The 2021 Iowa Rural Cancer Collaboratory Educational Series: Successful Strategies and Shared Resources to Support Comprehensive Cancer Care in Rural Iowa

Grant Writing for Rural Providers

Tuesday June 22nd 2021

12-1:00pm via Zoom

Jason Semprini, MPP NIH Fellow at the University of Iowa, College of Public Health

Rachel Schramm, MS, CHES, Senior Outreach Specialist, Iowa Cancer Consortium

Join us for additional learning sessions on the following dates

12:00pm-1:00pm CDT

Iowa Cancer Consortium

IOWA

Institute of Public Health Research and Policy

Matt McGarvey, MPA, Executive Director, Telligen Community Initiative

Along with providing best-practice guidance and tips, attendees will be exposed to examples of successful rural cancer grants. This session will conclude by strengthening formal relationships between attendees and the Rural Cancer Collaboratory, to facilitate ongoing grant writing capacity for rural hospitals.

July 27, 2021
Aug 18, 2021
Sept 28, 2021
Oct 26, 2021
Nov 23, 2021
Dec 21, 2021

Individuals with disabilities are encouraged to attend. If you are a person with a disability who requires a reasonable accommodation in order to participate in the program, please contact UI Center for Human Rights in advance at (319) 335-3900 or uichr@uiowa.edu

Our **vision** is for all Iowans to have access to high-quality, coordinated cancer care no matter where they live, and for all cancer care providers in Iowa to have access to the resources and support they need to provide high-quality, comprehensive, and coordinated cancer care.

Our **mission** is to optimize outcomes for rural Iowans across the cancer control spectrum from prevention and screening through treatment and survivorship.

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The Iowa Rural Cancer Collaboratory was formed by clinicians and researchers to:

1. Better understand the challenges and needs of health care professions providing cancer-related care to rural populations.
2. Extend resources to rural providers/hospitals throughout Iowa.
3. Facilitate the spread of best practices between rural hospitals.
4. Engage rural providers/hospitals in research designed to address the challenges of providing rural cancer care.

The Power of Working Together

Regardless of health system affiliation, cancer care providers and hospitals in Iowa can work together to ensure that all rural cancer patients can access the care that best aligns with their goals without having to travel further than they or their family can manage. Also, connecting clinicians and researchers can lead to new strategies and resources specifically designed to address the challenges faced by rural patients and their providers.

The Power of Data

The Iowa Rural Collaboratory works closely with the statewide Iowa Cancer Registry, which captures data on all cancers diagnosed in Iowa. Aggregate data can be shared back with hospitals to help with planning, benchmarking, and quality improvement efforts. In addition, data collected through research studies can be used to develop innovative approaches tailored to the needs of rural health care settings.

The Power of Rural

While there are undoubtedly unique and formidable challenges to providing cancer-related care in rural settings, there are no doubt strengths and advantages in rural communities. Data can be used to describe the advantages and to provide evidence for the benefits of receiving care locally. This is a major gap in the scientific literature.

Learning Outcomes

- Identify the general elements of a grant proposal and write a full proposal based on specific review criteria.
- Aligning funding sources based on identifying applicant eligibility and identified needs.
- Understand grant review criteria and also develop skills to review grant proposals using appropriate criteria.
- Managing a grant effectively to lead to other/subsequent awards.

"Fields of [funding] opportunities"

Grantmaking

A funder's perspective ...

Telligen
Community Initiative

12 Things We Wish We Could Tell Every Grant Seeker

1. **If a funder encourages applicants to call for more information, take advantage of that opportunity.** *This gives you a chance to draw additional attention to your proposal, ask questions that will lead to a better application, and verify that your time will be well spent. Remember to ask questions before the day the applications are due!*

2. **Spend time on research...first!** *Locate the application or information about the grant program, review that and then ask questions.*

3. **Know your field.** *Find out who is doing similar work, what identified needs are and use that information to show why your effort is needed in the community.*

4. **Make a plan.** *Grantors know when you've put your proposal together the day/week before the deadline. Give yourself time to make sure the program, and the application, are developed from beginning to end.*

5. **Make your budget and narrative match** *; these should provide two ways of looking at the same project. If they don't match, it suggests that the project is not well developed and organizational lines of communication are not clear.*

6. **Proofread your proposals!** *In fact, have another person read the proposal for grammatical errors and content. Once they have read it, ask them to tell you what they read. If they don't understand it, then the reviewer won't either.*

12 Things We Wish We Could Tell Every Grant Seeker

7. **Submit your application early** ; *at least a day or two before the deadline, do not wait until the last minute. Strive to be early--or at least not the last one.*

8. **Create your 'fund development plan' from/to support your organization's strategic plan** -- *create alignment so there is no mission-creep or chasing of available funds.*

9. **Develop a prospect documentation system** *for you and your organization ...and put it into use. Be sure multiple people are thinking about fund prospecting - it shouldn't just be you or any one person.*

10. Don't pursue funding for a concept unless you have **identified multiple potential funders** *and how you would approach them (now and in the future) to advance your work.*

11. **Getting a grant is just the first step** . *Make sure your organization can evaluate and document its work related to the project so you can attract future funding or develop a sustainability case within your organization. Try to cultivate a funding relationship that could repeat instead of just episodes of funding.*

12. **Develop a relationship with the grantor.** *Invite them to events related to your organization or project. They want to see their investments at work not only read about it in a report.*

Matt's Resources

1: Grantable Idea Assessment

Some Issues to Consider When Thinking About Whether Your Idea is 'Grantable'

1. Have you identified a funder that fits? Yes ____ No ____
    (2,0)
2. Have you contacted a potential funder? Yes ____ No ____
    (2,1)
3. Is this a project/initiative? ____ or general operational support? ____
    (2,1)
4. Is your idea exceptionally unique ____ unusual ____ common ____
    (3,2,1)
5. Is this a client/patient or community? ____ or an organizational need? ____
    (2,1)
6. Is the need compelling? Extremely ____ Strongly ____ Moderately ____
    (3,2,1)
7. Do you know precisely what you want to do and how it will be done? Yes ____ with a few exceptions ____ or generally ____
    (3,2,1)
8. Do you have high ____ medium ____ or low ____ demonstratable organizational capability related to the work?
    (3,2,1)
9. Is your organization highly ____ moderately ____ committed?
    (2,1)
10. Is your organization highly ____ reasonably ____ acceptable as a sponsor/grant recipient?
    (2,1)
11. Is the client and service community or stakeholders supportive? Yes ____ No ____
    (1,0)
12. Is there a collaborative element to the project? Yes ____ No ____
    (1,0)
13. Will this save the community lives or resources? Yes ____ No ____
    (1,0)

TOTAL SCORE: _____

Scale:
- 21-27 = pursue vigorously
- 16-20 = competitive idea
- 11-15 = strengthen concept to be competitive
- Under 11 = do not pursue

Everything in parentheses and the corresponding point scale to be removed when a staff person from your organization is completing to get unbiased, authentic answers to make the rubric most effective as a planning tool)

Matt's Resources

2: Grant Proposal Checklist

GRANT PROPOSAL CHECKLIST

This proposal checklist will help guide you in preparing and double checking your grant proposal. As you write your grant proposal, go back to this checklist from time to time to make sure you are right on track.

	YES	NO	NOT APPLICABLE
PROPOSAL SUMMARY: Clearly and concisely summarizes your project and request for funding			
✓ Backgrounder of your organization			
✓ Your general objectives especially if these are connected to your target grant making agency's own objectives			
✓ Brief summary of past projects and achievements (if applicable)			
✓ Project Overview			
✓ Reasons for the grant request and target amount			
✓ Specific objectives			
✓ Details of the project activities to help achieve objectives			
✓ Other factors that will show project is worthy of the grant			
✓ Is your proposal summary brief, clear and interesting enough to catch attention?			
INTRODUCTION OF THE ORGANIZATION: Describes your organization and its qualifications for funding			
✓ Description of your organization's mission, accomplishments, and programs			
✓ Description of members and clients			
✓ Backgrounder on the management team and staff			
✓ Past achievements of your organization			
✓ Brief description of the area that will benefit your project			
✓ Is your introduction brief and interesting?			
ASSESSMENT OF NEED/S			
✓ Purposes and goals of the organization			
✓ With statistical facts and figures			

Matt's Resources

3: Continuum of Grantee Evaluation

CONTINUUM OF GRANTEE EVALUATION

**Less meaningful
Easier to measure
Shorter term**

EVALUATION LEVEL	EVALUATION QUESTIONS ADDRESSED	EVALUATION METHODS
ACTIVITY/INTERVENTION (the process, such as training or consulting)		
Attendance/Usage/Participation - Number of participants - Number of organizations served - Duration of engagement	- How many and what types of people and organizations used the services, which services did they use and what was the extent of their usage?	- Counting, documenting, and describing participants' characteristics and usage rates.
Quality of Service - Degree of program excellence	- To what extent do the services reflect best practices and current knowledge? - How satisfied were participants with the services? - What did they like and dislike about them?	- Identification of best practices and determination if programs incorporate them. - Direct observation of service. - Customer satisfaction surveys. - Exit interviews with participants right after engagements.
SHORT-TERM OUTCOMES (the direct result of interventions on individual participants/target population)		
Cognitive Change - Learning/knowledge acquisition	- What did the participants learn as a result of the grant and how did the do so?	- Observations from grant implementation process. - Interviews and surveys of participants about self-reported learning (including pre- and post-test and/or comparison group studies). - Testing participants on knowledge gained.
Affective Change - Shift in attitude/emotion	- To what extent and how have the attitudes and beliefs of participants, staff members, or community members' changed regarding the problem or issue being addressed?	- Self-perception surveys (including pre- and post-test and/or comparison group studies). - Focus groups, interviews, and participant observation.
Behavioral Change - Altered behavior	- To what extent and how did the participants, organization, or communities apply and embed the work of the grant (so that is sustains beyond initial implementation)	- Interviewing, surveying (including pre- and post-test and/or comparison group studies), and focus groups with participants and their colleagues.
LONG-TERM OUTCOMES (the longer-term outcomes related to the organization, the organization's clients, and the community)		
Organizational management and governance	- How did overall organizational management capacities (governance, leadership, management, fundraising, human resource development,	- Board and senior staff interviews. - Focus groups with staff and board.

Matt's Resources

4: Due Diligence Tool

Due Diligence Tool Worksheet
Initial Proposal and Document Review Questions

| Steps in the Process	Questions Being Considered About Your Submitted Proposal
First-Level Proposal Review	• Does the project fit within the field? How will the project benefit the field and/or the community? Is there a need for the services/outcomes? • Is the approach solid/evidence based? Are there better approaches for achieving the outcomes? • Does the project fit with a funder's theory of change/vision? Does it build on other grant investments?
Second-Level Proposal Review	• Does the project fit with the organization's mission and theory of change? Does it shift the organization away from its mission? • Does the project design make sense? Do the proposed activities fit with the overall project goals? • Does the cost make sense? • Is this the right organization to do the job? Are there others doing anything like this; and if no, might they do it better? • Does the organization have a successful history of running a similar project? If the proposed scope of work is new for the organization, does it have the capacity to meet the goals?
Discussion with Colleagues	• How are the organization and its key staff leadership perceived in their peer group and by other funders? • Does the organization have a positive history of working and networking with other in community?
First Level Financial Considerations	• Become familiar with the project budget. • Review the description of the project's staffing. Does the proposed project staff design seem logical and adequate? • Consider how the project supports or doesn't support the work of the organization. Do the two fit together?
Financial Document Reviews	• Does the organization have working capital that is equal to the amount of the current liabilities plus adequate cash reserves? • Does the organization have positive net assets? • Does the organization have an operating deficit? • Does the organization have an audit that supports and corroborates the information in their

What's the Score?

A grant reviewer's perspective ...

PROJECT PLAN (5 POINTS)

The project plan is incomplete.	Proposed steps are not clear. Person(s) responsible for completing tasks may not be appropriate, or time for completing steps is unreasonable. Project will likely not accomplish goal.	Proposed steps are appropriate but could be improved. Person(s) responsible for completing steps may be appropriate. Time for completing steps seen as adequate. Project may accomplish goals.	Proposed steps are clear a thought out. Person(s) responsible for completing are well suited for the effor Project is very likely to acco goals.
(0)	(1-2)	(3) (4)	

Comments: Would like more detail on the community event piece. How many? wha What will this look like?

Score: 4

PROJECT EVALUATION (10 POINTS)

Evaluation measures and methods are missing or not relevant to success of project. Evaluation plan incomplete.	Evaluation measures and methods are offered but could be enhanced or improved. Data source or methods are unclear. Evaluation plan not well defined.	Evaluation measures and methods are adequate as offered. Data sources and collection methods may show success of project.	Evaluation measures and methods are clear. Success of th project would be clear. Data sources are appropriate and collection methods are strong.
(0-2)	(3-5)	(6) (8)	(9-10)

Comments: Very good questions + methods outlined — like that you have some baseline data + are getting new baseline data. I think you could put more here on follow-up for people who request kits + don't test who don't return them. If they will they respond to your survey ...

Score: 8

PROJECT IMPACT (10 POINTS)

| Project not likely to reach the target population and does not work toward a policy, systems or | Project will make little impact in targeted community and/or policy, systems and ... | Project will likely reach target population. Policy, systems and environment ... | Project will m... |

Grant Review

All about Grant Reviewers:

- Grant reviewers are typically chosen because of their knowledge related to a specific area of expertise. *May be asked to sign conflict of interest disclosure*
- Depending on the organization, a grant reviewer may receive a small honorarium or payment for their time.
- Scores and comments from reviewers are often used by funders to make their decisions and identify areas of strengths or weakness within a proposal - the reviewer doesn't make the funding decisions.
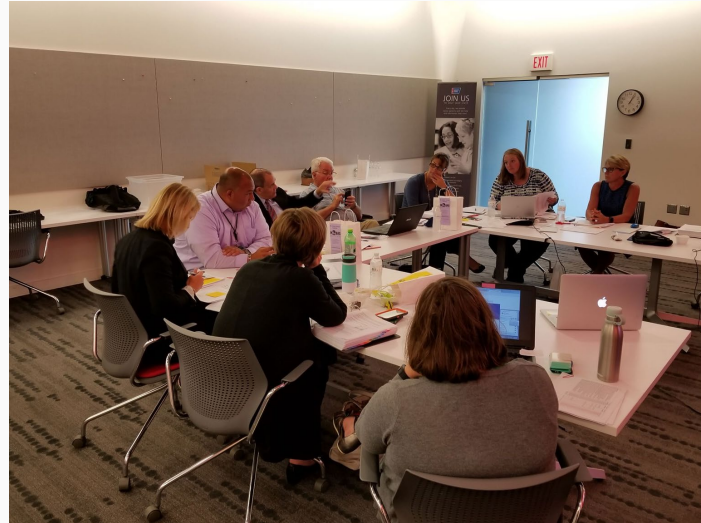
Grant Review

Grant reviewers must to be good at:

- Knowing the organization's funding priorities and scoring rubric.
- Being placed into different grant proposals and scenarios -- and coming out with an understanding of the projects merits and weaknesses.
- Providing useful comments during the review process to inform both the funding organization and the applicant.

Have you ever been a reviewer?

- Reviewing grants is a skill that develops with time and experience.
- Being a reviewer helps you become a better grant writer.

OVERALL PROJECT (15 POINTS)			
Project poorly constructed. Little evidence of potential and/or community support.	Project somewhat described but without enough detail to gauge impact or goals.	Project described well. Goals and objectives could be improved. Good community collaboration.	Project has clear goals, objectives, and evaluation plan. Need for the project is well described. Collaborators' roles are clear and appropriate. High potential for success.
(0-3)	(4-7)	(8-11)	(12-15)
Comments: I love the ideas here, but could use more detail in objectives/activities, budget, + outreach/equity. Collab is good. Eval needs more work.			Score: 8

PROJECT COLLABORATORS (5 POINTS)			
Appropriate collaborators are not involved or no partners are identified. Letter of Support missing.	Some appropriate collaborators appear to be missing. Letters of support are incomplete or unrelated to project.	The collaborators identified are adequate and their roles are clearly stated.	The collaborators identified are fitting and will strengthen the project. A letter of support is provided that clearly indicates the partners' role.
(0)	(1-2)	(3-4)	(5)
Comments:			Score: 5

Scoring Rubric

Score: __/75

Scoring Rubric

FY22 Iowa Cancer Plan Implementation Grant Cycle
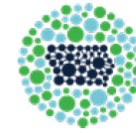
Iowa Cancer Consortium

Information:

Project Name:

Total Dollar Amount Requested:

Reviewer Name:

Poor	Marginal	Satisfactory	Very Good	Outstanding	Points Possible:
1	2	3	4	5	5
0-5	6	7	8-9	10	10
0-8	9-10	11	12-13	14-15	15
0-11	12-13	14-15	16-18	19-20	20

Information:

		Possible Score	Awarded Score
Funding Priorities	1. **How well does the application address the following priorities?** - *Providing support for communities who bear the burden of both cancer and novel coronavirus.* - *Identifying creative adjustments to cancer control practices for mid-to-post-COVID landscape.* - *Addressing issues of systemic racism and inequities across the cancer continuum.*	/10	
	2. **Project summary and details** - Is the project well thought-out? - Does the project seem likely to succeed as described?		

Sample Rural Grant Proposals

Youth and Family Resource Center, Inc.

<u>Location</u>: Shawnee, OK

<u>Geographic Area Impacted</u>: Hughes, Lincoln, Pottawatomie, and Seminole Cos

<u>Project Title</u>: Partners in Caring Coordinated School Health Teams

<u>Brief Project Summary</u>:

Partners In Caring (PIC) is a school-based, integrated health care initiative that provides a wide range of direct care and care coordination services in rural underserved communities. PIC utilizes an evidence-based model and is comprised of health care professionals, mental health professionals, parent educators, social workers, and care coordinators from multiple partner agencies.

Telligen
Community Initiative

Sample Rural Grant Proposals

Mercy Clinics
Location: Iowa
Geographic Area Impacted: Dallas, Guthrie, Polk, Warren
Project Title: Increasing Mercy's HPV Vaccination Rates by Making Effective HPV Vaccine Recommendations
Brief Project Summary:
Develop HPV Vaccine Mercy QI team, recruit physician educators or Advance Practice Clinicians (APC) to train, HPV education and marketing campaign

Akron Mercy Medical Center & University of Iowa
Location: NW Iowa
Project Title: Radon Testing in Plymouth and Surrounding Counties
Brief Project Summary:
Collaborative effort between a family medicine site and UI Department of Family Medicine for a radon testing project in Plymouth and surrounding counties. Led by Dr. Cynthia Wolff and her passion for cancer prevention in the primary care setting.

University of Iowa
Location: All
Project Title: Remote based QOL Intervention for Ovarian Cancer Patients
Brief Project Summary:
Assistance in the development of an innovative web-based QOL intervention program for ovarian cancer patients. Collaborations with NW University Center for Behavioral Intervention Technologies and Fred Hutchinson Cancer Research Center.

After Cancer: Solutions for Sexual Health
Location: Iowa
Geographic Area Impacted: Hughes, Lincoln, Pottawatomie, and Seminole Cos
Project Title: All of Me: Prioritizing Sexual Health for Iowans Impacted by Cancer
Brief Project Summary:
After Cancer is an Iowa-based organization with a mission to bridge the patient-provider communication gap re: sexual health. After Cancer developed a provider-patient communication tool regarding sexual health for oncology patients. Developed a CEU/CME course. https://www.aftercancer.co/

Promise Community Health Center
Location: Iowa
Geographic Area Impacted: Sioux, Lyon, O'Brien, Plymouth and Osceola with focus on Hispanic/Latino ethnicity, including new immigrants
Project Title: Sister to Sister/Hermana a Hermana
Brief Project Summary:
Promise CHC will provide patient navigation (scheduling, arranging transportation, follow-up) and arrange 60 mammogram screening for uninsured women. Services will be offered at no cost to patients through grant funding and renewed agreements with Sioux Center Health (Sioux Center, Iowa) & Hegg Memorial Health Center (Rock Valley, Iowa).

Putting it all Together

A grantwriter's guide ...

Quote

"A fool-proof method for sculpting an elephant:

First, get a huge block of marble: then you chip away everything that doesn't look like an elephant."

- Author unknown

Grant Writing Blends Art & Science

The Art of Grant Writing:

- Requires clear understanding the tools available and context of the environment/partnership.
- Begin writing with a 'coarse' focus and begin to adjust to a 'fine' focus you begin to further edit. In other words, you start with something full and are able to slowly chip away at what doesn't belong.
- Requires you to imagine the project concept in an abstract way -- translating your vision and various angles in a different way to make a cohesive document.
- Polishing - see a beautiful grant when you are done!

The Science of Grant Writing:

- Requires attention to detail and asking the right questions (why, what & how).
- No one will care if you can't explain it, explain the relevance and importance of your idea to those who matter.
- You'll never know whether there's a better way of doing something unless you put it to the test. Making a big advance usually requires challenging your assumptions.
- You have to think critically and remain flexible, as you aren't able to control for every variable. You have to be able to see the big picture and the value your project provides.

Grantwriting

Writing Tips:

- Block out time in your calendar each day leading up to the grant deadline to work on the grant application - *even if it is just 5 minutes.*
- Before spending your time and energy to write, make sure that you and your team agree on the main points and timeline of the project.
- When writing, pretend that you are writing this proposal to someone that knows nothing about your organization or field. *Ex. writing out your organization's purpose/history; spelling out acronyms, making sure that you provide examples of how the proposed work 'fits' into the work that you are already doing.*

Review/Polish:

- Take the time to review the scoring rubric or proposal and compare against the grant you have written.
- Use your network to review! Sometimes you are *too close* to the grant to see information gaps or errors.
- Remove the helping verbs to eliminate the passive voice: *is, am, are, was, were, be, been, being.*

Grantwriting

Sanity Tips:

- Find a working space or environment that keeps you motivated! *What has worked for me: Mixing up my workspace between my office and coffeeshop, the Spotify study playlist, Pomodoro-style work/break cycles, cleaning off my desk, a new plant, etc.*
- Checklist of due dates will help keep you on track.
- **Save, save, save** (& date your documents just in case of disaster).
- If the grant application is solely online, we still use a Word document to create, comment, and edit. Then use copy/paste to upload.
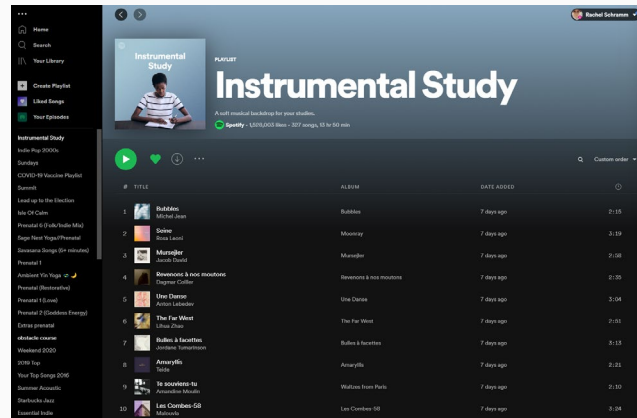
Grantwriting

Timesavers:

- Don't recreate the wheel if you don't have to! *Ex. boilerplate*
- Create a document with your grant title, objectives, and other helpful information to "shop" to your partners during the creation process.
  - Grant information (funding agency, $, deadlines)
  - A paragraph describing what you hope to achieve
  - An area to describe where you might need help or input and how best for people to get you the information.
- If you are asking for a Letter of Support, be clear about the deadline and send them a sample letter with grant information completed as a template.
- Be mindful of the grant approval process within your own organization - which leader needs to sign-off with final approval? How long will it take to get through that process?

Grantwriting

Tools:

SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound) resource from the Minnesota Department of Public Health.

Additional Examples of SMART-er Objectives

Original Objective	SMART-er Objective
Reduce obesity rates for children and adolescents.	By December 31, 2019, reduce the percent of 9th graders in Awesome County who are obese from 8% baseline to 7%.
Meet with colleges to inform them about tobacco-free grounds.	Public Health Staff will meet with key stakeholders at all colleges in our jurisdiction resulting in 3 out of 4 colleges committing to work on tobacco free grounds policies by June 2016.
Use technology to increase department communications.	Communications and IT staff will pilot and evaluate two new communication technologies targeted to external customers resulting in a 25% increase in traffic to the Community Family Health webpage by December, 2016.

Minnesota Department of Public Health.
https://www.health.state.mn.us/communities/practice/resources/phqitoolbox/objectives.html

Grantwriting

Tools:

Follow these organizations for grant updates:

- Iowa Cancer Consortium (www.canceriowa.org)*
- Prevent Cancer Foundation* (https://www.preventcancer.org/research/grants-fellowships/)
- National Cancer Institute: (https://cancercontrol.cancer.gov/funding/funding-opportunities)
- Telligen Community Initiative Foundation (http://telligenci.org/)*
- Wellmark Foundation (https://www.wellmark.com/foundation/)*
- Rural Health Information Hub (https://www.ruralhealthinfo.org/funding/topics/cancer)

*offer annual grant opportunities

Introducing your Collaboratory point of contact for future grant writing technical assistance

Jason Semprini, MPP

jason-semprini@uiowa.edu

The Collaboratory

Use your most valuable assets to improve the success of your grants

Understanding the needs of your patients
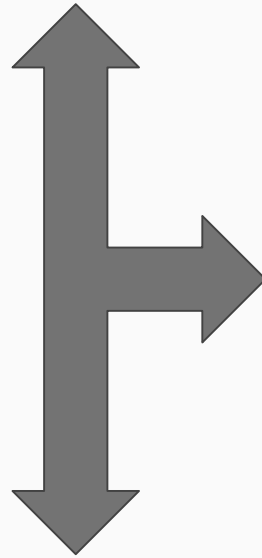
Showcasing your project's potential impact

Patient Engagement and Relationships

The Collaboratory

The Collaboratory can serve as a resource to enhance the grant writing capacity of your hospital
at any stage in the process

- Grantable Idea Stage
- Project Design Stage
- Budgeting and Evaluation Stage
- Revision Stage
- One last set of "eyes" Stage
- From Pilot to Long-Term Funding Stage

Questions?