

Request for Proposals

To Support and Expand
Oral Health Services by Developing Dental Hubs
Located Throughout the State of Kansas

Kansas Safety Net Primary Care Clinics

State Fiscal Year 2009

March 2008



Kansas Association for the Medically Underserved
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Purpose of Dental Hubs in Kansas

Approximately one-third of Kansas' 105 counties are wholly designated by the U.S. Department of Health and Human Services as Dental Health Professional Shortage Areas. Another 54 counties are designated as having a lack of dental health professionals accessible to low-income populations. With over 80% of Kansas counties identified as underserved for oral health and approximately 300,000 uninsured individuals in the state, the need for creative, collaborative approaches to expanding oral health services is critical.

In recent years, leaders from the philanthropic and public health fields have raised concerns about the need to expand access to dental care and improve the oral health status of Kansans. With strong support offered by a coalition of Kansas-based foundations, KAMU, the Kansas Office of Primary Care and oral health leaders across the state, the Governor included in her 2008 budget to the Legislature \$500,000 in state general funds to match or supplement private grants for the purpose of establishing a **series of regional dental hubs operated by safety-net clinics**.

The concept of a dental hub is to provide a sufficient number of dental care providers in a central, underserved location, to have a sustainable operation and to build spokes of care radiating out to satellite sites. The hubs should be the operational base for providing **preventive, emergency and restorative dental services to the underserved.**

For this application, the following definitions should be used:

- **Dental Hub.** A dental hub is the primary location of the applicant's dental program, and must include:
 - A team-based approach to providing care that includes (at a minimum) two full-time dentists, one dental assistant and one dental hygienist in-house, plus an Extended Care Permit (ECP) dental hygienist in off-site locations;
 - A regional vision and approach for providing care;
 - An integration of medical and dental services.
- **Dental Spoke.** A dental spoke is a secondary service site(s), located apart from the hub and must include, at a minimum, the services of an Extended Care Permit (ECP) dental hygienist, to provide screenings and referrals back to the hub. Two different types of spoke operations are anticipated: **fixed satellite** and **portable**. A **satellite** is set up to function as a permanent clinical facility, full or part-time, in a separate location. The other model is a **portable unit**, carried to the site by the provider. Services may include, but are not limited to, the following:
 - Screening services in neighboring communities and/or counties
 - School screenings
 - Nursing home/long-term care facility screenings
 - Other services as allowed by Kansas law.

For purposes of this grant, use of the term "dental hub" is not intended to infer a special status or designation. It is an acknowledgement of a specific model of care that uses ECP dental hygienists to supplement the work of in-house dentists by providing services in a larger geographic area.

2008 Funding Goal

The objective of the grant is to increase the capacity of the Kansas dental safety net by **increasing geographic access to care, using a dental hub and spoke model.** Toward that end, the funding interest lies in **increasing the capacity of existing safety net clinics and health centers to deliver care in geographically strategic locations within counties not currently served by the dental safety net.**

The total amount available for SFY 2009 is expected to be \$2,000,000. Individual awards are capped at \$500,000 for Expansion projects and \$20,000 for Planning projects. The number of awards will be dependant on the size of the requests. See **Funding Categories** for additional information.

Proposal and Application Process

This funding opportunity is made available through a joint effort of private foundations and the Kansas Department of Health and Environment (KDHE). In order to simplify the application process, the application for both funds is made through this RFP to KAMU.

Clinics and health centers also applying for state KDHE Primary Care Clinic funds are asked to indicate in the KDHE Primary Care Clinic budget form the **total** requested for Dental Hub funding (http://www.kdheks.gov/olrh/AidToLocDocs/AppForm_04NYR.xls). This amount should be entered in the "Total Expenditure Budget" box #10 on page 2 under the Dental Hub column. (**Note:** If your budget form includes the word "Supplemental" in the column headings, please mark through or delete the word.) For budget planning purposes, KDHE funds should be used to support salaries and operational expenses **only, and will only be available during year one of the project**. Details of the budget for the KDHE portion will be requested if the application is selected by the review committee for funding.

Proposals for Dental Hub funding will be reviewed and awarded in a collaborative process, as described under Grant Review Process and Criteria below.

Grant Project Period

The Grant Project Period begins July 1, 2008 and ends no later than June 30, 2011. **For KDHE funds, the Grant Project Period will be July 1, 2008 through June 30, 2009 only, with no additional funding in subsequent years.** Funds will be awarded for project periods of one to three years. The release of funding from year to year may be contingent upon measurable progress toward program objectives.

Grant Review Process and Criteria

Awards will be based on an applicant's understanding of the targeted community or communities and need for dental services, the work plan and readiness of the applicant to expand dental service capacity and geographic coverage. The following application components should provide this information:

- Project Narrative
- Work Plan
- Budget and Budget Narrative

Requirements for these components are described in more detail later in this guidance.

Decisions for funding will be made by an Objective Review Committee (ORC) composed of representatives from the Kansas Department of Health and Environment, the private foundations funding this project and other professionals knowledgeable about community health who do not have a vested interest in any applicant organization. KAMU staff will provide input to the ORC, but will not be involved in the ultimate funding decision. No party interested in seeking funds will review proposals.

Eligibility

Only those clinics and health centers planning to meet the criteria for a dental hub, as listed in **Addendum A, Dental Hub Core Criteria**, will be eligible to submit proposals. In order to be eligible for funding, applicants must also:

- Be community-based, not-for-profit or publicly funded primary care clinics, including federally qualified community health centers and federally qualified health center look-alikes as defined by 42 U.S.C. 330. **It is not necessary that a clinic currently offer dental services in order to pursue grant funding.**
- **NOTE:** *While an integrated approach to providing or arranging for both dental and primary care health services is preferable, clinics offering only dental care but meeting all other eligibility criteria will be considered.*
- Offer **sliding fee discounts** based upon household income and **provide care regardless of ability to pay**. Policies determining individual patient eligibility due to income or insurance status may be determined by each community/clinic but must be clearly documented and posted.
- **Be willing to increase the geographic distribution of their services to counties in the state not currently covered by the dental safety net.**
- Have collaborative relationships with other safety net clinics in their service area, as demonstrated by Memorandums of Agreement (MOA) or Memorandums of Understanding (MOU), or explain why either could not be obtained.

Funding Categories

Planning Grant – Maximum amount: \$20,000 per award

This grant category is for the purpose of planning for geographic expansion of dental services into unserved or underserved areas. It is for clinics not yet organized to provide dental services as well as clinics in any phase of providing services. Funding can be requested to facilitate needs assessments, business plans, regional service plans, market analysis, practice management evaluation and integration of medical and dental practices. Planning Grants may be requested along with Expansion Grants, for total combined funding of up to \$520,000.

Expansion Grant – Maximum amount: \$500,000 per award

Expansion funding can be requested for recruitment of providers and other staff; salaries and benefits; rent; utilities; travel by providers to spokes; remodeling; construction; large and small equipment, including portable units (but not *mobile* units); supplies and instruments; and practice management software. See **Addendum A, Dental Hub Core Criteria**, for funding limits on staff.

Two different proposals will be considered in the Expansion Grant category:

- **Capacity Building.** A clinic may apply for this category if they are not now providing dental services or are providing services but do not yet meet the definition of “dental hub” as defined on Page 1. A project funded under this category must have a work plan demonstrating intent to be a comprehensive dental hub by the end of the project period.
- **Expansion.** Clinics already meeting the definition of “dental hub” on Page 1 may apply for funding to develop spokes. A competitive application under this category will have a work plan demonstrating the establishment of at least three spokes, which can include all ECP hygienists, establishment of a remote clinic site, or a combination of these.

Applicants may apply for project funding for up to three years, *although KDHE funding will be available for year one only.*

Professional Salary Support Grant – Maximum amount: \$75,000 per award
This funding is *only* available to clinics who received Dental Hub or KDHE Dental Expansion funding in SFY2008 of the program.

Applicants may apply for this funding *for one year only* to support the personnel costs of oral health professionals hired to expand services during the SFY2008 funding period. This funding is available for one year only to help stabilize operations resulting from expansion due to receipt of funding last year. *Awards will be made **only** to those applicants who provide a clear and compelling rationale for additional funding to stabilize the project for the long term.* Examples may include, but are not limited to: Unexpected expenses incurred during the expansion; low provider productivity and patient revenues due to difficulties in recruiting key personnel and delays in establishing services due to issues beyond the applicant's control.

Exclusion: This grant will not fund mobile dental vans.

Deadlines

Applications must be postmarked by Monday, May 5, 2008.

Award notices will be sent by June 1, 2008.

Funds will be made available by July 1, 2008.

Grant period is July 1, 2008 – June 30, 2011.

Grants should be mailed to:

KAMU
Attn: DENTAL HUB Grant Application
1129 S. Kansas Ave., Ste. B
Topeka, KS 66612

Application Guidelines

Application materials should be assembled in this order:

1. Proposal Cover Page (included at end of RFP)
2. One-page Executive Summary
3. Project Narrative
 - Introduction
 - Current capacity
 - Need
 - Project description
 - Work Plan (included at the end of RFP)
 - Resources/Capabilities/Sustainability
3. Budget Form (included at end of RFP)
4. Budget Narrative
5. Proof of 501 (c) (3) status & Other supporting documents

PROPOSAL COVER PAGE (1 page)

Complete the Proposal Cover Page form and ensure that all requested information is provided (Please DO NOT exceed this one-page format.)

EXECUTIVE SUMMARY (1 page)

Provide a brief description of the proposed project, including the following information:

- A brief history of the organization and the targeted geographic area, including the number of people currently served and the number projected to be served through this expansion or planning project.

- Major needs and barriers to care to be addressed by the proposed project.
- A summary of the proposed project including major objectives, numbers of providers, FTEs, delivery locations, services, and total number of patients and encounters expected when at full capacity (defined as the first full year *after* grant funding ends).

PROJECT NARRATIVE (5 -7 pages preferred, not to exceed 10 pages)

Applicants must submit a comprehensive narrative addressing **all** of the following points **in the order listed**. To assist reviewers in evaluating proposals, responses must be labeled according to each section number, title and bullet.

1. **Introduction** – PROVIDE A DESCRIPTION OF APPLICANT ORGANIZATION. The introduction is intended to be a **brief synopsis** of the applicant organization, including mission, site location(s), service area, staffing and population currently served.
2. **Current Capacity** – DESCRIBE ORGANIZATION'S CURRENT DENTAL OPERATION. (If no dental services are currently provided, response to this section should be "Not Applicable.")
 - a. **Facilities** - include number of operatories, number of stationery chairs and portable chairs, location, proximity to transportation and hours of operation.
 - b. **Staff**- using full-time equivalents (FTEs) describe staff involved in the current dental operation, including director or manager, other management team members, dentists, hygienists, Extended Care Practice hygienists, dental assistants, receptionist/schedulers, billing clerks, out stationed eligibility worker/outreach worker/enabler, and other staff.
 - c. **Productivity** – indicate the number of encounters by type of provider over the last full calendar year.
 - d. **Programs and services** - include provision of education, preventive, emergency and restorative dental services, school-based screenings and sealants, WIC referrals, translation and others as appropriate.
 - e. **Users** - age and race demographics, poverty status, number of visits a year, and number of visits per user and payor mix.
3. **Need** – DESCRIBE THE NEED FOR THE PROJECT.
 - a. Estimate the number of users needing care in the targeted service area(s). This should include a description of the number of people with incomes below 200% of the Federal Poverty Level, Medicaid/HealthWave participants, and other underserved populations identified in the projected service (i.e., migrant or homeless populations without access to care). Describe how the population targeted for this expansion currently obtains needed dental services. Include a summary of the results of any community needs assessment(s) and/or surveys here.
 - b. Identify service providers (e.g., FQHCs, community clinics or other dentists) within the proposed service area that provide dental care to the target population.
 - c. Identify and describe the most significant barriers to accessing dental health services in the targeted area (e.g., geographic, health insurance, providers willing to accept charitable cases, language).

PROFESSIONAL SALARY SUPPORT APPLICANT INSTRUCTIONS ONLY: Applicants should complete **sections 1-3 *only***, plus provide an overview of progress to date **and a sound justification for additional funding**.

4. **Project Description** –OBJECTIVES, ACTIVITIES, TIMELINE, OUTCOMES.
 - a. Explain how the planned project will improve the problem(s)/need(s) identified in Section 3 **Need**.
 - b. Describe the key Objectives and planned Activities that will improve the identified problem(s)/need(s).

- c. As an attachment, provide a Work Plan for achieving Objectives for the entire project period (one, two or three years, depending upon the request). (See **Addendum B, Work Plan** and accompanying instructions)
- d. Describe the scope of work for any planned contracted consultants, and explain the importance of this work. *A signed contract or Letter of Interest for this work from the contractor should be included as an attachment to the application.*

If applying for a PLANNING GRANT, complete a-d only.

If applying for an EXPANSION GRANT, complete a-d, plus the following:

- e. Describe the planned service sites of the expansion, including location and hours of operation(s).
- f. List the primary counties from which patients are expected to be drawn as a result of the proposed expansion.
- g. Describe the services that will be provided at the expansion sites.
- h. Explain plans to build collaborative, cooperative relationships with, and to support volunteerism from the community of dentists in your service area.
- i. Describe how this expansion project will increase access for the target population, including the number of new users and encounters projected when at full capacity (defined as the first full year after grant funding ends).
- j. Describe plans for outreach, including staff that will be involved, geographic areas targeted and any community partners that will assist in the effort (e.g., local schools, social service agencies).
- k. Describe the planned staffing model (clinical and non-clinical), and explain how this staffing model will be effective in providing the planned services and in achieving the projected number of users and encounters.
- l. If staff will be contracted rather than direct employees, provide the rationale for this approach.
- m. Provide a plan for recruiting and retaining planned providers.
- n. Describe how the Objectives, Activities and Outcomes outlined in the Workplan will be tracked, measured and evaluated.

5. *Resources/Capabilities/Sustainability* – DESCRIBE THE CAPACITY OF THE APPLICANT ORGANIZATION TO CARRY OUT THE PROJECT.

- a. Identify key staff and partners who will be responsible for the project and the anticipated use of community members and/or volunteers in the project, including a description of the skills these individuals will bring to the project.
- b. Describe any existing or planned referral relationships with other service providers.
- c. Identify factors that may affect progress of the service expansion in either a positive or negative way, and possible strategies to offset negative factors.
- d. Describe plans to assure proposal is self-sustaining at the conclusion of the grant period.
- e. Provide a description of previous projects that were established through grant funds that resulted in sustainable programs.

BUDGET FORM - *Complete this using the Budget Form worksheet at the end of the RFP.*

BUDGET NARRATIVE (should be very brief – maximum 1 page per year)

On a separate page, provide a Budget Narrative that explains the following:

- the amounts requested for each line of your budget (e.g., FTE allocations, benefits, etc.)
- how each item supports the achievement of proposed project objectives

SUPPORTING DOCUMENTS

- a. IRS Letter of Determination
- b. List and brief biographical sketches of key project staff (combined total no more than 1 page)
- c. Documentation of scope of work and fee schedule for project consultants
- d. Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs), Contracts, Letters of Interest and/or Letters of Support

Note: Other documentation may be requested during the review process.



ADDENDUM A: Dental Hub Core Criteria

A fully realized dental hub includes the following:

1. Demonstrably effective staffing ratios. *Staffing ratios are not proscribed. It is recognized that staffing may vary between rural and urban areas. Individual clinics are in the best position to determine the appropriate distribution of staff as long as the staffing pattern is demonstrably effective as measured by productivity. The following ranges are meant to serve as guidelines for planning purposes. In addition, grant funding requested for staff salaries **will not be awarded** at amounts that exceed the maximum numbers listed below.*
 - Up to 3 full-time dentists.
 - Up to 1 FTE in-house hygienist.
 - Up to 2 FTE extended care permit registered dental hygienists.
 - Up to 2 dental assistants per dentist or 6 per hub
 - Additional receptionists/schedulers as needed to support providers, up to a maximum of 2.5 receptionists/schedulers per 3-4 providers or 2.5 per hub.
 - Additional billing clerks as needed to support providers, up to a maximum of 2.5 billing clerks per 3-4 providers or 2.5 per hub.
 - Up to 1 FTE outstationed eligibility worker/case worker.
2. 2.5 operatories for each dentist, one operatory for on-site hygienist.
3. Provision of education, preventive, emergency and restorative dental services to the underserved.
4. Integration of medical and dental services, which may be built upon the Dental Health Disparity Collaborative.
5. Use of an outreach worker to support case management and enrollment of individuals likely to be enrolled in or eligible for HealthWave.
6. A regional service plan.
7. Capacity to become self-sustaining, without the continued operating support of foundations, within three years.
8. Productivity standards of 2,400 encounters per year for dentists; 1,400 encounters per year for hygienists.
9. **Up to three off-site expansions (spokes)** using at least an Extended Care Permit hygienist. May or may not include a dentist. Two different types of spoke operations are anticipated: **fixed satellite** and **portable**. A **satellite** is set up to function as a permanent clinical facility, full or part-time, in a separate location. The other model is a **portable unit**, carried to the site by the provider.

Work Plan and Instructions

Work Plan - Dental Hub 2008					
YR by QTR	Objectives	Activities	Outcomes	Cost (Total)	GRANT REQUEST \$
1 st Qtr July 1- September 30, 2008					
2 nd Qtr October 1- December 31, 2008					
3 rd Qtr January 1- Mar 31, 2009					
4 th Qtr April 1 - June 30, 2009					

1. **Objectives** – For each quarter, describe the key grant objectives planned. Objectives should address problems or needs identified in Section 3 (Need).
2. **Activities** – For each objective, identify activities necessary to achieve the objective.
3. **Outcomes** - Outcomes are the results of your program activities. For this workplan, identify at least outcome you will achieve for each objective.