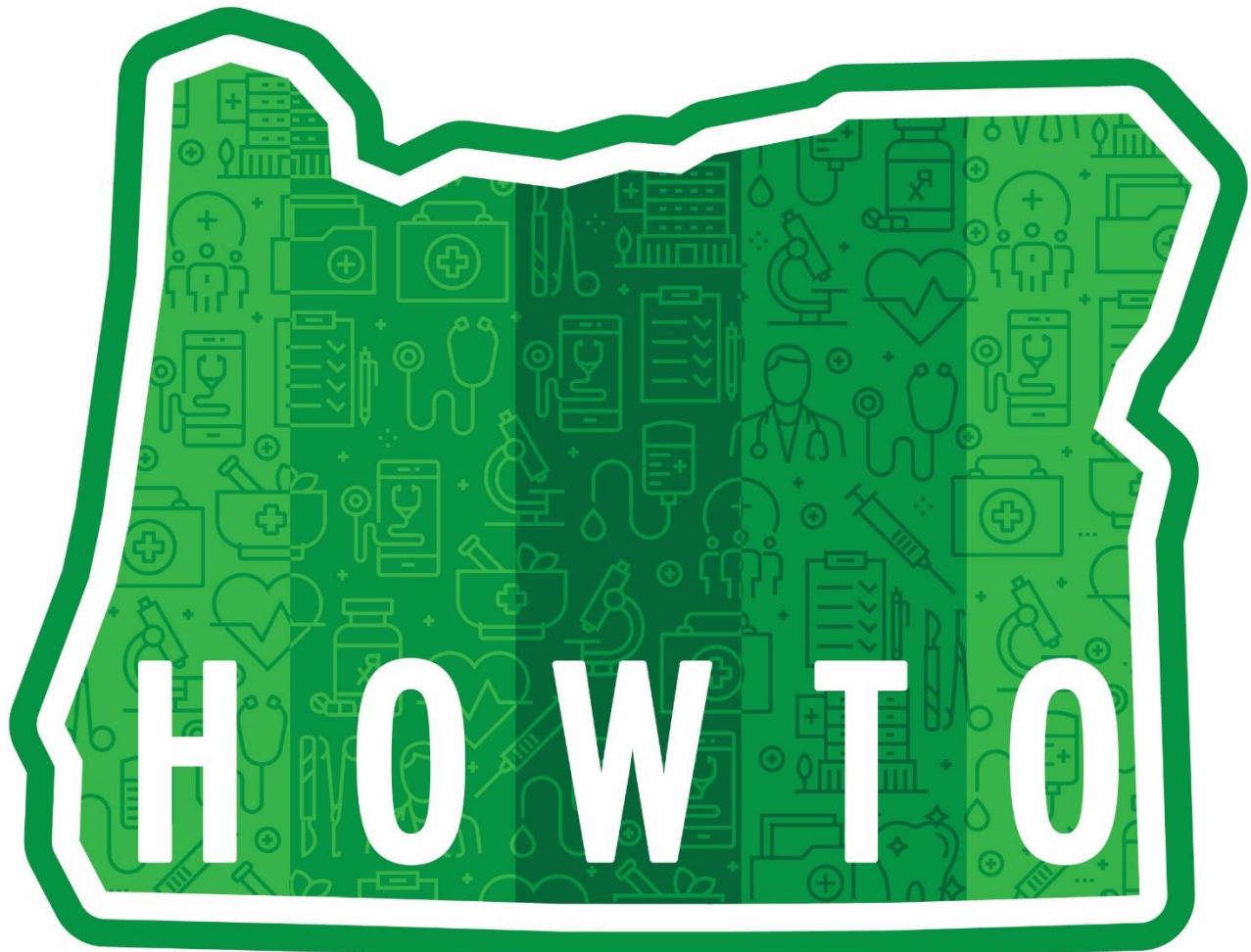**Request for Applications**

HOWTO

Healthy Oregon Workforce
Training Opportunity Grant

Background

The State of Oregon is committed to all Oregonians having the opportunity for optimal health. As part of that, it is important to ensure that the distribution of the health care workforce appropriately meets the needs of all Oregonians and is reflective of the community being served. To help advance this goal, the Oregon Health Authority and Oregon Health & Science University have allocated approximately $8 million over the 2019-21 biennium for the Healthy Oregon Workforce Training Opportunity Grant Program (hereinafter "HOWTO Grant Program"). This grant program is being administered under the direction of the Oregon Health Policy Board and in partnership with the Oregon Health Authority and Oregon Health & Science University (OHSU). Up to $8 million will be awarded in this round, depending on the quality of the applications received. No single award will be made in excess of $1 million.

The HOWTO Grant Program is intended to expand health professional training within the state to address current and future shortages in the health care workforce in rural and medically underserved areas of Oregon. The program is designed to support innovative, transformative, community-based training initiatives that will address identified local health care workforce shortages and expand the diversity of the health professional workforce.

Applications are invited from Oregon community-based educational institutions, consortia, health care service organizations, and others seeking funding to help launch innovative training initiatives to address documented shortages in specific areas of their local health care workforce.

Application Requirements and Parameters

Core Tenets

The list below is a lens through which applications will be viewed. Item 1 is required; applications that also address Items 2 and 3 will be considered to be fully responsive to the core tenets of the HOWTO Grant Program.

1. Expand current and/or develop new health professional training in a local area, which may include Graduate Medical Education
2. Address health disparities[1] and social determinants of health[2]
3. Support greater ethnic, racial, and linguistic diversity and inclusion in Oregon's health care workforce

Criteria

1. Applications in collaboration with established programs elsewhere in the state are strongly encouraged.

2. Applications from the disciplines of behavioral health and oral health are strongly encouraged; however, applications from across all disciplines of the health care system will be considered.

3. Applications must leverage existing community resources and partnerships and demonstrate a financial investment beyond the funds sought in the application.

4. Applicants must clearly demonstrate a data-supported health care workforce shortage in their community and describe how the proposed initiative will address this shortage.

5. All applications must include a detailed evaluation plan for their initiative.

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[1] As defined by the Surgeon General's Website in 2019, "A health disparity is a difference in health outcomes across subgroups of the population. Health disparities are often linked to social, economic, or environmental disadvantages (e.g., less access to good jobs, unsafe neighborhoods, lack of affordable transportation options). Health disparities adversely affect groups of people who have systematically experienced greater obstacles to health on the basis of their racial or ethnic group, religion, socioeconomic status, gender, age, mental health, cognitive, sensory, or physical disability, sexual orientation or gender identity, geographic location, or other characteristics historically linked to discrimination or exclusion. Many health concerns, such as heart disease, asthma, obesity, diabetes, HIV/ AIDS, viral hepatitis B and C, infant mortality, and violence, disproportionately affect certain populations. Reducing disparities in health will give everyone a chance to live a healthy life and improve the quality of life for all Americans."

[2] The ODPHP explains "[s]ocial determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks." These conditions are known as social determinants of health (SDOH) and their website provides a list of examples at the following internet address: https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health

6. All applications must address how the project will be able to be carried out despite the COVID-19 pandemic, notwithstanding current or anticipated restrictions (e.g., physical distancing).

7. Applicants must also provide information on how the new initiative will continue to be supported in a sustainable manner once the grant has expired.

8. The application must include all costs, including leveraged funding and in-kind support.

Funding Guidelines

1. Funding may be requested for up to 3 years.

2. Applications requesting up to $1 million are allowed.

3. Grant funds may <u>not</u> be used for capital construction costs.

4. Grant funds may <u>not</u> be used for maintenance of effort (MOE) of existing activities.

Notice of non-discrimination

Any grant recipient must represent that it does not and will not discriminate against anyone on the basis of race, color, national origin, sex (including pregnancy-related conditions), sexual orientation, gender identity, marital status, religion, disability, age or veteran status.

To Apply

For those interested in applying, please refer to the Application Guidelines that outlines eligibility requirements, expected contents of the application packet, review process and timeline.

Application Guidelines

Submission Deadline

August 14, 11:59 pm Pacific Time

Contact Information for Inquiries

For questions regarding the program, contact howto@ohsu.edu
For questions about the application portal, contact funding@ohsu.edu

Submission Process Details

Applications must be submitted electronically through the Competitive Application Portal at Oregon Health & Science University: https://ohsu.infoready4.com. To submit an application, an applicant will need an account which can be done automatically on the website using an email address. Please be sure to add support@infoready.com to your list of trusted senders so you don't miss important information. If you have questions about the portal, please contact funding@ohsu.edu.

Content and Form of Application

1. Project Abstract Summary
2. Project Narrative
3. Budget Narrative/Budget Table
4. Appendices

Applicants must follow the guidelines in this Request for Applications (RFA). Any proposal exceeding the page maximums will not be reviewed and will be returned to the applicant. Proposals not meeting other RFA requirements may be returned to applicants upon administrative review/determination.

While there is no required format for citing references at this time, we suggest AMA Style, with a reference list at the end of the application included as an Appendix.

1. **Project Abstract Summary:** The abstract will be used to provide reviewers with an overview of the application and will form the basis for the application summary in grants management and program summary documents. If the project is funded, the Project Abstract may be published on the HOWTO Grant Program website and in other online and hard-copy publications. Please submit the abstract using the text field in the application portal.

The following documents should be combined into a single PDF and uploaded to the application portal with the naming convention: IdentifyOrganization_LastNameOfMainContact_HOWTO_3. Applications should use an 11-point font with margins of 1" all around.

2. **Project Narrative:** The Project Narrative is the most important part of the application, since it will be used as the primary basis to determine whether or not a project meets the minimum requirements for a grant under the HOWTO Grant Program. The Project Narrative must provide a clear and concise description of the project, addressing documented shortages in specific areas of a community's health care workforce. The Project Narrative should include the following components:

    I. Executive Summary
    II. Problem Statement
    III. Organizational Capability
    IV. Goals and Objectives
    V. Outcomes
    VI. Program Plan
    VII. Plan for Program Sustainability
    VIII. Evaluation

    I. Executive Summary [2 Page Maximum]: Dedicate the first half of the first page of the Executive Summary to providing the following information, in the following order: (1) the Total Amount of Funding Requested, (2) the Project Time Period in Months, (3) a list of the Organizations Named in Proposal as Collaborators, Subrecipients, Etc., and (4) a list of the Health Disparities/Social Determinants of Health the Application Plans to Address.

    This section should include a brief description of the proposed project, including: target workforce

need, goal(s), objectives, outcomes, and evaluation plan. The Executive Summary should also clearly state if the application is for a *new* program, to expand on an *existing* program, and/or contribute to *increasing the diversity* of Oregon's health care workforce.

II. Problem Statement [2 Page Maximum]: Identify and define the workforce shortage and contributing factors that will be addressed by the proposed project and activities. Describe and document (with data) the significance or prevalence of the problem or issues affecting the health care workforce shortage being addressed. Describe the populations in the community that will be targeted by the program being proposed.

III. Organizational Capability [1 Page Maximum]: The application should include an organizational capability statement describing how the applicant agency (or the particular division of a larger agency which will have responsibility for this project) is organized, the nature and scope of its work, and the capabilities it possesses. This description should cover capabilities of the applicant agency not included in the program narrative, such as any current or previous relevant experience and/or the record of the project team in preparing cogent and useful reports, publications, and other products. The applicant should document significant experience working in health care workforce development or a partnership with an agency that does have significant health care workforce experience. Please include vitae or biographical sketches as appendices for key project personnel.

IV. Goals and Objectives [1 Page Maximum]: Overall project goals, annual short-term and project long-term objectives must be provided. Identify impact outcomes and performance measures for the proposed activities. Tie outcomes/impacts and measures to long-term goals and objectives. Goals must be ambitious and achievable in the project's timeframe.

V. Outcomes [2 Page Maximum]: This section of the project narrative must clearly identify the measurable outcome(s) that will result from the proposed project. In addition to discussion in the narrative, applicants must describe how they envision the project may be applicable to other communities across the state.

A "measurable outcome" is an observable end-result that describes how a particular intervention benefits program participants. It demonstrates the "impact" of the intervention. A measurable outcome is not a measurable output, such as: the number of individuals served or the number of training sessions held.

The focus of this section should be kept on describing what outcome(s) will be produced by the project and should use the Evaluation section noted below to describe how the outcome(s) will be measured and reported. The application will be scored on the clarity, nature, and ambition of the proposed outcomes, not on the number of outcomes cited.

VI. Program Plan [3 Page Maximum]: Specify evidence-based strategies and practices to be used in proposed project activities in relation to the workforce shortage to be addressed. Clearly describe how the project will be carried out and the role(s) of collaborating organizations or

subcontractors. Describe specific strategies, practices or activities planned to achieve each objective. For each, describe how, when, where, by whom, and for whom it will be conducted.

Describe any products to be developed by the project. The application should strive to demonstrate the effectiveness of a highly innovative and multi- partnership collaborative approach.

Provide a description of proposed program staff, including job descriptions for key staff (including the Project Director), qualifications and responsibilities of each staff member and percentage time each will commit to the project. Provide a description of duties for proposed consultants and volunteers, if applicable. Include an organization chart that illustrates the project reporting structure and timeline. Include charts of the required partnership organizations' structure. Discuss how these organizations will interface with the applicant organization and each other. Also describe the approach that will be used to monitor and track progress on the project's tasks and objectives.

VII. Plan for Program Sustainability [1 Page Maximum]: A detailed description of how the applicant expects to sustain the proposed program after the end of the award including key partnerships that will aid in program sustainability. Ongoing sustainability is a key factor considered in the review process.

VIII. Evaluation Plan [2 Page Maximum]: The evaluation plan must clearly articulate how the applicant will evaluate project components. The applicant is expected to implement the evaluation plan at the beginning of the project in order to capture and document actions contributing to relevant project impact and outcomes.

3. Budget Narrative [2 Page Maximum] + Provided Budget Table [Not Counted in Page Maximum]

The applicant must submit a Budget Table (on the form provided) and separate narrative (2 page maximum) with detailed justification as part of their application. Discuss the necessity, reasonableness, and allocation of the proposed costs. Project budget calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient to verify the calculations. While proposals must clearly identify the investments and/or resources being committed by the communities or partners in support of the proposed program, there is not a specified financial match requirement. The applicant must include a detailed listing of any community/partner funding sources identified. The applicant must indicate the method being used to calculate any overhead/indirect costs.

Please note: On the provided budget table, the HOWTO Grant Program funds being requested are not listed as Revenue.

The applicant must provide an "object class category" budget using the provided Budget Table for the life of the proposed project.

Object Class Descriptions and Required Justifications

Personnel Description: Costs of staff salaries and wages, excluding benefits.

Personnel Justification: Identify the project director or principal investigator, if known at the time of application. Provide personnel costs detailing for each proposed staff person: the title; full name (if known at time of application), time commitment to the project as a percentage or full-time equivalent; annual salary and/or annual wage rate. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant. Contractors and consultants should not be placed under this category.

Fringe Benefits Description: Costs of employee fringe benefits unless treated as part of an approved indirect cost rate.

Fringe Benefits Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement insurance, and taxes.

Travel Description: Costs of travel by staff of the applicant organization.

Travel Justification: For each trip, show the date of the proposed travel, total number of traveler(s); travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used; and other transportation costs and subsistence allowances.

Equipment Description: "Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year per unit and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) $5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in or excluded from acquisition cost in accordance with your organization's regular written accounting practices.)

Equipment Justification: For each type of equipment requested applicants must provide a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use of the equipment in the project; as well as a plan for the use, and/or disposal of, the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy, or section of its policy, that includes the equipment definition as an Appendix. Reference the policy in this justification.

Supplies Description: Costs of all tangible personal property other than those included under the Equipment category. This includes office and other consumable supplies with a per-unit cost of less than $5,000.

Supplies Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

Contractual Description: Costs of all contracts or subawards* (*for purposes of clarification, when referenced herein, subawards, subrecipients, and the like, are referring to the generic use of the terms, not the Federal definitions) for services and goods except for those that belong

under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts or subawards with subrecipient organizations (with budget detail), including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. This line item is not for individual consultants.

Contractual Justification: Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open, and free competition. Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc., available upon request.

Other Description: Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: consultants; insurance; professional services (including audit charges); space and equipment rent; printing and publication; training, such as tuition and stipends; staff development costs; and any other costs not addressed elsewhere in the budget. Food is not generally allowed unless an allowable program expense within the applying organization.

Other Justification: Provide computations, a narrative description, and a justification for each cost under this category.

Overhead Cost Description: Total amount of overhead costs requested (if applicable) and justification for such costs in the execution of the project.

Program Income Description: Program income means gross income earned by your organization that is directly generated by this project if it is funded. Program income includes but is not limited to income from fees for services performed or the use or rental of real or personal property acquired under the award. Interest earned on advances of funds is not program income. Program income does not include rebates, credits, discounts, and interest earned on any of them.

Program Income Justification: Describe and estimate the sources and amounts of Program Income that this project may generate if funded.

Community Resources: Detailed description of the community investment and other resources that will be used to support the project.

Plan for Oversight of Award Funds

The applicant must include a plan for oversight of HOWTO Grant Program award funds which:

- Describes how your organization will provide oversight of funds
- Describes the organizational systems that demonstrate effective control over and accountability for funds and program income, compares outlays with budget amounts, and provides accounting records supported by source documentation.
- Describes organizational controls that will ensure timely and accurate submission of annual and final financial reports.

4. **Appendices**

   A Letter of Commitment from all Participating Organizations and Agencies.

   The applicant must submit with its application a Letter of Commitment (LOC) between the applicant organization and each partner organization. Each LOC must clearly delineate the roles and resources (including in-kind) that each entity will bring to the project; state the duration and terms of the agreement and cover the entire project period. Each LOC must include all partners and be signed by the authorized representatives of each Partnership program partner. Signatures may be by facsimile transmission or other electronic means, and the LOC may be executed in any number of counterparts, all of which together shall constitute one signed LOC.

   Letters of commitment are not the same as letters of support. Letters of support are letters that are general in nature that speak to the writer's belief in the capability of an applicant to accomplish a goal/task. Letters of support also may indicate an intent or interest to work together in the future, but they lack specificity. You should NOT provide letters of support, and letters of support such as this will not be considered during the review.

   Curriculum Vitae/Resume/ Biographical Sketches for Key Project Personnel [3 Page Maximum for each].

   The applicant must submit with its application curriculum vitae and/or resumes of all key personnel.

   Equipment Policy (as applicable)

   Organizational Chart

   Include an organization chart showing the relationship of the project to the current organization; this chart may also include the contractual and/or supportive organizations that will become part of the network. Also include information about any contractual and/or supportive staff/organization(s) that will have a secondary role(s) in implementing the project and achieving project goals.

   Reference List (as applicable)

Application Review Process

Complete applications submitted by the grant deadline will be reviewed by an independent panel of individuals from across Oregon who have a deep understanding of the health care workforce, community workforce needs, community-based research, community-based program implementation and ongoing management, pedagogy, and program assessment methodologies. The Grant Review Panel (GRP) will comprise of 7-10 individuals who will review and score each application based on the following criteria:

   Factor 1: Executive Summary and Problem Statement (10 points)

   • Quality and soundness of the Executive Summary and the description in the Problem Statement of the proposed project and the nature and scope of the specific problem

and/or issue(s) and proposed intervention.
- The depth and breadth of knowledge of the problem demonstrated by the application.

Factor 2: Organizational Capability (10 points)

- Appropriateness of the applicant's organizational structure and organizational chart provided to implement the project as proposed.
- Evidence of the organization's (and any partners') ability to successfully conduct the proposed program.
- Demonstrated ability of the organization to effectively implement community or regional initiatives and manage multiple projects.
- Demonstrated ability to collaborate with other non-affiliated organizations.
- Appropriateness of defined roles and responsibilities of project staff including any proposed consultants.
- Extent to which the organization demonstrates its ability to collect and analyze project outcome data.

Factor 3: Goals and Objectives (10 points)

- Merit of the stated goals and objectives.
- Number of program goals addressed by the proposal if more than one.
- The extent to which the stated problem to be addressed by the proposed project and the proposed project itself appear to meet the HOWTO Grant Program purpose and expectations.
- Degree to which the objectives focus on the overall goal of the program rather than program activities.

Factor 4: Outcomes (20 points)

- The quality and nature of the proposed measurable outcomes.
- The extent of the expected impact on the health care workforce of the proposal's measurable outcomes.

Factor 5: Program Plan including Proposed Interventions/Plan, Target Populations and Organizations, and Project Management (20 points total)

5.1: Program Interventions/Plan and Project Management (15 of 20 points)

- Extent to which proposed strategies and overall project is designed to improve upon an evidence-based model.
- Appropriateness and merit of proposed approach, strategies, and specific activities for each objective.
- Logic and sequencing of the planned approaches as they relate to the specified targeted health care workforce shortage to be addressed.
- Appropriateness of defined roles, including staff reporting channels and that of any proposed consultants.
- The soundness of applicant's organizational structure, inclusive of clearly defined roles and responsibilities and lines of authority among the proposed staff within and between

partnering organizations.
- The strength of commitment of the applicant organization in terms of managerial and leadership support and staffing necessary to carry out the proposed plan.
- Soundness of the established community network and the detail provided relative to the experience, roles, resources/and or services each entity will provide for the project (must cover the entire project period).
- The quality and completeness of the signed Letter of Commitment(s) between the applicant and its subrecipients/partners.

5.2 Health care Workforce Assessment (5 of 20 points)

- The quality of applicant's description and documentation with data of the health care workforce shortage to be served by the project.

Factor 6: Evaluation Plan and Innovation (20 points total)

6.1: Clarity and appropriateness of methodology for evaluation. (10 of 20 points)

- The degree to which expected results are appropriate for the proposed objectives and activities.
- Appropriateness of the proposed methods for data collection, analysis and reporting.
- The quality and suitability of the applicant's outcome measures.
- The quality and soundness of a clearly articulated and detailed plan for tracking, assessing, and documenting progress toward achieving objectives, planned activities, and intended outcomes.
- The quality, soundness and clarity of the applicant's plan for measuring project outcomes and accomplishments.
- The potential for the proposed project to have a sustained impact on the targeted health care workforce shortage.
- The soundness of applicant's plan to document the project for replicability in similar communities.

6.2: Innovation (10 of 20 points)

- The extent to which the proposal represents an innovative or new approach that is expected to result in a substantial and significant improvement over current approaches.

Factor 7: Budget (10 points)

- The quality and completeness of the applicant's Budget Narrative.
- The degree to which the proposal demonstrates a clear and strong relationship between the stated objectives, project activities, and the budget.
- The degree to which the Budget Narrative defines the amount of work that is planned and expected to be performed and what it will cost with an explanation of how it will be cost effective.

Factor 8: Mission Alignment (20 points total)

- 8.1 (10 of 20 points) The extent to which the proposal will expand current and develop new health professional training in a local area, which may include Graduate Medical Education.

- 8.2 (5 of 20 points) The extent to which the proposal will address health disparities and social determinants of health.

- 8.3 (5 of 20 points) The extent to which the proposal will support greater ethnic, racial and linguistic diversity, and inclusion in Oregon's health care workforce.

Awardee Requirements

Awardees will be asked to submit semi-annual progress reports, financial reports, and invoices. The progress reports will include broadly a description of activities, performance against goals described in the grant application, an explanation of steps taken if goals were not met, plans for the following period and any changes to budget expenditures in the upcoming period. Financial reports are expected to include detailed financial summaries of grant expenditures. After the last year of the grant, awardees will be required to submit a final progress report summarizing the work achieved throughout the grant and the outcomes in relation to those initially described in the grant application. The final progress report will also describe how the program will be maintained following the end of the award. Additionally, a final financial report will be required to close out the project. Awardees will have a minimum of once-per-year site visits by the Grant Program Administration Office.