**Request for Applications:**
Building Cross Sector Partnerships to Address SDOH Design Sprints
Deadline: January 22, 2021

I.   Purpose

The National Association of Community Health Centers (NACHC) and the Association of Asian Pacific Community Health Organizations (AAPCHO), with support from the Robert Wood Johnson Foundation (RWJF), seeks to build community collaborations that can improve health equity by addressing the social determinants of health (SDOH). As communities increasingly seek strategies that not only address but also prevent the adverse health impacts of the SDOH, they recognize that structural racism and discriminatory policies drive the SDOH and impede health equity. Effective cross sector collaborations can be a force for driving sustainable and upstream change.

We will do this by convening rapid turnaround cross-sector design sprints that better align health centers and their social services community partners to address the SDOH and drive health equity. At least five cross sector community teams will be selected to participate in four cohorts, which will involve a three-month long design sprint process, including sharing of best practices and training and technical assistance. Each sprint will focus on building partnerships and stakeholder-led strategies consistent within the domains of RWJF's Theory of Change Alignment Framework--shared purpose, data, financing, and governance (see figure below).


A FRAMEWORK FOR ALIGNING SECTORS
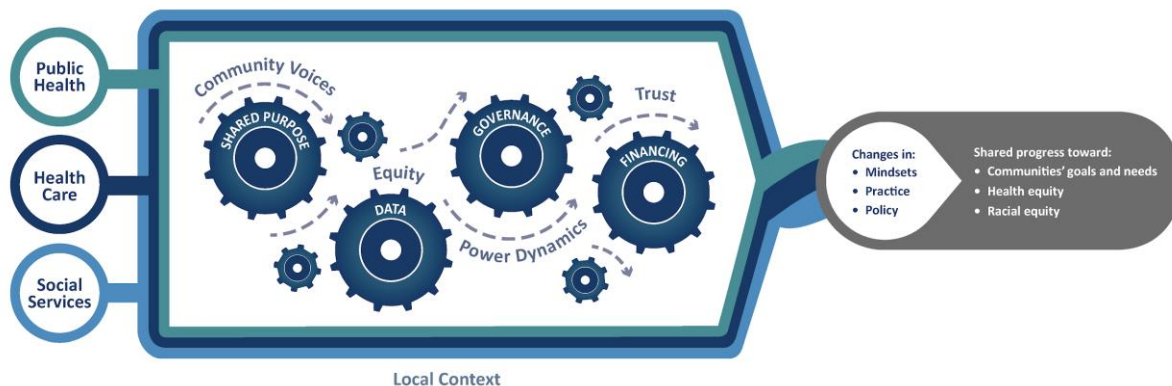
II.   Design Sprints

By leveraging SDOH data, design sprints can foster strategic alignment between health centers and their health and human service counterparts, including community-based organizations, public health departments, and other social service providers. Through a human-centered design thinking approach (see figure below), NACHC and AAPCHO will catalyze local community partnerships that can use data-

driven strategies to manage complex patient care, prioritize population health needs, and collaborate on upstream courses of action that improve and sustain health equity.

Source: **Stanford d. School**
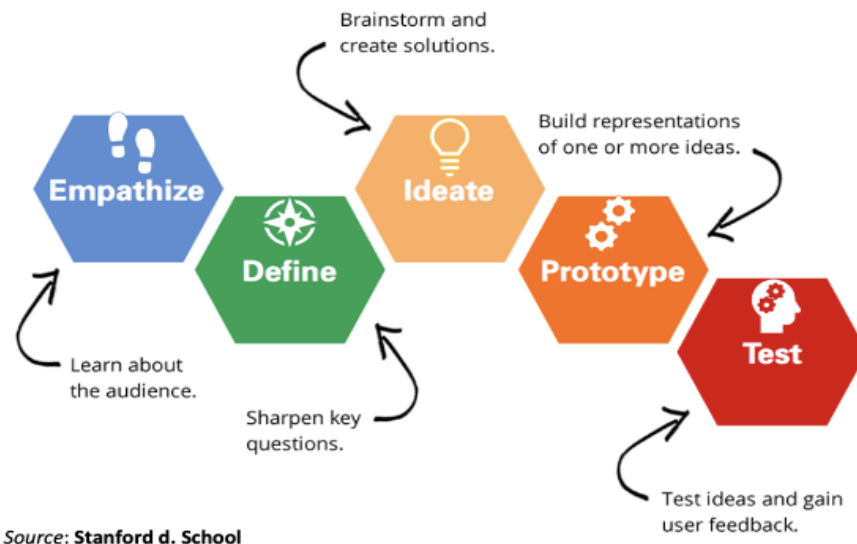
Moreover, the design sprints will create the space and structure to facilitate cross-sector collaboration, data sharing and analysis, gap identification in health equity, and continuous process improvement.

Participating teams will benefit from the training, technical assistance, and peer-to-peer exchange within the design sprint cohorts, positioning them to collaboratively respond to specific community needs through innovative solutions. Additionally, best practices and lessons learned from participating teams may be disseminated nationally to support the augmentation of other cross sector collaborations working to build community capacity for equity and action.

III.   Goals and Objectives

Our overarching goal is to foster strategic alignment and long-term, equitable partnerships between health centers and their social sector partners to improve health equity by addressing SDOH.

Goals (During Design Sprints):

1. Generate and test concrete ideas for addressing the strategic alignment needs of health centers and their cross-sector partners to address health equity, including racial, economic, and social justice.
2. Build an energetic and knowledgeable community around the goal of improving health equity for patients with complex and unmet social needs.
3. Foster a mindset of creativity, resourcefulness, and experimentation in participants.
4. Teach participants concrete design tools that they can use in their daily work at the health centers, their partner organizations, and community engagement level.

Objectives (Post Design Sprints):

1. Build community commitment and capacity for sustainable, cross-sector partnerships on a

national, state, and local level focused on improving the health and well-being of individuals with complex risks, some of which are a result of structural racism.

2. Assess how cross-sector partnerships can best respond to SDOH needs that have been impacted by COVID-19.
3. Assess how cross-sector partnerships can best respond to new and emerging SDOH needs.
4. Prioritize health equity by elevating community voices and reducing health disparities for those with complex health and social needs that have emerged due to structural racism and inequality.

NACHC and AAPCHO also seek to generate best practices and lessons learned from cohort participants to disseminate nationally.

IV.   Team Composition

Each participating team must include, at a minimum, a health center[1] and community social services partner organization. Only one organization should submit the application on behalf of the team and will serve as the primary organization. The primary organization will select a team captain to lead and facilitate the team's strategy for cross-sector alignment efforts and serve as a point of contact for all logistical and communications needs. This includes serving in a leadership and facilitation role and guides the implementation of the strategy for cross-sector alignment efforts.

All members of the team are expected to participate in 2 half-day virtual design sprints (3.5 hours each) and monthly huddles (1-2 hours). The primary and partner organizations can expect to spend at minimum **15 hours** per organization during the 3-month design sprint process. Teams are encouraged to dedicate additional time, as needed, to foster relationships and complete assigned homework.

Phase I: Empathize	Phase II: Define	Phase III: Ideate	Phase IV: Prototype		Phase V: Test	
Month 1	Month 1	Month 1	Month 2	Month 3	Month 3	
Pre-Assessment & Kickoff Call	Design Sprint Half-Day Workshop	Design Sprint Half-Day Workshop	Monthly Huddle and Progress Report Surveys	Monthly Huddle and Progress Report Surveys	Reflection Session on Lessons Learned & Post-Assessment	Total Hours
~1.5 hours	~3.5 hours virtual	~3.5 hours virtual	~2 hours	~2 hours	~2 hours	15

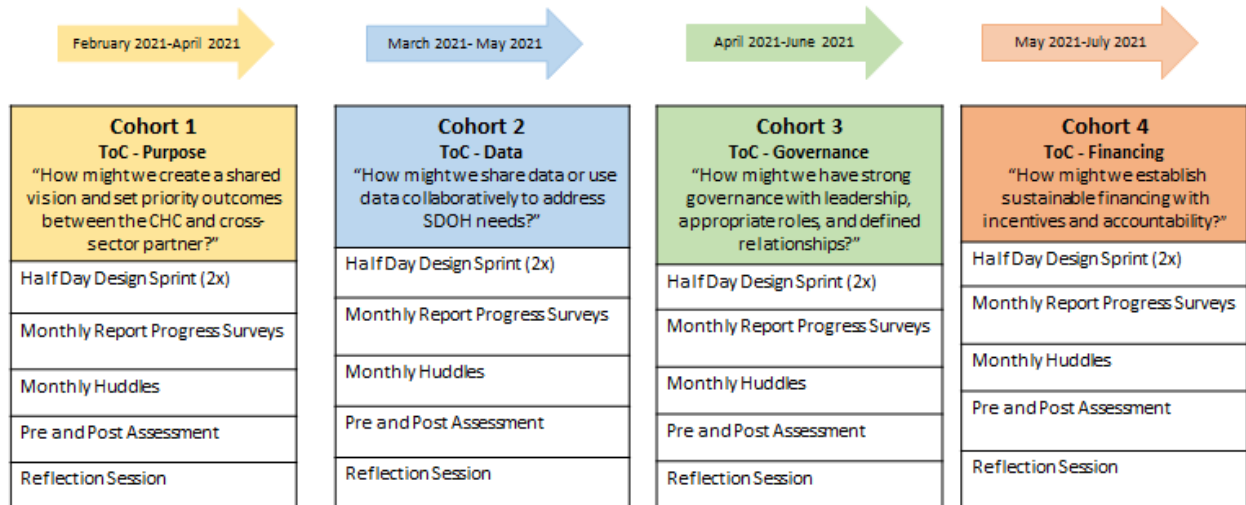## V.   Design Sprint Components

NACHC and AAPCHO will select a minimum of five teams for each design sprint cohort. A team may participate in more than one design sprint and there is no cost for participation. Each design sprint

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[1] To verify if you're a HRSA-funded health center or health center look alike, please visit this website at: https://data.hrsa.gov/tools/data-reporting/program-data

cohort will take place over a course of 3 months starting in February of 2021 and carry through July 2021. Each design sprint cohort will focus on a different concept in RWJF's Theory of Change Alignment Framework that teams may seek to improve collaboration (see figure below).

Applications are due: Friday, January 22, 2021.

February 2021-April 2021	March 2021- May 2021	April 2021-June 2021	May 2021-July 2021
Cohort 1 **ToC - Purpose** "How might we create a shared vision and set priority outcomes between the CHC and cross-sector partner?"	**Cohort 2** **ToC - Data** "How might we share data or use data collaboratively to address SDOH needs?"	**Cohort 3** **ToC - Governance** "How might we have strong governance with leadership, appropriate roles, and defined relationships?"	**Cohort 4** **ToC - Financing** "How might we establish sustainable financing with incentives and accountability?"
Half Day Design Sprint (2x)	Half Day Design Sprint (2x)	Half Day Design Sprint (2x)	Half Day Design Sprint (2x)
Monthly Report Progress Surveys	Monthly Report Progress Surveys	Monthly Report Progress Surveys	Monthly Report Progress Surveys
Monthly Huddles	Monthly Huddles	Monthly Huddles	Monthly Huddles
Pre and Post Assessment	Pre and Post Assessment	Pre and Post Assessment	Pre and Post Assessment
Reflection Session	Reflection Session	Reflection Session	Reflection Session

Note: In order to participate in Cohort 4: Financing, a team must participate in one of the prior cohort design sprints.

A design sprint cohort is a short burst of facilitated training and technical assistance with peer-to-peer learning focused on cross-sector collaboration and creative problem solving. The details and expectations for each cohort include:

- Virtual Design Sprints: during two half-day workshops, you will learn practical tools and strategies to bring back to your organizations, build deeper understanding of community needs, brainstorm creative ideas, and test new solutions.
- Pre and Post Assessment: to assess your readiness and progress for cross-sector collaboration and collaborative problem solving.
- Monthly Huddles: virtual cohort huddles to answer any questions you have about the design sprint process, including sharing progress on prototyping and testing out ideas from the half day workshops.
- Monthly Progress Survey: to ensure you are documenting progress and feedback on your big ideas from the design sprint workshops.

VI.   Eligibility Criteria

Any Federally Qualified Health Center (FQHC) or FQHC Look-Alike organization and cross-sector partner (e.g., community-based organization, local health department, social service organization, etc.) are eligible to apply if they both meet the following criteria:

1. Identified partnership between a health center and a community organization or public health department that serves diverse communities with complex health and social needs. This partnership may be new.

   Note: A letter of support from the partner organization is required to support the application. The letter of support is required to state that the participating organizations are in alignment with the organizational strategic plans and commit to the time required to participate in the design sprint cohort.

2. Identified SDOH needs within the community that both of your organizations are serving
3. Currently or seeking to engage in a local strategy or initiative to improve population health at the regional, state, and/or national levels. Engagement may include:
   - Committed to contributing staff time and/or resources needed to execute a collaborative team with identified milestones.
   - Demonstrated policy experience related to social determinants of health
   - Ability to have key staff actively participate and share experiences, resources, and lessons learned with other participating organizations and the NACHC and AAPCHO team.
   - Well-positioned to promote the use of SDOH and interventions data for cross sector partnerships, such as closed-loop referrals or equitable distribution of resources.
4. Able to designate a team captain from either the primary or partner organization to facilitate the team's participation.
5. Both organizations are committed to attending the virtual design sprints and monthly huddles.

VII.   Selection Criteria

Applications will be assessed by NACHC and AAPCHO based on the the following criteria:
- Demonstrate the diverse array of communities being served
- Partnership addresses community priorities and incorporates community voice
- Demonstrate evolving relationships amongst health centers and cross-sector partners (e.g. community-based organizations, local public health departments)
- Demonstrate commitment to improving health equity and addressing root causes of health and well-being
- Identify and pursue cross-sector alignment and the extent to which these efforts are carried out
- The capacity to leverage SDOH and related data to inform partnership effort

VIII.   How to Apply

Organizations must complete the online application "**Application for Building Cross Sector Partnerships to Address SDOH Design Sprint"** by **Friday, January 22, 2021** midnight EST. Applicants will be notified via email whether they were selected to participate in a design cohort by Friday, February 5, 2021.
If you have any questions about the application process, please contact Nalani Tarrant, Deputy Director of Research Projects at ntarrant@nachc.org

Application Form

Primary Applicant Organization Name:
Primary Applicant Organization Address:
Primary Applicant Organization Website:
Primary Applicant Organization Type:

Partner Organization Name:
Partner Organization Address:
Partner Organization Website:
Partner Organization Type:

Team Captain Name:
Team Captain Title:
Team Captain Email:
Team Captain Phone Number:
Preferred Mode of Communication: Email or Phone

Other Team Members (name, title, and email):

Primary Organization Background and Current Activities

- Provide a brief description of the mission, history, and primary target populations served.
- Number of Sites
- Number of individuals/patients/ served
- Demographics
- Patient SDOH needs and interventions provided
- Number of Staff
- Types of Programs and Services Offered
- EHR and population health management tools
- Strategies used for SDOH partnership development, engagement, and tracking.
- Contact information for key participating staff and the role they will play.

Partner Organization Background and Current Activities

- Provide a brief description of the mission, history, and primary target populations served.
- Number of Sites
- Number of individuals/patients/ served
- Demographics
- Patient SDOH needs and interventions provided
- Number of Staff
- Types of Programs and Services Offered
- EHR and population health management tools
- Strategies used for SDOH partnership development, engagement, and tracking.
- Contact information for key participating staff and the role they will play.

Partnerships:

- *Attach the Letter of Support to the application.*

- Describe the team's (primary organization + partners) stage of team development using Bruce Tuckman's Stages of Team Development?
    - Forming: working to establish expectations, develop trust, and agree on common goals
    - Storming: identifying power and control issues, developing communication skills, and reacting to leadership
    - Norming: working within an atmosphere of agreement on roles and problem-solving processes, with decisions made through negotiations and consensus
    - Performing: achieving effective and satisfying results, working collaboratively, and caring for each other

- Brief description of any additional partnerships that are not exclusively a part of this application but are important regarding highlighting your capacity and strategy for sustaining partnerships.

Design Sprint Focus Area/Outcomes

- Select the Cohort(s) your team seeks to participate in. You must select 1 and you may select as many as 4:
    - Cohort 1: Purpose- How might we create a shared vision and set priority outcomes between the CHC and cross-sector partner?
    - Cohort 2: Data- How might we share data or use data collaboratively to address SDOH needs?
    - Cohort 3: Governance - How might we have strong governance with leadership, appropriate roles, and defined relationships?
    - Cohort 4: How might we establish sustainable financing with incentives and accountability? *** (Must participate in a prior cohort)*

- What need has your community identified that your team hopes to address during the cohort?
    - Why is this important to be addressed through a partnership?
    - How are you incorporating the community voice in your work?

- Explain why the selected design sprint cohort(s) is important to your team. Provide a brief description of what you hope to gain from participating in the design sprint cohort. Describe both short-term and long-term goals.

Design Sprint Commitment

- Is the team willing to share information, tools, and resources amongst the cohort?
    - Yes
    - No

- Is the team able to commit to attending the virtual design sprint and monthly huddles over the course of 3 months?
  - Yes
  - No

- Would your team be interested in presenting your partnership success story?
  - Yes
    - Check all that apply
      - Webinar Guest Speaker
      - Podcast Guest Speaker
      - Written Blog (one-page)
  - No- our bandwidth is limited

- We understand that the impact of COVID-19 and unpredictable nature of the pandemic poses a challenge for participation in the design sprints. Additionally, teams may be responding to local public health emergencies, such as wildfires and hurricanes. How does your team plan to adjust or pivot should there be a change in staffing or capacity to participate in the design sprint process?

Thank you for completing this application. If you have any questions, please contact Nalani Tarrant at ntarrant@nachc.org