



The
**BUILD
HEALTH**
Challenge

**Improving Health
Through Innovative
Collaborations**



» A Call for **Collaboration**

In the United States, more than 95% of health care spending is dedicated to the provision of direct medical services.¹ However, medical care accounts for only a fraction of population health status in the United States. A far greater share of health outcomes, as much as 70%, can be attributed to the interplay and influence of social, physical, and economic environments on health behaviors.² These factors—often referred to as the social determinants of health—include influences as diverse as early childhood development, employment opportunities, food insecurity, air and water quality, transportation, educational attainment, public safety, and housing.

Given that today's most pressing health challenges are shaped primarily by the contexts in which people live, it is becoming increasingly clear that medicine, or rather health care providers, cannot fix those problems alone. Achieving better health in our communities will require a fundamental reorientation of how leaders not only in health care, but also in public health and across communities, work together to achieve positive health outcomes. For some, it will require a re-imagining of how they conceive of their organization's mission, how they share data and resources, and how they partner in new and creative ways. And that will undoubtedly be a challenge—logistically, financially, and strategically.

To help catalyze meaningful progress toward total population health, The Advisory Board Company, the de Beaumont Foundation, The Kresge Foundation, and the Robert Wood Johnson Foundation are launching a \$7.5M initiative—**The BUILD Health Challenge**—to foster and expand meaningful partnerships among health systems, community-based organizations, local health departments, and other organizations that impact health in the community. By forging this complex partnership, these partner organizations hope to inspire similar teamwork between organizations at a community level, adding to the research and knowledge base for community health and discovering new best practices for the field.



¹ Ornish D, "Yes, Prevention Is Cheaper Than Treatment," http://www.pmri.org/publications/newsweek/Yes_Prevention_is_Cheaper_than_Treatment_Deain_Ornish.pdf.

² "What Works for Health," <http://www.countyhealthrankings.org/roadmaps/what-works-for-health>.

Join the BUILD Health Challenge

The BUILD Health Challenge will identify and support up to 14 communities that are collaboratively taking **B**old, **U**pstream, **I**ntegrated, **L**ocal, and **D**ata-driven approaches to moving resources, attention, and action to the primary determinants of the health of a population.

The goal? To increase the number and effectiveness of hospital-community-public health collaborations that improve health and promote health equity. In addition to receiving funding support, awardees will gain access to a robust array of coaching and support services including, but not limited to, webconferences, learning labs, coaching, training, and evaluation support.

What makes a collaboration most impactful?

Applications that most clearly address the principles of the BUILD Health Challenge will be considered most competitive.

BOLD: Innovative solutions that bring forth new ideas and approaches for addressing complex problems. The unique nature of the partnership itself could serve as a bold new approach to improving community health.

UPSTREAM: Focus on social, environmental, and economic factors that have the greatest influence on health across a community, rather than on the provision of direct services, health education, or individual behavior change.

INTEGRATED: Strong commitment and partnership between a hospital or health system, a nonprofit community organization, and local public health department (at minimum). We also welcome the participation of other partners from sectors such as education, philanthropy, housing, transportation, government, etc., that are well suited to advance the goals of the partnership.

LOCAL: Strong levels of engagement and leadership from the community for which the proposal is written.

DATA-DRIVEN: Demonstrate innovative uses of data and information sharing to identify key needs and opportunities, as well as to track progress and measure outcomes.

Who is eligible?

The BUILD Health Challenge seeks to support multi-sector partnerships between health care, public health, and community leaders and residents with a shared commitment to moving resources, attention, and action upstream to drive sustainable change. The nonprofit community organization will be the recipient of the monetary award and will therefore likely serve as the lead applicant.

To be eligible to apply, applicants must:

- » Include (at minimum) the partnership of a hospital or health system, local health department, and nonprofit community organization or coalition of organizations.
- » Focus activity within a delineated zip code(s), census tract(s), or neighborhood(s) experiencing significant health disparities within a city of 150,000 residents or more.³
- » Be willing to participate in a learning collaborative and openly share challenges, results, and outcomes.

To learn more about the challenge and eligibility requirements, visit buildhealthchallenge.org

³ To verify eligibility of your city size, please visit http://en.wikipedia.org/wiki/List_of_United_States_cities_by_population.

About the Awards

The BUILD Health Challenge is inviting applications within two tracks: ● **Planning** and ● **Implementation**.

● **Planning Award Overview**

The BUILD Health Challenge Planning Awards are designed to support key community, health care, and public health stakeholders who are ready to begin developing upstream solutions that will improve community health and prevent downstream health costs. Organizations committed to jointly applying for a BUILD Health Challenge Planning Award should be well positioned to develop a comprehensive action plan that will address local community health priorities during the award period.

The BUILD Health Challenge Planning Awards are most appropriate for collaborations in need of support developing a well-defined community health improvement action plan with clear roles and responsibilities for each partner, and shared goals and objectives.

Sample activities covered by Planning Awards could include, but are not limited to:

- » Analyzing data and research
- » Developing strategic plans
- » Engaging community stakeholders
- » Convening local partners to define roles and responsibilities
- » Mapping organizational assets

● **Implementation Award Overview**

The BUILD Health Challenge Implementation Awards are designed to support the advancement of community collaborations that are ready to put their bold, upstream, integrated, local, data-driven plans into action. Organizations jointly applying for a BUILD Health Challenge Implementation Award should have a strong track record of working together and have developed their implementation plans with strong levels of community engagement and leadership.

The BUILD Health Challenge Implementation Awards are most appropriate for collaborations that have already developed a well-defined action plan with clear roles, strategies, and goals, and where an infusion of philanthropic support could accelerate their work. To be eligible for Implementation Awards, the participating hospital(s) or health system(s) must demonstrate a 1:1 match met through direct cash or a combination of cash and in-kind support. Reviewers are especially interested in innovative and transformative approaches to leveraging hospital community benefit investments in meeting the match requirement and such approaches will strengthen the application's score.

Sample activities covered by Implementation Awards could include, but are not limited to:

- » Advancing local policy solutions that will create better opportunities for health
- » Expanding the range of committed partners to bring complementary sets of expertise, resources, and capacities to the table
- » Supporting staff to manage the initiative, organize the community, and keep all partners on track (sometimes referred to as the “backbone organization” or “quarterback”)
- » Developing robust data-sharing agreements to inform intervention strategies and track results for continuous improvement
- » Strategic communications
- » Program evaluation

The BUILD Health Challenge plans to make the following award distributions:

5 Planning Awards		\$75K One-year period		<i>All Planning Awardees are eligible for up to \$100,000 in Year 2 Implementation Funding</i>
9 Implementation Awards		\$250K Two-year period		<i>All Implementation Awardees are asked to demonstrate a 1:1 match</i>

How Do I Apply?

All applications must be submitted via the BUILD Health Challenge portal at buildhealthchallenge.org. Round 1 Planning and Implementation applications are limited to the equivalent of three pages of narrative content in response to the questions addressed in each section below.

ROUND 1 APPLICATION QUESTIONS

Planning Award

1 Community Profile

Describe the community to be engaged in the planning process. Include relevant demographic and health disparity data, highlighting the biggest barriers to health in your community.

2 Partnership Profile

Describe the organizations that are partnering to address this challenge. How is each organization best positioned to address these barriers to better health? How do they plan to work together to develop a well-defined action plan?

3 Action Plan

How will the BUILD Health Challenge opportunity enable you to create an actionable, comprehensive plan to address the most pressing health challenges in this community?

Implementation Award

1 Community Profile

Describe the community or neighborhood at the focal point of this implementation plan, as well as the specific health disparities being addressed by this proposal. What methods or data were used to identify these priorities? Include relevant demographic and health disparity data, highlighting the specific social determinant(s) of health that contribute to this issue.

2 Partnership Profile

Describe the organizations that are partnering to address this challenge, as well as the history of collaboration between the partnering entities. How are the complementary resources, expertise, and capacities of each organization being aligned to address the specific health priorities of focus in this community?

3 Implementation Plan

Provide a brief narrative description of the bold, upstream, integrated, local, data-driven strategies you are proposing to address in this health challenge. How will the BUILD Health Challenge opportunity enable you to implement these strategies? Why do you believe your proposed strategies will be effective?

4 Impact

Describe the anticipated short-term and long-term impacts on your community, recognizing that the long-term impacts may be realized beyond the term of a two-year award period. What new learning may result from the implementation of this work that may be of value to other communities tackling similar challenges?

OPTIONAL: Questions for Low-Interest Loans

Often a community's aspirations for healthy, thriving neighborhoods require different forms of capital, not just grant support. The BUILD Health Partners have created a \$4 million loan fund to make mission-aligned loans that support community revitalization efforts that closely complement the activities funded by the BUILD Health Challenge. Housing Partnership Network (HPN) will be managing this component of the Challenge.

If one of the partnering organizations can make productive use of a below-market rate loan to fulfill the priorities articulated in your proposal, please provide a brief description of how the loan would complement your proposal, as well as how it would need to be structured in order to effectively support your mission. If your organization is interested in this option, please answer the following three questions. These answers will not count toward the three-page narrative limit. Should your application be invited to the full proposal phase, you will have an opportunity to provide more information about the proposed structure of the loan, its financial viability, and how it would complement grant funds to achieve your shared vision.

- 1 Please describe how the loan would be used to finance the proposed objectives in your proposal. What is the expected source of repayment?
- 2 What organization is the expected borrower, and what is their experience using debt?
- 3 Are there other sources of capital needed to complete your projects (e.g., loans, other sources of grants or subsidy)? If so, are these sources identified and committed?

More information about the loan component of the BUILD Health Challenge can be found on the FAQs section of the website.

ROUND 2 APPLICATION REQUIREMENTS

Additional Documents/Letters of Support Required

Applicants that are invited to participate in Round 2 of the application process will be required to upload signed letters of support and commitment from the following key constituents:

- 1 Executive director of the lead nonprofit community-based organization (including a statement that affirms ability to be recipient of the funding)
- 2 CEO of the lead hospital or health system (including a statement that affirms commitment to match Implementation Awards)
- 3 Local health department official

How Will Awardees Be Selected?

Round 1 applications will be reviewed by the program staff of the BUILD Health Challenge. Round 2 applications and letters of support will be reviewed by a panel of experts representing deep knowledge and expertise in health care, public health, community development, and other fields.

Key Dates and Deadlines

December 2, 2014 <i>2 p.m.–3 p.m. ET</i>	Informational webconferences for prospective applicants (Visit buildhealthchallenge.org to register)
December 4, 2014 <i>1 p.m.–2 p.m. ET</i>	
December 9, 2014 <i>1 p.m.–2 p.m. ET</i>	Informational webconference on the low-interest loan component
January 16, 2015 <i>5 p.m. ET</i>	Round 1 applications due
February 20, 2015	Invitations extended to select applicants for Round 2
April 10, 2015 <i>5 p.m. ET</i>	Round 2 applications due
June 9, 2015	Public announcement of awardees in Washington, DC and first convening with the coaching and supporting partners

FAQs

You've got questions? We have answers.

Visit buildhealthchallenge.org for a comprehensive list of frequently asked questions.

Don't see your question listed?

Submit it to info@buildhealthchallenge.org with the subject line FAQ and your question will be added to the FAQ list. While we welcome questions regarding the intent, design, or goals of the Challenge, please note that we will not be able to provide individual guidance on ideas for proposals.