



Community Health Incubator

The Futures Fund Community Health Incubator is a first-of-its-kind entrepreneurship program at Volunteers of America (VOA) to accelerate social enterprises that improve quality, equity, and access to care for Medicaid and at-risk populations. The program includes business training and coaching, as well as grants and potential venture capital investments to help drive projects from ideation to scaling stages.

Annual cohorts are comprised of a mix of teams of VOA INTRApreneurs and external founders of early stage businesses that can improve a community's social determinants of health. These teams have the opportunity to test, pilot and scale their concepts through collaborations with VOA, one of the largest and most experienced health and housing not-for-profit organizations in the country which serves over 1.5 million individuals each year in over 400 communities.



Increase access to health services



Reduce disparities by addressing SDOH



Business Support and Funding



VOA asset matching: clients, networks, services and housing



Implemented with community health experts and practitioners



Impact-first lens with compelling financial upside

HOW IT WORKS



Phase 1: Train & Model

March – May 2022

- Entrepreneurship & health equity training
- Weekly group workshops
- Field experts
- Business modeling



\$10,000
Capacity Grant



A Go / No-Go Assessment
of Business Model



Phase 2: Test & Pilot

June – August 2022

- Coaching from industry mentors
- Customer interviews
- Lean process
- Market application
- Collaborative learning between VOA and external entrepreneurs
- VOA asset matching



\$15,000
Pilot Grant



Pitch Deck and Presentation
for Partners & Investors



Phase 3: Investment Ready

Open Timeframe

- Due diligence
- Potential underwriting
- Investor meetings



Up to
\$200,000 of
venture capital



Venture partnerships with
Futures Fund and VOA
Affiliate(s)

**Humana
Foundation**

The inaugural launch of the Community Health Incubator is sponsored by the Humana Foundation which shares the Futures Fund's vision to support innovative solutions that address social determinants of health.

As a VOA Affiliate, Why Should You Participate in the Community Health Incubator?

- Up to 6 months of entrepreneurship training, coaching and mentorship with industry experts
- Collaborate and learn from other Affiliates and mission-aligned entrepreneurs
- Enhanced capacity for innovation and entrepreneurship
- Up to \$25,000 in Futures Fund grants
- Increased exposure of Affiliate services and capabilities
- Eligible for investments up to \$200,000
- Possible joint-venture partnerships with external businesses

KEY DATES*

Wed & Thurs, December 8th-9th >> Incubator Information Webinar

Friday, January 7th >> Proposals Due

Week of February 21st >> Incubator Notification Sent

Week of March 7th >> Incubator Begins

Week of May 23rd >> Incubator Concludes

*Dates are subject to change



**To qualify,
a VOA Affiliate
must be able to:**

- Succinctly describe the proposed (existing or new) **Business Idea**
- Demonstrate **Health Equity Impact** of its product or service
- Forecast **Financial Sustainability** for the business model
- Commit **2 Person Team**, up to 10 Hours Per Week
- Secure **CEO and Supervisor Support**

For more information, contact:

Tiffany Gathers

Senior Manager, Social Impact Development

tgathers@voa.org

Learn More About the Futures Fund at www.voa.org

Community Health Incubator Guidelines

BACKGROUND

Launched in 2018 as a subsidiary of Volunteers of America Inc., the Futures Fund is a social impact investment fund that supports the development and expansion of high impact health, housing and social service models and enterprises within Volunteers of America and as joint-venture partnerships with external community health entrepreneurs.

In 2021, with the support of the Humana Foundation, the Futures Fund is launching its inaugural Community Health Incubator, a first-of-its-kind entrepreneurship program at Volunteers of America (VOA) to accelerate social enterprises that improve quality, equity, and access to care for Medicaid and at-risk populations. The program includes business training and coaching, as well as grants and potential venture capital investments to help drive projects from ideation to scaling stages.

BENEFITS TO PARTICIPATING

We understand there are a lot of challenges pulling you in multiple directions. We also believe this Incubator could be a worthwhile use of your time. The Community Health Incubator provides multiple benefits to you, your affiliate, and the community you serve.

Participants

- 3 months of entrepreneurship and business development training + 3 months of coaching and mentorship with industry experts
- Opportunities to collaborate and learn from other VOA affiliates and mission-aligned entrepreneurs
- Lasting education and experience to instill into other new ideas in the future

Affiliate

- \$10,000 Futures Fund Affiliate Capacity Grant for Train & Model Stage
- \$15,000 grant for Test & Pilot Stage (must qualify to enter this stage)
- Enhanced Affiliate capacity for innovation and entrepreneurship
- Increased exposure for Affiliate's brand and services
- Possible eligibility for later stage venture investment up to \$200,000

Community

- Increased access to health services
- Reduced disparities by addressing social determinants of health
- Potential connections and/or joint-venture partnerships with non-VOA businesses that focus on shared community health goal

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ELIGIBILITY

To be eligible to qualify for the Community Health Incubator, a VOA Affiliate team should be able to meet these following criteria:

- **Business Model**
 - Succinctly describe your business idea, with a moderate understanding of its target market, competition, customer/client acquisition strategy, business model, and financial plan.
 - Social enterprises already piloted or launched with an intention to scale or adapt are encouraged to apply.
- **Health Equity Impact**
 - Your potential new business or service line improves the health equity of underserved populations.
- **Financial Sustainability**
 - It should be financially sustainable through viable earned revenue streams, not completely dependent upon traditional fundraising
 - Within a 3-year time horizon, it should be able to produce profit margins which may create a path for investor opportunities and/or add unrestricted income to the affiliate's bottom line
- **Two Person Team, up to 10 Hours Per Week**
 - Teams need to be comprised of at least two VOA staff who can commit 8-10 hours per week for the duration of the 6-month Incubator program.
 - Approximately 2-3 of those weekly hours to be spent in Zoom training or coaching meetings.
- **CEO and Supervisor Support**
 - The Affiliate's CEO and Supervisor must be willing to commit in writing their support of the project and the time commitment of the Incubator team.

TIMELINE & PROCESS (Note: Dates are subject to change)

Wed & Thurs, December 8 th -9 th	Incubator Informational Webinar
Friday, January 7 th	Proposals Due by COB (SurveyMonkey® Submission)
Week of February 21 st	Incubator Notifications Sent
Week of March 7 th	Incubator Begins
Week of May 23 rd	Incubator Concludes

VOA NATIONAL OFFICE TECHNICAL SUPPORT

Questions, Clarifications, or Support:

Tiffany Gathers
Senior Manager, Social Impact Development
Email: tgathers@voa.org Phone: 703-547-7139

DEFINITIONS AND RESOURCE LINKS

- A. Social Determinants of Health (SDOH): “Conditions in the places where people live, learn, work and play (that) affect a wide range of health risks and outcomes. They are the barriers to health upstream from our traditional health care system—things like poor education, low income or lack of transportation, as well as food insecurity and loneliness.” RWJF Foundation. Recent research has shown that up to 70% of an individual’s health is determined by SDOHs.
([CDC | SDOH and Complex Care](#))
- B. Community Health: The World Health Organization defines community health as “environmental, social, and economic resources to sustain emotional and physical well-being among people in ways that advance their aspirations and satisfy their needs in their unique environment.” ([World Health Organization](#))
- C. Social Enterprise: Social Enterprise Alliance defines social enterprise as “Organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach.” VOA takes this definition a step further by requesting that the social enterprise be financially sustainable through viable earned revenue streams, and capable of generating profit margins by year 3. ([Social Enterprise Alliance](#))

Broken link or trouble accessing the document? Please contact us.

Community Health Incubator Frequently Asked Questions

Why should I apply for the Incubator?

There are many reasons why you should apply for the Incubator. Here are just some of the reasons below.

- Up to 6 months of entrepreneurship training, coaching and mentorship with industry experts
- Collaborate and learn from other Affiliates and mission-aligned entrepreneurs
- Enhanced capacity for innovation and entrepreneurship
- Up to \$25,000 in Futures Fund grants
- Increased exposure of Affiliate services and capabilities
- Eligible for investments up to \$200,000
- Possible joint-venture partnerships with external businesses

How much time do I need to dedicate to the Incubator?

Teams need to be comprised of at least two VOA staff who will commit 8-10 hours per week for the duration of the 6-month Incubator program. Approximately 2-3 of those weekly hours are to be spent in Zoom training or coaching meetings. We understand how this Incubator will impact your current work which is why we encourage your team to be at least two staff members and you have the support of your Affiliate during the duration of this program.

What does social enterprise mean?

Social Enterprise: Social Enterprise Alliance defines social enterprise as “Organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach.” VOA takes this definition a step further by requesting that the social enterprise be financially sustainable through viable earned revenue streams, and capable of generating profit margins by year 3. ([Social Enterprise Alliance](#))

How is community health defined?

The World Health Organization defines community health as: environmental, social, and economic resources to sustain emotional and physical well-being among people in ways that advance their aspirations and satisfy their needs in their unique environment. ([World Health Organization](#))

The Incubator has a health equity focus. What does health equity mean to VOA?

Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This principle is embedded in VOA’s vision of a world where all people live in safety, with social, emotional, and physical well-being; spiritual fulfillment; justice; and hope. VOA is committed to achieving equity in all aspects of our work.

I have an idea or project my affiliate is working on. How do I know if it qualifies for the Incubator?

Please contact Tiffany Gathers who will be able to assist in answering your questions and help prepare you to apply.

How long does each phase of the Incubator last?

Phase 1 and 2 are each 3-months long. Phase 3 is an open timeframe since this is the potential investment period.

I see that participants in the Incubator receive a \$10,000 capacity grant for phase one. What can my affiliate use the money for?

We understand how valuable your time is and taking dedicated time weekly could take you away from duties at your affiliate. This \$10,000 grant is unrestricted funds and your affiliate can use it for whatever they see fit.

How will I know if my project could move onto Phase 2?

At the completion of Phase 1, your team will have developed a Business Model Canvas, along with more in-depth financial and market projections. A review committee will work with you to determine a “Go or No Go” assessment of your project to determine its readiness for moving to the next phase.

My question is pretty complex, who could I talk to about my interest in the Incubator?

Please reach out to Tiffany Gathers, Senior Manager of Social Impact Development, through email (tgathers@voa.org) or phone (703-547-7139) for any questions or comments you might have.