



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Dissecting the Work Plan and Putting It Back Together

Tracy Morton

Program Manager II

September 30, 2014

# The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking



# Learning Objectives

- Review and understand the components of a grant work plan
- Discover how to make a grant work plan a living document
- Learn state Flex Program examples of developing and maintaining a grant work plan
- Participate in an exercise to increase understanding of a grant work plan



# What is a Work Plan?

- Visual, representation or model
- Identifies the objectives and goals of a program
- Depicts how program activities will achieve outcomes
- Describes HOW a grant will be accomplished
- Details WHAT will be done to achieve goals



# A Work Plan is Different Than the Narrative

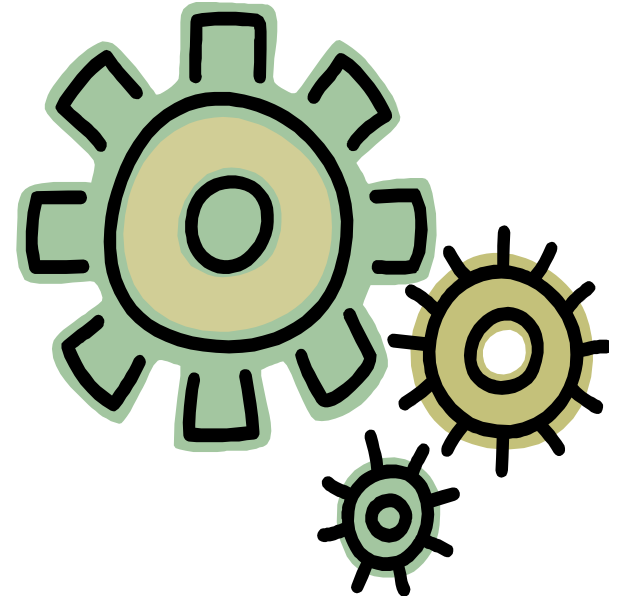
- Work plan is the succinct overview of the grant objectives and activities
  - Table
- Narrative outlines the activities in more detail
  - Paragraphs
- Narrative draws on the relationship between needs, activities, objectives and goals



<b>Core Area:</b>	Support for Quality Improvement targeting state's critical access hospitals				
<b>Objective:</b>	Support participation of CAHs in a multi-hospital QI project addressing a priority QI need identified using quality data from state's CAHs.				
Activities	Budget	Process (Output) Measures	Outcome Measures		Anticipated Impact
			Short-Term	Long-Term	
Continue to support meaningful benchmarking and support for all CAHs participating in multi-hospital project on reducing unnecessary hospital readmission rates via quarterly conference calls and quarterly newsletters featuring resources and education.	\$0	# of CAHs participating in project # of calls hosted, # of CAHs participating on each call # of newsletters developed # of resources shared	# of CAHs participating in project benchmarking (goal: 25% of state CAHs) readmission rate benchmarking baselines established	Sustained participation in project # of standardized processes of care updated and communicated # of network CAHs reporting reduction in readmission rates (goal: 75% of project group)	Monitoring data and sharing best practices while producing standardized processes of care will result in reduced unnecessary hospital readmission rates in participating CAHs. Improved care coordination and transitions of care among participating CAHs. Increased collaboration and communication among participating CAHs.

# Dissecting the Components

- Goal (Flex Term: Core Area)
- Objective
- Activities
- Budget
- Timeline
- Outputs (Process Measures)
- Outcome Measures (Short-term, Long-term)
- Anticipated Impact



# Review of Components

- Goal
  - Flex Term: Core Area
  - High-level statements that outline the ultimate purpose of a program
  - End towards which program efforts are directed
- Objective
  - Statements describing a program's activities must achieve in order to reach the program's goals





# Review of Components

- Activities
  - Actions developed to achieve objectives for goal attainment
- Outputs (Process Measures)
  - The direct products of program activities
  - Tangible results from the completion of activities or initiatives that support the project objectives
  - What did you do?



# Review of Components

- Outcomes Measures (Short-term, Long-term)
  - A method of determining quantity, capacity or dimension
  - Short-term outcomes are likely to be changes in skills, attitudes and knowledge
  - Long-term outcomes may involve changes at the organization or program level
  - What was the change?
- Anticipated Impact
  - Ultimate effect of the program on the problem or condition that the program or activity was supposed to do something about



# Overall Tips

- Use the grant language
- Don't use acronyms
- Write succinctly and illustrate process
- Work plan should not include anything not included in the narrative
- Use a table format
- Make it a living document
  - Table format allows for tracking of progress, outputs and inputting short- and long-term outcomes
  - Update at least quarterly





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# Tracy Morton, MPH

Program Manager II

218-727-9390 ext. 227

[tmorton@ruralcenter.org](mailto:tmorton@ruralcenter.org)

<http://www.ruralcenter.org>

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