

Identifying the Next Phase of Leadership and Management for the RWJF Culture of Health Prize
Frequently Asked Questions
Revised 7/22/2020 (includes questions from the 6/19/20 webinar)

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Purpose of this Call for Proposals (CFP)

What is the goal of the Call for Proposals (CFP)? What problems is the Robert Wood Johnson Foundation (RWJF) looking to solve?

This request seeks an entity to re-imagine, lead, and manage the next two-year phase of the leadership and management of the national RWJF Culture of Health Prize. The CFP provides background on the RWJF Culture of Health Prize and outlines responsibilities for an organization selected to take on the next phase of leadership and management. Through this re-imagined Prize, RWJF seeks to advance the Prize's reach, influence, and visibility in ways that align with the RWJF's commitment to health equity.

Through this CFP, RWJF seeks applicants to propose approaches to the selection, strategic communications, celebration, and learning activities in ways that advance the Prize's reach, influence, visibility, and the Foundation's commitment to health equity. Applicants do not need to replicate the Prize program as outlined in the Appendix.

Given its commitment to fairness, RWJF is working to open up the opportunity for leadership across our grant-funded programs, including long-standing programs. In that spirit, RWJF has decided to re-compete the leadership and management of the RWJF Culture of Health Prize. RWJF's decision in no way reflects concerns about the performance of the current program lead, the University of Wisconsin Public Health Institute (UWPHI). This decision strictly reflects RWJF's commitment to re-competing long-standing programs.

Are there any notable challenges you've experienced with the Culture of Health Prize that you're hoping the lead entity can help you solve in future iterations of the program?

This next phase gives the selected entity the space to re-imagine the Prize in order to increase the Prize's reach, visibility, and influence and the Foundation's commitment to health equity. This includes the Prize's ability to increase awareness about the role of community conditions on health, equity, and well-being; showcase alternative strategies for creating healthier, more equitable communities; inspire others to apply the principles exemplified in the Prize criteria;

and contribute to a broader narrative about and demand for how we as a nation can create a Culture of Health for all.

Some open questions of the Prize program include:

- What does it mean to create influence of an annual Prize and national program, where there are winners every year from across the country, in ways that continue to engage past winners and build momentum forward, so that the Prize is meaningful to not only local communities, but also to the nation?
- How to have a prize that centers equity, demonstrating what's possible in ways that are concrete, honors the whole community, and lifts up alternative visions and voices of residents often most directly affected by challenges facing communities? How best to utilize a Prize to center equity in the national conversation, especially in light of the moment we're in as a country?

These are creative tension points, not a reflection on the current program or leadership of the program.

Can you define RWJF's meaning of Culture of Health?

A Culture of Health recognizes that where we live—such as our access to affordable homes, quality schools, good jobs, and reliable transportation—affects how long and how well we live, and that improving health and well-being requires collective efforts to create the conditions to ensure all residents have a fair and just opportunity for health. The coronavirus pandemic, recent police violence, and growing inequities across the nation underscore the importance of community conditions and collective efforts for all residents to have a fair and just opportunity for health. As the Foundation works to build a Culture of Health with partners across the country, the RWJF Culture of Health Prize (the Prize) is one way that RWJF lifts up examples of communities working at the forefront of advancing health, opportunity, and equity. The Prize elevates the compelling stories of community members and leaders across the country who are working together to transform neighborhoods, schools, businesses, and more—so that the opportunity for better health flourishes for all. We recognize Culture of Health is happening in different ways and in diverse places—in cities, counties, tribes, regions, and rural towns—and that each of these places has a myriad of physical, economic, and social strengths and challenges. Though each place's journey looks different, Prize winning communities show us what a Culture of Health can look like. You can learn more about our vision at <https://www.rwjf.org/en/how-we-work/building-a-culture-of-health.html>.

Why does the Foundation care about the Prize?

The RWJF Culture of Health Prize helps to bring RWJF's vision to life in concrete ways. The RWJF Culture of Health Prize plays an important role in the Foundation's efforts to inspire national, state, and local leaders and residents in imagining what's possible when community leaders and residents come together to put health, equity, and opportunity within everyone's reach.

How does the pandemic fit into expectations for the re-design of the Prize?

The pandemic's effects elevate the importance of health, equity, and opportunity, both in communities' immediate response and long-term recovery. The response to and recovery from the coronavirus pandemic has highlighted the importance of components found in the current Prize criteria – from relying on cross sector collaboration and resident engagement, to removing barriers to opportunity, to using data to measure and share progress. Communities across the country have addressed the pandemic according to their local context, making the most of available resources and strengths of their residents. While we have not tried to systematically

measure pandemic responses against the current Prize criteria, we expect that going forward communities will share how they addressed the pandemic as part of their work to build a Culture of Health. The focus of the Prize will continue as a recognition prize that honors whole communities in line in ways that advance the Prize's reach, influence, and visibility and the Foundation's commitment to health equity. While these efforts recognize pandemic response and recovery, it is not limited to communities' pandemic response and recovery efforts. For us, the bigger question is how communities acted with intention about equity, in line with a defined set of criteria. This approach includes, but not limited to, how they take new, bold steps to recovery in ways that reflect a commitment to equity and lasting change.

We also recognize that the uncertainty that comes with the pandemic will mean that the selected entity will need to be able to identify alternative approaches and mitigation strategies as the program unfolds.

Why are you seeking a new phase of leadership and management for the Prize? Can the current lead apply?

In its commitment to fairness, we routinely compete and re-compete the leadership and management of large or long-standing programs. In that spirit, RWJF decided to re-compete the leadership and management of the Culture of Health Prize in its entirety, with the new phase beginning with the 2022 Prize cohort. This next phase gives the selected entity the space to re-imagine the Prize in order to increase the Prize's reach, visibility, and influence.

RWJF's decision in no way reflects concerns about the performance of UWPHI, which has led the work with great success since it began, and who will lead this work through the completion of 2020 and 2021 Prize cycles.

Prospective applicants should be aware that UWPHI is fully eligible to compete to run the Prize again and to compete for future related work. We anticipate UWPHI will compete for this solicitation. UWPHI will play no role in selecting the awardee chosen through this CFP.

Is this CFP to select Prize winning communities?

No, this CFP is *not* for communities to apply for the Prize. The call for communities to apply for the Prize will be released later this summer.

Is the goal to build a management model /process that can be replicated with communities?

No, the goal is not to build a management model to be replicated in communities. The purpose of this CFP is to select an entity to fulfill the leadership and management responsibilities for the RWJF Culture of Health Prize program outlined in the CFP.

Is it possible to share information about last year's entity that was selected for this prize in order to supply an example of what the foundation is seeking?

RWJF does not share previously submitted proposals. To be clear, this CFP seeks an entity to re-imagine, lead, and manage the next two-year phase of the leadership and management of the national RWJF Culture of Health Prize. Details on the current Prize structure can be found in the CFP's Appendix. The purpose of this CFP is *not* to award prizes directly to communities; that call will be released later this summer.

Can you give an example of what you are seeking? What are you currently exploring or looking for?

This is the beauty of this CFP – there is not one model we are looking for. We are looking for your ideas on how best to design a recognition Prize that honors whole communities for efforts that communities have *already accomplished* and in ways that increase the reach, visibility, and influence of the Prize as a way to drive forward RWJF’s Culture of Health vision that all may have a fair and just opportunity for health. We have learned from this Prize and have paid attention to other community-based prizes for the ways they have organized or managed themselves or their selection criteria. We are not bound by any one of those models.

Expectations about the Prize Program

What are you looking to accomplish through the Prize program?

As the Foundation works to build a Culture of Health with partners across the country, the RWJF Culture of Health Prize (the Prize) is one way that RWJF lifts up examples of communities working at the forefront of advancing health, opportunity, and equity. The Prize program seeks to showcase what is possible; inspire others to apply the principles exemplified in the Prize criteria; and contribute to a broader narrative about and demand for how we as a nation can create a Culture of Health for all. In the process, the Prize increases awareness about the role of community conditions on health, equity, and well-being; offers new and alternative strategies for creating healthier, more equitable communities; and builds demand for what’s possible.

What are important characteristics of the Prize program?

Important characteristics include that it

- Is a national recognition prize, honoring communities from across the country for work that is already accomplished to address *community conditions* that enable health, equity, and opportunity and demonstrates what it takes to make lasting change;
- Honors whole communities (geographically defined jurisdictions);
- Seeks to showcase what is possible; inspire others to apply the principles exemplified in the Prize criteria; and contribute to a broader narrative about and demand for how we as a nation can create a Culture of Health for all;
- Announces winners annually; and
- Continues to be branded in a way that ties directly to RWJF’s vision.

In the focus on equitable community conditions, this includes a focus on the multiple and structural determinants of health – not only direct services.

What does a “recognition” prize mean?

As a recognition prize, the Prize honors work that communities have already accomplished. This is different from a challenge prize, which would be an award to solve a problem.

What are the key components to be aware of when planning for the 2022 and 2023 cohorts and the Prize program itself?

Here are a few things to keep in mind:

- The Prize is a recognition prize, recognizing what communities have already accomplished to address health, equity, and opportunity, and honors whole communities (not single individuals, organizations, or initiatives).
- The intent of the program is larger than awarding communities prizes. The program is expected to position residents and leaders from winning communities as ambassadors for a Culture of Health with their peers, with other communities, and with other influential audiences in order to increase awareness about the role of community conditions on health, equity and wellbeing; to offer new and alternative strategies for creating healthier, more equitable communities; and to build demand for what's possible. This next phase is intended to help increase the reach, visibility, and influence of the program.
- We anticipate having winners announced annually (i.e. once in 2022 and once in 2023). We want to understand, based on your proposed strategic communications plan, what it means to increase the reach, visibility and influence of the Prize - we assume this means more than the annual announcement of winners.
- We recognize that the uncertainty that comes with the pandemic will mean that the selected entity will need to be able to identify alternative approaches and mitigation strategies as the program unfolds.

What are the Foundation's current and desired future key metrics for success for this program?

We are looking to applicants to propose the metrics they would use to define success and at key points in time; this is what we mean by milestones in the CFP. These milestones should include capacity and readiness for implementation, as well as progress toward goals related to visibility, influence, and reach. Milestones will also help RWJF determine renewal of this contract for cohorts for 2024 and beyond. RWJF may decide to end the contract should milestones not be met.

Is a community a single jurisdiction, or can a state or group of states be the focus of the selection of a Prize?

The Prize program awards prizes to communities. A community is a geographic jurisdiction that is a governance structure smaller than a state, such as county, parish, borough, city, town, village, or other municipality with a publicly elected governing body; a federally recognized tribe or a state-designated Indian reservation; Native Hawaiian organization serving and representing the interests of Native Hawaiians in Hawaii; or region defined as geographically contiguous municipalities, counties, and/or reservations. Multiple communities could be awarded a Prize if there is a defined region that binds them together, such as contiguous municipalities, counties, and/or reservations. Note: this CFP is for the next phase of the management and leadership of the Prize program, *not* for communities to apply for the Prize. The call for communities to apply for the Prize will be released later this summer.

Is there a size of community you would consider too small for the Prize? There is not a community that is too small to win a Prize; it does, however, need to be a geographically defined jurisdiction. Note: this CFP is for the next phase of the management and leadership of the Prize program, *not* for communities to apply for the Prize. The call for communities to apply for the Prize will be released later this summer.

When was the Prize first awarded?

The Culture of Health Prize was first awarded to communities in 2013 as part of the County Health Rankings & Roadmaps program, a collaborative effort between RWJF and the University of Wisconsin Population Health Institute (UWPHI). First awarded as the Roadmaps to Health Prize, the Prize was aligned with the RWJF Culture of Health vision and rebranded as the RWJF Culture of Health Prize in 2014.

Insights on the current Prize program

Where can I learn about the current Prize program and how it is currently structured?

See the Appendix in the CFP. Applicants do *not* need to replicate the Prize program as outlined in the Appendix. It is expected that, once selected, a new lead would (a) draw on existing lessons learned, assessment findings, and tracking efforts from the Prize program; (b) work with UWPHI, as needed, to develop working relationships for transitioning operations and relationships with past winners from the 2013–2021 cohorts; and (c) use part of its start-up phase to understand efforts to date and to test some of the assumptions in its proposed approach.

How many applications are usually submitted for each Prize cohort? How many current winners are there? Are more to be added in 2020 and 2021, before the selected lead begins?

Applications from communities for the annual Prize vary from year to year, ranging from roughly 180 to 250 applications from communities submitted every year.

There are currently 44 communities, across 2013-2019 cohorts, recognized as RWJF Culture of Health Prize winners, representing cities, counties, tribes, regions, and rural towns (see map). The winning communities span 26 states, including 5 native nations recognized as winners. Tribal nations are also part of other winning communities, such as Klamath County, OR.



Additional communities are expected to be added to the 2020 and 2021 cohorts. There are up to 10 communities awarded per year (so far, the highest number of winners per year has been 8).

What is the range of Prize, minimum and maximum? Is the use of prize funding restricted?

The current Prize award to communities is \$25,000. Applicants can propose tiers (categories of winners or dollar amounts) as part of their vision and approach to re-imagining the Prize. Applicants should consider any effects an increased Prize dollar amount may have on their design, e.g. volume, and implications for implementation, e.g. capacity.

Communities awarded the Prize are awarded unrestricted funds, meaning there are no RWJF grant budgeting or reporting requirements. Prizes made to communities will be awarded directly to communities and are not part of the required budget materials for this CFP.

What do I do if I have questions?

If you still have questions after reading these FAQs and listening to the recorded webinar, please email questions to COHprize@rwjf.org.

Responsibilities of the lead entity

Is the lead entity responsible for creating and carrying out the learning activities, or is there a pre-developed curriculum that is followed?

The lead entity is responsible for creating and carrying out the learning activities, as a way for past and new cohorts to learn from one another and for other communities, national and local media, and other influential audiences to learn from them. There is not a pre-set curriculum. We are looking to the new lead entity to design what those activities need to look like.

Will the selected entity have any public-facing role, or mostly behind the scenes management?

The lead entity will have a public facing role, such as helping to announce winners or presentations with the media, and this public facing role would be managed collectively with the Foundation. The lead entity will also have a management role, in line with the responsibilities outlined in the CFP.

Is the selected entity required to utilize RWJF's websites and portals for releasing and receiving applications from communities for the Prize?

If there is a portal that you would rather use, we want to understand from applicants which portal(s) you would like to use to release and receive applications. Knowing which portal(s) you would want to use helps us understand your vision and approach for the selection process or other components of the program. We are still determining what may be required or not. There will be some interface with RWJF's portal, as RWJF will be making final decisions on Prize winners and awarding prizes directly to winning communities.

To apply to this CFP focused on selecting the next phase of leadership and management for the Prize program, proposals for this solicitation must be submitted via the RWJF online system. Visit www.rwjf.org/cfp/prize-lead and use the "Apply Online" link. If you have not already done so, you will be required to register at my.rwjf.org before you begin the proposal process.

Does the foundation have a well-defined decision-making process for the Culture of Health Prize? Or is it looking for (or open to) help assessing and potentially redesigning its decision-making processes?

The lead entity is expected to facilitate decision-making between multiple parties as part of the program. This includes identifying key decision points, key parties, and processes to make decisions. The CFP outlines several key aspects of the program where the lead entity will need to make decisions in consultation with RWJF, such as setting a vision and direction for the program; designing and implementing strategic communications; and recommending year-to-year improvements. RWJF will make the final decision on Prize winners resulting from the selection process or any recommendations from a Prize advisory group.

Who is the awardee managing? Are there sub-awardees independently funded by RWJF or is the awardee the one who then awards sub-grants in line with their vision to different organizations that would then carry out the activities?

RWJF seeks applicants to propose approaches to the selection, strategic communications, celebration, and learning activities in ways that advance the Prize program's reach, influence, visibility, and the Foundation's commitment to health equity. Applicants do not need to replicate the Prize program as outlined in the Appendix. The selected lead entity will be fulfilling the responsibilities outlined in the CFP.

RWJF will award Prizes directly to winning communities; the lead entity will not be sub-granting these awards.

Will you be conducting a new request for proposals for the evaluation and communications firms? When will those requests be issued? Will the lead entity be responsible for identifying and selecting those firms? Or are there existing firms already in place?

We (RWJF) will be selecting evaluation and communications firms after the lead entity is selected; selection of these firms will depend on the lead entity's vision and approach, including its vision and approach to strategic communications and program improvement. The firms are intended to complement the lead entity's design and capacities to help implement its vision. The selected entity will help to inform these decisions (both what the firms focus on and which firms are used), but will not be issuing the requests directly. RWJF will issue those requests and manage those contracts. Firms may include firms that RWJF currently works with or has worked with; they may also be firms with which RWJF has not had a previous relationship.

What piece(s) of the strategic communications are owned by the lead entity vs the contracted communications firm(s)?

The lead entity is expected to design and implement strategic communications efforts, in line with the responsibilities listed in the CFP. The communications firm(s) would complement the lead entity's capacities. Should an applicant be selected as a finalist or lead entity, we want to be in conversation about as you think about the capacities you have and the capacities that you would need complemented in order to achieve the strategic communications goals that you've outlined in your proposed approach.

Under what circumstances does RWJF work with evaluation firms?

The lead entity for the Prize program is expected to manage quality improvement efforts related to the program, as outlined in the CFP. RWJF evaluates its programs, using third party evaluation firm(s), as a way to understand progress along a theory of change, where the focus is about contribution (not attribution) and about impact (not quality assurance). Evaluation firms

would work collaboratively with the lead entity to design the evaluation questions appropriately as well as to interpret the results and generate insights from the evaluation.

Eligibility

Would a national 501(c)(3) nonprofit that provides services in multiple jurisdictions be eligible to apply? Is an institution of higher education eligible to apply? Are health nonprofits eligible to apply?

Applicants may be public entities; non-profit organizations that are tax-exempt under Section 501(c)(3) of the Internal Revenue Code; or for-profit organizations. Applicant organizations must be based in the United States or its territories.

See the responsibilities outlined in the CFP. This CFP is *not* looking to provide direct services (e.g. clinical or social services) to communities.

Application and Award Information

How many awards will be given through this solicitation?

Only *one* entity will be selected through this solicitation. One contract (February 1, 2021 through December 15, 2023, up to \$4M) will be provided to the selected entity to provide leadership and management of the Prize program in line with the responsibilities outlined in the CFP. The new lead is expected to have designated milestones that would determine success of planning and demonstrated readiness and capacity to take on implementation; RWJF may decide to end the contract should milestones not be met. Milestones will also help RWJF determine renewal of this contract for cohorts for 2024 and beyond.

Can I apply with partners, as a way to fulfill the responsibilities in the CFP? Will there be more than one award given?

Only *one* award will be given. This is a single contract to lead and manage the Culture of Health Prize programs. Applicants can apply with partners to fulfill the responsibilities outlined in the CFP, but one entity will need to be designated as the lead. Partners may be sub-contracts to this single award, as a way to fulfill responsibilities outlined in the CFP. Partners' roles will need to be described, with an eye toward complementary capacities as well as streamlined management.

What are the key dates and deadlines for this solicitation?

June 19, 2020 at 1:30 PM ET

Optional applicant webinar. Here is the recording and the slides.

July 31, 2020

Deadline for receipt of full proposals.

Early October 2020

Virtual discussions with selected finalists.

February 1, 2021

Contract start date

Can I get a copy of the slides and webinar recording?

You can find a copy of the slides and webinar recording in the my.RWJF.org portal and at www.rwjf.org/cfp/prize-lead.

How many proposals do you anticipate receiving?

We do not know how many proposals we will receive. There were over 250 people registered for the webinar, if that gives you a sense of demand or interest.

Are submitted proposals - with our ideas for redesign and amplifying impact - considered property of RWJF after we submit even if we are not awarded?

Proposals submitted to RWJF through this CFP are not considered property of RWJF, even if not awarded. That is, we will not seek to use those ideas without permission.

How do I submit a proposal?

Proposals for this solicitation must be submitted via the RWJF online system. Visit www.rwjf.org/cfp/prize-lead and use the “Apply Online” link. If you have not already done so, you will be required to register at my.rwjf.org before you begin the proposal process.

Award Type

The award will be in the form of a contract, not a grant, is that correct? What is the difference between a grant and a contract from RWJF?

Yes, the award will be in the form of a contract. In a contract, RWJF directs the scope of work and retains the intellectual property on what is produced through the contract (as opposed to a license). In a grant, a grantee directs the scope of work and retains the intellectual property (RWJF receives a license).

Budgeting

How much travel do you anticipate will be required for the awarded entity?

The amount of travel will depend on the entity’s vision, design, and approach, such as how it designs a selection process; learning and celebration events; strategic communications; or other components considered as part of the entity’s vision, design, and approach.

In the budget guidelines, on page 4, there is a section about budget allocation. Is it right that we only need to provide a *percentage* breakdown of the budget by major element, not a *dollar* breakdown by major element for this section?

That’s correct, this section – which asks for a budget breakdown by major activity (major element) – is a percentage of the budget allocated to what activity, not a dollar amount.

What if my organization has base salaries, not loaded rates? How should we account for indirect or administrative costs? [updated 7.22.2020]

This award will be structured as a contract and work will be paid in response to monthly invoices for actual work performed. Generally, a contract budget includes personnel costs calculated using fully loaded (i.e., base salary, fringe benefits, indirect costs) hourly or daily rates, other direct costs (e.g., travel, meetings, consultants, contractors, etc.) and no provision for indirect costs. If the applicant organization is a College, University or complex hospital or health system and does not use loaded rates for billing purposes, the budget for this award may be structured using base salaries plus fringe benefits for personnel costs, other direct and shared costs, and indirect costs following this [policy](#).

For the personnel section of the budget narrative, the instructions suggest providing either a daily or hourly rate for each staff member. Is there a preference for which of these formats or both?

There is not a preference. We will accept hourly or daily rates. Please provide the number of days or hours that each individual will be working, tied to their role. Individuals noted in this section should only include the employees of the organization applying as the lead entity. All consultants should be listed in the Consultants/Contractors section of the budget.

Should the table of personnel rates include total costs per person for the whole contract and/or per year?

The table should provide total personnel costs per budget period (12 month, 12 month, 11 month) for the total 35 month period.

Do I need to include prize award amounts to communities in my budget?

RWJF will make prizes directly to communities who win a Prize, based on the result of a selection process the new lead entity designs and implements. Applicants to this CFP do *not* need to include these award amounts in their budget.