



2018-2019 COMMUNITY GRANTS PROGRAM REQUEST FOR APPLICATIONS

FOR BREAST CANCER PROJECTS

PERFORMANCE PERIOD: APRIL 1, 2018 - MARCH 31, 2019

**OUR MISSION: SAVE LIVES BY MEETING THE MOST CRITICAL NEEDS IN OUR COMMUNITIES
AND INVESTING IN BREAKTHROUGH RESEARCH TO PREVENT AND CURE BREAST CANCER**

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KEY DATES

Grant Writing Workshop	September 12 & 14, 2017
Application Deadline	November 15, 2017 (by 5pm)
Award Notification	March 2018
Award Period	April 1, 2018 - March 31, 2019

ABOUT SUSAN G. KOMEN CENTRAL AND SOUTH JERSEY

Susan G. Komen is the world's largest breast cancer organization, funding more breast cancer research than any other nonprofit outside of the U.S. government while providing real-time help to those facing the disease. Komen has set a Bold Goal to reduce the current number of breast cancer deaths by 50 percent in the U.S. by 2026. Komen was founded in 1982 by Nancy G. Brinker, who promised her sister, Susan G. Komen, that she would end the disease that claimed Suzy's life. Komen Central and South Jersey is working to better the lives of those facing breast cancer in the local community. Through events like the Komen Central and South Jersey Race for the Cure®, Komen Central and South Jersey has invested nearly \$15 million in community breast health programs in Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Hunterdon, Mercer, Middlesex, Monmouth, Ocean, Salem and Somerset and has helped contribute to the more than \$920 million invested globally in research. For more information, call 609-896-1201 or visit komencsnj.org.

NOTICE OF FUNDING OPPORTUNITY AND STATEMENT OF NEED

Komen Central and South Jersey will award community grants to organizations that will provide breast cancer projects that address specific funding priorities, which were selected based on data from the 2015 Komen Central and South Jersey Community Profile Report. The 2015 Community Profile Report can be found on our website at komencsnj.org.

Specific funding priorities include mission priorities and key Affiliate priorities. Programs must address a minimum of one mission priority outlined below to be considered for funding. Programs that also address one or more key Affiliate priorities (outlined below), and provide sufficient evidence of doing so throughout the application, will be awarded additional weight when calculating scores during the grant review process.

The funding priority areas are listed below in no particular order:

Mission Priority: Patient Navigation

- Projects that provide evidence-based patient navigation to breast cancer patients in Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Hunterdon, Mercer, Middlesex, Monmouth, Ocean, Salem and Somerset Counties.

Patient navigation is a process by which a trained individual- patient navigator- guides patients through and around barriers in the complex breast cancer care system. The primary focus of a patient navigator is on the individual patient, with responsibilities centered on coordinating and improving access to timely diagnostic and treatment

services tailored to individual needs. Patient navigators offer interventions that may vary from patient to patient along the continuum of care and include a combination of informational, emotional, and practical support (i.e., breast cancer education, counseling, care coordination, health system navigation, and access to transportation, language services and financial resources).

Patient navigation must follow the individual from abnormal screening to diagnostic resolution and through treatment, if necessary.

Key Affiliate Priorities for Patient Navigation

Additional points will be given to strong applications (that have met all of the other relevant eligibility criteria) that include the following (as identified in the Mission Action Plan of the *2015 Community Profile*) item(s) outlined below:

- Patient navigators who are dedicated solely to providing evidence-based breast cancer navigation for patient populations in the following target Counties:
 - Atlantic
 - Burlington
 - Camden
 - Cumberland
 - Gloucester
 - Monmouth
 - Salem

Mission Priority: Reducing Barriers to Care

- Evidence-based projects that reduce barriers to quality breast cancer care experienced by uninsured and underinsured individuals residing in Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Hunterdon, Mercer, Middlesex, Monmouth, Ocean, Salem and Somerset Counties. “Underinsured is defined as having some insurance coverage but not enough, or when one is insured yet unable to afford the out-of-pocket responsibilities not covered by his or her insurer” (Patient Advocate Foundation, <http://www.patientadvocate.org/resources.php?p=781>).

The Affiliate seeks to fund projects that provide breast cancer education, no cost or low cost screening and/or diagnostic services, mobile mammography, patient navigation, assistance with out-of-pocket costs (including co-pays, deductibles, prescriptions, premiums and childcare assistance), transportation and interpreter services.

Key Affiliate Priorities for Reducing Barriers to Care

Additional points will be given to strong applications (that have met all of the other relevant eligibility criteria) that include/address the following (as identified in the Mission Action Plan of the *2015 Community Profile*) item(s) outlined below:

- Projects with innovative and evidence-based strategies that improve access to breast cancer care, decrease financial barriers, and enhance outreach efforts for:
 - Black populations in Atlantic, Burlington, Camden, Cumberland, and Gloucester Counties.
 - Hispanic/Latina populations in Camden, Cumberland, and Monmouth Counties.
 - Undocumented populations in Camden, Cumberland, Gloucester, and Salem Counties.
 - The 65+ population in Gloucester County.
- Uninsured populations in Gloucester, Camden, Cumberland, Salem, and Monmouth Counties.
- Underinsured, working poor populations in need of support for services beyond screening.
- Projects with innovative and collaborative approaches that mobilize existing resources to comprehensively address transportation issues in the Affiliate's target counties.
- Projects that address the lack of awareness about and existence of clear, consistent, accurate, and complete breast health and breast cancer information and existing community resources in the Affiliate's target counties in order to empower patients to more effectively navigate the continuum of care.
- Projects that develop collaborative solutions for increasing access to providers in the Affiliate's target counties at all phases of the Continuum of Care.
- Projects that enhance provider and patient communication as it relates to linguistic challenges as well as the importance of connecting with a primary care home as a regular source of care.
- Projects that address the awareness about and availability of transportation to screening, diagnostic, and treatment services in the Affiliate's target counties in order to improve access to vital services integral to improving health outcomes.
- Projects that provide support for services beyond screening, including diagnostics and out-of-pocket costs (including co-pays, deductibles, prescriptions, and premiums) for un- and under-insured, working poor populations in the Affiliate's target counties in order to decrease disparities in care.
- Projects that support financial navigation for those needing financial assistance in order to decrease barriers to care in un- and under-insured populations in the Affiliate's target counties.
- Projects that support free mammography screenings to decrease barriers to care in the Affiliate's target counties and improve health outcomes through early detection.
- Projects that provide support for special vulnerable populations identified as experiencing extensive barriers to care in the Affiliate's target counties, including financial difficulties.

Mission Priority: Breast Cancer Education

- Projects that provide evidence-based and culturally relevant breast cancer education in one-on-one and group settings. Projects must be designed to result in documented age-appropriate, breast cancer action (e.g., getting a screening mammogram, obtaining recommended follow-up after an abnormal mammogram).

Breast cancer education projects must include Komen's breast self-awareness messages and provide evidence of linkage to local breast cancer services. Health fairs

and mass media campaigns are not evidence-based interventions and will not be accepted.

Examples of successful projects include those that:

- Increase breast cancer action due to increased knowledge;
- Increase the number of “never screened” women getting breast cancer screening;
- Reduce the number of women “lost to follow-up;”
- Reduce time from abnormal screening to diagnostic procedures;
- Reduce time from diagnostic resolution to treatment;
- Increase treatment compliance.

Key Affiliate Priorities for Breast Cancer Education

Additional points will be given to strong applications (that have met all of the other relevant eligibility criteria) that include the following (as identified in the Mission Action Plan of the 2015 *Community Profile*) item(s) outlined below:

- Projects that meet the unique needs of minorities and other at-risk populations and decrease barriers to care by utilizing tailored messaging and strategies as well as partnerships with trusted community institutions to provide culturally and linguistically appropriate educational programs for:
 - Black populations in Atlantic, Burlington, Camden, Cumberland, and Gloucester Counties.
 - Hispanic/Latina populations in Camden, Cumberland, and Monmouth Counties.
 - Undocumented populations in Camden, Cumberland, Gloucester, and Salem Counties.
 - The 65+ population in Gloucester County.
 - Uninsured populations in Gloucester, Camden, Cumberland, Salem, and Monmouth Counties.
 - Underinsured, working poor populations in need of support for services beyond screening.

Additional Criteria for Priority Funding

While the Affiliate will consider applications from all of the counties it serves, priority will be given to strong applications (that have met all of the other relevant eligibility criteria) from the following target counties (as identified through our 2015 *Community Profile*):

- Atlantic
- Burlington
- Camden
- Cumberland
- Gloucester
- Monmouth
- Salem

Additional Points to Consider

- Collaborative efforts designed to increase program efficiency and impact are strongly encouraged.
- Evidence-based/informed projects are strongly encouraged. Please consult the *Guide for Community Preventive Services*, the *National Cancer Institute's Research-tested Intervention Programs (RTIPs)*, and the *Affiliate's Community Profile*.
- Programs must demonstrate they are not duplicating efforts in their community and why they are uniquely able to provide services not otherwise available to medically underserved populations.
- Applications must demonstrate and reflect knowledge of changing healthcare landscape related to the Affordable Care Act.

Applicants may request funding up to \$75,000 (combined direct and indirect costs) for one year.

ELIGIBILITY REQUIREMENTS

Applicants must meet the following eligibility criteria to apply. Eligibility requirements must be met at the time of application submission.

- Individuals are not eligible to apply.
- Applications will only be accepted from governmental organizations under Section 170(c)(1) or nonprofit organizations under Section 501(c)(3) of the Internal Revenue Service (IRS) code. Applicants must prove tax-exempt status by providing a letter of determination from the IRS.
- Applicant organizations must provide services to **residents** of one or more of the following locations:
 - Atlantic County
 - Burlington County
 - Camden County
 - Cape May County
 - Cumberland County
 - Gloucester County
 - Hunterdon County
 - Mercer County
 - Middlesex County
 - Monmouth County
 - Ocean County
 - Salem County
 - Somerset County
- Proposed projects must be specific to breast health and/or breast cancer and address the priorities identified within this RFA. If a project includes other health issues along with breast cancer, such as a breast and cervical cancer project, funding may only be requested for the breast cancer portion.

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- All past and current Komen-funded grants to an applicant must be in compliance with Komen requirements.
 - If applicant, or any of its key employees, directors, officers or agents is convicted of fraud or a crime involving any other financial or administrative impropriety in the 12 months prior to the submission deadline for the application, then applicant is not eligible to apply for a grant until 12 months after the conviction. After such 12-month period, applicant must demonstrate in its application that appropriate remedial measures have been taken to ensure that any criminal misconduct will not recur.
 - All applicants must provide a detailed plan that outlines the processes in place to connect women with the necessary resources and care at every phase of the Continuum of Care. The applicant must design a system that helps ensure patients are not lost during their transition between phases.
 - All programs that target linguistically isolated populations must outline a plan which demonstrates their ability to provide all program services (e.g. presentations, materials, and care) in the appropriate language.
 - All patients who are referred for care (either directly on-site or through referrals to sites) must be connected with a primary care home upon completion of their care and evidence of this connection must be documented in the program outcomes.
 - All programs that make referrals (and do not screen directly on-site) must:
 - Provide a letter of agreement outlining their partnership with a referring hospital system to provide screening and follow-up care on-site.
 - Track screening outcomes for all referrals. An objective must be included in the Project Work Plan to track this outcome.
 - All programs that request funding to make referrals or directly provide care must provide a financial counseling component for those in need of financial assistance.
 - All grants programs that target uninsured populations for free screenings must make an initial referral to the NJCEED program and/or to the Medicaid program to see if the patient qualifies for services through those programs first. Services will not be covered for patients who are eligible to have their care covered through these programs.
 - Programs targeting uninsured populations must provide appropriate linkages to information about obtaining coverage through the Affordable Care Act.
 - Returning applicants must include a clear plan to reach and screen (or refer) a combination of both new and repeat individuals/patients. This plan must be appropriately documented in the Project Narrative (i.e. Project Design, Monitoring and Evaluation, Meeting Affiliate Eligibility Criteria sections of the application) and Work Plan.
 - Applicants must demonstrate a viable system for tracking individuals who have been educated to determine if they have sought care as a result of outreach efforts. Funding for awareness/education only programs will not be considered.

- Applicants that provide education must employ targeted group education and/or one-on-one education tactics. The use of mass education (e.g. health fairs) as an outreach strategy will not be supported financially, unless patients schedule their screening and/or have a CBE at the event.
- Applicant must attend one of the two mandatory training sessions in September to be eligible to apply.

ALLOWABLE EXPENSES

Funds may be requested for the following types of expenses, provided they are **directly attributable** to the project:

- Salaries for program staff.
 - A description of all job responsibilities must be provided for each role. If a detailed justification is not provided, funding for the position will not be considered. Applicants are cautioned against requesting support for multiple roles with similar responsibilities. Only positions with distinct responsibilities integral to the program will be considered.
- Fringe benefits for program staff of an organization with an annual operating budget of *less than \$2 million* only.
- Consultant fees. A detailed justification for the need for consultant assistance must be provided in the budget justification for funding to be considered.
- Clinical services or patient care costs for patients who are not eligible for the NJCEED program and/or Medicaid (screening and diagnostic service reimbursement rates can be located in Appendix C).
- Meeting costs: Applicants are strongly encouraged to use the following as a guideline:
 - Up to \$25 per educational event for snacks (e.g. presentation, outreach, etc.)
 - No more than \$5-7pp for lunch/brunch activities.
- Supplies (e.g. educational materials): Supplies necessary for the facilitation of outreach events and/or mammogram reminders/follow-up (e.g. appointment/reminder cards, outreach flyers, etc.) will be considered for funding.
- Reasonable travel costs related to the execution of the program: Mileage rates will be accepted up to the standard IRS mileage reimbursement rate.
- Patient transportation.
- Equipment, including software, essential to the breast health-related project to be conducted, not to exceed \$5,000 total
- Indirect costs for an organization with an annual operating budget of *less than \$2 million* only.
 - Indirect costs must be no more than 25% of direct costs. Indirect costs are defined as rent, telephone, Internet costs, and general office supplies.

For more information, please refer to the descriptions in the Budget Section below.

Funds may **not** be used for the following purposes:

- Research, defined as any project or program with the primary goal of gathering and analyzing data or information.
 - Specific examples include, but are not limited to, projects or programs designed to:

- Understand the biology and/or causes of breast cancer
- Improve existing or develop new screening or diagnostic methods
- Identify approaches to breast cancer prevention or risk reduction
- Improve existing or develop new treatments for breast cancer or to overcome treatment resistance, or to understand post-treatment effects
- Investigate or validate methods or tools
- Education regarding breast self-exams/use of breast models
- Development of educational materials or resources that either duplicate existing Komen materials or for which there is not a demonstrated need
- Education via mass media (e.g. television, radio, newspapers, billboards), health fairs and material distribution. Evidence-based methods such as one on one and group sessions should be used to educate the community and providers.
- Construction or renovation of facilities
- Political campaigns or lobbying
- General operating funds (in excess of allowable indirect costs)
- Debt reduction
- Fundraising (e.g., endowments, annual campaigns, capital campaigns, employee matching gifts, events)
- Event sponsorships
- Projects completed before the date of grant approval
- Land acquisition
- Project-related investments/loans
- Scholarships
- Thermography
- Equipment over \$5,000 total
- Projects or portions of projects not specifically addressing breast cancer
- Payments/reimbursement made directly to individuals
- Administrative support staff
- Supervisory/managerial roles already on staff at the organization (e.g. someone who may not work directly in the community and may be referred to as a Program Director or Manager) whose sole responsibility is basic program oversight (e.g. supervising staff executing project and ensuring program compliance by reviewing reports)
- Fringe benefits for program staff of an organization with an annual operating budget of greater than \$2 million.
- Indirect costs for an organization with an annual operating budget of greater than \$2 million.
- Breast cancer treatment
- Gift card incentives, door prizes, and giveaways
- Refreshments for staff meetings and trainings

IMPORTANT GRANTING POLICIES

Please note these policies before submitting a proposal. These policies are non-negotiable.

- The project must occur between April 1, 2018 and March 31, 2019.
- Recipients of services must reside in the Affiliate Service Area.
- The effective date of the grant agreement is the date on which Komen fully executes the grant agreement and shall serve as the start date of the grant. **No expenses may be accrued against the grant until the contractual agreement is fully executed.** *The*

contracting process can take up to six weeks from the date of the award notification letter.

- Any unspent funds over \$1.00 must be returned to Komen Central and South Jersey.
- Grant payments will be made in installments pending execution of grant agreement and compliance with terms and conditions of grant agreement.
- Grantee will be required to submit a minimum of one semi-annual progress report and one final report that will include, among other things, an accounting of expenditures and a description of project achievements. Additional reports may be requested.
- At the discretion of Komen Central and South Jersey, the grantee may request one no-cost extension of no more than six months per grant. Requests must be made by grantee no later than 30 days prior to the end date of the project.
- Certain insurance coverage must be demonstrated through a certificate of insurance at the execution of the grant agreement, if awarded. Grantee is required at minimum to hold:
 - Commercial general liability insurance with combined limits of not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate for bodily injury, including death, and property damage;
 - Workers' compensation insurance in the amount required by the law in the state(s) in which its workers are located and employers' liability insurance with limits of not less than \$1,000,000; and
 - Excess/umbrella insurance with a limit of not less than \$5,000,000.
 - In the event any transportation services are provided in connection with project, \$1,000,000 combined single limit of automobile liability coverage will be required.
 - If any medical services (other than referrals) are provided or facilitated, medical malpractice coverage with combined limits of not less than \$1,000,000 per occurrence and \$3,000,000 in the aggregate will be required.
 - Grantees are also required to provide Komen Central and South Jersey with a Certificate of Insurance with Susan G. Komen Breast Cancer Foundation, Inc., Susan G. Komen Central and South Jersey, its officers, employees and agents named as Additional Insured on the above policies solely with respect to the project and any additional policies and riders entered into by grantee in connection with the project.
- The GeMS system must be used for all administrative grant functions, including contract submission, reporting, and amendments. No email, fax or paper copies of documents will be accepted.

EDUCATIONAL MATERIALS AND MESSAGES

Susan G. Komen is a source of information about breast cancer for people all over the world. To reduce confusion and reinforce learning, we only fund projects that use educational messages and materials that are consistent with Komen messages, including our breast self-awareness messages - know your risk, get screened, know what is normal for you and make healthy lifestyle choices. The consistent and repeated use of the same messages can reduce confusion, improve retention and lead to the adoption of actions we believe are important for quality breast care. Please visit the following webpage before completing your application and be sure that your organization can agree to promote these messages:

<http://ww5.komen.org/BreastCancer/BreastSelfAwareness.html>.

Breast self-exam must not be taught or endorsed

According to studies, teaching breast self-exam (BSE) has not been shown to be effective at reducing mortality from breast cancer. Therefore, **Komen will not fund education projects that teach or endorse monthly breast self-exams or use breast models.** As an evidence-based organization, we do not promote activities that are not supported by scientific evidence or that pose a threat to Komen's credibility as a reliable source of information on the topic of breast cancer.

Creation and Distribution of Educational Materials and Resources

Komen grantees are encouraged to use Komen-developed educational resources, including messages, materials, Toolkits or other online content during their grant period. This is to ensure that all breast cancer messaging associated with the Komen name or brand is current, safe, accurate, consistent and based on evidence. In addition, this practice will avoid expenses associated with the duplication of existing educational resources. Grantees can view, download and print all of Komen's educational materials by visiting <http://ww5.komen.org/BreastCancer/KomenEducationalMaterials.html>. If a grantee intends to use other supplemental materials, they should be consistent with Komen messages.

Komen materials should be used and displayed whenever possible.

If an organization wants to develop educational resources, they must discuss with Komen Central and South Jersey prior to submitting an application and provide evidence of need for the resource.

Use of Komen's Breast Cancer Education Toolkits for Black and African-American Communities and Hispanic/Latino Communities and Other Resources

Komen has developed breast cancer education toolkits for Black and African-American communities and Hispanic/Latino communities. They are designed for health educators and organizations to use to meet the needs of their communities. The Hispanic/Latino Toolkit is available in both English and Spanish. To access these Toolkits, please visit <http://komentoolkits.org/>. Komen has additional educational resources on [komen.org](http://www.komen.org), that may be used in community outreach and education projects. Check with Komen Central and South Jersey for resources that may be used in programming.

REVIEW PROCESS

Each grant application will be reviewed by at least three reviewers from the community. Reviewers will consider each of the following selection criteria:

Impact 15%: How successful will the project be at increasing the percentage of people who enter, stay in or progress through the continuum of care, thereby reducing breast cancer mortality? To what extent has the applicant demonstrated that the project will have a substantial impact on the selected funding priority?

Statement of Need 10%: How well has the applicant described the identified need and the population to be served, including race, ethnicity, economic status and breast cancer mortality statistics? How closely does the project align with the funding priorities and target communities stated in the RFA?

Project Design 20%: How likely is it that proposed activities will be achieved within the scope of the project? How well has the applicant described the project activities to be completed with Komen funding? To what extent is the proposed project designed to meet the needs of specific

communities including the cultural and societal beliefs, values and priorities of each community? How well does the applicant incorporate an evidence-based intervention and/or a promising practice? To the extent collaboration is proposed, how well does the applicant explain the roles, responsibilities and qualifications of project partners? How well does the budget and budget justification explain the need associated with the project?

Organization Capacity 10%: To what extent does the applicant's staff have the expertise to effectively implement all aspects of the project and provide fiscal oversight, including the appropriate licenses, certifications, accreditations, etc. to deliver the proposed services? How well has the applicant demonstrated evidence of success in delivering services to the target population described? To what extent has the applicant demonstrated they have the equipment, resources, tools, space, etc., to implement all aspects of the project?

Monitoring and Evaluation 15%: To what extent will the documented evaluation plan be able to measure progress against the stated project goal and objectives, and the resulting outputs and outcomes? To what extent are the applicant's monitoring and evaluation (M&E) resources/expertise likely to adequately evaluate project success?

Meeting Affiliate Priorities 15%: How does the program align with one or more of the mission priorities? Does the program meet one or more of the key Affiliate priorities and the additional criteria for priority funding? How well does the program meet the key Affiliate priorities and additional criteria for priority funding?

Meeting Affiliate Eligibility Criteria 15%: Has the applicant provided a detailed plan that outlines the processes in place to connect women with the necessary resources and care at every phase of the Continuum of Care? Has the applicant designed a system that helps ensure patients are not lost during their transition between phases? If the program targets linguistically isolated populations, have they outlined a solid plan which demonstrates their ability to provide all program services (e.g. presentations, materials, and care) in the appropriate language? Is there a plan in place to connect patients with a primary care home? Is there a financial counseling component in place for those in need of financial assistance? If the program targets uninsured populations, have they made provisions to refer potential patients to NJCEED, Medicaid, and/or provide appropriate linkages to information about obtaining coverage through the Affordable Care Act? If a returning applicant, have they included sufficient justification for how they intend to reach a combination of both new and repeat individuals/patients?

The grant application process is competitive, regardless of whether or not an organization has received a grant in the past. Funding in subsequent years is never guaranteed.

Applicant Support: Questions should be directed to:

LaToya Norman
(609) 896-1201 x130
lnorman@komencsnj.org

SUBMISSION REQUIREMENTS

All proposals must be submitted online through the Komen Grants eManagement System (GeMS): <https://affiliategrants.komen.org>. All applications must be submitted before the Application Deadline listed in the Key Dates section above. Applicants are strongly encouraged to complete, review and submit their applications with sufficient time to allow for technical difficulties, human error, loss of power/internet, sickness, travel, etc.

Applications must be received on or before 5:00 PM on November 15th, 2017. No late submissions will be accepted.

APPLICATION INSTRUCTIONS

The application must be completed and submitted via the Komen Grants eManagement System (GeMS), <https://affiliategrants.komen.org>. The required sections/pages in GeMS are listed in ALL CAPS and described below. For an application instruction manual, please visit the Affiliate's Grants webpage, <http://komencsnj.org/grants/community-grants/for-current-applicants/>, or contact LaToya Norman at (609) 896-1201 or lnorman@komencsnj.org. When initiating an application in GeMS, make sure it is a **Community Grants** application, designated "CG", and not a Small Grants ("SG") application to apply to this RFA.

PROJECT PROFILE

This section collects basic organization and project information, including the title of the project, contact information and partner organizations.

Attachments for the Project Profile page (if applicable):

- **Letters of support or memoranda of understanding from proposed collaborators** to describe the nature of the collaboration and the services/expertise/personnel to be provided through the collaboration.

ORGANIZATION SUMMARY

This section collects information regarding your organization's history, mission, programs and accomplishments, staff/volunteers, budget and social media.

PROJECT PRIORITIES AND ABSTRACT (limit 1,000 characters)

This section collects information about the priorities to be addressed and a summary of the project (abstract). This abstract should include the target communities to be served, the need to be addressed, a description of activities, the expected number of individuals served and the expected change your project will likely bring in your community. The abstract is typically used by the Affiliate in public communications about funded projects.

PROJECT NARRATIVE

This is the main content section of the application divided into the following subsections:

Statement of Need (limit 5,000 characters)

- Describe evidence of the risk/need within the identified population.
- Describe the target population to be served with Komen funding (e.g., Black/African American, low-income, rural) using race, ethnicity, socioeconomic and breast cancer mortality statistics.
- Describe how this project aligns with the RFA funding priorities.

Project Design (limit 5,000 characters)

- Describe how the project will increase the percentage of people who enter, stay in or progress through the continuum of care and thereby reduce breast cancer mortality.

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- Explain what specifically will be accomplished using Komen funding and how the project's goal and objectives align with the selected funding priorities.
 - Explain how the project is designed to meet the needs of specific communities and reflects the cultural and societal beliefs, values, and priorities of each community.
 - Explain how the project incorporates an evidence-based intervention (please cite references). Please cite references in APA style. References can be uploaded as a separate attachment in the Final Budget Summary Section.
 - Explain how collaboration strengthens the project, including roles and responsibilities of all organizations and why partnering organizations are qualified to assist in accomplishing the goal and objectives. Organizations mentioned here should correspond with those providing letters of support/collaboration or MOUs on Project Profile page.

Organization Capacity (limit 5,000 characters)

- Explain why the applicant organization and associated project staff are suited to lead the project and accomplish the goal and objectives. Include appropriate organization or staff licenses, certifications and/or accreditations.
- Describe evidence of success in delivering breast cancer services to the proposed population. If the breast cancer project is new, describe relevant success with other projects.
- Describe the equipment, resources, tools, space, etc., that the applicant organization possesses or will utilize to implement all aspects of the project.
- Describe the organization's current financial state and fiscal capability to manage all aspects of the project to ensure adequate measures for internal control of grant dollars. If the organizational budget has changed over the last three years, explain the reason for the change.

Monitoring and Evaluation (limit 5,000 characters)

Grantees will be required to report on the following outputs and outcomes in the progress and final reports:

- Accomplishments
- Challenges
- Upcoming tasks
- Lessons learned
- A compelling story from an individual that was served with Komen funding
- Demographics of individuals served through Komen funding (see Appendix A)
- Types of services offered (see Appendix A) A list of additional outputs and outcomes the Affiliate intends to collect from grantees at reporting time can be found in Appendix A.

The Monitoring and Evaluation (M&E) narrative must address the following items:

- Describe how the organization(s) will measure progress against the stated project goal and objectives, including the specific evaluation tools that will be used to measure progress. These tools can include client satisfaction surveys, pre- and post-tests, client tracking forms, etc. Please include any templates, logic models or surveys as attachments in the Project Work Plan page(s).

- Describe the specific outcomes that will be measured as a result of proposed project activities. Outcomes reported can include number of days to diagnostic resolution after an abnormal imaging test, number of days from diagnosis to first day of treatment, etc.
- Describe the resources and expertise available for M&E during the project period. Specify if the expertise and resources are requested as part of this project, or if they are existing organizational resources.

Meeting Affiliate Priorities (limit- 5,000 characters)

Provide a detailed discussion of how the program aligns with the funding priorities stated in the RFA on pages 3-7. This section should provide a sense of the overall impact your program will make with respect to the identified need(s).

- Discuss in detail the priority area(s) your program addresses and provide a high-level overview of the key strategies, activities, etc. your program will undertake to meet each of the priorities identified.
- Priorities areas discussed should include:
 - Key Affiliate priorities
 - Additional criteria for priority funding

Meeting Affiliate Eligibility Criteria (limit- 5,000 characters)

For each of the eligibility criteria outlined below, discuss in detail how you intend to address it in/with your program (e.g. key strategies, activities, etc.):

- Provided a detailed plan that outlines the processes in place to connect women with the necessary resources and care at every phase of the Continuum of Care, ensuring that patients are not lost during their transition between phases.
- If targeting linguistically isolated populations, outline a plan which demonstrates your ability to provide all program services (e.g. presentations, materials, and care) in the appropriate language.
- Discuss how you intend to connect patients with a primary care home.
- Discuss how you will provide financial counseling for those in need of financial assistance.
- If the program targets uninsured populations, discuss your plan for referring potential patients to NJCEED, Medicaid, and/or provide appropriate linkages to information about obtaining coverage through the Affordable Care Act.
- If you are a returning applicant, discuss how you intend to reach a combination of both new and repeat individuals/patients

PROJECT TARGET DEMOGRAPHICS

This section collects information regarding the various groups you intend to target with your project. This does not include every demographic group your project will serve but should be based on the groups on which you plan to focus your project's attention.

PROJECT WORK PLAN

In the Project Work Plan component of the application on GeMS, you will be required to submit SMART objectives in order to meet the universal goal:

Reduce breast cancer mortality by addressing disparities, increasing access to quality and timely care, and/or improve outcomes through patient navigation.

The project must have at least one objective. While there is no limit to the number of objectives allowed, the number of objectives should be reasonable, with each able to be evaluated. Please ensure that all objectives are SMART objectives:

Specific
Measurable
Attainable
Realistic
Time-bound

A guide to crafting SMART objectives is found in Appendix B or at <http://ww5.komen.org/WritingSMARTObjectives.html>.

You will also be required to submit the timeline and the anticipated number of individuals to be served.

Write your Project Work Plan with the understanding that each objective must be reported on in progress reports. **The Project Work Plan must include measurable objectives that will be accomplished with funds requested from Komen Central and South Jersey.** Objectives that will be funded by other means should **not** be reported here, but instead, can be included in your overall project description.

Example Work Plan (For additional examples and a SMART objective checklist, please refer to Appendix B).

OBJECTIVE 1: By February 1, 2019, the patient navigator will have contacted 100 percent of all women with an abnormal screening result in Green County within three business days to schedule a follow-up appointment.

OBJECTIVE 2: By March 31, 2019, the project will provide 30 uninsured/underinsured Green County women free/reduced cost diagnostic procedures within 30 days of an abnormal screening.

Attachments to support the Project Work Plan page may include, but are not limited to:

- **Evaluation forms, surveys, logic models, etc.**, that will be used to assess the progress and/or the effectiveness of these objectives.

BUDGET SECTION

For each line item in the budget, applicant must **provide an estimated expense calculation and a brief justification** explaining how the funds will be used and why they are necessary to achieve proposed objectives. A description of each budget category follows:

KEY PERSONNEL/SALARIES

This section collects information regarding the personnel that will be needed to complete the project. Any individual playing a key role in the project should be included in this section. This section should also include information for any employee's salary for which your project is

requesting funds, if applicable. If no funds are requested from Komen for staff's salary, enter \$0 in the salary request fields to properly complete an application.

Attachments Needed for Key Personnel/Salaries Section:

- **Resume/Job Description** – For key personnel that are currently employed by the applicant organization, provide a resume or *curriculum vitae* that includes education level achieved and licenses/certifications obtained. For new or vacant positions, provide a job description (*Two-page limit per individual*).

CONSULTANTS/ SUB-CONTRACTS

This section should be completed if the applicant requires a third party to help with the project. Consultants are persons or organizations that offer specific expertise not provided by staff and are usually paid by the hour or day. Subcontractors have substantive involvement with a specific portion of the project, often providing services not provided by the applicant. Patient Care services, even if subcontracted, should not be included in this section; those funds should be included in the Patient Care budget section.

SUPPLIES

This section should include office supplies or any other type of supplies the applicant will need to complete the project. Items such as educational materials, refreshments, etc. belong under the Supplies subsection.

Note: Komen grant funds may not be used for the development of educational materials or resources that either duplicate existing Komen materials or for which there is not a demonstrated need. Only Komen-developed or Komen-approved educational resources may be used/ distributed.

TRAVEL

This section should be completed if travel expenses such as conference registration fees/travel or mileage reimbursement by organization staff or volunteers related to project activity is necessary to complete the project. (This section is NOT for transportation assistance for patients/clients – this expense should be recorded on the “Patient Care” page.)

PATIENT CARE

This section should include all funds requested for providing direct services for a patient. This should be the cost needed to provide the direct services mentioned in the goal and objectives section of the application. Navigation or referral project costs should not be included in this section but can be included in Key Personnel/ Salaries or Consultants/ Sub-Contracts sections, as appropriate.

OTHER

This section should only be used for items that are directly attributable to the project but cannot be included in the existing budget sections.

INDIRECT

The allowable indirect cost, which is requested as a percentage of direct costs, includes expenses supporting the project, including, but not limited to, allocated costs such as facilities, technology support, communication expenses and administrative support.

PROJECT BUDGET SUMMARY

This section includes a summary of the total project budget. Other sources of funding for this project must also be entered on this page.

Attachments Needed for the Project Budget Summary Section:

- **Proof of Tax-Exempt Status** – To document your **federal tax-exempt status**, attach your determination letter from the Internal Revenue Service. Evidence of state or local exemption will not be accepted. Please do not attach your Federal tax return. To request verification of your organization's tax-determination status, visit the following page on the IRS Web site:

<http://www.irs.gov/Charities-&-Non-Profits/EO-Operational-Requirements:-Obtaining-Copies-of-Exemption-Determination-Letter-from-IRS>

Attachments Needed for the Project Narrative Section:

- **References** – To document the sources used to write the project narrative, upload a complete list of references to the Project Budget Summary Section.
- **Other Funders** – To demonstrate your organization capacity, upload a list of other sources of funding for this program, and funding amounts received from each funder to Project Budget Summary Section.

APPENDIX A: FY18 REPORTING METRICS

Grantees will be required to report on the below metrics in FY18 Progress/Final Reports. All grantees will report on Demographics of those served. The remaining categories will only need to be reported on if a grantee offers those services in their Project Workplan. For example, if a grantee has only an education objective, they will only have the option to report metrics for the Education & Training category.

** Indicates data must be provided by race & ethnicity (only by Hispanic/Latino and non-Hispanic/Latino – not by specific Hispanic/Latino/Spanish origin)*

Demographics

- State of residence
- County of residence
- Age
- Gender
 - Female, Male, Transgender, Other, Unknown
- Race
 - American Indian or Alaska Native, Asian, Black/African-American, Middle Eastern or North African, Native Hawaiian or Pacific Islander, White, Unspecified
- Ethnicity
 - Colombian, Cuban, Dominican, Mexican/Mexican-American, Chicano, Puerto Rican, Salvadoran, Other Hispanic/Latino/Spanish origin, Not of Hispanic/Latino/Spanish origin
- Special Populations
 - Amish/Mennonite, Breast cancer survivors, Healthcare providers, Homeless/residing in temporary housing, Immigrant/Newcomers/Refugees/Migrants, Living with metastatic breast cancer, Individuals with disabilities, Identifies as LGBTQ, Rural residents

Breast Cancers Diagnosed

- Staging of breast cancers diagnosed resulting from
 - Screening services*
 - Diagnostic services*
 - Community navigation into screening*
 - Diagnostic patient navigation*

Education & Training

- Type of session
 - One-on-one, Group
- Topic of session
 - Breast self-awareness, available breast health services and resources, clinical trials, treatment, survivorship and quality of life, metastatic breast cancer
- Number of individuals reached by topic area

-
- Follow-up completed
 - Action taken
 - If healthcare provider training, total number of providers trained in each session (one-on-one, group) and number by provider type (Community health workers, lay educators, patient navigators, social workers, nurses, technicians, nurse practitioners/physician assistants, doctors)

Screening Services

- First time to facility
- Number of years since last screening
- Screening facility accreditation*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - American College of Surgeons - National Accreditation Program for Breast Centers (NAPBC)
- Count of screening services provided*
- Screening result*
- Referred to diagnostics*

Diagnostic Services

- Time from screening to diagnosis*
- Diagnostic facility accreditation*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - American College of Surgeons - National Accreditation Program for Breast Centers (NAPBC)
- Count of diagnostic services provided*
- Referred to treatment*

Treatment Services

- Time from diagnosis to beginning treatment*
- Treatment facility accreditation*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - National Cancer Institute-Designated Cancer Center (NCI)
 - American College of Surgeons - Commission on Cancer (CoC)
- Count of treatment services provided*
- Count of patients enrolled in a clinical trial*

Treatment Support

- Count of treatment support services provided

Barrier Reduction

- Count of barrier reduction assistance services provided*

- Transportation, interpretation/translation services, co-pay/deductible assistance, daily living expenses, childcare

Community Navigation, Patient Navigation & Care Coordination/Case Management

- Count of individuals receiving coordination of care to diagnostic services
- Count of individuals receiving coordination of care to treatment services
- Time from referral to screening*
- Accreditation of screening facility navigated to*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - American College of Surgeons - National Accreditation Program for Breast Centers (NAPBC)
- Time from abnormal screening to diagnostic resolution*
- Accreditation of diagnostic facility navigated to*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - American College of Surgeons - National Accreditation Program for Breast Centers (NAPBC)
- Time from diagnostic resolution to beginning treatment *
- Accreditation of treatment facility navigated to*
 - American College of Radiology - Breast Imaging Center of Excellence (BICOE)
 - National Cancer Institute-Designated Cancer Center (NCI)
 - American College of Surgeons - Commission on Cancer (CoC)
- Patient enrolled in a clinical trial*
- Individual completed physician recommended treatment*
- Survivorship care plan provided
- Breast cancer records provided to primary care provider

APPENDIX B: WRITING SMART OBJECTIVES

Project planning includes developing project objectives. **Objectives** are specific statements that describe what the project is trying to achieve and how they will be achieved. Objectives are more immediate than the goal and represent milestones that your project needs to achieve in order to accomplish its goal by a specific time period. Objectives are the basis for monitoring implementation of strategies and/or activities and progress toward achieving the project goal. Objectives also help set targets for accountability and are a source for project evaluation questions.

Writing SMART Objectives

To use an objective to monitor progress towards a project goal, the objective must be **SMART**.

A **SMART** objective is:

- **Specific:**
 - Objectives should provide the “who” and “what” of project activities.
 - Use only one action verb since objectives with more than one verb imply that more than one activity or behavior is being measured.
 - Avoid verbs that may have vague meanings to describe intended output/outcomes (e.g., “understand” or “know”) since it may prove difficult to measure them. Instead, use verbs that document action (e.g., identify three of the four Komen breast self-awareness messages).
 - The greater the specificity, the greater the measurability.
- **Measurable:**
 - The focus is on “how much” change is expected. Objectives should quantify the amount of change expected.
 - The objective provides a reference point from which a change in the target population can clearly be measured.
- **Attainable:**
 - Objectives should be achievable within a given time frame and with available project resources.
- **Realistic:**
 - Objectives are most useful when they accurately address the scope of the problem and programmatic steps that can be implemented within a specific time frame.
 - Objectives that do not directly relate to the project goal will not help achieve the goal.
- **Time-bound:**
 - Objectives should provide a time frame indicating when the objective will be measured or time by which the objective will be met.
 - Including a time frame in the objectives helps in planning and evaluating the project.

SMART Objective Examples

Non-SMART objective 1: Women in Green County will be provided educational sessions.

This objective is not SMART because it is not specific, measurable, or time-bound. It can be made SMART by specifically indicating who is responsible for providing the educational sessions, how many people will be reached, how many sessions will be

conducted, what type of educational sessions will be conducted, who the women are and by when the educational sessions will be conducted.

SMART objective 1: By September 30, 2017, Pink Organization will conduct 10 group breast cancer education sessions reaching at least 200 Black/African American women in Green County.

Non-SMART objective 2: By March 30, 2018, reduce the time between abnormal screening mammogram and diagnostic end-result for women in the counties of Jackson, Morse and Smith in North Dakota.

This objective is not SMART because it is not specific or measurable. It can be made SMART by specifically indicating who will do the activity and by how much the time will be reduced.

SMART objective 2: By March 30, 2018, Northern Region Hospital breast cancer patient navigators will reduce the average time from abnormal screening mammogram to diagnostic conclusion from 65 days to 30 days for women in the counties of Jackson, Morse and Smith in North Dakota.

SMART Objective Checklist

Criteria to assess objectives	Yes	No
1. Is the objective SMART?		
<ul style="list-style-type: none"> Specific: Who? (target population and persons doing the activity) and What? (action/activity) 		
<ul style="list-style-type: none"> Measurable: How much change is expected? 		
<ul style="list-style-type: none"> Achievable: Can be realistically accomplished given current resources and constraints 		
<ul style="list-style-type: none"> Realistic: Addresses the scope of the project and proposes reasonable programmatic steps 		
<ul style="list-style-type: none"> Time-bound: Provides a time frame indicating when the objective will be met 		
2. Does it relate to a single result?		
3. Is it clearly written?		

Source: Department of Health and Human Services- Centers for Disease Control and Prevention. January 2009. Evaluation Briefs: Writing SMART Objectives. <http://www.cdc.gov/healthyyouth/evaluation/pdf/brief3b.pdf>

APPENDIX C: SCREENING AND DIAGNOSTIC SERVICE REIMBURSEMENT RATES

Below are the most common procedures found in grant applications, including prices based on Medicare 2016B rates. While Komen Central and South Jersey realizes that some providers may have negotiated rates that are higher or lower than listed below, we expect applicants to seek competitive rates. This chart reflects the average costs of the procedures in our service area AND the maximum amount that Komen Central and South Jersey will pay for each procedure. If the budget reflects a price higher than the rate provided in this chart, the cost will not be accepted.

Service	Code	Total Fee
Clinical Breast Exam	99212	\$28
Screening Mammogram	Digital: G0202 Analog: 77057	Digital: \$136 Analog: \$84
Diagnostic Mammogram – Unilateral	Digital: G0206 Analog: 77055	Digital: \$130 Analog: \$91
Diagnostic Mammogram – Bilateral	Digital: G0204 Analog: 77056	Digital: \$165 Analog: \$117
Ultrasound	76641	\$110
MRI (both breasts)	77059	\$542
Ultrasound Guided Breast Biopsy	1 st lesion: 19083 Additional lesions: 19084	\$664
Stereotactic Guided Breast Biopsy	1 st lesion: 19081 Additional lesions: 19082	\$680
MRI Guided Breast Biopsy	1 st lesion: 19085 Additional lesions: 19086	\$1049
Cyst Aspiration	19000	\$49
Fine Needle	10022	\$74

Aspiration (with imaging guidance)		
Core Breast Biopsy – percutaneous, without imaging guidance	19100	\$79
Excisional Biopsy (excision breast legion)	19125	\$514
Pathology fee (level IV only)	88305	\$73
Surgical Consultation	99204	\$144