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**Numbered Memo Series 08-02**  
**May 2008**

**To:** First Responder and Ambulance Service Providers  
Service Medical Directors  
EMS Training Centers

**From:** Brian Litza, Chief  
Wisconsin Emergency Medical Services Section  
Bureau of Local Health Support and EMS

**RE:** 2008-09 Rural Community Grant Opportunity

This message is being sent at the request of the Office of Rural Health regarding a possible grant opportunity focused to rural hospitals and EMS services:

The Wisconsin Emergency Medical Services office has been working with the Office of Rural Health to partner and more focus on rural EMS concerns. In a collaborative effort, emergency medical services have been included in a grant program that addresses rural health issues and the local community hospitals. The attached description of the grant opportunities describes the details of this collaborative grant. Please read the whole grant description as emergency medical services have been included as partners in community health issues and this will provide a great opportunity for EMS to be recognized as strategic partners in public health. **You may address any questions to Kevin Jacobson at (608) 261-1888 or [kmjacobson2@wisc.edu](mailto:kmjacobson2@wisc.edu).**



## Wisconsin Rural Hospital Flexibility Program 2008-09 Rural Community Grant Proposal Guidelines

### PROGRAM BACKGROUND AND PURPOSE

The Wisconsin Office of Rural Health (ORH) expects to receive federal financing through the Wisconsin Rural Hospital Flexibility Program (FLEX Program) to fund efforts to support and develop rural health infrastructure, including grants to rural hospitals and health-care coalitions to assist them in addressing health care issues in their communities.

**The Office of Rural Health recognizes that emergency medical services (EMS) are a vital partner in the rural health care system. This year ORH will award 5 additional points to coalition proposals that include an EMS as a major partner and that address an emergency medical services issue in their community.** We are looking for proposals that address community health issues from a program perspective, therefore, no more than 25% of grant funds can be used for equipment purchase in any proposal. We encourage any community coalition to submit a proposal, whether it is focused on EMS or not. All proposals are reviewed by an external committee and each proposal receives a point total of all reviewers' scores. Proposals are ranked by point total and the top ranked proposals will receive a grant award. The number of proposals awarded will be based on final federal funding amounts. The 5 point bonus for EMS proposals will be added to total score before ranking.

We will award planning and implementation grants to coalitions that address a community or regional health issue. Planning grants of up to \$10,000 and implementation grants of up to \$30,000 will be awarded to community coalitions that include a rural hospital with 50 or fewer licensed beds and that share planning and implementation responsibilities between multiple partners. We place a priority on proposals that demonstrate a high probability of leading to measurable impact on the coalition's objectives.

**The deadline for proposals is Thursday, August 7, 2008. Hard copies and electronic copies must be in the Office of Rural Health no later than 4:00 pm on August 7. There are no exceptions.**

The larger purpose of the Rural Community Grant Program is to assist rural health care providers and rural communities to respond in a comprehensive, collaborative, and effective way to address challenges affecting the rural health system and rural communities. With this support, local and regional partners working together will be better able to assess community needs and plan and implement strategic responses to improve rural health care in their community.

### GRANT CATEGORIES

We feel that most coalition projects need time and sustained effort by all partners to develop a competitive proposal. By offering funding for both planning and implementation, we can assist communities that have a working coalition in place that has developed a detailed project **and** communities that are in the initial stages of coalition development and project planning. You may apply

for either a planning **or** an implementation grant, but not both. Your proposal should reflect the guidelines outlined below, depending on the category for which you are applying.

### *Planning Grants*

We will award planning grants of up to \$10,000. These grants are intended to assist coalitions with developing a community or regional project proposal and preparing for implementation. Planning proposals should describe the health issue identified, the role of coalition members, steps you will take to develop appropriate actions to address the issue, and a description of a small pilot project(s) you will use to determine the suitability of activities. At the end of this planning process your coalition should have the necessary information, experience and commitment to prepare a well-developed proposal that you can submit to funding agencies in the future.

### *Implementation Grants*

We will award implementation grants of up to \$30,000. These grants will assist coalitions who have a detailed community or regional health project proposal to implement specific actions to achieve objectives. Implementation proposals should include: well defined roles for all coalition members; a detailed justification of the project's need, which should include a description of the health issue that the coalition is interested in addressing with the project; an explanation of project objectives and how this project will address these objectives; a detailed work plan with well defined outcome measures; and a design for an evaluation that will assess the project's success compared to the original objectives. An important part of an implementation proposal is a description of the planning process the coalition has previously completed.

## **ELIGIBLE APPLICANTS**

**To be eligible to apply for these grants, proposals must come from rural health coalitions, which must include a rural hospital of 50 or fewer licensed beds. To qualify for the 5 point bonus, a proposal must include an EMS as a major partner and address an emergency services health issue.** Coalitions should include partners with well-defined roles in the project, such as the local public health department, medical or dental care providers, the school system, public-safety agencies (e.g., fire or police departments), local government, non-profit organizations or the business sector.

**Please Note:** Our goal is to assist as many community coalitions as possible with limited resources. Beginning this year, we will not be able to fund the same implementation project for more than one year. If you applied for and received a planning grant, you may apply for an implementation grant (to move ahead with full implementation) in a subsequent year. We hope you understand that this will allow us to provide limited program resources to more communities.

## **ELIGIBLE ACTIVITIES**

Activities in both types of proposals must occur in the context of a broad-based initiative, with clear responsibilities for all partners in the coalition. Projects that consist entirely of internal improvements for one partner are not eligible. Equipment purchase cannot exceed 25% of the budgeted grant funds.

- Eligible planning activities can include identifying additional coalition members and defining their roles, compiling data on and creating a needs assessment for a specific health care issue, and creating a strategic plan that includes design and evaluation models (for example, the

Planning Tool in Attachment B). The coalition can employ these in the future to address the specific health care issue they have identified.

- Eligible implementation activities will improve access to quality health care services, address the health and wellness needs of community members, and/or improve health-care provision in rural communities.

## EXAMPLES OF PREVIOUSLY APPROVED PROPOSALS

Below are examples of proposals we have funded in the past, project activities, and the grant amount:

- A project to improve breast-feeding rates among new mothers. Activities included preparation and distribution of education material and one-on-one post-partum consultation by trained staff. \$12,000
- A community education project on methamphetamines. Activities included a series of public meetings on meth use in the area, what a meth lab looks like and what the public can do about this problem. Meetings were advertised in various media. \$16,000
- Identification and prevention of diabetes. Activities included on-site diabetes screening at area businesses, a media awareness campaign about diabetes and support of the county diabetes coalition. \$20,250

## REQUIREMENTS

### Application Requirements:

- **Planning Grants:** A coalition must exist and have identified a health care problem or an unmet health care need in your region or community that you believe merits addressing with resources from the Rural Community Grants program and other sources before submitting a planning grant application. The application must:
  - Identify a community or regional health care problem or an unmet health care need you intend to address;
  - Describe each member's role in the coalition;
  - Include a memorandum of understanding<sup>1</sup> (MOU) between coalition members, agreeing to work on the planning process for the period of the grant;
  - Identify specific actions the coalition will undertake in order to develop activities to address the health care issue, including a needs assessment;
  - Clearly identify the roles and responsibilities of each coalition member in planning a program to address the health care issue;
  - Identify outcome measures you will use to provide evidence of your achievements.  
**Project outcomes must include the successful completion of at least one pilot activity;**  
and
  - Include the design of a final evaluation that will measure your planning effort's success.

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<sup>1</sup> A sample Memorandum of Understanding can be found online at:

<http://www.hud.gov/offices/hsg/mfh/nw/partnerships/partnershipsresources/nwpartnermou.pdf>

- **Implementation Grants:** Coalitions must engage in collaborative planning before submitting an implementation grant application. This planning process must include representatives from all coalition members. Your proposal should reflect thoughtful consideration by your coalition of a health care issue affecting your community or region and include specific, well-defined actions the coalition will take to address the issue. The application must:
  - Identify a community or regional health care problem or an unmet health care need the project will address;
  - Describe the collaborative planning process to date, including a description of the role of all coalition members, how you identified the health care issue and how you developed activities to address the issue;
  - Include a copy of a memorandum of understanding (MOU) between coalition members;
  - Describe the specific objectives your project will achieve;
  - Include specific activities the coalition will undertake to address the issue and their relation to your project objectives;
  - Clearly identify the roles and responsibilities of each coalition member in implementing project activities;
  - Identify outcome measures that you will use to provide evidence of project achievements; and
  - Include the design of a final evaluation that will measure project outcomes against objectives.
- The proposal must include a design for your final project evaluation. Your final report should include the results of this evaluation. The evaluation should be designed to measure the progress of the project, as well as the impact or outcomes that resulted from the activities. Your evaluation should indicate whether proposed activities were completed and if they achieved proposed outcomes, e.g., whether the proposed number of people attended public information sessions or the proposed number of patients received counseling. The evaluation should measure outcomes compared to original project goals and identify whether the project has achieved those goals. A mixture of quantitative and qualitative measurements is preferable. The evaluation design you include in your proposal should describe the measures you will use in your final evaluation to determine project success (how you will measure whether an activity has been completed, how an objective or goal has been achieved).
- Applicants must be willing to share their proposal, all reports and the results of their project with the public.

### **Reporting Requirements:**

- A **Progress Report** (electronically submitted), summarizing activities and expenditures to date and including initial observations or measurements, will be due approximately five months after funds have been disbursed.
- A **Final report** (electronic and paper submission), based on the evaluation model and summarizing activities and outcomes and including final expenditures, will be due approximately September 30, 2009.
- Both reports will follow a format supplied by the Wisconsin Office of Rural Health.

## MATCH REQUIREMENT

There is a 25% match requirement. On a \$30,000 grant, for example, the coalition should show additional donations of at least \$7,500 in cash or in-kind contributions, for a total project cost of at least \$37,500. Cash or in-kind contributions greater than 25% are desirable and highly recommended. Matching contributions could include: wages and benefits of a staff member working on the project that will be paid by a public health agency; the value of lab services donated by a hospital; food and refreshments provided by an assisted living facility; or supplies donated by a medical clinic.

## ESTIMATED AWARD AMOUNT AND DURATION OF FUNDING

The maximum amount we will award for any implementation grant is \$30,000, and \$10,000 for any planning grant. The number of awards is dependent on final federal funding. The fiscal year of the Rural Community Grant Program is September 1, 2008 through August 31, 2009. **You must spend all funds by August 15, 2009.** You will not be reimbursed for project activities completed after this date. We cannot approve carry-over requests for unspent funds.

## TECHNICAL ASSISTANCE

In addition to financial support, the Office of Rural Health will provide general technical assistance with this application preparation. Contact Kevin Jacobson at 608-261-1888 or 800-385-0005, ext 21, or by e-mail at [kmjacobson2@wisc.edu](mailto:kmjacobson2@wisc.edu) for assistance. **There will be an optional teleconference where Mr. Jacobson will provide more detailed information on the application components. You will be notified on the date/time at a later date.**

## RURAL COMMUNITY GRANT PROGRAM TIME LINE

Applications due: **August 7, 2008**

Sub-Contracts will begin by October 2008 \*

\* This date is only an estimate; the actual grant effective date may vary. If your proposal is selected, you should not begin program activities until after the effective date.

## GRANT AWARD PROCESS

Submit applications to the Wisconsin Office of Rural Health, care of Kevin Jacobson, where they will be reviewed internally for completeness and appropriateness. We will forward applications to an objective committee for review. The committee will make recommendations for funding and we will notify the application contact person of the final determination. The University of Wisconsin-Madison will send a sub-contract agreement for review and signature. When the agreement is fully executed through the University, invoicing instructions will be sent to the contact person. You should not begin projects until the grant agreement is fully executed.

## SUBMITTING THE PROPOSAL

Send five (5) complete paper copies and one electronic copy to Kevin Jacobson at the mailing and email addresses below. **These must be received in the Office of Rural Health by 4:00 p.m. on Thursday, August 7, 2008.** Please contact Kevin if you created part of the proposal on graphic or other software that requires special handling. Our office uses Microsoft Office 2003 for PC.

## CONTACT INFORMATION

Direct any questions regarding the Wisconsin Rural Hospital Flexibility Rural Community Grant Program to:

Kevin Jacobson, Program Manager  
Rural Communities Initiatives  
Wisconsin Office of Rural Health  
310 N. Midvale Boulevard, Suite 301  
Madison, WI 53705  
Phone: 608/261-1888  
Toll-free: 800/385-0005, ext 21  
E-mail: [kmjacobson2@wisc.edu](mailto:kmjacobson2@wisc.edu)

These guidelines are also available on the Office of Rural Health website, <http://www.worh.org/RCgrants>, where you can view information on past recipients and their successful proposals.

**PLANNING GRANT APPLICATION REQUIREMENTS:**

Use the following outline to prepare a *planning grant application*. Applicants should provide documentation of each point listed below. You may submit additional documentation, but such material should be limited to information that is relevant to the scope and purpose of your proposed project. *Applications should not exceed 8 pages, excluding Cover Sheet and Appendices. **You will be penalized one point for every page over the maximum.*** Organize your grant application in the following order:

- A. **Application Cover Sheet** (*Attachment A*)
- B. **Executive Summary** 400 words or less..... 5 Points
  - 1. Title and Description of Project
- C. **Coalition Information** 1 page ..... 15 Points
  - 1. Description of the coalition, its partners and their roles in the project
  - 2. History of the planning process to date
- D. **Problem/Need Being Addressed** 1-2 pages ..... 15 Points
  - 1. Description of the problem or need
  - 2. Why now is an appropriate time to address this problem or need
- E. **Work Plan** 1-2 pages ..... 30 Points
  - 1. Objective(s) -- categories of activity which would affect the goal of producing an implementation grant proposal (*Attachment B is an optional planning template*)
  - 2. Activities (specific) within each category, with completion dates and the responsible partner
- F. **Evaluation Plan** 1 page ..... 15 Points
  - 1. Measurements of success for each level (Activities/Objectives/Goal)
  - 2. Expected outcomes and how they will be measured
- G. **Budget** 1-2 pages..... 15 Points
  - 1. Categories: (*Attachment C is the REQUIRED format*)
    - a. Salary, Fringe, Equipment, Travel, Supplies, Contracts/Consultants and Misc. Costs
  - 2. In-Kind/Matching versions of the above categories
  - 3. Brief Narrative to explain above and describe plans for sustainability, if appropriate
- H. **Appendix**
  - 1. Letters of Support: minimum 3 distinct..... 5 Points
  - 2. Short bios and resumes of key project staff
  - 3. Copy of a Memorandum of Understanding signed by coalition partners

**IMPLEMENTATION GRANT APPLICATION REQUIREMENTS:**

Use the following outline to prepare an *implementation grant application*. Applicants should provide documentation of each point listed below. You may submit additional documentation, but such material should be limited to information that is relevant to the scope and purpose of your proposed project. *Applications should not exceed 15 pages, excluding Cover Sheet and Appendices. **You will be penalized one point for every page over the maximum.*** Organize your grant application in the following order:

**I. Application Cover Sheet** (*Attachment A*)

**J. Executive Summary** 500 words or less..... 5 Points

1. Title and Description of Project

**K. Coalition Information** 2-3 pages..... 15 Points

1. Description of Coalition and the partners' roles in the project
2. History of the planning process

**L. Problem/Need Being Addressed** 2-3 pages ..... 15 Points

1. Description of the problem or need, with appropriate quantitative backup
2. Why now is an appropriate time to address this problem or need
3. Who the project will impact

**M. Work Plan** 3-4 pages ..... 30 Points

1. Goal of the project (*Attachment B is an optional planning template*)
2. Objectives -- categories of activity which would affect the goal
3. Activities (specific) within each category, with completion dates and the responsible partner

**N. Evaluation Plan** 1-2 pages..... 15 Points

1. Measurements of success for each level (Activities/Objectives/Goal)
2. Expected outcomes and how they will be measured

**O. Budget** 2-3 pages..... 15 Points

1. Categories: (*Attachment C is the **REQUIRED** format*)
  - a. Salary, Fringe, Equipment, Travel, Supplies, Contracts/Consultants and Misc. Costs
2. In-Kind/Matching versions of the above categories
3. Brief Narrative to explain above and describe plans for sustainability

**P. Appendix**

1. Letters of Support: minimum 3 distinct..... 5 Points
2. Short bios and resumes of key project staff
3. Copy of a Memorandum of Understanding signed by coalition partners

Wisconsin Rural Hospital Flexibility Program  
Rural Communities Grant Program 2007-08

GRANT APPLICATION COVER SHEET -- Attachment A

**Project Title:** \_\_\_\_\_ **Coalition Name:** \_\_\_\_\_

**Planning Grant** \_\_\_\_ **or Implementation Grant** \_\_\_\_ (select one) **Amount Requested:** \_\_\_\_\_

**1. Applicant Organization (entity with which the grant contract is to be executed)**

Legal Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone \_\_\_\_\_ FAX \_\_\_\_\_

**2. Administrator, Executive Director, or CEO**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

**3. Contact Person for Application**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

**4. Person authorized to sign the grant contract**

Name \_\_\_\_\_

Title \_\_\_\_\_

**5. Federal ID # of applicant organization:**

\_\_\_\_\_

**6. List all active partners (those responsible for activities and/or contributing matching/in-kind contributions). Use an additional page if necessary – this will not count against your page total:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I certify that the information contained within this application is true and accurate to the best of my knowledge. I submit this application on behalf of the applicant organization.

Signature

Date

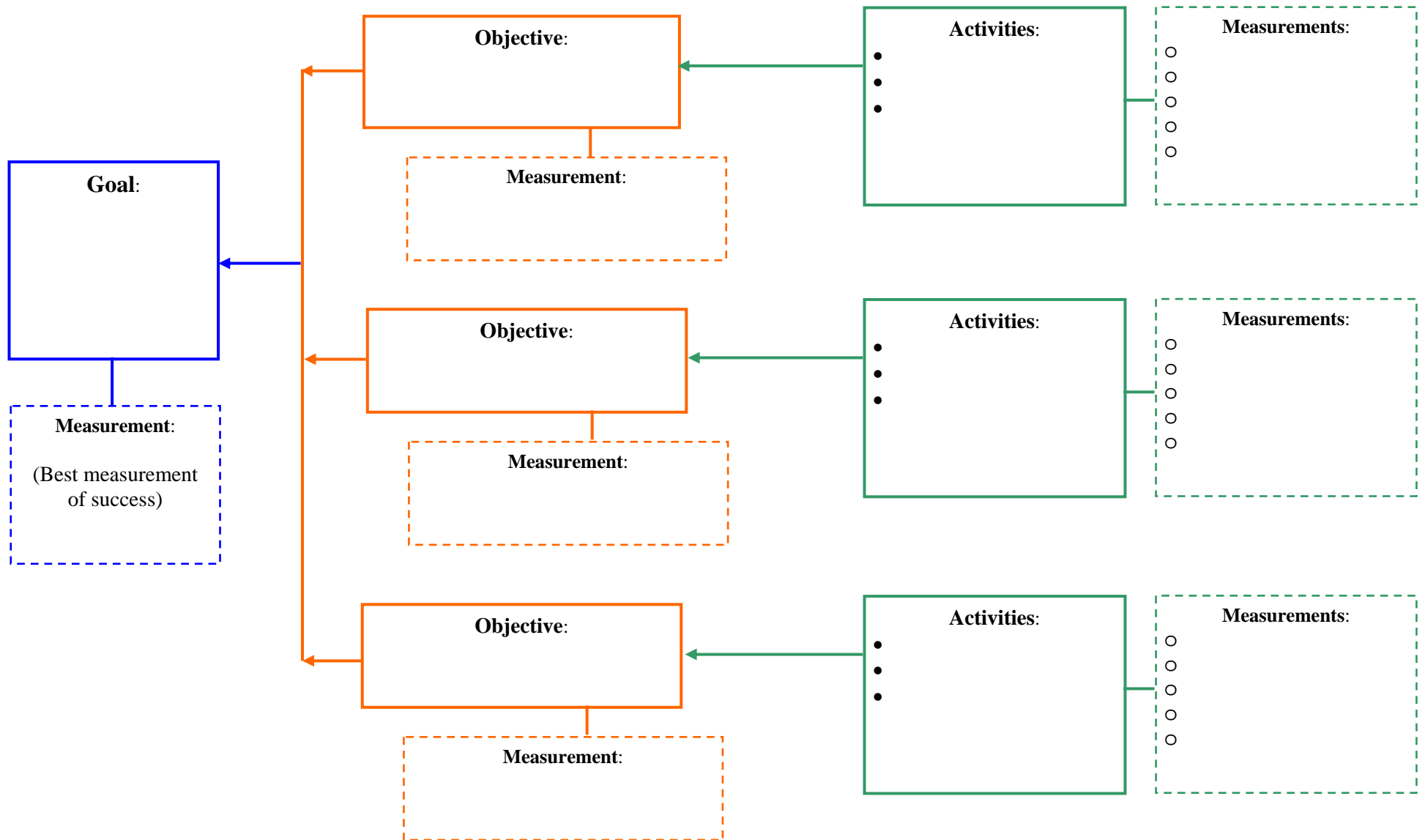
ATTACHMENT B  
**Work-plan Reporting Format**

<b>Project Goal:</b>	
<b>Outcome measure:</b>	

<b>Objective 1:</b>			
<b>Outcome measure:</b>			
<b>Activity</b>	<b>Timeframe</b>	<b>Responsible Person</b>	<b>Measures and Anticipated Outcomes</b>
1.1			
1.2			
1.3			

<b>Objective 2:</b>			
<b>Outcome measure:</b>			
<b>Activity</b>	<b>Timeframe</b>	<b>Responsible Person</b>	<b>Measures and Anticipated Outcomes</b>
2.1			
2.2			
2.3			

# Planning Tool for Community Projects



The examples below may help you in developing your project work plan. These are only suggestions; you are not required to follow this format or method in your work plan.

**Project goal** - This is a broad, general statement of what you hope to accomplish with your project and how you plan to do it. The statement usually includes a “to” and often a “by” or “through.” The “to” refers to what you hope to accomplish in the project and the “by” summarizes the approach you will take to accomplish the goal.

*Examples:* **For an oral health project**

To improve the oral health of low-income children in \_\_\_ County *by* piloting a model that integrates oral health into routine pediatric primary care services.

**For a methamphetamine use-reduction project**

To educate the community on the dangers and symptoms of methamphetamine use *by* creating and implementing a tri-county promotional campaign.

**For a planning project**

To develop a project that addresses childhood obesity *by* determining the level of the problem in the region and *by* identifying the best methods of reducing childhood obesity.

**Objectives** - Concise statements describing the specific actions the coalition will take in order to attain the project goal. Objective statements often begin with an action verb like increase, reduce, improve, etc.

*Examples:* **For an oral health project**

Provide oral-health assessments and preventive education during well-child visits at \_\_\_ County providers.

**For a methamphetamine use-reduction project**

Educate the community on the dangers and symptoms of methamphetamine use *by* creating and implementing a tri-county promotional campaign using various media and outreach methods.

**For a planning project**

Develop a collaborative community project to reduce childhood obesity in the region.

**Activities** - the “how” section of the work plan, where you outline the steps you will take to accomplish your objective. You may wish to arrange activities chronologically by start dates.

*Examples:* **For an oral health project:**

- Develop an oral health training project for Main Street Clinic providers and staff
- Conduct and evaluate oral health care training for providers and staff
- Revise clinic encounter form to include oral health assessment, oral health education and topical fluoride application

### **For a methamphetamine use-reduction project**

- Create a series of radio spots on the dangers and symptoms of use of methamphetamines for airplay on 3 regional radio stations
- Create a poster on the dangers and symptoms
- Hang posters in all schools, public health office, gas stations, grocery stores, etc.

### **For a planning project**

- Collect information on the extent of childhood obesity, locally and nationally, and its impact on health
- Conduct surveys to determine what type of project(s) would be most effective in achieving a goal of reducing childhood obesity in the region
- Define the collaborative partners roles and activities in the project
- Develop a detailed implementation grant proposal, including budget, activities, outcome measures and evaluation

**Measurements** – Throughout the planning model, there are measurements attached to each item. A guiding question for crafting a measurement is, “How will we know we’ve succeeded in \_\_\_?” Accurate measurements are often tricky to find, and require discussion among the partners. They also often bring up conflict between partners, as two partners who’d agreed on a general goal may have very different ideas of how to specifically measure its success. But this is the essential work of planning – bringing up the conflict at this stage means that the partners are gaining a detailed understanding of the project vs. just agreeing to vague beneficial goals. These discussions are very healthy to a coalition, and ensure that once the differences have been worked out the group can move forward in a cohesive and united fashion.

### **Resources**

*The work plan reporting format was adapted from the Wisconsin Partnership Fund For a Healthy Future application materials (<http://wphf.med.wisc.edu/index.php>).*

*The planning tool was adapted from material developed for the Healthy Wisconsin Leadership Institute Community Teams Program (<http://hwli.org/communityTeams.asp>). Portions of those materials were adapted from the following resources:*

Applicant Toolkit. New Hampshire Endowment for Health web site, accessed on April 20, 2008 at [http://www.endowmentforhealth.org/grant\\_center\\_applying.asp](http://www.endowmentforhealth.org/grant_center_applying.asp)

Grant Writing Resources. University of Wisconsin School of Medicine and Public Health, Wisconsin Partnership Fund for a Healthy Future web site, accessed on April 20, 2008 at: [http://wphf.med.wisc.edu/how\\_to\\_apply/grantWritingResources.php](http://wphf.med.wisc.edu/how_to_apply/grantWritingResources.php)

Miner LE, Miner JT. *Proposal Planning & Writing* (3<sup>rd</sup> edition). Westport, CT: Greenwood Press, 2003.

U.S. Department of Health and Human Services. Centers for Disease Control and Prevention. Office of the Director, Office of Strategy and Innovation. *Introduction to Program Evaluation for Public Health Programs: A Self-Study Guide*. Atlanta, GA: Centers for Disease Control and Prevention, 2005.

## Attachment C

### Budget Template

This is the **required format** for your project budget. You may insert additional rows as necessary. You are not required to have expenses or contributions in every category. Include a brief description of each item, e.g., 10% of an RN's wages, 200 miles @ \$.46/mile, 300 brochures @ \$1/each. Expand on the descriptions and relate each expense to your objective and activities in the budget narrative. You may use either Microsoft Excel or Word, but you must follow this format.

(NAME) Project Budget				
BUDGET CATEGORY	DESCRIPTION	GRANT REQUEST	MATCHING/IN-KIND CONTRIBUTIONS	TOTAL PROJECT EXPENSE
Wages				(Grant + Matching/In-Kind)
Fringe Benefits				
Travel				
Equipment		(Cannot exceed 25% of Grant Request Total below)		
Supplies				
Consultants/Contracts				
Other Costs				
<b>TOTAL</b>				