



Strong Systems, Stronger Communities for Local Public Health Departments

REQUEST FOR PROPOSALS (RFP)

OVERVIEW

The National Association of County and City Health Officials (NACCHO), with support from the Center for State, Tribal, Local and Territorial Support within the Centers for Disease Control and Prevention (CDC), is pleased to offer a new technical assistance (TA) opportunity titled Strong Systems, Stronger Communities (SSSC) TA Cohorts. SSSC will support local health departments (LHDs) in completing public health performance improvement projects through a tailored training and technical assistance program.

Public health performance improvement is positive change in public health capacity, processes, or outcomes through clear and aligned planning, monitoring, and improvement activities.ⁱ Through the SSSC TA cohorts, NACCHO aims to help LHDs and communities utilize performance improvement methods and tools to improve population health and address the social determinants of health (SDoH) across the local public health system. SSSC TA Cohorts will focus on two categories of work:

1. Quality improvement (QI) activities to improve population health
2. Addressing the Social Determinants of Health (SDoH) through the community health improvement plan (CHIP)

All necessary information regarding the project and application process may be found in this RFP and accompanying [Application Document](#). If you have outstanding questions after reading these documents in detail, please e-mail accreditprep@naccho.org

NACCHO and CDC will host an optional web conference on Tuesday, December 11th from 3:00-4:00 pm ET; 2:00-3:00 pm CT/1:00 pm-2:00 pm MT/ 12:00-1:00 pm PT (Register [HERE](#)) to provide an overview of the RFP and application. No new information will be shared during the call; as such, applicants need not wait for this optional call to begin or submit applications. A recording will be posted online within two days of the web conference.

SCHEDULE OF EVENTS

Please note the following deadlines and events for this application:

Submissions open	December 3, 2018
Informational Call	December 11, 2018
Submission Deadline	December 21, 2018
Award Notification Date	January 7-11, 2019
Anticipated Project Start Date	January 18, 2019
In-Person Meeting in Washington, DC	Mid-February 2019 (exact dates to be finalized in December)
Absolute Project End Date	July 26, 2019

SCOPE OF WORK

Applicants must apply to complete deliverables under ONE of the two categories of work as detailed below. Within the selected category of work, applicants will agree to complete specific deliverables (described below) based on the timeline proposed by NACCHO.

NACCHO will provide a dynamic training/technical assistance (T/TA) and peer sharing program to assist up to eight selected LHDs to complete project deliverables. Each LHD will participate in and apply the T/TA to make progress towards their selected deliverables. **No funding is provided for this opportunity.**

The Tiered TA program will include:

- Travel funds for two representatives per selected site to attend a two-day in-person training/workshop and networking meeting designed to build practical skills to assist with project implementation. Training opportunities will be tailored to meet specific site needs and will offer large group training for foundational skill building and tailored workshop opportunities for each cohort to address specific QI and community health improvement needs, respectively.
- Access to topic-specific T/TA, networking, and information sharing through a webinar/conference call series tailored to the TA cohort.
- On-demand and targeted virtual TA from NACCHO staff, based on project specific category of work.
- Individualized assistance with monitoring and modifying project action plans as needed to complete deliverables.

CATEGORIES OF WORK

Applicants must select one category of work only. Within the selected category, applicants must demonstrate capacity to complete the deliverables according to the timeline proposed by NACCHO, as well as need for the T/TA provided by NACCHO. Applicants will be required to identify **expected outcomes** of completing these deliverables.

Applicants should select their category and deliverables based on: 1) the LHD and/or community's needs for T/TA and 2) feasibility for the LHD to undertake and complete the deliverables according to the project timeline specific to each category.

Category 1: Quality improvement activities to improve population health

Quality improvement (QI) for LHDs is defined here as the use of a set of tools and techniques that are coordinated to ensure that LHDs can consistently meet their communities' health and wellbeing needs and strive to improve the health status of their populations.ⁱⁱ The goals for LHDs applying to this category of work are to:

- Move toward an organizational culture of quality, so that employees continuously consider how processes can be improved to better serve the community, and QI is no longer seen as an additional task but a frame of mind.

- Build capacity to address population health challenges through QI.
- Make progress on a population health or a system interconnectedness QI project.

Deliverables should include ALL of the following:

- **Due April 19, 2019:** Self-assessment of the organizational culture of quality using the NACCHO Organizational Culture of Quality Self-Assessment Tool Version 2.0 ([QI SAT 2.0](#)), a revised version of NACCHO's QI SAT V1.0, launched by NACCHO in Summer 2018,* to include:
 - Documentation of conversations with leadership and staff around assessment results
 - Summary of assessment results
 - A list of prioritized action items for inclusion in a QI plan based on assessment results. (Note: a completed QI plan is not required)
- **Due July 26, 2019:** Progress towards a population health or system interconnection/coordination QI project, to include:
 - Selection of a population health QI project, in consultation with NACCHO;
 - QI project plan outlining key components of selected QI project (e.g. area for improvement, goals/intended impact, metrics, processes) – templates will be provided;
 - Narrative story/report and storyboard summarizing QI project progress and results – templates will be provided.

*LHDs applying in this category may apply if they have already conducted a culture of quality assessment, if it has been more than one year since the last assessment.

Identifying Population Health QI Projects

Applicants should consider projects that meet the definition of population health as defined by the Public Health Accreditation Board (PHAB). PHAB notes the distinction between QI projects that address population health and those that address clinical services with the following example: PHAB will accept documentation from a public health education program that informs the public of the need for dental hygiene; PHAB will not accept documentation from a dental clinic that provides individual dental services.ⁱⁱⁱ For additional clarity on QI projects that address population health, please refer to PHAB's document [Accepted Program Areas for PHAB Documentation](#). Projects may aim to strengthen system interconnection and coordination. For this project, interconnection is defined as "the linkage of programs, activities, and/or stakeholders to promote overall efficiency and effectiveness and achieve gains in population health."

Example projects may include:

- Projects to improve community-level opioid response.
- Projects to improve how LHDs work with Behavioral Health on suicide prevention.
- Projects that improve LHD and health center interconnection.
- Projects that improve coordination among LHD, Behavioral Health and incarceration facilities.
- Projects that improve community access to immunizations.

T/TA in this category may include:

- Assistance with developing a process to assess QI culture with broad staff input; access to an online survey version of the QI SAT, as needed; assistance with scoring and analyzing assessment data
- Access to QI templates to facilitate project completion (team charter, storyboard)
- On demand virtual TA with NACCHO staff around QI project implementation
- Additional QI training on topics such as: QI project selection, forming a team, QI methods (e.g. Plan-Do-Study-Act), QI tools application (e.g. process mapping, Root Cause Analysis)

Category 2: Addressing the Social Determinants of Health (SDoH) through the community health improvement plan (CHIP)

Applicants in this category must be currently finalizing an implementation/action plan for the CHIP implementation or in the implementation stages of their CHIP (i.e., taking action or preparing to take action on a specific strategy; **priority areas and goals must have been selected already**). Applicants in this category will select one CHIP priority on which to focus through the SSSC. Social determinants of health (SDoH) 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 (HP2020). They include (1) Economic Stability; (2) Neighborhood and Build Environment; (3) Health and Healthcare; (4) Social and Community Context; and (5) Education.^{iv} Applicants in this category should select a CHIP priority area that explicitly addresses SDoH or identify goals under a CHIP priority area that aim to address SDoH.

The goals of this category are to:

- Identify opportunities to address SDoH through the CHIP.
- Formulate action or implementation plans to make measurable progress toward achieving CHIP priorities.
- Improve cross-sector coordination and communication to strengthen partnerships.

Deliverables should include ALL of the following:

- **Due March 29, 2019:** Completion of a [Community Health Improvement Matrix \(CHIM\)](#) for selected CHIP priority. The CHIM is a tool for assessing current efforts and gaps in strategies to address a CHIP priority and identifying opportunities for addressing the SDoH through the CHIP to include:
 - Completed CHIM document using template provided
 - Documentation from conversations around gaps and opportunities to expand work
- **Due July 26, 2019:** Action plan for implementing a CHIP priority and selected goals with community partners to include:
 - Action plan for selected CHIP priority integrating strategies for addressing SDoH, including using CHIM results
 - Documented plan to measure shared progress toward selected CHIP priority

T/TA in this category may include:

- Training on facilitation of the [community health improvement matrix \(CHIM\)](#) with community partners to assess gaps and address SDoH through the CHIP
- Action planning for implementing activities to achieve goals and objectives with community partners including developing SMART goals, objectives and project plans
- Effectively communicating with cross-sectoral partners to address SDoH
- Designing effective messaging around SDoH
- Establishing a shared measurement strategy with community partners to monitor progress towards achieving shared goals

PROJECT REQUIREMENTS

Selected LHDs must agree to:

- Sign a letter of engagement with NACCHO within approximately 5 business days of receiving it.
- Work with NACCHO to refine and implement a project action plan.
- Designate one main LHD point of contact with whom NACCHO will directly communicate on all matters related to this project, including notification of selection/non-selection. This primary contact will be responsible for submitting all deliverables and completing evaluation activities including a pre- and post-test survey, and follow-up surveys (6 to 12 months after project end date).
- Submit interim and final reports (templates to be provided) that describe progress, outputs, outcomes, and feedback regarding the training quality and content learned.
- Identify team members who are directly involved in the category of work and related deliverables who will participate in the T/TA program, including the main point of contact and one additional LHD representative or a community partner.
- Submit proposed deliverables to NACCHO by the end of the project period and allow selected deliverables to be posted to NACCHO's website to serve as examples for the field. All deliverables submitted to NACCHO as part of this initiative may be considered for posting on NACCHO's website or toolkit. If a document contains sensitive or confidential information, sites will have the opportunity to provide a de-identified version of the document.
- Participate in an in-person workshop in Washington DC, travel costs to be covered by NACCHO. Each selected LHD will send two people who are engaged in implementing the selected project to the in-person meeting. Representatives from each site should include at least one LHD representative and a second person representing the LHD or a community partner directly engaged in the category of work and deliverables.
- Participate in 2-3 T/TA calls, including those with NACCHO staff as well as peer sharing/learning, with topics to be identified from a needs assessment

APPLICATION PROCESS

- 1) Review the requirements and expectations outlined in this RFP and in the [Application Document](#).
- 2) Applicants are urged to carefully consider the category and deliverables that will be both meaningful and feasible to accomplish during the project timeframe as described earlier.
- 3) Complete the [Application Document](#) with your responses and save a copy for your records.

- 4) Complete the [online submission form](#) by **8 PM ET on December 21, 2018**. No applications will be accepted by fax, e-mail, or postal mail. Please note:
- Applicants will complete the online submission form, which contains the same questions as the Application Document. We encourage you to complete the Application Document in its entirety prior to beginning the online form.
 - **Each LHD may submit one application only.**
 - Applicants **will** be able to save responses in the online form and return to them as needed during the submission process, if it is accessed through the same computer and the cache has not been cleared.
 - Access the online submission form at:
http://naccho.co1.qualtrics.com/jfe/form/SV_87beH61VjHdOge1

SELECTION PROCESS

- All LHDs are eligible to apply, including prior Accreditation Support Initiative (ASI) awardees and accredited agencies.
- Applications will be reviewed by NACCHO and CDC.
- Incomplete applications, those submitted by ineligible applicants, or those received through any format other than the online system will not be reviewed.
- Applications will be reviewed and scored based on the following criteria:
 - Evidence of LHD capacity and feasibility to carry out the proposed activities according to the proposed timeline
 - Demonstrated need for training and TA to carry out proposed activities
- The final cohort of participants will be selected in consideration of a diverse cohort of LHDs based on size, location, jurisdiction type, and other LHD characteristics.
- Applicants will be notified of their selection status by e-mail to the project point of contact during the week of January 7-11, 2019.
- Selected LHDs will be required to confirm participation and agreement with the contract scope of work (based on deliverables chosen in the application) after receiving notification. The designated point of contact for selection must be available to receive and respond to the notification within 5 business days of award notification.

Contact info

Please e-mail NACCHO staff at accreditprep@naccho.org with any questions about the SSSC.

ⁱ National Association of County and City Health Officials (NACCHO). Performance Improvement. Retrieved November 27, 2018, from: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement>

ⁱⁱ Riley, Moran, Corso, Beitsch, Bialek, and Cofsky (January 2010). Defining Quality Improvement in Public Health. *Journal of Public Health Management and Practice*: 16(1): 5-7.

ⁱⁱⁱ Public Health Accreditation Board (PHAB) (2012). *Accepted Program Areas for PHAB Documentation*. Retrieved November 27, 2018 from: <http://www.phaboard.org/wp-content/uploads/Accepted-Program-Areas-for-PHAB-Documentation-December-2012.pdf>

^{iv} Healthy People. Social Determinants of Health. Retrieved November 27, 2018 from: <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>