



2012 Call For Applications

Practice Change Leaders for Aging and Health:

Committed to Improving the Quality of Care to Older Americans

Program Description

The Practice Change Leaders for Aging and Health is a national program to develop, support and expand the influence of organizational leaders who are committed to achieving transformative improvements in care for older adults. The Practice Change Leaders program is jointly supported by the Atlantic Philanthropies and the John A. Hartford Foundation.

Context: Our nation's health delivery system frequently does not meet the unique needs of older adults. Wide gaps remain between evidence-based approaches, nationally recognized best practices, and how care is currently delivered for many conditions that disproportionately affect this population. Strong leadership is needed to ensure that promising innovations are implemented to improve health and functional outcomes in older adults.

Program Summary: The Practice Change Leaders program is a one-year opportunity to gain enhanced leadership skills and content expertise to positively influence care for older adults. Leaders complete a project aimed at integrating improved care for older adults within their organization, allowing them to remain at their full time job throughout the one-year program.

Intended Outcomes: The intended outcomes of the Practice Change Leaders for Aging and Health program are twofold: First, the goal of the program is the development of effective leaders who champion high quality care and promote a prominent role for older adults in defining the type, intensity, and setting of care they choose to receive. Second, the goal of the program is the resulting improvement in the organization and delivery of health and health care services to older adults.

Program Activities: Through participation in this one-year program, Practice Change Leaders will further develop their leadership skills through completing a project aimed at improving care for older adults. With the support of local and national Senior Leaders, Practice Change Leaders will engage in self-directed acquisition of the necessary skills and content expertise to become more effective leaders.

To create maximum efficiency and leverage, the Practice Change Leaders program will focus on four core topic areas that are central components of national reform efforts. These core topics include enhanced primary care (to include but not limited to person-centered medical

homes), accountable care organizations, transitional care and hospital readmission reduction, and programs designed to meet the needs of dually eligible beneficiaries.

Practice Change Leaders' projects will ideally address one or more of the four core content areas. Applicants may propose a newly designed project or the continuation of an existing project that is being actively pursued. The projects will serve as an important vehicle for "hands-on" learning of critical and transformative leadership skill development.

Practice Change Leaders will attend three highly interactive national meetings each year. These meetings will be convened in different locations throughout the country. Attended by the Senior Leaders and select national experts in health and health care delivery to older adults, the meetings are founded on the premise that every attendee is both a teacher and a learner. Practice Change Leaders will have the opportunity to receive input on their projects and progress in pursuing their career goals through case-based discussions complemented by group problem-solving activities.

Each national meeting features an interactive seminar, led by a national expert. Potential seminar topics include: developing a compelling business plan, building high performing teams, building strategic partnerships across service lines, leading cultural change, and strategic fundraising. Periodically, the Practice Change Leaders and Senior Leaders will meet in subgroups to focus on consumer engagement, policy, finance, and community collaboration.

The Practice Change Leaders program will employ a small group problem-solving format in shared-learning pods with mentorship from Senior Leaders (national experts in practice change), skill building seminars led by nationally known faculty, a curriculum that addresses the unique competencies for improving care for older adults, and ongoing exposure to interdisciplinary collaboration, effective evidence-based models, best practices, and methods for facilitating local, regional, and national spread.

Between the national meetings, Practice Change Leaders will participate in conference calls to foster further peer-to-peer learning and ensure that they are receiving the support needed to successfully conduct their projects and hone their leadership skills. WebEx presentations will be held to introduce Practice Change Leaders to new models of care and emerging technologies, and to provide updates on developments in Medicare and other public financing programs.

Complementing their development as individual leaders, Practice Change Leaders will be joining a collegial network of dedicated professionals who share a commitment to implementing innovative approaches for improving the health of older Americans. This network will contribute to the national agenda for improving the quality of care to older adults, facilitate a rapid collective response to changes in Medicare and other financing programs, foster dissemination of evidence-based models of care, and serve as a platform for more systematic improvements in care beyond the Leaders' individual institutions.

Award Details & Eligibility

Application Deadline:

Friday November 2nd, 2012 5:00 pm EDT.

Start of Award:

January 1, 2013

Amount of Award:

Practice Change Leaders receive \$45,000 per year for one year. The applicant's home institution is expected to provide cost-sharing support as described below in section C of "Conditions of the Award".

Number of Awards:

Up to 10 awards will be made in 2012.

Eligibility:

The first recruitment cycle will target those professionals who have received support from the Innovation Advisors Program within the Center for Medicare and Medicaid Innovation. Applicants must hold a leadership role in a health care delivery organization, health-related institution, or community-based organization with direct responsibility for care that impacts older adults. The applicant's home institution may be a health plan, hospital, ambulatory clinic, home health agency, assisted living facility, nursing home, or community-based agency providing health-related services to older adults. Irrespective of practice setting, applicants must be senior enough in their organization to have decision-making authority and be able to effectuate change. Applicants must live and practice in the United States.

Selection Criteria

A selection committee comprised of nationally prominent experts will select the Practice Change Leaders. In their evaluations, committee members will consider the following factors:

- Demonstrated commitment to improving care for older adults
- Demonstrated leadership capacity
- Potential for future accomplishments
- Impact of proposed project on quality of care for older adults
- Impact of the proposed project on the applicant's career trajectory
- The proposed budget
- The home institution's commitment to the applicant as evidenced by meeting the required cost-share of \$20,000
- The home institution's letters of support convey a high level of support for the applicant's participation in the Practice Change Leaders program and specifically address the relevance and importance of the proposed project to the home institution's mission and strategic direction.
- Overall presentation of application, including writing ability and style, reasoning, and clarity

Applications will be further judged and selected based on potential to exert a profound impact on care for older adults, commitment to self-directed and peer learning and improvement, and a strong professional record reflecting positions of increasing leadership responsibility.

To Request An Application:

Applications for the 2013 award cycle are now available for download at www.changeleaders.org.

To Learn More About the Program:

We anticipate applicants will have questions and wish to discuss their proposals with us. Please visit www.changeleaders.org where you can learn more or you can contact us directly via the website.

Potential applicants are invited to attend one or more informational teleconferences. During these calls, the National Program Office will address questions and concerns. Individuals who are considering applying are encouraged but not required to participate and can join the call anonymously if they so choose. The dates/times for the informational teleconferences are as follows:

Thursday September 27 2:30 pm to 4:00 pm EDT

Applicants may participate by dialing 1 (877) 820-7831 and then entering the 7235577#

Wednesday October 17 1:00 pm to 2:30 pm EDT

Applicants may participate by dialing 1 (877) 820-7831 and then entering the 7235577#

Details regarding these calls will also be posted at www.changeleaders.org.

Program Administration:

The Practice Change Leaders program is administered through a National Program Office based in the Division of Health Care Policy and Research at the University of Colorado Anschutz Medical Campus

Executive Director: Eric A. Coleman, MD, MPH

Co-Director: Nancy Whitelaw, PhD

Program Specialist: Shelly Nebel, MA

Program Specialist: Sarah Roman, MGS

Conditions of the Award

A. Financial Administration

University of Colorado Anschutz Medical Campus will make the Practice Change Leaders program award to the home institution on behalf of the Leader. The total of each award is \$45,000. The award total includes Direct Costs, and may include Indirect Costs, not to exceed 10% of the Direct Costs. The first award disbursement will be made in the first quarter of 2013 in the amount of \$22,500. Subsequent disbursements will be made based on satisfactory progress reports and financial reports. The home institution is responsible for administering the funds in accordance with its prevailing procedures and policies, and the procedures and policies described in this brochure.

B. Use of Practice Change Leaders Funding

Applicants must submit a line-item budget for approval. Practice Change Leaders may use funding to support:

- Portions of their time devoted to participation in the Practice Change Leaders program including, but not limited to, the design and implementation of the proposed project and attendance at each of the national meetings.
- Portions of time from individuals assisting in the design and implementation of the Practice Change Leader's project. This might include an assistant to collect data, a data analyst, or an external consultant with expertise related to design and implementation of the new or improved program/service.
- Other expenses, subject to approval by the National Program Office.

Please note that travel to the national meetings will be covered by the National Program Office and does not need to be included in the proposed budget.

C. Institutional Commitment

Practice Change Leaders' home institutions must commit to supporting the Leader's participation in the program throughout the one-year appointment. Activities related to the Practice Change Leader program and the Leader's project are expected to be integrated within the Leader's daily responsibilities and not viewed as an extraneous activity or an "add-on". Leaders are expected to remain full time at their current position throughout the one-year program and are not expected to take time away from their home organizations, with the exception of attending the three national meetings.

Home institutions will be expected to make a monetary or in-kind contribution, acknowledging that the Leaders' career development and project adds value to their respective organizations. The home institution's monetary or in-kind contribution is expected to amount to \$20,000 over the one-year program.

Examples of in-kind support may include the home institution's contribution to covering the difference in costs to support salary and benefits related to the Leader's participation in the program, the time the Leader's supervisor invests in helping design and execute the Leader's project and career goals, expenses related to the proposed project, and on-site mentoring. Additional examples of in-kind support include the costs associated with data acquisition, consultation from local experts, and providing timely access to relevant clinical and financial data to support the design, implementation and evaluation of the new geriatric program or service line.

The National Program Office anticipates that between cash and in-kind contributions, Practice Change Leaders' home institutions will be able to meet this requirement without undue hardship. Practice Change Leaders may pursue additional financial or in-kind resources to support their projects from funding sources outside of their home institutions; however, this is not required.

D. Semi-Annual Financial Report

The home institution must maintain a separate financial record for the Practice Change Leader, and this account must be available for audit by the National Program Office or its designee. Semi-annual expenditure reports will be required and a reporting schedule will be supplied to successful applicants. Failure to submit reports may result in withheld disbursement(s).

E. Semi-Annual Progress Report

A semi-annual progress report discussing the Leader's progress must be submitted to the National Program Office. Guidelines and a reporting schedule for submitting this report will be provided. Failure to submit reports may result in withheld disbursement(s).

F. Final Report

Practice Change Leaders will submit a final report that details the progress they made in achieving their goals. This report will be due within 60 days of completing the program.

G. Expectations for Sharing & Confidentiality

The success of the Practice Change Leaders program is predicated on case-based learning and sharing of experiences, both positive and negative. These experiences further contribute to the formation of a cohesive national peer network.

Practice Change Leaders, Senior Leaders, national experts, invited guests, and the National Program Office are all expected to participate in case-presentations and contribute to the discussions. Doing so requires sharing information regarding the details of programs and services lines with accompanying clinical and financial outcomes. All participants must understand that discussions of organizational business practices and clinical decision-making are to remain confidential. Shared learning can only occur in an environment of trust.

H. Program Publicity

Practice Change Leaders' names and organizational information will be displayed on the program's public website and in promotional materials.

I. Program Termination

If the home institution or Practice Change Leader wishes to terminate the award before its completion, an agreement between the institution and the National Program Office will be arranged. The National Program Office reserves the right to terminate Leaders who are not actively participating in program activities or whose behavior reflects poorly on the Practice Change Leaders program. Termination will occur with the understanding that all unexpended funds will be returned to the National Program Office and any unpaid balance of the award will be cancelled.

J. Disclaimer:

The Practice Change Leaders National Program Office reserves the right to modify the content or conditions of the Practice Change Leaders program as needed to preserve and promote the overall goals of program.