

# Wellbeing, Mental Health, Substance Use, Trauma-Informed Care, and Telehealth

## Background

[The SUSTAIN Wellbeing COMPASS Coordinating Center \(SUSTAIN\)](#) aims to strengthen organizational capacity in the intersections of HIV, wellbeing, mental health, substance use, trauma-informed care, and telehealth through community-centered grants, training, consultation, and coaching. Organizations need the resources to plan, create, expand, implement, and evaluate much-needed programs and projects. SUSTAIN works with organizations to build the capacity to provide Southern communities with high-quality, affirming, and culturally responsive care.

The landscape of HIV has been stagnant, in part, because organizations often do not have the support or resources to engage in meaningful structural change required to end the HIV epidemic. This lack of support and resources ultimately trickles down to harm the communities they serve and their staff. The SUSTAIN team believes that organizational change is key to life-saving transformative change.

The SUSTAIN COMPASS Coordinating Center envisions a world where organizations have the tools to address multilevel trauma to transform organizational culture and practices. We believe these transformative changes will enhance the well-being of people living with HIV and truly end the HIV epidemic.

To achieve this goal, this request for proposals (RFP) will **fund organizations to plan and implement changes to their organizational cultures, practices, processes, and systems (structural changes) to be trauma-informed. (Graphic below)**. Trauma-informed approaches can be applied to all our content areas (wellness, mental health, substance use, and telehealth) and their intersection with HIV.

## Content Area

*Wellbeing, Mental Health, Substance Use, Trauma-Informed Care, and Telehealth*  
*“Approach Matters: Trauma-Informed Care Organizational Change Initiative”*

### *What is Organizational Change?*

**Organizational change refers** to actions that transform culture, infrastructure, and internal processes, such as hiring, training, screening practices, and policies and procedures. Organizational change requires intentionality, commitment, and management to bring about successful change. The organizational change process typically includes three major phases: pre-implementation, implementation, and sustainability. We know that organizational change is not easy; however, organizations must succeed and grow. Furthermore, there are benefits to organizational change, such as employee development, employee engagement, employee retention, service user satisfaction, service engagement, or service innovation or enhancements.

### *Why focus on Trauma-informed Organizational Change?*

Trauma, stigma, and adversity for those living with and most impacted by HIV have been continued concerns that need to be addressed. Trauma, just like most life experiences, does not happen in a vacuum and manifests at different levels of society, organizations, and personal life. Trauma impacts all aspects of a person, including their physical and mental health, behaviors, and attitudes toward seeking care. Using trauma-informed approaches in all aspects of the organization and its service provision is critical to ending the HIV epidemic. Trauma-Informed Organizational Change requires examination, analysis, and changing how power is distributed and decisions are made. One of the most significant goals of trauma-informed organizational change is to develop a culture of collaboration, choice, and transparency.

Trauma-informed care has been found to promote healing for staff and those being served. Becoming a trauma-informed organization is an everlasting journey rather than a destination that will require lots of work, personally and professionally. This means the organization will forever be engaging in this work of becoming trauma-informed.

### *The Six Guiding Principles to a Trauma-Informed Approach*



The image is from the [CDC's Website](#).

### *What Type of Organizations Are We Looking For?*

We seek organizations who want to embark on this journey. SUSTAIN acknowledges that trauma-informed organizational change can look different from organization to organization, from changes in mission/vision, practices, or policies and procedures. The ultimate goal of trauma-informed organizational change is to not only recognize the effect of trauma on clients/patients/staff but also the impact on the workforce based on their own and others' experiences of trauma and/or adversity.

*Below are details to reflect upon and include when completing your proposal, particularly in the narrative of the proposal:*

- **Centering Communities:** We are interested in proposals that our and/or centers lead in the following communities:
  - Black and Latinx communities of transgender and non-binary experiences
  - Black same-gender-loving men, gay, bisexual, and queer men
  - Latinx communities
  - Cisgender Black women

- **Organizational Change:** We encourage innovative, out-of-the-box, programs that build organizational capacity around SUSTAIN’s content areas and move the needle on social and structural conditions, such as policies, organizational culture, physical environment, norms, attitudes, beliefs, and culture.
  - What experience does your organization have, if any, with organizational change?
  - What are the goals of your trauma-informed organizational change?
  - What are some anticipated facilitators and barriers of your organization conducting this trauma-informed organization change?
- **MIPA:** The inclusion of Meaningful Involvement of People Living with HIV/AIDS (MIPA) in Action is essential in your proposal and **must be intentionally and thoughtfully integrated into ALL aspects of your proposal.**
  - MIPA in Action is the meaningful and intentional involvement of individuals living with HIV/AIDS in all aspects of an organization, including but not limited to program/project conceptualization, planning, implementation, evaluation, and dissemination. Be specific in how your organization meaningfully involves people living with HIV and how you intend to do so in this project.
    - What positions do people living with HIV/AIDS hold in your organization? What positions will they hold in this proposed program?
    - How is your organization including people living with HIV/AIDS at all levels of decision-making? How will they be included as decision-makers in this proposed program?
    - How do you plan to involve people living with HIV/AIDS in your proposed program and the development of this proposal? Please be as specific and detailed as possible in your proposal and the budget.
- **Racial Justice:** The Inclusion of Racial Justice is essential in your proposal:
  - Racial justice is the active involvement of learning and understanding to make actionable and measurable steps to achieve fairness, equity, and justice for the racial marginalized, particularly Black people, to give them what they need to enjoy full, healthy lives. There is an interconnected relationship between racism, anti-Blackness, systems of oppression, and HIV. These same racist and anti-Black policies, systems, and practices have shaped organizational practices and stripped funding away from Black-led organizations. They have historically limited access to physical and mental health care access for Black people living with HIV. These anti-Black and white supremacist policies continue to impede Black communities' overall wellness and advancements in liberation.
    - What positions do Black communities hold in your organization?
    - What leadership - management or other decision-making - positions do Black individuals hold in your organization?
      - What is the percentage for each population group?

- What practices and policies do you have in place to support trans and gender non-conforming staff and communities you serve?
- How are Black and Latinx individuals represented on your Board of Directors?
  - What is the percentage of directors for each population group?
- To what extent does your organization include a racial justice or equity lens or approach to your work?

Please check out our videos about the RFP and what previously funded organizations are discussing their projects on our [YouTube page](#).

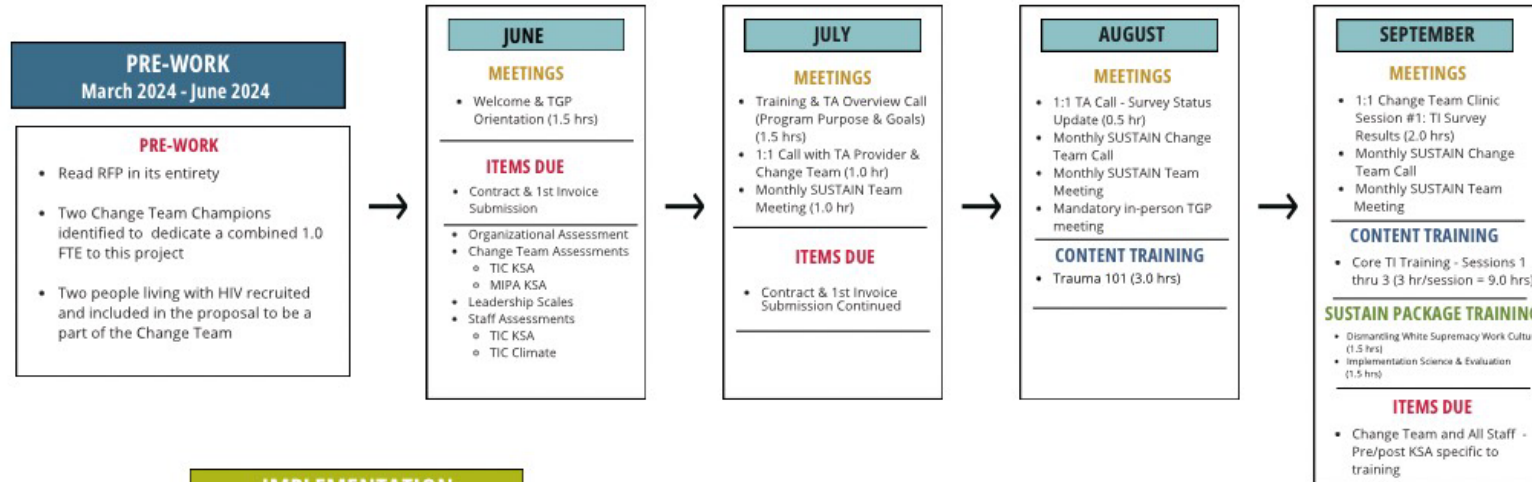
**The next page is a roadmap of the Organizational Change Initiative:**

# TRANSFORMATIVE GRANT PARTNERSHIP 2024-25 ROADMAP

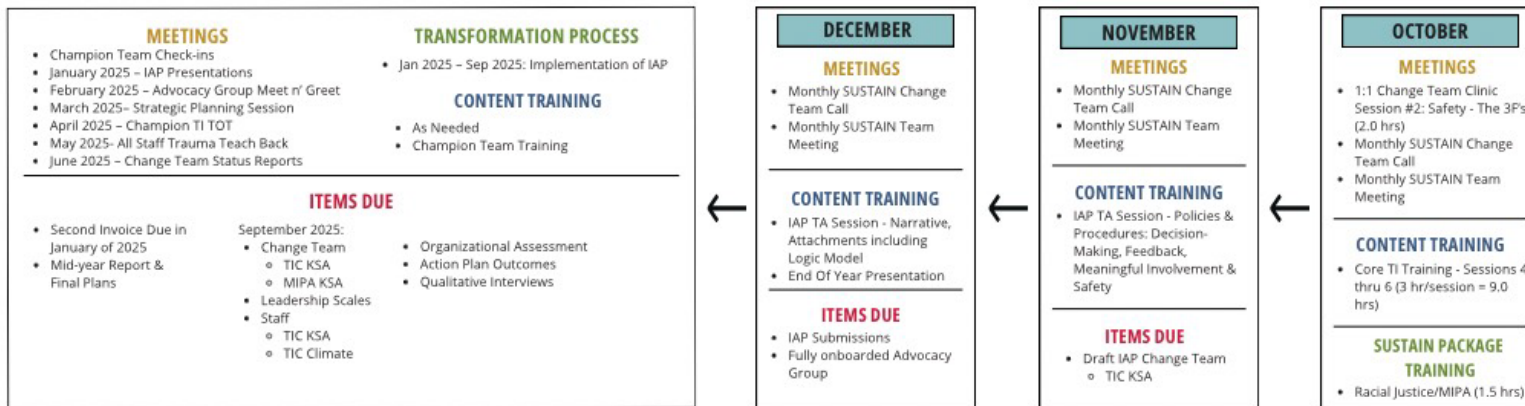
## APPROACHES MATTER: TRAUMA-INFORMED ORGANIZATIONAL CHANGE INITIATIVE

This is an 15-month overview. This is tentative and we will add more details once the grant period starts.

### PRE-IMPLEMENTATION (June 2024 - December 2025)



### IMPLEMENTATION (January 2025 - September 2025)



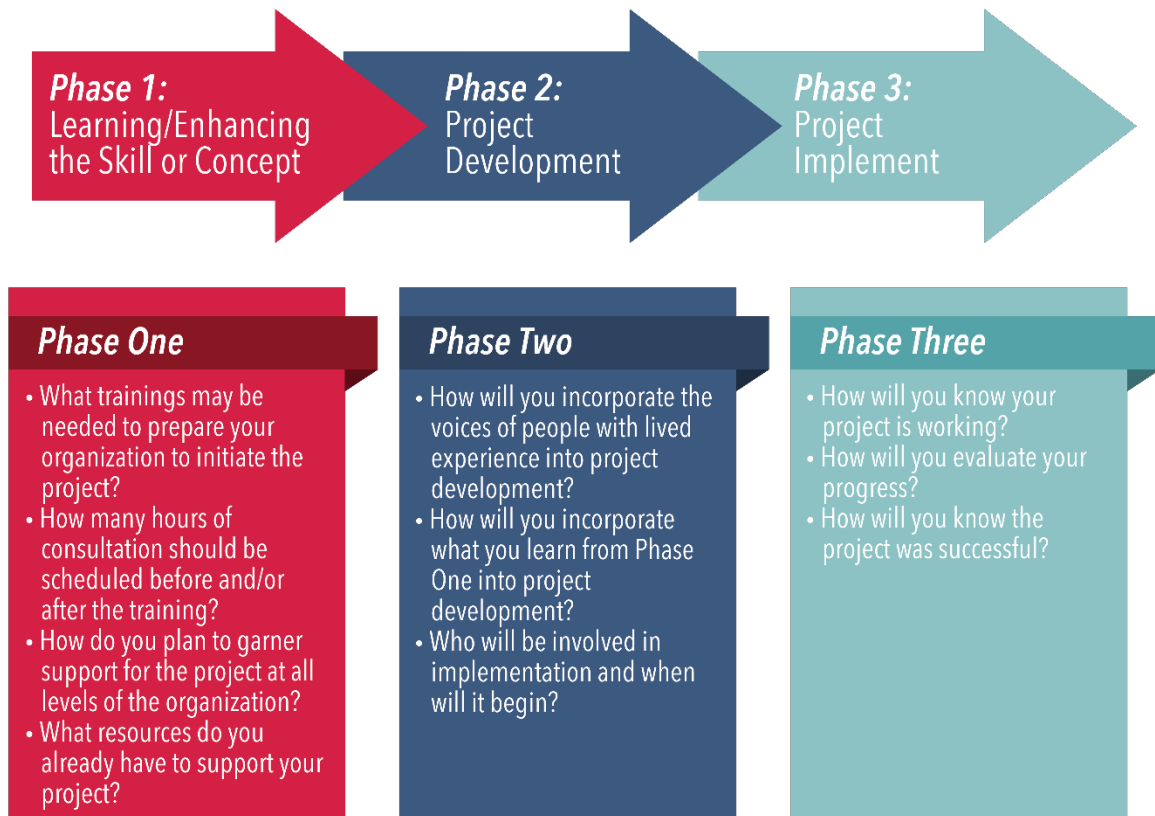
**NOTE: PROGRAM IS A HEAVY LIFT REQUIRING OVER 100 HOURS OF LABOR. PLEASE READ RFP CLOSELY.**

Supported by grant funding from Gilead Sciences Inc. Gilead Sciences, Inc. had no input into the development or content of these materials.



## Tips for Successful Implementation of this Initiative

Below is a visual representation of how the work plan narrative and work plan template should flow. Please consider the following questions for each phase. These will help guide the development of your work plan:



### Time Commitment

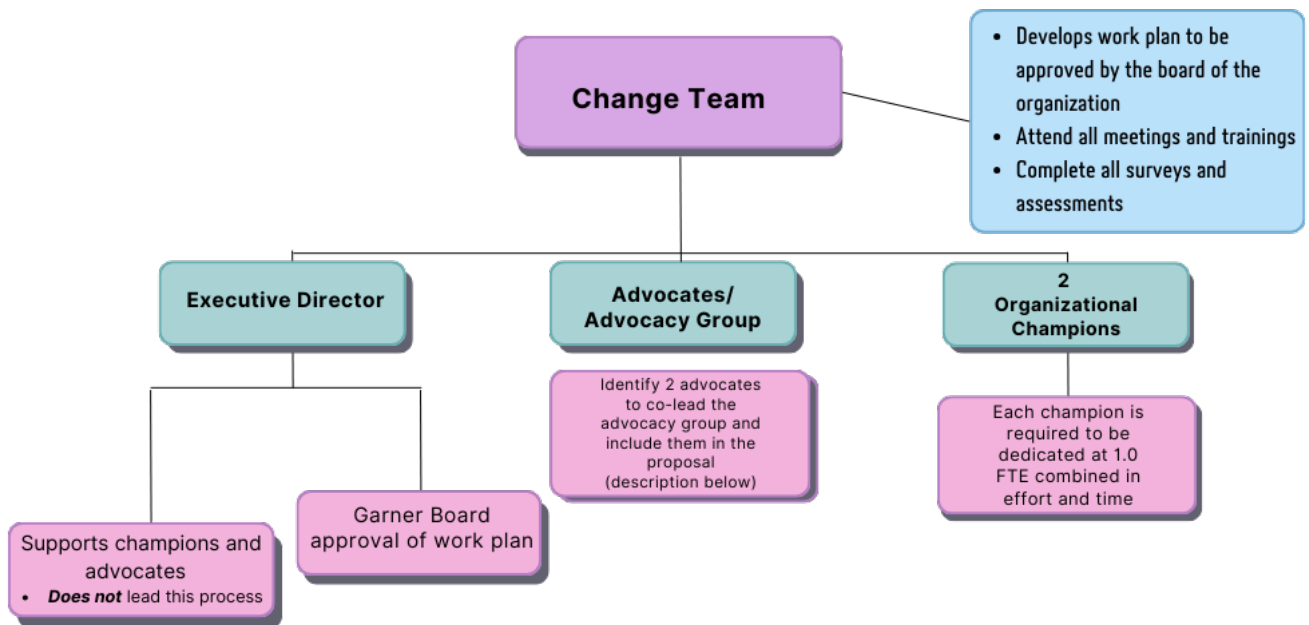
- This initiative is a journey, not a sprint. **It will require 150 - 200 hours to be dedicated to this project SOLELY, with over 100 hours taking place within the first six (6) months of the project's start date.** Therefore, the budget reflects what is needed to carry out this project.
- Rest Assured – you are not in this alone! Also, you will have SUSTAIN Consultants, your Project Officer, Advocacy Group, SUSTAIN Advocacy Group, and others to assist along this journey!

### Change Team Deeper Dive

The information below explains the Change Team composition, roles, and responsibilities.

**Please review it in great detail.**

### Change Team Composition with Responsibilities



### *Role of Change Team*

*Change Team Lead will:*

- *Oversee and lead the change team process*
- *Ensure all members are on the trainings*
- *Ensure the team is developing the advocacy group process*
- *Ensure the work plan is developed*

### *Additional Advocacy Group Information*

- Must be a 3-6 member team, with two (2) being identified in the proposal and already agreed to participate
- Assist with recruiting an additional 1-4 members
- Must reflect the population/communities your organization serves to complete this group and openly living with HIV

The Advocacy Group Team Members will be responsible for assisting the organization to foster an environment in which all individuals seeking services feel empowered, included, and acknowledged without causing re-traumatization or harm.



The Advocacy Group Team Members will work with the Organizational Champions leads to provide insight, guidance, and support to the organization. The organization will work collaboratively with the Advocacy Group Team Members to lift up valuable lived experiences and make decisions regarding adjustments within the different levels of the organization to create sustainable and lasting change.

### **SUSTAIN Budget Requirements**

The budget line items and accompanying mandatory allocations for this project are below:

#### *Required Items*

The total budget will be \$130,000 in direct funding to be allocated as follows:

- Budget to offset travel costs for mandatory meetings - \$8,000
- 2 Change Team Champions must be at 1.0 FTE and dedicated to this initiative to develop, oversee, and manage this program and work on evaluation tasks. They are required to dedicate 1.0 FTE total to this initiative (**Effort split of the 1.0 FTE to be determined by the organization**) - \$65,000
- Advocacy Group - MIPA in Action - \$45,000
- Indirect Cost/Overhead - \$10,000
- For organizational discretion (you can increase any of the previously proposed items or create new items [i.e., technology, printing, etc.]) - \$2,000
- Consultancy and trainings - You will have to utilize the SUSTAIN-provided consultants. SUSTAIN will pay the consultant directly, and it does not come out of your direct funding budget

#### *Allowable Expenses*

- Direct program expenses, including but not limited to the following: personnel expenses, consultant costs, fringe benefits, and travel to implement the proposed project
- Trainings, consultations, and conferences relevant to project completion
- Pilot and demonstration projects
- Public health capacity building
- Policy and statistical analysis in line with programmatic goals
- Strategic communications, including public/patient education
- Community engagement and coalition-building
- Program research and evaluation
- Indirect expenses of up to \$10,000 of the proposed budget.

### **Evaluation**

There will be two levels of evaluation. The first level occurs within the COMPASS Coordinating Centers (CCs) to assess the success of individually funded programs. It will be led by the respective Coordinating Center, in this case, **SUSTAIN Level Evaluation**. The second level, called **Centralized Evaluation**, will be led by ETR, the COMPASS external evaluation partner who will assess the overall success of the Coordinating Centers. Funded community partners are

expected to collaborate on and participate in assessments with the Coordinating Centers and ETR to support the COMPASS evaluation efforts.

### *SUSTAIN Level Evaluation*

SUSTAIN values rigorous evaluation of its work and the work of grant partners. Evaluation helps us learn from project implementation, develop organizational capacity, enhance community accountability, and identify effective practices.

Please review the image below as the tentative timeline for SUSTAIN-level evaluation:

<b>SUSTAIN Evaluation Tools</b>		
<b>Measure</b>	<b>Who Completes It</b>	<b>Timeline</b>
<b>TIC Organizational Assessment:</b> Assessment of organizational policies, practices and culture with respect to principles of trauma-informed care (TIC)	Change Team (collectively)	June 2024 and September 2025
<b>MIPHA Organizational Assessment</b> Assessment of organizational policies, practices and culture with respect to the meaningful involvement of people living with HIV/AIDS	Change Team (collectively)	June 2024 and September 2025
<b>TIC Knowledge, Skills and Attitudes Survey</b> A survey measuring knowledge, skills and attitudes related to TIC	Change Team and All Staff (individually)	June 2024, November 2024 (CT only) and September 2025
<b>MIPHA KSA Survey</b> A survey measuring knowledge, skills and attitudes related to MIPHA	Change Team (individually)	June 2024 and September 2025
<b>Implementation Leadership Scale</b> A survey measuring knowledge and skills related to TIC Implementation	Change Team (individually)	June 2024 and September 2025
<b>TIC Climate Scale</b> A survey measuring staff perception of TIC related climate at the organization	All Staff (individually)	June 2024 and September 2025

### *Centralized Evaluation*

Gilead Sciences and the CCs have partnered with ETR to serve as the COMPASS external evaluator to facilitate continuous improvement through establishing data-driven programming, monitoring, and evaluation systems. ETR is a non-profit organization that advances health equity by designing science-based solutions and brings nearly four decades of experience in HIV, Sexual and Reproductive Health, youth, and families. ETR may contact funded organizations throughout the funding initiative (<https://www.etr.org/>).

Funding community partners are expected to participate in assessments and routine (tentatively quarterly) data collection (survey links via Qualtrics) with the CCs to support the COMPASS evaluation efforts. ETR collaborates with the CCs to collect evaluation data from COMPASS community partners.

Detailed roles and responsibilities for ETR include:

- Developing, implementing, and tracking core metrics for COMPASS
- Establishing monitoring and evaluation systems for the collection, analysis, and routine reporting of key evaluation data

- Supporting the development of tools and processes to communicate overall COMPASS impact to key stakeholders
- Reporting outcomes and recommendations necessary for continuously improving programs and data collection

Please review the general RFP for more details about the additional evaluation information and requirements for ETR.

**Application and Rubric Information**

Below is a description of these various components, the number of points weighted in the overall score of your application, and other details.

<b>Project Cover Page</b>	
<b>Section</b>	<b>Additional Details</b>
1. Project Title	-----
2. Total Amount Requested	Maximum \$130,000 direct (already allocated in budget template)
4. Project Abstract	5-6 sentence summary of your project

<b>Project Narrative</b>			
<b>Section</b>	<b>Points</b>	<b>Maximum Length</b>	<b>Additional Details</b>
1. Statement of Need	15	250 words	Please describe the need to build your organizational capacity, skills, and knowledge relevant to this funding request for trauma-informed organizational change around wellness, mental health, care, drug use, or telehealth and the intersections of HIV/AIDS.

<p>2. Organizational Background and Capacity</p>	<p>15</p>	<p>500 words</p>	<p>Please provide a brief description of your organization’s history and purpose- including mission, goals, staff capacity, and resources you utilize to serve your community. If you don’t hold 501(c) (3) status, please briefly describe your fiscal sponsor, including its history, purpose, and relationship to your work.</p> <ul style="list-style-type: none"> <li>• Please also describe the role your organization plays in addressing SUSTAIN’s content areas.</li> <li>• What experience does your organization have, if any, with organizational change?</li> <li>• What are the goals of your trauma-informed organizational change?</li> <li>• What are some anticipated barriers to your organization conducting this trauma-informed organization change?</li> </ul>
<p>3. Work Plan Narrative</p>	<p>35</p>	<p>2000 words</p>	<p>Please provide a detailed description of your work plan, including a detailed description of the objectives, goals, activities, and timeline. Please organize this section by objectives. This is an opportunity for you to explain your work plan. The narrative should include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>• A detailed description of the proposed initiative objective and goals</li> <li>• The population of focus for whom the initiative is intended to serve.</li> <li>• How your organization/community will benefit from the proposed initiative.</li> <li>• How does the proposed initiative meet the goals of the respective Coordinating Center?</li> <li>• How does the proposed initiative help to enhance access to high-quality HIV care and/or prevention services?</li> <li>• Name the 2 people living with HIV to serve on the advocacy group</li> <li>• Name the 2 organizational champions</li> </ul>

4. Alignment with Guiding Principles	10	250 words	<p>Please describe how you plan to practice the COMPASS Coordinating Center guiding principles. When thinking about the meaningful involvement of people living with HIV/AIDS (MIPA) Please also respond to the following questions:</p> <ul style="list-style-type: none"> <li>• What positions do people living with HIV hold in your organization?</li> <li>• How is your organization including people with lived experience at all levels of decision-making?</li> <li>• How do you plan to involve People living with HIV/AIDS in your proposed program? Please be as specific and detailed as possible in your proposal and the budget narrative.</li> </ul> <p>When thinking about racial justice, respond to the following questions:</p> <ul style="list-style-type: none"> <li>• What positions do Black and Latinx communities hold in your organization?</li> <li>• To what extent are they represented in management and decision-making positions?</li> <li>• What practices and policies do you have in place to support trans and gender non-conforming staff and communities that you serve, including those who are in a transition process?</li> </ul>
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5. Vision/Impact	15	500 words	<ul style="list-style-type: none"> <li>• What impact do you want to make by the end of the project year?</li> <li>• How will you know that your project was a success?</li> </ul>
6. Budget and Budget Narrative	10	Template Provided	<p><b>Template:</b> The budget template is already completed. Fill out your organizational information at the top of the template and submit.</p> <p><b>Narrative:</b> Please describe the duties and expectations of each line item in your project budget. This description should include, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>• A description of the line item (e.g., quantity, cost, etc.) and how it will be used in the proposed project</li> <li>• If a consultant will be used, clearly describe their role on the project, and how you will select and on-board the consultant</li> </ul>

			<ul style="list-style-type: none"> <li>If a staff position is requested, how will it be maintained after the project period ends.</li> </ul>
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<b>Supplemental Materials</b>
<b>Required</b>
<ol style="list-style-type: none"> <li>1. Project Budget Template – Fields are completed; ONLY input your organization’s info at the top</li> <li>2. 501(c)(3) Verification (or letter from fiscal sponsor or agent)</li> <li>3. Board of Directors List</li> <li>4. Diversity Table</li> <li>5. Fiscal Sponsorship Agreement or Letter from Fiscal Sponsor (if applicable)</li> </ol> <p>*Note: Applicants selected for funding may be required to submit an Audit or IRS Form 990</p>

**References**

BEAM. *Healing Justice*. Retrieved from: <http://www.beam.community/healing-justice>

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RAND Health. (2018). *HIV Cost and Services Utilization Study (HCSUS) Key Findings*. Retrieved from <https://www.rand.org/health/projects/hiv/HCSUS-findings.html>