

# Access Leadership

*Healthcare That Leaves No One Behind*

## **Fund Development Toolkit**

**2009**

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## Fund Development Toolkit

### Introduction

The following is intended to provide a starting place for fund development planning, as well as a reference source for tools and resources. It is designed to support the funding needs of a community healthcare collaborative in the development of a new service line expansion. The Fund Development Toolkit provides four tools to assist your search for seed funding and sustainable funding opportunities:

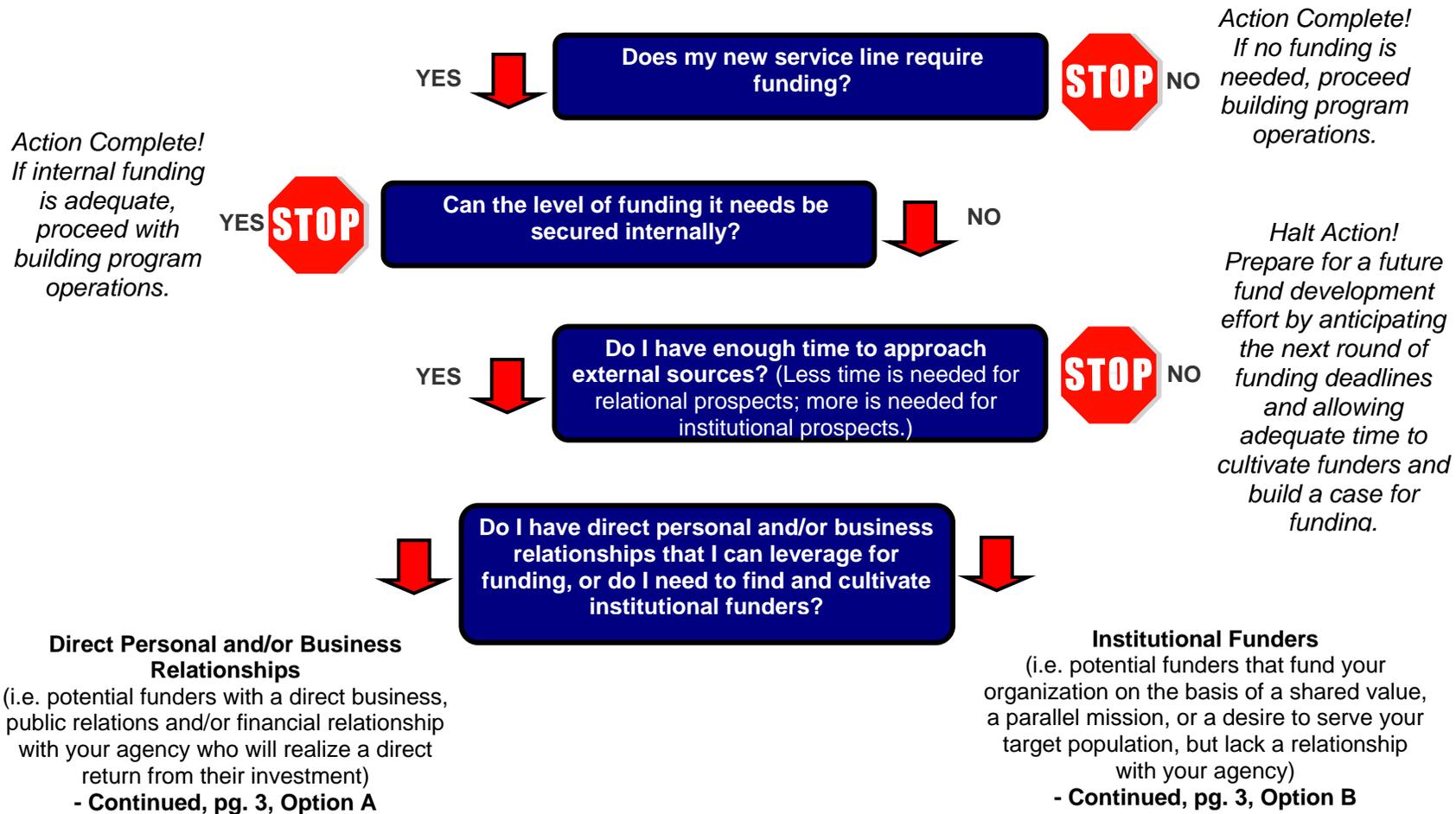
- 1) *Decision Tree* – A decision tree walks readers through a process of identifying resources and needs related to each fund development project. The decision tree ends in a list of resources related to business planning, which is useful in developing a standard request for funding.
- 2) *Finding and Cultivating Foundation Investment* – Philanthropic investment provides an important part of Access Model program revenue. This tool provides resources related to finding philanthropies and understanding their funding priorities.
- 3) *Getting Started on Your Grant* – This resource provides basic direction on preparing for and writing a request for grant funding.
- 4) *Grant Writing and Management Tools* – Within Access Model work, there are several important resources that provide updated news on grant opportunities. This tool provides a description of each, as well as direction on leading resources related to writing a grant.
- 5) *Per-Service-Line List of Funding Sources* – Nationally, there are Access Model funding sources that are interested in specific project areas and service lines. This tool provides an explanation of the funding opportunities for each major Access Model service line, as well as a short list of specific funding programs.

Funding opportunities change constantly. For more current or specific direction on securing Access Model funding or for assistance conducting comprehensive sustainability planning, please contact Ascension Health Access Leadership at 314.733.8411 or [cbrooks@ascensionhealth.org](mailto:cbrooks@ascensionhealth.org).



## Tool #1 – Fund Development Decision Tree

Potential sources that have a relationship with and a direct financial benefit from a nonprofit’s business plan are more likely to fund an effort. Institutional prospects (philanthropic entities, public governmental entities, and those receiving a new appeal for funding) require more cultivation time and resources to develop. Begin the process by working through the decision tree below for each new service area being considered for start-up.





After it is decided if the funding sources to be cultivated are relationship-based or Institutional (see decision tree above), proceed by considering the next series of questions related to preparing for and approaching a funding prospect.

## Option A - Direct Personal and/or Business Relationships

- 1) Which of my direct personal and/or business relationships has the highest likelihood of funding my initiative?
- 2) Does the potential funder fit my agency's mission and vision statement?
- 3) Who within my organization has a personal relationship with a leader at the potential funding institution?
- 4) Are there partnership considerations related to past history or conflicts of interests?
- 5) Does the size of the potential award justify the level of effort required to pursue and manage the funding?
- 6) Has the business case been created to facilitate a funding request?
  - a. Executive summary
  - b. Statement of need
  - c. Clarity on size of "ask" and the use of the funding
  - d. An explanation of the Return on Investment
  - e. An explanation of the impact
  - f. Understanding of the legal structure of the prospective funder, as well as a list of all key leaders
- 7) Are members of my agency trained and prepared to approach the potential funder?
- 8) Submit the proposal.
- 9) Was the attempt successful?
- 10) Why was/wasn't the attempt successful?

## Option B – Institutional Funders

- 1) Are there private and/or public organizations within this sphere that fund such efforts? (For a robust series of tools to identify and understand potential funders, see below).
- 2) Does the potential funding organization offer funding programs, RFPs or contracts, or do they accept unsolicited requests?
- 3) Do these opportunities fit my organization's purpose?
- 4) Does the size of the potential award justify the level of effort required to pursue and manage the funding?
- 5) Has the business case been created to facilitate a funding request?
  - a. Executive summary
  - b. Statement of need
  - c. Clarity on size of "ask" and the use of the funding
  - d. An explanation of the Return on Investment
  - e. An explanation of the impact
  - f. Understanding of the legal structure of the prospective funder, as well as a list of all key leaders
- 6) Are members of my agency trained and prepared to develop the proposal or contact bid?
- 7) Submit the proposal.
- 8) Was the attempt successful?
- 9) Why was/wasn't the attempt successful?



## Tool #2 – Finding and Cultivating Foundation Investment

The following materials are sources related to locating and conducting corporate intelligence on foundations and corporate donation programs. Of the many resources available nationally, these are among the most comprehensive, lowest cost, and easiest to use.

**The Foundation Center's Online Foundation Search - [www.foundationcenter.org](http://www.foundationcenter.org)** The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. Established in 1956, and today supported by more than 600 foundations, the Foundation Center is the nation's leading authority on philanthropy, connecting nonprofits and grantmakers.

- Search feature is free
- Added searchability is \$20 per month
- Great for deeper details on past giving

**GuideStar - [www.guidestar.org](http://www.guidestar.org)** GuideStar's mission is to revolutionize philanthropy and nonprofit practice by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving. GuideStar provides access to tax forms and other information related to nonprofit corporations.

- Free to access IRS 990 forms (the tax return that nonprofits submit to the IRS annually) and search by region
- \$30 per month to see board membership, archived 990s, and search by interest area
- Search compatible nonprofits and sometimes see a listing of their grant sources
- Search foundations and peer nonprofits and see who they funded and who has funded them

**The Grantsmanship Training Center's Corporate and Foundation Resources by State - [www.tgci.com/funding.shtml](http://www.tgci.com/funding.shtml)** The Grantsmanship Training Center was created in the 1970s to allow small community nonprofit agencies to learn how to find and cultivate philanthropic investment. Today, the Center provides educational and intelligence tools, including a free directory of the top philanthropic and corporate donation programs in each state.



## Tool #3 – Per-Service-Line List of Funding Sources

The following material is organized according to the service line (the general type of service) being administered by a community-led healthcare collaborative. For each type of service, the table provides a brief explanation of successful strategies in finding seed and sustainable funding, based on the opinion and experience of the Ascension Health Access Leadership team members. Also provided is a list of several funding sources. Each source is nationally available, reoccurring, and available for private nonprofit organizations.

### • **Pharmaceutical Services**

**Funding Sources Overview:** Like all other access-related services for low-income, non-elderly uninsured adults, seed and sustainable funding for pharmaceutical services are most often secured through local investors in industries such as government, healthcare and business. Further, for investment not secured locally, seed funding for pharmaceutical access is very often intertwined with funding programs serving the general primary care safety net, or with existing federal programs to expand pharmaceutical access through the 340(b) system. Since access to medications is dependent on access to a prescribing physician, national-level funding for pharmaceutical services is often tied to expansions of other basic services. Notable national-level funding opportunities include:

#### **Funding Option 1: Pharmaceutical manufacturers' corporate responsibility and foundation giving programs.**

Though program focus may differ, most major drug manufacturers have community investment dollars available through grant, award and partnership programs. Learn more by logging into the Ascension Health communities.myascensionhealth.org Web site:

<https://communities.myascensionhealth.org/communities/accessleadership/accessmodels/System%20Hidden/Pharmaceutical-Funding.aspx?PageView=Shared>

**Funding Option 2: 340(b) Drug discount programs.** 340(b) is a status definition for a healthcare facility, and relates to a section of the public health code that authorizes reduced-cost purchasing for medications, often at rates that are much deeper than Average Wholesale Price (AWP). 340(b) eligibility is highly defined, and limited to Disproportionate Share (DSH) Hospitals with a certain Medicare DSH adjustment percentage and certain federally subsidized clinics. Learn more at: [http://pssc.aphanet.org/documents/bridge-340B\\_001.pdf](http://pssc.aphanet.org/documents/bridge-340B_001.pdf)

**Funding Option 3: Rural Health Planning, Network Development, and Outreach Grants.** Rural Health Planning, Network Development and Outreach Grants provide funding to help rural communities strengthen their healthcare systems. Grants support rural providers for one to three years who work together in formal networks, alliances, coalitions or partnerships to integrate administrative, clinical, financial and technological functions across their organizations.

<http://ruralhealth.hrsa.gov/funding/>



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### • Oral Health

**Funding Sources Overview:** Like all other access-related services for low-income, non-elderly uninsured adults, seed and sustainable funding for oral health services are most often secured through local investors in industries such as government, healthcare and business. Notable national-level funding opportunities include:

**Funding Option 1: American Dental Association's Samuel Harris Fund For Children's Dental Health Grants Program.** The ADA Foundation established a permanent endowment fund dedicated to oral health for children and to the prevention of childhood cavities. The Harris Fund awards competitive grants of up to \$5,000 to nonprofit applicant programs whose oral health promotion initiatives are designed to improve and maintain children's oral health through education and community outreach. [www.ada.org/ada/adaf/grants/index.asp#harris](http://www.ada.org/ada/adaf/grants/index.asp#harris)

**Funding Option 2: Aetna Foundation.** The Aetna Foundation is the independent charitable and philanthropic arm of Aetna, Incorporated. Founded in 1972, the Foundation helps build healthy communities by promoting volunteerism, forming partnerships and funding initiatives that improve the quality of life where its employees and customers live and work. [www.aetna.com/foundation/](http://www.aetna.com/foundation/)

**Funding Option 3: Rural Health Planning, Network Development, and Outreach Grants.** Rural Health Planning, Network Development and Outreach Grants provide funding to help rural communities strengthen their healthcare systems. Grants support rural providers for one to three years who work together in formal networks, alliances, coalitions or partnerships to integrate administrative, clinical, financial and technological functions across their organizations. <http://ruralhealth.hrsa.gov/funding/>

### • Mental Health

**Funding Sources Overview:** Similar to other healthcare interventions among the uninsured, safety net mental health services provide the largest financial benefit to the patient and his or her employer. However, there are no known nationally-replicable models of safety net delivery which have successfully captured a portion of patient and employer financial savings to offset a majority of operational costs. National grant programs for mental health services are rare, and therefore highly competitive.

**For mild to moderately mentally ill patients:**

- There are replicable models available where employers provide consumer incentives for seeking preventive care and integrating positive health behaviors. Such programs impact mental health issues, and have success in modifying healthy behaviors, particularly when large financial incentives are provided.
- There are funding programs designed to more thoroughly educate primary care providers, the largest healthcare delivery source for this population, in diagnosing and treating mentally ill patients.

**Funding Option 1: The Nathan Cummings Foundation Health Program Grants.** The goal of the health program is to improve people's health and well-being, especially those who confront barriers due to low-to-moderate socioeconomic



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status, race, ethnicity or gender; recognizing the link between physical health and the economic, social, environmental, psychological and spiritual factors that affect individuals, families and communities.

[www.nathancummings.org/health/index.html](http://www.nathancummings.org/health/index.html)

**Funding Option 2: Regional Community Health Grants Program.** Through the Healthy Community Grants Program and the Healthy Community Outreach Program, Aetna and the Aetna Foundation will award up to \$4 million for philanthropic initiatives. Services must include the following:

- a) Community-based initiatives that increase access to quality healthcare and improve overall wellness in Depression and Obesity; and
- b) Health professions training and support programs [www.aetna.com/foundation/grants\\_reg/](http://www.aetna.com/foundation/grants_reg/)

### • Transportation

**Funding Sources Overview:** Transportation seed and sustainable funding can be categorized into at least two models of service delivery: 1) programs that provide episodic transportation assistance to and from medical appointments and 2) programs that establish comprehensive community transportation infrastructure. The former typically includes a small number of vehicles and staff, and is funded by the hospital or clinic where the patient has an appointment.

**Funding Option 1: Direct funding through a hospital or clinic, based on a cost/benefit business justification.** This type of analysis compares the value of lost revenue for a given service to the cost of providing an intervention that would offset the loss. If the difference between the intervention cost and the lost revenue cost is substantial enough, it may merit an investment in the building of program services. To learn more about Return on Investment analysis or to complete an analysis, please refer to the Return on Community Investment (ROCI) Toolkit (also available in the attached CD or by contacting the Ascension Health Access Leadership Department at 314.733.8414).

**Funding Option 2: Rural Transit Assistance Programs (RTAP).** Provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the specific needs of transit operators in non-urbanized areas. RTAP has both state and national program components.

[www.fta.dot.gov/funding/grants/grants\\_financing\\_3554.html](http://www.fta.dot.gov/funding/grants/grants_financing_3554.html)

**Funding Option 3: Rural Passenger Transportation Technical Assistance Program.** Short- and long-term technical assistance is available to help small communities enhance economic growth and development by improving community transportation services. <http://web1.ctaa.org/webmodules/webarticles/articlefiles/M-STAPP.pdf> and

<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=49&z=5>

### • Community Health Record (CHR) Development

**Funding Sources Overview:** Like all other access-related services for low-income, non-elderly uninsured adults, seed and sustainable funding to develop Information Systems are most often secured through local investors in industries such as government, healthcare and business.



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**Funding Option 1:** Survey research has shown that CHR programs that have achieved sustainable funding do so primarily through two methods: membership fee structures tiered to allow healthcare organizations the highest potential benefit from the system (hospitals and health systems) by sharing a higher portion of the financial risk of operating the CHR; and through usage fees and products. Not unlike the membership fee tactic, usage fees and product reimbursements are tied not to member agency size, but to volume of use. Other less important seed and sustainable funding streams can be found in Medicaid Administrative Activities (MAA) claiming, public and private grant funding, tobacco dollars and capital campaigns.

For-profit Personal Health Record (PHR) systems being developed by companies such as Google and Microsoft impact the development of CHR systems in that they make the outlay of large capital costs more risky. Free-market private systems may satisfy many of the needs of a CHR, are HL7 Compliant (meaning that they can interface with custom community-developed software), and will absorb much of the cost and complexity otherwise required in the development of a CHR. To view the Community Health Record Development and Implementation Library, please log into [communities.myascensionhealth.org](http://communities.myascensionhealth.org) to open the page.

(<https://communities.myascensionhealth.org/communities/accessleadership/accessmodels/System%20Hidden/CHP-Main.aspx?PageView=Shared>)

- **Medical Homes**

**Funding Sources Overview:** Like all other access-related services for low-income, non-elderly uninsured adults, seed and sustainable funding for pharmaceutical services is most often secured through local investors in industries such as government, healthcare and business.

**Funding Option 1: The Nathan Cummings Foundation Health Program Grants.** The goal of the health program is to improve people's health and well-being, especially those who confront barriers due to low- to moderate-socioeconomic status, race, ethnicity or gender; recognizing the link between physical health and the economic, social, environmental, psychological and spiritual factors that affect individuals, families and communities.

[www.nathancummings.org/health/index.html](http://www.nathancummings.org/health/index.html)

**Funding Option 2: Aetna Foundation.** Through the Healthy Community Grants Program and the Healthy Community Outreach Program, Aetna and the Aetna Foundation will award up to \$4 million for philanthropic initiatives. Services must include the following:

a) Community-based initiatives that increase access to quality healthcare and improve overall wellness in Depression and Obesity and

b) Health professions training and support programs [http://www.aetna.com/foundation/grants\\_req/](http://www.aetna.com/foundation/grants_req/)

- **Care/Case/Disease Management**



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**Funding Sources Overview:** Like all other access-related services for low-income, non-elderly uninsured adults, seed and sustainable funding for pharmaceutical services is most often secured through local investors in industries such as government, healthcare and business.

**Funding Option 1: The Nathan Cummings Foundation Health Program Grants.** The goal of the health program is to improve people's health and well-being, especially those who confront barriers due to low-to-moderate socioeconomic status, race, ethnicity or gender; recognizing the link between physical health and the economic, social, environmental, psychological and spiritual factors that affect individuals, families and communities.

[www.nathancummings.org/health/index.html](http://www.nathancummings.org/health/index.html)

**Funding Option 2: Walgreen Community Grant Program.** Organizations seeking funding should have a specific focus on improving: 1) Access to health and wellness in their community; 2) Pharmacy education programs and mentoring initiatives; 3) Civic and Community outreach; and 4) Emergency and Disaster Relief.

[www.walgreens.com/about/community/guidelines.jsp?cf=ln#Procedures](http://www.walgreens.com/about/community/guidelines.jsp?cf=ln#Procedures)



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## Tool #4 – Resources to Help You Stay Current On Funding Opportunities

The following materials relate to grant writing and foundation cultivation, and include those that provide a superior benefit among the many resources available for each given activity. Each includes a brief summary of the resources as well as a link to access the resource.

### Finding Grant Funding:

**Association for Community Health Improvement** - [www.communityhlth.org](http://www.communityhlth.org): The Association for Community Health Improvement's (ACHI) mission is to strengthen community health through education, peer networking and the dissemination of practical tools. ACHI provides a weekly resource and funding update to members, available for a membership fee of \$150 annually. ***Due to the scope of the weekly resource, it is the single most important publication for tracking Access Model funding opportunities.***

**Grants.gov** - [www.grants.gov/](http://www.grants.gov/) Grants.gov is a single source for all federal grant dollars, covering only public grants provided through the federal government. While grants.gov can be tedious to review and does not cover federal appropriations (earmarks), it is a quicker read than the Federal Register.

**Communities Joined in Action** - [www.cjaonline.net](http://www.cjaonline.net) Communities Joined in Action (CJA) is the premier membership organization of community organizations, individuals and corporations who care passionately about improving the lives of the uninsured and underinsured in the face of today's healthcare crisis. CJA provides a monthly funding alert email to members.

**Rural Assistance Center** - [www.raconline.org](http://www.raconline.org) - RAC provides a free listserv and weekly update. Funding and resources pertain primarily to rural health issues, but often have non-rural applicability.

**Don Greismann's Grant Opportunities** - [www.charitychannel.com](http://www.charitychannel.com) This resource provides a weekly update e-newsletter on grant funding opportunities in healthcare and human services, all for a small donation.



**Tool #5 – Getting Started on Your Grant**

Make no mistake, grant writing is technical writing. A good grant may read as smoothly as a respectable nonfiction work, but it always delivers a well-choreographed argument intended to persuade funders to invest in your idea. Since grant writing is technical, the single most important aspect of grant writing is the preparation. The following tips are provided to assist your program in thinking through what to complete before, during and after the development of a proposal. This list is not intended to be all-inclusive, nor is it a step-by-step description of how to write a grant. Rather, these questions will help you prepare for an effective grant writing process and avoid common pitfalls related to grant writing.

<u>Question</u>	<u>Description</u>	<u>Answer</u>
<b><u>Aligning the Relationships</u></b>		
<p><b>Have I found one or more potential funders that merit cultivating an investment relationship?</b></p>	<p>For the community leader with elementary grant searching and writing experience, the problem usually is not finding grant and investment opportunities, it is preparing collaborative leaders and partners to pursue funding opportunities effectively. Please see the Sustainability Planning section of this Toolkit, which will help you identify, prioritize and operationalize the cultivation of a short list of prospects.</p>	
<p><b>Is my agency ready for and supportive of cultivating a relationship with prospective funder(s)?</b></p>	<p>Just because your program needs money does not mean that all funders merit a relationship. Conduct strategic and sustainability planning to educate yourself, your Board of Directors, senior staff and partners about those with whom your program does and does not want to build relationships.</p>	
<p><b>Have I cultivated the participation and interest of community partners to a point where the project is a collaborative effort?</b></p>	<p>Collaborative efforts are perceived as more “fundable” by philanthropic and public investors than unilateral efforts are. The reason is that collaborative work is simply more effective at leveraging non-monetary value and therefore compounding program investment. Successful grant applications will navigate the participation and investment of all the major community stakeholders affected by a grant project.</p>	
<p><b>If required, have I sufficiently aligned the proper relationships with collaborative partners to a point where they are willing to sign a MOU/MOA?</b></p>	<p>Often, funders will require written proof of collaborative unity through the inclusion of a Memoranda of Understanding (MOU) or Memoranda of Agreement (MOA). These are written agreements that attest to the cooperation between collaborative partners. Allow adequate time for partners to discuss and decide upon endorsing an effort through an MOA or MOU.</p>	



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<u>Question</u>	<u>Description</u>	<u>Answer</u>
<b>Is my agency a qualifying applicant?</b>	Refer to the funder's program guidance to discern if your entity qualifies for funding. Keep in mind that some grants are intended for a specific audience of recipients, such as predetermined governmental appropriation (earmark) applicants, universities, Section 330 Community Health Centers, and/or private 501(c)3 nonprofits. It is generally not advisable to write for a grant program if your agency does not qualify as an applicant.	
<b>Have I determined that my program's financial need and the funder's intention are compatible?</b>	Refer to the funder's program guidance and observe their use of language and description of intention related to the funding program. Are you building the project that they were looking to fund? Also, consider contacting project officers, consultants, or conducting intelligence research on past funded programs to better understand the funder's goals.	
<b>Am I certain of the due date and time, the maximum and minimum size of the request, page limitations, and any other explicit guidance provided?</b>	Read the grant narrative thoroughly, if available, to make certain the grant guidelines. To err on these guidelines almost always leads to an unfunded submission.	
<b><u>The Preparation Phase</u></b>		
<b>Are you prepared to lay out a clear and compelling statement of need, including a description of how your intervention will solve the need?</b>	A statement of need should include some level of community assessment. This assessment may be informal or comprehensive, but should accomplish generating a clear understanding of what the need is and what it would take to solve the need.	
<b>Are you prepared to tell the funder how your will spend their money?</b>	Unless explicitly excluded in the RFP guidance, tell the funder how you intend to spend their money. Include narrative describing the program operations, detail on the process and outcome measures that will be achieved, and an overview of program financials via a simple and clearly written project budget.	
<b>Are you prepared to state how you will evaluate the program's success or failure?</b>	Do not underestimate the need for a thorough description of your program evaluation plan. This is particularly important for large grants through institutional funders like foundations and governmental entities.	



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Question	Description	Answer
<p><b>Are you prepared to answer the question “What’s In It For Me” (WIIFM)?</b></p>	<p>All funders want to know the answer to “WIIFM?” If the potential funder is a financial or community partner, explicitly tell them about the financial return, strategic achievement, public relations win, and impact that will result from their investment. If they are an institutional funder with no business or community relationship to your project, be explicit about how you will celebrate, leverage and sustain their investment.</p>	
<p><b>Are you prepared to state the cost/benefit return of your project?</b></p>	<p>Also called return on investment (ROI), cost/benefit analysis is a component to your “WIIFM?” description. ROI provides a detailed and research-based financial forecast of the value derived from an investment. A good ROI statement is stated in dollars, based on current data and valid research, and detailed down to a particular site or facility. An example of a powerful ROI statement is “As a result of this \$20,000 grant award, the emergency department of Local Southwest Hospital, Inc. will receive an annual savings of \$40,000 in retail value, or \$2 annually for every \$1 of initial investment.”</p>	
<p><b>Have you described the staff that will execute the grant-funded operations and discussed their qualifications and competencies?</b></p>	<p>It is common to include resumes and narrative that describes the qualifications of the staff leading the grant-funded effort.</p>	
<p><b>Are you prepared to describe how you will sustain your project after the initial development phase?</b></p>	<p>Sustainability planning is a process of brainstorming potential funders, identifying the most likely funders, and operationalizing a plan to approach and deliver on their long-term investment. Ideally, your request for grant funding will include a description and commitments from partners who will sustain the project.</p>	
<b>The Writing Phase</b>		
<p><b>Do you have adequate staffing and resources to complete the grant?</b></p>	<p>For all grants, make certain there is enough time to develop and write the proposal. For larger grants, it is common to delegate work to several people or committees using the following divisions: 1) grant narrative, 2) budget/financial, 3) evaluation, and 4) final compilation and editing. Another option is to hire a contract grant writer with experience and success in completing similar grants.</p>	



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Question	Description	Answer
<p><b>Have you understood and respected the format required in my Request for Grant Funding or project proposal (such as: font size, margins, page length, compatible outcomes, and discussion of deliverables)?</b></p>	<p>If a funder does not specify a certain format, conduct research as to the types of projects and the kinds of questions in which they are interested. If a funder does issue an RFP, honor the formatting and project direction by adhering to language, length, program outcomes and other variables stipulated by the potential funder.</p>	
<p><b>Are you certain about whom to address the letter and cover page, the format in which the proposal should be sent, and the appropriate postal address, e-mail address or fax number?</b></p>	<p>Refer to the grant narrative, if available, to make certain of the grant guidance. If not directed otherwise and wherever possible, address the RFP to the person who will ultimately review it.</p>	
<p><b>Is your funding request compelling enough to be chosen above a large number of well-written and beneficial competing requests?</b></p>	<p>Many of the grants submitted to foundations are written by passionate and creative leaders in an effort to fund noble community service projects. Perhaps the most important two considerations in writing a grant are related to the realization that grant writing is competition. To complete a worthy grant submission, a grant writer must acknowledge that: 1) the proposed project is superior to other valuable community efforts, and therefore merits displacing other applicants for limited and precious funding, and 2) the grant proposal is a more effectively stated argument for funding when compared to competing proposals.</p>	
<b><u>After the Successful or Unsuccessful Award Notice</u></b>		
<p><b>Are you certain of the date which funders will contact successful and unsuccessful grant applicants?</b></p>	<p>Refer to the grant narrative, if available, to understand the notification schedule. For federal grants, be on the lookout for common award tip-offs such as: a phone call from a congressional/senate staff member, a request for banking and transfer information, or an e-mailed Notice of Grant Award (NGA).</p>	
<p><b>If your grant was not funded, have you contacted the funder in order to request clarification as to why the proposal failed to convince the reviewers?</b></p>	<p>Refer to the grant narrative to contact the project officer. Often they will be willing to provide a short scheduled meeting to discuss why your proposal was not funded. Such calls can be effective at crafting a successful future proposal.</p>	



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<b>Question</b>	<b>Description</b>	<b>Answer</b>
<b>If the RFP is an annually revolving fund, are you prepared to re-apply at the next round?</b>	Refer to the grant narrative to contact the project officer who may be able to give you details as to the annual schedule and potential changes to the funding program.	



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### **Other Tools to Help you Write a Request for Grant Funding:**

**The Grantsmanship Center** - [www.tgci.com](http://www.tgci.com) The Grantsmanship Training Center was created in the 1970s to allow small community nonprofit agencies to learn how to find and cultivate philanthropic investment. The Center provides educational events and written resources related to finding and writing a grant proposal.

**Developing a Quality Grant Proposal** - [www.whitehouse.gov/government/fbci/developing-quality-grants-200510.pdf](http://www.whitehouse.gov/government/fbci/developing-quality-grants-200510.pdf) Whether you have partnered with the government before or not, applying for federal funds can be an intimidating process. This booklet will help you navigate the process by providing some basic information about how to develop quality federal grant proposals. It includes a presentation to guide you through the grant-making process, a copy of an actual program announcement from the Federal Register, and a sample of a successful grant proposal.

**The Foundation Center's Grant-Management Class Programs** - [www.foundationcenter.org/](http://www.foundationcenter.org/) The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. The Foundation Center provides many high-quality classroom, webinar, and written resources related to nonprofit and grant management. Click on the "Gain Knowledge" link for view a list of pay-for-use educational events and resources, or call the Foundation Center at 800.634.2953.



### Other Considerations

#### **Moving toward Coordinated Fund Development through Formal Sustainability Planning**

Sustainability planning, a method to strategically target philanthropic and institutional funders with a high-quality funding request, is critical to program success. Sustainability planning identifies a short list of higher-likelihood funders, and helps you to deliver efficient and coordinated funding requests.

Sustainability planning includes three steps:

- 1) Assessment of Funding Opportunities – Nonprofit agencies often begin fund development work anticipating a short list of likely funding sources. This list of prospects can be expanded through philanthropic intelligence activities in order to gather a broad list of promising funding tactics and prospects. The goal of the assessment process is to identify all potential funders, contracts, partners, investors, and short- and long-term revenue sources.
- 2) Prioritization of Opportunities into a List of Higher-Likelihood Prospects – When a list of potential funders is created, the higher-likelihood prospects must be identified for future cultivation. This can be accomplished by considering four variables associated with each prospect and by prioritizing the potential funders accordingly. Key variables include:
  - a. *The Anticipated Cost* – Since an organization must exert precious limited resources, analysis should account for the financial and human cost of pursuing each funding opportunity.
  - b. *The Anticipated Return* – Next, assessment should provide a realistic picture as to the potential range of return for each funding opportunity.
  - c. *The Likelihood of Success* – Likelihood of success can be determined through thoughtful analysis (such as comparing the number of grant applications versus the number of awards). The likelihood of success for new and creative funding efforts may be unknown until they are attempted.
  - d. *Other Influencing Factors* – Other influencing factors should be identified as they impact which funding opportunities are deemed more or less “likely.” These issues may involve political sensitivities, the maximum life-cycle of a funding opportunity or other factors.
- 3) Development and Delivery of a Business Case to Each Prospect – The goal of building a business case is to create an argument for funding, customized to a potential funder’s consideration. Each business case will look different, depending on the requirements, or needs, of the funder. A business case often includes a project’s description of the vision/mission, operations, budget or financial summary, consideration of the intended process measures and outcomes that will be achieved, and a Return on Investment (ROI) analysis. When available, refer to and follow a funder’s guidance when preparing a request for funding.



## Access Leadership

*Healthcare That Leaves No One Behind*

### **Process Measures and Fund Development Evaluation**

Process measures related to fund development are straightforward – the number of seed and sustainable funding requests produced versus the number successfully funded. These process measures are adequate for measuring seed funding requests. Even outstanding grant writers serving highly organized nonprofit agencies do not experience 100 percent success rate for their funding requests. Due to the nature of funding competition, it is reasonable to expect that local funders (those with a direct benefit from services, and those in the city, county and state) will provide a higher success rate than national institutional funders.