



## Partners Investing in Nursing's Future



A collaborative initiative of  
the Robert Wood Johnson Foundation  
and the Northwest Health Foundation

**2007 Call for Proposals—Round 2**

**Brief Proposal Deadline**

November 9, 2006

## Program Overview

(Please refer to specific sections for complete details.)

### Purpose

*Partners Investing in Nursing's Future*, a collaborative initiative of the Robert Wood Johnson Foundation (RWJF) and the Northwest Health Foundation (NWHF), will address nursing issues at the community level through funding partnerships with local and regional foundations.

### Eligibility Criteria (page 7)

- Local or regional private, family or community foundations and public charities are eligible to apply for funds.
- Government entities, corporations or corporate grantmakers may participate in funding collaboratives, but may not serve as the applicant institution.
- Local foundations and other partners must match awards with **at least** \$1 for every \$2 provided by this program.
- Eligible foundations are those classified as tax-exempt under Section 501(c)(3) as a public charity or private foundation, a nonexempt charitable trust treated as a private foundation under Section 4947(a)(1), or organizations that claim status as private operating foundations under Section 4942(j)(3) or (5) of the Internal Revenue Code.

### Selection Criteria (page 9)

Proposals will be evaluated using the following criteria:

- Foundation capacity for and commitment to addressing nursing issues.
- Scope and strength of partnership between the local foundation and other partners.
- Innovativeness and strength of the project design.
- Potential impact of the project in the local or regional area beyond individual institutions.
- Likelihood of project sustainability.

### Total Awards

- Up to 10 awards of up to \$250,000 each will be made for projects lasting up to 24 months.

### Key Dates and Deadlines

- **November 9, 2006 (3 p.m. EST)**—Deadline for receipt of brief proposals.
- **February 1, 2007 (3 p.m. EST)**—Deadline for receipt of invited full proposals.

### How to Apply (page 12)

This program accepts only proposals submitted through the RWJF Grantmaking Online system at <http://grantmaking.rwjf.org/pin2>.

[www.PartnersInNursing.org](http://www.PartnersInNursing.org)

## Background

Nurses are the largest component of the health care workforce, and their vigilance is critical to keeping patients safe and healthy. When people are most vulnerable—experiencing chest pains in a hospital emergency department, recuperating from stroke in a skilled nursing facility, learning to care for a newborn at the pediatrician's office, or managing a chronic condition in their own home—nurses are the health care providers they are most likely to encounter, spend the greatest amount of time with, and depend on for their recovery. The stability and quality of health care relies on a sufficient supply of appropriately educated and skilled nurses, but our nation is threatened with an increasing shortage of experienced nurses.

The causes of the nursing shortage are complex; they include rapid population growth in several states, a decline in nurses' earnings relative to other career options, an aging nursing workforce, low job satisfaction and poor working conditions that contribute to workforce retention problems, and an increasingly diverse population that requires intensive health care services. These issues are occurring just as the majority of nurses are retiring and job opportunities outside of nursing are expanding, creating a more challenging environment than in the past. The shortage threatens patient care and the safety and morale of the nursing workforce, affects health care costs, compromises patient outcomes, and ultimately affects the ability of dedicated health professionals to provide the best care and services for their patients. The impact of the shortage will be long lasting and increasing in severity; it will affect virtually every area of health care, and surmounting its challenges will require innovative strategies.

Addressing the nurse shortage is central to the Robert Wood Johnson Foundation's goal of improving the quality of health care in the United States and to Northwest Health Foundation's focus on developing collaborative and sustainable solutions to advance, support and promote the health of the people of their region.

## The Program

*Partners Investing in Nursing's Future* is a collaborative effort between the Northwest Health Foundation and the Robert Wood Johnson Foundation to create unique partnerships with local foundations to encourage investment in nursing workforce solutions.

Addressing the long-term structural issues at the root of the nurse shortage will require collaboration among local, regional and national philanthropies, as well as other allies. This program seeks to enable local foundations to act as catalysts in developing comprehensive strategies that are vital to a stable, adequate nursing workforce. An underlying precept of this program is the importance of encouraging and supporting nurses to be active leaders in the development of sustainable solutions in their local communities. Bringing philanthropic leaders together with nurses to develop new relationships, share knowledge and generate innovative new ideas is a major goal of this program.

Funds provided through the program will support the capacity, involvement and leadership of local foundations to advance nursing workforce solutions in their communities. Creating meaningful and sustainable change in the U.S. nursing workforce means fostering projects in several areas; all proposals to this program must address one or more of these topics:

- **Diversity**—Increase the racial, ethnic and gender diversity of the nursing work force to improve access to care for patients, provide greater patient choice and satisfaction, and improve patient-nurse communication.
- **Educational Infrastructure and Faculty Development**—Bolster the nursing educational infrastructure by developing, recruiting and retaining qualified nursing educators and by modifying the educational system to meet the needs of the 21st century.

- **Public Health**—Support strategies that address the shortage of the public health nursing workforce that aids in preventing illness, injury or disability and promoting and maintaining the public's health.
- **Long-Term Care**—Develop the capacity, recruitment, retention and competency of nursing personnel to work with and treat the growing elderly population and others requiring long-term care.
- **Mid-Level Management**—Support effective, targeted professional development for nurse managers in all sectors of the public health and health care delivery systems to hone their management skills and foster a culture of retention.

Information about the projects supported through the first round of Partners Investing in Nursing's Future grants is available on the program Web site at [www.PartnersInNursing.org](http://www.PartnersInNursing.org).

Funds will be made available for up to 24 months to address nursing issues at the local and regional level, with a maximum award of \$250,000. Local foundations, with other partners (such as state workforce investment boards, hospital and long-term-care associations, foundations and other funding sources) will match these awards with *at least* \$1 for every \$2 provided by the program. Funding will be commensurate with the size and scope of the proposed activity and the foundation's experience with nursing issues. Proposals for planning as well as implementation projects will be considered.

Partners Investing in Nursing's Future is unique in providing funding directly to local foundations to coordinate all projects and programs developed in collaboration with nursing leaders and other community partners. Local foundations are encouraged to seek additional resources from other community partners and other grantmakers, although this is not a requirement.

Each local foundation will also receive technical assistance and support from the Partners Investing in Nursing's Future staff for the development of nursing strategy, programs and projects. This technical support will vary by site, but may include program evaluation, leadership development, strategy coaching or other forms of training and assistance. The program will provide ongoing learning opportunities and information sharing among all the partners.

Local foundations and their partners agree to participate in a national evaluation process and all projects will include a program evaluation component. At least 10 percent of the total project budget should be devoted to evaluation efforts. Local foundation staff and project directors will be asked to attend periodic meetings and share information with other foundation partners. The cost of travel for three people to an annual meeting should be included in the proposal budget. Local foundations will also be expected to meet requirements for the submission of financial reports, and will be asked to submit interim and final reports.

## Eligibility Criteria

Eligible institutions include local or regional private, family or community foundations and public charities. Eligible foundations are those classified as tax-exempt under Section 501(c)(3) as a public charity or private foundation, a nonexempt charitable trust treated as a private foundation under Section 4947(a)(1), or organizations that claim status as private operating foundations under Section 4942(j)(3) or (5) of the Internal Revenue Code. Government entities, corporate grantmakers and others may participate as part of funding collaboratives; however, they may not serve as the applicant institution. Partners Investing in Nursing's Future is not intended to support the continuation of ongoing projects, but it may support new programs led by foundations that are already working in the field of nursing.

We recognize that foundations bring a wide range of knowledge and experience to support the goals of this program. To track the impact of the program on the interest and strategic investment of foundations over time, applicants are asked to identify their foundation along the following continuum of involvement with nursing work:

*Category A*—Foundations that have not made any grants to enhance nursing programs or projects in the last five years. These foundations may have funded projects related to health services provided by nurses, but must not have funded projects that are the focus of this program.

*Category B*—Foundations that have made grants to address issues of the nursing shortage within the last five years through responsive grantmaking, but have not developed a specific funding strategy around nursing issues, or have had limited resources to implement such a strategy.

*Category C*—Foundations that have developed focused strategies that affect the nursing profession, have made grants in the field and may be ready to expand in new nursing program areas or implement specific targeted activities.

We encourage collaboration among funders in the same geographic area who are at different places along the continuum. Within such a collaborative, any foundation may serve as the lead organization for this program.

Proposals submitted for funding are expected to reflect the history and experience of the local foundation in supporting nursing programs or projects, both in the design and in the amount requested. For example, a foundation might seek to support early efforts in the local nursing community—to gather data on workforce retention issues, convene a summit of nursing leadership, or fund an individual project that addresses faculty shortages. A foundation that has been working with the nursing profession in their region but has limited resources could request funds to support the implementation of a major project. Another foundation might apply to enhance previously developed strategies such as the support of a nursing workforce center or the creation of a statewide clinical simulation network.

## Selection Criteria

Partners Investing in Nursing’s Future is designed to stimulate local and regional philanthropies in the private sector to respond to and improve the delivery and quality of nursing care and develop solutions to the nursing shortage. Therefore, a priority of the program is the development of community or statewide projects by local independent, private, community or family foundations or other grantmaking 501(c)(3) organizations. Although other foundations such as public charities supporting universities or hospitals are eligible for funds, proposed projects that primarily benefit the supported institution (for example, a hospital or a university) will not be considered.

Partners Investing in Nursing’s Future has selected a national advisory committee (NAC) that represents the national nursing community, local and regional philanthropies, businesses and communities. The NAC will review each full proposal according to the selection criteria, attend site visits to evaluate potential projects, and make recommendations for funding decisions to RWJF and NWHF. Mary Wakefield, R.N., Ph.D., F.A.A.N., chairs the NAC.

Projects will be assessed in these areas:

- **Foundation capacity for and commitment** to addressing the complex issues related to the nursing workforce. Reviewers will assess the applicant foundation’s capacity to develop clear objectives for the project and whether the project is likely to result in those objectives being achieved. Proposals will be evaluated on the applicant foundation’s understanding of the issues; level of commitment to supporting the nursing profession and sustainability of that involvement; internal capacity to implement and oversee the proposed project; and ability to serve as an integral partner with the nursing community.

- **Scope and strength of the partnership** planned among the local foundation, nursing leadership and other partners in the community. Each proposal must demonstrate support and engagement of the local or regional nursing community. Because proposals are expected to be collaborative, each proposal should be developed with the help and close involvement of local nursing leaders. Reviewers will also weigh the involvement of other local foundations and funders, state and local government, and health systems in the project design and implementation.
- **Innovativeness and strength of the project design.** Proposals should demonstrate a defined purpose and need for the project, with clearly defined, specific and measurable objectives. Proposals should identify to what extent the project brings value to the nursing community.
- **Impact of the project** on the local or regional community. Proposals will be evaluated on the potential impact that matching grant funds will have on advancing nursing workforce solutions. Reviewers will consider the value of the project as a potential model for replication.
- **Sustainability of the project.** Projects are expected to continue beyond the grant period, with a clear plan for continued investments needed for sustainability and growth. Proposals should describe preliminary plans for sustaining the work longer term.

### Evaluation and Monitoring

An independent research group will conduct an evaluation of the Partners Investing in Nursing's Future program. As a condition of accepting funds through this initiative, local foundations and their nursing partners will be required to participate in the evaluation.

Awardees are expected to meet RWJF and NWHF requirements for the submission of narrative and financial reports, as well as periodic information needed for overall project performance monitoring and management. Project directors will be asked to attend periodic meetings and give progress reports on their grants. At the close of each funded project, the local foundation is expected to provide a written report on the project and its findings, suitable for wide dissemination.

### Use of Grant Funds

Foundations may use grant funds to engage in policy analyses and research around nursing workforce issues; develop a plan and design strategies to address local nursing workforce issues; establish pilot projects that test innovative ideas; implement activities that address a particular local nursing workforce concern; develop new partnerships with nursing leaders, local funders and government; or launch comprehensive activities or strategies that address nursing workforce issues. Funds will not be awarded for projects that support direct service projects (e.g., nurse-managed community health clinics).

Funds may be used for foundation or project staff salaries, consultant fees, subcontracts, meetings, data processing, supplies, project related travel, and other direct expenses, including a limited amount of equipment that is essential to the proposed project. Indirect costs are calculated at a rate of up to 12 percent.

In keeping with longstanding policies of the Robert Wood Johnson Foundation and Northwest Health Foundation, funds may *not* be used to subsidize individuals for the costs of their health care, to support clinical trials of unapproved drugs or devices, to pay for patient care, for the construction or renovation of facilities, for lobbying, or as a substitute for funds currently being used to support similar activities.

## How To Apply

**All proposals for this program must be submitted only through the RWJF Grantmaking Online system. For detailed formatting instructions, and to prepare and submit proposals visit <http://grantmaking.rwjf.org/pin2>.**

There are two stages in the competitive application process: (1) the submission of a brief proposal that describes the project and, if invited, (2) the submission of a full proposal and line-item budget and budget narrative.

Guidelines and information, including a list of frequently asked questions (FAQs), are available at [www.PartnersInNursing.org](http://www.PartnersInNursing.org).

The program will host a Web-based applicant conference call (listed under Timetable) to answer questions about the program and the application and selection process. Participation in this call is encouraged, but not required.

### ***Stage 1: Brief Proposals***

Applicants must submit a brief proposal that describes the project and includes a brief statement about the proposed project budget.

The brief proposal should:

- outline the applicant foundation's involvement with the development of the project, with the nursing community and with other interested local funders;

- affirm the applicant foundation's intention to obtain or provide all the funding necessary to match the funds requested for the grant and to implement the project.

### ***Stage II: Full Proposals***

Selected applicants will be invited to submit full proposals. At this stage, reviewers will seek additional information regarding measurable objectives, plans for evaluation, anticipated impact and expectations for long-term financial and programmatic sustainability.

Full proposals will only be accepted online at <http://grantmaking.rwjf.org/pin2>.

Instructions for submitting full proposals will be included with the invitation and will be part of the online process.

All inquiries regarding the program, selection criteria or application requirements may be directed to:

Judith Woodruff, *program director and director of Strategic Initiatives*  
Partners Investing in Nursing's Future  
Phone: (971) 230-0093  
[judith@nwhf.org](mailto:judith@nwhf.org)

Members of the NAC and staff from both the RWJF and NWHF will review full proposals. After this review, projects still under consideration will receive site visits. By the time of the site visit, there must be clear documentation of matching funds at the local level.

The program does not provide individual critiques of proposals submitted.

## Program Direction

Direction and technical assistance for this initiative are provided by:

Northwest Health Foundation  
1500 SW First Avenue, Suite 850  
Portland, OR 97201  
Phone: (971) 230-0093  
Fax: (503) 220-1335  
E-mail: [info@PartnersInNursing.org](mailto:info@PartnersInNursing.org)  
[www.PartnersInNursing.org](http://www.PartnersInNursing.org)

Responsible staff members at the Northwest Health Foundation are:

- Judith Woodruff, J.D., *program director and director, Strategic Initiatives*
- Lupita Salazar Letscher, M.S., B.S.N., R.N., *program officer*
- Renée Jensen, *program administrator*
- Thomas Aschenbrener, *president*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Susan Hassmiller, R.N., Ph.D., F.A.A.N., *senior program officer*
- Michelle Larkin, R.N., M.S., *senior program officer*
- John Lumpkin, M.D., M.P.H., *senior vice president and director, Health Care Group*
- Paul Tarini, M.A., *senior communications officer*
- Catherine Malone, M.B.A., *program associate*
- Lois Shevlin, *grants administrator*

## Timetable

### September 19, 2006

RWJF Grantmaking Online system is available to applicants.\*

### October 4, 2006 (1–2 p.m. EDT)

Optional program orientation Web-based teleconference for potential applicants. Details and pre-registration information are posted at [www.PartnersInNursing.org](http://www.PartnersInNursing.org). Applicants will have an opportunity to ask questions during teleconference calls. This teleconference will be archived and accessible to applicants.

### November 9, 2006 (3 p.m. EST)

Deadline for receipt of brief proposals.

### February 1, 2007 (3 p.m. EST)

Deadline for receipt of invited full proposals.

### September 2007

Grants awarded.

\* All proposals must be submitted through the online system. All applicants should log in to the system and familiarize themselves with online submission requirements well before the final submission deadline. Program staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, the program will not accept late applications.

## About the Northwest Health Foundation

Founded in 1997, Northwest Health Foundation is an independent, charitable foundation committed to advancing, supporting, and promoting the health of the people of Oregon and southwest Washington. We focus on issues of health and health care in our region, seeking concrete solutions to today's health problems while advocating to prevent tomorrow's. As part of our commitment to cultivate a stable, skilled nursing workforce in the region, Northwest Health Foundation invests 30 percent of its funds to collaborative and sustainable solutions to address the nursing shortage, including the development of advocacy and leadership within the nursing community.

For more information visit [www.nwhf.org](http://www.nwhf.org).

*Northwest Health*  
FOUNDATION

1500 SW First Avenue, Suite 850  
Portland, OR 97201

## About the Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, we work with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change. The Foundation seeks to:

- assure that all Americans have access to quality health care at reasonable cost;
- improve the quality of care and support for people with chronic health conditions;
- promote healthy communities and lifestyles;
- reduce the personal, social and economic harm caused by substance abuse—tobacco, alcohol and illicit drugs.

For more information visit [www.rwjf.org](http://www.rwjf.org).

Sign up to receive e-mail alerts on upcoming calls for proposals at:  
[www.rwjf.org/services](http://www.rwjf.org/services).



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