellness including: Diabetes, Chronic Heart Failure, Chronic Obstructive Pulmonary Disease (COPD), Hypertension, Substance Use Disorder, and Perinatal Care.

The social determinants of health are the circumstances in which people are born, grow up, live, work, and age, as well as the systems put in place to treat illness<sup>1</sup>. Studies show that these social determinants have a bigger effect on health than access to or quality of health care. The social determinants of health are organized around five key domains: economic stability, education, health and health care, neighborhood and built environment, and social and community context. Economic stability addresses concerns such as poverty, employment, food security and housing stability. Education is concerned with graduation from high school, enrollment in higher education, language and literacy and early childhood education and development. Health and health care focuses on access to health care, access to primary care and health literacy. Neighborhood and built environment considers access to healthy foods, quality of housing, crime and violence and environmental conditions. Lastly, social and community context refers to social cohesion, civic participation, perceptions of discrimination and equity and incarceration or institutionalization.



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<sup>1</sup> World Health Organization. Closing the gap in a generation: Health equity through action on the social determinants of health. World Health Organization, 2008.

#### **IV. Eligibility**

Applications are encouraged from community-based organizations. Applicants are encouraged to collaborate with other community-based organizations to form project teams and leverage existing community resources. Project teams may include partnerships with Christiana Care employees or physicians. **However, Christiana Care employees and physicians are not permitted to be the lead project investigator.**

Funded projects will be assigned a VI collaborator and evaluation support based on project needs and available resources.

#### **V. Funding**

Project funding will be provided up to \$150,000 for a two year period (7/1/2019 – 6/30/2021). The option for a one year, competitive-based renewal is subject to available funds and satisfactory performance (total funding period of 3 years). Grantees will receive monthly reimbursements. In order to remain eligible for continued funding, awardees are required to submit reporting requirements.

Funds cannot be used for the following:

1. Starting a new business
2. Paying back loans
3. School tuition/ scholarships
4. Facilities and Administrative (F&A) costs (or indirect costs)
5. Equipment costs that exceed twenty percent of the total budget request
6. Building construction or rehabbing of existing structures
7. Projects that extend beyond New Castle County

Please note, the VICP will not reimburse unallowable expenses or expenses with missing or insufficient supporting documentation (i.e. receipts, timesheets).

#### **VI. Administrative Requirements**

Through this funding opportunity the selected applicant(s) will be responsible for:

1. Submitting quarterly progress reports (Appendix 5) which should include but is not limited to: program accomplishments, progress towards meeting milestones, completed deliverables, challenges, delays or changes to the approach, budget variances, major personnel changes, and publications to the VI program officer.
2. Participating in quarterly conference calls or meetings to discuss quarterly updates.
3. Managing program's budgets and submitting monthly invoices.

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4. Participating in semiannual site visits to provide the Harrington VICP program office with in-depth information concerning administrative and programmatic aspects of the program. Site visits also allow Harrington VICP program officers the ability to provide on-site technical assistance.
5. Submitting an annual progress report in lieu of the 4<sup>th</sup> quarter progress report. In addition to the items requested in the quarterly progress reports, the annual progress report should include a summary of yearly program outcomes, community impact, next steps forward, lessons learned, and sustainability plan updates.
6. Presenting program results. After completion of the project, the project team is expected to present at a VI sponsored forum.
7. Acknowledging the Harrington Value Institute Community Partnership Fund in all publicity, exhibits, publications, and social media announcements directly relating to projects supported by the Fund.

## **VII. Letters of Intent**

### **A. Requirements & Submission Instructions**

All applicants must submit Letters of Intent (LOI) as a PDF attachment via RedCap. (RedCap can be accessed at the following link on the Value Institute's Website: <https://research.christianacare.org/valueinstitute/how-we-work/partnerships/>. LOIs will be accepted **December 10, 2018** through **February 8, 2019**. Please format your LOI with 1 inch margins and Times New Roman, 12 point font. LOIs should not exceed 3 pages and must include the following information in the order listed below:

1. **Project Summary** - Briefly describe the project to be funded, significance and community impact, project aims, main activities and sustainability.
2. **Organization Description** - Include the history and overview of the organization and the target population that it serves.
3. **Significance and Community Impact**: Provide an explanation of the health problem/concern that has created the need for your proposed project. You should provide evidence that the problem exists and is of high priority. Identify gaps in the literature and areas for opportunity. Explain how your proposed project addresses the gaps in the literature and will contribute to a solution or will reduce the harmful impact of the problem. Be sure to highlight what is innovative about your project and why it should be funded over others.

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4. **Project Goals and Specific Aims:** List up to four specific aims your project plans to accomplish for the funding years. The aims should be related, but not dependent, upon each other. Within 2-4 sentences each, you should describe your approach and how each aim will help you accomplish your larger programmatic goals.
5. **Community Partners** – If your organizations plans to collaborate with other organization(s) please provide the name and contact information of the community partner(s) along with details about the partnership (if applicable).
6. **Sustainability:** How will the project continue to be successful beyond the Harrington VICP . For example, is there a plan to obtain continued funding and/or an ability to self-sustain the project after the grant period has ended.
7. **Required Signatures** – Leadership from your organization. Examples include: project lead’s Department Chair, Medical Director, group Vice President or external organizational authorized signatory in addition to the project leads.

**B. Review Process**

The Harrington VICP internal review committee will review LOIs. Full proposals will be requested based on: meeting LOI submission requirements, projects projected impact on improving general population and community health, and the proposal addresses at least one of the prioritized social determinants of health. Successful candidates will be notified by the program officer via email to complete a full proposal.

**VIII. Full Proposals**

**A. Requirements & Submission Instructions**

Full proposals consist of the provided application form and required attachments. Full proposals must be submitted in PDF format to [HarringtonVICP@ChristianaCare.org](mailto:HarringtonVICP@ChristianaCare.org). The following information must be provided in each proposal in the sections listed below. Failure to respond to any request for information within this proposal may result in rejection of the proposal at the sole discretion of the Value Institute.

1. **Cover Page – (Application form)** Include: 1) name of project; 2) name of lead applicant organization; 3) name of the applicant; 4) the applicant’s full business address; 5) the applicant’s contact information; 6) the name and title of the designated contact person; and 7) designated contact person’s phone and email address.
2. **Project Summary – (Application form)** Should be a maximum of one page and provide an overview of the project and proposal.

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3. **Project Narrative – (Application form)** Minimum of four but no longer than eight pages.
- a. **Organizational Capacity and Descriptions** - Include the history and overview of the organization, the target population you serve, experience and major accomplishments relevant to the proposed project, established partnerships and relationships that will be important to carrying out the activities funded by the grant, and an explanation of why your organization is an appropriate grantee.
  - b. **Significance and Community Impact** - Provide an explanation of the health problem/concern that has created the need for your proposed project. You should provide evidence that the problem exists and is of high priority. Identify gaps in the literature and areas for opportunity. Explain how your proposed project addresses the gaps in the literature and will contribute to a solution or will reduce the harmful impact of the problem. Be sure to highlight what is innovative about your project and why it should be funded over others.
  - c. **Project Goals and Specific Aims** - List up to four specific aims your project plans to accomplish for the funding years. The aims should be related, but not dependent, upon each other. Within 2-4 sentences each, you should describe your approach and how each aim will help you accomplish your larger programmatic goals.
  - d. **Approach** - Describe the procedures and activities necessary to achieve your goals and specific aims (*what do you plan to do and how to you plan to do it*). Explain why you chose these methods by including research, expert opinion and your experience.
  - e. **Data Acquisition Plan** - (if applicable): Describe the proposal's sources of data, data collection methods, analysis plan and personnel.
  - f. **Evaluation** - How will you evaluate your project and what metrics will you use to gauge your impact. Specifically, identify the measures you will use to evaluate the achievement of your specific aims and goals.
  - g. **Sustainability Plan** - How will the project continue to be successful beyond the Harrington VICP. For example, is there a plan to obtain continued funding and/or an ability to self-sustain the project after the grant period has ended.
  - h. **Dissemination/ Publicity Plan** - How will you share the research outcomes and/or program benefits?

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4. **Logic Model - (Attachment 1)** Develop a logic model to visually show how your program is supposed to work. (See link below for examples)  
(<https://www.cdc.gov/std/program/pupestd/components%20of%20a%20logic%20model.pdf>)
5. **Timeline - (Attachment 2)** Describe the project deliverables, expected outcomes and major milestones (see Appendix 1 for sample template).
6. **Key Personnel Listing – (Attachment 3)** Should provide sufficient information to demonstrate experience and staff expertise to carry out the project. The specific organizational leads who will work on this project must be identified, along with the nature and extent of their involvement. The qualifications of these individuals shall be presented in narrative form (Appendix 2). If conducting this project will require hiring of one or more individuals who are not currently employed by the applicant's organization, applications should provide detailed job descriptions, including required qualifications and experience.
7. **Budget and Budget Justification - (Attachment 4)**
  - a. Please calculate your budget based on the actual needs of your program. Please attach budget on supplied Excel budget template (see Appendix 2 for template). Budget should include: personnel, supplies, equipment, rental space, travel, consultants/contractors, communications/marketing expenses, etc. **Note: Equipment is defined as an item of property that costs \$5,000 or more and an expected service life of more than one year. Each item should be listed separately with the corresponding cost. Funds requested for equipment, hardware, and software must be clearly identified and well justified. Total equipment costs must not exceed 20% of the total budget request for a given year.**
  - b. The budget justification should clearly describe how Harrington VICP funds will be utilized. It should provide sufficient information to explain each of the items included in the budget and explains why the project's success requires each item. It should also include a list of other internal/external funding that will be applied to this project (see Appendix 3 for sample).
  - c. If your organization's proposal requests Value Institute resources (in addition to the VI collaborator) describe/list resource request. Example of available VI resources and assistance include: curriculum development, program evaluation, data collection, data analytics, publication, and study design.
8. **Letters of Support – (Attachment 5) (if applicable)** If your project includes collaboration outside of the Value Institute, please include letters of support from key organizations, participants, or stakeholders.

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**B. Review Process and Scoring Metrics:** Harrington Value Institute Community Partnership Fund proposals will be evaluated with a three-step process.

**STEP ONE:** The Harrington VICP internal review committee will score all of the proposals across seven criteria:

1. **Significance and Community Need** - Does the proposal address a significant local community need or population health priority, research question, or social determinant of health? Does the proposal impact a high need and thoughtfully-selected target population?
2. **Innovation** - Is the proposed project novel and innovative and advancing the field? Does the project truly move the needle or is a small or incremental change?
3. **Approach and Feasibility** - Does the proposal have clearly-defined, realistic but ambitious goals that directly relate to the target population and program? Are the methods sound and likely to be successful? Does the project leverage existing community resources? Are there important and measureable outcomes? Is the project feasible given the requested funding and timeframe?
4. **Evaluation Plan** - How will the research or program be evaluated and what metrics will be measured to gauge impact?
5. **Sustainability Plan** - Is the project sustainable beyond the initial funding? Is the budget reasonable?
6. **Budget** - Is the budget request reasonable? Does it include only allowable expenses that are directly relatable to the project? Does the budget justification adequately describe project expenses?
7. **Overall Impact** - This takes into account all of the above 6 categories and should reflect the likelihood for the project to exert a powerful influence on the community's health. Will a sufficient number of people be impacted in a meaningful way?



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*Strengths and weaknesses will be identified for each criterion. Each criterion will be given a score of 1 (exceptional) through 9 (poor) according to the scale depicted below. Proposals with the lowest average score will be recommended to the Harrington Funds Advisory Group for funding.*

Impact	Score	Descriptor	Strength/Weaknesses
High Impact	1	Exceptional	<p style="text-align: right;"><i>Strengths</i></p> <p style="text-align: left;"><i>Weaknesses</i></p>
	2	Outstanding	
	3	Excellent	
Moderate Impact	4	Very Good	
	5	Good	
	6	Satisfactory	
Low Impact	7	Fair	
	8	Marginal	
	9	Poor	

Adapted from: NIH Interpreting New Application Scores and Critiques, 201 [enhancing-peer-review.nih.gov](http://enhancing-peer-review.nih.gov)

**STEP TWO:** The Christiana Care Harrington Funds Advisory Group will review recommended proposals and make recommendations for funding which will be forwarded to the Christiana Chief Executive Officer (CEO).

**STEP THREE:** The Christiana Care CEO will make final approval for funding.

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**IV. RFP Administrative Information**

This RFP is available in electronic form through the VI website (<https://research.christianacare.org/valueinstitute/how-we-work/partnerships/>). All requests, questions, or other communications regarding this RFP should be made in writing to the Harrington VICP Program Officer. Please address all communications to the person listed below. Applicants should rely only on written statements issued by the RFP designated contact.

Marshala Lee, MD, MPH, Program Director  
Harrington VICP Fund  
Christiana Care Health System  
Value Institute  
4755 Ogletown-Stanton Rd.  
Suite 8E17  
Newark, DE 19718  
Phone: 302-733-1309  
Email: [Marshala.R.Lee@ChristianaCare.org](mailto:Marshala.R.Lee@ChristianaCare.org)

**Proposals** - The Value Institute reserves the right to reject any non-responsive or non-conforming proposals. Each proposal must be submitted to [HarringtonVICP@ChristianaCare.org](mailto:HarringtonVICP@ChristianaCare.org) in PDF format. Any proposals received after the deadline will not be considered and the applicant will be notified via email of such. Upon receipt of applicant proposals, each applicant will be presumed to be thoroughly familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document will in no way relieve applicants from any obligation in respect to this RFP.

**Acknowledgement of Understanding of Terms** - By submitting a proposal, each applicant will be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms and has fully informed itself as to all existing conditions and limitations



## **APPENDIX 2**

### Sample Key Personnel Listing

**Miriam Jones – Project Director (.6 FTE or 24 hrs/week)** Ms. Miriam Jones will be responsible for administering the Be Healthy project. Ms. Jones is the founder and executive director of the Ready for the World Foundation. Ms. Jones has 34 years of corporate management experience and 7 years of nonprofit management experience. She founded and managed the Women’s Community Engagement Incubator in Burton, Michigan, for which she was awarded the Community Leader of the Year award. She will report directly to the organization’s board of directors.

**Jane Taylor, PhD – Community Investigator (.25 FTE or 10 hrs/week)** **Dr. Taylor** will be responsible for the Be Healthy data collection and program evaluation. Dr. Taylor has been involved with research related to CVD prevention for over twenty years. She is actively part of the planning, implementation, and publishing/presenting of multiple research studies in the field. Her training in dietetics at NIH Clinical Center and her graduate work in nutrition at Penn State has prepared her for a career in nutrition with a focus on research. Working as a nutrition research manager at Penn State’s NIH-funded General Clinical Research Center, as well as serving on the IRB at Penn State, has given her extensive experience in reviewing and conducting research studies. She understands the importance of working as a research team to achieve optimal recruitment, attainment, and follow-up of participants. She also possesses the skills necessary to collect and analyze data in community based research. .

**Robert Cross - Volunteer Coordinator (.4 FTE or 16 hrs/week)**

Mr. Cross will be responsible for the recruiting volunteers, developing volunteer training materials, maintaining updated records on all volunteers, and implementing a volunteer recognition program for the Be Healthy program. Mr. Cross is a retired State of Delaware Program Coordinator with an extensive history of working with social, civic and local organizations to develop partnerships.

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**APPENDIX 3**  
**Budget Template**

Harrington Value Institute Community Partnership Fund Year 1 Project Budget					
<b>Project Title:</b>					
<b>Project Lead:</b>					
<b>Total Year 1 Funding Request:</b> 0.00					
<b>Personnel Salaries, Wages, and Benefits</b>					
Name	Role	Hourly Rate	# of Project Hours	Fringe Benefits	Total
					0.00
					0.00
					0.00
					0.00
					0.00
<b>Total Personnel Expenses</b>					<b>0.00</b>
<b>Operating Expenses</b>					
Category	Details			Total	
<i>Food and Promotional Items</i>					
1					
<i>Equipment Costs and Rental Fees*</i>					
1					
<i>Supplies</i>					
1					
<i>Travel Expenses</i>					
1					
<i>Occupancy and Space Rental Fees</i>					
1					
<i>Printing and Publications</i>					
1					
<i>Conference Registration and Training Fees</i>					
1					
<i>Insurance</i>					
1					
<i>Other</i>					
1					
2					
3					

**APPENDIX 4**  
Sample Budget Justification

Supplies

Office Supplies for one year includes: Paper - \$150, printer ink \$200, note pads \$50, writing tools - \$50, miscellaneous \$50

Audio recorders \$150 and hands-free headsets \$100 for patient interviews (quantity 3 each) iPad for patient data collection (quantity 2) - \$500 each

Cell phone reimbursement for nurse researcher - \$50/month for six months Transcription Services - \$120/hour for 10 hours

Patient participation incentive \$20/patient for 200 patients

Travel - estimation

Researcher mileage reimbursement – 1200 miles at \$.57/mile – approximately 10 miles/day for 6 months for a total of 120 days.