

Work Plans



- Start with goals and objectives
- Give a sense of order and timing of grant work
- Lay out the different tasks to be performed
- Describe what activities you will be doing to meet the objectives in your application.

Sample Work Plan

GOAL I:					
<i>Objective 1.</i>					
Activities	Responsible Staff/Organization	Estimated Completion	PIMS Measure	Process or Outcome Measures	Long Term Impact

A good work plan sets you up for a well thought out evaluation plan!

What is the “E” Word?

A plan to know how you’re doing

“A systemic approach of social research procedures”

“To ascertain or fix the value”

or...SO WHAT?

**Evidence –
Accountability-
Credibility**

USING THE SCIENTIFIC METHOD

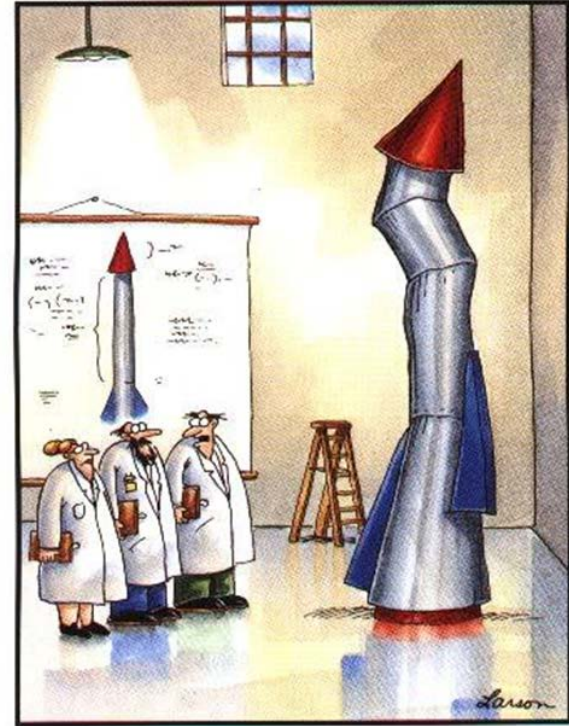
- 1 QUESTION**
Ask yourself, “What do I want to learn more about?”, or “I wonder what would happen if . . .?”
- 2 HYPOTHESIZE**
Research to help you make an educated guess, or hypothesis, and then answer your question.
- 3 EXPERIMENT**
Test your hypothesis by making a plan and conducting an experiment.
- 4 OBSERVE & RECORD**
Make careful observations and write down what happens.
- 5 ANALYZE**
Use your information to draw conclusions about your experiment. Was your hypothesis correct?
- 6 SHARE RESULTS**
Explain your results by presenting your experiment, observations, and conclusions.

TOR 7704 © Teacher Created Resources

Getting started: What does the funder require?

Read the guidance or ask

- Is there a specific model they require?
- What are the required reporting measures?
- Is there a minimum or maximum budget for evaluation?
- Is an outside evaluator required? Or allowed?



"It's time we face reality, my friends. ...
We're not exactly rocket scientists."

Getting started: What do you want to know?

Examples of questions

Were the processes you planned implemented?

Were the outputs you planned achieved?

Were the outcomes realized?

Can training the departments of public safety on use of naloxone reduce overdoses?

Did clinic financial status improve when staff were trained on billing and coding?

Does education about goal setting improve teen decision making related to risky health behaviors?

Can telehealth services be provided to home bound seniors to monitor and address chronic disease?

Writing the Evaluation Plan

1. What data will be collected?
2. Who has responsibility?
3. When will the data be collected?
How?
4. How will it be analyzed?
5. To whom and when will it be reported
and acted upon?



What data will be collected?

- Identify primary or secondary, qualitative & quantitative, process or outputs and outcomes
- Your goals and objective measures
- The funders measures (PIMS)
- Minimize measures, focus on quality/meaning of those collected
- Okay to collect additional data, but be mindful of WHY

What does your staff want to know? *achievements – benchmarks*

What do the partners want to know? *PIMS*

What data do you need to manage and ensure the quality of your program?



Who has responsibility?

- Name the specific “reporter”
- Describe their capacity and how they will collect the data
- Identify the contractors and their deliverables

Data Collection Plan		
Data	Reporter	Due
Class participants	Family Resource Center	Sept 30 Dec 31 March 30 June 30
Naloxone doses given	EMS Fire Department PD	Monthly
Referrals received	Treatment Center	End of year

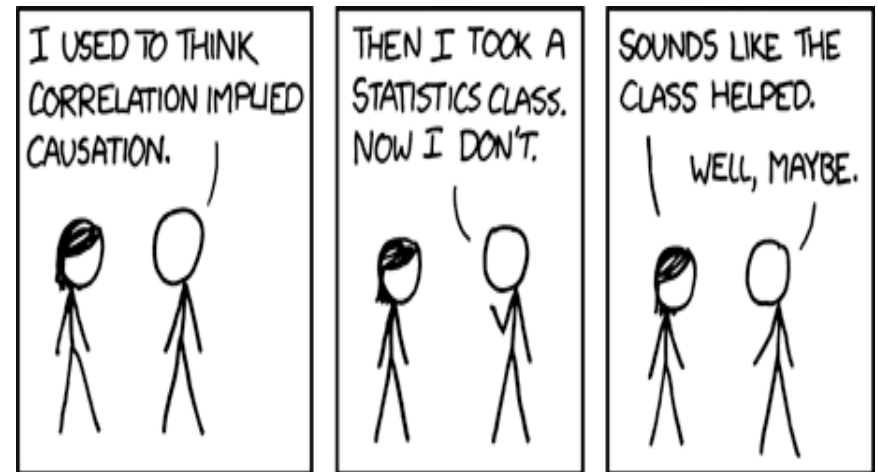
When will data be collected?

- When will you have the data?
- When does the funder want it?
- What is most useful to you?

- At the completion of the funding cycle
 - after an event
 - quarterly
 - semi-annually
 - annually
 - every day?

How will it be analyzed?

- Descriptive statistics are sufficient
- Excel can be a powerful tool
- Read it, explain it to someone else, ASK your funder
- Data won't always show change, don't make it!
- Graduate interns may be able to help



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To whom & how will it be reported & acted upon?



ACTION ORIENTED

Who is the **target audience** for the report?

(staff, policy makers, funders, partners, public)

Goal of the report

(make program decisions & improvements, reset plan, engage in the project, continue funding, measure results)

Format for the report

(verbal presentation, written report, non-traditional)

Dissemination plan

(social media? website?)

Getting started...sample lead paragraph ...

“Although there is no specific directive for funding or conducting program evaluations, _____ plans to ensure continuous quality improvement of all activities by monitoring the achievement of the goals and objectives, measuring the outputs, outcome and overall effectiveness of its project activities.

Anticipated evaluation activities include monitoring progress on the work plan; data collection which will measure partnership activities; and assessing the effectiveness of all activities. A logic model included in Attachment 6 provides an overview of inputs, key processes, benchmarks and expected outcomes to be accomplished.

FINAL WORD: to do it right you must budget for it!



Budget Preparation for Grant Applications

- What is a grant budget?
- ✓ **PLAN** for how you will spend money to address the need
- ✓ Provides a description of project staffing, activities, other support
- ✓ Forecasting and first draft management tool for grantee and funder
- ✓ Sets bounds of project
- ✓ Different than an **OPERATING** budget

Target Audiences for Grant Budget



- Partners
- Board
- Project implementers
- Funding agency
- Outside reviewer



Reviewers should be able to read the budget and know what you plan to do and that you have the project management capacity to do it!

Budget Planning

Review Grant Guidance:

- ✓ Amount of funding available
- ✓ Matching funds
- ✓ Any limits on certain types of expenses



Basic Budget Lines



DIRECT COSTS - specific to the project

Personnel - salary and fringe

Contractual – consultants, sub-contracts

Travel – air, mileage, per diem etc...

Equipment – is it allowed? how is it defined?

Supplies – things that are expendable

Other – everything not in the above categories



Personnel



Salary - ensures leadership, staffing for all functions of the project

- FTE – full time equivalent ie 1.0 FTE or hourly
- determining salary for new positions

Fringe

- Required - FICA (Social Security and Medicare), FUTA (Federal Unemployment Taxes/Insurance), State Unemployment Taxes/Insurance, and Worker's Compensation
- Other - health insurance, paid leave
- Usually 20 – 25% of salary

Personnel



MISTAKES

- Leadership isn't budgeted
- Doesn't match "workplan"
- Evaluation is left out
- Making the case of purpose
- Basis for budget

STRATEGY CHECK

- \$ Partners agree on plan
- \$ Partners match or share staff as feasible
- \$ Percent of funds on staff – sustainable?

Contractual



What will you “farm out”?

How will contractor be selected if not “named”?

Schedule of deliverables?



Professional services

- medical, legal, accounting, evaluation, other expertise

Partner activities

- information dissemination, outreach, surveys, education

Other contracts

- advertising, accounting, curricula

Contractual



MISTAKES

- Over/under budgeted
- Not getting a quote – letter of support
- Doing too much “in house”

STRATEGY CHECK

- \$ Partners are sub-contracted if feasible
- \$ Percent of funds – show you can do the work
- \$ Share how/why you plan to select a contractor

Travel



Expenses for local, state or national airfare, lodging, parking, meals, may include expenses for clients, staff, partners or contractors to provide service, attend required meetings, conferences or conduct other project activities

ITEMIZE

- \$ Purpose of trip
- \$ Cite travel policy, state rates or use GSA rates
- \$ Number of travelers
- \$ Include transportation, lodging, parking, food or per diem
- \$ Actual costs

Travel



MISTAKES

- Missing required meetings
- Local mileage
- Not documenting “matching funds”

STRATEGY CHECK

- \$ Efficient & effective
- \$ Specific to the granters purposes
- \$ What will happen if you can't travel

Equipment

- Non-expendable items typically valued at \$5000 or more
- Must be related to the need and the plan to address the need
- Include specifications



National Organization of
State Offices of Rural Health

Equipment



MISTAKES

- Not a Christmas list
- Doing without
- Over documenting “matching funds”

STRATEGY CHECK

- \$ Is it equipment grant?
- \$Leasing options
- \$Who will own the equipment

Supplies



Expendable items which support the accomplishment of the grant activities

- general office supplies
- educational and training supplies
- computer supplies
- postage

Strategy: KEEP IT SIMPLE!

Other



Expenses which are not personnel, contractual, equipment, supplies or travel

- Membership dues
- Lease expenses
- Conference fees
- Equipment maintenance

Do NOT overuse this “catch all” category

Budget Narrative

A budget narrative explains how the budget line was calculated and provides the rationale for why the requested funds are important to the project.

- Should match the budget exactly
- Provides additional details about the project activities

Budget Narrative

Lead sentences

- “\$___ in matching funds for transportation is provided by an in-kind contribution from the Smith county public health department. “
- “Funds of ___ are requested to support a .50 FTE program manager to oversee all aspects of the program including service delivery, consortium relations and ensuring all reporting requirements are met.”

A budget narrative can tell the whole story of your application and help the funder immediately want to invest and see the match to their goals!

Finding funding...listen in...

- [Covid 19](#)
- The opioid crisis
- Transformation



Types of grants

- Challenge – community support
- Demonstration – innovation & replicability
- Planning – prepare to receive more funds
- Block grants – state prioritizes

Types of funders

Government – federal and state

Community foundations – \$5.48 B

Private foundations - \$663 B

- Independent
- Family (half)
- Corporate

Source: Council on Foundations

Finding funding isn't easy!



- Connect
- Research

Connect to who and where?

- Partners from prior applications
- In your state– SORH, USDA, academic centers
- With funder(s) especially foundations



Connect with funders... in the way appropriate to them!

Government

- Application
- Funding – appropriation
- Objective review panels
- Track record
- Reporting

Private

- Written proposal
- Funding - varies by type of foundation (family, corporate)
- Board decision?
- Cultivation
- Relationships

Connect with funders *directly*



- Introductions
- Tapping their expertise
- Community foundations
- Developing relationships
- Continuing the conversation





Partners from prior application

- Meet regularly
- Community assessments
- Activities and events
- Data and story collection
- Scanning for funding
- Policy activities

Academic Partners

- May help garner prestige/attention
- Don't discount what you bring to the table – speak up and share your ideas
- Competing priorities on academics (grants, papers, other pressures)
- Costs and indirect cost rates
- Do you have a liaison that can help? Your SORH!
- Are faculty in public health, medicine, psychology doing research in an area of your interest?
- Are students looking for collaborative projects?

* Sample of responses generated during 2011 Symposium on “Best Practices to Build Academic-Community Research Partnerships”, see www.ohsu.edu/cre

Research...read, read & read some more

- Other Similar Projects
- Newsletters
 - ✓ Nonprofit associations
 - ✓ State Office of Rural Health
 - ✓ Funders



Announcements from the
Federal Office of Rural Health Policy

The Announcements from the Federal Office of Rural Health Policy are distributed weekly. To subscribe, [sign up for Rural Health Updates at HRSA.gov.](#)

[HRSA Rural Communities Opioid Response Program-Implementation](#) – Extended to May 29. A reminder that the Health Resources and Services Administration (HRSA) has extended the application deadline for its three-year program to implement a set of core opioid use disorder prevention, treatment, and recovery activities in rural communities. The list of Frequently Asked Questions on eligibility and application requirements (under the tab “Related Documents”) has been updated. Applicants can also view an [archived recording of the technical assistance webinar](#) and send questions to ruralopioidresponse@hrsa.gov.

[AHRQ Evaluating Health System Response to COVID-19](#) – June 15. The Agency for Healthcare Research and Quality will fund research focused on evaluating topics such as the role of primary care practices and professionals, treatment for socially- and medically-vulnerable populations, and innovations in digital health care in response to COVID-19.

[CDC Reducing the Burden of Parasitic Infections in the United States](#) – June 15. The Centers for Disease Control and Prevention will make seven awards with total program funding of \$10 million to reduce the burden of selected parasitic infections in the U.S. One component of the award will strengthen existing data and efforts related to [Chagas disease](#). A second component will focus on public health practices for infection from [soil transmitted helminths](#) in areas of Alabama and Mississippi.

[IHS/NIH Native American Research Centers for Health](#) – July 24. The Indian Health Service (IHS) and the National Institutes of Health (NIH) will make awards up to \$1 million each for new or continued centers that support research and research training to meet the health needs of American Indian/Alaska Native (AI/AN) communities. Applicant institutions must be a federally-recognized AI/AN Tribe; or a Tribal organization [defined under 25 U.S.C. 1603 \(25\) and \(26\)](#), including Tribal colleges or health boards meeting this definition; or a consortium of two or more of those Tribes or Tribal organizations. **A required Letter of Intent is due on June 24.**

[DHS Rural Emergency Medical Communications Demonstration Project](#) – June 24. The U.S. Department of Homeland Security (DHS) will invest \$2 million in demonstration projects addressing rural emergency medical communications. Applicants must be public or state controlled institutions of higher education that operate or have access to an existing statewide emergency communications system that is leveraged to address rural health disparities.

[HRSA Faculty Loan Repayment Program](#) – June 25. The Health Resources and Services Administration (HRSA) will repay loans for health professions training up to \$40,000 for individuals from disadvantaged backgrounds who agree to serve as faculty at an approved health professions institution for a minimum of two years.

[AHRQ Innovation Challenge for Rural Postpartum Mental Health](#) – September 15. The Agency for Healthcare Research and Quality (AHRQ) will award a total prize pool of \$175,000 to highlight local innovations that improve postpartum mental health care for rural mothers and their families. Applicants may submit proposals in two categories: 1) **success stories** of a solution created by the community, and 2) **program proposals** that describe challenges particular to that community with a plan improve postpartum mental health diagnosis and treatment.

Community-Based Division

Upcoming Funding Opportunities

Program	FY 2021	FY 2022	FY 2023
Rural Health Care Services Outreach	NOFO Available Fall 2020 Project Period Start Date 5/1/2021		
Rural Health Network Development			NOFO Available Summer 2022 Project Period Start Date 7/1/2023
Rural Health Network Development Planning	NOFO Available Summer 2020 Project Period Start Date 7/1/2021	NOFO Available Summer 2021 Project Period Start Date 7/1/2022	NOFO Available Summer 2022 Project Period Start Date 7/1/2023
Small Health Care Provider Quality Improvement		NOFO Available Winter 2022 Project Period Start Date 8/1/2022	
Delta States Network			NOFO Available Summer 2022 Project Period Start Date 8/1/2023

Research foundations

990 Tax Forms on Foundations

- ✓ Board members
- ✓ Assets
- ✓ Grants awarded



Research funder resources



Committed to the future of rural communities.



Knowledge to build on.





Your *First* **STOP** for *Rural Health* **INFORMATION**

- **Visit *the* website**

- Online library
- Funding opportunities
- 50+ topic guides on key rural health issues
- State guides
- Community Health Gateway - toolkits and model programs
- Am I Rural tool
- More...

- **Sign up for email updates**

- **Contact Resource and Referral Service**

800.270.1898 or info@ruralhealthinfo.org

See attached funding resources.

All services are *free!*

Best of luck with your grant seeking!

If we can be of any assistance to you please don't hesitate to ask.

Teryle@nosorh.org

CEO

