

Johns Hopkins Hospitalist Division Innovation Grants

Updated June, 2021

Funding amount: Total dollars spent up to \$75K annually, resources permitting (split across 2-4 proposals). Maximum funding per proposal is \$30K.

Source of funds: (1) Hospitalist Gift Account, (2) Flynn Chair funds, (3) Brotman gift account, (4) Other discretionary funds as appropriate

Eligibility: All full and part-time hospitalist faculty are eligible for consideration, including faculty who are planning to join the program but have not yet started (allowing incoming faculty to come in with a small amount of protected time for a well-defined project)

Relationship to Hospitalist Scholars Program: Since the Hospitalist Scholars Program covers things other than salary support, these Gift Account Grants can cover salary support (in addition to other non-salary expenses as appropriate). It is acceptable to use both types of funds for a single project (eg, Scholars Program funds to cover research expenses and Gift Account Grant to cover salary support).

Timing of applications: Proposals can be submitted on a rolling basis, pending funding availability. Proposals that are deemed to be meritorious, but are being submitted at a time when no funds are available may be eligible for funding the subsequent fiscal year (if the faculty member still desires to keep the application active and there is money available). Transparency will be maintained related to available funds to allow faculty to optimize the timing of proposals.

Timing of protected time: No adjustments to a published clinical schedule will be made based on awarded protected time. As such, any protected time would need to be defined in advance of publishing the schedule, which generally occurs in May and November for the upcoming half-year.

Project Types: Successful proposals can support a variety of projects, including: 1) research, 2) operational, 3) educational, and 4) quality and safety activities. Suggested application formats and grant process vary somewhat for these project types, as described below.

General Principles for Proposals:

All applications are expected to:

- (1) Articulate how the candidate's project would enhance the Hospitalist Division's academic profile within Hopkins and/or outside Hopkins. Although enhancement of one's own academic profile is one way to accomplish this, preference would be given to proposals that also augment the Division's academic profile
- (2) Define a work product (deliverables), whose quality and timely execution would be a major factor in determining future eligibility to receive Innovation Grants
- (3) Include a plan to present the work product to the hospitalists at a divisional meeting

Research/Operational/Educational Projects – Application Process:

- (1) Draft Your Proposal - The application should consist of a concise written proposal (1-4 pages) and include:
 - a. Background
 - b. Specific aims
 - c. Deliverables

- d. Roles and key stakeholders
 - e. Budget
 - f. Timeline
 - g. Other sections relevant to the proposal
- (2) Present (or “Pitch”) your proposal at a Hospitalist Meeting (5-10 minutes) with input from members of the group prior to submitting a finalized proposal. For research projects, additional preliminary review may be recommended by specific faculty such as the Research Director. Applicants have the option of presenting the proposal multiple times following revision. Formal and informal input from other faculty may be factored into the decision process.
 - (3) Submit your updated proposals to brotman@jhmi.edu via email
 - (4) Review and Selection: The Hospitalist Division Director and hospitalist executive group will evaluate proposals (in conjunction with the input received from group members); research-focused proposals and revisions will also be evaluated by the Research Director. Reasonable efforts will be made to maintain anonymity of those providing input. Additional input may be sought from potential collaborators, mentors and external stakeholders.

Examples of research, operational and educational project proposals that may qualify for funding:

- (1) A faculty member seeks 7.5% salary support to develop, deploy, and evaluate a new faculty orientation program, including a brief curriculum and set of activities/lectures/conferences that facilitate successful on-boarding of new faculty. This would be accompanied by an evaluation plan, and the candidate would submit a proposal to the SHM annual meeting for a workshop on this topic to help other Hospitalist Programs develop similar on-boarding processes.
- (2) A faculty member seeks 10% salary support to develop a high-value care curriculum for the Osler residents (with appropriate buy-in from the residency program leadership and a letter of support). The impact of this curriculum on inpatient utilization would be measured in a pre-defined fashion, with a goal of publishing the results and presenting the work at the SGIM annual meeting.
- (3) A faculty member seeks 5% salary support, in addition to money for providing lunch, to develop, maintain and lead a “research in progress” seminar in collaboration with the Armstrong Institute. The faculty member would plan to highlight successful work-product stemming from this seminar at an AI event.
- (4) A mid-career faculty member seeks 10% salary support to conduct a research study, with a plan to enlist a junior Hospitalist colleague and a junior Tumulty group faculty member as co-investigators. This faculty member has a track record for publishing, and plans to be senior author on 2 likely manuscripts stemming from the work, with each of the junior faculty member being first author on one of the manuscripts. The work products would be presented at the national SHM meeting. To conduct the research, all 3 faculty members would use their Hospitalist Scholars Funds (subject to the normal approval process) to support associated research expenses.

Quality and Safety Projects –Sponsorship Details and Application Process

Quality and safety work is likely to be more adaptive and iterative than research, operational and educational initiatives. It is common in quality and safety projects that a problem is identified (eg, low patient satisfaction on a given unit in the area of discharge readiness), yet the potential solutions (interventions) are unknown at the time the QI project is initiated. For this reason, the emphasis for Quality and Safety Projects is identifying the problem to be addressed and the process to address it, even if the interventions are not defined at the time of project initiation. This process should include a

repeated evaluation and iteration framework (such as PDSA cycles) under the guidance of a trained Quality and Safety mentor, typically the division's Director of Quality and Safety.

- Sponsored faculty members will work with the division Director of Q&S take the lead on a specific Q&S project that they have created or selected, as well as become involved in ongoing divisional quality and safety activities.
- Sponsored faculty members will receive the following title which can be placed on their CV: Hospitalist Division Quality Scholar, 2022.
- The academic deliverable from the sponsored period will typically be one or more of the following 1) the submission of a manuscript related to the Q&S activities, 2) the submission of an abstract, poster or oral presentation to a national academic conference, 3) the submission of a grant application to continue to support Q&S work.
 - Given the time course of typical Q&S activities, deliverables may be initiated during the sponsored period, but not finalized until the following academic year. In general, a second year of funding through the Innovation Grant mechanism should not be expected even if there is ongoing work related to finishing the work and/or maintaining the QI processes that were developed to enhance care quality.
- Sponsored faculty are be expected to present the outcome and/or the academic deliverable from their sponsored work to division faculty at a regularly scheduled divisional meeting. This will occur near the end of their sponsored time or when the deliverable is completed/submitted, as appropriate.

Application Process for Quality and Safety Projects:

(1) Brainstorm your Quality or Safety Project – it is recommended, but not required, that you meet with the Division Director of Quality and Safety to discuss potential project plans.

(2) Draft Your Proposal.

- a. *If your application is NOT a QI project that involves an iterative QI framework, please use the Research/Operational/Educational Application format above. For instance, creating a medical student Quality and Safety elective or a process to review all RRTs that occur on our patients would be educational and operational projects, respectively. A project to evaluate whether placing chairs in rooms to facilitate seated conversations with patients improves HCHAPS scores would be considered a research project.*
- b. If you are applying for support of a QI project, the application should consist of a concise (1-4 page) written proposal and include (as possible):
 - i. Problem Statement/Background – Nature and significance of the problem you want to address, current state including baseline performance (if known)
 - ii. Expected members of multidisciplinary QI team
 - iii. Aims and initial Scope – a full Aim statement if available, or general aims if details not yet available. Initial target population.
 - iv. Metrics – likely project metrics and data sampling/collection plan
 - v. Plan for system/performance analysis and identifying interventions
 - vi. Expected Deliverables
 - vii. Budget
 - viii. Timeline

- (3) Submit your proposal to the Division's Director of Quality and Safety (Ben Bodnar, benjamin.bodnar@jhmi.edu); additional presentation to division faculty at a Hospitalist Meeting, or to other Q&S reviewers may be recommended
- (4) Review and Selection: The Hospitalist Director of Quality and Safety and the hospitalist executive group will evaluate proposals (in conjunction with the input received from group members and other reviewers as appropriate). Reasonable efforts will be made to maintain anonymity of those providing input.

Examples of Quality and Safety Projects topic that may qualify for funding:

- (1) QI on health equity outcomes in hospitalist (or DOM) patients
- (2) QI on documentation improvement
- (3) QI on smoking cessation therapy or underutilized services on hospitalist (or DOM) patients
- (4) QI project focused on a specific High Value Care outcome (i.e. elimination of excess renal ultrasounds for acute kidney injury)
- (5) QI addressing common metrics of divisional/administrative interest such as length of stay or readmissions.