

Advancing Representation and Equity in the Health Center Workforce

Funding Announcement

Issuance Date: March 7, 2022
Application Due Date: April 8, 2022

Johnson & Johnson

**OUR RACE TO
HEALTH
EQUITY**

Advancing Representation and Equity in the Health Center Workforce

Issuance Date: March 7, 2022 Closing Date: April 8, 2022

Announcement Type: Notice of Grant Opportunity

Program Title: Advancing Representation and Equity in the Health Center Workforce (ARE)

Program Objectives:

- a) Increase the representation of communities served in the health center workforce
- b) Foster equitable and inclusive workplaces in health centers

Issuing Organization: Grant awards will be administered by the National Association of Community Health Centers (NACHC), Training and Technical Assistance Division

Funder: Funding provided by Johnson & Johnson's [*Our Race to Health Equity*](#) initiative

Award Amount/Duration: Award range \$25,000 - \$35,000. Funds must be expended by December 31, 2022. Note: up to two additional years of grant funding may be made available through a non-competitive application cycle.

Application Deadline: April 8, 2022

Notice of Awards: On or around April 18, 2022

Eligible Organizations:

- a) Applicant must be a § 330 funded or look-alike health center organization.
- b) Applicant must have an active NACHC Organization Health Center Membership.
- c) Applicants must be a health center reporting a 25% or higher patient of color population based on 2020 UDS data. Patient of color is defined as race categorization of Asian, Native Hawaiian/Other Pacific Islander, Black/African American, American Indian/Alaska Native, more than one race and/or ethnicity categorization of Hispanic or Latino/a as identified on Table 3B in the health center UDS report.
- d) Priority will be given to applicants who can demonstrate by self-report an underrepresentation of staff of color (as of January 1, 2022) compared to its 2020 UDS patient of color population. Staff of color is defined as race categorization of Asian, Native Hawaiian/Other Pacific Islander, Black/African American, American Indian/Alaska Native, more than one race and/or ethnicity categorization of Hispanic or Latino/a, mirroring the health center patient reporting in Table 3B in the health center UDS report. An example of an eligible applicant would be a health center with a 53% patient of color base and a workforce with 35% staff of color.
- e) Applicant must complete the application in its entirety, detailed below. An incomplete application may not be considered for award.

NACHC Point of Contact: Please direct any questions regarding this opportunity to Megan Ward, Manager, Leadership Development and Career Advancement at trainings@nachc.org.

Contents

Program Description	3
Eligibility	4
Award Amount.....	4
Future Funding Opportunities.....	4
Data and Outcome Metrics	5
Oversight and Reporting Timeline.....	5
Spending and Allowable Use of Funds.....	5
Receipt of Funds	6
Application Submission	6
Evaluation Criteria Scoring Process	8
Appendix 1: Progress Report Template.....	10
Appendix 2: Final Report Template.....	11

Program Description

The objectives of the Advancing Representation and Equity in the Health Center Workforce (ARE) Grant are to assist community health centers:

- a) align the demographics of their workforce with the demographics of their patient population; and
- b) advance an equitable and inclusive workplace in which all employees have an equal opportunity to thrive and grow their careers.

This grant is for health centers seeking to advance justice, equity, diversity and inclusion (JEDI) at an organizational level and implement meaningful change in organizational culture.

Funds for this grant award are provided by Johnson & Johnson's [*Our Race to Health Equity*](#) initiative. Johnson & Johnson aspires to help eradicate racial and social injustice as a public health threat by eliminating health inequities for people of color. One of the ways Johnson & Johnson seeks to accomplish this is by partnering with NACHC to promote inclusive healthcare workforces and the representation of people of color in the health center workforce. A key component of NACHC's strategic plan is to promote the development of a diverse and highly skilled health center workforce through equitable and effective recruitment and retention practices. This grant is an extension of both NACHC's and Johnson & Johnson's commitment to equity in health care, specifically with NACHC Member health centers.

The grant will support the implementation of the following activities:

- a) The development and administration of a JEDI assessment/study/audit of organizational policies and practices with particular attention to recruitment, hiring, retention practices, human resource policies and other topics related to employee management.
- b) The development and administration of a formal survey to quantitatively measure employee opinion on organizational JEDI issues. For example, the survey could measure whether staff feel that the organization fosters a workplace that is safe and inclusive for all racial backgrounds or that advancement opportunities are offered based on transparent and fair criteria.
- c) The analysis of the JEDI assessments to identify organizational changes or enhancements needed to create a more equitable and representative hiring system and workplace. Examples of identified changes/enhancements that emerge may include human resource policy changes, improved recruitment and hiring strategies, the development or improvement of training programs, etc.

As funding is made available by Johnson & Johnson, NACHC hopes to offer two non-competitive, renewal funding cycles to support the implementation of the identified organizational changes or enhancements. Please see "Future Funding Opportunities" for more information.

Eligibility

Eligible applicants meet the following criteria:

- a) Applicant must be a § 330 funded or look-alike health center organization.
- b) Applicant must have an active NACHC Organization Health Center Membership.
- c) Applicants must be a health center reporting a 25% or higher patient of color population based on 2020 UDS data. Patient of color is defined as race categorization of Asian, Native Hawaiian/Other Pacific Islander, Black/African American, American Indian/Alaska Native, more than one race and/or ethnicity categorization of Hispanic or Latino/a as identified on Table 3B in the health center UDS report.
- d) Priority will be given to applicants who can demonstrate by self-report an underrepresentation of staff of color (as of January 1, 2022) compared to its 2020 UDS patient of color population. Staff of color is defined as race categorization of Asian, Native Hawaiian/Other Pacific Islander, Black/African American, American Indian/Alaska Native, more than one race and/or ethnicity categorization of Hispanic or Latino/a, mirroring the health center patient reporting in Table 3B in the health center UDS report. An example of an eligible applicant would be a health center with a 53% patient of color base and a workforce with 35% staff of color.
- e) Applicant must complete the application in its entirety, detailed below. An incomplete application may not be considered for award.

Award Amount

Award amounts will range between \$25,000 and \$35,000 to up to 16 health centers. The anticipated project period for this award is eight months, April 18, 2022, to December 31, 2022, with final grant reporting due no later than January 31, 2023.

Future Funding Opportunities

NACHC hopes to offer two additional, non-competitive renewal funding cycles to 2022 awardees under this solicitation. Subsequent funding will offer awardees the opportunity to implement the identified organizational changes or enhancements needed to create a more equitable and representative hiring system and workplace, and to monitor outcomes in the long-term. The anticipated funding cycles would be a 10-month project period in 2023 and a 10-month project period in 2024. Future funding is based upon successful completion of the activities in this solicitation and availability of continued funds from Johnson & Johnson. A separate application will be required to receive funds in 2023.

Data and Outcome Metrics

2022 awardees will be required to collect and submit the following data and outcome metrics:

- a) The JEDI organizational assessment/study/audit methodology.
- b) The quantitative survey results of employee opinion on organizational JEDI issues. Results should be reported in aggregate.
- c) A description of 3-5 prioritized changes to policies, practices or other areas emerging from the assessments. These prioritized changes should be in furtherance of the goal to create a more equitable hiring system and workplace environment.
- d) The composition of the health center's workforce on an annual basis through January 2025 using the same race and ethnicity categorizations as the patient population in UDS Table 3B. This reporting requirement is required regardless of future funding awards. The outcomes of this project will be fully realized in future years outside of the immediate project period and thus documenting change over time is essential to demonstrating awardees' successes to the funder.

Oversight and Reporting Timeline

Grantees must

- a) Participate in a grantee orientation call on Zoom on April 27, 2022, at 2:00 pm Eastern time. Meeting information will be sent upon award notification.
- b) Submit a written progress report by August 30, 2022. See Appendix 1: Progress Report Template.
- c) Submit a final report by January 31, 2023. See Appendix 2: Final Report Template.

Should the grantee fail to meet any of the requirements outlined above, grantees may be restricted from applying for another grant for at least one (1) year after reconciling the outstanding requirements (by either successful completion of outstanding requirements or forfeiting/returning the grant funding).

Spending and Allowable Use of Funds

All grant funds must be expended within the project period (April 18, 2022- December 31, 2022). If funds are not fully expended by December 31, 2022, recipients may be required to return unused funds to NACHC. Recipients agree to use funds for expenses that advance the implementation of the grant activities described above. Budget allocations as submitted in the application may be adjusted during the project period with NACHC's approval. NACHC staff reserve the right to determine whether expenses are acceptable for the use of all awarded funds.

Eligible costs for grant dollars include:

- a) Purchased services
 - consultant fees
 - contracts
- b) Personnel costs
- c) Other direct costs
 - supplies and materials
 - meeting expenses (Grant dollars may be spent on food and non-alcoholic beverages for meetings. No more than 5% of the award can be used on food/non-alcoholic beverages.)
 - other
- d) Indirect costs not to exceed 15% of the total award

Ineligible costs for grant dollars include:

- a) Alcohol
- b) Employee bonuses
- c) Cash or cash equivalent (gift cards, gift certificates, etc.) to incentivize employee participation in grant activities, such as completing a survey or participating in an interview

Receipt of Funds

Award recipients must submit an acceptance of award notice signed by the health center's CEO or Executive Director within 10 business days of NACHC's transmittal of award notification. Funds will be dispersed via EFT upon NACHC's receipt of award acceptance.

Application Submission

Applications must be received by 11:59 PM Eastern April 8, 2022. Please submit applications [online at NACHC's Qualtrics platform](#). Emailed or paper versions of a submissions will not be accepted. The application is reproduced below under "Application Requirements" for reference. The application requires the upload of three worksheets/templates.

Those documents are:

- [Demographics Worksheet](#)
- [Workplan Template](#)
- [Budget Worksheet](#)

Application Requirements

- 1) Organizational name
- 2) If applicable, “Doing Business As”
- 3) HRSA BPHC UDS Number
- 4) Mailing Address (no P.O. Boxes, please)
- 5) Primary Contact for this Application
 - First Name Last Name
 - Title/Role
 - Phone (xxx-xxx-xxxx)
 - Email Address
- 6) Chief Executive Officer (CEO) or Executive Director
 - First Name Last Name
 - Title/Role
 - Phone (xxx-xxx-xxxx)
 - Email Address
- 7) Please complete and upload the patient race/ethnicity demographic data, as reported in Table 3B of your health center’s 2020 UDS report, and your staffing demographic data for January 1, 2022, in the [Demographics Worksheet](#). Please note that the excel file has two sheets/tabs that are required to be completed.
- 8) Please indicate total staffing FTEs on payroll as of January 1, 2022: _____
- 9) Please indicate staffing FTEs by the following categories. You can use the data reported in UDS Table 5 to inform your answer.
 - a) Physician/Doctor
 - b) Nurses
 - c) Midwives
 - d) Community Health Workers
 - e) Public Health/Medical Researchers
 - f) All other Administrative and Support Staff
 - g) All Other
- 10) **Statement of the Problem.** Please state the problem(s) you are looking to address with this grant. What is prompting your health center to improve organizational justice, equity, diversity and inclusion practices? (250 word maximum)
- 11) **History of Organizational Change.** Please describe your organization’s recent history (up to five years) of instituting and managing an organizational-wide change initiative. Why were these efforts successful or not successful? (250 word maximum)

- 12) **Proposed Activities/Grant Workplan.** Please describe how you plan to conduct the activities under this award in the [Workplan Template](#).
- 13) **Leadership Commitment.** Please describe any stated commitments or actions from leadership (executive officers, board of directors) to advance justice, equity, diversity and inclusion in the workforce. Your response, for example, may include your organization’s JEDI strategic goals, your organization’s mission statement or previous projects/changes attempted. *(250 word maximum)*
- 14) **Staff Engagement and Inclusion.** Please describe how your health center will communicate the efforts of the project to the staff and promote their engagement. Please describe how your health center will ensure that every staff member could participate in grant activities. Your response, for example, may address how staff will have time in their workday to participate. *(250 word maximum)*
- 15) **Budget Template.** Complete and upload the [Budget Worksheet](#). The budget template must reflect the full cost of completing the project activities.
- 16) **Budget Narrative.** Please provide a budget narrative that is inclusive of the full cost of completing project activities and identify where any other funding will support costs. *(300 word maximum)*

Evaluation Criteria Scoring Process

Minimum Requirement for Application Review: Applicant has met all submission requirements.

Application Evaluation Criteria:

Workplan/Activities (25%)

- a) Applicant clearly states an approach/methodology for completing all grant activities
- b) The tools and resources dedicated to the activities are sufficient for success
- c) Applicant’s timeline is clear and realistic

Budget Narrative and Template (20%)

- a) The budget narrative is aligned with the budget template
- b) Resources have been allocated in a way that is sufficient to accomplish activities
- c) Budget is compliant with grant spending requirements

Statement of the Problem (15%)

- a) Applicant clearly describes the diversity, equity and inclusion challenges facing the organization
- b) Applicant demonstrates a genuine intention to implement meaningful change
- c) Applicant assigns responsibility of change to the organization

Leadership Commitment (15%)

- a) Applicant’s answer demonstrates the board is committed to JEDI initiatives
- b) Applicant’s answer demonstrates executive leadership is committed to JEDI initiatives

Staff Engagement and Inclusion (15%)

- a) Applicant demonstrates a clear and sufficient plan for communicating grant activities to staff
- b) Applicant includes sufficient mechanisms to allow staff to participate in grant activities

History of Organizational Change Initiatives (10%)

- a) Applicant clearly describes history with organizational change
- b) Applicant demonstrates the ability to analyze successes and opportunities for improvement

Appendix 1: Progress Report Template

Advancing Representation and Equity in the Health Center Workforce Progress Report Template

Due August 30, 2022. Please email report to trainings@nachc.org.

- 1) Please describe the progress you have made on the grant deliverables/activities.

- 2) Is your project at risk of not being completed and budget fully expended by December 31, 2022? ___Yes ___No
 - a. If YES, please explain the risk and intended steps you plan to take to mitigate that risk:

Appendix 2: Final Report Template

Advancing Representation and Equity in the Health Center Workforce Final Report Template

Due January 31, 2023. Please email report to trainings@nachc.org.

- 1) Please describe how the JEDI assessment/study/audit was conducted. What was done to analyze organizational polices, practices and procedures? Highlight key findings. Please attach any formal research tools used. *(200 words minimum, 600 maximum)*
- 2) What were the quantitative survey results of employee opinion on organizational JEDI issues? Please only include aggregate data. *(200 words minimum, 600 maximum)*
- 3) Please provide a description of 3-5 prioritized changes the health center will make to policies, practices, procedures or other areas to create a more equitable hiring system and workplace environment as a result of the JEDI assessments. *(300 words minimum, 600 maximum)*
- 4) What were the benefits or successes of completing this grant program? What challenges or roadblocks did you encounter? *(400 maximum)*
- 5) Do you intend on completing a non-competitive continuation application in 2023?
___ YES ___ NO
- 6) *Optional:* Do you have any feedback for NACHC in how to better administer grant programs to serve the needs of health centers? *(300 maximum)*