



Essentials of Successful Grantsmanship

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Objectives

Participants will be able to:

1. Discuss key principles of successful oral health grantwriting
2. Discuss some funders' grant processes and tips

Audience Participation

- Introductions
- What is your grantwriting experience?
- What aspects of grantwriting are the most frustrating?
- Name one thing you think is key to successful grantwriting.



Key Frustrations

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



Some Keys to Success

- Highlighting/following FOA guidance
- Good partnership support; ability to leverage other resources
- Good data to support needs/gaps
- Administrative/agency support
- Appropriate grantwriting expertise/support
- Ability to tell our story
- Good evaluation plan
- Formula (VCP⁴): V = Vision, C = Collaboration, P⁴ = Passion, Partnerships, Precision, Perseverance



Key Sections of a Grant

- Abstract or summary
- Organizational description
- Needs assessment
- Project description
- Service area/populations
- Project goals and objectives
- Work plan
- Staffing
- Partnerships
- Budget/Justification
- Project accountability
- Evaluation plan
- Sustainability
- 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/local/tribal 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 your program priorities, alignment, framework and strategic plan
- How to/when to contact them



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 Process

- 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 those who know the subject area and those who don't
- 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; how to find the right match.
- Grantwriters are best at helping you get organized, reviewing and "cleaning up" what you've written, helping to rewrite in one voice, 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 usually 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 \$
- Find and use/adapt standard paragraphs for organizational description, needs assessment, service areas/populations served, staffing structure
- Collect CVs/bios



Mobilize Partnerships

- Use partners to conceptualize, write, implement, evaluate the grant
 - Staff -- epi, evaluator, program managers
 - Supervisor/agency support
 - State/local/tribal leadership support
 - Chronic disease, MCH, other state/local/tribal programs
 - Medicaid/CHIP
 - Oral Health Coalition
 - FQHCs/CHCs/tribal clinics
 - Universities
 - Community-based programs



Describe Partnerships

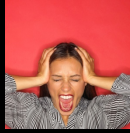
- Identify key partnerships and other resources, including in-kind support
- Describe their commitment to the project
- Identify gaps in partnerships and how you will fill them
- Include an advisory committee if relevant
- Identify new partnerships you are building
- Make sure letters of support state 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; contact if you think the submission didn't go through





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; note maintenance schedules!



What if there is no FOA?

- Some funders use broad priority areas
- Time periods when you can submit a proposal may be open-ended or during a specific time interval
- You may be asked to submit a concept paper before you can submit a proposal
- Find out if you can discuss your idea with one of the funder's staff prior to doing a concept paper



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 requested revisions by appropriate agency officials
- Have one or two people 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 avoiding dental jargon 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/local/tribal plans
- BRFSS, YRBS
- PRAMS
- Cancer Registry
- ASTDD State Synopsis, NOHSS
- State Medicaid/CHIP
- Federal agencies
- National orgs/surveys
- Dental insurers
- Clinic/practice data
- PCA infrastructure and clinical data
- Universities, policy institutes
- State/local/tribal surveys
- Community-based programs



Tools to Show Your Framework

Framework: explores factors that need to be addressed to achieve an overall goal; shows how the factors are connected; provides basis for measurement; acts as a visual communication tool

- Theories of change
- Driver diagrams
- Logic Models



Create Your Work Plan

- Use funder's forms if required
- Use a well-organized form/table format (build the ladder)
 - Goals
 - Objectives
 - Activities and Strategies
 - Time frame
 - Party responsible
 - Evaluation
 - Impact/Outcomes



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 Evaluating 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)



Build the Ladder



- Goal: Improve access to dental care for underserved children.
- Objective: By July 2014, increase to 90 the percentage of children ages 6-12 in schools in Laurel County who have received at least one dental sealant in the last 12 months. (Baseline: 35% in 2012)
- 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.
- Impact: Reduced dental caries rates in school children



Measuring Success

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 improve their no-show rates



Budgets and Budget Justification

- Line Item Budget
 - Include ALL costs
 - Be specific and accurate
 - Be realistic
- Budget Narrative: Descriptive - opportunity to explain your line items. What are items used for? How did you arrive at salary cost to grant?



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



Plan for Sharing Results

Decide on target audiences and plan specific communications

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



“Funders entice other funders”

“Communication maintains your visibility and acknowledges the contribution of partners”



After Submitting the Proposal

- Determine when and how they announce the grants; don't call to find out how you did
- Is it possible to see a summary of reviewers' comments?
- If you don't get it, is there an appeal process?
- If you do get it, what is the implementation date and do you need to do any budget negotiations?
- What are the reporting requirements and when are reports due?
- What other expectations do funders have re: communication? Calls with project officer?



Grants Management

- Write progress reports and be candid about your progress; if there are delays state "why" and "how you will address them."
- Address all performance measures; use quantitative and qualitative data and success stories
- Tell your story so the funders can excerpt portions to highlight in their communication vehicles



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?
- Are we on track with spending?
- What lessons were learned and what successes should we celebrate and share?



3 Things to Remember

1. Relationships—get out of the office!
 - Partners
 - Funders
 - Champions
2. Funders and reviewers are people that need to be convinced that you are worth funding
3. Read and FOLLOW the grant guidance directions!





Let's Hear from the Funders

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DentaQuest Foundation