CHCF

Manual for Project & Grant Coding at CHCF, FY23-24

Prepared by Learning & Impact, with input from Grants Administration

Updated March 2023

Purpose of this manual

- This document is designed to provide detailed guidance to CHCF grant makers re: HOW to code project and grants in Salesforce.

- This document also explains WHY we are coding what we are coding.
  - We hope that if CHCF grant makers understand the need for each data element/how each is used, you will engage productively and collaboratively in ensuring data accuracy.

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- Project-level coding at CHCF
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  - Re-cap of grant coding changes from FY 22-23
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- Grant-level coding at CHCF
  - Coding-specific explanations and guidance/tips
  - Re-cap of grant coding changes from FY 22-23
  - Step by step: Salesforce screenshots and directions

- Grant closeout questions at CHCF
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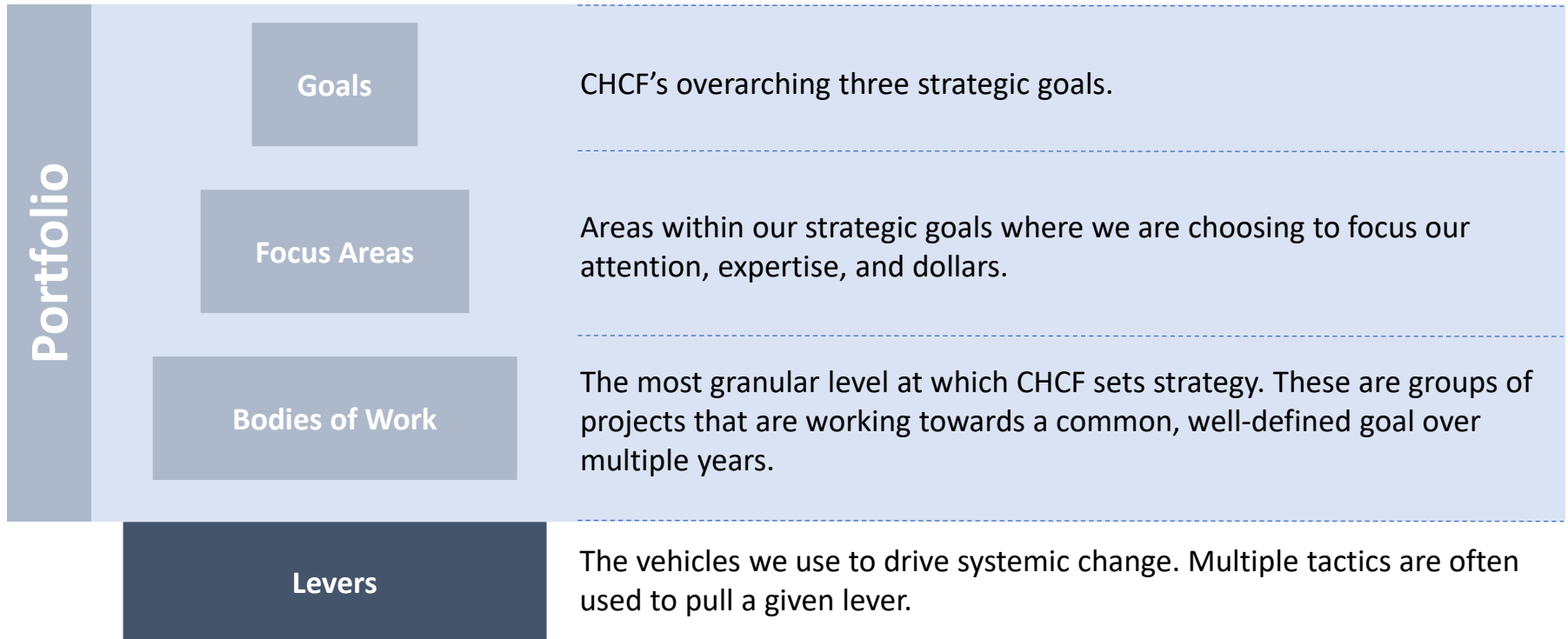
- Key take-aways

Background

RECALL: Mission to Levers: How We Organize Our Work

Mission
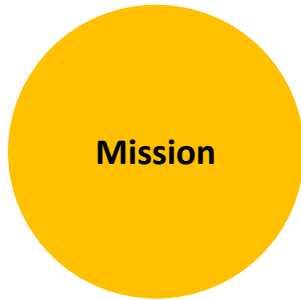
CHCF is dedicated to advancing meaningful, measurable improvements in the way the health care delivery system provides care to the people of California, particularly those with low incomes and those whose needs are not well served by the status quo. We work to ensure that people have access to the care they need, when they need it, at a price they can afford.
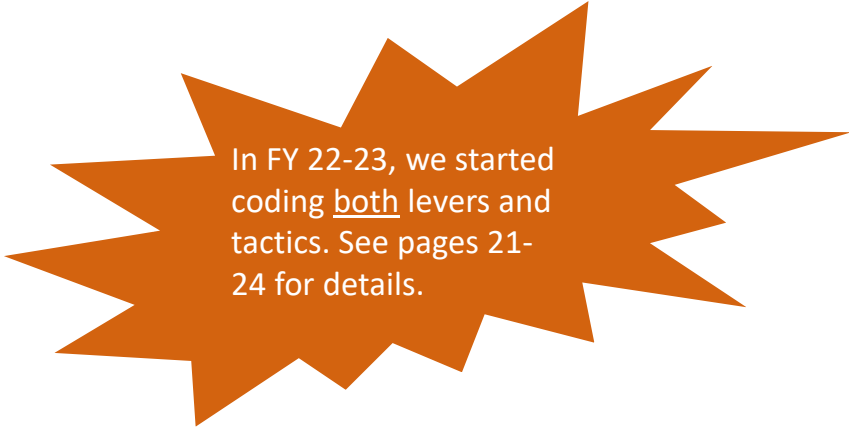
Strategic Framework

Filter, or screen, through which we view our goals in service of our mission

Portfolio

Goals

CHCF's overarching three strategic goals.

Focus Areas

Areas within our strategic goals where we are choosing to focus our attention, expertise, and dollars.

Bodies of Work

The most granular level at which CHCF sets strategy. These are groups of projects that are working towards a common, well-defined goal over multiple years.

Levers

The vehicles we use to drive systemic change. Multiple tactics are often used to pull a given lever.

Levers, Tactics, Projects and Grants: How We Execute Our Work

- As noted on the prior slide, **levers** are the vehicles we use to drive systemic change; they are the articulation of the theory of change for a body of work. **Tactics** are how we pull a lever; multiple tactics are often used to pull a given lever.

- As a philanthropic organization, we operationalize our levers and tactics via projects (and the grants that comprise them). At CHCF,
    - A project is one or more grants grouped together around a specific topic. Funding approvals at CHCF happen at the project level.
    - A grant is an individual contract with a grantee (which can have subcontractors) to accomplish a pre-specified set of activities. A grant can be the same as a project if a project only has one grant under it, or there can be multiple grants under one project. Once a project is approved, the program officer issues one or more grants from the approved pool of funds.

In FY 22-23, we started coding both levers and tactics. See pages 21-24 for details.

FAQs: Project and Grant Coding

- **Why do we code our projects and grants?** CHCF codes our projects and grants to help us understand our grantmaking by different characteristics so we have awareness re: fund allocation, can be transparent with our Board and externally, and can use the data to reflect and improve our work/approach over time. Along with our peer review process, the data generated from this coding (in the form of the Board dashboard) allows the CHCF Board to have significant confidence in us (e.g., high allowable spend without Board review).

- **When do we code projects and grants?** We code projects at the start of our approval process. We code grants at two different points: 1) when we are first contracting them and 2) at the end when a grant "closes out."

- **What do we code?** We code all projects. Starting in FY 22-23, we code all grants EXCEPT conference grants because the amount we spend on conference grants per year is relatively small and what we track often does not apply to this type of funding.

- **What data are we collecting?** At the project level, we capture: goal, focus areas, body of work, and the coding often does not make probability, peer review date, risk, and some operational variables. At the grant level, we capture: grant origination, co-funding, levers & tactics for change, population information, intellectual property & state health policy concerns. Grant coding variables change over time to support evolutions in our grantmaking approach and strategy.

- **How are the coding data used?** The data are used for multiple purposes:
    - to understand the reach and impact of our grantmaking at a high level,
    - to inform internal learning (e.g., offsite sessions),
    - to populate the twice-annual dashboard for the CHCF Board,
    - to populate the Body of Work dashboards used in Body of Work reviews,
    - for external transparency (the Board dashboard is posted on CHCF's external website), and
    - to complete philanthropic field surveys on our grantmaking practices.

- **How accurate are the data?** This is where program staff come in! "Garbage in, garbage out," as the saying goes. Data accuracy depends on the people entering the data. Please take the task seriously! This said, we recognize that coding is an imperfect science. We are aiming for the data to be "good enough" to have a directional sense of how we are allocating dollars. It will never be perfect, and we will always be making tweaks or even larger changes to the coding as our work evolves and/or we see what is and is not working.

- **Whose responsibility is grant coding?** It is the project owner's (usually a program officer's) job to complete coding. L&I works in partnership with GA and IT to manage the coding framework, clean the data as needed, and analyze them.

Project Coding at CHCF

Project Coding: General Information

Question	Answer choices	Explanation
Record Type	• PRL • Board • PF DPF and Others • Small Project	• Signals the review process for your project (which is then tied to the workflow in Salesforce).
Project Title	Blank field (fill in)	• Name of the project
Impact Area	Search	• This is the body of work that the project supports.
Project Tags	Blank field (fill in); is optional	• Tags are optional, but can used by staff for easy search of projects (e.g., a BH tag allows for easier searching of projects related to behavioral health)
Support Staff	Search	• The PA who will support this project
Approval Meeting	Search	• The meeting date for project review (PRL). Not completed for small projects.
Probability	• High • Budget Placeholder • Personal Placeholder	• An important flag to signal how likely a project is to happen. It is used to help senior leadership track budgets and payout throughout the year. • High is very likely and the amount is known; budget placeholder is likely but the exact amount is not certain; personal placeholder is uncertain and does not show up in official accounting lists.
Project Duration	Blank field (fill in)	• Expected duration of the project (typically expressed in months).
Project Description	Blank field (fill in) Limit 255 characters	• One paragraph description of the project • NOTE: Small projects have additional information to complete in Salesforce; there is no other write-up for small projects
Risk Rating	• High • Medium • Low	• Overall, Environmental, Execution, and Reputational Risk Rating • See Writeup Template for additional details • NOTE: Not completed for small projects

Project Coding: Project Exceptions & Coding

Question	Answer choices	Explanation
Project Approval Exceptions	• Board Pre-Approved • Fast-Track Approval	• Select these if your project is bypassing the normal peer review process. • Board Pre-Approved means the project/BOW and general budget has already been reviewed and approved by the board. • Fast-Track Approval are for projects that are larger than small project but do not require a peer review.
Project Coding	• CalAIM • COVID-19 Related • Help Now Project	• Select if your project is one of these key project types or focus areas. • We are tracking these for internal learning purposes.

This new project coding started in FY22-23.

Project Coding Recap: What changed in FY 22-23?

- *NEW*: Approval exceptions
  - We are starting a new process of Board BOW approval and created a way to indicate this and fast-tracked projects

- Tracking project focus areas and types
  - Important topics areas are continuing to be capture at the project level
    - *NEW* CalAIM
    - COVID-19 Related
    - Help Now Project

Project Coding Step-by-Step in Salesforce

After creating a new project, complete project coding.

New Project: PRL

Details

Project ID

All questions with a red asterisk are required

*Project Title

[   ]

*Impact Area

[Search Impact Areas...   🔍]

Project Tags ⓘ

[   ]

Owner

🐱 Gina Martinez

*Support Staff ⓘ

[Search People...   🔍]

Approval Meeting ⓘ

[Search Meetings...   🔍]

Hover over the "i" for additional information

Record Type

PRL

Project Status

[Planned   ▼]

Approved Date

Total Payout Allocations ⓘ

Project Approval Exceptions ⓘ

Available

Board Pre-Approved

Fast-Track Approval

▶

◀

Chosen

New Project Exceptions

"Impact area" refers to the body of work.

*Impact Area

black health

🔍 Show All Results for "black health"

☂ People-Centered Care - **Black Health** Equity - PRI
Melissa Buckley

☂ People-Centered Care - **Black Health** Equity - Health ...
Michelle Schneidermann

☂ People-Centered Care - **Black Health** Equity - Birth E...
Michelle Schneidermann

☂ People-Centered Care - **Black**
Michelle Schneidermann

Use the search field to find and select your BOW

Press enter to see more details, if needed.

Impact Area

black health 🔍

Impact Areas
4 Results • Sorted by Relevance ▼

IMPACT AREA	APPROVER USER
People-Centered Care - Black Health Equity - PRI	Melissa Buckley
People-Centered Care - Black Health Equity - Other/Exploratory	Michelle Schneidermann
People-Centered Care - Black Health Equity - Health Care Systems	Michelle Schneidermann
People-Centered Care - Black Health Equity - Birth Equity	Michelle Schneidermann

Continue entering project details, including new project exceptions and coding if they apply to your project.

Approval Meeting ⓘ

Search Meetings/Campaigns... 🔍

Project Approval Exceptions ⓘ

Available | Chosen

Board Pre-Approved

Fast-Track Approval

▶ Then click arrow to select.

◀ Click this arrow to unselect.

Click the approval exception that applies.

Probability ⓘ

High ▼

Project Coding ⓘ

Available | Chosen

CalAIM

COVID-19 Related

Help Now Project

Tip: You can select more than one option using CTRL before clicking arrow to select.

Project Duration

Continue to complete coding. You will get an error messages if you forget a required element.

Small projects have additional questions in Salesforce (as there is no other required write-up for these projects).

Purpose

Project Description ⓘ

Project Objectives ⓘ

Alignment with Strategic Framework ⓘ

Project Activities ⓘ

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Tₓ

Grantee(s) ⓘ

Tip: If you need to edit project details after saving…

Details

Project ID
P-6782

Record Type
Small Project

Project Title
Mike's Test Project - Small Size

Project Status
Approved

Impact Area
Testing - Testing - Testing

…click the pencil symbol.

Project Tags ⓘ

Project Approved Amount ⓘ
$101.00

Owner
Mike Froehlich

Support Staff ⓘ
Mike Froehlich

Total Payout Allocations ⓘ
$101.00

Probability ⓘ
High

Project Duration

Project Approval Exceptions ⓘ

Goal-based Approver
Mike Froehlich

Project Coding ⓘ

Grant Coding at CHCF

Grant Coding: Grant origination, co-funding, and conferences

Question	Answer choices	Reason(s) for asking question	Guidance/tips for coding
Conference Sponsorship	Checkbox	• Conferences are a specialized type of grant; we do not include them in the dashboard denominator.	If you answer yes here, you have fewer questions to complete. Be sure you answer this question *BEFORE* continuing your grant coding!
How did the grant originate?	• Solicited • Request for proposal (RFP) • Unsolicited • Other	• GA uses this question to answer philanthropic field surveys.	• Solicited: Means "invited" (i.e., we sought them out). Select this for projects where we developed project concept and then went out and solicited a grantee who we thought could do the work. • Request for proposal (RFP): We issued an RFP (or related request process) and received multiple responses/proposals to consider. Like solicited proposals, the project concept most likely came from CHCF. • Unsolicited: Means it came to us without our asking/seeking it out. Select this option if the project concept did not originate with CHCF and instead was proposed to us by the grantee. • Other: A catch-all category for (hopefully) an occasionally odd-ball project that does not fit into the other categories. Used only very rarely.
Is this grant co-funded?	Yes/No	• GA uses this question to answer philanthropic field surveys.	If you do not yet know if there will be co-funders, please select 'no' and update later if co-funding materializes.
If co-funded, list the co-funder(s)	This is a free text field where you should type co-funder names.	• It is useful to have the ability periodically to review who our co-funding partners tend to be.	• If you know the grant will be co-funded, but don't know the specific funders yet, you can put TBD and update later. • Abbreviations are fine and encouraged due to limited field space.

Grant Coding: Levers

Question	Answer choices	Reason(s) for asking question	Guidance/tips for coding
What is the primary lever?	• Delivery System • Workforce • Data/Measures/Data Exchange • Public Policy • Payment/Financing • Lived Experience/ Community Engagement • Other	• Levers are the vehicles we use to drive systemic change (i.e., HOW we do our work). The lever coding is, in essence, the articulation of your theory of change for the grant. Our list of levers are the vehicles we have identified as being critical to achieving lasting health systems change at scale <u>and</u> suited to our role as a philanthropy.	• For the primary lever, code the MAIN vehicle this grant is using to achieve impact. • Code what the grant *is actually doing*. • You must code a primary lever. • "Other" category should be used only sparingly, if at all. • It is understood that some grants may not fit neatly into a single lever. You know your grant best – use your best judgment. • See next page for lever details.
What is the secondary lever?	• Delivery System • Workforce • Data/Measures/Data Exchange • Public Policy • Payment/Financing • Lived Experience/ Community Engagement • Other • N/A	• Same overall reasoning as above. • Program officers asked to have a secondary lever in case flagging one lever was not sufficiently describing the project. • We usually do not report the secondary lever in the Board dashboard, but do use it periodically for internal analyses.	• For the secondary lever, code any other important but lesser (compared to the primary) mechanism this grant is using to achieve impact. • Many grants will not have a secondary lever/you are NOT obligated to code one. There is an NA (not applicable) answer choice, and it is fine to select that if there is no other mechanism for change besides the primary lever. • "Other" category should be used only sparingly, if at all. • See next page for lever details.

This new line-up of levers started in FY22-23.

Detailed guidance for each lever.

Lever	Definition	Guidance/tips
Delivery System	Work to develop and spread efficient and effective ways that organizations in the delivery system operate to improve coverage, access, and quality of care.	This is often, but not always, frontline work. It includes implementation of new care models/innovations in the delivery system. Does not include workforce.
Workforce	Work to support, improve, and/or expand the health care workforce.	*NEW* lever (used to be rolled into delivery system)
Data/Measures/ Data Exchange	Work to acquire improved data and/or measures to help health care stakeholders (including providers) better understand care quality and costs; improve transparency; and/or improve care delivery.	*RENAMED & RECONCEIVED* to focus specifically on data, measures, and data exchange. All data exchange projects fit here. Analytic projects about a certain topic should be coded to *that topic*, NOT to this lever.
Public Policy	Work to change or inform the development of statute, executive branch polices (i.e., regulations, federal waivers, state plan amendments, all plan letters), or government contracts. Includes support for advocacy organizations.	
Payment/ Financing	Work to change how health care services are reimbursed/paid for.	
Lived Experience/ Community Engagement	Work to understand, synthesize, and communicate at scale the feelings, ideas, and experiences of individuals and/or communities that are the ultimate focus of our work. Also includes work to motivate and educate communities/individuals.	*RENAMED & RECONCEIVED* (used to be consumer engagement)
Other	An answer choice just in case none of the other levers is appropriate.	Use only sparingly, if at all.
N/A	Not applicable	Only an option for secondary lever. Select if your grant uses one dominant (i.e., primary) lever.

Grant Coding: Tactics

Question	Answer choices	Reason(s) for asking question	Guidance/tips for coding
Which tactics, if any, does this grant use? *SELECT ALL THAT APPLY*	A tactic is how we pull a lever. The tactics we are tracking at this time are: • Evaluation • Research • Convening • Advisory Group • Media/Journalism • Communications Strategy & Support • Learning Collaborative • Polling/Surveys • Focus Groups/ Interviews • Advisory Group • Technical Assistance • Capacity Building • Gen Ops • Project Management/ Program Office • Planning Grant • N/A	We are tracking this list of tactics to support data analysis and/or learning. This list of tactics is NOT meant to be exhaustive. It is simply a current list of key tactics we want to track now for the following reasons: • Evaluation: L&I needs to know what evaluations are in play to support evaluation work across the foundation. • Research: We do a lot of this type of work across many of our levers. We want to be able to track and quantify our investments on this front. • Convening: We say these are a CHCF "superpower," but we have not done systematic tracking of them to inform learning. • Media & Communications: We want to be able to track our significant investments in these areas. • Learning Collaboratives, Polling/Surveys, Focus Groups/Interviews, and Advisory Group: We are increasingly using these tactics and want to be able to pull out the grants that use these tactics to inform learning. • Technical Assistance, Capacity Building, Gen Ops, Project Management/Program Office, and Planning Grant: We want to be able to track the type(s), quantity, and recipients of this type of support.	• You are NOT required to select a tactic. It is fine and preferred for you to select N/A if none apply to your grant. • Tactics are not mutually exclusive – please select as many as apply to your grant. • See next page for details on tactics.

New as of FY22-23: Coding tactics

Detailed guidance for each tactic (1 of 2)

Tactic	Definition	Guidance/tips
Evaluation	A formal assessment.	Select only if the grant supports explicit evaluation work either in its entirety or as an important component of the scope of work. The lever selected for an evaluation grant should be the main lever (e.g., delivery system, payment, etc.) that the evaluation is assessing.
Research	Work to inform the field through gathering and analysis of information; often results in a journal article, report, and/or issue brief.	Many MAI grants use this tactic. Includes scans and landscape work. Tip: If you are engaging a consultant or academic to analyze data and produce a written product, select this tactic.
Convening	A gathering meant to facilitate focused conversation; typically private/invitation-only; no fee.	There are formal meetings of stakeholders, not usual meetings held as part of management of a grant. Also, convenings are NOT conferences.
Advisory Group	A formal group of advisors that is being convened as part of the scope of work.	Advisory groups typically meet multiple times during a project. Often, they are compensated for their time/contributions to the effort.
Media/ Journalism	Work involving outside partnerships directly with media and/or journalism organizations.	Typically, a comms officer would be leading this work. Only if you would consider media/journalism as one of the top three tactics used in the grant.
Communications Strategy & Support	Work involving outside communications consultants and vendors that is above/beyond the standard communications approach of a typical project/grant.	A project with just a standard issue brief or report that gets typical CHCF support upon release would not select this tactic.
Learning Collaborative	A group of individuals from various communities/organizations that comes together over a period of time to learn, build capacity, and/or generate new knowledge together.	Does NOT include: 1:1 coaching or other technical assistance with no group or peer learning component; a series of webinars where participants do not interact or present their own experiences/materials; and/or one-off gatherings such as convenings or conferences.
Polling/Surveys	Work that uses significant polling and/or surveying approaches to collect data.	This includes significant research/data capture via polling and/or surveys. Do NOT select for small-scale work of this nature (e.g., NOT A-B website testing or attendee surveys for a learning collaborative).
Focus Groups/ Interviews	Work that includes qualitative data collection either 1:1 or in small groups.	This includes significant research/data capture via focus groups and/or interviews. Do NOT select for small-scale work of this nature (e.g., NOT one or two small focus groups or conducting a few interviews).

Detailed guidance for each tactic (2 of 2)

Tactic	Definition	Guidance/tips
Technical Assistance	Work that supports a grantee to acquire any specialized service, skill, or knowledge that the grantee does not currently have, but which it may need in order to operate effectively. It often focuses on a specific content area (e.g., helping the delivery system execute a state policy).	Learning collaboratives, demonstrations, and pilots often employ TA. NOTE: Capacity building is a specific form of TA which we want to track separately. If capacity building is the only kind of TA in your project, only select the capacity building tactic. If there are other kinds of TA in your project, please also select TA.
Capacity Building	A subset of technical assistance that focuses on individual and/or organizational development of crosscutting, core skills.	Examples of capacity building include work to teach skills in the following areas: strategic planning, leadership/executive coaching, governance, financial sustainability, DEI, etc.
Gen Ops	Work that supports basic (or "core") organizational and/or administrative needs.	Gen ops is not directed to a specific programmatic topic; it is more general/cross-cutting in nature to support the organization as a whole.
Project Management/ Program Office	Work that provides management, oversight, and/or logistical support.	Often grants have a project manager as part of a project team, that is NOT what we are trying to capture here. Rather, this tactic is meant for project management and oversight that is above and beyond the typical grant. Usually, these would be grants that are supporting another ("main") grant.
Planning Grant	Work that explores a topic, issue, or area with the intention/possibility of providing additional funding in the future based on the information learned in this grant.	These can be exploratory grants for a BOW or a specific project. They may also be grants provided to a grantee in support of their development of a project idea.
N/A	Not applicable	If none of the other tactics apply to your grant, select N/A.

Grant Coding: Geographic reach

Question	Answer choices	Reason for asking question	Guidance/tips for coding
What is the geographic focus of this grant? *SELECT ALL THAT APPLY*	• National • All of California (Statewide) • Specific region(s) of California • Central Coast • Greater Bay Area • Sacramento • Northern/Sierra • San Joaquin Valley • Los Angeles • Other Southern California • Not yet known	• CHCF's charge is to improve the health and health care of ALL Californians. However, individual grants may have a broader or narrower focus. • As we fund in many different parts of the state, and especially in Southern California given it is where a large proportion of the population resides. • We want to be able to know how we are doing on geographic reach of our grantmaking and to be able to track this over time.	• See next slide for guidance on geography
If California-Regional, identify which region(s).		• CHCF's charge is to improve the health and health care of ALL Californians. We want to be able to know how we are doing on geographic reach of our grantmaking and to be able to track this over time.	• See next slide for guidance on geography

Detailed guidance for geographic reach.

Step 1	Step 2
First decide whether the grant is: • National • All of California (Statewide) • Specific region(s) of California Notes: • If it's a large grant with multiple sites served, select regional (versus statewide) and then indicate each region served (see Step 2). • There is an option to select "not yet known." Please use this sparingly and if you select it, set a reminder to yourself to go back and update the data later.	**If it's regional**, you'll need to select which region(s) are served by the grant. • **Central Coast** (Monterey, San Benito, San Luis Obispo, Santa Barbara, Santa Cruz, Ventura) • **Greater Bay Area** (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma) • **Sacramento** (El Dorado, Placer, Sacramento, Yolo) • **Northern/Sierra** (Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, Glenn, Humboldt, Inyo, Lassen, Lake, Mariposa, Mendocino, Modoc, Mono, Nevada, Plumas, Shasta, Sierra, Siskiyou, Sutter, Tehama, Trinity, Tuolumne, Yuba) • **San Joaquin Valley** (Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare) • **Los Angeles** • **Inland Empire** (San Bernardino, Riverside) • **Other Southern CA** (Imperial, Orange County, San Diego) *NOTE:* • *For reporting, if you select more than one region, the grant dollars will be split evenly across all the regions selected. For example, if $100K was paid out on a grant that focused in LA and the Bay Area, $50K would be allocated to LA and $50K to the Bay Area.*

Grant Coding: Safety net

Question	Answer choices	Reason for asking question	Guidance/tips for coding
To what extent does this project focus on the safety net (Medicaid and those for whom insurance is unaffordable)?	• Mostly • To some extent • Not at all	• Our strategic framework names Medicaid and the uninsured as our core population of interest across all our grantmaking. We want to be able to track the extent to which we are staying true to our intention to focus on this group.	• Given CHCF's explicit focus on the safety net, "not at all" choice should be used only rarely. • Work re: Covered CA *could* be part of the safety net, depending on the population of focus (e.g., broad Covered CA work would likely be "*to some extent*," while work with Covered CA work on subsidies would likely be coded as "*mostly*").
If not at all, please specify what population.	Blank text field to fill in	• We want to be able to track and understand the instances when we are not focusing on the core population we name in our strategic framework.	• Be specific about which population and, if possible, indicate WHY that population is the focus.

New as of FY22-23: This safety net coding replaces old insurance question.

Grant Coding: Race/ethnicity – population served

Question	Answer choices	Reason for asking question	Guidance/tips for coding

What is the largest racial/ethnic group that will be served by this grant? *SELECT ONLY ONE*	• American Indian/Alaskan Native
	• Asian/Asian American
	• Black/African American
	• Latinx
	• Native Hawaiian/ Pacific Islander
	• White
	• Other (must specify population)
		• CHCF has made a commitment to focus our work on racial/ethnic populations that have historically been underserved. We want to be able to know (big picture) how we are doing against this goal and to be able to track progress over time.	• This question is meant to be directional. It does NOT mean that all of the grant's funds are supporting this population.
			• As the instructions say, you can only choose ONE racial/ethnic group for this question.
			• If the focus is CA as a whole (both Medi-Cal and general population) and no other group is specified as the focus, then always pick Latinx as the largest racial/ethnic demographic in CA and in Medi-Cal.
			• If you are unsure, go with your most reasonable determination. It may be helpful to use the internet to search for demographics of a geographic area, health system, membership of health plan, etc. Some helpful resources:
			  - CA Census Quick Facts (can look at county and city as well)
			  - DHCS Medi-Cal Enrollment data
			  - Medicaid Demographics
			  - Health Insurance Demographics
			• It is understood that some grants may not fit neatly into a box. Use your best judgment.
			• NOTE: The largest racial/ethnic group here may be a different from the population selected in the following question. This question focuses on the *impact* of the grant.

New as of FY22-23: Revised coding approach for race/ethnicity.

IMPORTANT TIP: Who is being served by the grant?
- In general, most of CHCF's grants are aiming to support patients, consumers, and Californians. Therefore, the most likely answer to this question is based on the demographics of patients, consumers, or residents of the grant's geographic focus.
- However, this is not always the case. Here are some examples that would likely be exceptions:
  - For a grant to increase the number of Black providers, you would code the largest race/ethnicity served as Black
  - For grants to support BIPOC entrepreneurs and journalists, you would code the largest race/ethnicity served as whatever the largest race/ethnicity is of those specific entrepreneurs or journalists that are the focus of the grant
  - For an individual stipend grant, you would code to the race/ethnicity of the specific individual

  Don't let the perfect be the enemy of the good. The goal is directional accuracy, not perfection.

Grant Coding: Race/ethnicity focus of the grant

Question	Answer choices	Reason for asking question	Guidance/tips for coding
Does any part of this grant have an intentional focus on any specific race(s)/ethnicity(ies)?	• Yes • No	• We want to be able to track where/when/how our work is focused explicitly on a specific racial/ethnic group.	• If you check yes to this question, this means that your grant has a specific and intentional focus on one or more race(s)/ethnicity(ies), not just a general equity focus. • Grants that have oversampling in a survey or special component of grant focused on subpopulation would also select yes.
If yes, list the specific race(s)/ethnicity(ies) *SELECT ALL THAT APPLY*	• American Indian/ Alaskan Native • Asian/Asian American • Black/African American • Latinx • Native Hawaiian/ Pacific Islander • White • Other (must specify population)	• Same as above.	• If you are selecting all of the populations listed – STOP. Please contact the L&I team (codinghelp@chcf.org) to discuss the grant further as most grants will focus specifically only on a few populations. • If the grant has a specific and intentional focus on racial equity and all BIPOCs, you may select each BIPOC race/ethnic group that is appropriate for your grant. • NOTE: The population selected here may be a different from the largest racial/ethnic group served in the preceding question. This question focuses on the *intent* of the grant.

New as of FY22-23: Revised coding approach for race/ethnicity.

Grant Coding: IP

Question	Answer choices	Reason for asking question	Guidance/tips for coding
Does this grant have any out of the ordinary or complicated Intellectual Property (IP) concerns?	Yes/No	• IP rights are very important to us. See deck. GA wants to make sure IP issues are being addressed thoughtfully and properly	• If you are not sure, always ask the grantee if any IP is involved and how they would like to handle, if yes; then run their response by GA. • Select yes if GA should review this grant and contract.
If so, describe the IP concerns.	Text box to fill in	• GA needs to know the specific terms so it can ensure that those desired terms are allowable.	• When in doubt, always ask GA (Lisa Kang) about IP.

Grant Coding: State government coding and FPPC compliance

Question	Answer choices	Reason for asking question
State Partners: Is this grant being made at the request of a State partner (legislative or executive branch), OR will a State partner(s) be deeply engaged in the work of this grant, OR is the grant being made to a State partner, OR will a State partner(s) serve in an advisory capacity on this grant? Please answer 'Yes' or 'No	• Yes/No	CHCF needs to know which state partners we are engaging in our grantmaking to enable org-wide coordination in our policy work
State entities affiliated with the grant *SELECT ALL THAT APPLY*	• (CHHS) CA Health and Human Services Agency • (DHCS) Dept. of Health Care Services • (CDPH) CA Dept. of Public Health • CalPERS • Covered California • (DMHC) Dept. of Managed Health Care • (EMSA) Emergency Medical Services Authority • (HCAI) Dept. of Health Care Access and Information • Legislature • Other	Same as above.
FPPC: Is an activity of this grant to influence legislation, state budget, regulations, all plan letters, waivers or similar actions? Would any of the funds be used to provide "gifts" to state or county staff? Please answer 'Yes' or 'No' - if you are unsure, please select 'Yes'.	• Yes/No	• CHCF needs to track compliance with the requirements of CA Fair Political Practices Commission (FPPC) • See this information guide re: FPPC
FPPC Review Explanation	Open text field	

Guidance for potentially "tricky" grant coding

- Grants that are in support of another "main" grant (e.g., funding for a project manager or program office, a planning grant, stipends) should be coded in the same way you would code the "main" grant.

    - These types of grants should have the same answers for levers, geographic reach, safety net, and race/ethnicity.

    - NOTE: Tactics would be different from the "main" grant.

Grant Coding Recap: What changed in FY 22-23?

- No more grant-level coding of conference grants– just a flag so we can identify them and pull them out.

- Levers:
    - Workforce has been made its own lever, reflecting the significant work we now do specifically to advance workforce.
    - We have renamed some levers to make them more accurate/precise re: our work today (e.g., date/transparency/monitoring is now data/measures/data exchange).

- *NEW*: Tactics coding
    - We are now going to code tactics that are used across a variety of levers. We are not coding every tactic– just key ones we have reason to track.
    - Evaluation and media are now tactics.

- Race/ethnicity coding has changed significantly to better reflect the groups we are working with and for.

- We have done away with the population by insurance question and replaced it with a question about the population of the grant as it relates to the safety net.

Grant Coding Step-by-Step in Salesforce

After creating a new grant, complete grant information.

New Grant: Grant

Grant Information

*Grant ID

Grant Record Type

Grant

*Organization Common Name

Search Organizations...

*Status

--None--

*Primary Contact/PI

Search Contacts...

All questions with a red asterisk are required

Tick this box for conference sponsorships and bypass grant coding!

Support S...

Search People

Dates

*Start Date (FC)

*Grant Title

Conference Sponsorship (bypass Coding)

Grant Description

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*End Date

Click here for Grant Coding

Any unusual or complicated IP concerns?

--None--

Duration (Months)

If so, describe the IP concerns.

Scope of Work

Scope of Work

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Continue entering grant details. Some information may need to be completed or updated at a later date when the information is known.

Scope of Work

Scope of Work

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State-Related Grants & FPPC Compliance

State Government Partner? ⓘ
--None-- ▾

FPPC Requirements Review Requested ⓘ
--None-- ▾

Entities Affiliated with Grant ⓘ

Available

| (CHHS) California ... |
| (DHCS) Departme... |
| (CDPH) California ... |
| CalPERS |

▶

◀

Chosen

FPPC Review Explanation ⓘ

Other State Entity Affiliation ⓘ

FPPC Reporting (SHPO Only) ⓘ

Financials

*Recommended Amount

GL Account
--None-- ▾

Award Date

Fixed ☐

Initial Award Amount

Total Amendments ⓘ

Net Amount ⓘ

Payment Contact

Payment Contact

Due Diligence

Conflict of Interest ☐

Grant to New Grantee ☐

Conflict of Interest Comments

GMP Comments
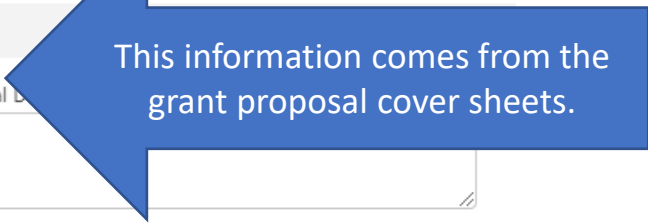
CA Tax Withholding Applies

Grant Closeout Complete or Exempt ⓘ ☐

CA State Withholding Exemption Reason ⓘ

Transaction Type ⓘ
--None-- ▾

Some project coding (like race/ethnicity of the grantee manager and team) is entered by PAs from the proposal cover sheets.

Race/Ethnicity of Project Manager

Project Manager Race/Ethicity ⓘ

--None--

Organizational [

This information comes from the grant proposal cover sheets.

PM "not listed/self-identify", describe ⓘ

Race/Ethnicity of Project Team (Numeric Counts)

American Indian/Alaskan Native (Team) ⓘ

Native Hawaiian/Pacific Islander (Team) ⓘ

Asian/Asian American (Team) ⓘ

White (Team) ⓘ

Black/African American (Team) ⓘ

Not Listed or self-identify (Team) ⓘ

Latinx (Team) ⓘ

Project Team Prefer Not To Answer ⓘ

Multiracial (Team) ⓘ

Describe Team "not listed/self-identify" ⓘ

Navigating to grant coding in the grant record.

This will open a separate grant coding worksheet

Complete the form using drop downs, multiselect, and checkboxes. Click save when you're done.

Hover over the "i" for additional information.

Grant Coding
GC-12549

New Note   Edit   Clone

Back to Grant
Back to Grant

> Grant Origination & Co-fu...

*How did this grant originate? ⓘ
--None--

*Is this grant co-funded? ⓘ
--None--

If co-funded, list the co-funder(s) ⓘ

Definitions and guidance are available on the right side.

> Levers & Tactics

*What is the PRIMARY lever? ⓘ
--None--

*What is the SECONDARY lever? ⓘ
--None--

*Which tactics, if any, does grant use? ⓘ
Available

For more detailed coding guidance, review the Grant Coding Guide (\Program Office\Learning and Impact\Program Resources and Toolkits\Grant Coding)

Reminder – If this is a conference grant, please check the Conference Sponsorship box on the main grant page. You do NOT need to complete any coding on this page!

Grant Origination:
- Solicited: Means "invited" (i.e., we sought them out).
- Request for proposal (RFP): We issued an RFP (or related request process) and received multiple responses/proposals to consider.
- Unsolicited: Means it came to us without our asking/seeking it out.
- Other: catch-all category; use sparingly.

Co-funding: List co-funders

Lever Definitions
- Delivery System: Work to develop and spread efficient and effective ways that organizations in the delivery system operate to improve access to and quality of care.

Chosen   Cancel   Save

You must complete all required questions before saving the form.

For multiselect lists, use CRTL to select and the arrow to add to grant.

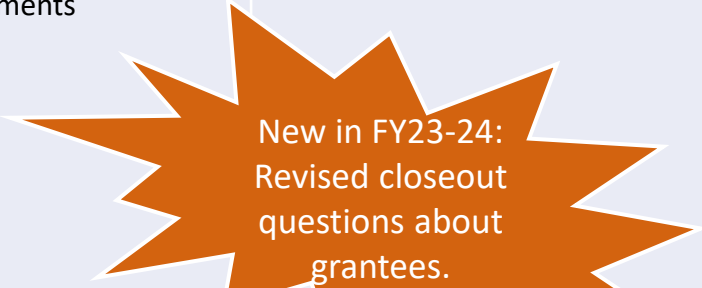# Grant Closeout Questions at CHCF

Grant Closeout: How We Reflect on Our Work

- Grant closeout provides an opportunity for you to take a moment to reflect on **an individual grant** (not project). It also is an opportunity for you to share those reflections with colleagues so that we can learn from each other.

- As with all our grant-level coding, the goal is to collect information to improve the effectiveness, efficiency, and impact of your, your colleagues', and CHCF's grantmaking. We recognize that not every grant has a major lesson (e.g., conference sponsorships) and/or that you may only have responses to some questions and not others. Respond to the questions where you have something to share; and if you do not have reflections to offer, you can state this in the comment box.

- This is meant to be a thoughtful but not laborious reflection. You are welcome to use bullet points/shorthand or write in paragraphs. Also, if you have multiple, near-identical grants where your reflections are the same across those grants, it is fine to have the same or similar comments across those grants (i.e., to copy/paste your reflections).

- If your reflection at the grant level elicits thoughts you want to share at the project or BOW level, you can add comments into the optional comment box at the end.

- Grant closeout is required for all grants, except for conference sponsorship.

In FY 23-24, we have updated our closeout questions and process.

Grant Closeout Questions: Grantee

Question	Answer choices	Reason for asking question	Guidance/tips for coding
Reflecting on **this specific grant**, which of the following is the grantee skilled at?	• Capacity Building for Non-profits • Data Analysis • Evaluation • Facilitation • Presentations or Webinars • Project Management • Research • Strategic Planning • Technical Assistance, Training, or Coaching • Writing • Working with a specific subpopulation or group (specify) • Strong network related to specific topic, setting, or field (specify) • Specific subject matter expertise (specify) • Other (specify) • There is no skill that I would highlight.	• We want to understand the skills of grantees we have worked with to inform our future grantmaking.	• This question is meant to highlight areas where the grantee is solid or better – NOT all areas of experience. • Only select areas you have direct experience with the grantee during this grant.
OPTIONAL: Grantee comments	Comment box	• There may be additional comments that would be valuable for your colleagues to know.	• Provide any additional comments about the grantee that would help a colleague when working with, or deciding to work with, this grantee. • A question to consider is – What would help the grantee succeed? • You may want to highlight a particular team or individual within the grantee organization here.

New in FY23-24: Revised closeout questions about grantees.

Grant Closeout Questions: Grant

Question	Answer choices	Reason for asking question	Guidance/tips for coding

Reflecting on **this specific grant**, what is your gut feeling/ assessment? What was exciting, problematic, joyful, surprising, and/or frustrating? Why?	Comment box	• Feelings can often shine a light on the aspects of the grant that have stuck with you.	• Potential topics you may want to discuss include working in this space, grantee relationship or performance, grant structure, impact of work, CHCF involvement, CHCF approach, etc.
			• Additional prompts to consider:
			  - Did anything in particular bring you joy?
			  - Was anything cool or interesting?
			  - Did anything surprise you or turn out differently than you expected?
			  - Did you have to pivot or change anything?
			  - Were there any A-ha moments?
			  - Did anything make you anxious or worried?

Reflecting on **this specific grant**, what advice would you give to a colleague contemplating similar work? Think especially in terms of lessons for a grant maker/program officer.	Comment box	• By capturing your lessons here, the L&I team can facilitate org-wide learning and improvement.	• Focus on the art and science of grantmaking rather than the topic of the work when thinking about this question.
			• Potential topics you may want to discuss include working in this space, grantee relationship or performance, grant structure, impact of work, CHCF involvement, CHCF approach, etc.
			• Some things you may consider when answering this question are:
			  - What do you wish you knew when starting this grant or what you would do differently with hindsight?
			  - What made the grant successful or caused challenges, especially if it is something you haven't tried or experienced before?

New in FY23-24: Revised closeout questions about grants.

Grant Closeout Questions: Learning Questions, optional

Question	Answer choices	Reason for asking question	Guidance/tips for coding
OPTIONAL: Did any topic or question come up during this grant that you would suggest for deeper learning at CHCF (e.g., at an offsite, peer review discussion meeting, lunch & learn, in-depth discussion with L&I team)?	Comment box	• Along with the previous questions, this will help us to prioritize topics that are of interest to grantmakers.	• If you have a question, it is likely that others have the same question. • This can be a topic, question, success, or challenge you mentioned in previous questions. • You can also use this space to add something unrelated to this grant.

OPTIONAL: As you contemplate this specific grant, does it raise any broader reflections or questions as it relates to the project or BOW?	Comment box	• Some grantmakers find it useful to think about a specific grant in the context of the larger project and/or BOW.
		• In addition, reflecting on a specific grant made lead to insights for your project and/or BOW.
			• Some things you may consider when answering this question are:
			  - How does this grant relate to other grants?
			  - How does this grant fits into the project or the BOW as a whole?
			  - Have you had similar reflections about other grants? What might that mean for your work?

OPTIONAL: Do you have any feedback or suggestions to help L&I improve the questions above?	Comment box	• We are trying out these new questions. As such, L&I would greatly appreciate getting your feedback on how they are working.	• Some things you may consider when answering this question are:
			  - Did you struggle with any of the questions? If so, which ones and why?
			  - Are there any questions that you think are missing or that you would like us to ask here?
			  - Is it helpful to you as the grant owner to have this moment of grant-level reflection?

New in FY23-24: Learning questions about grants and closeout.

Grant Closeout Recap: What changed in FY 23-24?

- Moving forward, grant closeout is no longer on hold and will be required for all grants, except for conference sponsorships.

- New grantee questions to understand their skills and expertise.

- New grant questions to gather information about challenges, questions, and lessons on the art and science of grantmaking to support organization learning.

- New learning questions to:
  - Support reflection at the project and BOW level
  - Elicit ideas and topic for future learning events
  - Gather feedback on the closeout process

Grant Closeout Questions Step-by-Step in Salesforce

After the end of a grant, navigate to the closeout tab.

Grant
G-32497

+ Follow | Edit | Change Record Type | Delete | Clone

Start Date* 11/1/2022
End Date 12/31/2022
Net Amount $50,000.00
Organization Common Name MKF Test Common Name Org
Payments Balance* $50,000.00

✓ ✓ ✓ ✓ **Awarded**

Details | Deliverables & Payments | Closeout

Click to navigate to closeout questions

∨ Opportunity Information

Grant ID
G-32497

Grant Record Type
Grant

Organization Common Name
MKF Test Common Name Org

Status
Awarded

Primary Co...

Conference Sponsorship (bypass Coding) ⓘ
☑

Grant Ov...
🐨 Mi...

Click here for Grant Coding
GC-12888

New Salesforce tab to make it easier to find!

The closeout tab contains overall guidance and instructions for each set of questions.

Details   Deliverables & Payments   **Closeout**

Link to this deck.

For more detailed coding guidance, review the Grant Coding Guide (\Program Office\Learning Impact\Program Resources and Toolkits\Grant Coding).

Overall guidance

Grant closeout provides an opportunity for you to reflect on **an individual grant** (not project) and share those reflections with ___s with the goal of improving the effectiveness, efficiency, and impact of your, your colleagues', and CHCF's grantmaking. ___gnize that not every grant has a major lesson; respond to the questions where you have something to share. A few key points are all we need – you are welcome to use bullet points/shorthand or write in paragraphs.

Grantee Question Instructions:
- Reflecting on _this specific grant_, which of the following is the grantee skilled at?
  - This question is meant to highlight areas where the grantee is solid or better – NOT all areas of experience.
  - Only select areas you have direct experience with the grantee during this grant.
- OPTIONAL: Provide any additional comments about the grantee that would help ___gue when working with, or deciding to work with, this grantee.

Click the pencil symbol to edit the form.

∨ Grantee Questions

Grantee skills ⓘ
Data Analysis

Please specify grantee skills ⓘ

Grantee comments ⓘ

For multiselect lists, use CRTL to select and the arrow to add to grant.

Continue filling in the text boxes to answer the closeout questions.

Grant Question Instructions:
- Reflecting on *this specific grant*, what is your gut feeling/assessment? What was exciting, problematic, joyful, surprising, and/or frustrating? Why?
    - Feelings can often shine a light on the aspects of the grant that have stuck with you.
    - Potential topics you may want to discuss include working in this space, grantee relationship or performance, involvement, CHCF approach, etc.
- Reflecting on *this specific grant*, what advice would you give to a colleague contemplating similar work? Think esp maker/program officer.
    - Focus on the art and science of grantmaking rather than the topic of the work when thinking about this question.
    - Potential topics you may want to discuss include working in this space, grantee relationship or performance, grant structure, impact of work, CHCF involvement, CHCF approach, etc.

Question instructions above.

∨ Grant Questions

Grant assessment? ⓘ

Advice for colleagues? ⓘ

Learning Question Instructions:
These questions are OPTIONAL.
- Did any topic or question come up during this grant that you would suggest for deeper learning at CHCF (e.g., at an offsite, peer review discussion meeting, lunch & learn, in-depth discussion with L&I team)?
- As you contemplate this specific grant, does it raise any broader reflections or questions as it relates to the project or BOW?
- Do you have any feedback or suggestions to help L&I improve the questions above?

∨ Learning Questions

Learning topics? ⓘ

Hover over the "i" for additional information

Project, BOW reflections? ⓘ

L&I Feedback ⓘ

You must complete all required questions before saving the form.

Cancel   Save

Key Take-Aways

Key Take-Aways

- Project and grant coding is important to our organization. This is not busy-work. We do use these data. Please take it seriously.

- This said, don't let the "perfect be the enemy of the good." We are looking for directional data here, not perfection. Use the coding guidance and then just do your best.

- Always ask L&I (Stephanie, Gina, or codinghelp@chcf.org) if you are confused about something. We are happy to talk through a coding conundrum with you. In fact, it's really helpful for us to hear where colleagues are struggling because it lets us know where we may need to make clarifications in the coding guidance and/or what changes we may need to make to the coding itself. Chances are high you are not the only person perplexed on a given issue.

THANK YOU! We appreciate your engagement here.

Coding help email
codinghelp@chcf.org