



Strengthening the Community of Practice for Public Health Improvement (COPPHI)

Date of Release: July 16, 2012

**Call for Proposals:
Quality Improvement Award Program (Cycle 2)**

Proposal Deadline: September 10, 2012 at 3 p.m. ET

Strengthening the **Community of Practice for Public Health Improvement (COPPHI)** is managed by the National Network of Public Health Institutes with support from the Robert Wood Johnson Foundation

OVERVIEW

The [National Network of Public Health Institutes](#) (NNPHI) will provide health departments with \$5,000 awards coupled with individualized quality improvement (QI) coaching to conduct a QI project that results in measureable change. A total of 60 awards are being provided in two cycles of 30 awards each. **This Call for Proposals (CFP) supports the second cycle of 30 awards that will be provided to health departments to implement a QI project during an 8-month period between December 1, 2012 and July 31, 2013.**

The purpose of this *QI Award Program* is to support health departments to become more proficient in the adoption and application of QI and to meet the accreditation standards and measures set by the Public Health Accreditation Board (PHAB). Health departments have used QI successfully across a wide range of public health activities such as: increasing the efficiency and timeliness of a process; improving customer satisfaction; increasing outputs (e.g. number of people reached, vaccines distributed, or partners engaged); improving opportunities for healthy behaviors that reduce the rates of chronic disease; reducing rates of infectious diseases; or addressing disparities in infant mortality.

The QI Award Program will support projects that apply QI methods and tools to improve processes, outputs, or outcomes. For this initiative, health departments are encouraged to develop and implement QI projects that address a priority public health issue in their agency or community. The QI Award Program is most interested in supporting projects that propose to:

- Make improvements to processes, outputs, and outcomes related to broad public health functions or population health issues, rather than clinical services, which tend to be focused on patient care
- Make improvements to *existing* processes or programs, rather than creating or implementing *new* processes or programs
- Utilize QI methods and tools to identify root causes of public health issues and identify potential solutions to test throughout the course of the project.

The QI Award Program will not support proposals that seek to:

- Create a QI plan for the health department
- Create a performance management system for the health department
- Implement QI training only
- Evaluate a public health program

The 8-month timeline to implement the QI project will provide health departments with a hands-on opportunity to learn and apply QI to make incremental improvements with the guidance of an experienced QI Coach. In addition, health departments will be provided with opportunities for peer exchange and learning via participation in webinars and an in person kick-off training followed by a national QI-focused meeting scheduled for December 6-7, 2012.

BACKGROUND

Quality improvement in public health is defined as “the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act, which is focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community.”¹

[Strengthening the Community of Practice for Public Health Improvement](#) (COPPHI) is an initiative funded by the Robert Wood Johnson Foundation (RWJF) and managed by NNPHI that facilitates the exchange of best practices and builds capacity among the nation’s public health departments to conduct QI and to become accredited. COPPHI is being implemented as health departments across the country are beginning to submit applications to PHAB, a national accreditation program that provides consistent national standards for health. The overall goal of national accreditation for state, territorial, local, and Tribal health departments is to provide a catalyst for continuous quality improvement and in turn, improve the impact of health departments in protecting and improving health in their communities.

COPPHI responds to the continued need to provide support to public health practitioners and departments interested in using QI tools as a way to improve their health departments as well as to meet PHAB accreditation standards and measures. The QI Award Program described in this Call for Proposals is a key component of the COPPHI initiative. In addition to the QI Award Program, NNPHI is coordinating public health partner organizations to promote the use of the Public Health Quality Improvement Exchange, a searchable online database (under development) that will organize information from the rapidly growing number of public health QI projects and make it easily accessible to practitioners and other stakeholders.

NNPHI also promotes shared learning among a broad range of local, state, territorial and Tribal health department representatives; researchers; public health institutes; universities; national public health organizations; funders; policymakers; government agencies; and boards of health and other governance entities by holding national meetings that focus on QI and accreditation, called the *Open Forum Meeting for Quality Improvement in Public Health*. Health departments selected to participate in the QI Award Program are invited to attend a one-day kick-off training followed by the Open Forum Meeting for Quality Improvement in Public Health scheduled for December 5-7, 2012

TOTAL AWARDS

In this second cycle of the QI Award Program, NNPHI will provide 30 awards of \$5,000 each coupled with 15 hours of individually-tailored QI coaching from an experienced public health QI Coach.

¹ Riley W. Defining quality improvement in public health. *J Public Health Management and Practice*. 2010;16(1):5-7

Awards will be provided via contract to selected health departments. Coaches will be provided from a panel selected by NNPHI for their expertise in public health QI.

Award funds may be used for project staff salaries; consultant fees; data collection and analysis; meetings; supplies; project-related travel; communications/marketing; and project supplies. Funds may not be used for lobbying activities; ongoing general operating expenses or existing deficits; items for which third-party reimbursement is available; endowments; or capital costs, including construction, renovation, or equipment.

Selected health departments are also invited to attend a one-day kick-off training on December 5, 2012 followed by the 2-day Open Forum for Quality Improvement in Public Health on December 6-7, 2012. Travel, lodging, and per diem for one person from each selected health department to participate in the meeting will be provided.

ELIGIBILITY CRITERIA

- Applicant entities must be governmental public health departments (state, local, territorial, or Tribal).
- Organizations that assist governmental public health departments (e.g. public health institutes or state associations of county and city health officials) are also eligible to apply in the following instances:
 - the organization is serving as a fiscal agent for the health department
 - the organization is working with the health department on a joint QI project
- Applicants who are participating in the current cycle of the QI Award Program *are eligible* to apply.

PROPOSAL SUBMISSION

A broad range of applicants are sought for this initiative, including state, local, territorial, and Tribal health departments of varying sizes, geographic location, and populations served. In addition, a range of experience in QI and accreditation-readiness is desired. Health departments with all levels of experience related to QI and accreditation – from novice to highly experienced – are encouraged to apply.

Health departments may submit up to 2 separate proposals for distinct QI projects. Each proposal will be evaluated individually (see the 'selection criteria' below). NNPHI seeks to support a broad range of health departments in their QI efforts. Depending upon the response to this call for proposals, it is possible that 2 awards could be provided to a single health department.

Applicants will not need to submit a budget as part of this proposal; however, all selected health departments will need to adhere to the appropriate use of funds (described in the 'total awards' section of this Call for Proposals).

In completing the proposal process, applicants will need to:

- Propose a specific QI project that can be completed within an 8-month timeframe between December 1, 2012-July 31, 2013.
 - The QI project should aim to improve a process, output, or outcome.
 - Successful applications will need to include:
- A brief description of the issue that will be addressed; the information and process used to determine the need to improve this issue; and the significance of the desired improvement to the health department's efficiency and /or effectiveness.
- An aim statement that articulates the goal of the QI project in terms of the measureable improvement sought.

For guidance on writing aim statements, applicants may wish to reference [Michigan's Quality Improvement Guidebook](#).

- The data source(s) that will be utilized to measure improvement.
- The PHAB standard(s) or measure(s) that the QI project could help the health department satisfy.

Note: Performing QI may assist the health department in meeting PHAB Standard 9.2 (Develop and Implement Quality Improvement Processes integrated into organizations practice, programs, processes, and interventions), and your QI project may also be relevant to PHAB standards in other domains. Refer to the [PHAB standards and measures Version 1.0](#) located on the PHAB Website.

- Indicate intent to apply by **3:00 p.m. ET on August 20, 2012**. See the 'how to apply section' on page 6 of this Call for Proposals for additional detail.
- Complete and submit a brief proposal (3-single-spaced pages maximum) by **3:00 p.m. ET on September 10, 2012**. See the 'how to apply section' on page 6 of this Call for Proposals for additional detail.
- Provide a letter signed by the health department director reflecting support for the applicant's participation and completion of contractual obligations.

Note: If an applicant is unable to obtain the letter of support by the proposal deadline of September 10, 2012, a letter may be submitted at a later date, but must be received prior to engaging in a contract with NNPHI.

See a preview of the online proposal template at:

<http://my.rwjf.org/viewApplication.do?cfp=2141>

SELECTION CRITERIA:

Proposals will be reviewed by an external review panel including: NNPHI staff and consultants; representatives from national partner organizations; and RWJF staff. **Sites will be selected based on the following considerations:**

- Completeness and quality of the proposal.
- Evidence that the proposed QI project meets a significant need for improvement.
- Evidence that the QI project addresses broad public health functions or population health issues rather than clinic services or patient care.
- Evidence that the QI project seeks to improve *existing* processes or programs, rather than creating or implementing *new* processes or programs.

- Evidence that the project will utilize QI methods and tools to identify root causes of public health issues and identify potential solutions to test throughout the course of the project.
- Identification of data source(s) that will be utilized to measure improvement.
- Clarity and specificity of the QI project aim statement, including baseline data and target for improvement.
- Identification of how the project could assist the health department to satisfy PHAB standards and measures.
- Feasibility of completing the QI project in the given timeline.
- Demonstrated capacity to meet the project requirements.

Incomplete proposals will not be reviewed.

SELECTED HEALTH DEPARTMENTS

Health departments selected for the QI Award Program will be required to:

- Designate a point of contact (the staff member with whom NNPHI will directly communicate on all matters relating to this project).
- Participate in all Project Activities, including:
 - Approximately 3-5 webinars/teleconferences
 - 15 hours of distance-based QI technical assistance, provided by an experienced QI Coach
- With the assistance of the QI Coach, implement a QI project aimed at improving a process, output, or outcome.
- With the assistance of the QI Coach, document the results of the QI project for submission to the Public Health Quality Improvement Exchange – a searchable online database (under development) that will organize information from the rapidly growing number of public health QI projects and make it easily accessible to practitioners and others.
- Submit a brief progress and final report to NNPHI that documents the improvements gained and lessons learned from the implementation of the QI project.
- Provide information, feedback, evaluations, and suggestions on QI Award Program activities as requested via questionnaires and/or interviews with NNPHI staff.
- Adhere to NNPHI's standard contract language as provided in Attachment A to this Call for Proposals, subject to revision and modification during the contract negotiation stage between NNPHI and the selected health department.
- Execute a contract with NNPHI within 45 days of notice of selection (sites will be notified of selection status no later than October 22, 2012).

Health departments selected through the QI Award Program will be provided with:

- A monetary award of \$5,000 to support costs directly associated with the project.
- 15 hours of individualized technical assistance provided by an experienced public health QI Coach.

Note: NNPHI has identified QI Coaches via a competitive application process. All QI Coaches have expertise in providing QI consultation and technical assistance in health departments or similar settings. The majority of the QI Coaching will be distance-based, with an opportunity for health departments and coaches to meet face-to-face at the kick-off training and Open Forum Meeting for Quality Improvement in Public Health in December 2012. NNPHI will provide a teleconference line to enable conferences between a department and their coach.

- 3-5 webinars/teleconferences that will provide an opportunity for additional technical assistance and peer-exchange/learning.
- Connection to learning communities and national networks of public health professionals engaged in QI and accreditation work.
- Travel, lodging, and per diem for one person from the health department to attend the kick-off training and the Open Forum Meeting for Quality Improvement in Public Health hosted by NNPHI December 5-7, 2012.

HOW TO APPLY

Applicants will submit their proposals using the RWJF online system, which can be accessed utilizing the “apply online” link at <http://www.nnphi.org/copphi>. If you have not previously utilized this online system, you will be prompted to register the first time you access the site. The online system will be open on July 16, 2012.

There are two steps to the application process, *both of which must be completed using the online system*, available through the “apply online” link at <http://www.nnphi.org/copphi>:

1. **Intent to Apply:** Applicants should indicate their intent to apply by **3:00 p.m. ET on August 20, 2012**. **If you do not indicate your intent to apply by this deadline, you will not be able to submit a proposal.** Once you indicate your intent to apply, you will be emailed a link that can be utilized to submit your proposal.
2. **Proposal Submission:** A proposal must be submitted by **3:00 p.m. ET on September 10, 2012**. No hard-copy proposals will be accepted.

See a preview of the online proposal template at:

<http://my.rwjf.org/viewApplication.do?cfp=2141>

It is strongly recommended that applicants use the “apply online” link at <http://www.nnphi.org/copphi> to become familiar with the online system and submission requirements *before* beginning to prepare any documents or materials or drafting a proposal. 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 submissions.

Please direct inquiries to QIAward@nnphi.org. All inquiries will receive a response within 48 hours.

Web Conference:

Questions about this Call for Proposals will be answered during an *optional* web conference, to be held **at 2:00-3:00 p.m. ET on August 1, 2012**. The web conference will include a review of the objectives of this program, describe this solicitation and describe the requirements for proposals.

Registration is required to participate on the web conference. Registration information as well as instructions to join the web conference are available at:

<http://www.nnphi.org/copphi>.

Participation in the web conference call is strongly encouraged, but not required.

The web conference will be recorded and archived on the NNPHI website at:

<http://www.nnphi.org/copphi>.

KEY DATES AND DEADLINES

- **August 1, 2012 (2 p.m.-3 p.m. ET)**—**Applicant Web Conference**
Registration is required. Please visit <http://www.nnphi.org/copphi> to register and find instructions to join the web conference.
- **August 20, 2012 (3 p.m. ET)**—Deadline to indicate intent to apply online.
- **September 10, 2012 (3 p.m.ET)**—Deadline for receipt of full proposal submitted online.
- **By October 22, 2012**—Sites notified of selection
- **November 2012**—Contract negotiations/execution
- **December 1, 2012**—Contracts start
- **December 5, 2012**—Kick off training (location TBD)
- **December 6-7, 2012**—Open Forum Meeting for Quality Improvement in Public Health (location TBD)
- **July 31, 2013**—QI projects must be completed
- **August 30, 2013**—Contract end date. Final reports/QI project write up for Public Health Quality Improvement Exchange Due

DISCLAIMER/ADDITIONAL INFORMATION

NNPHI further reserves the right to modify the terms of the Call for Proposals with reasonable notification to all interested parties. This Call for Proposals and any related discussions or evaluations by anyone create no rights or obligations whatsoever. NNPHI may cancel this solicitation at any time at its own discretion. Anything to the contrary notwithstanding, the contracts executed by NNPHI and the selected proposers, if any, will be the exclusive statements of rights and obligations extending from this solicitation.

Attachment A
NNPHI Standard Contract Language

THIS AGREEMENT made and entered into this ___ day of _____ 2012 by and between the following:

National Network of Public Health Institutes, a private, non-profit Corporation, represented herein by Joseph D. Kimbrell, Chief Executive Officer of the National Network of Public Health Institutes, duly authorized, whose mailing address is 1515 Poydras Street, Suite 1490 New Orleans, LA 70112 (hereinafter referred to as "NNPHI"), and the **[NAME OF CONTRACTOR]** (hereafter referred to as "Contractor").

During the performance of this agreement, the parties hereby agree to the following terms and conditions:

1. **Term:** This agreement shall be in effect from December 1st 2012 to July 31st, 2013.
2. **Contractor's Scope of Work:** Consistent with the deliverables and deadlines for provision of deliverables articulated in paragraph three (3) below, Contractor's obligations include but are not limited to the following:
 - a. Conduct a quality improvement project as outlined in the proposal submitted to NNPHI in response to Strengthening the Community of Practice for Public Health Improvement (COPPHI): QI Award Program Call for Proposals
 - b. With the assistance of a QI coach, document the results of the QI project and submit it to the Public Health Quality Improvement Exchange.
 - c. Participate in all Project Activities, including:
 - i. 3-5 project webinars/teleconferences
 - ii. 15 hours of distance-based quality improvement technical assistance, provided by a QI Coach
 - d. Submit a brief progress report and final report to NNPHI that documents the improvements gained and lessons learned from the implementation of the QI project.
 - e. Provide information, feedback, evaluations, and suggestions on QI Award Program activities as requested via questionnaires and/or interviews with NNPHI staff.
3. In the completion of the above scope of work, NNPHI reserves the right to require Contractor to make reasonable revisions to any deliverables under this agreement prior to their approval and the provision of any compensation to Contractor. Contractor agrees that all deliverables submitted to NNPHI under this agreement may be utilized by NNPHI and the Robert Wood Johnson Foundation in the furtherance of the goals of the respective organizations and may be presented, disseminated, repackaged, excerpted from, and republished in any format without limitation.
4. **Contractor's Compensation:** In consideration for the services rendered by Contractor in completion of its obligations under the terms of this agreement, including all requirements in paragraph two (2), above, NNPHI agrees to pay Contractor a maximum amount of five-thousand dollars and zero cents {\$5,000.00} to be paid in two installments, with the first installment of three-thousand seven-hundred fifty dollars and zero centers {\$3,750.00} due and payable at the at the signing of this agreement. The final installment of one-thousand two-hundred fifty dollars and zero cents {\$1,250.00} will be due and payable upon NNPHI's receipt, review and approval of a final report due **[DATE TO BE DETERMINED]**. Invoices must be submitted for final payments. Please include the contract number listed above on the invoice and submit it to the attention of Merilee Jones at mjones@nnphi.org. NNPHI further reserves the right to ensure Contractor's satisfactory completion of the scope of work outlined in paragraph two (2), above, before the

NNPHI QI Award Program Call for Proposals

Proposal Deadline: September 10, 2012 at 3 p.m. ET

issuance of payment for any deliverable. NNPHI agrees to release payments to Contractor in a timely manner upon Contractor's successful completion of its obligations under this agreement. Where applicable, invoices should be submitted in conjunction with deliverables.

5. **Reimbursement for Travel-Related Expenses:** Subject to NNPHI's prior authorization, Contractor may be reimbursed for certain direct travel expenses in addition to any other compensation provided to Contractor under this agreement. In the event of such authorization, Contractor's expenses for costs incurred as a result of travel directly related to completion of the Contractor's Scope of Work shall be reimbursable and billed to NNPHI at the Contractor's actual direct cost in strict conformance with the NNPHI Travel Regulations. Contractor shall submit such requests within one (1) month of completion of the related travel period within which they were incurred, with the exception that all such reimbursement requests shall be submitted to NNPHI no later than the termination date for this agreement. Consistent with the NNPHI Travel Regulations, adequate support documentation shall be required for all such reimbursement requests. No overhead, administration, carrying or additional charges shall be accepted or payable by NNPHI. In no event shall the scope of reimbursable expenses exceed what is provided for in the NNPHI Travel Regulations. NNPHI reserves the right to reject any and all claims for reimbursement that it deems unreasonable and which are outside the scope of this agreement. The NNPHI Travel Regulations shall be provided to the Contractor upon the Contractor's request.
6. In the performance of the work, duties and obligations assumed by and imposed upon Contractor under the terms of this agreement, it is mutually understood and agreed that Contractor is at all times acting and performing as an independent contractor. Contractor shall be solely responsible for all federal, state and municipal income taxes, social security, retirement and all other taxes and NNPHI shall not withhold taxes or be obligated in any manner therefore. Contractor is solely responsible for worker's compensation as required by state law and prescribed by the statutory limits and any other legally required insurance. No relationship of employer and employee is created by this agreement. It is expressly understood by the parties that NNPHI shall neither have nor exercise any control of direction over the methods by which Contractor shall perform the work and functions subject to this agreement, which Contractor further agrees to perform pursuant to and at all times in strict accordance with all applicable laws and regulations.
7. Contractor and NNPHI confirm their mutual understanding that compensation under this agreement, as so above articulated, is contingent upon appropriation and continued availability of sufficient funding from the Robert Wood Johnson Foundation. In the event that such funding is not appropriated or becomes unavailable for any reason, this agreement and any all obligations created herein shall terminate immediately. NNPHI shall notify Contractor at the earliest possible date of any such non-appropriation.
8. Contractor shall abide by the laws and regulations concerning confidentiality which safeguard information and the patient/client confidentiality.
9. This agreement, being personal to Contractor, shall not be assignable by Contractor to any other party without NNPHI's prior written approval. Furthermore, Contractor shall not substitute the services of another party for Contractor's Services hereunder without prior written approval of NNPHI. Violation of this Section will be cause for immediate termination of the agreement.
10. Any alterations, variations, modifications or waivers of any of the provisions or terms of this agreement shall be valid only when they have been reduced to writing, duly signed by both parties, and attached to the original of this agreement. No claim for services furnished or requested for reimbursement by Contractor, not provided for in this agreement, shall be allowed by NNPHI.
11. It is understood and agreed that the Contractor, in rendering the services listed herein, acts on its own and NNPHI shall not be held liable for acts of the Contractor which may result in damage. Contractor shall also defend, indemnify and hold harmless NNPHI and its members, directors,

NNPHI QI Award Program Call for Proposals

Proposal Deadline: September 10, 2012 at 3 p.m. ET

employees, agents and contractors, from any liability or claim for damage because of bodily injury, death, property damage, sickness, disease or loss and expense arising from the Contractor's negligent or willful misconduct in the performance of its obligations under the terms of this agreement. The Contractor is and shall be solely responsible and liable to NNPHI for the actions of its employees, contractors, subcontractors, and any other individuals or entities performing work on behalf of the Contractor in the furtherance of its obligations under the terms and conditions of this agreement.

12. Contractor shall maintain sufficient insurance, to the extent required by law, in the completion of its obligations under the terms and conditions of this agreement.
13. To the extent allowed by law, this agreement shall be governed by, and construed in accordance with, the laws of the State of Louisiana.
14. No funds provided herein shall be used to urge any elector to vote for or against any candidate or proposition on an election ballot nor shall such funds be used to lobby for or against any proposition or matter having the effect of law being considered by the legislature or any local governing authority. This provision shall not prevent the normal dissemination of factual information relative to a proposition on any election ballot or a proposition or matter having the effect of law being considered by the legislature or any local governing authority.
15. Upon completion of this agreement or if terminated earlier, all records, reports, worksheets or any other materials related to this contract shall become the property of NNPHI. NNPHI shall have the right to reproduce, publish, or otherwise use the materials generated by the project.
16. All records prepared pursuant to this contract shall be retained and safeguarded for a 5-year period following the termination of this contract, and said records shall be made available to either party to this contract, and/or an independent auditor retained by either party.
17. **Equal Employment Opportunity / Anti-Discrimination – Compliance with Federal Law:** The Contractor shall comply with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and as supplemented by regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." Neither party to this contract shall discriminate against any person on the basis of race, ancestry, national origin, color, sex, disability, age, or religion and the parties shall conform to the applicable provisions of the federal and state anti-discrimination acts including the federal Age Discrimination Act of 1975, Section 504 of the Rehabilitation Act of 1973, and Title VI of the Civil Rights Act of 1964.
18. Without reference to cause, this agreement may be terminated by either party by giving thirty (30) days written notice to the other party.
19. **NNPHI's Termination of Contract for Cause, Breach or Conditions beyond Contractor's Control:** If, through any cause or breach of the terms of this agreement, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this contract or if the Contractor shall violate any of the covenants, agreements, or stipulations of this contract, NNPHI shall thereupon have the right to terminate this contract by giving written notice to the Contractor of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. Where circumstances beyond the control of the Contractor make performance of the Contractor's obligations under the terms of the agreement impossible, NNPHI may terminate the agreement by giving written notice within a reasonable time before the effective date of such termination. All finished or unfinished documents or work products prepared by the Contractor under this contract shall, at the option of NNPHI, become NNPHI's property and the Contractor shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder. Notwithstanding the above, the Contractor shall not be relieved of liability to NNPHI for

NNPHI QI Award Program Call for Proposals

Proposal Deadline: September 10, 2012 at 3 p.m. ET

damages sustained by NNPHI by virtue of any breach of the contract by the Contractor, and NNPHI may withhold any payments to the Contractor for the purpose of set-off until such time as the exact amount of damages due to NNPHI from the Contractor is determined.

20. Waiver of a breach in performance of any term of this contract shall not be construed as a waiver of any subsequent breach of the same or any other performance or provision of this contract.
21. Any provision of this contract determined to be invalid or unenforceable shall not affect the validity or enforceability of the remaining provisions, and in all respects the contract shall be construed as if such invalid or unenforceable provisions were omitted.
22. This contract supersedes all prior negotiations and contracts between these parties with respect to the matters stated herein, and it represents the entire understanding of the parties.
23. All notices which are required or which may be given pursuant to any provisions of this contract shall be made in writing and shall be deemed by the parties sufficient in all respects if delivered as follows:

If to NNPHI:
National Network of Public Health Institutes
Attention: Aaron Zubler, Contracts Manager
1515 Poydras Street, Suite 1490
New Orleans, LA 70112

If to Contractor:
[CONTRACTOR INFORMATION TO BE INSERTED]

24. It is the responsibility of the Contractor to advise NNPHI in advance if funds or terms included in the Agreement may be insufficient to complete contract objectives.