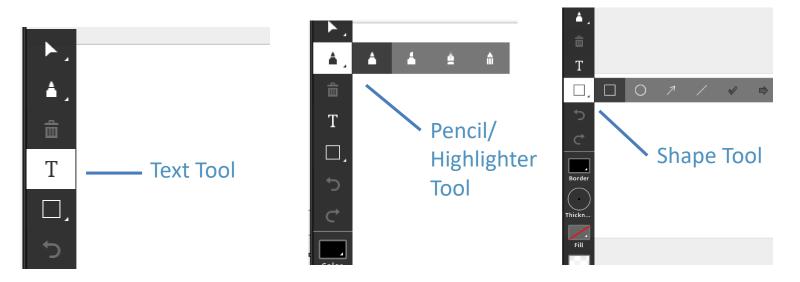
Welcome!

We are glad you are here! Before we begin, please take a few moments to familiarize yourself with the annotation tools shown below. We'll use them to engage with the content throughout the session!



We'll be using the chat pod quite a bit as well! Just for fun (and to practice), use the chat function to let us all know your response to the question below.

What is most exciting about the year ahead for you?





Rural Health Network Development Planning Program (Network Planning)

Welcome Webinar & Kickoff Call

Health Resources and Services Administration (HRSA) Federal Office of Rural Health Policy (FORHP) Community-Based Division (CBD)

July 17, 2019





Agenda Overview

- I. Welcome & Introductions
- II. HRSA / FORHP Overview
- III. FY19 Program Cohort
- IV. Program Overview & Updates
- V. Program Requirements
- VI. Grant Management & Requirements
- VII. Resources
- VIII. Technical Assistance
- IX. Q&A





Welcome FY19 Network Planning Program Grantees

Meet Your Network Planning Program Team



HRSA FORHP Program Coordinator (PC) Jillian Causey

HRSA FORHP Project Officers (PO)

Jillian Causey Sara Afayee Alexa Ofori

HRSA Grants Management Specialist (GMS) Ardena Githara Hyemi Donaldson Ann Maples Benoit (Ben) Mirindi Adejumoke (Busola) Oladele Kelichia Wellons



CRL Consulting (TA Provider/Contractor)

Catherine Liemohn Beverly Tyler Eric Baumgartner Karen Wakeford



How Do the Roles of the Network Planning Program Team Work?

	Grant Recipient (You!)	 Responsible for achieving project goals and activities Ensure programmatic and grant compliance Manage federal funds 	
	Program Coordinator (PC)	 Responsible for overall coordination of FORHP Network Planning Program grant administration. Works with grantees, GMS, PO team and TA teams. 	
	Project Officer (PO)	 Responsible for monitoring grantee's project/progress Primary HRSA program of point of contact Assist with programmatic issues 	
	Grants Management Specialist (GMS)	 Business management and financial point of contact Assists grantees with budgetary or financial related to your grant Works as team with POs and PC 	
HIMAN SERVICES CIST	Technical Assistance (TA) Provider	• CRL Consulting - Each grantee will have an assigned TA Provider point of contact that works with your PO and PC. This is offered through an FORHP contract to the grantees, at no additional cost to the grantee.	of Health & Human Services

Health Resources and Services Administration & Federal Office of Rural Health Policy Overview

(HRSA/FORHP)





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Health Resources and Services Administration

U.S. Department of Health and Human Services

Agency Goals







Federal Office of Rural Health Policy

U.S. Department of Health and Human Services

Quick Background

- ■Part of HRSA & DHHS
- "Voice for Rural"
- Policy and Research Role
- Review HHS Regulations
- Administer Grant Programs
- Technical Assistance

Mission

Collaborate with rural communities and partners to support programs and shape policy that will improve health in rural America.







Federal Office of Rural Health Policy

U.S. Department of Health and Human Services

Office Structure



Policy & Research



Community Based Programs



Hospital State Programs



Telehealth Programs





FY 2018: Addition of Rural Communities Opioid Response Program

Federal Office of Rural Health Policy

U.S. Department of Health and Human Services

- 330a of Public Health Service Act (PHS)
 - Rural Health Outreach Services
 - Rural Health Network Development
 - Rural Network Development Planning
 - Small Healthcare Provider Quality Improvement
 - Delta States Network
 - Rural Network Allied Health Training
 - Rural Health Care Coordination Network Partnership
 - Rural Benefits Counseling
- Black Lung Clinics Program & Black Lung Center of Excellence
- Radiation Exposure Screening Education
- Rural Access Emergency Devices
- Public Access to Defibrillation Demonstration Projects

Community Based Programs







FY19 Rural Health Network Development Planning Program Cohort

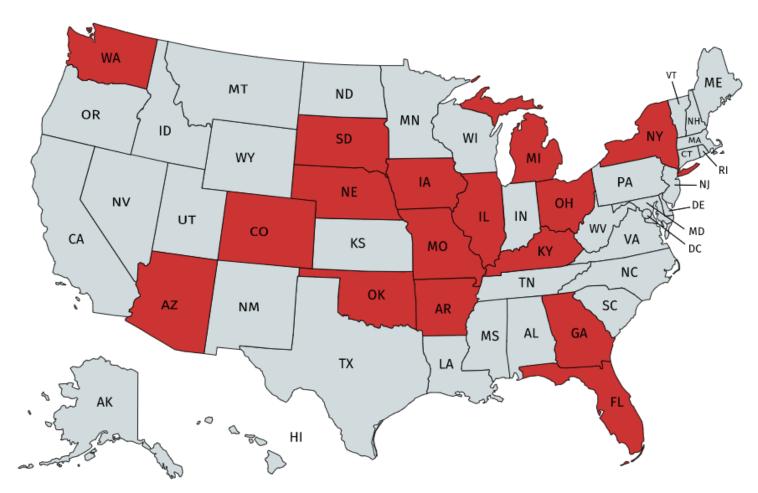


Congratulation Award Recipients!





Rural Health Network Development Planning Program FY19 Cohort Representation – July 1st Cohort





• 16 States





2019 Program Overview & Updates

Rural Health Network Development Planning Program





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Network Planning Program

Funding Authorization

• This program is authorized by Section 330A(f) of the Public Health Service Act, 42 U.S.C. 254c(f), as amended, to expand delivery of health care services in rural areas through the planning of integrated health care networks in rural areas.





Where We Are Going...

What's New for the Network Planning Program for 2019?

2019

- Focus Area(s)
- The intent of the Network Planning program is to allow applicants the flexibility to determine their unique community needs and focus area(s), based on historical health care context, expertise, and relevant data sources in the community.
- Furthermore, the program creates an opportunity to address the clinical priorities of **mental health**, **substance use disorder (particularly opioid use disorder)**.





Network Planning Program

Purpose

With a Purpose to...

assist in the development of an integrated health care network, specifically for entities that do not have a history of formal collaborative efforts.

The program will support 1 year of planning with the primary goal of helping networks **create a foundation** for their infrastructure and focusing member efforts to address important regional or local community health needs.





Network Planning Program

Objectives

Through a Program Objectives which aims to...

- (i) achieve efficiencies;
- (ii) expand access to, coordinate, and improve the quality of essential health care services; and
- (iii) strengthen the rural health care system as a whole.







Program Requirements

Network Planning Program





Program Requirements (From the Notice of Funding Opportunity (NOFO))

- Required Staffing (page 14 of NOFO):
 - Project Director * (25% level of effort on this grant)
 - At least 1.0 FTE of Key Staff
- Deliverables
 - **Grantee Directory**
 - Source Book
 - Strategic Plan
 - Network Organizational Assessment
 - Performance Improvement Management System (PIMS)
 - **Final Programmatic Report**
- Funding restrictions (page 23 of NOFO):
 - Funds under this announcement may not be used for the following purposes:
 - To build or acquire real property
 - For construction

The purpose of this grant is **to fund planning activities**, applications that propose to use grant funds to pay for the direct provision of clinical health services will be deemed unresponsive.





Performance Improvement Measurement System (PIMS)

- All grantees are required to report to PIMS at the end of their budget period
- PIMS Measures document is available for download in this webinar
- PIMS reporting is completed on a PIMS form in the EHB
- PIMS reporting is available in the EHB system to complete 30 days prior to the reporting deadline
- Support & more information will be provided







HRSA Electronic Handbook (EHB)

EHB is an online program file – contains all information and submissions related to your program.

HRSA EHB Roles for Your Grant

- Project Director (Point of Contact) -- Ensure all key staff info is correct
- Financial Reporting Administrator (FRA) * will only have access to financial reporting
- Other

Grant Access & Registration FAQs:

https://help.hrsa.gov/display/public/EHBSKBFG/Grants+Access+and+Registration+FAQs

REMEMBER:

Add this grant to your EHB portfolio

Your PO does not see the same interface

Your TA Coach does not have access to EHB

Everything must go into EHB. Information and deliverables most commonly uploaded under the "submissions" and "prior approvals" tab



Need help with EHB?: Call 1-877-464-4772 // https://www.hrsa.gov/about/contact/ehbhelp.aspx



HRSA EHB Video Tutorials

<u>**Home Page:**</u> https://help.hrsa.gov/display/public/EHBSKBFG/Video+-+EHBs+Home+Page

Grants:

https://help.hrsa.gov/display/public/EHBSKBFG/Video+-+Grants+Tab

EHB Help Topics:

https://help.hrsa.gov/display/public/EHBSKBFG/Help+Topics

HRSA Award Management Tutorial:



http://www.hrsa.gov/grants/manage/awardmanagement/index.html



Notice of Award (NoA)

- Official document that states the terms, conditions, and amount of the award
- Signed by the Grant Management Official (GMO) who is authorized to obligate HRSA funds
- First page includes basic information about the award:
 - Date issued
 - Award/grant number
 - Project/budget period
 - Grantee/Project Director name and address
 - Budget (current/future support) and;
 - Special remarks
- Subsequent pages provide additional information including:
 - Grant policy information
 - EHB access instructions
 - Terms and conditions
 - Reporting requirements with due dates and;
 - Contact information for PO and GMS



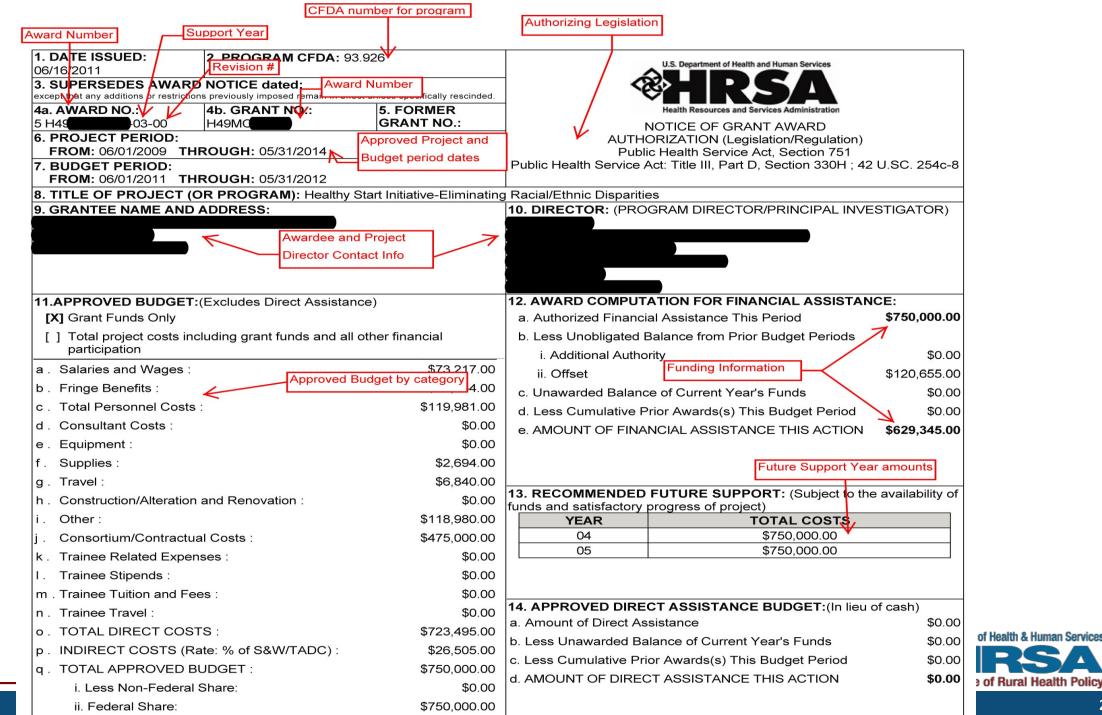


Anatomy of a Notice of Award (NoA)

NoA sample: http://www.hrsa.gov/grants/manage/awardmanagement/notice/noticeofaward.pdf









Instructions to access EHBs

HRSA Electronic Handbooks (EHBs) Registration Requirements

The Project Director of the grant (listed on this NGA) and the Authorizing Official of the grantee organization are required to register (if not already registered) within HRSA's Electronic Handbooks (EHBs). Registration within HRSA EHBs is required only once for each user for each organization they represent. To complete the registration quickly and efficiently we recommend that you note the 10-digit grant number from box 4b of this NGA. After you have completed the initial registration steps (i.e.,created an individual account and associated it with the correct grantee organization record), be sure to add this grant to your portfolio. This registration in HRSA EHBs is required for submission of noncompeting continuation applications. In addition, you can also use HRSA EHBs to perform other activities such as updating addresses, updating email addresses and submitting certain deliverables electronically. Visit https://grants.hrsa.gov/webexternal/login.asp to use the system. Additional help is available online and/or from the HRSA Call Center at 877-Go4-HRSA/877-464-4772;301-998-7373.

Terms and Conditions

Applicable terms and

conditions of award

Failure to comply with the special remarks and condition(s) may result in a draw down restriction being placed on your Payment Management System account or denial of future funding.

Grant Specific Term(s)

1.

It is mandatory for each project to budget for 10 person trips (Number of persons as appropriate per meeting; 3 to 4 meetings per year) to attend MCHB sponsored Healthy Start-related meetings in the Washington DC or designated locale throughout the year.

- 2. Healthy Start funds may not be used for entertainment costs. Trips and/or activities for Healthy Start clients must relate to both the goal of reducing infant mortality and the approved project objectives.
- 3. Fund raising costs are unallowable. Healthy Start funds, e.g., staff salary, contract personnel, consultants or costs for items to be sold or raffled, may not be used for fund raising activities.
- 4. The replacement of, or significant change in the responsibilities of senior project staff, including the project director, project manager, and chief financial officer, must have prior approval from the Grants Management Officer. The grantee must obtain prior approval from the awarding office for changes in scope, direction, type of service delivery or training, and rebudgeting of Healthy Start funds.
- 5. This Notice of Grant Award provides the offset of an unobligated balance in the amount of **Sector 1** from the 06/01/2009 05/31/2010 budget period to the current budget period. Please be advised that if the final resolution of the audit determines that the unobligated balance of Federal Funds is incorrect, HRSA is not obligated to make additional Federal Funds available to cover the shortfall.





Terms and Conditions

- Review all terms and conditions listed in your NoA
 - Grant Specific
 - Program Specific
 - Standard
- Submit information as indicated by grant specific terms/conditions by <u>requested due date in EHB</u>
 - Look for placeholder under "Submissions" in EHB
 - If approved, a new NoA will be issued removing the term/condition





Grant Management & Requirements







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Grants Management Presentation

Rural Health Network Development Planning Program (Network Planning) Welcome Webinar

Presenters:

Ardena N. Githara, MNM Grants Management Specialists Office of Federal Assistance Management (OFAM) Health Resources and Services Administration (HRSA)





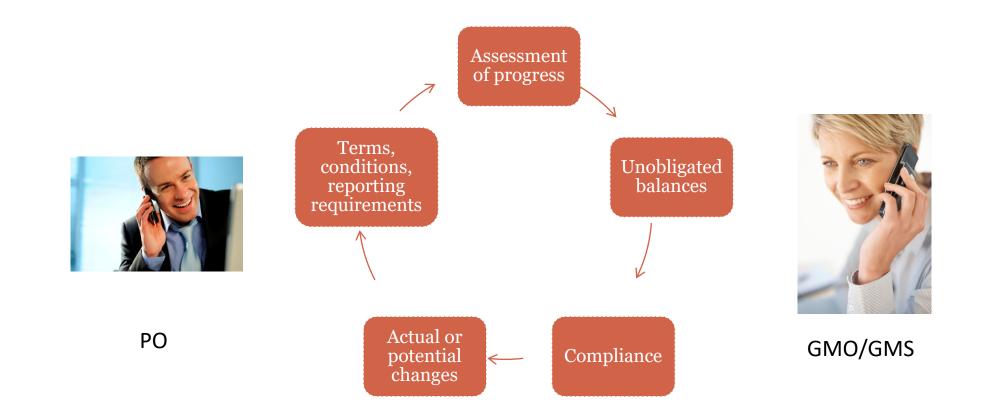
Who Are We?

Grants Management Specialist (GMS)

- responsible for business management matters associated with review, negotiations, award, administration, and clarification on award regulations, policy and financial aspects of the project
- review and make recommendations on continued Federal support, monitor compliance with award requirements and cost policies, monitor receipt of all required reports, and follow-up as necessary to obtain delinquent reports



Monitoring – A Joint Responsibility





Who Do You Call? GMS or PO?

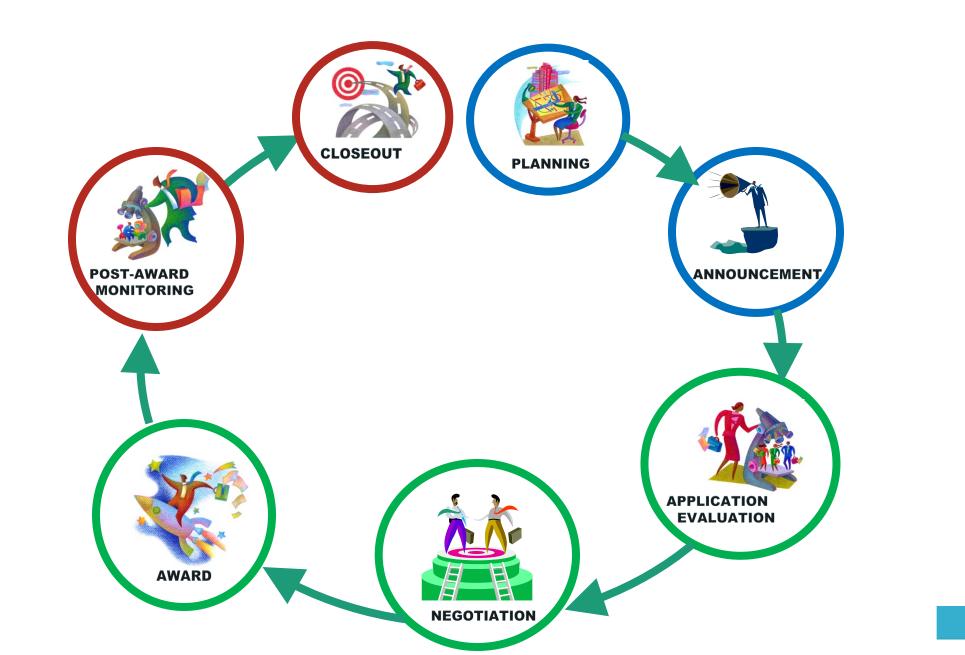
- GMS For budget, reporting and other administrative requirement questions, contact your Grants Management Specialist (on the last page of your Notice of Award).
- PO For project goals, scope and other programmatic requirement questions, contact your Project Officer.

Feel free to include both your GMS and PO on correspondence. We are a team!





HRSA Grants Management Process



Grants 101: Reports and Records

Monitoring and Reporting Program Performance

• Monitoring is the process by which programmatic and business management performance of a grant is continually assessed by the program and grants officials responsible for the award.

• Financial Reporting

- HRSA requires annual submission of the FFR the FFR reporting requirement on the NoA will
 include the due date. Although it is reported annually, it is a cumulative report for all expenditures
 over the document project period.
- FFR submission is through EHBs and is submitted by the financial official or other designee determined by recipient.
- Record keeping and Record Retention



Grants 101: Prior Approval Requests

- When a recipient needs to change certain aspects of the approved application (such as budget revision or change of scope), HRSA approval is required
- Recipients submit formal requests through the EHBs
- Prior approval requests require a 30-day response from HRSA





Key personnel – change in program director

Work scope – major change to scope of project

Budget – rebudgeting over certain thresholds



Carryover – use of UOB with detailed budget No-cost extension – extension of project period to complete approved activities



Request for Supplement – emergency need

Change of Recipient – merger or successor – ininterest

Relinquishment – cannot carryout all or part of award



Deviation Request – deviate from approved terms/conditions Property Disposition – approval to transfer, sell equipment or transfer, mortgage or sell real property



Carryovers & Rebudgeting

Carryover Requests

- A carryover should be submitted no more than 30 days after submitting the FFR. Requesting carryovers late in the budget period often make performance and expenditure of funds an arduous task.
- When requesting carryovers, please provide a full budget (SF424A, Budget Narrative, Detailed Salary Information, Cover Letter). The budget should be as thorough as the original application.

Rebudgeting

- Funds may be revised within and between approved budget line items up to 25% of the total approved budget amount without Prior Approval from HRSA.
- Rebudgeting exceeding the 25% limit is consider significant re-budgeting and requires a prior approval request submitted in the Electronic Handbooks (EHB).

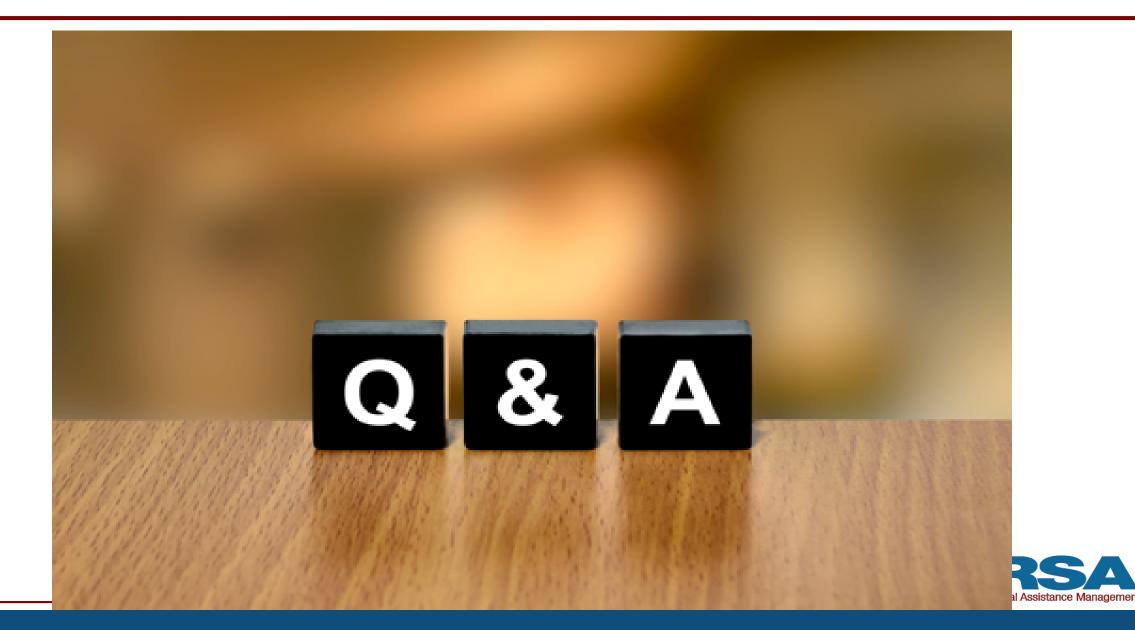


Resources for Managing Your HRSA Grant

- Please visit the "Manage My HRSA Grant" website for help with;
 - Financial Reporting
 - Uniform administrative requirements
 - Policies
 - Progress Reports
 - Dates for upcoming technical assistance conference calls
 - https://www.hrsa.gov/grants/manage/index.html



Questions & Answers

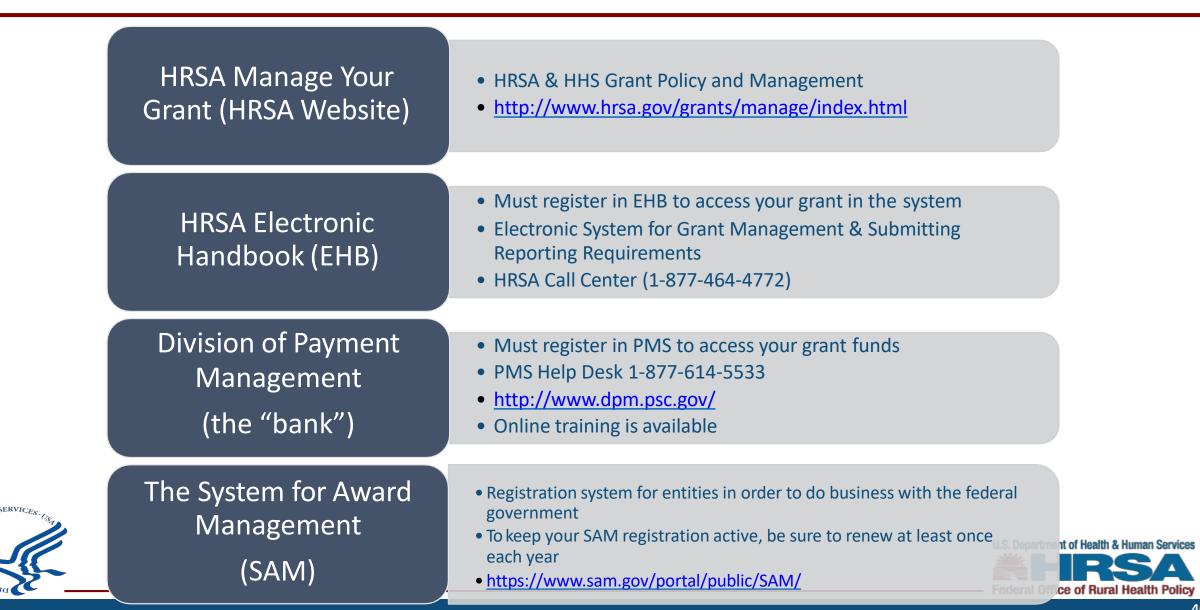


Contact Information

Ardena N. Githara, MNM Grants Management Specialists, OFAM Health Resources and Services Administration Email: agithara@hrsa.gov Web: hrsa.gov/about/organization/bureaus Twitter: twitter.com/HRSAgov Facebook: facebook.com/HRSAgov



Understanding Grants Management



Accessing Award Funds

WHO: Financial Reporting Authority (as listed in HRSA Electronic Handbook) should submit an annual electronic Cash Transaction Report via the <u>Payment Management</u> <u>System (PMS)</u>

WHAT: The Cash Transaction Report identifies cash expenditures against the authorized funds for the grant

WHEN: Must be filed for each **calendar year**. Failure to submit the report may result in the inability to access award funds. For due dates, visit: http://www.dpm.psc.gov/grant-recipient/ffr info/ffr (fctr) due dates.aspx

MORE INFORMATION:

Go to <u>http://www.dpm.psc.gov</u> for additional information

NEED HELP WITH PMS:

Contact the Payment Management System Help Desk for help: 1-877-614-5533





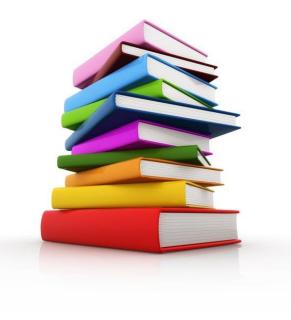
Recipient and Any Sub-Recipients Must Have the Following:

- DUNS#
- Register annually with SAM
 - Keeping this information current and accurate
 - Recipient must ensure the sub-recipients have not been debarred or suspended (EPLS)
 - Recipient must monitor activities of sub-recipients





Resources & Information







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Rural Health Information Hub (RHIhub)

- One-stop shop for anything rural
- All services are free!
- Electronic Updates, subscribe on the website
- Customized Assistance: 1.800.270.1898;
- https://www.ru

RHIhub Community Health Gateway

- <image>

 Control
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 No
 No
 - helps you build effective community health programs, improve services you offer and develop new programs

National Rural Health Association (NRHA)



- Annual Policy Brainstorming Sessions
- State Rural Health Association Support
- Rural Medical Educators
- Partner in Rural Hospital Issues Group
- http://www.ruralhealthweb.org/





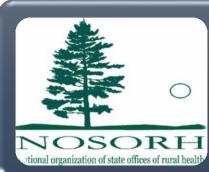


Rural Health Research Gateway

- provides access to publications and projects funded through the federal ORHP
 - <u>http://www.ruralhealthresearch.org</u>

Rural Policy Research Institute (RUPRI)

• provides unbiased analysis and information on the challenges, needs, and opportunities facing rural America



research institute

National Organization of State Offices of Rural Health (NOSORH)

• Find your State Office of Rural Health representative







National Cooperative of Health Networks

• National association of health networks and strategic partners with a mission is to support and strengthen health networks

http://www.nchn.org

Telehealth Resource Centers



• Provides assistance, education and information to organizations and individuals who are actively providing or interested in providing medical care at a distance



FCC FCC Healthcare Connect Fund

- Supporting Broadband Connectivity to Rural Health Care Providers
- http://www.fcc.gov/encyclopedia/rural-health-care





USDA

national

communities

ier

USDA Broadband

Increasing access to broadband and 21st century telecommunications services

ttp://www.rurdev.usda.gov/RUSTelecomPrograms.htm.

National Center for Frontier Communities

• National advocacy voice for frontier communities across the country with a mission to assure frontier needs and voices are not only heard but that are a key part of solutions



AgriSafe Network

• The AgriSafe Network is dedicated to supporting AgriSafe health professionals who are prepared to serve the health care needs of farmers



The National Center for Rural Health Works

- provides tools and templates by which community residents can evaluate their health systems.
 - http://ruralhealthwo





Technical Assistance

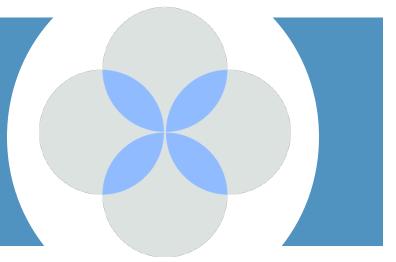
CRL Consulting





CRL S Consulting

Technical Assistance Team Introduction



Prepared for **FORHP Rural Health Network Development Planning Grantees Introduction to Technical Assistance** July 17, 2019

Catherine Liemohn, Project Director cliemohn@crlconsulting.com

Goals

- Introduce you to CRL Consulting and the CRL Technical Assistance Coaching Team
- Provide insights in the CRL approach to providing technical assistance
- Provide an overview of the activities and supports during the coming year
- Provide information on steps for getting started





What is the focus of your Network Grant?

Mental Health

Telehealth

Substance Use/Addiction/Opioids

Emergency Medical Services

Obesity/Wellness

Network Infrastructure Development

Integrated Services

Care Coordination

Health Information Technology

Social Determinants of Health/Population Health

Alleviating Loss of Services

Workforce Development

Reimbursement/Bundled Payments





CRL Consulting, Inc.

- Woman-owned, small business specializing in healthcare consulting, established in 1997
- Staff of professionals with a combined 130 years of experience
- Think of ourselves as coaches to support your success
- In-depth experience in supporting FORHP grantees:
 - ✓ Strategic planning
 - ✓ Program implementation,
 - evaluation
 - ✓ Network development
 - ✓ Non-profit administration
 - ✓ Sustainability planning

You cannot create experience. You must undergo it. Albert Camus

CRL Technical Assistance

- **Personalized:** a Technical Assistance Provider/Coach assigned to you
- **Proactive:** Regularly scheduled calls and potential site visits
- **Responsive:** Reach out to us anytime with any questions or challenges
- Flexible: We work with you and your community "where you are"
- **Shared:** Educational and opportunities for interaction to address common needs

You've got a friend. James Taylor

We Want to be Helpful

• Working together

✓ Thinking strategically

- ✓ Supporting you in completing deliverables
- ✓ Planning for your network sustainability

• Sharing ideas

- ✓ Topical and timely webinars and web blasts
- ✓ Grantee Program Meeting
- ✓ Connecting you with peers

• Providing resources and tools

- ✓ Templates for deliverables
- ✓ Instructional videos and tip sheets
- ✓ Resources available at:

www.crlconsulting.com

Start somewhere. Follow it everywhere. Meg Wheatley



Coaching Team



Catherine Liemohn

Project Director / Technical Assistance Coach cliemohn@crlconsulting.com



Beverly Tyler Project Manager / Technical Assistance Coach btyler@crlconsulting.com



Eric Baumgartner, M.D.

Technical Assistance Coach etbaumgartner@bellsouth.net



Karen Wakeford

Technical Assistance Coach kwakeford@crlconsulting.com You know more of a road by having traveled it than by all the conjectures and descriptions in the world. William Hazlitt



Meet Your Coach

Eric Baumgartner

- Arukah Institute of Healing, IL
- Central Michigan District Health Department, MI
- Council on Addiction Recovery Services, NY
- Livingston Hospital and Healthcare Services, KY
- Memorial Hospital, CO
- Rural Health Network of Oklahoma, OK
- Southeast Mental Health Services, CO
- University of Arkansas Winthrop Rockefeller Institute, AR
- White River Health System, AR

Karen Wakeford

- 1st Choice Healthcare, AR
- Arizona Community Health Workers Association, AZ
- Family Health Centers, WA
- Hopewell Health Centers, OH
- Kremmling Memorial Hospital District, CO
- St. Johns River Rural Health Network, FL

Catherine Liemohn

- Avera Health, IA
- Coteau Des Prairies Hospital, SD
- County of Columbia, WA
- County of Huron, MI
- Mountain Family Health Centers, CO

Beverly Tyler

- Adams County Public Hospital District 2, WA
- County of Taney, MO
- Glascock County Board of Education, GA
- West Central Missouri Community Action Agency, MO
- South Heartland District Health Department, NE



Let's get started

- Introductory calls
- Establishing call schedule
- Technical Assistance
 Action Plan





FIRST DELIVERABLE:

2019 Rural Health Network Development Planning Grantee Directory Due August 23, 2019

NEXT WEBINARS:

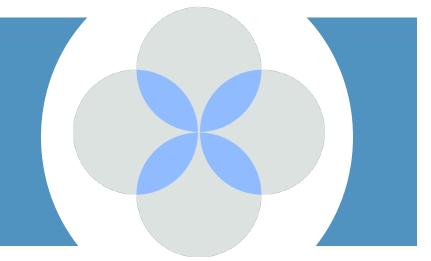
Understanding Rural Health Networks August 21, 2019 3:00 EDT

Sustainable Network Model: Adaptive Networks September 18, 2019 3:00 EDT



CRL S Consulting

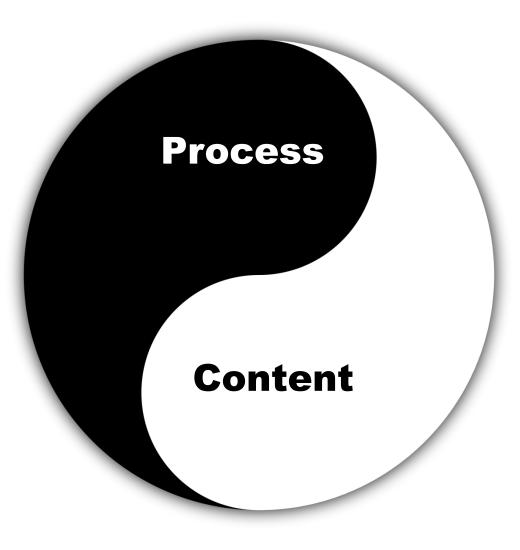
Approach to Technical Assistance



Prepared for **FORHP Rural Health Network Development Planning Grantees Introduction to Technical Assistance** July 17, 2019

Beverly Tyler, Project Manager btyler@crlconsulting.com Planning grantees are different!









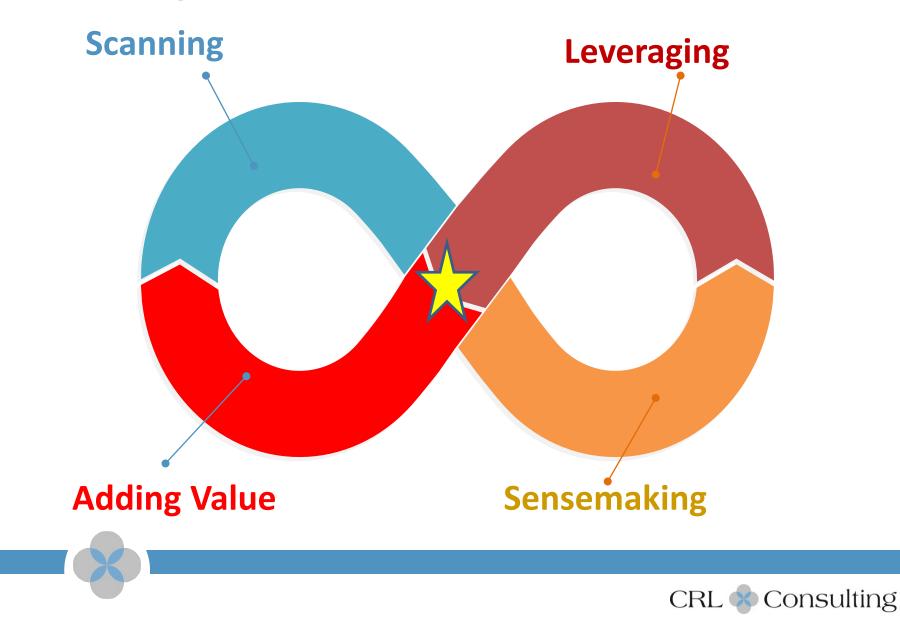
Too Many Networks Fail. The Ones that Succeed, Adapt.

- Build Solid Network Core
- Build Adaptive Capacity



Sustainable Network Model

©2016 Anderson Smith Consulting, LLC



You Have a lot to Do in One Year with Multiple Deliverables.

- Help you see the connections among the deliverables
- Help you fulfill your grant requirements efficiently and with a strategic mindset





2019 RURAL HEALTH NETWORK DEVELOPMENT PLANNING GRANTEES

CYCLE OF PLANNING ACTIVITIES





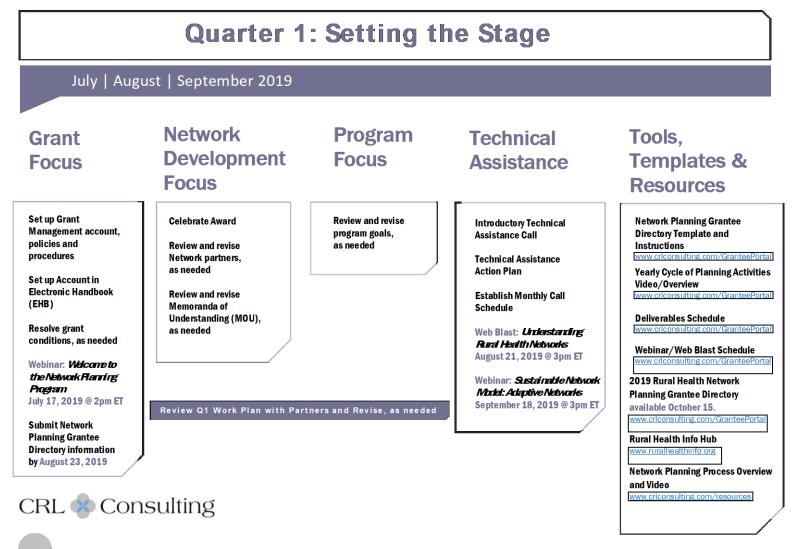
The Network Planning Grant Requires a Focus on both Building Your Network Infrastructure and Planning for Program Implementation

- Make the distinction between organizational development and program planning
- Stress the importance of doing both with an emphasis on organizational development





CYCLE OF PLANNING ACTIVITIES





Strategic Planning is Often Static – Focused on an Event; Plans Gather Dust

- Present strategic planning as an on-going process
- Design tools that are evolving and can be used beyond strategic planning
- Create assets for the future maximize their strategic, long-term value



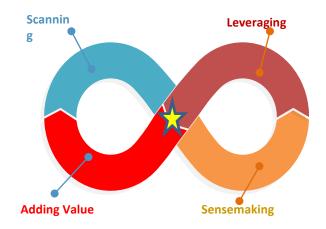
Strategic Planning Process

- Bring partners together to address a common challenge (MOUs, by-laws, policies/procedures)
- Agree on your purpose (vision, mission...)
- Understand your context (SWOT analysis tools)
 - External Environmental Scan
 - Network Organizational Assessment
- Develop focus areas and strategies (goals/objectives, sustainability)



Frameworks





2019 RURAL HEALTH NETWORK DEVELOPMENT PLANNING GRANTEES



Processes

One-on-One Contacts with Grantees

- Intake Calls ٠
- Monthly Calls •
- **Quarterly Review Calls** •
- Exit Calls .
- Site Visits •

Education/Training

- Webinars •
- Reverse Site Visit/Program Meeting •

Tools & Templates

- **External Environmental Scan** ٠
- Network Organizational Assessment •
- Network Statement Tip Sheet ٠
- Strategic Plan •
- **Grantee Directory** •
- Grantee Source Book ٠
- www.crlconsulting.org .



CYCLE OF PLANNING ACTIVITIES

The best way to predict your future is to create it. -Abraham Lincoln











Remember...

A Few Start Up "To-Dos"



Register for HRSA Electronic Handbook and add this grant to your portfolio (project director, financial reporting administrator and other staff)



Register in the Payment Management System (PMS)

Submit items listed under grant specific terms/conditions (if applicable)



Respond to email from CRL Consulting to set up your first TA Call



Review HRSA Award Management Tutorial (web-based)



Email your PO any contact updates and/or emails that need to be added to the grantee contact and distribution list



First Deliverable: Grantee Directory Due on August 23rd



Next Webinar: Understanding Rural Health Network, August 21st



And Also Remember...

We are hear to help!

- HRSA Project Officer
- HRSA Grants Management Specialist
- Technical Assistance Provider



Here to help





HRSA Grant Contact Information

Grants Management Specialists

Ardena Githara (AGithara@hrsa.gov_/ 301-443-4903) Hyemi Donaldson (Hdonaldson@hrsa.gov / 301-945-3051) Ann Maples (Amaples@hrsa.gov_/301-443-2963) Benoit (Ben) Mirindi (BMirindi@hrsa.gov_/ 301-443-6606) Adejumoke (Busola) Oladele (AOladele@hrsa.gov_/ 301-443-2441) Kelichia Wellons (Kwellons@hrsa.gov_/ 301-945-9882)

Program Coordinator/ Project Officer

Jillian Causey (Jcausey@hrsa.gov / 301-443-1493)

Project Officers

Jillian Causey (<u>Jcausey@hrsa.gov</u> / 301-443-1493) Sara Afayee (<u>Safayee@hrsa.gov</u> / 301-945-4169) Alexa Ofori (<u>Aofori@hrsa.gov</u> /301-945-3986)





Questions?







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