

National Organization of State Offices of Rural Health



NOSORH promotes the capacity of State Offices of Rural Health and their stakeholders to improve health in rural America through leadership development, advocacy, education and partnerships.

Objectives



At the end of today's session, you should be able to:

- Ask important questions before starting to write a grant application
- Develop a simple concept
- Plan for the success of your grant writing team.
- Tell your story using data and needs statement
- Plan effective evaluation
- Prepare a realistic budget
- Find funding sources

Why Write a Grant?

- There's a lot of grant money out there – you may as well have some too!
- You need the money to pay salaries or buy equipment or a building or to avoid shut down.
Note: Our focus is on program funds!
- There's only one GOOD REASON....



“There is a problem and you have a passion, a plan and some existing capacity to fix that problem.”

Be a M.O.M!



13 questions to ask yourself before you write a grant application



1. Are you **eligible/able** to apply?
2. What is the **problem** you are trying to solve?
3. What **data** do you have to document the problem?
4. What **partners** can help you meet the needs?
5. Who will do **the work** required by the grant?
6. Who will **write** the application?
7. What do you want to **do** about the problem?
8. How can you **measure** that benefit?
9. What will you have **after** you've finished that you don't have now?
10. How much will it **cost**?
11. Is there a **match** requirement?
12. Can you **sustain** the work after grant funding?
13. What are **your chances** of being funded?

Getting Started...

Have a concept

- What is the problem – needs statement?
- What do you want to do about it? *Services, Rationale*
- Who will do it with? *Structure, Responsibilities, Expertise*
- When will you do it? *Benchmarks, Steps, When?*
- How much will it cost?
- How will you track it?

Once you have the concept...



- Write it up into a concept paper
- Get leadership endorsement
- Discuss with a funder – if feasible!
- Share it with potential partners
- Start organizing your grant consortium and grant writing team

Form a consortium



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

HRSA

Health Resources & Services Administration

Federal Office of Rural Health Policy
Community-Based Division

Rural Health Network Development Planning Program

Funding Opportunity Number: HRSA-20-026
Funding Opportunity Type(s): New
Assistance Listings (CFDA) Number: 93.912

NOTICE OF FUNDING OPPORTUNITY

Fiscal Year 2020

Application Due Date: November 29, 2019

*Ensure your SAM.gov and Grants.gov registrations and passwords are current immediately!
HRSA will not approve deadline extensions for lack of registration.
Registration in all systems, including SAM.gov and Grants.gov,
may take up to 1 month to complete.*

Issuance Date: July 23, 2019

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Authority: Section 330A(f) of the Public Health Service Act, (42 U.S.C. 254c(f)), as amended.

- “...an organizational arrangement among at least three (3) separately owned regional or local health care providers that come together to develop strategies for improving health services delivery systems in a community”.

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Consortium Test?



- Time and commitment
- Distinct roles
 - fiscal
 - service provider
 - target population
- All participate and benefit!



Leadership Meeting



- Walk through the guidance – purpose, funding, requirements
- Share the concept and rough budget and goals
- Ask the hard questions
 - ✓ who will hire?
 - ✓ to whom will staff report?
 - ✓ contribution of matching funds?
 - ✓ who will get funds – for what?
 - ✓ what will we measure?
 - ✓ can we win?

CONCEPT



Formalizing the Partnership

MOU / MOA / Contract

Be Specific

Include

- Time & Staff Commitments

- Funding Expectations, Payment Schedules

- Evaluation Agreements and Timelines

- Governance

Prepare the team: are you the conductor?

- Writer(s)
- Support staff
- Accountant
- Evaluator
- Reader
- Sender



Marin Alsop
Baltimore Symphony Orchestra

Organizing the Writing Team

Team Writing Tips

- ✓ Use funders outline
- ✓ Lead sentences to every paragraph
- ✓ Transitions from one paragraph to the next
- ✓ Provide a list of acronyms
- ✓ Use the same tense throughout
- ✓ Not just the facts – rationale, benefits, models
- ✓ Format to use white space - charts, graphs, map

Commitments:

- ✓ Their time
- ✓ Their task
- ✓ Their communication
- ✓ Their expertise
- ✓ Their flexibility and openness
- ✓ **Their data !**

Top 3 reasons for solid data...



1. Provides a framework for all the other pieces of the application
2. Shows your leadership—knowing the field, being resourceful, creative
3. Documents your connection – target audience, community demand & support, leadership

Statement of Need - *what is the problem?*

Target population

General demographics community description

What is their need?

Health status, incidence etc...

What is the underlying cause?

Risk factors

Sample Needs Statement

Smith county is located on the plains of southwestern Colorado, approximately 105 miles from Colorado Springs, the nearest metropolitan area. Smith county's economic base is primarily agriculture and mining. The local molybdenum mine, county government and Smith County Hospital are the top 3 employers in the county. Twenty one percent of the county's population is over the age of 65 and 13% are under age 12. Thirty two percent of the population is Hispanic. Seventeen percent of the population is uninsured and nearly 30% are Medicaid recipients.

The population of Smith county suffers from poor health especially related to heart disease and diabetes. The chart below depicts that county residents have a rate of death from heart disease, 38% higher than the US rate and diabetes death rate double the nation. In addition, the percent of obese people is 25% higher than the rest of the nation.

	Smith County	State	US
Death rate from heart disease*	181	191	131
Diabetes death rate *	44	16	22
Percent people obese	35	21	28
* Per 100,000			

Citizens of Smith county typically work 60 hour work week (*Colorado Department of Employment Security*), have low access to affordable fresh fruits and vegetables, compared to their suburban counterparts, and have few resources for health education.

Different types of data

Primary Data

Data observed or collected directly from first-hand experience

Secondary Data

Published data and the data collected in the past

Qualitative words

- Focus groups
- Success stories
- Reports from your work plan
- Policy briefs – articles – other reports

Quantitative numbers

- Surveys
- Statistical analysis
- Infographics
- Health status

Other Types of “Data”

- Literature review
- Steal other people’s stuff - and credit them!
- Other: model programs, policy, briefs, bibliographies, funded projects, newspaper articles, grantor blogs or reports, etc...

Local Data

Use data from local partners:

- Discharge data from inpatient facilities
- Utilization data from clinics, human resource agencies, faith based organizations, schools & others
- Local survey results
- Community health needs assessments
- Economic development assessments

Weave in qualitative data:

- Case examples of target population, patients, family or provider, public safety or EMS stories
- Target population focus group or community meeting quotes
- Key informant interview quotes

State Sources for Data

- State Office of Rural Health – broad range
- State Primary Care Organization - HPSAs
- State Primary Care Association – access points
- State Health Department – vital stats, health status
- State Hospital Association - wide variety - CHNA
- State Licensing Boards – provider locations
- State Department of Transportation – road miles, injuries
- State EMS Office – call times, transports (emergent and not)

National Data Resources

The screenshot displays the RHIhub website interface. At the top left is the RHIhub logo with the tagline "Rural Health Information Hub". To the right are links for "Updates & Alerts", "About RHIhub", and "Contact Us", along with social media icons for Facebook, Twitter, and YouTube. A search bar is located in the top right. Below the header is a dark red navigation bar with five menu items: "Online Library", "Topics & States", "Rural Data Visualizations", "Case Studies & Conversations", and "Tools for Success".

The main content area is divided into two columns. The left column features three sections:

- Rural Data Visualizations**: Includes a thumbnail for the "Rural Data Explorer" (an interactive map of the US) and a description: "Interactive map for exploring county-level data on issues that impact rural health, including rural demographics, health disparities, the health workforce, and other topics."
- Chart Gallery**: Includes a thumbnail of various charts and a description: "A collection of charts, graphs, and maps that illustrate key issues related to rural health at the national level and for all 50 states. Includes rural demographics, healthcare access, health status, the social determinants of health, and more."
- Maps**: Includes a thumbnail of a map titled "Critical Access Hospitals" and a description: "National maps on topics related to rural healthcare provision and access, as well as rural population health and demographics. National and state maps identifying key rural healthcare facilities."

The right column contains two sections:

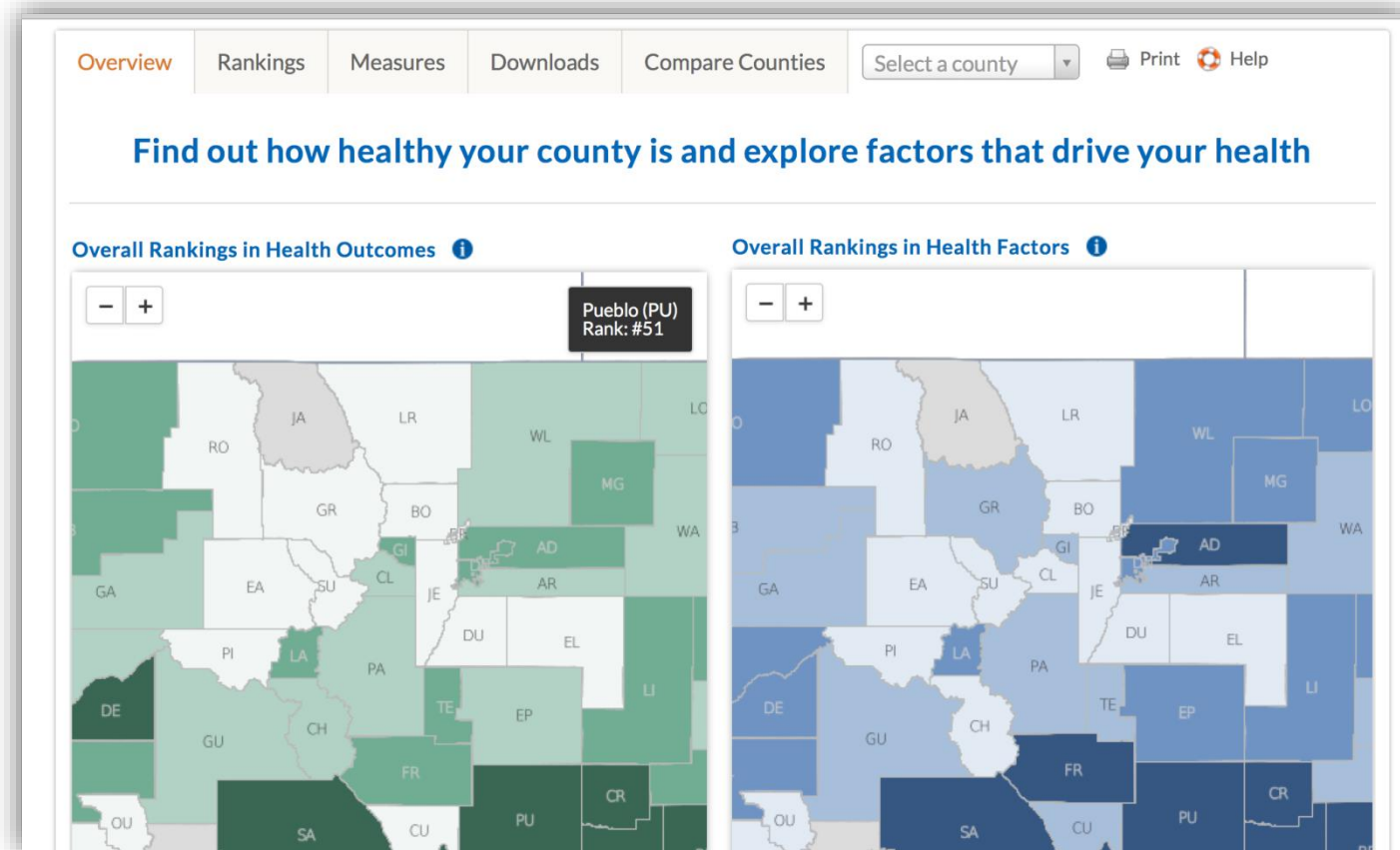
- ABOUT DATA VISUALIZATIONS**: A paragraph explaining that RHIhub's Rural Data Visualization section provides access to tools for exploring issues that impact rural health, based on publicly available data from federal and other sources, and available for download.
- MORE USEFUL TOOLS**: A section with links for "RHIhub Data Visualization Help" and "Online Library: Charts and Graphs", "Online Library: Maps and Mapping Systems".

www.ruralhealthinfo.org

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Select your state to explore the data



<http://www.countyhealthrankings.org/>

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CDC National Center for Health Statistics

The screenshot shows the CDC National Center for Health Statistics (NCHS) Data Briefs webpage. At the top, the CDC logo and name are visible, along with a search bar and a dropdown menu for 'All CDC'. The main header is 'National Center for Health Statistics'. Below this, the breadcrumb trail reads 'CDC > NCHS > Publications and Information Products'. A navigation menu on the left includes 'Data Briefs' (selected), 'Health E-Stats', 'Health, United States', 'Life Tables', 'National Health Statistics Reports', and 'National Vital Statistics Reports'. The main content area is titled 'NCHS Data Briefs' and contains a paragraph explaining that data briefs are statistical publications providing information about current public health topics. Below the text are filtering options: 'Group By >' with a dropdown menu set to 'All Data Briefs', a 'Clear search terms' button, and a 'Reset to default view' button. At the bottom, there are five filter buttons: 'All Authors', 'All Data Collector', 'All Keywords', 'All Months', and 'All Years'.

<https://www.cdc.gov/nchs/products/databriefs.htm>

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Presenting Data in Grant Proposals



- Grant reviewers see hundreds of applications.
- Numbers and stats can be boring!
- Might be read “at a glance” & compared!
- DO...Incorporate data visualizations to represent data sets



"He's right! When you look at it that way, it's not so bad!"

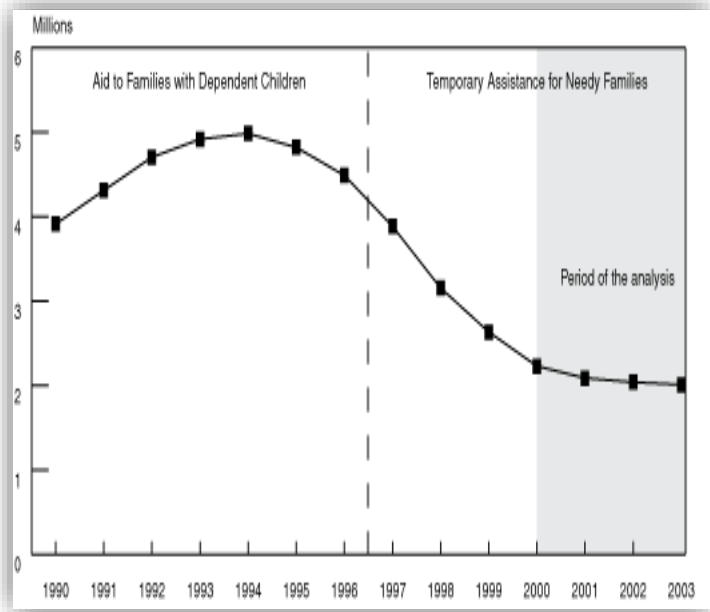
Presenting Data: Tables

Tables: use to show many data points

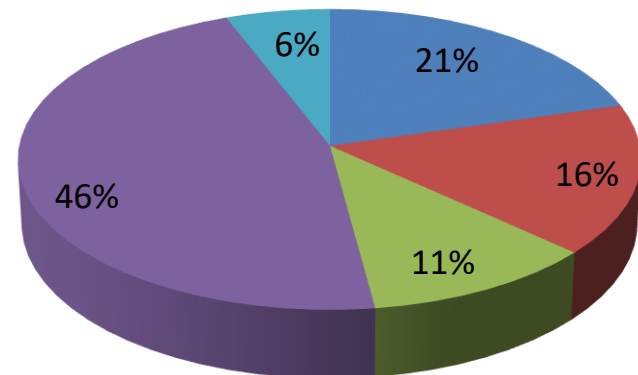
- Good for comparison at the local, state and national level
- Compress large data sets that would take up large narrative space

	Smith County	State	US
Death rate from heart disease*	181	191	131
Diabetes death rate *	44	16	22
Percent people obese	35	21	28
* Per 100,000			

Presenting Data: Charts



Payer Mix for Smith County



■ Medicare ■ Medicaid

Pie chart: show the whole at a glance!

Charts: best for trending data (over time) or showing major disparities

- Trending - never less than 3 years

Presenting Data: Maps

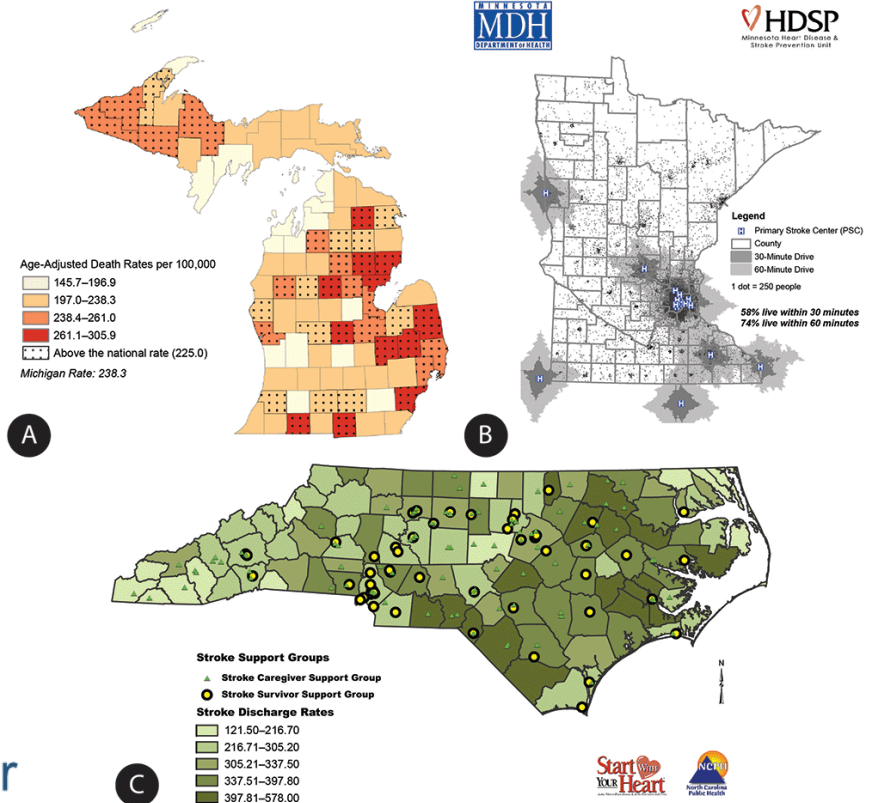


Maps: helpful in providing spatial understanding

- Good resolution, clear, to the point!
- Must have a meaning, don't use if it's not warranted



MapChart – FREE, simple map creator
<https://mapchart.net>



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Goals & Objectives

What you want to do about it?

- What does your organization want to accomplish WITH THIS FUNDING?
- How will you accomplish those goals?



Goals and Objectives



Goal: A goal is an overarching, long-term statement of achievement for a project or program. It's a brief, **general statement** outlining the long-term effect of your work. Goals move the needle on something.

Objectives: Objectives are the specific means of measuring and accomplishing a goal and are often about the **operations** of the project. Goals show action.

SMART Objectives



SMART:

- **Specific** – more precisely define a broader goal
- **Measurable** – measure the outcomes of your activities
- **Achievable** – realistic and within reach
- **Relevant** – directly support the goals of the proposal and relate to the measurable needs of the population served
- **Timely** – when funders can expect things to happen

Is this a smart objective?

Strengthen leadership of rural EMS by offering education and collaborative opportunities focused on human resources and budget management.



Example of Goals & Objectives

Goal: Increase comprehensive access to care to cancer patients in central Alabama who cannot afford comprehensive care as prescribed by their doctor.

Objective: To provide access to transportation to chemo or radiation appointments for at least one thousand indigent, underinsured and uninsured cancer patients within one year.

Tips for Writing Good Goals & Objectives



- Tie your goals and objectives directly to your need statement.
- Always allow plenty of time to accomplish the goals and objectives.
- Figure out how you will measure the objective.
- Most grant applications will require more than one goal and objective.

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.