

Leadership and Management of the RWJF Culture of Health Prize
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What do I do if I have questions?

If you still have questions after reading these FAQs and listening to the recorded webinar held on 4/21, please email questions to COHprize@rwjf.org.

Purpose of this Request for Qualifications (RFQ)

What is the goal of the Request for Qualifications (RFQ)? What problems is the Robert Wood Johnson Foundation (RWJF) looking to solve?

RWJF seeks an organization to lead and manage the national RWJF Culture of Health Prize program. This Request for Qualifications (RFQ) provides background on the program and outlines qualifications and responsibilities for the next lead organization.

After seven years of awarding the annual Prize, RWJF seeks to increase the program's *reach* to a range of communities, *visibility* with important audiences (e.g., policymakers, media, health-equity-focused networks), and *impact* on changing narratives on what constitutes a healthy, equitable community - including what changes are needed to improve health equity and racial equity and how those changes can happen. In this way, it will contribute to changing norms and expectations on health equity and racial equity in communities across the country, for policymakers, residents, and changemakers alike.

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 (Prize). The Prize program was launched in 2013 as a collaboration between RWJF and the University of Wisconsin Population Health Institute (UWPHI). RWJF's decision in no way reflects concerns about the performance of the current program lead, UWPHI.

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, reliable transportation, and safe neighborhoods—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's health and economic effects, civil unrest in response to racist police violence, and growing inequities across the nation underscore the importance of community conditions and collective efforts so that everyone in the United States has a fair and just opportunity for health.

As the Robert Wood Johnson Foundation (RWJF) works to build a Culture of Health with partners across the country, the Prize program is one way that RWJF works to make change—by elevating those cities, counties, tribes, regions, and rural towns that are working at the forefront of advancing health, opportunity, and equity. By recognizing and promoting those efforts, the Prize program demonstrates what is possible for the rest of the country. The Prize program complements existing RWJF programmatic and communications efforts to create community conditions that give everyone a fair and just opportunity to reach their best possible health, an important part of RWJF's Culture of Health [vision](#).

Why does the Foundation care about the Prize?

The Prize program complements existing RWJF programmatic and communications efforts to create community conditions that give everyone a fair and just opportunity to reach their best possible health, an important part of RWJF's Culture of Health [vision](#). The Prize program provides the Foundation with (a) a way to lift up and promote places that are taking on health equity and racial equity; (b) new insights on community conditions and community changemakers; and (c) engagement opportunities with a variety of communities and community leaders, as well as media and other national health equity promoting partners and networks.

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

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 (Prize). The Prize program was launched in 2013 as a collaboration between RWJF and the University of Wisconsin Population Health Institute (UWPHI). RWJF's decision in no way reflects concerns about the performance of the current program lead, UWPHI.

UWPHI is fully eligible to compete through this RFQ. UWPHI will play no role in selecting the awardee chosen through this RFQ.

(4/21/21) Can you provide any information about the process and what was learned that RWJF undertook during summer 2020 to identify a new Culture of Health Prize lead entity?

Last fall's deliberations - both the virtual site visits with leading candidates and conversations with an external review committee - pushed our thinking and assumptions about equity and the Prize, including the moment we are in as a country and the value and design of a national recognition Prize to create momentum around a Culture of Health. The conversations also elevated the need for RWJF to step back to revisit the Prize's purpose. The RFQ reflects these insights, including our intentional emphasis on the Prize's role in narrative change and in lifting up the structural barriers to opportunity, including structural racism, and how communities are overcoming these barriers.

Is this RFQ to select Prize winning communities?

No, this RFQ is *not* for communities to apply for the Prize.

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 RFQ is to identify an organization to lead and manage the national RWJF Culture of Health Prize program; the RFQ provides background on the program and outlines qualifications and responsibilities for the next lead organization.

(5/20/21) How does RWJF define “community” in the context of the culture of health prize award program? Is the foundation open to other considerations?

- Community is geographically defined in the US, including territories
- County, parish, borough, city, town, village, or other municipality with a publicly elected governing body
- Federally recognized tribe or a state-designated Indian reservation
- Native Hawaiian organization serving and representing the interests of Native Hawaiians in Hawaii
- Region defined as geographically contiguous municipalities, counties, and/or Reservations
- We are open to other ways of understanding geographic jurisdictions and clear on rationale for the Prize and its goal on changing narratives on healthy, equitable communities.

Expectations about the Prize program

What are you looking to accomplish through the Prize program?

Narrative change is the main emphasis of the Prize program. For us, narratives shape understanding about what healthy, equitable communities are and how they are (or aren't) created. This understanding in turn shapes demands and actions. Currently, the dominant narrative - from the stories in the media to ways policymakers describe solutions - emphasizes that opportunities for health are defined by individual choices or chance, not the structural conditions and policies that create those opportunities. The Prize program seeks to change this narrative.

In this next phase, the program will recognize communities at the forefront of advancing health, opportunity, and equity and use this recognition to:

- Elevate community experiences and stories that emphasize the structural, place-based barriers to opportunity - including structural and institutional racism and other structural barriers to healthy, equitable communities - and how communities are overcoming them, such as through policies and practices;
- Promote the importance of place to health equity and racial equity and the principles of community power, policy and systems changes, and measuring and sharing progress; and
- Catalyze and inspire leaders and organizations to take action on the structural, place based barriers to healthy, equitable communities. Important audiences include

individuals and sectors that plan, build, finance, govern, and organize local communities -- both those in Prize winning communities and those in non-winning communities.

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;
- Honors whole communities (geographically defined jurisdictions);
- Uses the selection and recognition process to change narratives on healthy, equitable communities; and
- Continues to be branded in a way that ties directly to RWJF's vision.

What does a “recognition” prize mean?

As a recognition prize, the Prize honors work that communities have already accomplished. Importantly, the Prize program is *not* focused on spreading particular interventions or only showcasing individual heroes; *not* focused on incentivizing communities to solve a particular problem; *nor* creating a community of practice, technical assistance / coaching, fellowships, or in depth community support infrastructure.

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, both implementation and impact, at key points in time; this is what we mean by milestones in the RFQ. Milestones will help RWJF determine renewal of this contract.

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 RFQ is for the next phase of the management and leadership of the Prize program, *not* for communities to apply for the Prize.

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.

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.

Responsibilities of the lead entity

What are the responsibilities of the lead entity?

The applicant selected through this RFQ has two main responsibilities: (1) redesign and manage a national competitive process, and (2) use selection, recognition, and other program activities to accelerate changes to the narrative about healthy, equitable communities. More details are included in the RFQ.

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. It presently is anticipated that RWJF will be awarding prizes directly to winning communities.

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 itself and RWJF. This includes identifying key decision points and processes to make decisions. Areas where the lead entity will need to make decisions in consultation with RWJF include setting direction for the program, including selection criteria; designing and implementing strategic communications; and recommending winners. 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?

The applicant selected through this RFQ has two main responsibilities: (1) redesign and manage a national competitive process, and (2) use selection, recognition, and other program activities to accelerate changes to the narrative about healthy, equitable communities. Post selection activities includes supporting communication between and for all winning communities through "light touch" reunion activities and managing an email distribution list of representatives from winning communities. There are currently 44 winning communities, with 600+ representatives on the email distribution list.

It presently is anticipated that RWJF will award Prizes directly to winning communities and that the lead entity will not be sub-granting these awards.

Will you be conducting a new request for proposals for the evaluation firm(s)? Will the lead entity be responsible for identifying and selecting those firms? Or are there existing firms already in place?

The purpose of evaluation at RWJF is learning rather than accountability. The selected entity is expected to work with the evaluation firm(s) to design and inform third-party evaluations and assessments to understand the Prize's reach, visibility, and impact.

We (RWJF) will be selecting evaluation firm(s) after the lead entity is selected; selection of these firms will depend on the lead entity's approach. Independent evaluators complement the quality improvement capacities and budget of the lead entity selected through this RFQ and do not need to be budgeted by the next lead entity.

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 responsibilities are owned by the lead entity vs RWJF?

The lead entity is expected to design and implement strategic communications efforts, in line with the responsibilities listed in the RFQ and the Prize program's goals related to narrative change.

(4/21/21) Given that developing and submitting proposals for programs of this size require a lot of resources to create, how can resource constrained organizations, be best positioned to respond effectively? Have you considered an LOI process first? What about providing any kind of feedback - especially to those that applied last year?

We recognize and appreciate the resources required to submit proposal for this program – including the work of applicants last year. We provided general feedback to applicants last year and also incorporated lessons into this RFQ. We considered an LOI process and worked to balance the number of requests with what would enable RWJF decision making, which is how we landed in this two-stage process of requesting a full proposal and then potential interviews with finalists. We encourage you to work with partners, if that would help address any resource constraints.

(4/21/21) For Question 2 of the RFQ, what is meant by "understanding what current winners will need to transition successfully to this next phase?"

We recognize that the Prize program is going into a new phase – one that may shift focus, winner selection criteria, prize amounts, and program relationships as the Prize becomes more intentional about its goal of narrative change and core audiences and the potential for new leadership and management of the program. This question is about being intentional in conversations with current winners about what they need in order to feel like they can be part of the next phase, given the intention to have ongoing (albeit "light touch") alumni engagement.

(4/26/21) Can you distinguish between the Foundation's desire to have the awardees' approaches, lessons learned and achievements curated versus not explicitly upholding grantees' specific models or interventions to scale and spread structural/systems change and health equity?

The goal of curating approaches, lessons learned and achievements is to help peer winners understand and connect with one another and the broader field of community leaders understand how communities are creating healthy, equitable communities. The Prize program itself is about helping to change the narrative about what healthy, equitable communities are; what's needed to create change; and how the change is occurring. There would be different types of activities the program would take on if it were focused on spreading or scaling specific interventions, such as supporting policy advocacy campaigns, train-the-trainer sessions, deep communities of practice, or technical guidance and assistance.

(4/21/21) Are you open to giving more than one type of Culture of Health Prize -- to honor particular kinds of work or achievements?

We are open to more than one type of national recognition Prize (e.g. different tiers or categories) and would like to see that in your approach and rationale for how those types contribute to narrative change with core audiences.

(4/21/21) What are the steps in contract review process and approval in the foundation, and how will the implementation be monitored?

To approve the contract, RWJF will go through a process with a review committee to help us think through the strengths and limitations of different approaches and to make recommendations to the foundation. The foundation will make the ultimate decision. Due of the size of the award it will need to go through different approval steps internally with different senior leaders and also potentially to our board. The board will not be making decisions about the organization itself, rather the direction of the program. Once awarded, RWJF will work closely with the next lead to determine monitoring processes, including what key decision points are and how decisions are made.

(4/21/21) What happens after the 27 months? Are you looking for a long term partner and will the money available be similar to the first 27 months?

We are anticipating that whoever is selected through this RFQ would be a partner beyond the 27 months. We are looking for milestones to continue to understand how the next lead would see the program as successful and what that would mean for the renewal of contract. We do not know the continued evolution of the program or how RWJF's strategies on healthy, equitable communities will continue to evolve, so we do not know how long we will fund the Prize program nor the next stage of leadership and management.

(4/21/21) What is the selected entity's role in the engagement of an advisory committee?

The next lead would be responsible for the putting together and managing an advisory committee.

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 is more involved in directing the scope of work and owns (as a work made for hire) the intellectual property produced through the contract.

(4/21/21) Will there be a public RFP for the evaluation contract?

We do not yet know if the request related to an evaluation contract will be made public or if we work with three to five organizations that we have identified as a good fit for the opportunity. We will work closely with the next lead entity to inform what the evaluation needs to look like. The next lead would also work closely with the evaluator(s) selected to understand the Prize's reach, visibility, and impact, such as data collection and interpretation.

(4/21/21) Can you clarify the roll-out of the initial planning contract to an implementation contract? Are there two contracts to be awarded as part of the RFQ?

There will be one contract in two phases. The next lead would need time to kick off and test assumptions related to the program including, for instance, assessing and simplifying the current Prize criteria so that the criteria are more easily communicated with potential applicants and audiences and remain evidence-informed. They would also need to implement activities to maintain momentum to the Prize program. These lessons can also be incorporated into the longer implementation period, including selection of winners. The total budget period of 27 months includes both planning and implementation.

Budgeting

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?

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 for the total 27 month period.

Do I need to include prize award amounts to communities in my \$4 million - \$6 million budget?

It presently is anticipated that RWJF will make prizes directly to communities who win a Prize, based on the result of a selection process the next lead entity designs and implements. Applicants to this RFQ do *not* need to include these award amounts in their budget. The budget for this contract should include activities needed to fulfill the responsibilities outlined in the RFQ.

(4/21/21) What other types of costs are acceptable in the budget other than staffing?

In addition to project staff, funds may be used for consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment essential to the project. The budget template provided as part of the application (in my.rwjf.org) provides additional details.

(5/3/21) We understand that RWJF will be making prize awards directly to awardees and that we do not need to budget for this in our submission. However, if our team proposes an annual meeting for awardees, similar to what has been done previously through this award, will we need to budget travel funds for each of the current and previous prize winners to attend this annual meeting?

Applicants should budget for all activities related to the program, except for direct Prizes to communities and impact evaluation. These program activities include any proposed convenings, celebration events, or other annual meetings and their associated costs, such as meeting expenses, honoraria, and participants' travel.

As noted in the RFQ: when participants (including staff) travel to program meetings, convenings, applicant site visits, or events, participants' travel reimbursements – such as hotel, meals, ground transportation – will be processed via RWJF's vendor, ChromeRiver. As such, these travel costs will be covered by RWJF and will not be part of the final contract with the lead entity, nor will any hours or other costs associated with the actual processing of travel expense reports.

In the budget narrative and worksheet, we ask that you provide a separate line item for participants' travel as this amount will not be funded as part of the awarded contract. Rather it will provide a meaningful estimate of the companion costs for participants' travel associated with your proposed program activities, costs which RWJF will separately fund. This separate line item does not count toward the \$4M-\$6M budget total. That is, we recognize that participant travel may take the proposed contract total above \$6M.

The "requested amount" section of my.rwjf.org application system will not accept budgets over \$6M; the request you enter into the "requested amount" section of the online application system should reflect all costs associated with the program, except for Prize awards, impact evaluation, and meeting / event participants' travel (as RWJF will pay for these separately).

Honoraria will not be covered by ChromeRiver; as such, they should be included in a proposed contract budget. Similarly, if you anticipate staff traveling for other reasons, they should be included in a proposed contract budget.

When budgeting for travel: Please indicate the amount of travel you anticipate (e.g. number of participants, amount per participant), such as hotels, meals outside of those paid by the meeting venue, and ground transportation costs. If you can identify specific destination and rates for airfare and lodging, please include actual amounts in your budget and narrative. Otherwise, please use the Foundation's travel cost estimates of up to \$975 for a one-night, one-day meeting where air travel is necessary. This figure includes airfare and baggage (\$500), lodging (\$225 per night), the amount necessary for meals not supplied at the meeting (up to \$100 per day), and ground transportation (\$150). For longer trips, add up to \$225 for each extra night of lodging, and up to \$100 per day for meals when necessary. (These details are also in the budget guidance in my.rwjf.org).

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 RFQ. This RFQ is *not* looking to provide direct services (e.g. clinical or social services) to communities.

(4/21/21) If an organization is already serving as a National Program Office in a different RWJF program area, are they also able to fill this role? Would that be viewed as an advantage or disadvantage?

Your current RWJF funding status does *not* affect your application for the program and is not considered an advantage or disadvantage. This is intended to be a widely competed program.

(4/26/21) Can an operating foundation (or other organization that is not a public charity) apply as the lead organization and/or participate as a sub-contractor to a lead that is a public charity?

Private foundations, including operating and community foundations, and other entities that are not public charities are eligible to apply as a lead applicant or as a sub-contractor.

Application and award information

How many awards will be given through this solicitation?

Only *one* entity will be selected through this solicitation. As part of this RFQ, the applicant is asked to provide an estimated \$4 million to \$6 million budget over 27 months, inclusive of both planning (November 1, 2021 - August 31, 2022) and implementation (September 1, 2022 - January 31, 2024) periods. This amount may be negotiated with RWJF, and additional justification and documentation may be required for contracts at the higher end of this range.

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

Only *one* entity will be selected through this solicitation. Applicants can apply with partners to fulfill the responsibilities outlined in the RFQ, but one entity will need to be designated as the lead and partners may be sub-contracts. Partners' roles will need to be described, with an eye toward complementary capacities as well as streamlined management.

(4/21/21) Are graphics allowed as part of the 15-page narrative in the application?

You can use graphics if that would help to communicate what your goals and accomplishments are or other ways that you think a visual representation can help you address the qualifications in the RFQ.

What are the key dates and deadlines for this solicitation?

- **April 21, 2021, 3:00 PM ET**
Optional applicant webinar. You must register through [this link](#).
- **June 30, 2021, 3:00 PM ET**
Deadline for receipt of full proposals.
- **Mid-September 2021**
Virtual discussions with selected finalists.
- **November 1, 2021**
Planning 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/prizelead2.

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

The ideas contained in proposals submitted to RWJF through this RFQ remain the property of the applicant, whether an award is made or not. While RWJF will not use those ideas without the permission of the applicant, this does not prevent RWJF from using substantially similar ideas that may be submitted to RWJF by other organizations or that may be developed independently by RWJF.

How do I submit a proposal?

All proposals for this solicitation must be submitted via the RWJF online system. Visit www.rwjf.org/cfp/prizelead2 and use the *Apply Online* link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the proposal process. All applicants should log in to the system and familiarize themselves with online proposal requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.

(4/21/21) You ask that we “make improvements related to the criteria, the selection process, post-selection activities, and other program activities based on program learning.” Is there anything that documents that current process in detail?

This RFQ is looking for an applicant to re-imagine the Prize as it relates to using a national recognition Prize, honoring whole communities, to contribute to narratives on healthy, equitable communities. This approach does not need to replicate the current program. As part of implementation, the next lead would both learn from the current Prize program and also continue to improve the program based on its on learnings during the course of implementing the program. Once the next lead is selected, we would work with the next lead to come up to speed on current program insights, including existing evaluation findings and other quality improvement activities.