Regenstrief Institute
Advancing health care through research, development and education.

A Practical Guide to Grant Funding

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Overview of Presentation

- Health Information Technology Projects
- Funding Sources for HIT Projects
- Grant Writing Advice
- Grants Management 101
- HIT and Funding Resources
- Questions

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Implementing Health Information Technology…

is not just one thing. It can involve several actions and components including purchasing computers, software, and telecommunication services; the hiring and training of IT personnel; as well as planning and development.

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Projects Supported by HIT

- Computerized provider order entry (CPOE)
- Electronic health records
- Electronic prescribing
- Teleradiology
- Telemental health
- Telehomecare
- Telepharmacy
- Web-base trauma registry
- eICU
- Online education & training

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Health Information Technology is Seen as a Solution to:

- Measure and improve quality of care
- Improve patient safety
- Minimize the rising cost of health care
- Bring medical expertise into rural settings
- Break down barriers of long distance to health care
- Expand workforce training programs
- Empower consumers of health care

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Finding Funding

- Gather information about funding opportunities
- Talk to potential funding entities- first ask for information and guidance
- Write needs assessment about your HIT needs and local demographic information
- Apply to many funding entities & foundations at the same time

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Searching for funding

- Federal, national, state, and local levels
- Funding announcements, colleagues, success stories
- Ask vendors where the money will come from

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Federal Initiatives

Office of Rural Health Policy

- Small Rural Hospital Improvement Grant (SHIP)
- Rural Hospital Flexibility Grant (Flex)
- Rural Health Outreach Grant
- Rural Health Network Development Planning Grant Program (RHNPGP)
- Rural Health Network Development Grant Program (RHND)
- FLEX CAH HIT Network Implementation Grants (CAHHITN)

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Federal Initiatives

USDA-Rural Development

- 2007 Community Connect Broadband Grant Program
- Community Facilities Loan & Grant
- Distance Learning and Telemedicine Loans & Grants

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Federal Initiatives

HRSA Office of the Advancement of Telehealth (OAT)

- Telehealth Network Grant
- Telehealth Resource Center Grant Program
- Licensure Portability Grant Program

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Federal Initiatives

Office of Health Information Technology (OHIT)
   Division of State and Community Assistance

- HIT planning grant
- EHR Implementation Initiative
- HIT Innovation Grant
- High Impact HER Implementation

Federal Initiatives

Universal Service Administrative Company

- Rural Health Care Service Discounts

Federal Communications Commission (FCC)

- Rural Health Care Pilot Program

Federal Initiatives

National Library of Medicine (NLM)
Extramural Programs

- Knowledge Management & Applied Informatics Grant
- Planning Grant for Integrated Advanced Information Management Systems (IAIMS)

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Federal Initiatives

Agency for Healthcare Research and Quality (AHRQ)

- Recently closed 4 programs that supported exploring the use of HIT to enhance ambulatory health care safety and quality.

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Federal Sites to Watch

- Grants.gov

  (get registered now & subscribe to listserv)

- Rural Assistance Center

  (funding section & HIT information guide)

- Agency for Healthcare Research & Quality (AHRQ)

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Office of Health Information Technology (OHIT) is Working with other Agencies:

- Agency for Healthcare Research and Quality
- National Institutes of Heath
- Substance Abuse and Mental Health Services Administration
- Centers for Medicare & Medicaid Services
- Centers for Disease Control and Prevention
- Office of the National Coordinator for HIT
- National Governor's Association
- National Council of State Legislatures
- Association of State & Territorial Health Officials
- National Association of City and County Health Officials

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Grant Announcements

- Often do not specifically mention HIT
- Support health care quality, patient safety, healthcare access, workforce training programs, and controlling the cost of healthcare
- HIT can be a solution to improve these health care initiatives
- If unsure, contact the grant sponsor regarding HIT expenditures for the grant
- Some grants will support HIT efforts but will have restrictions on how the money can be spent and what overall percentage of the budget can be used for HIT expenditures
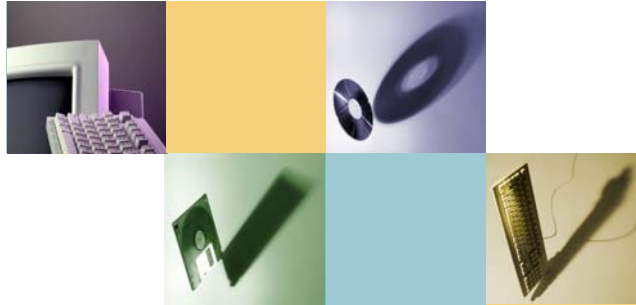

Private Foundations

- Henry J. Kaiser Family Foundation
- Robert Wood Johnson Foundation
- W.K. Kellogg Foundation's Health Program
- Foundation for eHealth Initiatives
- American Health Information Management Association's (AHIMA) Foundation of Research and Education

Grant Writing Advice

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Key Agency Personnel

- **Grants Management Officer (GMO)**
  - Official responsible for business management; non-programmatic aspects of grants
  - Name appears on the Notice of Grant Award

- **Grants Management Specialist**
  - Agent of the GMO
  - Assigned responsibility for the day-to-day management of grants

- **Program Official (Project Officer or PO)**
  - Responsible for programmatic, scientific, and/or technical aspects of grants
  - ****Senior program officials are KEY CONTACTS****

Key Organizational Personnel

- **Authorized Organizational Official**
  - Designated representative of organization in matters related to the award
  - Signs grant application, certifies that organization will comply with all items referenced in the application and use funds appropriately

- **Principal Investigator (PI)**
  - Individual responsible for scientific or technical aspects of the grant and day-to-day management of project
  - If not an employee of grantee organization, PI must have a written formal agreement with organization

- **Project Manager (PM)**
  - Keeps project moving forward on a daily basis
  - Can be key to staying on timeline, on budget, and in compliance with reporting requirements

Grant Application Sections

- **Section A: Specific Aims**
  - Short, clear, concise

- **Section B: Background and Significance**
  - How will your project contribute to the greater good?

- **Section C: Preliminary Studies/Progress Report**
  - Demonstrate org capability and readiness

- **Section D: Research Design and Methods**
  - Specify work and evaluation plans

What Are Agencies Looking for in a Grant Application?

- **Technical and scientific merit**

- **Ability to carry out project activities and evaluation**
  - Staff qualifications and expertise
  - Institution resources
  - Project timeline
  - Projected cost and budget
  - Sound process and a concrete, comprehensive analysis plan

- **Uniqueness / Project's Value Proposition**
  - By law, federal agencies cannot support research that has already been conducted
  - The agency's research priorities (and the particular interests of key officials) are key considerations

Technical and Scientific Merit

- **Does the project address an important issue in the delivery of patient care?**
  - Evidence?
  - Previous Work?

- **Are conceptual frameworks or models used? Have they been adequately developed? Are they appropriate to the project?**
  - Proposed frameworks or models?
  - Are there alternatives?

- **Do project goals align with your organizational and funding agency goals?**

Experience and Resources

- **Has the principal investigator had previous experience leading a grant or major project?**

- **Are there experienced team members for specific aspects of the project?**

- **What planning has been done to date?**

- **What resources will enable project success?**
  - Institutional resources
  - Partner resources
  - Partner commitment

Timeline – Feasibility and Sustainability

- **Can you deliver on your proposed timeline?**
  - Do you have a detailed project plan?

- **Does your organization / partnership have stability?**
  - Have you worked with your partners on previous projects?

- **How will the implemented technology be sustained after implementation?**
  - Who is going to pay for the IT system after the grant funds run out?

Costs and Budget

- **Is the budget reasonable?**
  - Health IT systems are often expensive
  - Health IT projects require significant human resources

- **Will you have the total funds available for project completion?**
  - Your institution?
  - Partner organizations?

- **Some notes on Cost Sharing**
  - Look internally first
  - Connect with your network
  - Clearly demonstrate cost-sharing strategies

Evaluation

- **Most federal grants and contracts require formal evaluation of project outcomes**
  - Put together an "Evaluation Plan"
  - Plan should include formal measures
    - e.g., patient safety, quality of care, technology, human factors, etc.

- **For help with your evaluation plan**
  - http://healthit.ahrq.gov/evaltoolkit

Uniqueness and Dissemination

- **Will your project address an aspect of health IT implementation or evaluation unique to the field?**
  - e.g., enabling access to special population?
  - e.g., demonstration of new type of health IT

- **How will your outcomes be disseminated?**
  - Win-win; the agency wants you to tell your story, and you want to be recognized for your efforts
  - Outline methods outside of scholarly journals

General Advice

- **Details, details, details**

- **Good writing**
  - Align with Specific Aims
  - Use tables and figures liberally
  - Use lots of white space and bullets
  - Balance plain and technical writing

- **Process**
  - Do the budget first; $ can dictate other sections
  - Budget justification should be very detailed
  - Start early; use iterative process

Should I Hire a Grant Writer?

- **Pros**
  - Good grant writers are efficient
  - Provides professional "look and feel"
    - Ability to combine art and science
  - Can alleviate organizational staff time

- **Cons**
  - Can be costly
  - Not all grant writers are equal

- **Alternative Approaches**
  - Team up with a successful grant writer
  - Engage community "volunteer" grant writers
  - Internal Team to Divide and Conquer

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Grants Management: The Rest of the Story

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So You've Been Funded, Now What?

- Spread the good news
  - Reconfirm commitment from key personnel

- Have a kickoff meeting
  - Complete/Submit IRB, other materials
  - Establish org chart, reporting structure, etc.

- Identify required equipment, materials, personnel, subcontracts, etc.

- Develop communications plan

So You've Been Funded, Now What?

- Develop a work plan
  - Timeline, milestones, deliverables, etc.

- Don't try to do too much
  - If you need to alter something, that's ok, but discuss it with your PO

- Stay on budget
  - Think reallocation, not new funds

- Make regular reports to the Agency

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Resources for
HIT and Funding

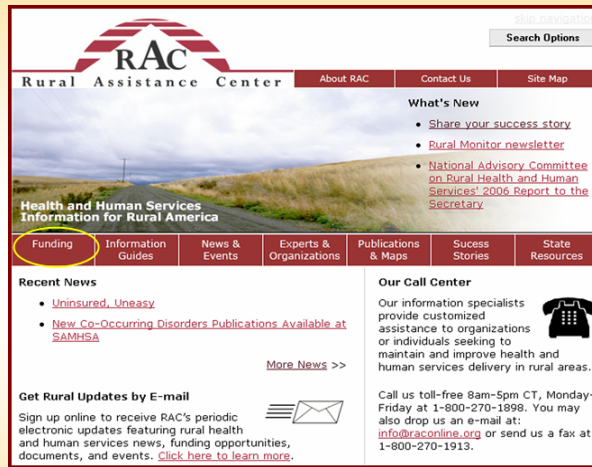**Rural Assistance Center**

What is RAC?

- A federally-funded national information service regarding rural health and human services
- www.raconline.org
- We provide customized assistance with funding searches and provide listservs with latest funding opportunities
- Funding section & HIT information guide

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RAC Funding Section

Organized by topic or sponsor

Program URL
Sponsor
Purpose of the program
Eligibility requirements
Geographic coverage
Amount of funding
Application process
Contact info

AHRQ's National Resource Center

- Source of information to help organizations adopt and implement health IT
  – AHRQ-funded project outcomes/lessons
  – AHRQ-funded tools and resource guides
  – Searchable knowledge library of peer-reviewed and "grey literature"
- Federal health IT funding opportunities

- http://healthit.ahrq.gov

HIT Resources for Rural Stakeholders

- Health Information Technology in Rural Areas (chapter in the National Advisory Committee on Rural Health and Human Services 2006 Report)
- Roadmap for the Adoption of HIT in Rural Communities (document with appendix of resources)
- CEO Survival Guide™: Electronic Health Record Systems (National Committee for Quality Health Care)
- Guide to Getting Started in Telemedicine (document)
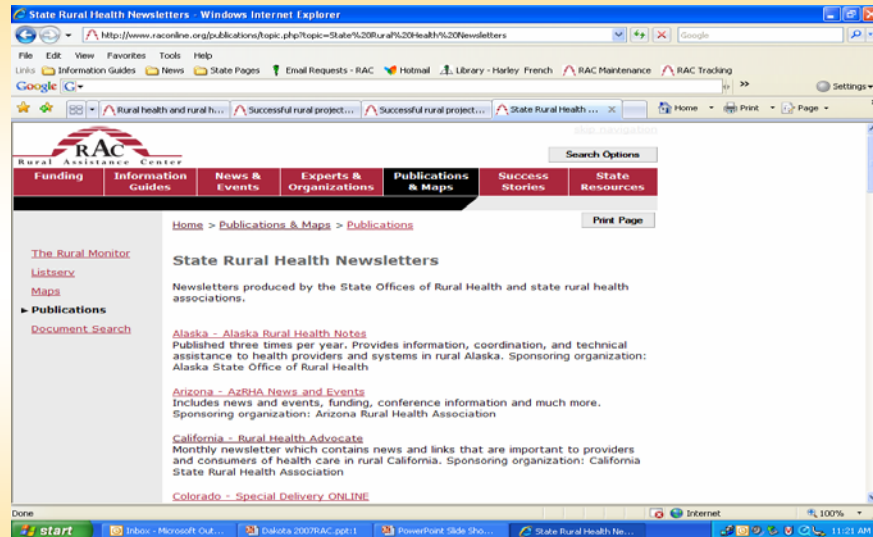- HIMSS HIT Dashboard
- American Telemedicine Association

Where to Find National HIT Success Stories

Success Stories: Newsletters

Where to Find National HIT Success Stories

- E-newsletters
  - Health IT (Modern Healthcare)
  - ihealthbeat.org (daily e-newsletter)
- Newspapers
- Magazines
- HIT Conferences - Health Information Technology: A Rural Provider's Roadmap to Quality, September 2006, Kansas City, Missouri – Power Point slides and some audio files on RAC website

Technical Assistance Service Center (TASC)

HIT Tools & Resources and State HIT Profiles:

- Tools
- Organizations
- Documents
- Dictionary
- Funding
- Legislation
- State Profiles
- Events
- News

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AHRQ's National Resource Center

AHRQ National Resource Center
for Health Information Technology

Electronic Medical/Health Records

Background | Current Activities | Emerging Lessons | Projects Funded by AHRQ | Topics for Discussion |

Background

The electronic collection, aggregation, and reporting of health-related information has been a central theme in the effort to improve the quality, safety, efficacy, and cost of health care in the United States. In the efforts to promote and implement information technology in health care, variations in common terminology have created confusion. Below is an attempt to distinguish language used to describe an electronic database of health-related information.

An EMR (electronic medical record) is generally defined as the set of databases (or repositories) that contains the health information for patients within a given institution or organization. Thus, an EMR contains the aggregated datasets gathered from a variety of clinical service delivery processes, including laboratory data, pharmacy data, patient registration data, radiology data, surgical procedures, clinic and inpatient notes, preventive care delivery, emergency department visits, billing information, etc.

Furthermore, an EMR contains clinical applications that can act on the data contained within this repository - for example, a clinical decision support system (CDSS), a computerized provider order entry system (CPOE), a controlled medical vocabulary, a results-reporting system, etc. In general terms, EMRs are clinician-focused in that they enhance or augment the workflow of clinicians or administrators. EMRs are said to be interoperable if they are able to exchange (transmit and receive) data using standardized data transmission (coding and messaging) formats (standards).

An EHR (electronic health record) extends the notion of an EMR to include the concept of cross-institutional data sharing. Thus an EHR contains data from a subset of each institution's EMR (that is agreed upon by the institution). An EHR may also reside "entirely within one institution" and link the various affiliated practice sites together. The EHR is generally patient focused and spans episodes of care rather than a single encounter. An EHR can only be present if the participating sites all have an EMR in place that is interoperable.

Implementation of an EHR also creates issues related to identification of stakeholders within a community or region and getting their buy-in, legal issues related to cross-institutional data sharing, security and privacy

Tools & Resources

» Can Electronic Medical Records Transform Healthcare?

» AAFPs Center for Health Information Technology Homepage

» Open Clinical Page on EMRs

» Will the real CPR/EMR/EHR please stand up?

» Electronic Medical Records vs. Electronic Health Records: Yes, There Is a Difference

» Opportunities and Challenges Remain when Implementing EHRs

» DOQ-IT EHR Selection Resources

AHRQ Conference Materials

» Using Health IT to

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AHRQ's National Resource Center

AHRQ National Resource Center
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Key Topics

Background information and the latest evidence on key topics from the field of health IT.

» Computerized Provider Order Entry
» Electronic Medical/Health Records
» Electronic Prescribing
» Health IT in Small and

Health IT Implementation Stories

West Virginia Medical Institute: Using IT to Improve Patient Safety in Small, Rural Hospitals

In rural West Virginia, a patient safety project supported by the Agency for Healthcare Research and Quality (AHRQ) is proving that, with the right kind of assistance, all hospitals - regardless of their size or resources - can use state-of-the-art information technology (IT) to vastly improve attention to patient care.

The three-year AHRQ grant has stimulated broad participation by small, rural hospitals across the state in an online patient safety network designed to prevent medical errors. Twenty-eight hospitals currently take part in the program; prior to the AHRQ grant, only six had signed up.

"What is extraordinary is that more than 50 percent of West Virginia hospitals are participating and they're doing so voluntarily," says Patricia Ruddick, MSN, project director at the West Virginia Medical Institute (WVMI), the quality improvement organization that oversees the patient safety program. "Some states that want to adopt these systems have had to pass laws mandating participation."

John G. Brehm, MD, chief medical officer at WVMI, explains that the program was designed to pinpoint and correct common problems that can lead to tragic outcomes. That required, as he puts it, "strength in numbers." But in a state where so many hospitals have less than 25 beds, the only way to get those numbers was to create a single system for fielding reports from multiple facilitie. And that meant wiring remote, financially strapped hospitals for high-speed Internet connections and then training staff, many of whom were new to IT, on how to use special reporting software.

Sounds daunting, but WVMI, leading a public-private partnership that includes the state, the state's hospital association, an IT vendor (Quantros, Inc.), and Verizon, has made it happen. To date, participating hospitals have contributed to a database that has catalogued more than 24,000 "events," information that WVMI and hospital staff have used to identify errors and determine how to prevent future errors.

According to Ruddick, online reporting can have a powerful effect on hospital practices. Before joining the program, she says, most hospitals relied on a paper-based system to flag possible errors. And it wasn't uncommon for those papers to get lost in the shuffle or fail to reach the person who could accurately assess the severity of the situation.

Snapshot

Principal Investigator
Gail Bellamy, PhD
Grant Number
UC1 HS14920
Grant Title
Partnering to Improve Patient Safety in Rural WV
Grant Type
Implementation
Grant Duration
09/30/2004 - 09/29/2007
Brief Description
Expands the reporting of medical errors and near misses, monitors safety event reporting, and develops a learning network among small, rural hospitals and their associated ambulatory care facilities, long-term care facilities, and home health agencies.
Contact Information
Patricia Ruddick at pruddick@wvmi.org , (304) 346-9864 ext. 4211

Related Resources

» Event Rates: In Search of the Best

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» Computerized Provider Order Entry
» Electronic Medical/Health Records
» Electronic Prescribing
» Health IT in Small and Rural Communities
» Health Information Exchange Policy Issues
All Key Topics

Knowledge Library

The Knowledge Library contains both evidence-based and theoretical content gathered by health IT experts. The content is organized into two categories: ○ Core Collection and ○ Partner Contributions. The Core Collection contains items found by AHRQ National Resource Center experts to be of exceptional quality and central to the health IT discipline. Partner Contributions include content provided by professional societies and non-profit organizations experienced in health IT.

Search Knowledge Library [   ] GO

Laws and Standards
Government   Privacy   Sample Legal Documents   Security

Operations
Dissemination   Governance   Human Resources   Project Management

Organizational Strategy
Adoption   Financial   Implementation of Health IT   Planning   Policy   Process Change   Return on Investment   Strategic Planning   Vendor Selection   Workflow Redesign

Organizations
Governmental   Magazines   Nonprofit Organizations   Payers   Professional Societies

Technology
Bar Coding   Clinical Decision Support   Computerized Physician Order Entry   Consumer Health   Continuity of Care Record   Electronic Health Records   Electronic Prescribing   Health Information Exchange Infrastructure   Master Patient Index   Mobile   Personal Health Records   Security   Standards   Telehealth

Value of Health IT

Highlights

» AHRQ NRC Evaluation Toolkit, Version 3
» All Systems Go: Up-front planning sets the stage for a successful informati...
» Barriers to Electronic Health Record Use during Patient Visits
» CPOE Bibliography
» Computerized physician order entry and medication errors: finding a balance
» Health Information Exchange: From Start Up to Sustainability
» Physician Practices: Are Application Service Providers Right for You?
» Summary of the NHIN Prototype Architecture Contracts: A Report for the Offi...
» The Value of Information Technology-Enabled Diabetes Management

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AHRQ National Resource Center
Funding Opportunities

AHRQ National Resource Center for Health Information Technology

Funding Opportunities

Health information technology is a priority area for AHRQ. Since 2004, AHRQ has awarded $166 million dollars in grants and contracts to support planning, implementation, and evaluation of health IT, and to foster health information exchange. AHRQ-specific funding opportuniti can be found at the AHRQ Web site. The HHS Office of Grants (OG) manages approximately 300 grant programs and awards over $239 billi in mandatory and discretionary grant funds annually. To learn more about grants management within HHS, please visit GrantsNet.

All AHRQ Requests for Applications (RFAs) are published on the AHRQ Funding Announcements Web page and in the National Institutes of Health (NIH) Guide for Grants and Contracts.

Many AHRQ health IT projects also receive funding from private charitable foundations, the local community, and State governments.

Federal Web Sites with Funding Opportunities

Open National Library of Medicine Opportunity
» NLM Knowledge Management & Applied Informatics Grants (G08) - grants to enable delivery of high quality scientific or health-related information to end-users

Useful Web Sites
» Grants.gov - Single access point for federal grants
» FedBizOpps - Single access point for federal contracts and procurements
» FirstGov - Single access point for the federal government

Health Resources and Services Administration
» Grants
» Contracts

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All Key Topics

Stay Informed

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Key Funding Resources for
Rural Stakeholders

- **Grants.gov**
  - Central database of over 900 grant programs from the 26 Federal grant-making agencies
  - http://www.grants.gov

- **HRSA Office of Health IT**
  - Source for support with health IT projects
  - Grants for federally qualified health centers, other rural providers
  - http://www.hrsa.gov/healthit/

- **HRSA Office for the Advancement of Telehealth**
  - Source for support with telemedicine projects
  - Grants for telemedicine research and implementation
  - http://www.hrsa.gov/telehealth/

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Other Sites to Find Funding

- The Foundation Center (subscribe to RFP Newsletter)

- National Rural Health Association

- Telemedicine Information Exchange

- Your state offices of rural health: NOSORH Directory

Contact Information

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