Objectives

• Provide tips for the grant sections that states find most challenging as well as grant writing success factors.

• Promote reflection on how programs can use health agency and community resources to enhance their grant writing process.
SOHP Key Frustrations

- Needs/ projects don’t match funder priorities
- Understanding/following FOA guidance
- Short submission deadlines
- Limited SOHP staffing and grantwriting expertise
- How/when to best involve stakeholders
- Lack of data to support needs
- Aligning objectives, activities, evaluation and budget
- Identifying non-federal match
- Navigating online application/tracking process
- Rejection/approval notices with no feedback
Some SOHP Keys to Success

- Highlighting/following FOA guidance
- Good partnership support; ability to leverage other resources
- Good data to support needs/gaps
- Supervisor/state leadership support
- Appropriate grantwriting expertise/support
- Ability to tell our story
- Good evaluation plan
Key Sections of a Grant

- Abstract or summary
- Organizational description
- Identification of needs (needs assessment)
- Project description
- Service area/populations served
- Project goals and objectives
- Work plan
- Staffing
- Partnerships
- Budget/Justification
- Project accountability
- Evaluation plan
- Project outcomes/impact
- How you will share project information
Why Grants?

1) You receive funds because you meet needs, not because you have needs.

2) Grants may not be the best way to meet the needs.

3) A partner may be the best applicant for your project.
Grant Reviews

• In person vs conference calls
• One subject area (oral health) vs many (public health)
• Funder staff vs outside reviewers
• Stakeholders vs content experts
• Researchers vs program/PH expertise
• Professional and personal biases
• Other factors: geographical balance, special populations, rural vs urban, etc.
Potential Funding Sources for Oral Health

- Federal agencies
- National organizations
- Foundations
- State Appropriations
- Special Funds
- Not-for-Profit Groups
- Service Clubs
- Private Corporations
- Businesses
Where to Look For Funding Sources

- Print directories
- On-line databases
- Libraries
- Constituents
- Elected officials
- Similar agencies
- Prior funders
Conduct a Funder Analysis

- “About Us,” Mission, Giving history, Annual reports
- Products and services/types of grants
- Funding cycles— FOA vs continual
- Matching funds requirement
- Eligibility preferences/restrictions
- Investor relation/corporate information
- Fit for department and program priorities, alignment, framework and strategic plan
Grant Skills

- Create business/funding plan
- Build/use partnerships
- Assess/reflect community needs
- Develop/follow workplans and evaluation plans
- Writing, integrating comments and edits, proofing
- Data analysis and presentation
- Negotiation, diplomacy, collaboration
Grant Writing/Management

- Use partnerships; build on the strength of collective impact
- Build on lessons learned; review past successful and unsuccessful grants (yours or others)
- Ask for critical review from mentors or others
- Make sure you have the right expertise at the table as well as a good writer
Using an Outside Grantwriter

- They don’t know your program, you do! They are not mindreaders or magicians.
- Grantwriters’ skills and styles may be very different; you need to find the right match.
- Grantwriters are best at helping you get organized, reviewing and “cleaning up” what you’ve written, and making sure you are ready to submit.
- What you really need on the team is a stellar writer who can adapt for different audiences!
Getting Organized

• One person cannot do it alone!
• Develop funding plan, prioritize, match to potential funders
• Get community/partner input on needs/priorities and resources to leverage, including matching $
• Write and get feedback on standard paragraphs for organizational description, needs assessment, service areas/populations served, staffing, and potential projects, plus collect CVs/bios in a file
Mobilize Partnerships

- Partner to conceptualize, write, implement, evaluate the grant
  - Staff - epi, evaluator, program managers
  - Supervisor support
  - State leadership support
  - Chronic disease, MCH, other state programs
  - Medicaid/CHIP
  - Oral Health Coalition
  - FQHCs/CHCs
  - Foundation coordination
  - Universities
Describe Partnerships

- Identify key partnerships and other resources
- Describe their commitment to the project
- Identify gaps in partnerships and how you will fill them
- Identify new partnerships you are building
- Make sure letters of support state specific commitments or type of support
FOA Team Effort

- Read it, Read it and Reread it!
- Determine if you are an eligible applicant
- Highlight or underline key dates, requirements and questions to answer
- Make a checklist of all items that need to be included in the submission and how to submit them
- Note any areas of confusion; clarify with funder
- Check off the items in the checklist when you submit the application
- Track via email notifications or other means
Foibles of FOAs

- Boilerplate language can be confusing, vague, and not match subject specific definitions
- Some instructions in the guidance may be contradictory or not supported by the online submission framework (e.g., forms that aren’t fillable, no place to attach a file)
- Grants.gov and other systems make minor changes, e.g., password requirements, or are incompatible with browsers
Timelines

- Set a timeline for completing each section of the application and the forms/assurances
- If multiple writers, assign the sections and set deadlines, then have one person edit into one style
- Allow adequate time for accounting/budget review
- Allow adequate time for review and edits by supervisors/agency officials
- Have one person proof the final document
- Submit 1-2 days before the deadline to allow for unanticipated glitches
Organizing the Narrative

- Use the Section Headings from the FOA guidance so it is easy for reviewers to find the information.
- Integrate strong reliable data from various sources to support the need and identify data gaps.
- Write a compelling story so non-dental reviewers will understand what the needs are, why they are important and how you propose to address them.
Where Do I Get the Data?
Use local data if possible; Use comparisons

- State Plan
- BRFSS
- YRBS
- PRAMS
- Cancer Registry
- ASTDD State Synopsis
- NOHSS
- State Medicaid/CHIP
- State epidemiologist
- Dental insurers
- CHC Clinical Data
- PCA infrastructure and clinical data
- Universities, policy institutes
- State and local surveys
- Other grants
Creating Your Work Plan

- Use their forms if required
- Use a well-organized form/table format (build the ladder)
  - Goals
  - Objectives
  - Activities and Strategies
  - Time frame
  - Party responsible
  - Evaluation
## Work Plan Template

### WORK PLAN

<table>
<thead>
<tr>
<th>Applicant Name:</th>
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Develop Quantifiable Objectives to Facilitate Evaluation

- SMART objectives are measurable
  - Specific
  - Measurable
  - Achievable
  - Realistic
  - Time bound

- By June 30, 2014 increase to 50 the percentage of pregnant women in state X who received preventive oral health care in the last 12 months. (Baseline: 45% in 2011, PRAMS)
Use Quantifiable Measures for Activities

- Assess oral health policies in all schools in County X
  - Evaluation Measure:
    - # of schools with comprehensive policy
    - # of schools with policy that is not comprehensive
    - # of schools with no policy
    (the total of these three measures should equal the total number of schools in the county)
Goal: Improve access to dental care for underserved children.

Objective: By July 2014, increase to 40 the percentage of Medicaid enrolled children age 0-21 who have had a preventive dental visit in the last 12 months. (Baseline: 35% in 2012, CMS 416)

Strategy: Implement dental sealant programs in schools.

Activity: Implement dental sealant programs in all (10) elementary schools in Laurel County with >50% of their children enrolled in free/reduced fee school lunch programs.
Matching Exercise

- Evaluation/performance measures are matched to objectives and activities
- Items in the work plan that require funding are included in the budget (if not included, indicate if there is another funding source)
- Staffing level of effort can accomplish and evaluate activities
Measuring Success/Evaluation

Process Examples

• # of communities served
• # of children reached
• # of children receiving dental sealants
• Workshops conducted and evaluated
• State plan developed

Examples of Outcomes

• Increase in the % of children with dental sealants
• Decrease in the % of children with untreated caries
• Clinics use best practices to improve their no-show rates
Assuring Progress and Accountability

- Are we meeting timelines for completion of activities and strategies?
  - If not, what hindered performance?
- Did we do what we said we were going to do?
  - If not, what hindered performance?
- Did partnerships result in more coordinated efforts and leveraged resources?
- What lessons were learned and what successes should we celebrate and share?
- Are we on track with spending?
Sharing Results

Decide on target audiences and plan specific communications

• Newsletters
• Annual reports
• E-mail blasts
• Websites and social networking sites--Twitter, Facebook
• Press releases
• Presentations

“Funders entice other funders”
“Communication maintains your visibility and acknowledges the contribution of partners”