

Maximizing Funding to Address Health Equity:

**An Evaluation of the Pacific Hospital
Preservation and Development Authority's
Major Grant Decision-Making Process**

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OVERVIEW

Introduction

Methods

Findings (by Measure)

Recommendations

Lessons Learned

Purpose of Evaluation

To evaluate and describe the PHPDA's Major Grant decision-making process from 2015 to 2018 and compare characteristics at the agency and program-level for programs funded and not funded

MAJOR GRANT DESCRIPTION FROM 2015 TO 2018

How has the PHPDA's Major Grant process changed over the last four years?

AGENCY-LEVEL CHARACTERISTICS

Are they similar or different between agencies that are funded and not funded?

PROGRAM- LEVEL CHARACTERISTICS

Are they similar or different between programs that are funded and not funded?

SOCIAL DETERMINANTS OF HEALTH

What categories are being addressed through the Major Grant?

METHODS

Content review of the submitted letters of intent and full applications, 2015 to 2018

DATA COLLECTION AND ANALYSIS

Year-by-year review, coding, and analysis



AGENCY-LEVEL CHARACTERISTICS

Years in Operation

Type of Agency

Annual Operating Budget

Program Area

Target Population

Previous PHPDA Grant Recipient

PROGRAM-LEVEL CHARACTERISTICS

PHPDA Priority Area

Program Type

Funding Amount Requested

Evaluation of LOI

Application Score

SOCIAL DETERMINANTS OF HEALTH

Community Cohesion

Access to Health Care and Disease Prevention

Food Access and Nutrition

Economic Opportunities

Education and Childhood Development

Built Environment

Transportation

Environmental Justice

Housing

Table 1. Distribution of Major Grant Application Materials by Year

Grant Year	2015	2016	2017	2018	Total
Letter of Intent	19	36	36	33	124
Unique Agencies	11	15	10	14	50
Invited to Submit Full Application	11	10	13	13	47
Funded	7	6	8	8	29

Average percentage of LOIs invited to submit a full application: **38%**

Average percentage of full applications that are funded: **61%**

Average percentage of LOIs that are funded: **23%**

Table 2. Major Grant Funding Amount by Year

	2015	2016	2017	2018
Average Funding Amount Awarded	\$ 147,699	\$ 133,291	\$ 125,000	\$ 124,966
Lowest Amount Awarded	\$ 95,260	\$ 70,918	\$ 75,000	\$ 50,000
Highest Amount Awarded	\$ 250,000	\$ 180,830	\$ 170,000	\$ 199,734
Total Funding Awarded	\$ 1,033,898	\$ 799,748	\$ 1,000,000	\$ 999,734

Average Major Grant amount awarded: **\$132,769**

Average total funding awarded: **\$958,345**

Total Major Grant funding awarded: **\$3,833,380**

AGENCY-LEVEL CHARACTERISTICS

Years in Operation: Ten Years or More

Years in Operation (percentage)	Funded	Not Funded
2015	n=7	n=4
Zero to less than one year	0	0
One to less than five years	0	0
Five to less than ten years	14	25
Ten years or more	86	75
Not Available	0	0
2016	n=6	n=4
Zero to less than one year	0	0
One to less than five years	0	25
Five to less than ten years	0	0
Ten years or more	100	75
Not Available	0	0
2017	n=8	n=5
Zero to less than one year	0	0
One to less than five years	0	0
Five to less than ten years	13	20
Ten years or more	88	80
Not Available	00	0
2018	n=8	n=5
Zero to less than one year	0	0
One to less than five years	0	0
Five to less than ten years	13	0
Ten years or more	88	100
Not Available	0	0

AGENCY-LEVEL CHARACTERISTICS

Type of Agency: **Nonprofit**

Type of Agency (percentage)	Funded	Not Funded
2015	n=7	n=4
Nonprofit	100	100
Governmental	0	0
Public	0	0
Other	0	0
2016	n=6	n=4
Nonprofit	100	100
Governmental	0	0
Public	0	0
Other	0	0
2017	n=8	n=5
Nonprofit	100	100
Governmental	0	0
Public	0	0
Other	0	0
2018	n=8	n=5
Nonprofit	75	80
Governmental	25	20
Public	0	0
Other	0	0

AGENCY-LEVEL CHARACTERISTICS

Annual Operating Budget: Similar for all years, except 2016

Agency Average Current Annual Operating Budget (average dollars)	Funded	Not Funded
2015	n=7	n=4
Current Annual Operating Budget	\$ 37,470,675	\$ 35,693,381
Lowest Current Annual Operating Budget	\$ 2,153,090	\$ 632,545
Highest Current Annual Operating Budget	\$ 71,236,433	\$ 74,372,000
Not Available	0	1
2016	n=6	n=4
Current Annual Operating Budget	\$ 47,777,792	\$ 16,988,444
Lowest Current Annual Operating Budget	\$ 701,765	\$ 429,970
Highest Current Annual Operating Budget	\$ 195,941,735	\$ 42,709,580
Not Available	0	0
2017	n=8	n=5
Current Annual Operating Budget	\$ 9,750,330	\$ 9,605,784
Lowest Current Annual Operating Budget	\$ 612,626	\$ 215,400
Highest Current Annual Operating Budget	\$ 41,958,969	\$ 29,598,909
Not Available	0	0
2018	n=8	n=5
Current Annual Operating Budget	\$ 27,297,550	\$ 24,811,045
Lowest Current Annual Operating Budget	\$ 725,250	\$ 3,404,809
Highest Current Annual Operating Budget	\$ 93,073,288	\$ 66,438,160
Not Available	0	2

AGENCY-LEVEL CHARACTERISTICS

Program Area: Healthcare and Social Services

Agency's Program Area(proportion)	Funded	Not Funded
2015	n=7	n=4
Healthcare	0.86	0.75
Housing	0.14	0.00
Social Services	0.14	0.25
Other	0.00	0.00
2016	n=6	n=4
Healthcare	0.83	0.25
Housing	0.33	0.00
Social Services	0.33	0.50
Other	0.00	0.25
2017	n=8	n=5
Healthcare	0.38	0.40
Housing	0.00	0.40
Social Services	0.38	0.40
Other	0.25	0.20
2018	n=8	n=5
Healthcare	0.25	0.60
Housing	0.13	0.20
Social Services	0.63	0.80
Other	0.00	0.00

AGENCY-LEVEL CHARACTERISTICS

Target Population: Communities of Color

Agency's Target Population (proportion)	Funded	Not Funded
2015	n=7	n=4
Developmental	0.00	0.25
Immigrants and Refugees	0.29	0.00
Homelessness	0.00	0.00
Low-income	0.14	0.00
Rural/Underserved areas	0.00	0.00
AAPI	0.29	0.25
Black/African American	0.00	0.00
AI/AN	0.00	0.00
Latinx	0.00	0.50
Communities of Color	0.29	0.00
LGBTQ	0.00	0.00
Other	0.00	0.00
2016	n=6	n=4
Developmental	0.00	0.00
Immigrants and Refugees	0.00	0.00
Homelessness	0.33	0.00
Low-income	0.00	0.00
Rural/Underserved areas	0.00	0.00
AAPI	0.00	0.25
Black/African American	0.00	0.25
AI/AN	0.17	0.00
Latinx	0.17	0.25
Communities of Color	0.17	0.00
LGBTQ	0.17	0.00
Other	0.00	0.25

Agency's Target Population (proportion)	Funded	Not Funded
2017	n=8	n=5
Developmental	0.00	0.00
Immigrants and Refugees	0.38	0.20
Homelessness	0.25	0.20
Low-income	0.00	0.20
Rural/Underserved areas	0.00	0.00
AAPI	0.00	0.00
Black/African American	0.00	0.20
AI/AN	0.00	0.00
Latinx	0.00	0.20
Communities of Color	0.25	0.00
LGBTQ	0.00	0.00
Other	0.13	0.00
2018	n=8	n=5
Developmental	0.00	0.20
Immigrants and Refugees	0.00	0.00
Homelessness	0.13	0.00
Low-income	0.13	0.00
Rural/Underserved areas	0.13	0.00
AAPI	0.13	0.20
Black/African American	0.00	0.00
AI/AN	0.00	0.00
Latinx	0.00	0.00
Communities of Color	0.25	0.00
LGBTQ	0.13	0.40
Other	0.13	0.20

AGENCY-LEVEL CHARACTERISTICS

Previous PHPDA Grant Recipient: No, (2015-2016) Yes, (2017-2018)

Previous Recipient of PHPDA Grant (percentage)	Funded	Not Funded
2015	n=7	n=4
Previously awarded PHPDA funding	14	50
Not previously awarded PHPDA funding	86	50
2016	n=6	n=4
Previously awarded PHPDA funding	17	50
Not previously awarded PHPDA funding	83	50
2017	n=8	n=5
Previously awarded PHPDA funding	62	80
Not previously awarded PHPDA funding	38	20
2018	n=8	n=5
Previously awarded PHPDA funding	62	60
Not previously awarded PHPDA funding	38	40

PROGRAM-LEVEL CHARACTERISTICS

PHPDA Priority Areas: Addressing cultural, linguistic, economic, and other access barriers

PHPDA Priority Areas (proportion)	Funded	Not Funded
2015	n=7	n=4
Address cultural, linguistic, economic, and other access barriers to successful utilization of medical and other services	1.00	1.00
Focus on ensuring access for underserved populations and communities to health resources and services	1.00	1.00
Provide and/or increase access to services among populations and communities who are not eligible to receive services under the Affordable Care Act	0.86	0.50
Provide services that are not paid for, in part or fully, under currently available coverage programs	0.86	0.50
Provide health-related services and improve health access and outcomes for African-Americans	0.00	0.00
Provide health-related services and improve health access and outcomes for geographically-underserved areas of King County	0.43	0.75
Provide health-related services and improve health access and outcomes for people experiencing homelessness and/or housing instability	0.43	0.00
Provide health-related services and improve health access and outcomes for Immigrants and Refugees	0.71	0.50
Incorporate advocacy efforts to implement institutional change related to health	0.00	0.00
2016	n=6	n=4
Address cultural, linguistic, economic, and other access barriers to successful utilization of medical and other services	1.00	0.50
Focus on ensuring access for underserved populations and communities to health resources and services	1.00	0.75
Provide and/or increase access to services among populations and communities who are not eligible to receive services under the Affordable Care Act	0.17	0.00
Provide services that are not paid for, in part or fully, under currently available coverage programs	0.00	0.25
Provide health-related services and improve health access and outcomes for African-Americans	0.17	0.25
Provide health-related services and improve health access and outcomes for geographically-underserved areas of King County	0.17	0.00
Provide health-related services and improve health access and outcomes for people experiencing homelessness and/or housing instability	0.50	0.00
Provide health-related services and improve health access and outcomes for Immigrants and Refugees	0.17	0.25
Incorporate advocacy efforts to implement institutional change related to health	0.00	0.00

PHPDA Priority Areas (proportion)	Funded	Not Funded
2017	n=8	n=5
Address cultural, linguistic, economic, and other access barriers to successful utilization of medical and other services	0.25	0.80
Focus on ensuring access for underserved populations and communities to health resources and services	0.88	0.40
Provide and/or increase access to services among populations and communities who are not eligible to receive services under the Affordable Care Act	0.13	0.00
Provide services that are not paid for, in part or fully, under currently available coverage programs	0.13	0.00
Provide health-related services and improve health access and outcomes for African-Americans	0.13	0.20
Provide health-related services and improve health access and outcomes for geographically-underserved areas of King County	0.38	0.00
Provide health-related services and improve health access and outcomes for people experiencing homelessness and/or housing instability	0.25	0.20
Provide health-related services and improve health access and outcomes for Immigrants and Refugees	0.25	0.60
Incorporate advocacy efforts to implement institutional change related to health	0.25	0.20
2018	n=8	n=5
Address cultural, linguistic, economic, and other access barriers to successful utilization of medical and other services	0.63	0.60
Focus on ensuring access for underserved populations and communities to health resources and services	0.75	0.80
Provide and/or increase access to services among populations and communities who are not eligible to receive services under the Affordable Care Act	0.00	0.00
Provide services that are not paid for, in part or fully, under currently available coverage programs	0.13	0.00
Provide health-related services and improve health access and outcomes for African-Americans	0.00	0.00
Provide health-related services and improve health access and outcomes for geographically-underserved areas of King County	0.38	0.00
Provide health-related services and improve health access and outcomes for people experiencing homelessness and/or housing instability	0.13	0.20
Provide health-related services and improve health access and outcomes for Immigrants and Refugees	0.13	0.40
Incorporate advocacy efforts to implement institutional change related to health	0.00	0.00

PROGRAM-LEVEL CHARACTERISTICS

Application's Program Type: Medical Care and Behavioral Health

Application's Program Type (proportion)	Funded	Not Funded	Application's Program Type (proportion)	Funded	Not Funded
2015	n=7	n=4	2017	n=8	n=5
Medical	1.00	0.50	Medical	0.38	0.40
Behavioral	0.29	0.75	Behavioral	0.38	0.40
Dental	0.14	0.25	Dental	0.00	0.00
Care Coordination	0.43	0.75	Care Coordination	0.25	0.40
Outreach and Education	0.71	1.00	Outreach and Education	0.25	0.40
Policy and Advocacy	0.00	0.00	Policy and Advocacy	0.25	0.40
Navigation	0.43	0.25	Navigation	0.25	0.60
Legal Services	0.00	0.00	Legal Services	0.00	0.00
Food and nutrition	0.00	0.00	Food and nutrition	0.00	0.00
2016	n=6	n=4	2018	n=8	n=5
Medical	1.00	0.00	Medical	0.38	0.40
Behavioral	0.50	0.50	Behavioral	0.50	0.80
Dental	0.17	0.25	Dental	0.00	0.00
Care Coordination	0.50	0.25	Care Coordination	0.50	0.40
Outreach and Education	0.50	0.50	Outreach and Education	0.50	0.20
Policy and Advocacy	0.00	0.25	Policy and Advocacy	0.00	0.00
Navigation	0.17	0.00	Navigation	0.38	0.00
Legal Services	0.00	0.00	Legal Services	0.00	0.00
Food and nutrition	0.00	0.00	Food and nutrition	0.13	0.20

PROGRAM-LEVEL CHARACTERISTICS

Funding Amount Requested: No difference

Funding Amount Requested (average)	Funded	Not Funded
2015	n=7	n=4
Funding Amount Requested	\$ 192,605	\$ 198,693
Lowest Funding Amount Requested	\$ 95,260	\$ 50,000
Highest Funding Amount Requested	\$ 250,000	\$ 250,000
2016	n=6	n=4
Funding Amount Requested	\$ 158,888	\$ 152,465
Lowest Funding Amount Requested	\$ 70,919	\$ 60,244
Highest Funding Amount Requested	\$ 200,000	\$ 224,818
2017	n=8	n=5
Funding Amount Requested	\$ 155,094	\$ 137,421
Lowest Funding Amount Requested	\$ 80,000	\$ 85,000
Highest Funding Amount Requested	\$ 200,000	\$ 200,000
2018	n=8	n=5
Funding Amount Requested	\$ 139,783	\$ 166,035
Lowest Funding Amount Requested	\$ 50,000	\$ 98,106
Highest Funding Amount Requested	\$ 199,985	\$ 200,000

PROGRAM-LEVEL CHARACTERISTICS

LOI Counts Distribution: Funded received more "Yes, invite to submit a full application" decisions compared to not funded

LOI Counts Distribution (average counts)	Funded	Not Funded
2015	n=7	n=4
# of No, do not invite to submit a full application	0.43	1.25
# of Maybe, invite to submit a full application	1.57	1.75
# of Yes, invite to submit a full application	4.86	4.00
# of Recusals (Program Committee Conflict of Interest)	0.14	0.00
2016	n=6	n=4
# of No, do not invite to submit a full application	0.00	1.00
# of Maybe, invite to submit a full application	2.50	2.00
# of Yes, invite to submit a full application	4.33	4.00
# of Recusals (Program Committee Conflict of Interest)	0.17	0.00
2017	n=8	n=5
# of No, do not invite to submit a full application	1.25	1.40
# of Maybe, invite to submit a full application	1.25	1.80
# of Yes, invite to submit a full application	4.50	3.80
# of Recusals (Program Committee Conflict of Interest)	0.00	0.00
2018	n=8	n=5
# of No, do not invite to submit a full application	1.38	1.60
# of Maybe, invite to submit a full application	2.75	2.40
# of Yes, invite to submit a full application	4.75	4.80
# of Recusals (Program Committee Conflict of Interest)	0.13	0.20

PROGRAM-LEVEL CHARACTERISTICS

Application Score: Funded applications were awarded more points

Application Score (average percentage)	Funded	Not Funded
2015	n=7	n=4
Application Score	86	77
Lowest Application Score	81	69
Highest Application Score	92	81
Not Available	0	0
2016	n=6	n=4
Application Score	73	57
Lowest Application Score	57	43
Highest Application Score	100	85
Not Available	0	1
2017	n=8	n=5
Application Score	77	67
Lowest Application Score	70	58
Highest Application Score	82	72
Not Available	0	0
2018	n=8	n=5
Application Score	77	68
Lowest Application Score	66	64
Highest Application Score	89	74
Not Available	0	2

Social Determinants of Health

ACROSS ALL FOUR EVALUATION YEARS, THE AWARDEES CONSISTENTLY ADDRESSED ***ACCESS TO HEALTH CARE AND DISEASE PREVENTION.***

- 2015 complemented access to health care and disease prevention with an additional focus on economic opportunities.
- 2016 and 2017 results show a focus on programs addressing housing as a social determinant of health.
- 2018, emphasized access to health and disease prevention and community cohesion.

Recommendations

- **FURTHER, ONGOING EVALUATIONS**

Limited by the secondary, retrospective nature of this evaluation.

- **CONTINUE PROGRESS OF MAJOR GRANTS**

Over \$3 million has been invested in health equity. This must be continued to achieve health for all.

- **SHARE FINDINGS**

Share findings publicly and encourage other funders to conduct similar evaluations

- **IMPROVE MAJOR GRANT DECISION-MAKING PROCESS**

Outreach to new agencies, updated priorities, consistent grantmaking materials

Lessons Learned

EVALUATING GRANT DECISION-MAKING HOLDS TRUTH TO
POWER
More evaluations like this are needed

BREADTH AND DEPTH OF PUBLIC HEALTH
Insight into the "who" and "what"

GRANTMAKING AND EVALUATION

Critical experience conducting an in-depth analysis and evaluation

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Questions & Comments

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