Evaluating the Financial Health of Your HRSA Grant
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Health Resources and Services Administration (HRSA)
Learning Objectives:

1. Understand the federal requirements for managing your HRSA awards.

2. Measure the strength of your organizations financial management system.

3. Recognize areas where your organization can strengthen internal controls.

4. Assess your organizations Fiscal Policies and Procedures for compliance with federal requirements.

5. Understanding ways to maintain a healthy grant.
1. Federal Requirements – How to Navigate Grant Resources
Order of Precedence
Navigating Grant Resources

• Legislative Mandates

• Federal Legislation
  • Statute and Program Requirements

• Uniform Administrative Requirements
  • Code of Federal Regulations (45 CFR 75)

• Grant Requirements
  • Notice of Award
  • Terms and Conditions

• Grant Organizations Policies and Procedures
Legislative Mandates
Navigating Grant Resources

• Federal grants cannot be used to support certain specific activities
  • Statutory provisions that limit the use of funds on HRSA grants and cooperative agreements
    • Remain in effect until a new appropriation bill is passed setting a new list of requirements

(1) Salary Limitation
(2) Gun Control
(3) Anti-Lobbying
(4) Acknowledgment of Federal Funding
(5) Restriction on Abortions
(6) Exceptions to Restriction on Abortions
(7) Ban on Funding Human Embryo Research
(8) Limitation on Use of Funds for

   Promotion of Legalization of Controlled Substances
   (9) Restriction of Pornography on Computer Networks
   (10) Restriction on Funding ACORN
   (11) Restriction on Distribution of Sterile Needles
   (12) Confidentiality Agreements
Legislative Mandate - Acknowledgement of Funding
Navigating Grant Resources

**Stevens Amendment** - Requirement and responsibility of recipients to acknowledge HRSA when describing projects or programs funded in whole or in part with HRSA funds

Acknowledging federal funding for a variety of products, including, but not limited to:
- Press releases and other public statements
- Publications and other documents including:
  - Toolkits/Resource guides
  - Websites
  - Visual presentations
- Requests for proposals
- Bid solicitations

**General Structure of Acknowledgement Statement**
This [project/publication/program/website, etc.] [is/was] supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling $XX with XX percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov.
Federal Legislation
Navigating Grant Resources

• Applicable Legislation
  • Identified on the Notice of Award (NoA)
  • Included in the Notice of Funding Opportunity (NoFO)
    • (bottom of cover page or background section)

1. DATE ISSUED: [Blank]
2. PROGRAM CFDA: 93.224

3. SUPERSEDES AWARD NOTICE dated:
   except that any additions or restrictions previously imposed remain in effect unless specifically rescinded.

4a. AWARD NO.: 2 H80CSXXX-02-00
4b. GRANT NO.: H80CSXXX
5. FORMER GRANT NO.: [Blank]

6. PROJECT PERIOD:
   FROM: 03/01/2015 THROUGH: 05/31/2020

7. BUDGET PERIOD:
   FROM: 06/01/2017 THROUGH: 05/31/2018

8. TITLE OF PROJECT (OR PROGRAM): Health Center Program
Statute and Program Requirements
Navigating Grant Resources

- Statutes authorizes funding and outlines requirements to be eligible for funding
- Program requirements included in the NoFO:
  - Program Purpose and Background
  - Application and Submission Information
    - Budget / Budget Justification Narrative
    - Funding Restrictions
      - What is allowed and not allowed?
  - Award Administration Information
  - Reporting
## Uniform Administrative Requirements
### Navigating Grant Resources

<table>
<thead>
<tr>
<th>Recipient Type</th>
<th>Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards*</th>
<th>Uniform Administrative Requirements, Cost Principles and Audit Requirements for HHS Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Institutions</td>
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<td>Non-Profits</td>
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<td></td>
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Program Specific Grant Requirements
Navigating Grant Resources

• Notice of Award (NoA)
  • Terms and Conditions
    • Grant Specific Term(s)
    • Program Specific Term(s)
    • Standard Term(s)
  • Reporting Requirements
  • Supplemental Awards (if applicable)

Always read the terms and conditions on your NoA!
All terms and conditions on superseded NoA’s remain in effect unless specifically rescinded
Organizations Policies and Procedures
Navigating Grant Resources

• Fiscal policies should at a minimum align with Federal Regulations

• One-pagers or procedure manuals should outline your processes for managing your grants

• Have documented policies and procedures and follow them!
2. Formulating an Effective Financial Management System
Financial Management System Structure
Developing A Strong Financial Management System

States:

• MUST apply state laws and procedures for expending and accounting for federal funds
  • Same manner as state funds and in accordance with the applicable grant regulation.

• Grant expenditures must be traceable to or supported by accounting reports and source documentation and be allowable based on the regulations, statutes, and terms and conditions of the award.
Recipients must:

• Identify federal awards received and expended by federal program

Best Practices to show compliance:

• Label general ledger (GL) accounts explicitly by CFDA title and number

OR

• Create a legend to cross-walk from the GL accounts to the NoA’s which identifies the CFDA title and number
Financial Management System Structure
Developing A Strong Financial Management System

Recipients must:
• Maintain accurate, current, and complete disclosure of the financial records of each Federal award
  • Accrual accounting is not required

Best Practices to show compliance:
• Enter transactions in the accounting system in a timely manner (at least monthly)
• Conduct month-end reconciliations to ensure financial information is accurate
• Develop procedures for reporting accrual data if the accrual accounting method is not being used
Financial Management System Structure
Developing A Strong Financial Management System

Recipients must:
• Maintain records to identify the source and application of funds

Best Practices to show compliance:
• Report revenue and expenditures separately by federal program
• All funds must be able to be traced from the Payment Management System to your bank account to the correlating expenditure.
• Maintain source documentation for all expenditures incurred using federal funds
**Recipients must:**

- Safeguard all assets to ensure they are used for authorized purposes

**Best Practices to show compliance:**

- Every federal award needs its own GL account – no commingling
- Develop internal controls to ensure funds are only drawn for allowable expenditures
- Only permit responsible parties to authorize expenses and draw funds for the grant
- Require two levels of approval for expenditures
Financial Management System Structure
Developing A Strong Financial Management System

Recipients must:
• Conduct budget to actual analysis for expenditures

Best Practices to show compliance
• As expenditures are incurred compare to budgeted costs prior to drawdown of funds.
• No less than monthly – compare budget to expenditures.
• Develop a process to review after-the-fact interim charges made to a Federal awards based on budget estimates and revise as necessary.
Financial Management System Structure
Developing A Strong Financial Management System

**Recipients must:**

- Have written procedures for **drawing funds from the Payment Management System (PMS)**

**Best Practices to show compliance:**

- Understand your methodology for drawing
  - Advanced vs. Reimbursement
- Draw systematically and identify the timeliness in your procedures
- Document procedures for handling supplemental funds (if applicable)
- Incorporate a reconciliation between GL Revenues and Expenditures to PMS Drawdowns
**Financial Management System Structure**

**Developing A Strong Financial Management System**

**Recipients must:**
- Have written procedures for determining allowability of costs

**Best Practices to show compliance:**
- Know the Selected Items of Cost 45 CFR 75.420 -477
- Incorporate the requirements of allowability of costs into written procedures (allowable, reasonable, allocable and adequately documented)
- Conduct reviews of costs to assess allowability prior to drawing funds
- Process to request prior approval for ‘gray areas’
3. Implementing Effective Internal Controls
Where to Start?
Implementing Effective Internal Controls

- Develop Internal Controls adequate to the size and complexity of your organization
  - Standards for Internal Control in the Federal Government
  - Internal Control Integrated Framework
- Know where the risks are in your organization
Internal Controls are Integral

Implementing Effective Internal Controls

Planning

Reporting

Budgeting

Monitoring

Management

Accounting

Integral to provide effectiveness and integrity at every step of the process
Major Internal Control Processes for Grants
Implementing Effective Internal Controls

- Compliance with Federal Regulations, Laws and Terms and Conditions
- Segregation of Duties
- Safeguarding of Assets
- Time and Effort Reporting
- Reconciliations between Expenditures and Drawdowns
- Monitor Subrecipients (if applicable)
Maintaining Effective Internal Controls
Implementing Effective Internal Controls

• Review Internal Controls as processes / personnel at your organization change
• Maintain written policies and procedures for internal controls
  • Review at least annually
• Take prompt action when non-compliance is identified
• Safeguard protected personally identifiable information
• Conduct a ‘readiness test’ of your internal controls on a periodic basis
  • Preparation for your annual audit
4. Audit Requirements
Annual Audit
Audit Requirements

• 45 CFR Part 75 – Subpart F
  • Audit required annually for a recipient that expends $750,000 or more during entity's fiscal year.

  • Due Date: Earlier of 9 months after fiscal year end or 30 days after recipient of the audit report
Grant Recipient Responsibilities

Audit Requirements

• Hire an independent accounting firm to conduct the audit
• Provide auditor access to all the books and records needed to comply with the audit requirements
  • Schedule of Expenditure for Federal Awards
• Ensure the audit is submitted timely
  • Submission to the Federal Audit Clearinghouse
• Follow-up and take corrective actions on audit findings

• Know what the auditor will be auditing
  • Conduct internal audits to prepare
• Provide information on how your organization ensures compliance with each federal grant
5. Additional Best Practices for Maintaining a Healthy Grant
Fiscal Policies and Procedures
Additional Best Practices

• **Review your policies annually**
  • Do your policies match the procedures being implemented?
  • Do your policies conform to 45 CFR 75?

• **Policies should include:**
  • Grant Specific Policies
  • Conflict of Interest Policies
  • Legislative Mandates
• Record Retention – Must retain all records for three years after submitting the final Federal Financial Report (FFR) (including sub-recipient records)

• To be safe – maintain documentation for at least 3 years from the date in which the final FFR is approved!

• 45 CFR 75.361
Subrecipient Monitoring
Additional Best Practices

• Clearly identify subrecipients
• Evaluate subrecipient's risk of non-compliance
  • Consider taking enforcement action against non-compliant subrecipient
• Require access to subrecipient’s books and records
• Written subrecipient monitoring plan
• Monitor activities to ensure funds are spent on allowable activities and allowable costs
• Maintain a file on each subrecipient (SUPPORT)!
  • Monitoring records
  • On-going communication
  • Audit Reports and Corrective Action Plans (when applicable)
• Compliance with Federal Funding Accountability and Transparency Act of 2006
  • Report information for each subaward of $25,000 or more
Questions?
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