

## Grant Planning and Writing

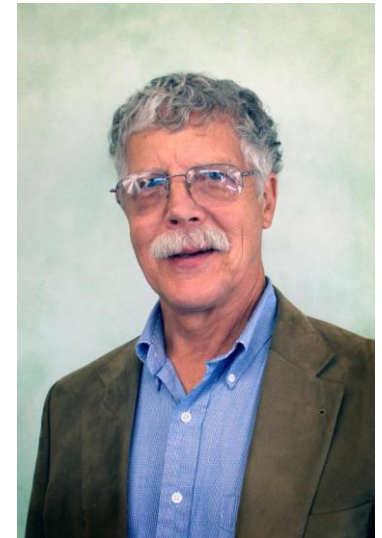
### Presenters:



Leah Zallman, MD, MPH



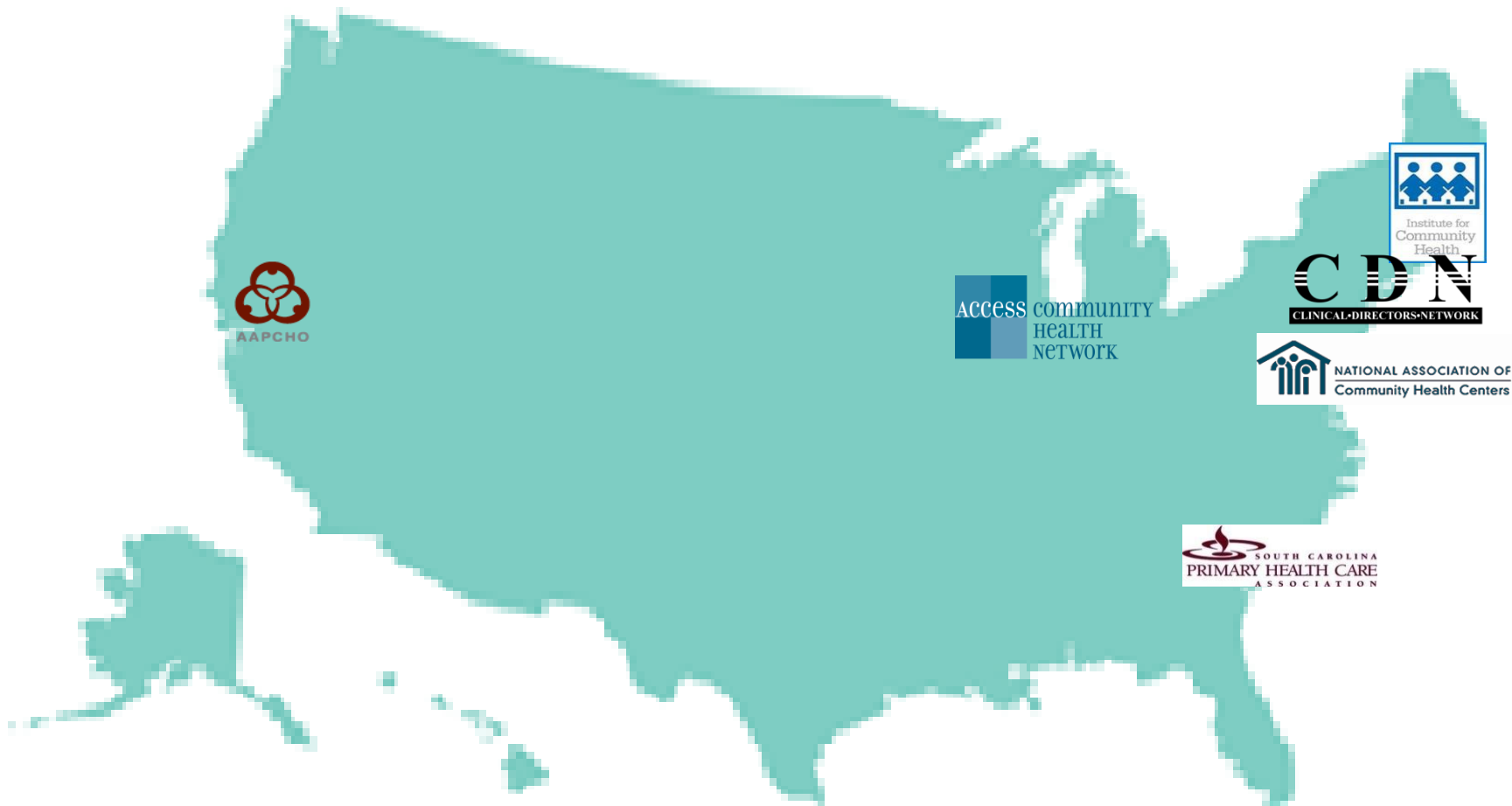
Danielle Lazar, AM,  
PhD Candidate



Dale Fiedler, MS

# EnCoRE Partners' Geography

## 2014-2015





# Project Partners



Clinical Directors Network (CDN)  
New York, NY

Jonathan N. Tobin, PhD [JNTobin@CDNetwork.org](mailto:JNTobin@CDNetwork.org)



National Association of Community  
Health Centers (NACHC)  
Washington D.C.

Michelle Proser, MPP [MProser@NACHC.org](mailto:MProser@NACHC.org)  
Michelle Jester, MA [MJester@NACHC.org](mailto:MJester@NACHC.org)



The Association of Asian Pacific  
Community Health Organizations  
(AAPCHO) Oakland, CA

Rosy Chang Weir, PhD [rcweir@aapcho.org](mailto:rcweir@aapcho.org)



Access Community Health Network  
Chicago, IL

Danielle Lazar, [Danielle.Lazar@accesscommunityhealth.net](mailto:Danielle.Lazar@accesscommunityhealth.net)



Institute for Community Health  
(ICH) a Harvard Affiliated Institute  
Cambridge, MA

Shalini, A. Tendulkar, ScM, ScD [stendulkar@challiance.org](mailto:stendulkar@challiance.org)  
Leah Zallman [lzallman@challiance.org](mailto:lzallman@challiance.org)



The South Carolina Primary Health  
Care Association (SCPHCA)  
Columbia, South Carolina

Vicki Young, PhD [vickiy@scphca.org](mailto:vickiy@scphca.org)



## *Enhancing Community Health Center PCORI Engagement (EnCoRE)*

Funded by:

This work was supported through a Patient-Centered Outcomes Research  
Institute (PCORI) Program Award  
(NCHR 1000-30-10-10 EA-0001).

With support from:

*N<sup>2</sup> PBRN – Building a Network of Safety Net PBRNs*

funded by:

Grant # 1 P30 HS 021667



## EnCoRE: Enhancing Community Health Center PCORI Engagement

AIM: To build health center capacity to engage in patient-centered outcomes research through an interactive 12-month long training curriculum, walking health centers through the steps and skills needed to develop a patient-centered research proposal

## Goal:

To adapt, enhance, and implement an existing year long training curriculum designed to educate and engage Health Center teams including patients, clinical and administrative staff in Patient Centered Outcomes Research (PCOR).

## Objectives:

- Build infrastructure to strengthen the patient-centered comparative effectiveness research (CER) capacity of Health Centers as they develop or expand their own research infrastructure
- Develop, implement, and disseminate an innovative online training, which will be targeted to and accessible at no cost to all Health Centers and other primary care practices.
- Content will prepare Health Center patients, staff, and researchers in the conduct of community-led PCOR



# Available Resources

- EnCoRE Website for Past Webinars and Materials
  - <https://cdnencore.wordpress.com/live-session-library/>
- Additional resources to build research capacity at health centers
  - [www.CDNetwork.org/NACHC](http://www.CDNetwork.org/NACHC)



The screenshot displays the 'Research Training Catalog' website, which is an online training resource for Federally Qualified Health Centers (FQHCs). The header features logos for Children's National Medical Center, The George Washington University, the National Association of Community Health Centers (NACHC), and the Clinical Directors Network (CDN). The main title 'Research Training Catalog' is prominently displayed, with the subtitle 'Online Training Resources for Federally Qualified Health Centers' below it. A navigation bar includes links to 'Main', 'Principles of Clinical Research', 'Biostatistics', 'Public Health & Health Policy', 'Grant Writing', and 'Research Ethics'. The left sidebar contains a 'SEARCH' box, 'FOLLOW US!' with social media icons, and an 'ARCHIVES' section for March 2012 and February 2012. The main content area is titled 'About' and describes the CHPR (Community Health Promoting Research) approach, emphasizing collaborative research with community stakeholders. It lists several resources available, including journal articles, webinars, and online courses, and notes that many resources are available with Continuing Education (CE) Credits. A 'FILTER BY LEVEL' section on the right allows users to select 'All Levels', 'Basic', 'Intermediate', or 'Advanced'. At the bottom, there is a 'CE CREDIT' section with a link to 'Resources with CE Credit'. The footer includes contact information for Michelle Prosser, MPP, and Jonathan N. Tolan, PhD, and a link to the Institute for Community Health website.

File Edit View Tools Window Help

AUDIO & VIDEO



**Audio Setup**

PARTICIPANTS

**Clinical Direc...**  
Moderator

MAIN ROOM (5)

**Clinical Directors Network**  
Moderator (You)

CDN-Help

CDN-Help Cleo

[Redacted]

[Redacted]

**CDN-Help**

CHAT - Supervised

- You joined the Main Room. ( 11:00 AM ) -  
- Your chat permission is off; however, you may send chat messages to moderators. ( 11:00 AM ) -  
- Your chat permission has been enabled. ( 11:00 AM ) -

**CHAT BOX**



# Grant Planning and Writing

Leah Zallman, MD, MPH

Danielle Lazar, AM, DrPH Candidate

Dale Fiedler, MS

# Learning Objectives

- Understand how to review an RFP for possible application
- Understand a step-wise approach to grant writing
- Understand best practices and potential grant writing/application pitfalls

# POLL QUESTION

How many people are viewing this presentation at your computer?

- a. 1
- b. 2-3
- c. 4-5
- d. 6 or more

# POLL QUESTION

What best describes your role at your health center, or what roles are represented among the group viewing this presentation at your computer?

- a. Clinical provider
- b. Non-clinical provider
- c. Consumer
- d. Other staff or faculty
- e. Multiple

# POLL QUESTION

Do you or any of the people viewing this presentation  
at your computer have grant writing experience?

- a. Yes
- b. No

# POLL QUESTION

Of those of you who chose no (that is, you have no grant writing experience), do you know the process for submitting a grant at your organization?

- a. Yes
- b. No



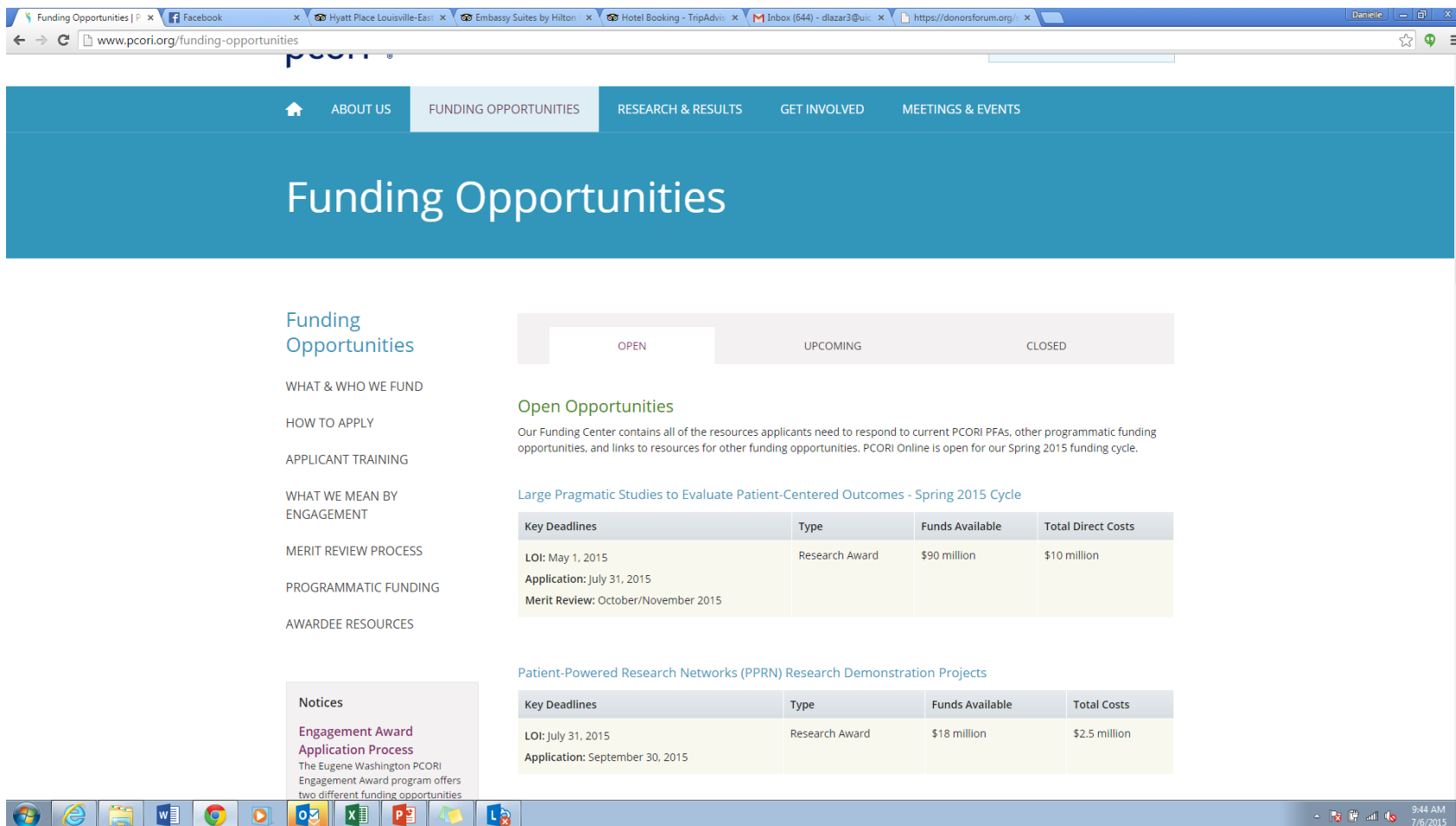
# Don't be afraid

IT'S NOT  
ROCKET SCIENCE

# So you want to write a grant...

- General Steps
  - Alignment with RFP and Funder Priorities
  - Call the program officer with 1-2 ideas, get their feedback and ask questions! They are there to help.
  - Review of Application Requirements
  - DEADLINES
  - Planning Details: Partners, Staffing, Timeline, Capacity
  - Project Budget
  - Components of the Application
  - Editing, Editing, Editing
  - Submission Requirements

# Step 1: Find the RFP



The screenshot shows the PCORI website's 'Funding Opportunities' page. The browser tabs include 'Funding Opportunities', 'Facebook', 'Hyatt Place Louisville-East', 'Embassy Suites by Hilton', 'Hotel Booking - TripAdvisor', 'Inbox (544) - dlazar3@ui...', and 'https://donorsforum.org/'. The address bar shows 'www.pcori.org/funding-opportunities'. The website has a blue header with navigation links: ABOUT US, FUNDING OPPORTUNITIES, RESEARCH & RESULTS, GET INVOLVED, and MEETINGS & EVENTS. The main heading is 'Funding Opportunities'. On the left, a sidebar lists: Funding Opportunities, WHAT & WHO WE FUND, HOW TO APPLY, APPLICANT TRAINING, WHAT WE MEAN BY ENGAGEMENT, MERIT REVIEW PROCESS, PROGRAMMATIC FUNDING, and Awardee Resources. The main content area has tabs for OPEN, UPCOMING, and CLOSED. Under 'Open Opportunities', it states: 'Our Funding Center contains all of the resources applicants need to respond to current PCORI PFAs, other programmatic funding opportunities, and links to resources for other funding opportunities. PCORI Online is open for our Spring 2015 funding cycle.' It features a section for 'Large Pragmatic Studies to Evaluate Patient-Centered Outcomes - Spring 2015 Cycle' with a table of key deadlines. Another section for 'Patient-Powered Research Networks (PPRN) Research Demonstration Projects' also includes a table of key deadlines. A 'Notices' box on the left mentions the 'Engagement Award Application Process'.

Key Deadlines	Type	Funds Available	Total Direct Costs
<b>LOI:</b> May 1, 2015 <b>Application:</b> July 31, 2015 <b>Merit Review:</b> October/November 2015	Research Award	\$90 million	\$10 million

Key Deadlines	Type	Funds Available	Total Costs
<b>LOI:</b> July 31, 2015 <b>Application:</b> September 30, 2015	Research Award	\$18 million	\$2.5 million

# Assessing a Request for Proposal

## Compatibility

- Are the funder's priorities compatible with my program's goals and organization's mission?

## Requirements

- Do we meet the eligibility requirements?

## Funding

- What is the expected award amount and funding period?
- What can these funds be used for?  
Any restrictions on the funding?

# PCORI Priorities

## PCORI's National Priorities

Priority	Description
Assessment of Prevention, Diagnosis, and Treatment Options	Comparing the effectiveness and safety of alternative treatment options to see which ones work best for different people with a particular health problem
Improving Healthcare Systems	Comparing health system-level approaches to improving access, supporting patient self-care, innovative use of health information technology, coordinating care for complex conditions, and deploying workforce effectively
Communication and Dissemination Research	Comparing approaches to providing comparative effectiveness research information, empowering people to ask for and use the information, and supporting shared decisions making between patients and their providers
Addressing Disparities	Identifying potential differences in prevention, diagnosis, or treatment effectiveness, or preferred clinical outcomes across patient populations and the health care required to achieve best outcomes in each population
Accelerating Patient-Centered Outcomes Research and Methodological Research	Improving the nation's capacity to conduct patient-centered outcomes research, by building data infrastructure, improving analytic methods, and training researchers, patients, and other stakeholders to participate in this research

# Sample: Addressing Health Disparities

Funding Opportunities | Facebook | Hyatt Place Louisville-East | Embassy Suites by Hilton | Hotel Booking - TripAdvisor | Inbox (644) - dlazar3@uiowa.edu | https://donorsforum.org/

www.pcori.org/funding-opportunities

Application: November 3, 2015  
Merit Review: February 2016

Assessment of Prevention, Diagnosis, and Treatment Options - Cycle 2 2015

Key Deadlines	Type	Funds Available	Total Direct Costs
LOI: July 29, 2015 Application: November 3, 2015 Merit Review: February 2016	Research Award	\$32 million	\$2 million

Addressing Disparities - Cycle 2 2015

Key Deadlines	Type	Funds Available	Total Direct Costs
LOI: July 29, 2015 Application: November 3, 2015 Merit Review: February 2016	Research Award	\$8 million	\$1.5 million

Engagement Award: Knowledge, Training and Development, and Dissemination Awards

Key Deadlines	Type	Funds Available	Total Costs
LOI: October 1, 2015 Application: Full proposals are due 40 days after review and approval of the LOI.	Program Award		Award total costs may not exceed \$250,000

About Us | Funding Opportunities | Research & Results | Get Involved | Meetings & Events

Why PCORI Was Created | What & Who We Fund | Our Programs | Suggest a Patient-Centered | July 6

Windows Taskbar: 9:56 AM 7/6/2015



# Application Requirements

## Application

- How extensive is the application?
- What resources will be required to complete it?

## Proposal evaluation

- What criteria will be used to evaluate proposals?
- Can I assemble a team with the right expertise?

## Reporting requirements

- If awarded funds, what are the reporting requirements?

# PCORI Requirements

- Depends on the RFP
- Letter of Intent
- Full Proposal
- What is the best fit?
- What are the deadlines?

# Open RFP and Save/Print All Docs

Addressing Disparities - C

Facebook

Hyatt Place Louisville-East

Embassy Suites by Hilton

Hotel Booking - TripAdvisor

Inbox (644) - d-lazar3@ui...

https://donorsforum.org/

Danielle

www.pcori.org/funding-opportunities/announcement/addressing-disparities-cycle-2-2015

APPLY NOW

## Addressing Disparities - Cycle 2 2015

In this PFA, we seek to fund comparative effectiveness research (CER) studies that evaluate and compare new and/or enhanced interventions to reduce or eliminate disparities in health and health care. Studies in the Addressing Disparities program should focus on overcoming barriers that may disproportionately affect the outcomes of specific groups of patients or should identify best practices for sharing results and information about patient-centered outcomes research (PCOR) across patient groups.

**Funding Opportunities**

WHAT & WHO WE FUND

HOW TO APPLY

APPLICANT TRAINING

WHAT WE MEAN BY ENGAGEMENT

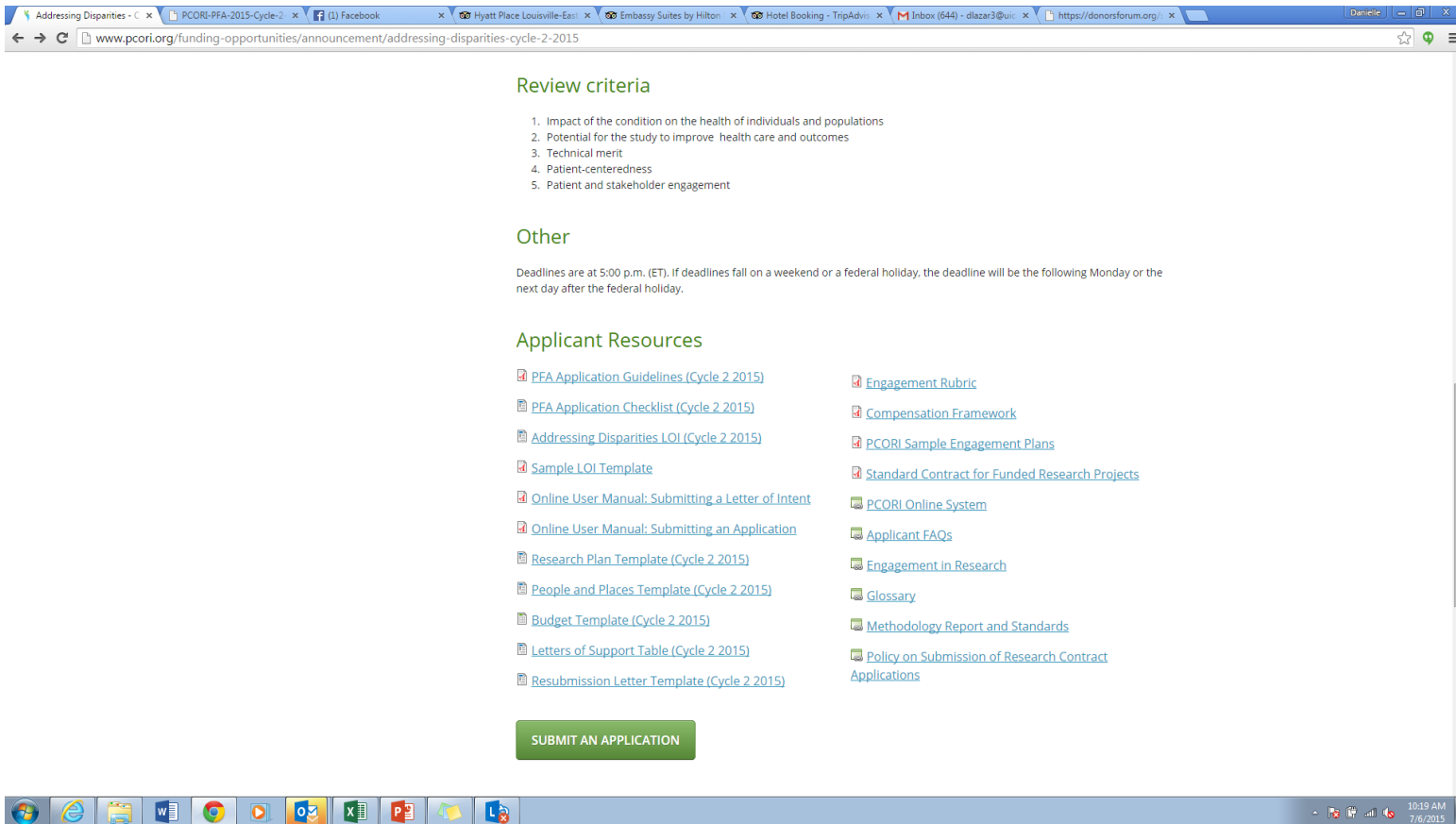
MERIT REVIEW PROCESS

PROGRAMMATIC FUNDING

AWARDEE RESOURCES

### Key Information

<b>Cycle</b>	<b>Awards Announced</b>
Cycle 2 2015	April 2016
<b>Full Announcement</b>	<b>Applicant Town Hall Session</b>
Addressing Disparities PFA (Cycle 2 2015)	July 7, 2015, 2:30 p.m. – 4:00 p.m. (ET) July 13, 2015, 11:00 a.m. – 12:30 p.m. (ET)
<b>Online System Opens</b>	<b>Earliest Start Date</b>
June 29, 2015	June 2016
<b>Status</b>	<b>Total Direct Costs</b>
Open	\$1.5 million
<b>Letter of Intent (LOI) Deadline</b>	<b>Funds available up to</b>
July 29, 2015	\$8 million
<b>Application Deadline</b>	<b>Maximum project period</b>
November 3, 2015	3 years
<b>Merit Review</b>	<b>Announcement type</b>
February 2016	Research Award



Addressing Disparities - C x PCORI-PFA-2015-Cycle-2 x (1) Facebook x Hyatt Place Louisville-East x Embassy Suites by Hilton x Hotel Booking - TripAdvisor x Inbox (644) - dizar3@uiuc x https://donorsforum.org/ x

www.pcori.org/funding-opportunities/announcement/addressing-disparities-cycle-2-2015

## Review criteria

1. Impact of the condition on the health of individuals and populations
2. Potential for the study to improve health care and outcomes
3. Technical merit
4. Patient-centeredness
5. Patient and stakeholder engagement

## Other

Deadlines are at 5:00 p.m. (ET). If deadlines fall on a weekend or a federal holiday, the deadline will be the following Monday or the next day after the federal holiday.

## Applicant Resources

<a href="#">PFA Application Guidelines (Cycle 2 2015)</a>	<a href="#">Engagement Rubric</a>
<a href="#">PFA Application Checklist (Cycle 2 2015)</a>	<a href="#">Compensation Framework</a>
<a href="#">Addressing Disparities LOI (Cycle 2 2015)</a>	<a href="#">PCORI Sample Engagement Plans</a>
<a href="#">Sample LOI Template</a>	<a href="#">Standard Contract for Funded Research Projects</a>
<a href="#">Online User Manual: Submitting a Letter of Intent</a>	<a href="#">PCORI Online System</a>
<a href="#">Online User Manual: Submitting an Application</a>	<a href="#">Applicant FAQs</a>
<a href="#">Research Plan Template (Cycle 2 2015)</a>	<a href="#">Engagement in Research</a>
<a href="#">People and Places Template (Cycle 2 2015)</a>	<a href="#">Glossary</a>
<a href="#">Budget Template (Cycle 2 2015)</a>	<a href="#">Methodology Report and Standards</a>
<a href="#">Letters of Support Table (Cycle 2 2015)</a>	<a href="#">Policy on Submission of Research Contract Applications</a>
<a href="#">Resubmission Letter Template (Cycle 2 2015)</a>	

[SUBMIT AN APPLICATION](#)

10:19 AM 7/6/2015

# Getting started: Basic tips

- **Read the RFP carefully**
- Set up a file structure to save document drafts, save templates and also PDF files for uploads
- Identify partners early and bring them into the conversation
- Create your budget early in the process
- Consider organizational capacity and alignment
- Draft an outline using the required sections
- Give your project a name
- Establish a plan and timeline for completing sections
- Identify 1-2 people to review a late draft
- EDIT! EDIT! EDIT!
- SUBMIT ON TIME and CHECK TIME ZONES

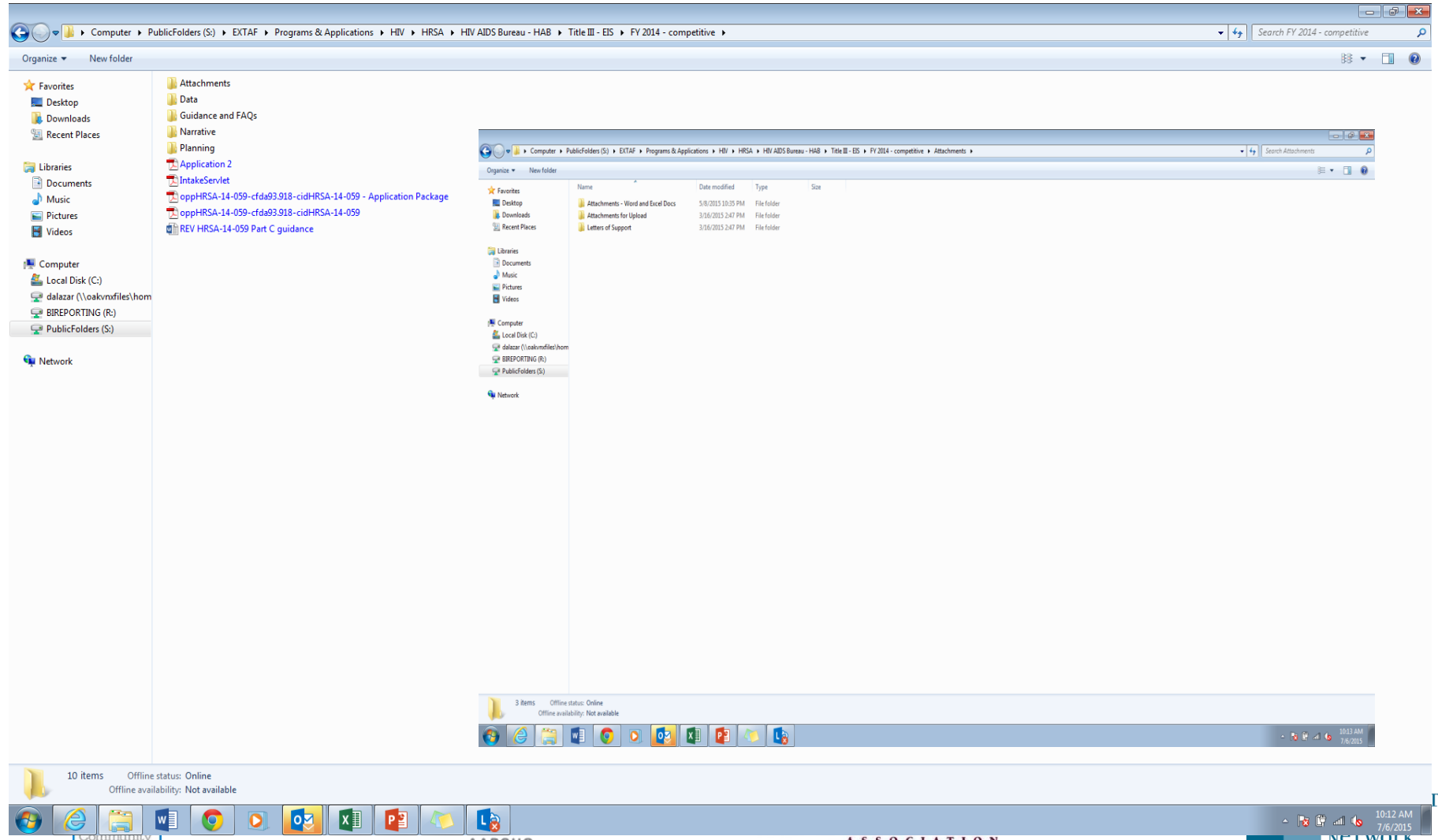
## How do you think about getting started?

*Dale:*

- Assess Your Organizational Culture
- Be Extensively Networked In Your Community
- Make Sure it is Economically Feasible
- Ask who will be responsible for implementation and management
- Awareness of Grant Opportunities
  - NACHC discussions, CDN and AHRQ list serves.



# Set up your file structure



Computer > PublicFolders (S:) > EXTAF > Programs & Applications > HIV > HRSA > HIV AIDS Bureau - HAB > Title III - ES > FY 2014 - competitive

Search: FY 2014 - competitive

Organize New folder

Favorites: Desktop, Downloads, Recent Places

Libraries: Documents, Music, Pictures, Videos

Computer: Local Disk (C:), dalazar (\\oakvnxfiles\horn), BIREPORTING (R:), PublicFolders (S:)

Network

Attachments

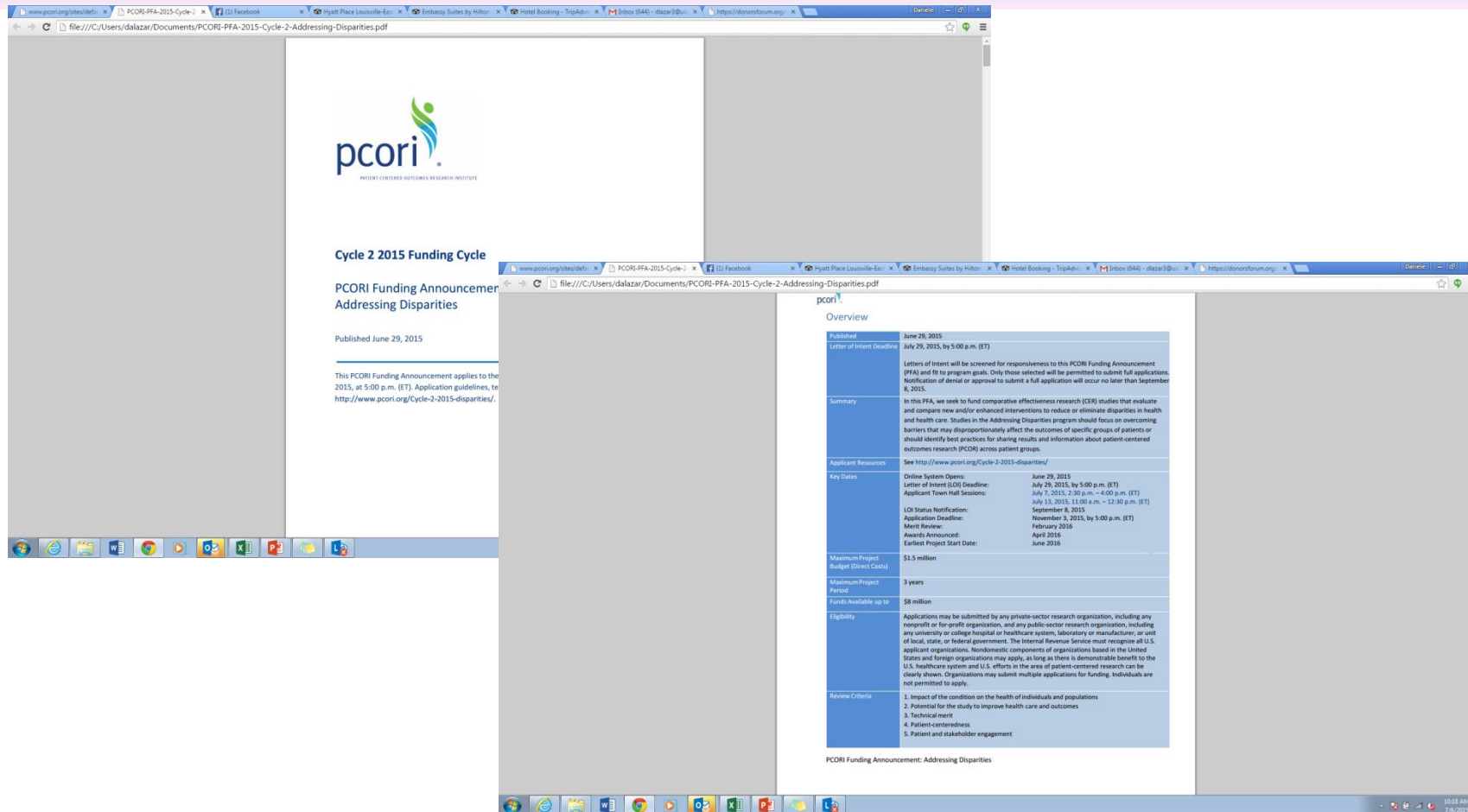
Name	Date modified	Type	Size
Attachments - Word and Excel Docs	5/8/2015 10:35 PM	File folder	
Attachments for Upload	3/16/2015 2:47 PM	File folder	
Letters of Support	3/16/2015 2:47 PM	File folder	

3 items Offline status: Online  
Offline availability: Not available

10 items Offline status: Online  
Offline availability: Not available

10:12 AM 7/6/2015

# Highlight and Review the RFP



The screenshot displays the PCORI website's announcement for the Cycle 2 2015 Funding Cycle, specifically for the 'Addressing Disparities' program. The page includes the PCORI logo and a detailed overview table of key dates and eligibility criteria.

**PCORI Funding Announcement: Addressing Disparities**  
Published June 29, 2015

This PCORI Funding Announcement applies to the 2015, at 5:00 p.m. (ET). Application guidelines, see <http://www.pcori.org/Cycle-2-2015-disparities/>.

Overview																	
<b>Published</b>	June 29, 2015																
<b>Letter of Intent Deadline</b>	July 29, 2015, by 5:00 p.m. (ET)																
<b>Summary</b>	In this PFA, we seek to fund comparative effectiveness research (CER) studies that evaluate and compare new and/or enhanced interventions to reduce or eliminate disparities in health and health care. Studies in the Addressing Disparities program should focus on overcoming barriers that may disproportionately affect the outcomes of specific groups of patients or should identify best practices for sharing results and information about patient-centered outcomes research (PCOR) across patient groups.																
<b>Applicant Resources</b>	See <a href="http://www.pcori.org/Cycle-2-2015-disparities/">http://www.pcori.org/Cycle-2-2015-disparities/</a>																
<b>Key Dates</b>	<table border="1"> <tr> <td>Online System Opens:</td> <td>June 29, 2015</td> </tr> <tr> <td>Letter of Intent (LOI) Deadline:</td> <td>July 29, 2015, by 5:00 p.m. (ET)</td> </tr> <tr> <td>Applicant Town Hall Sessions:</td> <td>July 7, 2015, 2:30 p.m. – 4:00 p.m. (ET) July 13, 2015, 11:00 a.m. – 12:30 p.m. (ET)</td> </tr> <tr> <td>LOI Status Notification:</td> <td>September 8, 2015</td> </tr> <tr> <td>Application Deadline:</td> <td>November 3, 2015, by 5:00 p.m. (ET)</td> </tr> <tr> <td>Merit Review:</td> <td>February 2016</td> </tr> <tr> <td>Awards Announced:</td> <td>April 2016</td> </tr> <tr> <td>Earliest Project Start Date:</td> <td>June 2016</td> </tr> </table>	Online System Opens:	June 29, 2015	Letter of Intent (LOI) Deadline:	July 29, 2015, by 5:00 p.m. (ET)	Applicant Town Hall Sessions:	July 7, 2015, 2:30 p.m. – 4:00 p.m. (ET) July 13, 2015, 11:00 a.m. – 12:30 p.m. (ET)	LOI Status Notification:	September 8, 2015	Application Deadline:	November 3, 2015, by 5:00 p.m. (ET)	Merit Review:	February 2016	Awards Announced:	April 2016	Earliest Project Start Date:	June 2016
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<b>Maximum Project Budget (Direct Costs)</b>	\$1.5 million																
<b>Maximum Project Period</b>	3 years																
<b>Funds Available up to</b>	\$8 million																
<b>Eligibility</b>	Applications may be submitted by any private-sector research organization, including any nonprofit or for-profit organization, and any public-sector research organization, including any university or college hospital or healthcare system, laboratory or manufacturer, or unit of local, state, or federal government. The Internal Revenue Service must recognize all U.S. applicant organizations. Nondominant components of organizations based in the United States and foreign organizations may apply, as long as there is demonstrable benefit to the U.S. healthcare system and U.S. efforts in the area of patient-centered research can be clearly shown. Organizations may submit multiple applications for funding. Individuals are not permitted to apply.																
<b>Review Criteria</b>	<ol style="list-style-type: none"> <li>1. Impact of the condition on the health of individuals and populations</li> <li>2. Potential for the study to improve health care and outcomes</li> <li>3. Technical merit</li> <li>4. Patient-centeredness</li> <li>5. Patient and stakeholder engagement</li> </ol>																

PCORI Funding Announcement: Addressing Disparities

# PCORI Application Checklist

PCORI-PFA-2015-Cycle-2-Application-Checklist (1) [Compatibility Mode] - Word

FILE HOME INSERT DESIGN PAGE LAYOUT REFERENCES MAILINGS REVIEW VIEW ADD-INS ACROBAT TABLE TOOLS DESIGN LAYOUT

Read Mode Print Layout Web Layout Draft Views

Ruler Gridlines Navigation Pane Show

Zoom 100% One Page Multiple Pages Page Width Zoom

New Window Arrange All Split Window

View Side by Side Synchronous Scrolling Reset Window Position Window

Switch Windows Macros

Omar Masud Admin

## Application Checklist

Letter of Intent	Submission Method	Length/Limit
<input type="checkbox"/> <b>Letter of Intent</b>		Three pages
<ul style="list-style-type: none"> <li>PI and Contact Information</li> </ul>	Enter into PCORI Online	N/A
<ul style="list-style-type: none"> <li>PFA-Specific LOI Template</li> </ul>	Save file as "PI Last Name_(last 5 digits of Request ID)_LOI.pdf" and upload	Three pages
Application	Submission Method	Length/Limit
<input type="checkbox"/> <b>PI and Contact Information</b>	Entered previously as part of the LOI; review and modify if needed	N/A
<input type="checkbox"/> <b>Project Information</b>		
<ul style="list-style-type: none"> <li>Technical Abstract</li> </ul>	Enter into PCORI Online	6,000 characters/spaces
<ul style="list-style-type: none"> <li>Public Abstract</li> </ul>	Enter into PCORI Online	3,000 characters/spaces
<ul style="list-style-type: none"> <li>Project Narratives</li> </ul>	Enter into PCORI Online	Refer to PCORI Online
<input type="checkbox"/> <b>Key Personnel</b>	Enter into PCORI Online	As needed
<input type="checkbox"/> <b>Milestones</b>	Enter into PCORI Online	As needed
<input type="checkbox"/> <b>Resubmission Letter</b> (if appropriate)	Save file as "Resubmission_Pi LastName.pdf" and upload	Three pages
<input type="checkbox"/> <b>Research Plan Template</b>	Save file as "ResearchPlan_Pi Last Name.pdf" and upload as a single file	As noted below
<ul style="list-style-type: none"> <li>Research Strategy</li> </ul>		20 pages
<ul style="list-style-type: none"> <li>Dissemination and Implementation Potential</li> </ul>		Two pages
<ul style="list-style-type: none"> <li>Replication and Reproducibility of Research and Data Sharing</li> </ul>		Two pages
<ul style="list-style-type: none"> <li>Protection of Human Subjects</li> </ul>		Five pages

PAGE 2 OF 3 9 OF 362 WORDS

10:27 AM 7/6/2015

# Reality Check

- Do we have **capacity** to carry out grant, if awarded
- Do we have capacity to *write* the grant?
- What are the **hidden costs** in writing and carrying out grant?
- Do we have enough **time**?
  - Academic institutions can have longer timelines

- The first step for a PCORI Proposal is the Letter of Intent
- Template is found on the PCORI website
- Follow their format and answer all questions
- Save document for upload in PCORI format
- TIP: Set up your word document based on their headings and questions

# PCORI LOI Template

www.pcori.org/sites/default/files/PCORI-Sample-LOI-Template.pdf

PRINCIPAL INVESTIGATOR (LAST, FIRST, MIDDLE):

---

**LETTER OF INTENT (LOI): SAMPLE TEMPLATE**  
*Note: this sample is for formatting purposes only.*

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**Title of Proposed Study:**

**Specific Aims:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Condition Burden and Impact:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Gap Analysis:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Study Design:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Description of Participants and Participating Study Site(s):** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Outcomes:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.

**Power Calculations:** Our mandate is to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make informed health decisions. Specifically, we fund comparative clinical effectiveness research, or CER, as well as support work that will improve the methods used to conduct such studies. The goal of our work is to determine which of the many healthcare options available to patients and those who care for them work best in particular circumstances.



# General Elements (LOI And Proposal)

Common  
elements of  
grant proposals

Statement of need/Background

Project goals & objectives

Methods/Approach

Budget and Budget Justification

Attachments: Letters of Support,  
Workplans, Biosketches

*Note: Some grant applications may ask for a cover letter or additional attachments – **always check instructions***

# Statement of need

A successful statement of need...

- Frames your proposal
- Demonstrates thorough (yet succinct!) understanding of the problem and those you seek to serve
- Demonstrates alignment with funder priorities
- Demonstrates knowledge of the types of interventions that are successful in addressing this problem
- Indicates awareness of potential barriers

# What about literature?

## Literature review and use of citations:

- Make sure sources are current
  - No more than three years old is the best
  - If recent data are not available, explain why
- Be selective and consistent
- Summarize and synthesize, use quotes sparingly
- Use subheadings to separate subtopics if it helps with organization and flow
- Check RFP details for citation preferences

# Describing existing data

- Include time period of measurement
- Include data sources
- Use charts and tables to break up text
- Put local data in state or national context

## GOOD

Only 10% of sexually active adolescents in Pleasantville report using a condom in the past three months.

## BETTER

In the 2013 Youth Risk Behavior Survey, 10% of sexually active adolescents in Pleasantville reported using a condom in the past three months. This is lower than the average rate reported across the state (15%) and much lower than the national rate (25%).

# Goals and Objectives

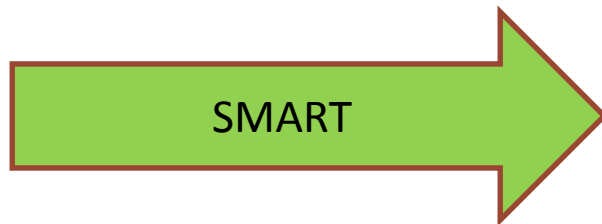
## Goals are:

- Broad general statements of what you intend to accomplish; long range benefits; tied to purpose of agency
- Examples
- Reduce smoking among 6<sup>th</sup> to 8<sup>th</sup> graders at John Smith School
  - Increase screening for Hepatitis B virus in Asian-American population
  - Identify effective strategies for improving asthma medication adherence in African-Americans
  - Reduce colorectal screening disparities in Latino men living on the near west side of Chicago

# Goals and Objectives

## Objectives:

- Arise from the goals and provide basis for evaluation.
- Focused, practical statements describing how you will accomplish your goals



**S** (pecific)  
**M** (easurable)  
**A** (chievable)  
**R** (elevant)  
**T** (ime-bound)

## Objectives:

- TIP: To define your objectives, ask questions:
  - What will we learn/do/achieve as a result of this project?
  - What change do we expect?
  - What changes will occur in outcomes?



## Objective #1:

### Before

To create a community advisory council

### After

By December 2015, to create a stakeholder advisory council comprised of 15 members representing at least four different community stakeholder groups.

## Objective #2:

### Before

To recruit participants to the study

### After

To recruit 300 participants for the observational cohort of the study by March 2016

# A Word on Stakeholder Engagement

- It is not enough to simply call someone at the end and ask for a letter of support
- Get comments of community partners early to get input if they are not directly helping with grant writing
- This is where planning up front is really important and knowing timelines
- PCORI's Engagement Rubric can help!
- This is also where familiarity with all parts of the proposal is critical.

## Group Examples

What are your goals and objectives for your project?

# Project Description

- A project description is the narrative of what you will be doing in your project.
- There are likely questions in the RFP that will help you structure this section.
- Be responsive to the questions, even if they seem repetitive. Ask yourself – did I answer this question? (This is why set up of an outline is important)
- Answer: What, How, Why, When, Who

# Project Description

## How?

- Describe what will occur from the time the project begins until it is completed
- Be specific and relate it to the objectives. Who will do what, where and when?
- Why?
  - Why have you selected the methods you described and how are they related to your goals?

## What or how much?

- Tangible “products” or “outputs” that you expect to result from your work
- Usually quantifiable
  - How many people will be served?
  - What products will be created? How many?

## Who?

- Who is responsible for leading the project?
- Who will manage day-to-day activities?
- Who will be involved in implementing proposed activities?
- What are the qualifications of the individuals listed?

## Particularly important for PCORI

- So what?
  - What do you expect to change or improve as a result of your proposed activities? (Outcomes)
  - Short-term: Change in knowledge, attitudes, skills
  - Intermediate: Change in beliefs, behaviors
  - Long-term: Lasting change you hope to effect

How will this improve patient outcomes and contribute to general knowledge in the field?



# Methods/Approach

- Flow from objectives
- Describe setting, data sources/collection methods, analytic approach
  - Why you chose those?
- Potential challenges/sources of bias
  - How you will deal with them?

# Methods/Approach

- How patients/stakeholders will be engaged
  - Build upon how they already *have been*
  - Structure (e.g., advisory board); use existing structures when feasible/ appropriate
  - Describe points and nature of engagement
- Describe theory underlying your methods
  - Conceptual frameworks are helpful
- Judicious use of figures, flow diagrams, tables can be powerful

## Budget:

- Every grant proposal includes some type of budget
- How much it will cost to accomplish your goals and objectives?
- Usually consists of two components
  - Project budget
  - Budget narrative or justification
- Some grants may also ask for your organization's overall budget

## Budget tips:

- Create your budget up front - before you start writing. This way you can determine if the scope of the project is appropriate.
- Think through all your costs carefully
- Make sure your cost estimates are credible and realistic
- Make sure your budget matches your narrative
- Double check your math!
- Follow the specified format
- Round off to the nearest dollar

Timelines are important for reviewers to understand how your project will rollout. This can be in the form of a timeline or a workplan (Check the RFP for guidance!)

# Sample Timeline

Project Timeline [Compatibility Mode] - Word

FILE HOME INSERT DESIGN PAGE LAYOUT REFERENCES MAILINGS REVIEW VIEW ADD-INS Acrobat

Read Mode Print Layout Web Layout Views

Outline Draft

Ruler Gridlines Navigation Pane Show

Zoom 100% One Page Multiple Pages Page Width Zoom

New Window Arrange All Split Window

View Side by Side Synchronous Scrolling Reset Window Position Window

Switch Windows Macros

Project Timeline [Compatibility Mode] - Word

Omar Masud Admin

## 5- Year Project Timeline

Project Timeline – Years 2-5													
Activity (Key Milestones are Capitalized and Bolded)	Responsible Staff	Quarters in Years 2-5											
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish Sub-Contracts and finalize Memoranda of Agreement with Partner Agencies	Program Director												
<b>PROGRAM “KICK OFF” MEETING WITH PARTNERS AND AFFILIATED ORGANIZATIONS</b>	Program Director												
Establish Data Collection Methodology, including approval of collection instruments and review for gender responsiveness by project team	Principle Investigator, Program Partners												
Project Evaluation/Performance Assessment (Process and Outcome Based Measures)	Principle Investigator												
Recruit and Hire New Program Staff	TASC/ACCESS Human Resources, Program Director												
Purchase necessary equipment for program staff and implementation (laptops, phones,	Program Manager												

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# Attachments, Letters of Support and Workplans

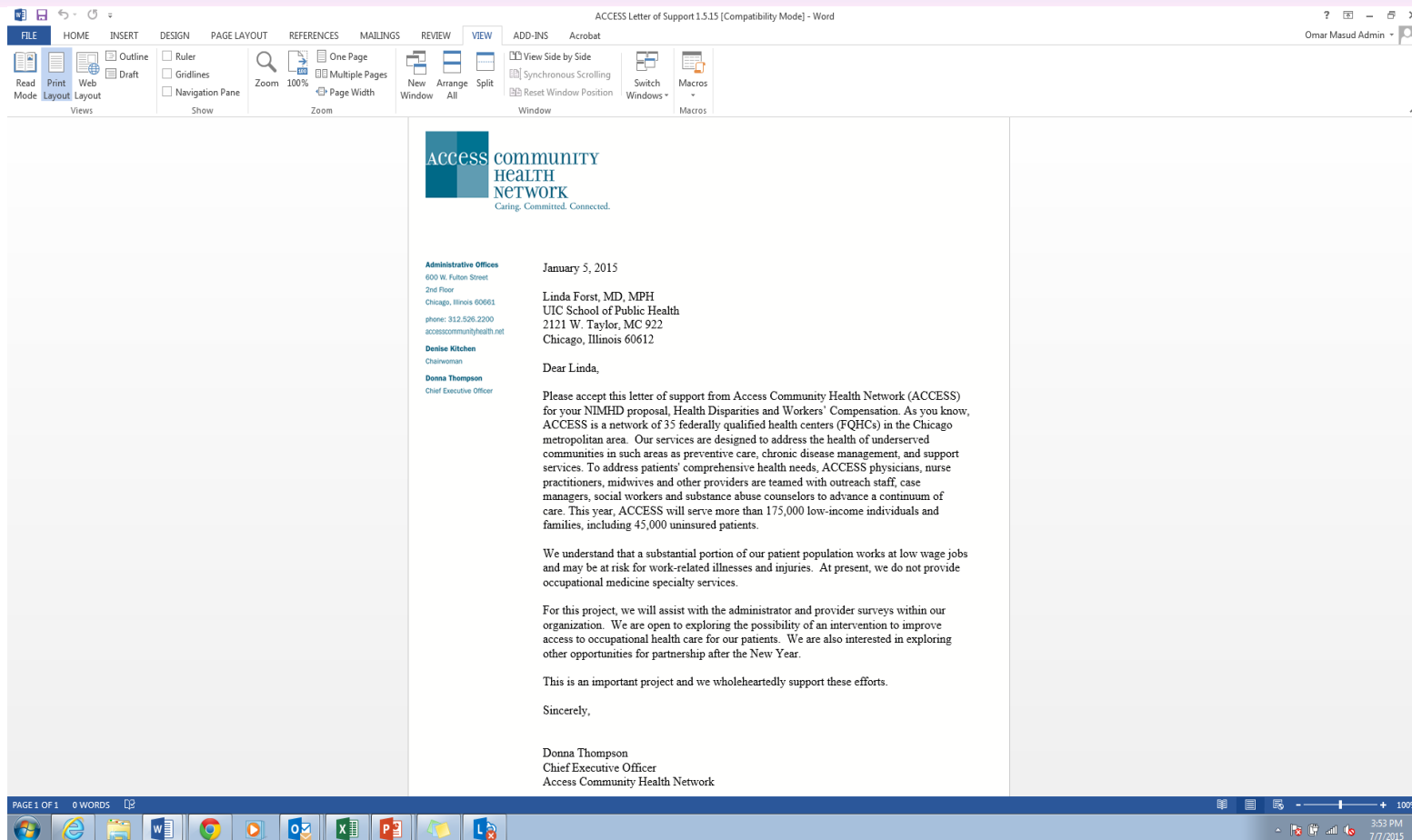
- Don't forget to leave time for attachments!
- Letters of support
- Biosketch
- Stakeholder involvement is important for PCORI.  
Don't leave this for the last minute!
- A workplan for how your project will rollout once you receive funding will often be requested. Be specific and link activities to goals and objectives



# Letter of Support

- It may take time to procure from partners. Develop templates to send to partners. Call. Email.
- Set Deadline Two Weeks before yours!
- Send instructions about how you want the letter sent (PDF, hard copy)
- Be specific in the details of the template (does it need to be signed by the ED? It should be on org letterhead)
- Specify in the template what the organization will do for the project - attend meetings, help with recruitment, provide data

# Letter of Support Sample



# Biosketch

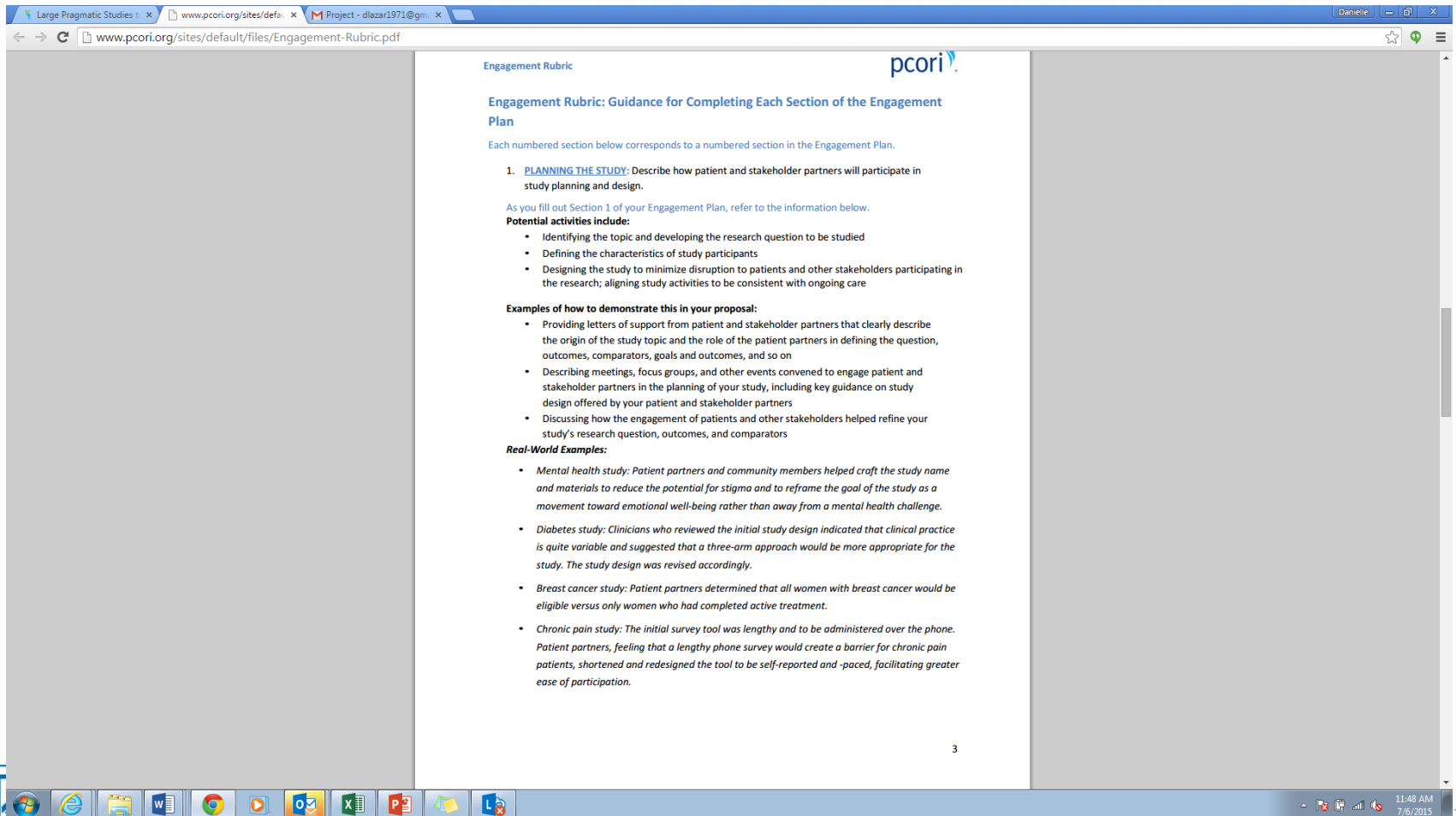
- Typically required for key personnel (investigators)
- Make sure you know what format (typically NIH format) This has recently changed, so update in advance.

- Look at examples:

[grants.nih.gov/grants/funding/phs398/biosketchsample.doc](https://grants.nih.gov/grants/funding/phs398/biosketchsample.doc)

- Tailor the personal statement
  - State goal of this study. Your expertise. What you will specifically bring to the team

# A Word on Stakeholder Engagement



Engagement Rubric

Engagement Rubric: Guidance for Completing Each Section of the Engagement Plan

Each numbered section below corresponds to a numbered section in the Engagement Plan.

1. **PLANNING THE STUDY:** Describe how patient and stakeholder partners will participate in study planning and design.

As you fill out Section 1 of your Engagement Plan, refer to the information below.

**Potential activities include:**

- Identifying the topic and developing the research question to be studied
- Defining the characteristics of study participants
- Designing the study to minimize disruption to patients and other stakeholders participating in the research; aligning study activities to be consistent with ongoing care

**Examples of how to demonstrate this in your proposal:**

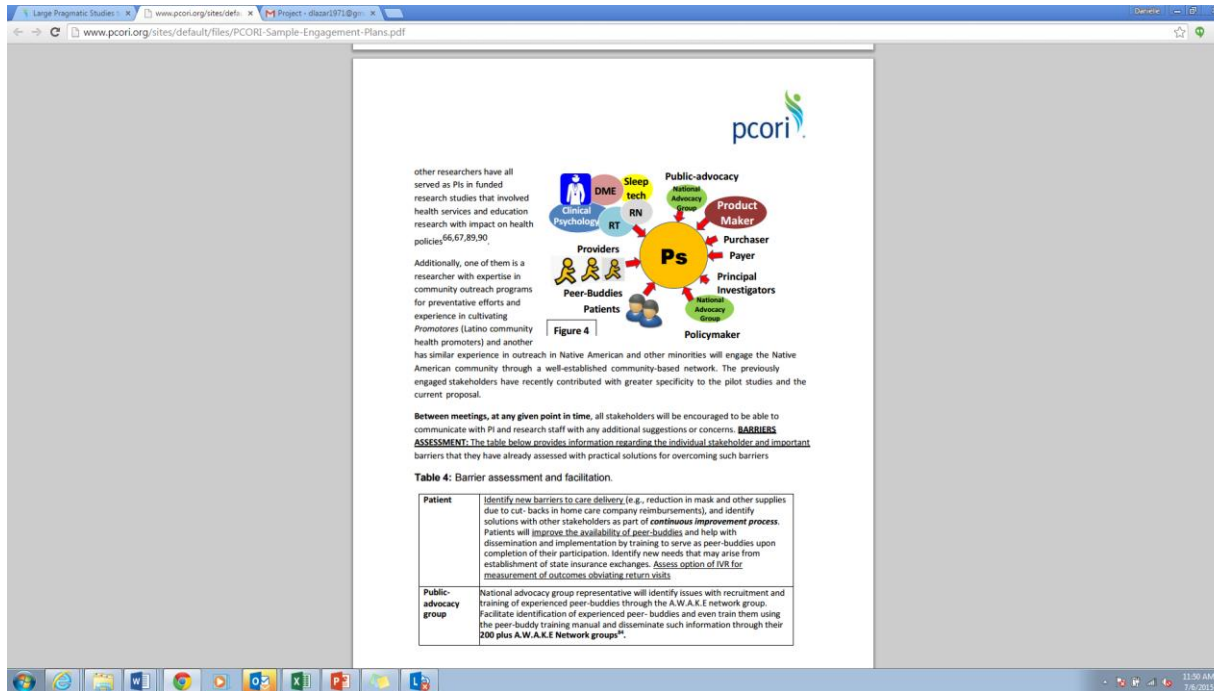
- Providing letters of support from patient and stakeholder partners that clearly describe the origin of the study topic and the role of the patient partners in defining the question, outcomes, comparators, goals and outcomes, and so on
- Describing meetings, focus groups, and other events convened to engage patient and stakeholder partners in the planning of your study, including key guidance on study design offered by your patient and stakeholder partners
- Discussing how the engagement of patients and other stakeholders helped refine your study's research question, outcomes, and comparators

**Real-World Examples:**

- Mental health study: Patient partners and community members helped craft the study name and materials to reduce the potential for stigma and to reframe the goal of the study as a movement toward emotional well-being rather than away from a mental health challenge.*
- Diabetes study: Clinicians who reviewed the initial study design indicated that clinical practice is quite variable and suggested that a three-arm approach would be more appropriate for the study. The study design was revised accordingly.*
- Breast cancer study: Patient partners determined that all women with breast cancer would be eligible versus only women who had completed active treatment.*
- Chronic pain study: The initial survey tool was lengthy and to be administered over the phone. Patient partners, feeling that a lengthy phone survey would create a barrier for chronic pain patients, shortened and redesigned the tool to be self-reported and -paced, facilitating greater ease of participation.*

3

# PCORI Gives Examples!



other researchers have all served as PIs in funded research studies that involved health services and education research with impact on health policies.66,67,89,90

Additionally, one of them is a researcher with expertise in community outreach programs for preventative efforts and experience in cultivating Promoters (Latino community health promoters) and another has similar experience in outreach in Native American and other minorities will engage the Native American community through a well-established community-based network. The previously engaged stakeholders have recently contributed with greater specificity to the pilot studies and the current proposal.

Between meetings, at any given point in time, all stakeholders will be encouraged to be able to communicate with PI and research staff with any additional suggestions or concerns. **BARRIERS**

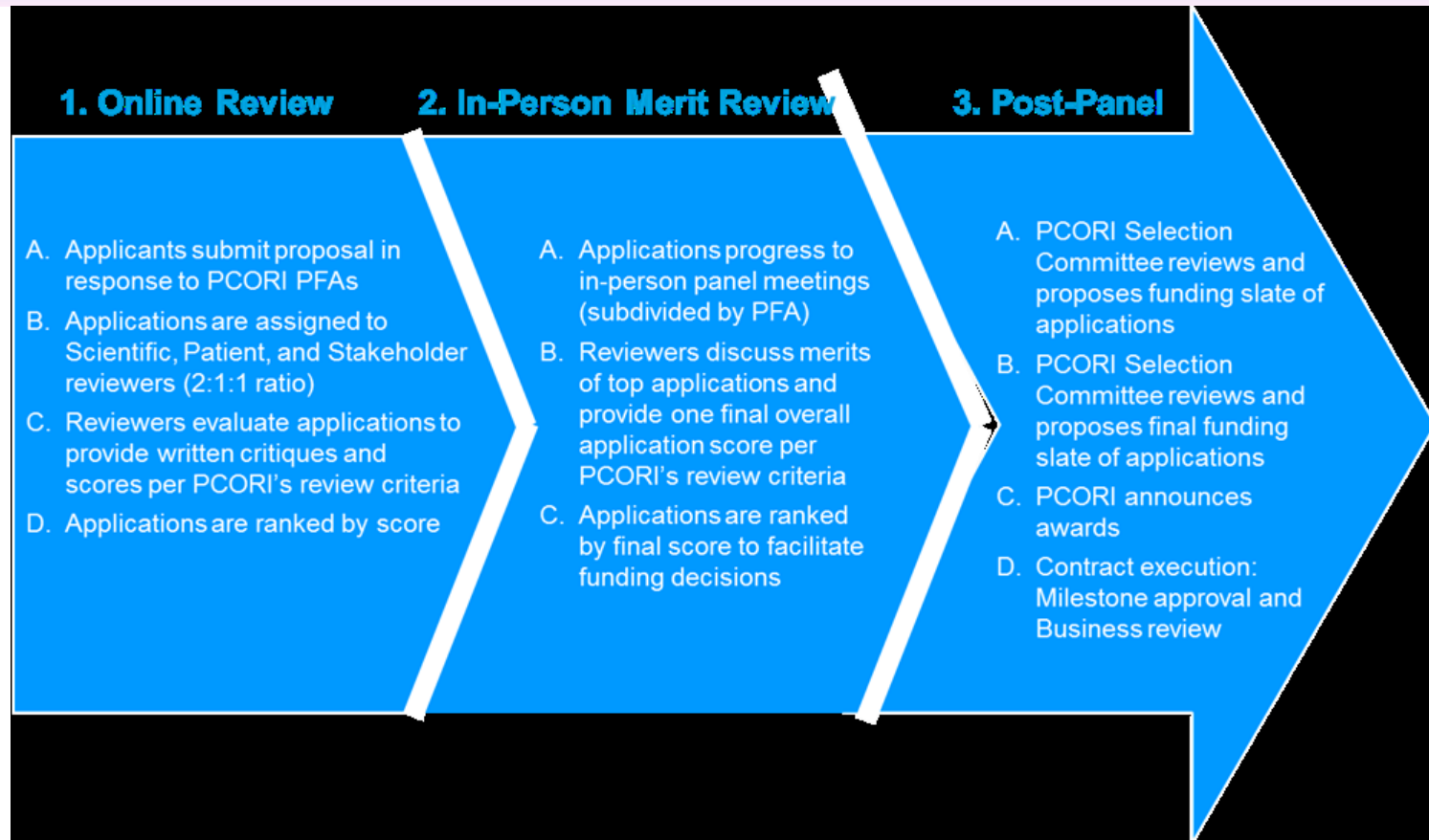
**ASSESSMENT:** The table below provides information regarding the individual stakeholder and important barriers that they have already assessed with practical solutions for overcoming such barriers

**Table 4: Barrier assessment and facilitation.**

<b>Patient</b>	Identify new barriers to care delivery (e.g., reduction in mask and other supplies due to cut-backs in home care company reimbursements), and identify solutions with other stakeholders as part of continuous improvement process. Patients will improve the availability of peer-buddies and help with dissemination and implementation by training to serve as peer-buddies upon completion of their participation. Identify new needs that may arise from establishment of state insurance exchanges. Assess option of IVR for measurement of outcomes obviating return visits
<b>Public-advocacy group</b>	National advocacy group representative will identify issues with recruitment and training of experienced peer-buddies through the A.W.A.K.E network group. Facilitate identification of experienced peer-buddies and even train them using the peer-buddy training manual and disseminate such information through their 200 plus A.W.A.K.E Network groups <sup>68</sup> .

While you won't need this much detail for a letter of intent, the LOI does require information about stakeholder engagement. As much up front planning as possible will assist with the grant writing.

# PCORI Merit Review Process





- Impact of the condition to be studied on the health of individuals and populations
- Potential for the study to improve health care and outcomes
- Technical merit
- Patient-centeredness
- Patient and stakeholder engagement



# Additional key aspects

- Be sure to describe how the research is comparative
  - why the comparisons are important to healthcare decision making.
- Demonstrate you have the team, resources, and project plan sufficient to complete the research proposed in the time available.

# Sample reviewer comments

“Project does not significantly engage patients & stakeholders”

“Proposal is poorly written”  
(confusing, not logical, typos, etc.)

“Proposal reads as several mini projects – not cohesive”

“Methods are not rigorous enough, no power analysis”

“Too much background, not enough description of the actual project.”

“Proposal is too ambitious – goals are not realistic”

“Need larger sample size than proposed”

# Become a PCORI Reviewer

Qualification*	Patient and Other Stakeholder Reviewers	Scientific Reviewers
Representative roles	Patients, caregivers, clinicians, providers, purchasers, payers, industry, policy makers, researchers and educational institution and advocacy group representatives.	<ul style="list-style-type: none"> <li>Members of the health and healthcare research communities.</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Experience with health and health care as a patient, practitioner, payer, policymaker, or member of representative organizations.</li> </ul> <p>Experience may also include:</p> <ul style="list-style-type: none"> <li>Firsthand experience in service, advocacy, policy setting, or other similar activities in the healthcare system or with a healthcare-related organization.</li> <li>Demonstrated involvement in community-based initiatives involving representation of the interests and perspectives of patients/family/caregiver/advocates (e.g., service on Boards or committees), relevant publications, or presentations.</li> <li>Past participation in decision-making bodies at a national, state, or local level.</li> </ul>	<ul style="list-style-type: none"> <li>Advanced degrees in the sciences.</li> <li>Technical or specialized research expertise in one or more program areas funded by PCORI.</li> <li>Prior experience writing and/or reviewing research applications.</li> <li>Experience that generally includes conducting independent research and publishing peer-reviewed articles.</li> </ul>
Interest	Interest in health and healthcare, familiarity with healthcare- and science-related issues, or formal training in these areas.	
Commitment	Dedication to making a contribution to healthcare research.	

- Learn about funder: Analyze requirements of the P2P Tier I funding opportunity  
Does the project strengthen and build relationships between patients, clinicians and researchers?
- Assess organizational compatibility - Identify any relevant organizational synergies / strengths / shepherds

## Specifically in Our Project

- The health center has psychiatrists and counselors
- The hospital has a construction project to more than double its number of behavioral health beds
- The Behavioral Health Director at the hospital is a PhD and has a passion for research (but has time constraints)
- Existing relationship with the school of pharmacy for **research expertise**
- Administrative Buy In
- Other health centers may have a provider particularly interested / passionate in a topic, links with researchers, patients interested in a specific health issue, etc.

## Can the health issue be addressed through CER?

- Our Project indicated interest in researching some aspect of Medication Adherence (a complete research question is NOT needed for Tier I; Tier I emphasis is on patients, relationships, capacity development)
- A reviewer commented that it was an important health issue, but we did not give a detailed explanation of why this issue is important or data to support the specific issue

## Identify any deficiencies and develop plan to address

- Lack of a behavioral health Patient Advisory Council
- Behavioral Health Director & SIHF psychiatric department chair started recruiting
- Held two patient meetings before the proposal was due (reflected patient thoughts in proposal)

- Be Obsessive Compulsive about responses to questions (Scored 32 out of 33)
- In application describe any early phase implementation
- Emphasize Patients especially in decisions
- Be realistic in challenges that will be faced; but have an approach to address
- Select previous similar project that resembles Tier I concepts (We happened to have been funded by a private foundation to plan then implement an oral health project focused on special needs children with multiple stakeholders in the previous 2 years)
- Provide a detailed work plan/timeline
- Make sure budget makes sense for the project – only \$15,000; Make sure part of the \$ go to compensate advisory board patients for their participation
- Be Obsessive Compulsive!

## Read application instructions

- ✓ Do not exceed word/page limits
- ✓ Be organized. Set up folders
- ✓ Do not include attachments that were not requested by the funder (and make sure to include everything that is required)
- ✓ Make sure your project is a good match for the funder's priority areas
- ✓ Terminology may vary by RFP (e.g., Objective vs. Aim)  
– read section descriptions carefully
- ✓ **When in doubt, ask!**



# General tips

## Writing your application

- ✓ Tailor the framing of your project to the funder's priorities Keep language simple, minimize jargon
- ✓ Emphasize what makes your project unique
- ✓ Be concise, but provide enough detail for a reviewer outside of your field to understand the proposal

## Review your application

- ✓ Proofread for typos, formatting errors, etc.
- ✓ Ask someone outside of the project team to review

## On Line Submissions

- ✓ **Make sure your computer is compatible and familiarize yourself with the on line system**
- ✓ Don't leave it for the last minute
- ✓ Check word counts and attachment formats before you start



# A few last thoughts:

- Good grant writing is responsive to the RFP but also compelling.
- Capacity is important, because you will need to implement the project.
- Consider budget and organizational culture to support project. Is it aligned?
- Writing grants takes practice. Ask questions and have someone review your work.
- Be sure to edit thoroughly. Print out the document(s) and edit them by hand. You will catch errors you don't see on the computer.
- Cross all the "T"s and dot all the "I"s – don't have your application be non-responsive because you forget to either send something in with the application or did not follow guidelines.
- Don't be afraid to ask the program officer- be aware of open period for questions

# NEXT STEPS: POLL QUESTION

Are you interested in learning more about budgets and proposal development as it relates to project implementation?

- a. Yes
- b. No

## NEXT STEPS: POLL QUESTION

Are you or any of the people viewing this presentation at your computer interested in meeting with EnCoRE staff during the NACHC Community Health Institute Conference (Aug 23-25 in Orlando)?

- a. Yes
- b. No
- c. Not sure

Thank you for your time. Questions?



# NEXT STEPS: POLL QUESTION

To what extent did this webinar meet your expectations?

- a. Exceeded my expectations
- b. Met my expectations
- c. Met only some of my expectations
- d. Did not meet any of my expectations

# Homework

1. Develop your biosketch for your project.

- Follow this link for a template and example

[grants.nih.gov/grants/funding/phs398/biosketchsample.doc](https://grants.nih.gov/grants/funding/phs398/biosketchsample.doc)

2. Develop a sample letter of support for your project.

- See example earlier in this presentation (slide 55)

# Upcoming Webinars

Webinar Date	Content	Activities	Presenters
July 21 2:00 – 3:30 pm EST	Grant Writing, Fundraising, and Project Planning	Search for PCORI funding opportunities, develop biosketches and workflows	Danielle Lazar, Leah Zallman
August 18 3:30 – 5:00 pm EST	Preparing Budgets, Work Plans, and Timelines	Developing timeframes and budgets	Shalini Tendulkar, Mickey Eder
September 29 2:00 – 3:30 pm EST	Dissemination and Presentation	Presentation development, communicating research findings	Jonathan Tobin, Michelle Proser

Opportunity	Letter of Intent Due	Application Due
Patient-Powered Research Networks (PPRN) Research Demonstration Projects	July 31, 2015	September 30, 2015
Improving Methods for Conducting Patient-Centered Outcomes Research	July 29, 2015	November 3, 2015
Communication and Dissemination Research	July 29, 2015	November 3, 2015
Improving Healthcare Systems	July 29, 2015	November 3, 2015
Assessment of Prevention, Diagnosis, and Treatment Options	July 29, 2015	November 3, 2015
Addressing Disparities	July 29, 2015	November 3, 2015

- Visit <http://www.pcori.org/funding/opportunities> for more information