

Request for Proposals

# **DRIVING ORAL HEALTH TRANSFORMATION IN THE SAFETY NET**

# REQUEST FOR PROPOSALS

The DentaQuest Partnership for Oral Health Advancement (DentaQuest Partnership), formerly the DentaQuest Foundation and DentaQuest Institute, seeks to partner with primary care associations (PCAs) and/or health center controlled networks (HCCNs), to strengthen the capacity of community health centers, design and test new models of care and evolve the safety net to best serve millions of uninsured and underserved Americans who rely on this system to meet their healthcare needs, including oral health.

In 2018, the Uniform Data System (UDS) reported that health center dental programs served 6.4 million patients, through over 16.5 million patient visits, conducted by 18,715 full-time providers including dentists, dental hygienists, and dental therapists. Given the critical role these centers play in advancing oral health equity, there is a significant opportunity to create positive change at the community, state, and national levels by working with safety net partners.

Despite efforts that have increased dental visits at Federally Qualified Health Centers (FQHCs) by 65% between 2007 and 2014, only 22.57% of FQHC patients received dental services in 2018 according to UDS data. Less than 50% of dental patients eligible for dental sealants received them. Even more concerning is the data presented by Pew Charitable Trust (Pew) which found that Asian, Black, and Hispanic children remain less likely than White children to have even one dental sealant, contributing to the disparities among these groups. On the other end of the spectrum, Pew also found that almost 40% of seniors did not visit a dentist in 2014, and untreated decay rates among Blacks were more than twice the rates of White seniors.

Historically, the DentaQuest Partnership, PCAs, and their member health centers have worked together to test, implement, and disseminate models of person-centered care and, where possible, begin preparing for transitioning to a value-based payment system.

The purpose of the **Driving Transformation in the Safety Net** initiative is to build upon this previous work by:

1. Identifying state and national environments that are poised for structural and systemic change;
2. Identifying high-functioning partners that are equipped and positioned to drive care transformation in their state;
3. Strengthening the safety net's capacity to provide equitable and accessible oral health care within our current environment; and
4. Uncovering innovative and community-driven strategies to operationalize models of work that address the social determinants of health.

## Key Dates and Deadlines

### October 21, 2019

Release of Request for Proposals

### January 3, 2020

Deadline for proposal submission via Fluxx

### Early February, 2020

Awardee notified

## Contact

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## BACKGROUND

The mission of the DentaQuest Partnership is to revolutionize oral health to create an effective and equitable system that results in improved oral health and well-being for all. We believe that the current system is not designed to address the needs of everyone. Specifically, the correlation between good oral health to overall health is not widely understood, access to care across populations is inequitable and inadequate, and dental care and the corresponding payment system are structured around surgically treating disease rather than preventing it. Furthermore, those who are underserved by the current oral health system are frequently the same communities that have been historically marginalized in other areas of health and wellness for decades, leading to a complex web of social determinants that continue to produce poor health outcomes and in turn affect a myriad of other aspects of community and individual well-being. And finally, dentists have practiced in a fee-for-service (FFS) reimbursement environment for more than two centuries. Workflow, care delivery, business plan, staffing, documentation, health information technology, scheduling, billing, goals, productivity, policies and procedures, and communication have all been designed and implemented around a care and financing model that emphasizes volume over value.

Because of this, work done through this RFP is intended to have an impact in at least one of the DentaQuest Partnership's three focus areas by investing in an efficient and effective care delivery system that provides access to care when and where it is needed and ensures that appropriate levels of clinical resources are used to maximum advantage to prevent and manage disease. The three focus areas, with brief descriptions of intent, are:

- **Adult dental benefit:** Position an adult benefit for oral health as a campaign topic as a 2020 presidential campaign and statewide advocacy issue through preventive care model development, research, and advocacy
- **Person-centered care:** Develop models and advance knowledge around medical-dental integration, value-based care, interprofessional care strategies, and the intersection of social determinants of health (SDOH)
- **Oral health measurement:** Support and convene groups working on measurement to come to consensus on a core set of national, state, and practice measures that can be used to understand health outcomes in the U.S. and the impact of initiatives, campaigns, funding, care delivery models, policy change, etc. targeted at creating reliable and consistent oral health

For more information on the focus areas, see [2019 DentaQuest Partnership Launch Webinar](#) or see our website at [www.dentaquestpartnership.org](http://www.dentaquestpartnership.org).

Ensuring a strong and stable safety net system continues to be a fundamental role, challenge and opportunity for PCAs and/or HCCNs across the country. Their work to foster new models of person-centered care in community health centers includes strengthening the capacity to be financially viable and efficient, leveraging new and existing models of interprofessional practice, maximizing data collection and utilization, and, where possible, operationalizing alternative payment models. For historically underserved populations, safety net clinics often provide an environment that is linguistically, culturally, and financially accessible. As well, the current transition to value-based care (VBC) has the potential to change each of those areas in a significant way and safety net clinics are poised to lead the way.

Past funding and support from the DentaQuest Partnership for the Strengthening the Oral Health Safety Net initiative and, more recently, National Oral Health Innovation and Integration Network (NOHIIN) has shown the critical role that PCAs can play in fostering both the transformation of care delivery as well as the cultural shift required to adapt and respond to the changes occurring in the environment. The *Driving Transformation in the Safety Net RFP* seeks to partner with PCAs and/or HCCNs to strengthen capacity, support efforts to design and spread new models of care, and evolve the safety net to better serve millions of uninsured and underserved Americans.

## ELIGIBILITY

Applicants must be a statewide or multi-state primary care association, or health center controlled network (HCCN), based in the United States or its territories and may be either a public entity or nonprofit organization that is tax-exempt under Section 501(c)(3) of the Internal Revenue code.

## SELECTION CRITERIA

The Driving Transformation in the Safety Net Initiative aims to build the capacity of statewide primary care infrastructure to support and strengthen community-based safety net programs. Proposals will be reviewed, and grantees selected, based on the following criteria:

- A demonstrated understanding of the state infrastructure relative to oral health integration, value-based care (VBC), interprofessional practice, payment models and other topics related to care transformation.
- A track record for strengthening the capacity of safety net dental and interprofessional practice programs to more effectively provide care and be sustainable.
- A demonstrated experience in advocating for and advancing issues of importance to safety net programs at the state level, and a clear identification of critical policy issues within the state that will be addressed within the grant year.
- Willingness to partner with the DentaQuest Partnership to build alignment and collect data related to the current readiness within CHCs for operating within a VBC environment.
- Clarity and practicality of the proposed activities including intended outcomes and potential impact on member centers, the PCA, and the community.
- Willingness to engage other funders in supporting this work.
- Willingness to leverage and partner with existing network (NOHIIIN, Oral Health Progress and Equity Network, etc.) to spread learnings, opportunities, and thought leadership to strengthen PCAs and oral health integration into primary care more broadly.

## USE OF GRANT FUNDS

Grant funds may be used for project staff salaries, subgrants to coalition member organizations, consultant fees, data collection and analysis, meetings, supplies, activities related to fundraising and development, project-related travel, and other direct project expenses. Grant funds, including subgrants, may not be used for direct service, capital expenditures, lobbying, endowments, scholarships, or as a substitute for funds currently being used to support similar activities.

## KEY DATES AND DEADLINES

**RFP released:**

October 21, 2019

**Deadline for proposal submission via Fluxx:**

January 3, 2020

**Awardees notified:**

Early February, 2020

## REQUEST FOR PROPOSALS FAQs

**Are applicants eligible that were not formerly funded through the National Oral Health Innovation and Integration Initiative (NOHIIN) or Strengthening the Oral Health Safety Net Initiative?**

Yes, any primary care association or health center controlled network that meets the eligibility requirements and can speak to the pieces outlined in the selection criteria can apply.

**What are the expectations regarding participation in the National Oral Health Innovation and Integration Network (NOHIIN) that fall within this funding?**

Awardees will be expected to design a plan of work that will impact the way that care is accessed, delivered, measured, and, where possible, paid for, relative to the needs and opportunities within the state, as identified by the applicant. It is expected that awardees will capture critical learnings and information and leverage existing Network tools and partnerships (Socious, NOHIIN, OPEN, etc.) to promote information-sharing with broader safety net providers and/or associations.

Applicants may also propose additional activities that are intended to strengthen the capacity of NOHIIN itself, however the primary intent of the RFP is state-specific projects.

**What is the geographic scope for this RFP?**

As stated above, the application is open to all primary care associations (PCAs) and/or health center controlled network (HCCN) in the United States that meet the eligibility criteria. We expect that the work will have be defined by applicants and have an impact relative to the needs and opportunities in their respective state(s).

**What is the funding level for this grant program?**

The funding level for this grant is approximately \$100,000 per organization, but individual amounts will vary based on the proposed scope of work.

**This kind of work takes more than a year. What is the duration of the award/relationship?**

The award is for one year with the potential of renewal for multiple years.

# PROPOSAL QUESTIONS TO BE COMPLETED BY APPLICANTS

## 1. Environmental Scan

Please describe the environmental circumstances that exist in your state that enable and/or prevent a broader adoption of person-centered care models within the safety net. This could include circumstances that impact interprofessional practice, value-based payment models and value-based care, HIT, or interoperability. Examples of enablers and/or barriers could include policies, programs, political or public will, financing options, training/knowledge, capacity, or cultural circumstances. *(750 word limit)*

2. Given the above Environmental Analysis, what are the needs, opportunities, and foreseeable challenges to furthering oral health integration into person-centered primary care? *(750 word limit)*

3. What role has your organization played in furthering oral health integration as a part of person-centered primary care? Please speak to a historical context of what has been accomplished, how it was accomplished, and your organization's specific role. *(750 word limit)*

4. Please describe your organization's historical involvement with either Strengthening the Oral Health Safety Net (SOHSN) and/or the National Oral Health Innovation and Integration Network (NOHIIN). If your organization has not worked with either of these networks, please describe how you have engaged in a collaborative environment in order to advance a specific task or shared agenda. Please also describe what value your organization seeks to gain from working with these networks and how might this impact your work moving forward? *(750 word limit)*

## 5. Workplan Narrative

Please provide a detailed description of your proposed work and how it aligns with one or more of the [DentaQuest Partnership's three focus areas](#). Please include information on the outcomes you intend to achieve by the end of the grant year and how you intend to measure them. Please also include any relevant information about partners that you will collaborate with and what specific role those partners might play. *(1,500 word limit)*

6. Based on the proposed Project Description, what opportunities do you see for spreading learning or experience from this work to other organizations or partners within the safety net? How might those opportunities have an impact outside of your specific state? *(750 word limit)*

## HOW TO APPLY

### 1. IF YOU DO NOT HAVE A FLUXX ACCOUNT:

Using the **Google Chrome, Safari, or Microsoft** web-browser, create an account with the online grants management system, Fluxx:

<http://dentaquestpartnership.fluxx.io>

2. Please allow for 2-3 days for registration to be approved. Once approved, you will receive an automated email with login instructions.
3. **ONCE LOGGED INTO YOUR ACCOUNT,** click on the “Apply Now” button in the bottom left hand corner.
4. In the Program Area field, select “2020 Requests for Proposals”
5. In the Sub Program field, select “Supporting Oral Health Transformation in the Safety Net”
6. Complete Project Title and questions. You may click “Save” at anytime and return later.
7. When you have completed the proposal, you have the option to “Submit Draft” and schedule a Draft Proposal call with the Grants Team. To schedule call, contact Grants Team member below.
8. If you have a Draft Proposal call, the proposal will be made available again following the call for any potential edits to be made. Once finalized, click “Submit Final.” If you choose not to have a Draft Proposal call, once the proposal is complete, click “Submit Final.”

### Contact:

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