



## New Practitioner Pharmacist Leadership Development Grant Program

*Supported by the Marianne F. Ivey Leadership Fund*

### Overview

The ASHP Research and Education Foundation (ASHP Foundation) is offering a competitive grant program for projects to be conducted by new practitioner pharmacists (within 5 years of their pharmacy degree, including those who are currently in ASHP-accredited residency programs).

The grant can be used to conduct research on leadership competency development or to create education, resources and tools to support leadership development. All grantees will participate in an Impact Collaborative, a distance-mentored component to support project progress and enhance individual leadership and research skills. Individual grantee results are required to be disseminated to promote the leadership development of others.

### Program Details

Competencies are observable and measurable cluster of related knowledge, skills and behaviors that contribute to workplace effectiveness and, ultimately career and life success. Competencies are often categorized as technical, those we use in our chosen profession (e.g., pharmacist) and behavioral or leadership. The latter are those “soft skills” that are essential to leadership effectiveness. ASHP Foundation staff engaged health-system pharmacy leaders in a process utilizing Korn Ferry’s Leadership Architect™ to identify the essential leadership competencies needed to address current and expected future challenges/opportunities in healthcare and pharmacy practice.

For this grant program, priority will be given to projects that focus on the following leadership competencies:

- Communicating effectively
- Gaining and enhancing trust
- Building high-performing teams
- Collaborating and partnering
- Making effective decisions

### Timeline for the 2020-2021 Program Offering

- Submission materials available: August 3, 2020
- Submission deadline: Extended - please check website for updates - [link](#)
- Grantees announced: December 2020

### Available Funding and Award Period

Project Type	Funding	Award Period
Research	Up to \$5,000	up to 18 months
Education, Resources, Tools	Up to \$2,500	up to 9 months

## **Projects that Focus on Research**

The grant program supports diverse practice-based projects including, but not limited to: model demonstration projects, systems change projects, special studies and evaluations that are focused on developing leadership competencies (i.e., attributes, skills, behaviors), such as those listed above.

Research to understand a leadership competency, including prevalence or relationship to other variables is supported by the program: priority will be given to research that combines implementing innovative leadership development practices with one or more measurable outcome, such as:

- Clinician (e.g., engagement, team development, professional development).
- Care processes (e.g., adverse drug event reporting, time for first dose).
- Patient (e.g., satisfaction, A1C, adherence).
- Organizational (e.g., productivity, turnover, innovation).

## **Projects that Focus on Education, including Resources and Tools**

The grant program supports identifying, creating, aggregating and piloting a leadership competency development curriculum that includes resources, such as self-assessments, readings, webinars, journal clubs, etc. Key considerations:

- At least some of the resources, tools and activities developed/utilized in your curriculum must be freely accessible.
- Learning outcomes should include: enhanced self-awareness, expanded knowledge and skills.
- Learning activities should include: reflection, application to cases/simulation and application/practice in real-life.

## **Impact Collaborative**

Grantees will participate in an Impact Collaborative over a 12-month period. The collaborative is a distance-advisory component that serves to build a community of practice to support participant's progress with their projects and enhance participants' knowledge and skills to lead and complete projects/research. All required activities of the collaborative will be virtual. Key components include: a shared group faculty coach to facilitate collaborative activities, a virtual portal for ongoing collaborative engagement, virtual meetings with faculty coaches and key opinion leaders to share success strategies/best practices and ongoing coaching/consulting on the development and implementation of participant projects.

## **Eligibility Information – Submitter and Organization**

The principal investigator / submitter must be a new practitioner pharmacist within five (5) years of completion of their pharmacy degree. New practitioner pharmacists who are current residents in an ASHP-accredited pharmacy residency program (i.e., PGY1, PGY2, or combined residency/Master's program) are eligible for this grant.

- The principal investigator / submitter must be a pharmacist.
- The principal investigator / submitter must be an ASHP member.
- Individuals who previously served as a principal investigator on any ASHP Foundation grant are eligible to apply if all work, including journal submission of the study findings, on the previously

funded research is complete. If a tie score occurs during the grant review process, the grant will be awarded to the applicant(s) who has/have not received a grant from the ASHP Foundation previously.

- Submitters are required to have a designated mentor on the research team with ongoing activities/engagement during the grant award period.
- Not-for-profit organizations, for-profit entities, and government agencies are eligible to apply to this program. If a for-profit entity or government agency is a grant recipient, the monetary award provided by the ASHP Foundation must be received and managed by a 501(c)3 not-for-profit organization.
- Applicant organizations must be in the United States of America to be eligible for the grant.

### ***Not Eligible***

- Current members of either ASHP or ASHP Foundation Board of Directors are not eligible to serve as a member of the project team.
- Current staff of either ASHP or ASHP Foundation are not eligible to serve as a member of the project team.

### **Requirements of the Proposal Submission**

- All proposals must be submitted online through the ASHP Foundation application system and require all of the below information.
- Study title
- Project timeline
- Total Budget Requested
- Principal Investigator/Submitter details and contact information, including ASHP Member ID and percent effort on the project.
- Senior Investigator/Mentor details and contact information
- Sponsoring Institution and Grant Officer
- Other Investigators / other professionals engaged in project for whom salary support is NOT being requested
- Detailed Budget
- CV or biographical sketch (Submitter and Senior Investigator/Mentor)
- Certification and Acceptance: this certification must be signed by the principal investigator/submitter, senior investigator/mentor, and the grant officer
- An uploaded description of proposed research/project plan should be no more than ten (10) pages (using 11 point font or larger, 8.5 x 11 inches paper, 1-inch margins, single spacing and single-sided pages) with numbered pages under the following headings:
  1. Abstract of proposal (limit to one page)
  2. Specific Aims and Hypothesis
  3. Rationale and Significance
  4. Innovation
  5. Investigators and Environment
  6. Approach
  7. Human subjects/Inclusiveness/Privacy (research projects only)
  8. Scope and Timeline
  9. References

### **Additional Requirements For Research Proposals**

- Consideration should be given to allocating a portion of the budget to support biostatistics consultation.
- The proposed research must be submitted to an institutional review board (IRB) for approval. Evidence of IRB approval must be provided to the ASHP Foundation upon acceptance of the grant award. Grant funds will not be disbursed until evidence of IRB approval, or exemption from review, has been received.
- The research must comply with the [NIH Policy and Guidelines on the Inclusion of Women and Minorities as Subjects in Clinical Research](#) that was amended in October 2001.
- The research must comply with the [NIH Policy and Guidelines On the Inclusion of Children As Participants in Research Involving Human Subjects](#).

### **Additional Requirements For Education Proposals**

- If you are developing education and resources and intend to pilot/implement, check with your organization for IRB or other committee approval.

### **Criteria Used to Evaluate Your Proposal**

Using the following criteria (Table 1), reviewers will provide scores to reflect their assessment of the project for each of the following components: specific aims and hypothesis; rationale and significance; innovation; approach; investigators and environment; and scope and timeline. Use the below criteria and questions to self-assess your proposal submission.

**Table 1: Criteria-Based Scoring**

<b>Criteria</b>	<b>Guidance For Research <u>and</u> Education Proposals</b>	<b>Additional Guidance</b>
<b>Specific Aims and Hypothesis</b>  <b>20 points max</b>	<ul style="list-style-type: none"> <li>- Aims consistent with the specific grant program focus.</li> <li>- Outcomes are measurable.</li> <li>- The number of objectives is reasonable based on available funding and timeline.</li> </ul>	<b>For Research:</b> <ul style="list-style-type: none"> <li>- Research question(s) is clear and well-defined</li> </ul>
<b>Rationale and Significance</b>  <b>10 points max</b>	<ul style="list-style-type: none"> <li>- Submitter provides clear explanation of why the project should be undertaken.</li> <li>- Adequate review of the relevant literature is included in the proposal.</li> <li>- Submitter identifies gaps in the existing evidence base and proposes how the proposed project will fill those gaps.</li> <li>- Objectives and outcomes are meaningful.</li> </ul>	<b>For Research:</b> <ul style="list-style-type: none"> <li>- Study addresses an important problem</li> <li>- Proposal includes the next logical stages of research beyond the current application.</li> </ul>
<b>Innovation</b>  <b>10 points max</b>	<ul style="list-style-type: none"> <li>- Project is original and innovative.</li> <li>- Challenges existing paradigms or addresses an innovative hypothesis or critical barrier to progress in the field.</li> </ul>	

Criteria	Guidance For Research <u>and</u> Education Proposals	Additional Guidance
	<ul style="list-style-type: none"> <li>- Develops or employs novel concepts, approaches, methods, tools, or technologies.</li> <li>- Outcomes of the project will advance concepts, methods, technologies, services, and/or development.</li> </ul>	
<p><b>Investigators and Environment</b></p> <p><i>15 points max</i></p>	<ul style="list-style-type: none"> <li>- Principal investigator (PI) and other key personnel are appropriately trained and well suited to carry out the project.</li> <li>- Proposed project is appropriate to the experience level of the PI and the other members of the project team (team).</li> <li>- PI and project team bring complementary and integrated expertise to the project.</li> <li>- Proposal describes how the environment in which the work will be done contributes to the probability of success.</li> </ul>	
<p><b>Approach</b></p> <p><i>40 points max</i></p>	<ul style="list-style-type: none"> <li>- The proposed objectives are measurable;</li> <li>- Participant sample or target audience of education is well described and appropriate to aims of the project.</li> </ul>	<p><b>For Research:</b></p> <ul style="list-style-type: none"> <li>- Conceptual or clinical framework, design, methods, and analyses are adequately developed, well-integrated, well-reasoned, and appropriate to the aims of the project;</li> <li>- Plans for data analysis are well-described and include access to biostatistics support.</li> </ul> <p><b>For Education:</b></p> <ul style="list-style-type: none"> <li>- Proposed methods are based upon learning/development theories (e.g. adult learning, social learning, situational learning).</li> <li>- Description of methods draws links to expected learning outcomes (e.g., enhanced self-awareness, new knowledge, expanded skills and competencies).</li> </ul>
<p><b>Scope and Timeline</b></p> <p><i>5 points max</i></p>	<ul style="list-style-type: none"> <li>- Evidence is included that the project can be completed in the proposed time period, such as pilot data and/or baseline data demonstrating sufficient participants.</li> </ul>	
<p><b>Criteria-Based Total Score = _____ (0-100)</b></p>		

### Additional Criteria for Research Proposals

Reviewers will give the submission an **Overall Impact Score** (Table 2), as defined by NIH, is the reviewers score that reflects their assessment of the likelihood for the project to exert a sustained, powerful influence on the research field(s) involved, in consideration of the following five core review criteria, and additional review criteria (as applicable for the project proposed).

Degree of Impact	Score	Descriptor	Additional Guidance on Strengths/Weaknesses
High	1	Exceptional	Exceptionally strong with no weaknesses
	2	Outstanding	Outstanding
	3	Excellent	Very strong with only some minor weaknesses
Medium	4	Very Good	Strong but with numerous minor weaknesses
	5	Good	Strong but with at least one moderate weakness
	6	Satisfactory	Some strengths but also some moderate weaknesses
Low	7	Fair	Some strengths but with at least one major weakness
	8	Marginal	A few strengths and a few major weaknesses
	9	Poor	Very few strengths and numerous major weaknesses
Definitions: <ul style="list-style-type: none"> <li>• Minor Weakness: An easily addressable weakness that does not substantially lessen impact.</li> <li>• Moderate Weakness: A weakness that lessens impact</li> <li>• Major Weakness: A weakness that severely limits impact.</li> </ul> Note: A score of 5 is a good, medium-impact application.			

### Additional Funding Information

Grants will be awarded to new practitioner pharmacists to provide funding for specific project submitted in the proposal and is not intended for long-term support of research or education programs. Facilities and administrative cost rates that do not exceed 8% of the total requested budget is allowed. Grants will be awarded to individuals and the funds will be disbursed directly to the sponsoring institution for administration.

Funding is generally available for:

- Salary support for study personnel including biostatisticians;
- Institutional review board fees;
- Consumable supplies and services;
- Travel essential to the conduct of the proposed project;
- Participant expenses/reimbursement;
- Travel to present project findings up to \$1,000 per project. Travel exceeding this range may be submitted for approval following completion of project to cover additional presentation opportunities that enhance dissemination of results; and
- Facilities and administrative cost rates that do not exceed 8% of the total direct costs.

Funds may not be applied to:

- Resident salaries and/or benefits;

- Ongoing general operating expenses and/or existing deficits;
- Purchase of permanent equipment, facilities, or software, or other capital costs;
- Endowment contributions; and
- Stipends or loans.

### **Grantee Responsibilities**

- The grant period of activity will begin upon notice of grant award by the ASHP Foundation and will expire based upon the proposed project timeline.
- Following initial disbursement of funds, the grantees must submit Progress Reports to the ASHP Foundation until the project is completed. Reports are due every six (6) months, or for timelines less than 12 months at the mid-point of the project timeline.
- Reports will address the following:
  - Progress toward completion of activities included on the study timeline for the timeframe in question;
  - Any protocol modifications and documentation of IRB review and approval of such modifications; and
  - A summary of all adverse events associated with execution of the study during the quarter in question and documentation of IRB review of such adverse events.
- Within 60 days of study/grant completion, the grantees must submit a Final Report to the ASHP Foundation. This report will be submitted via a survey and must include:
  - A summary of the study/projects results including statistical analysis, if applicable;
  - Preliminary conclusions;
  - A summary of all adverse events associated with execution of the study and documentation of IRB review of such adverse events;
  - A summary of all protocol modifications and documentation of IRB review and approval of such modifications;
  - Lessons learned, including barriers and facilitators;
  - Implementation recommendations; and
  - Specific plans for presentation and publication of the study/projects findings.
- Within 60 days of submission of the Final Research Report, the grantees must submit a system-generated Final Financial Report. This report must include a complete and full accounting of the expenditure of ASHP Foundation funds related to the execution of the study.
- Any unused funds must be returned to the ASHP Foundation by the grantees within 120 days of submission of the Final Financial Report.
- If, for any reason, the grantees do not complete the project, the senior investigator must inform the ASHP Foundation in writing within 30 days of study termination. Within 60 days of study termination, the grantees are required to complete the Final Research Report and a system-generated Final Financial Report and return any unused funds to the ASHP Foundation as described above.
- The grantee doing research may request one grant extension. Only one extension will be granted for any study. The project must be completed and all other requirements of the grant fulfilled by the end of the extension period.
- If the findings of the above named study are presented at a national pharmacy meeting, ASHP retains the right of first refusal for presentation of the study and its findings at an ASHP meeting.

- The ASHP Foundation requires submission of research results to a peer-reviewed scientific journal within 6 months of study completion. If the study results are submitted to a pharmacy journal, the *American Journal of Health-System Pharmacy* retains the right of first refusal for publication.
- The ASHP Foundation requires submission of education project contents and results to be made available to ASHP members.
- The principal investigator will notify the ASHP Foundation when grant outcomes are published and presented.
- All presentations, publications, and other communications regarding this study must include the following acknowledgement: “This study was funded (or partially funded) by a grant from the ASHP Foundation” or for education resources: “This educational resource was funded (or partially funded) by a grant from the ASHP Foundation.”
- By accepting this award, the grantee agrees to undertake all reasonable efforts to complete the study and take responsibility for fulfilling the terms described within the award letter.
- The recipient institution is responsible for the actions of its employees and other research collaborators, including third parties, involved in the proposed research. The recipient institution will inquire into and, if necessary, investigate and resolve promptly and fairly all instances of alleged or apparent research misconduct related to this ASHP Foundation-sponsored research in accordance with federal regulations on research misconduct (see 42 CFR part 93, “Public Health Service Policies on Research Misconduct.”) and the U.S. Department of Health and Human Services Grants Policy Statement (see <http://www.ahrq.gov/fund/hhspolicy.htm>).
- The recipient institution must report promptly to the ASHP Foundation any incident of alleged or apparent research misconduct involving ASHP Foundation-sponsored research that it judges as warranting investigation and must advise the ASHP Foundation of any decision to initiate an investigation. The recipient institution must also notify the ASHP Foundation if it intends to close a case at the inquiry or investigation stage based on an admission of responsibility, settlement, or for any other reason.
- If a misconduct investigation has been initiated, the recipient institution must take any necessary steps, in addition to its normal and ongoing responsibilities under the grant, to protect human subjects, protect the scientific integrity of the project, provide reports to the ASHP Foundation, and ensure the proper expenditure of funds and continuation of the project during the investigation, if appropriate.
- If the recipient finds research misconduct by anyone working on ASHP Foundation-supported research, whether at its organization or at a third-party organization, the recipient institution must assess the effect of that finding on the ability to continue that project, as originally approved, and must promptly request ASHP Foundation prior approval of any intended change of PI or other key personnel. In addition, the ASHP Foundation may withdraw approval of the principal investigator or other key personnel, disallow costs associated with the invalid or unreliable research, suspend or terminate, in whole or in part, the grant award.