



# Centennial

BERMUDA FOUNDATION

Community Investment Priorities  
and Grantmaking Guidelines



FOCUS AREA #1:

# Community Health

*(with an underlying theme to fund seniors)*

*Aspiration:*

“That all people in Bermuda have complete physical, mental,  
social and material wellbeing.”

# SUMMARY OF COMMUNITY INVESTMENT PRIORITIES

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*Previously known as the Theory of Change*

Centennial Bermuda Foundation (“Centennial”) is a private philanthropic foundation providing several million dollars of grants to a wide range of organisations in Bermuda. Centennial also offers a number of different scholarships to Bermudian students to support post-secondary education. Centennial’s contribution to organisations and students contribute to the fabric of life in Bermuda.

## VISION FOR THE COMMUNITY:

*We envision that all people in Bermuda be healthy, independent, financially secure and connected to community, with equitable opportunities for all.*

## SOCIAL CONTEXT STATEMENT

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Bermuda is influenced by its history and culture. This means that the results of racial inequality and segregation remain with us today in the form of biases, inequities and a level of mistrust and frustration. We believe these should be acknowledged and addressed.

Key to our work going forward is keeping the following Statement of Social Context central in our deliberations:

**Centennial Bermuda Foundation acknowledges structural racism in Bermuda. Our historical and cultural roots created and perpetuate biased judgments, social and economic divides, and inequitable access to opportunities and outcomes in our community.**

In light of this social context as a philanthropic organisation, Centennial recognises we must learn to embrace and operationalise the values of Inclusion, Diversity, Equity and Access (I.D.E.A.) to effect systemic change.

Centennial’s journey to seek knowledge and understanding is designed to shape our own path and to create our own principles of conduct, to inform how we make decisions. It is not static; it is a continuous learning journey for each of us. We value shared learnings and experiences and we aim to bring greater understanding and clarity to our work, and to our partnerships to further Inclusion, Diversity, Equity and Access in our community.

# GRANTMAKING GUIDELINES - OVERVIEW

## TWO TIERS OF FUNDING AVAILABLE

**Tier 1 \$25,000 & less:** Submission Deadlines: January 15th, April 15th, August 15th, November 15th. Application Requirements: Complete online application form. Grant Decision Timeline: Within 4 weeks.

**Tier 2 \$25,000+:** Submission Deadlines: January 31st, May 31st and September 30th. Application Requirements: Complete online application form. Grant Decision Timeline: Within 6 - 8 weeks

An eligible applicant can only apply for one Tier 1 and one Tier 2 grant per year. Only one operating grant can be requested per year.

## FUNDING PERIODS

**One-Year Funding:** Most grants for projects will be made for one year at a time to enable appropriate review and monitoring.

**Multi-Year Funding:** Centennial will consider multi-year funding for Tier 2 applicants only on a case-by-case scenario. The organisation will have a proven track record of success, clear and measurable performance outcomes, and regular reports on impact and results.

## TYPES OF GRANTS

**Project Grant:** Funding to support a specific project or service to be provided to the community.

**Operating Grant:** Funding for general operations to support overall mission of the organisation.

**Project & Operating Grant – “Hybrid”:** Funding for both general operations and specific support of a project or service to be provided to the community.

**Capacity Building Grant:** Funding for an organisation or backbone organisation to grow impact by developing competencies, strategies, systems and structures to improve organisational and/or community effectiveness.

## NEW APPLICANTS OR PROGRAMMES NOT CURRENTLY FUNDED BY CENTENNIAL

For Tier 2 grant requests from new applicants, or for projects and programmes not currently funded by Centennial, these initial 2-steps must be completed:

### 1. Submit an online Letter of Intent (LOI) for review and approval

- LOI Submission Deadlines: April 15th, August 15th, December 15th
- LOI Response Timeline: Within 4 weeks

### 2. After LOI approval, complete online application form

## ABOUT THE ONLINE LETTER OF INTENT

The one-page LOI is a brief overview that enables Centennial and the applicant to determine if the project is within our funding priorities and budget, and addresses relevant community need.

Applicants will receive feedback on their request and if the LOI is successful, should complete the online grant application by the next Submission Deadline. A positive response to an LOI does not imply that the grant application will be approved.

## BUDGET FINANCIAL REQUIREMENTS

Be prepared to provide a basic budget and financial statements to be eligible for a grant.

Organisations with **less than \$50K annual income** must provide income statement and balance sheet for current fiscal year.

Organisations with **more than \$50K annual income but less than \$450K** must provide full GAAP Financials (Income Statement, Balance Sheet, and Cash Flow Statement for current fiscal year).

Organisations with an **annual income over \$450K** must provide the most recent audited financials and provide full GAAP financials.

*For more information, see full Community Investment Priorities and Grantmaking Guidelines.*

## THE FIVE AREAS OF FOCUS FOR GRANTMAKING

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Centennial, through extensive consultation with its stakeholders, has identified five Focus Areas for grantmaking. The intention is to help heal, improve, inspire and balance the Bermuda community to be a dynamic and fair-minded place to live and grow.

These priorities address community need, informed by front line service providers and support organisations with first-hand experience.

1. **Community Health**
2. **Cultural & Community Connections**
3. **Economic Participation**
4. **Fundamental Needs**
5. **Public Education**

## HOW TO USE THIS INFORMATION BEFORE APPLYING FOR FUNDING

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1. An applicant should first decide which Focus Area is the best fit for their programme or project. More than 1 Focus Area can be selected.\*
2. Align the project with an identified priority within your chosen Focus Area.
3. Select which Aligned Outcome (measurement) you will report on. Funded partners must choose and report on at least one.\*\*

***\*More than 1 Focus Area can be selected.***

Centennial's grantmaking decisions will be made according to its five identified focus areas listed above.

Example: An organisation that provides shelter housing as well as employment & life skills training to its recipients, can select the Focus Areas of Economic Participation and Fundamental Need.

This supports an integrated and holistic approach to service and project delivery, that we believe will accelerate impact and address the needs and vulnerabilities of the community.

***\*\*Funded partners must choose and report on at least one Aligned Outcome.***

Successful applicants must choose at least one intended outcome from the aligned outcomes list provided in the document - 2023 Investment Priorities and Grantmaking Guidelines.

Applicants can insert additional rows to include additional outcomes of their choosing not listed within grantmaking guidelines, however Centennial will only require progress reporting and tracking on the intended outcomes selected from the Guidelines document.

**PRIORITY: Affordable & Accessible Healthcare**

**DEFINED AS: Making health coverage more affordable and accessible, thus increasing the number of Bermudians with coverage; by funding community facing, public health advocacy groups, policy reform and research projects.**

**ALIGNED OUTCOME:**

Advocate for quality health care policy and legislation reform

**DEFINITION:**

Changes in policy and/or legislation that support improvements for public health. Government expenditure and funding for healthcare programmes increase and support affordability and access

Provides affordable accessible healthcare services for the most vulnerable

Demonstrates ability to work with public sector or government, nonprofits, and private partners to deliver high quality healthcare that is affordable and accessible for all Bermudians across the lifespan, including unborn, children, youth, adults, and seniors, across healthcare settings

Improved public awareness and engagement on healthcare reform

Change in public perception – public health reform. Innovation of new ideas, technologies, and approaches. Increase in public events, rallying and campaigning on healthcare

**PRIORITY: Chronic Illness: Type 2 Diabetes**

**DEFINED AS: A chronic condition associated with abnormally high blood sugar levels. Absence or insufficient production of insulin, or an inability of the body to effectively use insulin.**

**ALIGNED OUTCOME:**

Addresses, understands, and feels supported to manage their Type 2 diabetes.

**DEFINITION:**

Has an up-to-date multidisciplinary care plan. Receives specialist support for their Type 2 diabetes

Reduced time spent in hospital as a result of diabetes.

Has fewer unplanned hospital visits.

Has reduced need for care or sustains current level of independence.

Reduction in level of dependency of care or intensive services due to the early diagnosis and management of Type 2 diabetes.

Improved quality of life in relation to Type 2 diabetes

Level of functional ability improves (i.e., employment or other activities)

**PRIORITY: Mental Health Early Detection & Intervention**

**DEFINED AS: Early Detection interventions identify and provide effective early support to children and young people who are at risk of poor mental health outcomes. Prevention interventions aim to reduce the incidence, prevalence and recurrence of mental health illness/disorders and their associated disability.**

**ALIGNED OUTCOME:**

**DEFINITION:**

Improved access to and increased use of mental health support services

A person/child/adolescent knows where to go for support when a crisis or mental health concern occurs.

Reduced need for mental health care and support services

Reduction in time spent in care due to mental health problems being addressed and treated

Early detection and intervention of mental health illness is accessible and affordable

A diagnostic tool or system that identifies children and young people who are at risk of poor mental health outcomes, and links them to affordable and accessible services.

Increased level of Independence

Has self-managed and sustained their mental wellbeing successfully for a minimum of 6 months.  
Has increased autonomy and control over their own care

Improved Resilience

Has developed the capacity to cope with difficulties & stress

Improved Confidence and Self Esteem

Has improved confidence in their own capabilities

**PRIORITY: Obesity**

**DEFINED AS: Overweight and obesity are abnormal or excessive fat accumulation that presents a risk to health.**

**ALIGNED OUTCOME:**

**DEFINITION:**

Obesity Prevention

Attained a pattern of healthy eating behavior, including eating recommended types and amounts from healthy food groups.  
Reduces sedentary activity.  
Has access to and can take part in appropriate opportunities of activity a minimum of 30 min per day x 5 days per week

Healthy Weight

Has attained a normal healthy weight and BMI level

PRIORITY: **Substance Abuse & Addiction | Residential - Short term**

DEFINED AS: **Substance abuse is a pattern of harmful use of any substance for mood altering purposes; substances can include alcohol and other drugs (illegal or not). Addiction is the psychological and physical inability to stop consuming a chemical drug, activity, or substance.**

**ALIGNED OUTCOME:**

Reduce Substance Abuse

**DEFINITION:**

Discontinued unhealthy behaviours (i.e., usage of smoking, drugs, or alcohol)

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Reduce Substance Addiction

Client has not experienced any episodes of relapse

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Short-term Residential Treatment support is accessible and affordable

Residential treatment centres provide therapy for substance abuse disorders, mental illness, and other behaviour problems

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Improved Patient Quality of Life

Developed behaviours to support daily functioning, including independent living skills, consistent engagement with treatment, and improved financial outcomes

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## EXAMPLE ADVOCACY INDICATORS

1. Number of people targeted with information on issue X
2. Number of media outlets that publish material developed by organisation
3. Number of organisations attending meeting/assemblies
4. Number of organisations involved in coalition for issue X
5. Number and percent of participants or community residents providing funding to support the cause
6. Number of elected officials who publicly support the campaign
7. Number of legislative votes in favour of the programme's position on issue X
8. Number and percent of sought actions taken by the government agency
9. Favourable legislation/reform measures passed related to programme goals or development.
10. Number of regulations changed in favour of issue X
11. Number and percent of community residents satisfied with services of community organising or policy/advocacy organisation

## EXAMPLE HEALTH INDICATORS

1. Percentage of identified high-risk individuals referred to diagnostic procedures
2. Percentage of identified high-risk individuals remitted to lifestyle interventions
3. Individual's risk factor profile is assessed
4. Individual's motivation for behavioural changes is discussed
5. Interventions have been defined at individual level
6. Individualized targets for interventions have been established
7. Number of individuals dropping out of interventions
8. Process Plan for follow-up is defined
9. Proportion of planned intervention visits completed over 1 year
10. Weight change over 1 year
11. Change in waist circumference over 1 year
12. Change in BMI over one year
13. Change in glucose over 1 year
14. Change in the quality of nutrition over 1 year
15. Change in physical activity over 1 year
16. High-risk individuals in interventions achieving clinically significant changes in risk factors at 1 year
17. Number and percent of clients with improved knowledge of the nature and consequences of unhealthy risk behaviours
18. Number and percent of clients with improved knowledge about how to reduce unhealthy risk behaviours
19. Number and percent of clients indicating improved attitudes/confidence towards changing their behaviour
20. Number and percent of clients reporting a substantial improvement in their behaviour after the end of service
21. Number and percent of clients who are healthy, or have improved health, 6 or 12 months after the end of service
22. Number and percent of clients reporting feeling healthier than before the service, 6 or 12 months after the end of service



## EXAMPLE MENTAL HEALTH - EARLY INTERVENTION INDICATORS

23. Improved ability for people with mental health problems to make informed choices about how they live and recover
24. Improved choice of mental health service and service providers
25. Number of family members, friends and caretakers who report that they have been included or consulted in discussions about the person they care for, and in planning and influencing
26. Number of people using mental health services who are participating in their service design or delivery
27. Number of people using mental health services who report feeling listened to and able to manage their own support as much as they wish
28. General availability of information on mental health related issues
29. Level of public awareness about the causes and consequences of mental health and well-being problems
30. Number of campaigns running to inform public about mental health problems
31. Proportion of people who experience improved mental health following use of services
32. Proportion of people who recover from mental health problems following use of services

## EXAMPLE SUBSTANCE ABUSE/ADDICTION INDICATORS

1. Number and percent of clients who develop a recovery/ treatment/service plan
2. Number and percent of clients in need of mental health/addiction treatment who enter into such treatment
3. Discontinued unhealthy behaviours (i.e., usage of smoking, drugs or alcohol)
4. Client has not experienced any episodes of relapse
5. Residential treatment centres provide therapy for substance abuse disorders, mental illness and other behaviour problems
6. Developed behaviours to support daily functioning, including independent living skills, consistent engagement with treatment, and improved financial outcomes

## EXAMPLES OF MEASUREMENT METHODOLOGIES

### METHOD

### ADVANTAGES

#### Surveys (Mail)

- Can survey many people
- Not time-consuming
- Relatively inexpensive
- Everyone gets the same instrument
- Objective interpretation

#### Surveys (Group Administered)

- Can survey many people
- Not time-consuming
- Relatively inexpensive
- Everyone gets the same instrument
- Object interpretation
- Relatively inexpensive

#### Surveys (Telephone)

- Able to ask for more detail when needed
- Everyone gets the same instrument

#### Polling

- Zoom conferencing

#### Interviews

- Researcher can know how people are interpreting questions
- Able to ask for more detail when needed
- Provide detailed data

#### Focus Groups

- Researcher can know how people are interpreting questions
- Able to interview multiple people at one time, thus, more cost-effective
- Responses from one person provide stimulus for other people

#### Observations

- Objective interpretation
- Low burden for people providing data

#### Student Records

- Objective interpretation
- Low burden for people providing data
- Relatively inexpensive

#### Collection of Materials

- Objective interpretation
- Low burden for people providing data
- Relatively inexpensive