



MASSACHUSETTS
GENERAL HOSPITAL

CENTER FOR COMMUNITY
HEALTH IMPROVEMENT

**Determination of Need Funding
Request for Proposal (RFP)**

**Supporting the Creation of a New Substance Use Prevention Coalition in an
Underserved Area of Boston**

Important Dates

Release Date: July 24, 2018

Question Submission Deadline: August 3, 2018.

Responses to questions will be posted by: August 10, 2018

Proposal Submission Date: August 24, 2018 – 12 PM

BACKGROUND

In 2017, Massachusetts General Hospital (MGH) sat down with representatives from the Massachusetts Department of Public Health and community stakeholders to determine how to best use new community health investment funds to support substance use prevention efforts across the City of Boston. While prevention work is happening in the city and surrounding areas, a strategic plan or guidance document to help direct resources and efforts to maximize effectiveness citywide did not exist. Local substance use prevention and education efforts have primarily developed in isolation, often without clear communication among agencies and programs funded by different federal, state, and local grants. There is an urgent need to improve coordination and implement city-wide strategies to address youth trauma, mental health, the impact of adverse childhood experiences, and substance use prevention. In addition, it is essential to systemically examine patterns of substance use differing by race, ethnicity, age, class and gender, which underscore the need to address health equity, particularly racial and ethnic inequities. To meet this need, a process similar to that which created the Mayor's Office of Recovery Services (ORS) was conducted in order to guide Boston's substance use prevention efforts and initiate cross-sector collaboration.

ORS partnered with the Blue Cross Blue Shield Foundation of Massachusetts (BCBSMAF) to conduct the youth substance use prevention needs assessment and strategic planning process, in collaboration with an Oversight Committee and Advisory Board. While it is understood that it is imperative to initiate substance use prevention education as early as possible, the strategic planning reflected a deliberate focus on the needs of middle and high school aged youth and their families with specific consideration given to targeting high-risk youth and addressing racial, ethnic, gender, and economic inequities.

ORS engaged a broad range of stakeholders, including the City's largest youth-serving agencies: Boston Public Schools (BPS), Boston Centers for Youth & Families (BCYF), and the Boston Public Health Commission (BPHC). The goal was to understand the landscape for youth substance use prevention and to develop actionable and racially equitable recommendations that build on existing infrastructure and fill gaps in services. The process highlighted the need to give specific regard to historically underserved communities, especially as it relates to race and class, and that prevention and early identification of substance use should be part of a broader youth wellness effort. Stakeholders conveyed a range of unmet needs and suggestions pertaining to youth substance use prevention. Feedback covered numerous discrete yet interconnected categories pertaining to: Coordinating Youth Substance Use Prevention Efforts; Race, Juvenile Justice and Substance Use; Youth Development, Access to Information, and Risk Factors; Marijuana Legalization and its Impact on Youth; Establishing Comprehensive School and Community Based Substance Use Prevention Education; and Improving Surveillance Data and Early Identification of Substance Use. Please see www.boston.gov/recovery for more information and the full report.

Strategic Recommendations for DoN Funds:

The Department of Public Health agreed for MGH to use **\$1,346,714** of DoN funds toward recommendations from the City of Boston's Youth Substance Use Prevention Strategic Plan. Dollars will be allocated to strategic areas that the Oversight Committee and Advisory Board

agreed were most important and/or would advance health equity and benefit the community most from hospital DoN funds. It was determined that DoN funds will be used to fund the following recommendations:

1. Establish and lead a coordinated Youth Substance Use Prevention Strategy to reach all Boston youth by building and sustaining partnerships with neighborhood coalitions, treatment providers, recovery support organizations, and other youth-serving organizations, working in neighborhoods that face the dual challenge of heightened levels of inequities in social determinants of health and constrained access to information and resources that could address these conditions.
2. Engage academic institutions, foundations and the private sector to strengthen prevention efforts by building the capacity for rigorous data collection that is neighborhood specific to inform quality improvement efforts and identify emerging trends.

Recommendation 1: Supporting Community Coalitions:

Coalitions play a unique and valued role in communities by bringing together representative members from a community to assess community need and develop targeted, evidence-based interventions as well as racially equitable policy and system changes that will foster measurable and sustainable improvement.

MGH Determination of Need dollars will be allocated to increase the capacity of coalitions across the City of Boston to help address health inequities, support the local needs of residents, and help strategically connect residents and neighborhoods to efforts that support Boston's Youth Substance Use Prevention Strategic Plan. Efforts will be made to pay special attention to communities who have historically been impacted by health inequities, especially as they relate to race and class, and where prevention and early identification of substance use are missing from youth wellness efforts. Funds will be allocated in 2 parts:

- Part 1: A total of \$500,000 over 5 years **to support the creation of one new coalition** to meet the unmet needs in a neighborhood of Boston
- Part 2: A total of \$600,000 over 3 years **to support existing community coalitions** in need of funding to strengthen their youth substance use prevention efforts

RFP, RECOMMENDATION 1, PART 1
SUPPORT THE CREATION OF A NEW SUBSTANCE USE PREVENTION COALITION IN AN
UNDERSERVED AREA OF BOSTON

Year 1: \$75,000 will be available to support the planning and development of one new substance use prevention coalition to meet the unmet needs in a neighborhood of Boston. Year 1 funding will be awarded to help plan, create, and build capacity and infrastructure for a neighborhood coalition using a "collective impact" approach to prevent youth substance use. The "neighborhood" can be self-defined; for example, Roxbury and Jamaica Plain together, or an area within a neighborhood such as Upham's Corner in Dorchester. The community should be determined based on the greatest need demonstrated by epidemiologic data and gaps in current youth substance use prevention activities. Year 1 will focus on identifying partners, building and assessing community readiness, and learning about best practices in coalition development. *See link for more info:* <https://ctb.ku.edu/en/table-of-contents/assessment/promotion-strategies/start-a-coalition/main>

Years 2-5: Up to \$106,250 annually will be available for 4 additional years (totaling \$425,000). Funds will be awarded after completion of progress reports and a strategic plan.

FUNDING OVERVIEW

1. Funds will be awarded to a new multi-sector collaboration to support substance use prevention efforts for youth and families that increase racial equity in an area of Boston.
2. Funds will be awarded on a year to year basis for up to 5 years. Funds in year 1 must be used toward development of the coalition which will include partnership building, cultural competency, and assessment of the needs of local youth.
3. Up to \$75,000 will be awarded in year 1 for planning and development, with \$425,000 of funding over 4 subsequent years upon completion of a coalition development outline, strategic plan, and yearly progress reports.
4. Applicants can include agencies, health care providers, health centers, hospitals, or community based organizations that can collaborate with local agencies, residents, and leaders committed to creating positive community change and improving the health of youth.
5. Applicants or groups of applicants who believe they can make a positive impact on youth and families or wish to expand services to include youth substance use prevention are highly encouraged to apply.
6. Applicants must propose a collaboration of at least six or more organizations who represent various sectors in the community (i.e., first responders, business associations, hospital/health center, etc.) with the goal of increasing this representation to include 12 participating sectors. *See link for more info:* <https://www.cadca.org/sites/default/files/resource/files/capacityprimer.pdf>
7. Lead organization must have experience with community organizing or long-standing ties to the community.
8. Applicants must commit to being part of city-wide initiatives connected to Boston's Youth Substance Use Prevention Strategic Plan and work with CCHI coalition and evaluation technical assistance.

9. Applicants must demonstrate the willingness and ability to carry out evidence-based, strength-based, culturally-competent programming and/or support equitable policy and systems changes to reduce substance use among youth in the community.

USE OF GRANT FUNDS

Grant funds may be used for staff salaries, consultant fees, operating expenses, and indirect costs associated with the coalition. Indirect costs may not exceed 15% of the direct expenses.

Funds may not be used to build endowments, fund operating deficits, or initiate or influence legislation or elections. Requests will not be considered for construction of new facilities, substantial renovation of existing facilities, or to support capital campaigns. No grants will be made to individuals.

As a condition for accepting grant monies, grantees must commit to: (1) completing final programmatic and expenditure reports detailing the use of the funds and the impact achieved; and, 2) participating in the city-wide coalition collaborative as described in the Boston Youth Substance Use Strategic Plan.

SELECTION CRITERIA

Applications will be reviewed based on the following criteria:

1. Demonstration of community need, including the racial demographics of those impacted by substance use in the target neighborhood
2. Willingness and ability to connect and carry out recommendations from Boston's Youth Substance Use Prevention Strategic Plan
3. Demonstration of a clear and credible track record of working with youth in the community
4. Willingness and ability to carry out evidence-based, strength-based, culturally-competent programming and/or support racially equitable policy and systems changes to reduce substance youth among youth in the community
5. Demonstration of ability to foster partnerships with other community organizations working with the same target population or with a similar focus
6. Additional consideration will be given to those currently working on one or more of the recommendations from Boston's Youth Substance Use Prevention Strategic Plan
7. Commitment to participating in city-wide collaborative and leveraging community networks to promote substance use prevention in Boston

APPLICATION PROCESS

Funding applicants or fiscal sponsor (if applicable) need to complete the proposal with the information listed below and submit the required attachments to be considered for this grant opportunity.

1. **Cover Sheet** – Using the form provided at the end of this document, complete the application cover sheet.
2. **Proposal Narrative (5 pages)**
 - A. **Describe the community to be served. (20 points) (up to 1.5 pages)**

1. Provide a brief community needs statement including racial and ethnic demographics of those living in the target community.
 2. Describe existing community prevention/youth-serving efforts and gaps.
 3. Include youth demographics including racial demographics and/or substance use data.
- B. Describe the process you will use to develop the proposed coalition. (40 points) (up to 1.5 page)**
1. Describe the Year 1 plan to build, foster, and maintain multi-sector and racially diverse relationships in the community to engage in substance use prevention efforts.
 2. Describe potential partners in this work and how partners reflect the community being served.
 3. Attach letters of commitment from three community partners/agencies willing to engage in the planning process and subsequent substance use prevention efforts.
- C. Describe the capacity of the lead applicant to carry out the work. (20 points) (1 page)**
1. Describe your organization's experience in bringing people together to support youth and/or maintaining a coalition or being part of a community coalition.
 2. Describe your commitment to advancing health equity and racial justice.
 3. Describe the factors you believe are essential for building a strong coalition.
- D. Describe a proposed approach or strategy that may work to prevent substance use in your neighborhood. (20 points) (1 page)**
1. After reading the Boston Youth Substance Use Prevention Strategic Plan, describe the racially equitable approaches you might explore during the planning year.
 2. Describe how these strategies align with the proposed coalition's community goals.
 3. Describe how you would ensure cultural competency when initiating these strategies.
 4. Describe how you would work toward sustaining partnerships over time.

Total 100 points (Points are used in the review process for scoring each applicant's response on its own merits.)

3. Required Attachments:

- A. Letters of Support** - Attach letters of support or commitment from three community partners/agencies willing to collaborate on youth substance use prevention efforts.
- B. Budget forms (Year 1):** Using the provided Excel budget forms (A and B), indicate the funds required to implement the proposed project/program and how funds will be used. For each budget line item in the budget narrative, make sure to indicate which collaborator will receive funding from the fiscal agent to carry out the proposed work in the proposal. Forms can be submitted with proposal as separate documents.
- C. Lead Agency/Fiscal Sponsor Documentation:** *Required Attachments for EACH MEMBER of the partnership receiving funds from the grant.*
 1. Copy of current IRS Determination Letter confirming the fiscal agent's 501(c) 3 **OR** your organization's 509(a) tax-exempt status.
 2. Most recent annual audit for the fiscal sponsor or a copy of most recent 990 form.

3. Board-approved organizational budget for the **current fiscal year** for the fiscal sponsor.
4. If your proposed program serves youth, attach your policy and procedure to conduct CORI and SORI checks.

SUBMISSION INSTRUCTIONS

The narrative section should not exceed 5 pages using a 12-point font. *Concise applications are encouraged.* All completed applications must be received by noon on August 24, 2018. Applicants should email a pdf of the completed application package including applicant cover sheets, proposal narrative, budget forms, and required attachments for each funded partner to MGH-DON@partners.org. Please name the pdf with the title of your project.

The deadline for application submission is 12 noon on Friday August 24, 2018.

Questions may be addressed to MGHDON@partners.org and sent in by August 3, 2018. All questions and responses will be posted by August 10, 2018.

Incomplete applications and applications submitted after 12 noon on August 24th will not be considered for funding – no exceptions. Notices of funding will take place by mid-September.

REFERENCES

1. Alexander, J. A., Weiner, B. J., Metzger, M. E. Shortell, S. M., Bazzoli, G. J., Hasnain-Wynia, R., et al. (2003). Sustainability of collaborative capacity in community health partnerships. *Medical Care Research & Review*, 60(4, Suppl.), 130–160.
2. Butterfoss, F. D., Goodman, R. M., & Wandersman, A. (1993). Community coalitions for prevention and health promotion. *Health Education Research*, 8(3), 315–330
3. Butterfoss, F. D. (2006). Process evaluation for community participation. *Annual Review of Public Health*, 27, 323–340.
4. Feinberg, M. E., Bontempo, D. E., & Greenberg, M.T. (2008). Predictors and level of sustainability of community prevention coalitions. *American Journal of Preventative Medicine*, 34(6), 495.

Funding Application Cover Sheet

Support the Creation of a NEW substance use prevention Coalition in an Underserved Area of Boston

Chief Executive Officer (of fiscal agent):		Project Lead:	
Name:		Name:	
Title:		Title:	
Organization:		Organization:	
Address:		Address:	
City:		City:	
State:		State:	
Zip:		Zip:	
Phone:		Phone:	
E-mail:		E-mail:	

Total Project Budget (August 1 – July 30):		Amount Requested (August 1 – July 30):	
Year 1:		Year 1:	

Certification: We the undersigned, certify that the statements contained herein are true and complete to the best of our knowledge.

Chief Executive Officer (of fiscal agent)

Date

Budget (Include Budget Forms A & B)