APPLICATIONS DUE BY 11:59 PM E.T. ON THURSDAY, OCTOBER 31, 2019

NACCHO
National Association of County & City Health Officials

REQUEST FOR APPLICATIONS

Reducing Disparities in Breastfeeding through Continuity of Care
Building REACH Breastfeeding Community Continuity of Care

BACKGROUND

The National Association of County and City Health Officials (NACCHO) is the voice of the approximately 3,000 local health departments (LHDs) across the country. NACCHO provides resources to help LHD leaders develop public health policies and programs to ensure that communities have access to the vital programs and services people need to keep them protected from disease and disaster. Additionally, NACCHO advocates on behalf of LHDs with federal policymakers for adequate resources, appropriate public health legislation, and sensible policies to address the myriad of challenges facing communities.

Leading health agencies in the United States, including NACCHO, recognize breastfeeding as a public health priority. Breastfeeding and human milk are the normative standards for infant feeding as it confers lifelong health benefits for mothers and babies. The American Academy of Pediatrics recommends exclusive breastfeeding for 6 months, followed by continued breastfeeding as complementary foods are introduced, with continuation of breastfeeding for 1 year or longer as mutually desired by mother and infant. Despite these key recommendations, only 1 in 4 infants are exclusively breastfed by the time they are 6 months old. Low rates of breastfeeding add more than $3 billion a year to medical costs in the United States. Breastfeeding is a matter of critical public health importance, not a lifestyle choice. In fact, 60% of mothers stop breastfeeding sooner than they planned, and it is necessary. Breastfeeding is beneficial to almost all mothers and infants, but the benefits may be significantly greater for minority women, who are disproportionately affected by adverse health outcomes, which may improve with breastfeeding.1 Through Healthy People 2020, national objectives have been set to increase the proportion of infants who are breastfed. There have been steady upward trends in the percentage of breastfed infants. The latest National Immunization Survey data of infants born in 2016 indicates that most of the national breastfeeding goals have been met. Unfortunately, this achievement is not equitably shared across all subsets of the population. On average, there is a 17 percentage-point gap in breastfeeding initiation between non-Hispanic black (NHB) and non-Hispanic white (NHW) infants born between 2009 and 2014. Over the same time period, the percentage difference in rates of any breastfeeding at 12-months widened from 9.7 to 13.7 percentage points when comparing NHB and NHW infants.2 Likewise, infants born to low-income mothers experienced lower overall rates of breastfeeding than infants born to high-income mothers. Between 2009 and 2014, the 12-month duration gap increased from 12.2 to 19.8 percentage points between babies born into families with over 600% and less than 100% of the poverty level.

Certain factors make the difference in whether and how long babies are breastfed, including but not limited to: Hospital practices • Education and encouragement • Policies or supports in the workplace • Access to community supports.

LHDs and community-based organizations (CBOs) are well positioned to promote, protect and support breastfeeding among populations with disparately low breastfeeding rates as they may already provide crucial safety net services to families and communities in most need of support. By actively supporting breastfeeding through improvements in organizational policies, systems and environments and through effective collaboration with community-level partners, organizations within the local public health system such as recipients of the Racial and Ethnic Approaches to Community Health (REACH) grant who are working to increase breastfeeding continuity of care within their communities, these local agencies can create, and help increase breastfeeding rates of their clients, and reduce breastfeeding disparities.

**FUNDING OVERVIEW**

With support from the Centers for Disease Control and Prevention (CDC), Division of Nutrition, Physical Activity and Obesity (DNPAO), NACCHO is pleased to announce a funding opportunity for local health departments and other community-based organizations to work collaboratively with a REACH recipient to increase collective impact and improve breastfeeding community continuity of care through the adoption of policy, system and environmental changes. The goal is to increase both REACH and selected grantee’s capacity to provide consistent and coordinated breastfeeding promotion and support services in the community.

NACCHO will identify 3 to 4 organizations located within CDC REACH recipient jurisdictions (to review these community, click here: [https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/current_programs/recipients.html](https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/current_programs/recipients.html)) to implement evidence-based breastfeeding practices and policies within their organization and partner externally with the goal to establish community continuity of care. NACCHO will provide funding and technical assistance (TA) to these organizations to implement their proposed activities. Examples of these activities may include Policies, Systems and environmental (PSE) changes to both internal and external continuity of care, such as training of current, existing staff in basic and advanced lactation care, implementation of supportive policies for breastfeeding employees and clients; establishment of community breastfeeding supportive environments, such as nursing/pumping room, signage of breastfeeding-friendly spaces, etc, in community locations, provision of walk-in locations for lactation expertise and support (e.g: BabyCafés); improving internal collaborations for breastfeeding continuity of care, establishment or enhancement of local breastfeeding coalitions and activities that systematically connect breastfeeding mothers to relevant resources within their communities.

The Establishing Community Continuity of Care grant opportunity is part of the Reducing Breastfeeding Disparities through Continuity of Care project which aims to increase breastfeeding initiation, duration, and exclusivity among African American and underserved populations in the US, by improving policies, systems, and the environments where breastfeeding take place, and enhancing key partnerships to create a community support continuity of care/safety net for families. This project intends to increase availability and access to environments where breastfeeding (the healthy choice) can be the easy choice. The overarching goals of this project includes:

**Goal 1:** Increase operational capacity of local health departments and the broader local public health system to promote, protect and support breastfeeding in African American and underserved communities through policy, system and environmental change approaches that strengthen breastfeeding continuity of care.

**Goal 2:** Increase local, state and national awareness of best practices, including successes and challenges, in implementing evidence-based/informed programs and services to increase breastfeeding initiation, exclusivity and duration rates in African American and underserved communities.

**Goal 3:** Strengthen results-driven national partnerships in strategizing toward their shared aims to address and expand access to peer and professional support, enhance workplace breastfeeding practices, and support effective maternity care practices.

The project will actively support communities to develop and maintain public health partnerships critical to building community support for breastfeeding. The project will use a coordinated and comprehensive approach to
engage local, state, and national partners, breastfeeding coalitions, and federal agencies to achieve the goals of the project and enhance community-level efforts to support breastfeeding families.

NACCHO will make at least three (3) to four (4) awards available to community-based organizations for an 8-month breastfeeding project. Each grantee will receive up to $15,000 to support project activities.

**Scope of Work**

Grantees will be funded to support implementation of evidence-based breastfeeding policies, practices, and internal/external partnerships. Grantees will be expected to complete the following activities over the course of the project period:

- Attend virtual monthly grantee meetings with other selected grantees (dates to be determined).
- Develop and refine an 8-month work plan that includes the adoption of policies, systems, and environmental change solutions to increase organizational capacity to provide consistent and coordinated breastfeeding promotion and support services to the families and communities.
- Participate in quarterly individual calls with NACCHO staff, project-related webinars, and other capacity-building activities.
- Implement activities as defined in the project work plan.
- Collect quantitative/qualitative data, such as barriers, facilitators, lessons learned, and staff/client perceptions to facilitate understanding of program activity impact (NACCHO will provide data collection form).
- Report aggregate data related to services provided, such as numbers of internal/external partnerships established/enhanced, number of staff trained, number of clients served, etc.
- Participate in project-related evaluation activities, including pre-post assessments, focus groups, and other identified evaluation activities.
- Provide written recommendations to other organizations seeking to implement community continuity of care.

Applications must be submitted no later than **October 31, 2019 at 11:59 pm E.T.** Selections will be made on or about **November 15, 2019** and the project period will run from the date of contract execution to **July 31, 2020**.

NACCHO will host one (1) optional webinar on **October 16th at 2:00 pm E.T.** to discuss the funding opportunity and respond to questions. Registration information for the webinar is at [Register here](#). The webinar will be recorded and sent out to registrants. **Please note that no new information will be shared during the webinar.** Applicants can submit applications and questions regarding this announcement at any time and do not have to wait for optional webinar in order to begin or submit applications and questions. The webinar will also be recorded and posted to the NACCHO website [https://www.naccho.org/programs/community-health/maternal-child-adolescent-health/breastfeeding-support](https://www.naccho.org/programs/community-health/maternal-child-adolescent-health/breastfeeding-support).

All necessary information regarding the project and application process may be found in this Request for Application (RFA). Applicants may pose individual questions to NACCHO at any point during the application process by e-mailing breastfeeding@naccho.org.

**ELIGIBILITY AND CONTRACT TERMS**

**ELIGIBLE APPLICANTS**

This RFA is open to any local health department community health centers or community-based organizations such as non-profit, faith-based, and community-based organizations that is located within a **CDC REACH recipient JURISDICTION** [https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/current_programs/recipients.html](https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/current_programs/recipients.html) and that:

1) Serves predominantly African American and/or Underserved Populations.
• At least 50% of population is African American and/or Underserved
• Underserved populations may include low income (as defined by Medicaid Eligibility) or other Racial/Ethnic minority groups (e.g. Native American, etc.)

**CONTRACT TERMS**

Agreement with NACCHO standard contract terms and conditions is a requirement. **No modifications to the terms or contract language will be made. Contractors that cannot agree to NACCHO’s contract language should not apply for this initiative.** As part of the application, the contractor/organization will be asked to verify that he/she has read NACCHO’s standard contract language (see Resources section) and has provided a copy to the individual with signing authority at your organization for advanced consideration.

Contracts will be sent to selected CHCs within seven (7) days of notice of award. It is the responsibility of the applicant to return a signed copy of the contract no later than November 20, 2019. Organizations are encouraged to be proactive in coordinating the grant approval process within their housing agency or local jurisdiction to avoid possible delays.

Applicants should review all terms and conditions to determine whether or not they are appropriate for submitting a proposal. Any application that fails to satisfy the deadline requirements will be considered non-responsive and will not be considered for funding under this announcement.

Multiple applications from an organization are not allowable. However, organizations or agencies have the ability to submit joint applications for this funding opportunity.

**METHOD OF PAYMENT**

NACCHO will distribute the funds to the selected grantees in three payments upon receipt of the required deliverables.

1. The initial payment will be 30% of the funds awarded upon receipt of the first deliverables by the given deadline.
2. The second payment will be 30% of the funds awarded by the completion of at least half of the deliverables.
3. The final payment will be awarded after submission of final summary report (using provided template) on the implementation process, barriers, facilitators, outcomes, and future sustainability efforts.

Payments will be based on the payment schedule outlined during the contracting process. Please note that NACCHO reserves the right to make changes to the project timeline and payment schedule if necessary.

**SELECTION PROCESS:**

Organizations interested in applying should use this link to start an application: http://naccho.co1.qualtrics.com/jfe/form/SV_6rKn5SqRCC6dJc1

All Applications will be reviewed and scored by both NACCHO and CDC. Awardees will be notified of their selection status by November 1st via email to the specified point of contact. Applications not selected for the award will be notified by December 1st. Selected applicants will be provided with a letter outlining NACCHO’s contract terms and plans for payment.

**SELECTION CRITERIA**
The criteria listed below will be used to evaluate proposals for the purpose of ranking them in relative position based on how fully each proposal meets the requirements of this RFA:

- Completeness of the Proposal Narrative
- Evidence of need (e.g. population demographics) and ability to address needs of target population.
- Evidence of agency capacity to carry out the proposed activities
- Evidence of a history of working with local stakeholders to effect positive change
- Completeness, clarity, and perceived ability to implement work plan (e.g., timeline, goals, objectives)
- Realistic and appropriate budget
- Letters of Support
- Demonstration of overall commitment
- Submission of all required information and documents.
- Ability to complete the implementation of intervention by July 31, 2020.

NACCHO reserves the right to select grantees based on strategy selection, geographic preference or random selection in the event that there is a high volume of applicants.

**SCHEDULE OF EVENTS**

Please note the following deadlines and events for this application:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informational Webinar</td>
<td>October 16, 2019, 2pm E.T.</td>
</tr>
<tr>
<td>Application Submission Deadline</td>
<td>October 31, 11:59 pm E.T.</td>
</tr>
<tr>
<td>Award Notification Date</td>
<td>November 8, 2019</td>
</tr>
<tr>
<td>Contract due to NACCHO</td>
<td>November 22, 2019</td>
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<tr>
<td>Anticipated Contract Start Date</td>
<td>December 10, 2019</td>
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<tr>
<td>Mid-February</td>
<td>Submit first deliverables to NACCHO</td>
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<tr>
<td>End-February</td>
<td>First distribution of grant money</td>
</tr>
<tr>
<td>Mid-April</td>
<td>Submit additional deliverables to NACCHO</td>
</tr>
<tr>
<td>End-April</td>
<td>Second distribution of grant money</td>
</tr>
<tr>
<td>Mid-July</td>
<td>Submit remaining deliverables</td>
</tr>
<tr>
<td>End-July</td>
<td>Final Report Due, and last distribution of grant money by mid-August</td>
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**TECHNICAL REQUIREMENTS**
NACCHO staff will serve as a resource to grantees to ensure adequate completion of activities outlined in the scope of work and achievement of project goals by fulfilling the following responsibilities:

- Provide background information related to the project, including access to NACCHO reports, data, and other resources necessary to complete the tasks above.
- Provide direct technical assistance for completion of tasks, including periodic webinars and phone or e-mail consultations.
- Provide tools, guidance, and assistance to support organizational capacity to collect and report project data and evaluate project activities.
- Assist in the development of models of sustainability of project activities.

**PROPOSAL RESPONSE FORMAT**

Applications must be accessed and submitted online by answering a few questions of the online form. The responses are limited to the word limit to each response. In addition, applications will need to attach the following documents:

- **Vendor Information Form** This information will also be used in the event that the submitting agency is selected and engages in a contract with NACCHO.
- **Budget justification**
- **Work plan using NACCHO template.**

The sections on the application that require a response include:

**A. Problem Statement (250 words)**

Please state an identified community need and potential partnerships, briefly describe the population your agency serves, including the community demographics and population size (at minimum, applicant should provide data at the center or zip-code level). Describe how this project will assist with improving: (1) breastfeeding rates among African American and underserved populations in partnership with a REACH recipient with an overlapping service area; (2) the current landscape of breastfeeding policies and practices in your organization; (3) community landscape of breastfeeding support services and (3) community needs related to: (a) implementing evidence-based breastfeeding practices and policies within the health center; and (b) developing and maintaining local public health partnerships for breastfeeding continuity of care.

**B. Proposal Overview (up to 750 words)**

Describe, in detail, how you propose to meet each of the project goals and specifications outlined above in order to enhance your organization/agency and community’s ability to: (a) implement evidence-based breastfeeding policies, practices within your organization; and (b) develop and maintain public health partnerships for breastfeeding, including, but not limited to, the collaboration activities with the REACH recipient in your community.

**C. Organizational Capacity and Experience (500 words)**

- Describe your organization mission and structure and explain how your organization’s efforts align with the aims of this project.
- Describe your organizational/agency and staff qualifications and experience engaging in breastfeeding promotion efforts that involve: (a) implementing evidence-based and innovative breastfeeding programs, practices, and services; and (b) developing and maintaining public health partnerships for breastfeeding.
• Identify key staff responsible for completing your proposed work and provide sufficient detail to demonstrate knowledge, skills, and abilities to perform the functions outlined in the RFA. Individuals identified here should also be noted in the work plan (see below).
• Describe your organization’s capacity to collect or obtain data regarding services provided and women served.
• Describe your organization’s readiness to start this project and complete it by July 31, 2020.
• What are your plans to sustain activities started during this project?

D. Work Plan & Timeline (4 pages maximum)

Use the attached template to develop an 8-month project work plan describing the objectives and timeline for achieving project requirements and expected deliverables from December 1, 2019 through July 31, 2020. Please select the strategies and activities that are best suited to meet the needs of your organization and the community you serve. The examples below provide a range of activities that can be included in the work plan (please select at least 6 of these activities). The activities marked with an asterisk (*) are mandatory. If your organization already has established one or more of those mandatory activities, please note these steps as completed in your work plan. It is highly recommended you work with community member(s) as part of your team in this project.

You may also develop your own strategies:

a. Unless completed within the last year, conduct an organizational breastfeeding support Gap Analysis to identify organizational strengths and areas where policy, systems and or environmental shifts may be needed to better serve communities*
b. Unless completed within the last year, complete a community breastfeeding needs and assets map*
c. Develop (or refine) an organizational breastfeeding support policy for employees and families served*
d. Develop Consistent Messaging/Materials for use by diverse community agencies within the service area
e. Develop, distribute and market a Community Resource Guide
f. Develop a Referral Network for Community Lactation Support
g. Provide evidence-based breastfeeding education and support through Peer/Professional Led Support Groups, breastfeeding drop-in clinics, and or one-on-one counseling
h. Establish or enhance partnership with REACH recipient to work together on REACH’s identified breastfeeding gaps*
i. Work in collaboration with prenatal, pediatric and or family care provider to promote and support breastfeeding through referral or partnerships*
j. Provide an all-staff training to improve or enhance skills of current staff in lactation care, counseling and case management in a community setting*
k. Develop or actively participate Local Breastfeeding Coalition or Advisory Board development and planning; or active participation on existing ones*
l. Develop or identify Social Marketing materials with culturally attuned breastfeeding-friendly images that can be displayed throughout the organization and or service community
m. Eliminate the display of any marketing or promotion materials that promote breast milk substitutes*

E. Budget Proposal

Develop an 8-month line-item budget proposal, using the template provided, not to exceed $15,000, which clearly outlines the dollar amount and a narrative cost justification for each line item. No match is required for project funds, however applicants can indicate where in-kind funds will be used to support project activities. Non-allowable expenses are listed below:

• Expenses **Not Allowed** include:
  – Alcoholic Beverages
  – Bad Debts
  – Contributions and Donations
  – Entertainment Costs
  – Fines and Penalties
  – Goods and Services for Personal Use
– Lobbying
– Losses on Other Awards
– Exam Fees (e.g., IBCLC exam fee)

F. Attachments
Please include the following attachments with your application:

• Project Work Plan
• Budget Worksheet
• Hyperlink to (or a copy of) current A-133 Audit Report or Certification of Non-Applicability
• Vendor Information Form
• Letter(s) of Support
  – Provide one letter of support, on official letterhead, from your fiscal agent or person authorized to establish a contract (See Vendor Information Sheet) with NACCHO. The letter should include the following statement: “I have received a copy of NACCHO’s standard contract language and reviewed the terms and conditions within.”
    • NACCHO standard contracts are attached for your review.
  – Provide one letter of support, on official letterhead, from your organization leadership, to demonstrate that your agency has the necessary support to fully engage the Breastfeeding Continuity of Care project.
  – Provide one letter of support, on official letterhead, from the CDC REACH recipient in with whom you will partner that outlines the work you will do together.
  – Letters of support are to be attached to the application survey.

SUBMISSION INSTRUCTIONS

Final response to this RFA should be submitted by Thursday, October 31, 2019 at 11:59 pm (eastern). Responses submitted after this deadline will not be considered. Please direct questions to breastfeeding@naccho.org.

ATTACHMENTS

Please find below, links to additional information, forms, and resources needed for this application submission:

Required Application Resources
• Vendor Information Form http://bit.ly/bfvendorinfo

HELPFUL RESOURCES

• NACCHO Breastfeeding webpage: https://www.naccho.org/programs/community-health/maternal-child-adolescent-health/breastfeeding-support
• California Department of Public Health. 9 Steps to Breastfeeding Friendly: Guidelines for Community Health Centers and Outpatient Care Settings. 2015 http://www.calwic.org/storage/documents/bf/2016/9StepGuide.pdf
• Breastfeeding Friendly Health Departments http://www.health.state.mn.us/divs/oshii/bf/healthdeptBFF.html
• Surgeon General Call to Action to Support Breastfeeding 2011 -
• RFA overview webinar : October 3, 2019, 2 pm E.T. https://naccho.zoom.us/webinar/register/WN_UYQjzREM51-6pCsn7F6rfw