Reference Material for Applicants

Multicultural Health Grants Program 2019 - 2020

NSW GOVERNMENT

Table of contents

Multicultural Health Service Priorities

In 2019-2020, priority will be given to grant projects that support one or more of the following:

- Access to care for new arrivals and vulnerable CALD populations;

- New and emerging CALD communities;

- Prevention and early intervention for health conditions that disproportionately affect CALD communities;

- Children and young people from CALD backgrounds;

- Integrated care for chronic and complex health conditions for people form CALD backgrounds; and

- Improved clinical pathways and/or models of care for people from CALD backgrounds.

However, assessment will remain merit based and projects targeting any culturally and linguistically diverse (CALD) communities, refugees or health issues are welcome.

Designing a Successful Project

Projects receiving funding in recent years have had the following features in common: they are well researched, outline clear objectives and realistic strategies for meeting those objectives, are aligned with SESLHD health priorities, create enduring connections between the health system and CALD communities, have a long-term impact on the community, and include a feedback mechanism that allows for continued improvement.

Outlined below are some ideas to guide you through the process of designing a successful project.

Step 1
Explore and analyse the issue:

Successful projects identify a particular need in the community and work to address this need. In order to do this, it is necessary to have a thorough understanding of the community the project aims to assist, as well as the local context. This requires consultation with community members, service providers, clinicians and NGOs, as well as a review of current research (e.g. government and NGO reports, local health system data, statistical data, medical journals). Applicants need to explore whether there are past or existing programs in place for meeting the community's needs in this area, and to analyse what has made these successful or unsuccessful. Applicants also need to determine which organisations are already offering assistance, and identify groups that might be interested in collaborating. This step is about making connections with the key people as well as gathering evidence to support and justify the project.

Step 2
Identify aims, objectives and strategies:

The aim of all projects funded through this grants program is to improve the health and/or wellbeing of people from CALD backgrounds in SESLHD. Well-designed projects have clear objectives; they are realistic about the work that needs to be done, who will do it, and how it will be achieved. This can be shown, for example, by having a detailed budget, project timetable and a plan for community involvement. This step is about determining what the project is setting out to achieve, formulating strategies to make that happen, and detailing the activities involved.

Step 3
Consider ways to enhance health service capacity and project sustainability

Projects which promote **capacity building** (i.e. improve the ability of the health system to respond to the needs of diverse communities) and **sustainability** (i.e. aim to be ongoing in order to have a long-term influence on the community) are more likely to receive funding.

The Health Service is looking to establish stable links with communities in order to improve service delivery both now and in the future; therefore 'one off', short-term ventures that have little impact are unlikely to be funded.

The Grants Review Committee will also be looking for evidence of community involvement and the potential for continuation of the project beyond the funding period. For example, a project which aims to present a single community education session about healthy eating for elderly members of the Chinese community may help in the short-term, but is unlikely to improve long-term outcomes for this group. Moreover, the project is unlikely to evolve into a permanent program. On the other hand, a project which cultivates partnerships between the Health Service and community organisations in order to deliver a culturally-specific, daily "meals on wheels" program for this group to assist with weight loss could be expected to have a continuing impact on their lives, and has the potential for extension beyond the funding period. This project would therefore be more likely to be awarded funding.

Step 4
Evaluate the project:

All projects need to include an evaluation to assess the impact the project has had on the target group. This is necessary to determine the value of the project and to inform future projects. Questions such as: "Was the project successfully delivered? (process evaluation); "Were the immediate/short-term outcomes of the project achieved?"(impact evaluation) are important to assess. This could be done through a questionnaire with the target group, by analysing service usage data or through other means appropriate to the project. Even a disappointing result is worth recording as it helps others learn about the target group and reduces the risk of repeating an unsuccessful venture.

Resources that may assist you in designing your project are included on the following pages.

Resources for Designing a Successful Project

The tables below contain guidelines to assist you in planning your project, including information on how to find evidence to support your ideas; methods for formulating clear goals, objectives and strategies; and suggestions on ways to evaluate the impact of your project on the community you are targeting.

The tables cover four broad project areas:

Table 1: Health information
Table 2: Health education and skills development
Table 3: Social inclusion and community participation
Table 4: Health service development

▦ Table 1: Project Type - Health Information
e.g. written resources, health information sessions.

	Project Plan	Evaluation: How will you measure success?	Notes
GOAL	To improve (*physical and/or mental*) health and wellbeing of (*target population*)	Cite evidence to support the link between your objective and improved health outcomes	NGOs can ask their health partners and/or the Multicultural Health Service for support in researching this evidence
OBJECTIVE	To increase knowledge and promote attitudes and practices in relation to *health issue* OR To increase knowledge of and access to health services	***Questions to answer: Impact evaluation*** ***Effectiveness:*** number or proportion of target group who report having used the health information to change their behaviour/achieve action *Note: Can be measured by survey or interview*	Not all projects will have the resources to measure effectiveness but some attempt can be made to: • Do surveys/interviews only on a small no. people who received the information • Run a focus group with a small no. people who received the information • Gather feedback from service providers re. increased requests for service/additional information
STRATEGY	To deliver/provide health information activities / sessions /resources on *health issue* and /or *accessing health services*		

ACTIVITY	Give details of the activity:
	
	e.g. health information sessions:
	
	  no. sessions x
	  no. hours x
	  no. weeks etc
	
	resources: no. to be produced, languages, dissemination methods etc
	
	process of developing resources
	
	content of the information
		Questions to answer: Process evaluation
		
		Reach: number or proportion of target group who received the health information
		Note: Can be measured by a register of attendees, no. people taking information, no. resources distributed
		
		Quality of the information: number or proportion of target group who reported that the health information was easy to read, easy to understand
		Note: Can be measured by survey, interview or focus group
		
		Partnerships: no. community members involved in the development of resources/sessions; no. agencies participating in the dissemination of the information
		
		Additional questions to answer:
		What else did you learn?
		What approaches worked well/not so well in reaching the target group/disseminating the information?
		What partnerships worked well/not so well?
			The same methodology can be used to measure impact and process e.g. surveys but the nature of the question will vary.
			
			To check your reach, you may want to collect more than just no. of people; you could also collect their age group, cultural background, gender etc.

▦ Table 2: Project Type - Health Education and Skills Development

e.g. Health education sessions, DVD etc

	Project Plan	Evaluation: How will you measure success?	Notes
GOAL	To improve (*physical and/or mental*) health and wellbeing of (*target population*)	Cite evidence to support the link between your objective and improved health outcomes	NGOs can ask their health partners and/or the Multicultural Health Service for support in researching this evidence
OBJECTIVE	To increase knowledge, personal skills, confidence/ self-efficacy and/or individual capacity to change	***Questions to answer: Impact evaluation*** ***Effectiveness:*** number or proportion of target group who report having changed their behaviour/achieved the desired level of action as a result of project activities. *Note: Can be measured by survey or interview, pre and post measures are required to measure change*	Not all projects will have the resources to measure effectiveness but some attempt can be made to: • Do pre and post measures on a small number of participants • Do post measures only on all participants • Run a focus group with a small number of participants • Gather feedback from service providers re. increased social contacts
STRATEGY	To deliver/provide health education activities/ sessions on …		
ACTIVITY	Give details of the activity: e.g.group sessions: 　no. sessions x 　no. hours x 　no. weeks etc support materials focus of the sessions	***Questions to answer: Process evaluation*** ***Reach:*** number or proportion of target group participating in the health education sessions *Note: Can be measured by a register of attendees* ***Quality of the information:*** number or proportion of target group who reported that the health education sessions were relevant, interesting and easy to understand *Note: Can be measured by survey, interview or focus group* ***Partnerships:*** no. community members involved in the development of of sessions; no agencies participating in the delivery of the education sessions ***Additional questions to answer:*** ***What else did you learn?*** What approaches worked well/not so well in recruiting and engaging participants? What partnerships worked well/not so well?	The same methodology can be used to measure impact and process e.g. surveys but the nature of the questions will vary. To check your reach, you may want to collect more than just no. of people, you could also collect their age group, cultural background, gender etc.

⊞ Table 3: Project Type - Social connectedness

e.g. community participation activities

	Project Plan	Evaluation: How will you measure success?	Notes
GOAL	To improve *mental health/ quality of life of (target population)*	Cite evidence to support the link between your objective and improved health outcomes	NGOs can ask their health partners and/or the Multicultural Health Service for support in researching this evidence
OBJECTIVE	To increase participation and/ or confidence in social networks and/ or increase no. and nature of social ties	***Questions to answer: Impact evaluation*** ***Effectiveness:*** number or proportion of target group who report having increased the no. and/or nature of social networks and social ties (this may be in relation to a range of social contexts including family, friends, schools, work, community groups etc) and/or report feeling less isolated/alone as a result of project activities. *Note: Can be measured by survey or interview, pre and post measures are required to measure change*	Not all projects will have the resources to measure effectiveness but some attempt can be made to: • Do pre and post measures on a small number of participants • Do post measures only on all participants • Run a focus group with a small number of participants • Gather feedback from service providers re. increased social contacts
STRATEGY	To deliver/provide social networking activities/ opportunities within a supportive environment		

ACTIVITY	Give details of the activity:
	
	e.g.health information sessions:
	
	  no. sessions x
	  no. hours x
	  no. weeks etc
	
	support materials
	
	focus of the sessions
		Questions to answer: Process evaluation
		
		Reach: number or proportion of target group participating in the activities/sessions
		Note: Can be measured by a register of attendees
		
		Quality of the information: number or proportion of target group who reported that the activities/sessions were relevant, interesting and provided opportunities to share experiences and learn from others in a supportive environment
		Note: Can be measured by survey, interview or focus group
		
		Partnerships: no. community members involved in the development of sessions; no. agencies participating in the delivery of the activities/sessions
		
		Additional questions to answer:
		
		What else did you learn?
		
		What approaches worked well/not so well in recruiting and engaging participants?
		
		What partnerships worked well/not so well?
			The same methodology can be used to measure impact and process e.g. surveys but the nature of the question will vary.
			
			To check your reach, you may want to collect more than just no. of people, you could also collect their age group, cultural background, gender etc.

▦ Table 4: Project Type - Improving quality of health services or prevention/early intervention programs

	Project Plan	Evaluation: How will you measure success?	Notes
GOAL	To improve *health/ quality of life of (target population)*	Cite evidence to support the link between your objective and improved health outcomes	NGOs can ask their health partners and/or the Multicultural Health Service for support in researching this evidence
OBJECTIVE	To increase quality of service provision / programs to (target population) Quality of services/ programs for people from CALD backgrounds can be improved by: • Offering targeted ethnic/language specific programs • Tailoring mainstream programs • Increasing language support • e.g. bilingual workers, • interpreters • Increasing use of multilingual resources • Creating a welcoming/ supportive physical environment	***Questions to answer: Impact evaluation*** ***Effectiveness:*** Percentage increase in target group accessing service/program (health service utilisation data can be used here) Number or proportion of target group who report having: • improved health/wellbeing and/or • changed their behaviour/achieved the desired level of action as a result of project activities *Note: Can be measured by survey or interview, pre and post measures are required to measure change*	Not all projects will have the resources to measure effectiveness but some attempt can be made to: • Do pre and post measures on a small number of participants • Do post measures only on all participants • Run a focus group with a small number of participants • Gather feedback from service providers re. increased community engagement with services/ programs
STRATEGY	Designed in response to needs assessment/ data indicating quality deficits		
ACTIVITY	Add details of activities	***Questions to answer: Process evaluation*** ***Reach:*** *number or proportion of target group accessing service/program* ***Quality of the information:*** number or proportion of target group who reported satisfaction with service/program *Note: Can be measured by survey, interview or focus group* ***Partnerships:*** no. community members involved in the development of strategy/activity; no. agencies participating in the delivery of the strategy/activity ***Additional questions to answer:*** ***What else did you learn?*** What approaches worked well/not so well in engaging the community? What partnerships worked well/not so well?	The same methodology can be used to measure impact and process e.g. surveys but the nature of the question will vary. To check your reach, you may want to collect more than just no. of people and COB, you could also collect preferred language,need for interpreter, age group, cultural background they identify with, gender etc.

Writing Successful Grant Applications

The most important aspects of grant writing are clarity and brevity. The Grants Review Committee is unlikely to fund your project if they don't understand your submission, or have to search through irrelevant information to find the key points.

Good Applications

- Emphasise the benefits of the project
- Use clear language
- Stick to the word/page limit
- Answer all questions thoroughly
- Are well-researched

Poor Applications

- Make ambiguous, sweeping claims that are not backed up with evidence of need
- Are repetitive, convoluted or unclear
- Use a lot of technical jargon
- Contain careless errors
- Do not comply with application guidelines (e.g. are submitted late, exceed the word limit)
- Contain unrealistic information (e.g. non-itemised budgets, inappropriate methodology)
- Do not outline the benefits of the project clearly

The Grants Review Committee will be comprised of people from a range of professional backgrounds and agencies, some of whom will not have a health background. You should therefore make sure your application can be understood by those unfamiliar with your field.

To ensure that everyone will understand what you are setting out to achieve with your project, and to maximise your chances of securing a grant, **use simple, clear language**. If you need help with this, speak to your local Diversity Health Coordinator.

How to Fill Out Your Application Form

Outlined below are some guidelines to help you with your application for the Multicultural Health Grants Program.

TITLE

The title needs to accurately describe the project in a way that immediately grabs the reader's attention. It should, as a general rule, be no more than two lines.

OBJECTIVES

In this section you need to briefly outline the outcomes your project is setting out to achieve. Dot points can be used here. This is where you need to talk about the short term and/or long-term results, impacts or benefits of your project for the community you are targeting and/or for the health system.

TARGET GROUP

In this section you need to state who the program is expected to benefit. For example, your project may be designed to assist Japanese-speaking female carers between the ages of 30 and 55 living in the Rockdale area. You also need to discuss how you will engage these carers to participate in your project and how the project will be delivered. For example, you may opt to invite carers to participate in a language-specific support group through a Japanese- speaking social worker.

PROJECT RATIONALE

This is the "homework" section. In this part, you need to put things in context for the Committee so they understand the background behind the project and issue you're addressing. To do this you need to provide evidence, which requires a bit of research.

First, you need to explain where the project is coming from, backed up with facts from journal articles, papers, community consultations, Census data etc. You need to talk about what sort of projects have been created in the past to address this issue, and what made them successful or unsuccessful. Next, you need to discuss what is **currently** being done about the issue at a local, community, hospital, state, or even international level (if relevant). Finally, you need to discuss how your project will build on past and current research/projects to solve the issue. This is where you need to state how your project will make a difference, and, if you can, how it will complement or enhance existing programs.

PROJECT STRATEGIES AND ACTIVITIES

This is the section where you need to describe **how** you will go about addressing the problem.

Answer the questions: how will the project outcomes (project objectives) be achieved? What are the specific strategies that you are putting in place to deliver these outcomes? What are the specific activities involved in delivering these strategies? For example, if you intend to run a program to help Russian-speaking women get fit, you need to explain how this will happen, e.g. by running weekly swim sessions with a Russian-speaking instructor, establishing a steering committee to guide the project etc.

SPECIFY MEASURES TO BE USED TO EVALUATE THE PROJECT

An evaluation is needed to check whether or not your project was successful delivered (process evaluation) and whether it achieved the specific outcomes you set out to achieve (impact evaluation). This is the "before and after" section, where you talk about how you will measure the changes your project has effected over time. You also need to outline:

- When this evaluation will be carried out (e.g. 10 weeks after program)
- What information you will collect (e.g. weight, height, patient satisfaction with program)
- How it will be measured and recorded (e.g. participant questionnaire with questions about general health and weight issued after the program)
- How you will collect it (e.g. survey distributed and collected at community group meeting by group leader)

Finally, you need to talk about how you will analyse the information you've collected (e.g. by comparing participant responses before and after a 6 month program to see whether there has been a significant change).

PROJECT SUSTAINABILITY

"Sustainable" means that the Grants Review Committee wants to see evidence that your program could be replicated or continued beyond the funding period. Too often, projects are one–off or short-term activities that are great for the participants but have no impact on the rest of the community (which means they are soon forgotten). The Committee wants to see projects with the potential to be **ongoing** so they can be incorporated into everyday practice. That way, they are likely to inform or involve large numbers of people from the target community, and will maximise the benefits for the money initially outlaid. In other words, the Grants Review Committee is getting "bang for its buck". The Committee will also be looking for evidence of "capacity building" in your application, which is the potential of the project to improve the way the health system provides health care for diverse communities. This could be achieved, for example, by increasing the knowledge of staff through a training program, or expanding access to services by establishing contact with local community groups. You can also indicate whether the project has the potential to receive extra funding from another source. If you have a large, costly, or ambitious project the Committee may wish to see evidence that you are applying for additional funding, or have already received funds from another source, so that the project can go ahead. The Committee will also be looking for evidence that the project has what it takes to attract future funding so that it can be continued, expanded or built upon if successful.

LIST PROJECT PARTNERS

You need to list all organisations that have agreed to be involved or contribute to the project. Partnerships are highly valued by Committees as they demonstrate that the project is endorsed by a range of people with different expertise. The Committee is also likely to reason that the additional support and resources at the project team's disposal will ensure the project's success. Community organisations applying for grants **must** have a health system partner to be eligible for a Multicultural Health Grant. These grants are primarily about improving health services for people from diverse backgrounds, so you need a health system partner to demonstrate how your project is committed to this idea.

PROVIDE AN ITEMISED BUDGET

This is arguably the most important piece of information you provide. This section will be examined closely by the Grants Review Committee, as it will want to know whether your project represents "value for money", i.e. will produce maximum benefits at the level of funding requested. Stating "project costs = $5000" on your application form is a sure-fire way to have your application dismissed. Your budget needs to be detailed, realistic, and accurate, and within the limits set out on the application form. You also need to make sure that what you're asking for is funded by the grants. For example, printing costs are **not** covered for translated materials in the 'Multilingual Information' category of the Multicultural Health Grants Program.

Costs to consider include: staff (salary, instructors, interpreters, fees, training), evaluation (data entry, auditing, consultants), resources (marketing, graphic art, manuals, stationery, computers, other materials), equipment, venues, travel, etc.

CONTRIBUTION OF APPLICANT

Are there any other confirmed sources of funding for your project, or is something being donated or provided for free? "In-kind" support is a term often used by funding bodies to describe goods and services given for free (or without the exchange of cash). In-kind support could include things like the use of a hall, coordination of the project by a staff member, etc.

MANAGERIAL ENDORSEMENT

Managerial approval is essential to get projects off the ground. Applications under the Multicultural Health Grants Program will not be processed without the signature of one or more managers (one of whom **must** be from the health system).

FINAL TIPS

1. If possible, make sure your project is aligned to the MHS and/or Health System priorities (as outlined at the beginning of this reference package).

2. Don't expect the Committee to hunt for information, **spell it out for them** using clear, simple language.

3. If you can, demonstrate a track record, as previous success and experience is influential and will give the Committee confidence in your project.

4. Talk to your Diversity Health Coordinator, complete the checklist provided with the application form, and answer all questions clearly and succinctly.

5. Plan your project. A well-planned project is much easier to write about, is much easier to implement, and is much more likely to receive funding. There are resources to help you with this process in this reference package. Your local Diversity Health Coordinator can also assist you.

REFERENCES

Fundamentals of Grant Writing Workshop Presentation, Tasmanian Department of Premier and Cabinet, Community Development Division, accessed 2 February, 2017

http://www.dpac.tas.gov.au/__data/assets/pdf_file/0007/171997/GrantWritingWorkshop_Presentation.pdf

How to access CALD Community Data

The following links may be useful for finding information about the community you are working with. Click on the underlined link for access to the site, or type the title into a search engine to locate the website you wish to consult.

Vulnerable and priority populations in SESLHD population profile

A population profile of vulnerable and priority populations in South Eastern Sydney Local Health District based on 2016
Australian Bureau of Statistics 2016 Census statistics.

Health Stats NSW

Provides at the 'click of a button' information about the health of the NSW community at the state and local level.

Bureau of Health Information

Leading source of information about the performance of the public health system in NSW.

Multicultural NSW

Multicultural NSW provides Census statistics and profiles for selected CALD community groups across NSW.

Australian Bureau of Statistics (ABS)

Following registration (free), ABS Online tools can be used to create customised data about specific CALD communities in the region.