

Project Director’s Guide: Tools to Successfully Manage Your Program

Introduction

Welcome to the Project Director’s Guide: Tools to Successfully Manage Your Program. This guide was developed to help you find information that can assist you with managing your Healthy Start program and was developed for Healthy Start Project Directors. These resources can help your program address the five Healthy Start approaches of:

1. Improving women’s health,
2. Promoting quality services,
3. Strengthening family resilience,
4. Achieving collective impact, and
5. Increasing accountability through quality improvement, performance monitoring, and evaluation.

The Project Director’s (PD) Guide enables you to find the on-line resources that can help programs through every step of the process, as they move from getting organized to becoming stewards of their own environment. The Parts have been assigned a number and organized in a way that support a natural progression for Project Directors who may be new to a Healthy Start program. However, Project Directors do not have to necessarily follow any particular order when accessing the information.

Stage in the HS Process	Part of the Project Director’s Guide
The Project Director, in partnership with the Project Officer, creates a collaborative relationship to successfully provide high quality, effective services to participants and satisfy programmatic expectations established by the Maternal and Child Health Bureau (MCHB), Division of Healthy Start and Perinatal Services (DHSPS).	Part I Getting Started, Understanding Your Roles and Responsibilities, and Building Relationships
The scope of the Healthy Start (HS) program can be thought of as encompassing Who, What, and How.	Part II Understanding the Program
Collaborating with JSI and NHSA to improve access to health care by strengthening the health care workforce, building healthy communities, and achieving equity.	Part III Methods to Connecting the Puzzles
The HS program tracks progress, evaluates the process, and develops new ways to foster collaboration and identify new partners within the community to further enhance risk reduction measures.	Part IV Tracking Progress and Moving Forward

The Project Director’s Guide has two additional Parts that can help Project Director’s in any stage of the process:

Part V Complete Process Resources: Sites That Have Information on the Whole Process

Part VI Learning from the Experience of Others: Program Case Studies

There are a number of sections in each Part and each section has one or more entries that has a title, a web address and a short description of the material. In general, the entries are organized from tools that are applicable to Healthy Start and easily accessible. We hope that the PD Guide will help you find the information you need quickly and easily. We have tried to keep information about a resource together within a particular section.

The PD Guide was developed to help you navigate through the Healthy Start EPIC Center website, and most of the material can be found on that site. However, in order to include some particularly useful information, we did include some material from other sources.

The PD Guide will be updated regularly with new material added and outdated material deleted. We will do our best to ensure that web addresses work and are up to date. However, due to the constantly changing nature of the web we cannot ensure that every address will work. We apologize in advance for any difficulty that may cause. If you have any problems, comments or questions with the PD Guide, email your Project Officer.

We hope you find the PD Guide useful and we wish you the best of luck in your journey.

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PART I – Getting Started, Understanding Your Roles and Responsibilities, and Building Relationships

The first step for a Healthy Start Project Director is to get organized. This Part contains resources to help you understand your role and responsibilities as a Project Director, resources to begin the relationship with your Project Officer, and creating partnerships.

Mobilizing Your Program

1.1) Health Resources and Services Administration/Maternal and Child Health Bureau

HRSA: What is it?

<https://www.hrsa.gov/index.html>

The Health Resources and Services Administration (HRSA), an agency of the US Department of Health and Human Services, is the primary Federal agency for improving health care to people who are geographically isolated and/or economically or medically vulnerable. HRSA programs help those in need of high quality primary health care, people living with HIV/AIDS, pregnant women and mothers. This resource talks about the vision, mission and goals of HRSA and in addition, it shows some historical facts about HRSA.

MCHB: About Maternal and Child Health Bureau

<https://mchb.hrsa.gov/about-maternal-and-child-health-bureau-mchb>

The mission at the Maternal and Child Health Bureau (MCHB) is to improve the health of America's mothers, children and families. This site explains MCHB goals, mission and history.

Maternal and Child Health Fact Sheet

<https://www.hrsa.gov/sites/default/files/about/pdf/mchb.PDF>

This document identifies the importance of the Maternal and Child Health Block Grant and other key programs and organizations.

Putting the “M” Back in the Maternal and Child Health Bureau: Reducing Maternal Mortality and Morbidity

<http://www.merckformothers.com/docs/Putting%20the%20M%20back%20in%20MCHB.pdf>

Through a public-private partnership, the Maternal and Child Health Bureau is coordinating efforts to reduce maternal mortality and severe morbidity in the U.S. This article identifies the five areas that need to be addressed when improving maternal health in America.

1.2) Health Resources and Services Administration Project Officer

The Role of a Project Officer

<https://www.hrsa.gov/grants/manage/awardmanagement/roles/printroles.pdf>

The relationship between the Project Director and the Project Officer is key in the success of the program. This resource also highlights the role of the Grants Management Specialist (GMS) and the relationship the GMS and the Project Officer have related to the grant. You can find more

resources pertaining to the GMS in Part III. The Project Officer's roles and responsibilities are outlined in this site.

Using the Call Template

Communication between the Project Officer and the Project Director is vital to project success. The Call Template keeps everyone informed of challenges and progress within the project. If you have not received a Call Template, contact your Project Officer to receive access to one.

Key Contacts within Healthy Start

<http://healthystartepic.org/wp-content/uploads/2015/11/Landing-Page-HS-KeyContacts-new.pdf>

This document covers key contacts and resources that may be of assistance to you as a Healthy Start PD. Contacts range from your assigned Project Officer to other Healthy Start grantees in your Healthy Start region, as well as other useful links.

Communication is Key

<http://healthystartepic.org/resources/project-management-hub/communication/>

The Project Director is responsible for timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. This includes communications with participants, staff, Division of Healthy Start and Perinatal Services' Project Officers and leadership, and community partners and stakeholders. Effective communications establish a common agenda and expectations among participants, staff, partners and stakeholders to achieve collective impact. This site provides information on effective communication.

Monitoring Calls

Monitoring calls are a great way to keep the lines of communication open between a Project Director and the Project Officer. The calls can be scheduled biweekly, monthly, bi-monthly or quarterly based upon the judgement of the Project Officer and the needs of the Healthy Start program. The calls should be initiated early on in the process so that a common agenda and expectations are established.

Site Visits and Regional Meetings

Per the HRSA Grantee Oversight Manual and MCHB Addendum, all new grantees must have a site visit conducted by the Project Officer within the first budget period. HRSA also requires that all current grantees have a least one-site visit during the project period. Regional Meetings are held annually and Project Officers coordinate and work together with the planning committee to prepare an agenda, location, and speakers.

Grantee Forecast

The grantee Forecast is a great resource for Project Directors and staff of the program to stay informed of the information coming from the Division as well as from the EPIC Center. Contact your Project Officer to receive the most current issue of the Grantee Forecast.

1.3) Healthy Start Project Director

Overview of the Roles and Responsibilities of the Project Director

<http://healthystartepic.org/resources/project-management-hub/human-resources/>

The Project Director is responsible for establishing a staffing model that supports the delivery of high quality and effective services to program participants, and assembling staff with the skills and expertise to successfully deliver services. This resource helps you to understand the importance of identifying key staff to foster a successful program, from building an effective team to retaining staff. Other resources on this link include an overview of how to write a job description, how to conduct a performance review, and tips and strategies to use if it becomes necessary to terminate the employment of one of your staff.

1.4) Creating a Common Vision and Setting Goals

Logic Model

<http://healthystartepic.org/wp-content/uploads/2015/11/Scope-Logic-Model.pdf>

This model shows the inputs, activities, short-term outcomes, intermediate outcomes, supportive activities and sustained impact to improve maternal health outcomes and reduce disparities in perinatal birth in the United States through evidence-based practices, community collaboration, organizational performance monitoring, and quality improvement.

Healthy Start Program Timeline of Key Dates

<http://healthystartepic.org/wp-content/uploads/2015/11/Schedule-Timeline-of-Key-HS-Dates-Updated-10-14-16.pdf>

Here you will find the Healthy Start Program 2014-2019 Timeline of Key Dates. It is broken down by year to help with identifying important dates that are rapidly approaching.

Gantt Chart

<http://asq.org/learn-about-quality/project-planning-tools/overview/gantt-chart.html>

A Gantt chart is a bar chart that shows the tasks of a project, when each task must take place, and how long each task will take. As the project progresses, bars are shaded to show which tasks have been completed. This site also provides tips on how to develop a chart for your program.

Steps to Building an Effective Team

<http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps>

You can help build your team dynamics by paying close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships. This guide provides tips on how to effectively lead a team and establish your leadership with each team member.

1.5) National Healthy Start Association (NHSA)

How to Become a Member

http://www.nationalhealthystart.org/get_involved/become_a_member

National Healthy Start Association is committed to improving birth outcomes and health disparities that exist within communities of color throughout the United States. As the membership association for the federal Healthy Start programs, NHSA promotes the development of community-based maternal and child health programs, particularly those addressing the issues of infant mortality, low birth weight and racial disparities in perinatal outcomes.

Conferences and Calendar of Events

http://www.nationalhealthystart.org/what_we_do/spring_conference_2017

The spring conference is held annually in Washington, D.C. Note that this link is from the 2017 conference and you can find the most current conference information on the National Healthy Start Association homepage.

NHSA Contact Information

http://www.nationalhealthystart.org/about_us/contact

This site provides contact information for the NHSA.

NHSA Newsletter

[http://www.nationalhealthystart.org/site/assets/docs/NHSA's%20Fall%202016%20Newsletter%200\(final\).pdf](http://www.nationalhealthystart.org/site/assets/docs/NHSA's%20Fall%202016%20Newsletter%200(final).pdf)

This site will provide you access to the last newsletter that was published Fall 2016.

Mentoring Program

Mentoring is an important tool to assist with strengthening the skills of a Project Director. Peer Mentors can provide guidance, share institutional knowledge, and help a Mentee assimilate into the Healthy Start community. If you have any questions about the mentor program please reach out to your Project Officer.

PART II – Understanding Your Program

Before you can decide what you want to do within your program, you first should understand the program in and of itself. This Part contains resources to help understand the Healthy Start Program and what will be required of you as a Project Director.

Starting with the Basics

2.1) What is Healthy Start?

Healthy Start is...

<http://healthystartepic.org/healthy-start/program-overview/>

On this site, you can watch a 5-minute video featuring Healthy Start Project Directors from around the country describing the essence of the Healthy Start program by finishing the sentence “Healthy Start is...” You can also learn about the history of the Healthy Start Program, from where it began to what it has become.

HRSA Healthy Start Program

<https://mchb.hrsa.gov/maternal-child-health-initiatives/healthy-start>

Here you will find the goals of the Healthy Start program, including who we are helping, strategic approaches, specific services we provide, and how we define success.

Healthy Start – Find a Grantee

<http://maps.jsi.com/healthystart/index.html>

There are 100 Healthy Start grantees in 37 states. You will be able to locate current Healthy Start grantees on this site.

Important Healthy Start Acronyms

<http://healthystartepic.org/wp-content/uploads/2015/11/Landing-Page-Acronyms-new.pdf>

Acronyms can be tricky and hard to figure out. This site lists several commonly used acronyms within and around the Healthy Start Program.

Healthy Start 101

<http://healthystartepic.org/event/special-initiative-healthy-start-101-for-front-line-staff/>

The purpose of this webinar was to provide an overview of the Healthy Start Program for front line staff members and review program expectations. It also provided an opportunity for an open forum for questions to assess how we work together to build the Healthy Start community.

NHSA Publication Saving our Nation’s Babies. The Impact of the Federal Healthy Start Initiative. 2nd Edition, First Edition published 2011.

http://www.nationalhealthystart.org/site/assets/docs/NHSA_SavingBabiesPub_2ndED.pdf

This publication highlights the Healthy Start program and the overall work of Healthy Start initiatives and the NHSA.

Annual Conferences

<http://healthystartepic.org/wp-content/uploads/2015/11/Schedule-Major-Annual-Confs.pdf>

This link will provide you with a list of common conferences within the MCH circle.

2.2) What is the Healthy Start EPIC Center?

Healthy Start EPIC Center

<http://healthystartepic.org/>

JSI Research and Training Institute, Inc. operates the Healthy Start EPIC Center. The Healthy Start EPIC (Evaluate, Partner, Implement, Consider) Center provides training, consultation, and technical resources to community-based agencies working to give every child a healthy start. Healthy Start projects can request technical assistance (TA) and receive help achieving their program goals. This link will take you to the EPIC Center website.

Staff at HS EPIC Center

<http://healthystartepic.org/about-hs-epic-center/epic-center-staff/>

For 35 years, JSI staff in its eight U.S. offices have provided high-quality technical and managerial assistance to public health programs across the nation. This link provides you with a list of EPIC Center staff.

John Snow, Inc. JSI Research and Training Institute, Inc.

<http://www.jsi.com/JSIInternet/>

John Snow, Inc. and the nonprofit JSI Research and Training Institute, Inc. are public health management consulting and research organizations dedicated to improving the health of individuals and communities in the US and around the globe. Here is a link to their website.

Healthy Start EPIC Center e-News

<http://healthystartepic.org/about-hs-epic-center/e-newsletter/>

EPIC Center Alert, a monthly newsletter for Healthy Start grantees, provides resources to support programs to prevent infant mortality by achieving program goals. This link will connect you with the archived copies of the e-News.

Requesting Technical Assistance (TA)

<http://healthystartepic.org/about-hs-epic-center/request-technical-assistance/>

The HS EPIC Center provides free training and technical assistance (TA) to support Healthy Start grantees in achieving program goals to reduce infant mortality, reduce health disparities, and improve birth outcomes. This site will provide you information on how to access TA and explains what happens after you submit the TA request.

Healthy Start Community Health Worker Course

<http://healthystartepic.org/training-and-events/healthy-start-community-health-worker-course/>

The HS Community Health Worker (CHW) Course will provide baseline (introductory) training toward the achievement of perinatal health competencies and core competencies needed to fulfill the roles and responsibilities of a CHW in the Healthy Start program. This link will take you to the CHW modules.

Understanding the Role of Community Health Workers in Healthy Start

<http://healthystartepic.org/event/understanding-the-role-of-community-health-workers-in-healthy-start/>

Community health workers (CHW) play an increasingly important role in helping HS Projects to keep women healthy. The EPIC Center has collaborated with an outside researcher to explore the critical role played by CHWs through a survey of all HS grantees. This link will take you to a webinar on the subject.

Community Health Worker Course Kickoff Webinar

<http://healthystartepic.org/event/online-community-health-worker-course-kickoff/>

This webinar will provide an overview of the Healthy Start Community Health Worker course. It will outline the structure and content of the ten course modules and provide an overview of the types of learning activities included in the course.

EPIC Center Training Calendar

<http://healthystartepic.org/events/>

This site is HS EPIC Center's training calendar, that posts all of the past and upcoming webinars, conferences and events.

2.3) The Scope of the Healthy Start Project

The Scope of the Healthy Start Program

<http://healthystartepic.org/resources/project-management-hub/scope/>

Part of the scope as a Healthy Start project is to recruit enough participants and build enrollment to the benchmark levels. This resource gives you an overview of that scope and dives into the Who, What, and How of the program.

Evidence-Based Practices (EBPs) for Healthy Start Programs

<http://healthystartepic.org/resources/evidence-based-practices/>

Evidence-based practices include actions, activities, strategies, or approaches that improve the health of women, before, during, and after pregnancy in order to improve birth outcomes and

give infants up to age two years a healthy start. This link will provide informational materials and tools that make it easier to implement evidence-based practices.

Healthy Start Screening Tools

<http://healthystartepic.org/healthy-start-implementation/screening-tools/>

The Healthy Start Screening Tools were developed and refined by a set of standardized, evidence-based instruments that will substantially improve our ability to document our participants' needs for care coordination and satisfy our reporting requirements. This site provides access to the Healthy Start Screening Tools.

Training and Technical Assistance for the Healthy Start Screening Tools

<http://healthystartepic.org/healthy-start-implementation/screening-tools/training-and-ta/>

This resource provides ways in which you can connect with the HS EPIC Center for assistance with the Healthy Start Screening Tools.

Healthy Start Screening Tools: Getting Ready to Screen Program Participants beginning January 2017

<http://healthystartepic.org/event/screening-and-benchmarks-initiativehealthy-start-benchmarks-and-screening-tools-care-coordination-quality-improvement-and-program-evaluation/>

This webinar will provide an overview of the Healthy Start Screening Tools aimed to standardize care coordination.

Talking Participants through the Healthy Start Screening Tools

<http://healthystartepic.org/event/ask-the-expertscreening-tools-initiative-talking-participants-through-the-healthy-start-screening-tools/>

This webinar will provide Healthy Start programs the fundamental approaches that will make the screening tools conversational. The rationale for inclusion of specific medical conditions and medications' sections of the Screening Tools will also be discussed.

EPIC Online Screening Tool Update

<http://healthystartepic.org/wp-content/uploads/2017/05/Status-Report-EPIC-Online-Screening-Tool-June28172.pdf>

This webinar will provide EPIC Online Screening Tool users with a reminder of the purpose of the tool that can be used to upload Screening Tool data; recent upgrades in access, an update as JSI prepares and submits the export to DS Federal; and clarify the EPIC Center's ongoing role in supporting the tool.

Five Months of HS Screening Tools Implementation: Grantee Best Practices, Barriers, and Resolutions

<http://healthystartepic.org/event/screening-tools-initiative-five-months-of-hs-screening-tools-implementation-grantee-best-practices-barriers-and-resolutions/>

After five months of administering the Healthy Start Screening Tools, many Healthy Start grantees have gleaned valuable lessons learned and best practices for implementation. This webinar will provide an opportunity for the larger Healthy Start community to hear the experiences of four (4) Healthy Start grantees as they administer the tools and tackle implementation issues.

Screening Tools and Performance Measures Initiative: More than Reporting: Using Performance Measures for Quality Improvement

<http://healthystartepic.org/event/screening-tools-and-performance-measures-initiative-more-than-reporting-using-performance-measures-for-quality-improvement/>

This webinar will emphasize program and quality improvement as it relates to performance measures. Reporting is not only for calculating measures; it provides critical markers for service delivery to women and their families within Healthy Start communities.

2.4) Organizational Structure of the Division of Healthy Start and Perinatal Services

HHS Organizational Chart

<https://www.hhs.gov/about/agencies/orgchart/>

HHS Organizational Chart

HRSA Organizational Chart

<https://www.hrsa.gov/about/organization/org-chart.html>

HRSA Organizational Chart

MCHB Organizational Chart

<https://www.hrsa.gov/about/organization/mchb-org-chart.html>

Maternal and Child Health Bureau Organizational Chart

2.5) Benchmarks, Funding Opportunity Announcement, and Reports

Healthy Start Performance Measures - Benchmarks

<http://healthystartepic.org/wp-content/uploads/2015/11/Scope-Benchmarks.pdf>

This site provides a list and description of the benchmarks (performance targets) for Healthy Start projects, organized by the five approaches.

Healthy Start Benchmarks Data Dictionary

<http://healthystartepic.org/wp-content/uploads/2016/10/HealthyStartBenchmarks09142016-5.pdf>

This manual includes a brief introduction to the Healthy Start Benchmarks, including definitions, terms, and instructions for accurately capturing data.

Healthy Start 3.0 and Benchmarks

<http://healthystartepic.org/healthy-start-implementation/healthy-start-approaches/>

Healthy Start 3.0 focuses on five pillar approaches: 1) Improve women's health, 2) Promote quality services; 3) Strengthen family resilience; 4) Achieve collective impact; and 5) Increase accountability through quality improvement, performance monitoring and evaluation. Each approach is briefly described on this link, including detailed information on the associated benchmarks.

Healthy Start Initiative: Eliminating Disparities in Perinatal Health Funding Opportunity Announcement (FOA)

<http://healthystartepic.org/wp-content/uploads/2015/11/HS-FOA.pdf>

This site describes in detail the scope of work and expectations for Level 1, Level 2, and Level 3 Healthy Start grantees, for project period 2014-2019.

PART III – Methods to Connecting the Puzzles

The next step in the process of reducing infant mortality in your communities is to take action. This Part lists resources that provide explanations for different HRSA grants and program management systems you will be utilizing within your program, from understanding the system to grants management.

Managing Your Grant

3.1) Navigating the Electronic Handbooks (EHB)

An Overview of the EHBs for Grantees

<https://www.youtube.com/watch?v=xxrlOxtFWf4>

The HRSA Electronic Handbooks (EHBs) is the grants and program management system used by HRSA and its recipients. The system allows authorized individuals within an organization to view, edit, or submit grant-related information electronically. This video will help you understand the EHBs and the information it contains, the roles within EHBs, and how to validate your account as Project Director and request access.

<http://healthystartepic.org/wp-content/uploads/2015/11/Contracting-EHBOverview-new.pdf>

This module walks you through steps of understanding the EHBs and the overview of the system.

Getting Started in the EHBs

<https://help.hrsa.gov/display/public/EHBSKBFG/Video+-+Getting+Started+in+the+EHBs>

This video will give you an overview of how to get started in HRSA's EHBs.

How Do I Change My Project Director?

<https://help.hrsa.gov/pages/releaseview.action?pageId=44793877>

This video will take you through the required steps to change your Project Director in HRSA's EHBs.

How to Create an External EHBs' Account?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492086>

This video will take you through the required steps of creating an external account in HRSA's EHBs.

How to Register an Organization in the EHBs?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492084>

This video will take you through the required steps to register an account to an organization in HRSA's EHBs.

How do I Reset a Forgotten EHBs' Password?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492092>

This video will take you through the required steps to reset a password as an external user in HRSA's EHBs.

How to Add a Grant to the EHBs' Portfolio?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492080>

This video will take you through the required steps of adding a grant to the HRSA EHBs' Portfolio.

3.2) Understanding the Grant Process

The Grant Process

<https://www.hrsa.gov/grants/apply/grantprocess.pdf>

This module explains the grant process from pre-award, post-award through closeout.

Quarterly Conference Calls for Grantees

<https://www.hrsa.gov/grants/manage/index.html>

This resource provides you access to the next quarterly conference call's PowerPoint slides. These slides cover relevant information regarding grant management.

3.3) Reports and Documents within the EHBs

What is a Prior Approval Request?

A Prior Approval Request is a request initiated by the grantee to change grant-related information. In the past, these requests were submitted on paper or via email. Grantees are now required to submit Prior Approval Requests through EHBs. Prior Approval Requests include:

- Project Director Change
- Carry over of Unobligated Balances
- Extension of Project Period (with or without funds)
- Re-Budgeting
- Administrative Supplements
- Other Changes (Grantee Name, Deviation from Terms, etc.)

Prior Approval Request FAQs

<https://help.hrsa.gov/display/public/EHBSKBFG/Prior+Approval+Requests+FAQs>

This resource will guide you through how to create, edit, access, and delete a Prior Approval Request.

How to Request a Prior Approval for a Carryover of Unobligated Balances?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492063>

This video will take you through the required steps to submit a Prior Approval Request for carryover of an unobligated balance.

Federal Financial Reports (FFR) Overview

<http://healthystartepic.org/wp-content/uploads/2015/11/Schedule-FFR-Overview.pdf>

This link provides an overview of the FFR, including the FFR process, updates to the user interface, and step-by-step instructions for completing reports. A submission schedule is included on Slide 8 of the presentation.

Federal Financial Reports (FFR) Grantee Handbook

<http://healthystartepic.org/wp-content/uploads/2015/11/Contracting-CFFRQuickReferenceSheetnew.pdf>

This document is a quick reference sheet of EHBs financial report privileges, navigation, deadlines, report status, data entry, and past FFRs.

<https://help.hrsa.gov/pages/releaseview.action?pageId=20873251>

This document is a reference tool for the FFR.

How to Access Performance Reports?

<https://help.hrsa.gov/pages/releaseview.action?pageId=56492072>

This video will take you through the required steps to check/request performance report privileges and how to access performance reports in HRSA's EHBs.

3.4) Grants Management Officer (GMO)

Grants Management Officer/Specialist

Your primary point of contact within the Division of Grants Management Office is the Grants Management Officer who may also be referred to as the Grants Management Specialist. The Grants Management Officer/Specialist is the focal point for receiving and acting on requests for prior approval or for changes in the terms and conditions of award.

The Role of a Grants Management Officer/Specialist

<https://www.hrsa.gov/grants/manage/awardmanagement/roles/printroles.pdf>

This document describes the role and responsibility of a Grants Management Officer/Specialist.

Managing Program Funds

<https://www.hrsa.gov/grants/manage/tipsheetforunallowablecosts.pdf>

Each year, HRSA works with some of our federal recipients to return grant funds spent on unallowable costs, which can affect the recipient's ability to accomplish its important health mission. This document shares some tips to help recipients avoid mispending grant funds on unallowable expenditures or activities.

Understanding the Notice of Award

<http://healthystartepic.org/wp-content/uploads/2015/11/Contracting-Understanding-Notice-of-Award.pdf>

The Notice of Award (NoA) is the official document signed by your Grants Management Officer/Specialist that states the terms, conditions, and amount of the grant award. This document explains the sections of the NoA, provides an annotated sample NoA, and contains links to the HRSA NoA Summary and HRSA Awards Management Tutorial FAQs.

PART IV – Tracking Progress and Moving Forward

Once your program has started to implement projects, there is still more that needs to happen. This Part provides information on measuring the results of your actions, evaluating projects, and communicating outcomes.

Healthy Start Implementation

4.1) Measuring Results

Electronic Data Collection Tool

<http://healthystartepic.org/event/special-initiative-introducing-one-option-for-implementing-the-hs-screening-tools-the-epic-electronic-data-collection-tools/>

This webinar will provide an overview of an optional electronic data collection tool to support implementation of the Healthy Start Screening Tools. The webinar will answer your questions about what the tool can and cannot do and help you make a decision about whether you want to use the tool.

Healthy Start Approaches

<http://healthystartepic.org/healthy-start-implementation/healthy-start-approaches/>

Healthy Start 3.0 focuses on five pillar approaches. In this resource, each approach is briefly described and links to more detailed information on the associated benchmarks and resources.

Healthy Start National Evaluation

<http://healthystartepic.org/wp-content/uploads/2017/01/HS-Eval012417-DUA-webinarFINAL.pdf>

This webinar will provide an overview of the Healthy Start National Evaluation program, and the data sharing/use agreement process.

Healthy Start Program Evaluation Plan

<http://healthystartepic.org/wp-content/uploads/2017/01/Transformed-Healthy-Start-Program-Evaluation-Plan91916.pdf>

This document provides the purpose of the National Evaluation, Evaluation Stakeholders, Evaluation Design, and Evaluation Management.

FAQ: Healthy Start Monitoring, Evaluation, and Data

<http://healthystartepic.org/wp-content/uploads/2017/01/HSMED-FAQs-1717review.pdf>

This document provides commonly asked questions regarding HS Monitoring, Evaluation, and Data.

Contact Information for the HS National Evaluation

<http://healthystartepic.org/healthy-start-implementation/monitoring-data-and-evaluation/>

This resource provides the contact information for the National Healthy Start Evaluation.

4.2) Communicating Results

Reporting Monthly Aggregate-Level Data

<http://healthystartepic.org/healthy-start-implementation/monitoring-data-and-evaluation/>

This resource provides you a link to download and complete the Healthy Start Aggregate Data Reporting Template.

Healthy Start Aggregate Data Reporting User Guide

<http://healthystartepic.org/wp-content/uploads/2017/01/Healthy-Start-Aggregate-Data-Reporting-Guide-v.1.142817compliant5317.pdf>

This resource allows you to refer to the corresponding Healthy Start Aggregate Data Reporting Guide for instructions on how to download, due dates, and where to send your data.

4.3) Sustaining Community Interest and Involvement

Applying the Conditions and Concepts within the Community Context

<http://healthystartepic.org/event/collective-impact-applying-the-conditions-and-concepts-within-the-community-context/>

This webinar includes a brief recap of Collective Impact, emphasizing its goal to promote thinking and acting differently in addressing complex community issues. It also covers the importance of ongoing learning as a key strategy to accelerate the effective implementation of Collective Impact.

Why It's Important and What Healthy Start Communities Can Do to Improve It

<http://healthystartepic.org/event/oral-health-why-its-important-and-what-healthy-start-communities-can-do-to-improve-it/>

This webinar for Healthy Start communities will provide information and materials about improving oral health.

Sustainability Planning Guide

https://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdf

This guide published by CDC is a synthesis of science and practice-based evidence designed to help coalitions, public health professionals, and other community stakeholders develop, implement, and evaluate a successful sustainability plan.

Social Media Tools, Guidelines & Best Practices

<https://www.cdc.gov/socialmedia/tools/guidelines/socialmediatoolkit.html>

This toolkit was developed by the Electronic Media Branch, Division of News and Electronic Media, Office of the Associate Director of Communication at the CDC. In this guide, you will find information to help you get started using social media – from developing governance to determining which channels best meet your communication objectives to creating a social media strategy.

4.4) Grant Opportunities

Grants.gov (Federal Government)

<http://grants.gov>

This site allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-funding agencies.

PART V – Resources: Sites That Are Most Frequently Visited

Healthy Start EPIC Center

<http://healthystartepic.org/>

Healthy Start HRSA Website

<https://mchb.hrsa.gov/maternal-child-health-initiatives/healthy-start>

National Healthy Start Association

<http://www.nationalhealthystart.org/>

HRSA Website

<https://www.hrsa.gov/index.html>

EHBs Login Screen Website

<https://grants.hrsa.gov/webexternal/login.asp>

PART VI – Learning from the Experience of Others – Case Studies

There have been a number of community-based projects around the country that have shared their success stories. These ones were currently accessible via Google when the Guide was first created. Consider periodically “googling” to access new postings or even creating your own post.

Family Road Healthy Start Program

<http://www.wbrz.com/videos/family-road-healthy-start-program/>

Maricopa Community Health Center, Inc. Arizona

https://www.youtube.com/watch?v=xFvQw9_0Kq8

Baltimore Healthy Start Program

<https://www.youtube.com/watch?v=XIP-wa--TUA>

Petersburg, VA, Virginia Department of Health Healthy Start, Loving Steps
Community Action Network

<https://www.youtube.com/watch?v=k94C-uVDpp0>

Hamilton Health Center's Healthy Start Program

<https://vimeo.com/145090481>

Tulsa, Oklahoma Healthy Start Fatherhood Coalition

<https://www.youtube.com/watch?v=472FcUgpN98>