



**Request for Applications
Mini-Grant Initiative
Building the Business Capacity of Senior Nutrition Programs
National Resource Center on Nutrition and Aging**

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Overview

The National Resource Center on Nutrition and Aging (NRCNA) announces a new mini-grant initiative for community-based Senior Nutrition Programs to participate in a national learning collaborative. This initiative will not only provide funding to the successful applicants, but will also provide technical assistance, both in person and through a variety of other learning activities. The learning collaborative will strengthen the business acumen of the participants to prepare them to negotiate contracts with healthcare entities, either directly or as a part of a community-based network, to help improve the sustainability of their programs. NRCNA will award mini-grants of \$10,000 to each selected applicant, funded in part by a cooperative agreement between the Administration for Community Living and Meals on Wheels America.

Number of Awards: 8

Amount of Each Award: \$10,000

Application deadline: 5:00 pm EDT, June 30, 2015

Successful Applicants Notified of Award: on or around July 20, 2015

Anticipated Project Start Date: August 13, 2015

Grant Project Ends: August 31, 2016

All applications must be submitted through the Meals on Wheels America Online Grant System (creation of an account and login required).

[Meals on Wheels America Online Grant System](#)

Background

The Patient Protection and Affordable Care Act of 2010 (also known as the Affordable Care Act, or the ACA) offers numerous opportunities to integrate and coordinate healthcare and community-based long-term services and supports (LTSS) to achieve better care, healthier people and smarter spending.

Purpose

The purpose of this new mini-grant initiative is two-fold. First, it will provide a small amount of funding to each of the successful applicants to support the development or expansion of opportunities to market nutrition services to healthcare entities. Second, and perhaps more importantly, it will provide an opportunity for the successful applicants to participate in a national learning collaborative that can build upon the collective knowledge and experience of nutrition programs in the healthcare space. This collaborative will include both peer-to-peer learning and technical assistance from the NRCNA on how to improve business practices and compete successfully for contracts with healthcare entities to provide nutrition services as part of an integrated care package, either directly or as part of a package of services contracted through collaboration with a community-based network. Examples of service delivery models could include but are certainly not limited to:

- Home-delivered meals as part of an integrated care package offered to healthcare entities, such as managed care organizations (MCOs), accountable care organizations (ACOs), stand-alone hospitals, healthcare insurance companies, etc., to improve the health of their members/patients.
- Meals or other nutrition supportive services such as nutrition counseling, medical nutrition therapy or targeted nutrition education that address chronic diseases that may be alleviated with dietary changes.
- Nutrition/wellness assessments and ongoing in-home safety checks through meal delivery provided as a part of comprehensive care management.
- Meals provided as a part of a transition care plan following a hospital or nursing home stay.

Goals

By applying, applicants agree to the following deliverables if selected:

- Developing a business plan which will include: (1) nutrition services either through a direct contract or as part of a package of services contracted through a community-based network; (2) the value proposition of that nutrition service package; (3) identification of at least one targeted healthcare entity to be offered the nutrition service package, and (4) identification of any necessary community partnerships.
- Meeting with decision makers from targeted healthcare entities identified in the business plan.
- Contracting or developing a formal partnership with at least one healthcare entity by August 31, 2016.

Technical Assistance Available

This learning collaborative will deliver targeted technical assistance through a variety of different activities. The types of technical assistance delivered will vary depending on the needs and goals of the selected applicants but may include:

- Assistance with business plan development;
- Access to subject matter experts, including people who have led successful business development efforts for community-based networks, including nutrition providers;
- Peer-to-peer learning through regular calls, emails, online forums and two in-person meetings;
- Broad-based learning through webinars and written materials from national experts.

Topics that may be addressed by the learning collaborative include but are not limited to:

- Strategic business planning;
- Organizational culture change (staff qualifications, characteristics, inter-organizational operations);
- Development and structure of community-based networks;
- Service packages (identifying, pricing and packaging services);
- Marketing and sales strategies;
- Communication and negotiation techniques;
- Addressing program capacity challenges (developing, increasing and managing the capacity of the program to deliver services);
- Continuous quality improvement (setting standards, defining and measuring outcomes, monitoring);
- Risk management (identifying, accepting and managing);
- Information technology (IT) and integration challenges.

General Requirements

Eligible Applicants

Eligible applicants are Senior Nutrition Programs that currently receive funding from the Older Americans Act for Title III Part C - Nutrition Services or Title VI Grants for Native Americans to provide meals and other nutrition services to older adults in their community. The applicant organization can be either a public organization or private, non-profit organization.

Allowable Uses of Funding

Successful applicants may use the funds provided by the mini-grant for the following expenses:

- Travel for one staff person to attend two (2) in-person grantee meetings (a half-day meeting on August 31 prior to the 2015 Meals on Wheels America Annual Conference, Orlando, Florida and a second meeting to be held in Washington, DC at a later to be determined date);
- Salaries of staff whose work is allocated to the project;
- Local travel related to the project;
- Expenses for community partnership meetings related to the project, such as supplies, printing, meeting room rental;
- Consultant fees or other supportive functions related to the project;
- Other relevant costs associated with implementing the project.

Funds may not be used to supplant funds for existing projects or existing contracts or to subsidize capital improvements or expenditures.

Community Partners

Applicants who have one or more existing community-based partnerships must specify these partners in their application and include letters of commitment from them to describe their role, if any, in the project. Applicants who do not have existing partnerships, or whose existing partners will not play a role in this project, must identify other potential partners in their grant application. Potential partners could include other community-based organizations, hospitals, healthcare systems, ACOs, insurers, MCOs, or similar entities.

Active Participation in the Learning Collaborative

Applicants selected for this mini-grant initiative will be expected to participate in all learning collaborative activities throughout the grant period which will include regular conference calls, webinars and two in-person meetings. This will require sharing lessons learned, innovative ideas and practices, and progress toward achieving goals with other members of the learning collaborative during the course of the project and with the broader aging network after the project concludes.

Applicants selected for this mini-grant initiative must agree to send at least one staff member to attend the two (2) in-person meetings during the course of this initiative. As previously noted, expenses for meeting attendance are an acceptable use of grant funds.

Reporting Requirements

Quarterly progress and financial reports on expenditures related to the project are required. They must be submitted through the [Meals on Wheels America Online Grant System](#) and must include:

- A description of activities and accomplishments during the reporting period;
- Barriers encountered and solutions proposed to overcome these barriers;
- Major activities planned for the next quarter;
- Other pertinent information to describe progress, results and barriers;
- Financial expenditures to date.

A final report using the online grant system is also required, and must include:

- A summary of the project from start to finish;
- Major accomplishments, including any contracts or formal partnership(s) established;
- Major barriers encountered and solutions implemented;
- Information and data needed to replicate the project;
- A financial report of all grant expenditures during the grant period.

Application Requirements

Applications, proposed budget and justification as well as letters of support must be completed online and submitted through the [Meals on Wheels America Online Grant System](#) and must include each of the following sections:

1. Project Narrative

A. Executive Summary (Brief summary of the proposed project, including purpose, need and project goals (maximum 1,000 characters with spacing))

B. Purpose and Need (maximum 3,000 characters with spacing)

- i. Description of the project
- ii. Description of any recent changes or potential opportunities/threats in your community for the marketing and delivery of nutrition services (managed long-term services and supports (MLTSS), Medicaid waivers, dual eligibles [people qualifying for Medicare and Medicaid], for-profit nutrition providers, other changes or potential opportunities/threats, etc.)
- iii. Description of current and proposed partners and their anticipated contribution toward the success of the project
- iv. Description of the characteristics of the applicant community
 - a. Geographical service area: rural, urban, suburban and/or combination.
 - b. Socio-demographics, service needs and health profile;
- v. Identification of potential barriers to implementation of the project

C. Project Goal(s) and Outcomes (maximum 3,000 characters with spacing)

- i. Description of your program's long-term vision and short-term goal(s) and anticipated measurable outcomes through your participation in this learning collaborative. Goals and outcomes should be concrete, realistic and specific, recognizing the time-limited nature of the grant opportunity.

- ii. Description of the roles of current and proposed community-based organizations to help you achieve your goals.
- iii. Short-term and long-term business targets (identification of potential contracting organizations, i.e. managed care organizations (MCOs), accountable care organizations (ACOs), stand-alone hospitals, healthcare insurance companies).
- iv. Short-term and long-term organizational outcomes for sustainability of the service model.

D. Proposed Service Delivery Package and Plan to Market Services (maximum 3,000 characters with spacing)

- i. Description of the proposed service package that you will develop (home-delivered meals, nutrition counseling, evidence-based programs, targeted nutrition education, nutrition/wellness assessments, in-home safety checks, etc.) and why you chose that particular service package.
- ii. Definition of the characteristics of the consumer who will be served (chronic disease conditions, recent hospital discharge, special dietary needs, care coordination and support, etc.).
- iii. Identification of the market for the proposed service package (healthcare entities, private payers, insurers, etc.).
- iv. Description of the plan to market the service package.
- v. Identification of the current capacity of your organization to provide services, including staffing, tracking, reporting, billing and geographical region covered.

E. Project Management (maximum 3,000 characters with spacing)

- i. Description of the applying organization
 - a. Mission and experience of the organization
 - b. Current nutrition and other services provided by the applying organization
 - Program statistics (meals, participants served, waiting lists if applicable, etc.)
 - Types of meals served (home-delivered, congregate, special diets, hot, frozen, cold meals, catered, self-operated kitchen, etc.)
 - Other nutrition services offered (nutrition screening, education, counseling, medical nutrition supplements, etc.)
 - Other services provided (home repair, care coordination, care management, assessments, evidence-based self-management programs, etc.)
 - c. Current funding sources (OAA, other federal, state, local, Medicaid waiver, MLTSS, fundraising, foundations, voluntary contributions, private contracts, etc.)
- i. Description of responsibilities of key staff assigned to management of the project
 - a. Major responsibilities/roles of key staff (program staff, registered or licensed dietitians, etc.)

- b. Experience and skills of key staff
- F. Personnel (identify key staff who will work on the project, and include their bios and credentials)
2. Proposed Budget and Justification – to be entered directly into the [Meals on Wheels America Online Grant System](#).
- A. Personnel (key staff’s percentage of time for grant management, implementation, data collection, fiscal management and reporting)
 - B. Fringe (fringe for the above key staff to be paid with grant funds)
 - C. Travel (travel cost for minimum of one staff person to attend two required in-person meetings, and any local travel related to the project to be paid with grant funds)
 - D. Supplies (supplies necessary to implement the project, including costs associated with any community partnership meetings to be paid with grant funds)
 - E. Other (contract staff not covered in above, and any other costs not captured above to be paid with grant funds)
3. Letters of Support – to be submitted as attachments through the [Meals on Wheels America Online Grant System](#).
- A. Required Letter from their local Area Agency on Aging (AAA) or State Unit on Aging (SUA) if a single service planning area state to help assure that the project is linked within the established aging network. Federally recognized tribes are not required to obtain a letter of support from the state unit on aging or area agencies on aging.
 - B. Key Partners (include specific roles and level of commitment).

Submission and Deadline Requirements

Applications and attachments must be submitted electronically using the Meals on Wheels America online grant system by 5:00 PM Eastern Daylight Time on June 30, 2015.

[Meals on Wheels America Online Grant System](#)

Hard copy or fax copies will not be accepted. Any late applications will not be evaluated for the award. Remember to apply in advance of the due date to allow sufficient time in case you experience any computer or Internet issues.

Review and Award Process

A panel will review all eligible applications submitted by the deadline.

We anticipate making final award decisions and notifying the selected applicants on or around July 20, 2015. Agreements with the successful applicants will be finalized before the anticipated project start date of August 13, 2015.

Technical Support and Contact

Grant Application Frequently Asked Questions:

A “Frequently Asked Questions” section will be posted on the National Resource Center on Nutrition and Aging Website at <http://nutritionandaging.org/> to address ongoing questions posed by potential applicants.

Any questions concerning application requirements must be directed by email to:

Linda Netterville
Project Director
National Resource Center on Nutrition and Aging
413 N. Lee Street
Alexandria, VA 22314
Email: Resourcecenter@Mealsonwheelsamerica.org

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References:

Glossary of Terms

[Click here for glossary of related terminology](#)

Recorded NRCNA Webinars—Positioning Your HCBS Program in the Healthcare Market Webinar Series

Part 1: Overview of Health Reform Initiatives - How this Affects Your Organization and Terminology 101

[Click here for webinar recording](#)

[Click here for the presentation slides](#)

Part 2: Market Analysis - Determine Health Reform Initiatives in Your Market Area

[Click here for the webinar recording](#)

[Click here for the presentation slides](#)

Part 3: Network Collaboration - The Need for Collaboration

[Click here for webinar recording](#)

[Click here for the presentation slides](#)

Part 4: Developing a Strategy and a Business Model for Your Organization

[Click here for webinar recording](#)

[Click here for the presentation slides](#)

[Click here for a copy of the Bundled Payments for Care Improvement Initiative \(BPCI\) Map](#)

[featured in the webinar](#)

Part 5: Positioning Your HCBS Program in the Healthcare Market

[Click here for webinar recording](#)

[Click here for handout](#)