

V. Table of Detailed Initiatives

GOAL 1: MAINTAIN AND EXPAND A RESEARCH PORTFOLIO THAT CONTRIBUTES TO IMPROVING THE QUALITY AND OUTCOMES OF HEALTH CARE FOR VETERANS										
Objective A: Expand and enhance research to understand and modify patient and provider behavior										
INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
Colorectal cancer										
• Submit VA HSR&D SDR proposal to support a survey of veteran practices and attitudes toward colorectal cancer screening (Partin, van Ryn, Kochevar, Griffin)										
• Submit VA HSR&D SDR proposal to support a survey of provider practices and attitudes toward colorectal cancer screening (van Ryn, Kochevar, Partin)										
• Complete and disseminate results from NCI funded study comparing the relative effectiveness of various colorectal cancer screening promotion approaches (Kochevar)										
Other diseases										
• Develop and disseminate conceptual framework integrating and applying disparate literatures to advance understanding of mechanisms through which providers contribute to disparities in care (van Ryn)										
• Submit VA HSR&D IIR proposal to examine the relative effectiveness of different approaches to facilitating informed patient consent for clinical procedures (Griffin)										
• Submit a VA HSR&D proposal on the effectiveness of clinical reminders, event reminders, and visit planning systems for improving preventive care performance (Kochevar)										
• Collaborate with the Minneapolis VA Hepatitis C Treatment Center to conduct formative studies to investigate barriers to access for HCV treatment and how to address them (Willenbring)										
Objective B: Expand and enhance research to understand and modify organizational determinants of health behavior and outcomes										
Colorectal cancer research										
• Complete assessment of colorectal cancer diagnostic evaluation capacity at VA facilities (Kochevar)										
• Initiate VA HSR&D funded study with the Portland VA to evaluate an event notification system for promoting complete diagnostic evaluation for colorectal cancer (Kochevar)										
• Submit VA HSR&D SDR proposal to conduct interviews with key informants to assess organizational barriers and facilitators to recommended colorectal cancer screening and follow-up practices (Kochevar)										
• Submit VA HSR&D IIR proposal to examine the effect of organizational factors on Fecal Occult Blood Testing (FOBT) direct mail intervention cost and effectiveness (Kochevar)										
Other activities in this area										
• Submit VA HSR&D IIR proposal to examine the impact of eligibility reforms on the utilization and cost of care provided to veterans (Jonk)										
• Collaborate with researchers at the VA Management Decision and Research Center (MDRC) to investigate organizational determinants of health disparities using existing national surveys (Burgess)										

INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Submit VA HSR&D IIR proposal to examine the relationship between veterans' lost earning capacity and compensation benefits (Jonk)										
• Form a committee to assess the relative value of hiring an organizational behavior expert vs. enhancing staff expertise and collaborative relationships, and to recommend a plan of action for FY05										
• Collaborate with the Minneapolis VA Hepatitis C Treatment Center to develop and test manualized models and algorithms for providing integrated psychiatric, addiction, and Hepatitis C care (Willenbring)										
Objective C: Expand and enhance research on disadvantaged and stigmatized populations										
Research on racial and ethnic minorities										
• Submit a Career Development Award application for Dr. Fu to examine race differences in smoking cessation quit attempts and treatment experiences (Mentors Joseph and van Ryn)										
• Submit MREP proposal to conduct research on stigma and disparities in healthcare (Burgess)										
• Submit VA HSR&D IIR proposal to conduct a comprehensive review of research relevant to race/ethnicity disparities in healthcare (Burgess, van Ryn, Fu)										
• Initiate qualitative study of racial and ethnic differences in the barriers and facilitators to pharmacological treatment for smoking cessation – proposal submitted to NIH, funding pending (Fu)										
• Submit a proposal to NIH to support a project testing an approach to ameliorating race disparities in prenatal care (van Ryn, Burgess, Griffin)										
• Conduct key informant interviews with researchers at the VA Management Decision and Research Center (MDRC), other VA Centers of Excellence, HSR&D Leadership and VA providers about causes of stigma and disparities in health care (Burgess)										
• Submit a VA HSR&D grant application with Dr. Hoffman at the Albuquerque VAMC to evaluate Spanish language tools for facilitating shared decision making about prostate cancer screening (Partin)										
• Submit VA HSR&D proposal on a provider intervention for reducing race disparities in care (van Ryn)										
Research on mentally disabled and stigmatized populations										
• Submit proposal under joint AHRQ/VA translation solicitation comparing opioid agonist therapy best practices in VA and non-VA sectors (Willenbring)										
• Complete VA HSR&D funded study “Perceptions of the C&P Process for PTSD” (Sayer and Spont)										
• Submit VA HSR&D LOI on the impact of mental illness on treatment behavior (Spont)										
• Submit VA HSR&D proposal on why veterans apply for VA disability benefits (Sayer, Spont)										
• Submit NIMH proposal on variations in PTSD clinical decision making by race, gender and trauma (Murdoch)										
• Submit proposal to assess the prevalence of in-service sexual assault among male Gulf War veterans who seek VA disability benefits on the basis of PTSD (Murdoch)										

INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
<ul style="list-style-type: none"> Submit a grant to VA HSR&D to evaluate an educational intervention to promote the development of realistic expectations for the PTSD C&P process (Sayer, Spoot) 										
<ul style="list-style-type: none"> Conduct VA HSR&D funded study examining the effect of VA Service Connection for PTSD on long-term patient outcomes (Murdoch, Spoot, Sayer, Griffin) 										
Research on health literacy										
<ul style="list-style-type: none"> Submit a VA HSR&D IIR proposal to examine the prevalence of health literacy in the VA and its impact on colorectal cancer screening behavior (Griffin, van Ryn, Partin) 										
<ul style="list-style-type: none"> Submit VA HSR&D IIR proposal to examine association between health literacy and patient attitudes and beliefs about colorectal cancer screening (Griffin, Partin) 										
<ul style="list-style-type: none"> Submit a VA HSR&D proposal with Drs. Parker and Gazmararian at Emory University on an intervention to improve health literacy (Griffin) 										
<ul style="list-style-type: none"> Submit a VA HSR&D grant proposal with Dr. Amy Chen at the Atlanta VA and Dr. Lisa Chew at the Seattle VA to develop an intervention study to improve health literacy (Griffin) 										
<ul style="list-style-type: none"> Submit VA HSR&D IIR proposal to develop and test the effectiveness of different approaches to presenting directions for colorectal cancer screening procedures (Griffin, Partin) 										
<ul style="list-style-type: none"> Develop proposal with the Center for War Related Illness on health literacy in Gulf War veterans (Griffin) 										
<ul style="list-style-type: none"> Develop new studies to examine the relationship between health literacy and treatment compliance (Griffin) 										
Objective D: Develop and apply innovative health services and outcomes research methodologies										
Measure and data system development										
<ul style="list-style-type: none"> Complete the development of a new validated measure of “homoanethama”, the ridiculing of individuals who are perceived to not conform to gender-role stereotypes (Murdoch) 										
<ul style="list-style-type: none"> Complete development of a sexual harassment measure geared to low literacy populations (Murdoch) 										
<ul style="list-style-type: none"> Validate an osteoporosis-targeted quality of life measure for males (Fink) 										
<ul style="list-style-type: none"> Conduct VA HSR&D funded study to develop and validate a colorectal cancer screening and assessment surveillance data system (van Ryn, Kochevar, Nelson) 										
<ul style="list-style-type: none"> Hire a psychometrician to add to the breadth of the Center’s statistical expertise 										
Statistical modeling										
<ul style="list-style-type: none"> Submit VA HSR&D proposal to build a simulation model of the potential impact and cost of various colorectal cancer screening promotion interventions specific to VA populations (Kochevar) 										
<ul style="list-style-type: none"> Submit VA HSR&D IIR proposal to extend propensity score theory to multidimensional intervention measures (Nelson, Noorbaloochi) 										
<ul style="list-style-type: none"> Develop a proposal to demonstrate the admissibility of Bayesian interval estimates and their equivalence to standard frequent interval estimates (Nelson, Noorbaloochi) 										

INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
<ul style="list-style-type: none"> Submit VA HSR&D IIR proposal to identify properties and variations in propensity scores for common health services research designs (Nelson, Noorbaloochi) 										
<ul style="list-style-type: none"> Submit VA HSR&D IIR proposal to develop survival analysis methodology for the analysis of survival times with informative censoring (Nelson) 										
Cost-effectiveness										
<ul style="list-style-type: none"> Conduct pilot study to assess the cost of care associated with the use of electric bladder stimulation for Spinal Cord Injury patients (Jonk) 										
<ul style="list-style-type: none"> Hire a masters level economist to support additional cost-effectiveness analyses 										
Objective E: Continue to conduct cutting edge clinical research that establishes the evidence base for clinical practice and provides targets for future translation studies										
Urologic and prostate disease										
<ul style="list-style-type: none"> Submit NIDDK proposal on a systematic review center for benign urologic conditions (Wilt and Fink) 										
<ul style="list-style-type: none"> Continue collecting baseline and follow-up data from the Osteoporosis in Men (MR.OS) study to evaluate the prevalence, progression and health impact of a wide range of prostate conditions, and to identify factors associated with both the development and progression of prostate diseases and bone/body composition (Wilt) 										
<ul style="list-style-type: none"> Conduct NIDDK funded Urologic Diseases in American project evaluating the prevalence, outcomes and treatment utilization for various urologic conditions (Wilt) 										
<ul style="list-style-type: none"> Conduct VA funded Prostate Cancer Intervention Versus Observation trial (PIVOT) (Wilt) 										
<ul style="list-style-type: none"> Continue conducting prospective cohort study of treatment preferences and health outcomes in men with localized prostate cancer (Wilt) 										
Substance abuse/Tobacco cessation										
<ul style="list-style-type: none"> Submit proposal as part of the University of Minnesota's Transdisciplinary Tobacco Use Research Center (TTURC) renewal application to the NIH to evaluate the efficacy of harm reduction interventions for tobacco dependence (Joseph) 										
<ul style="list-style-type: none"> Conduct VA HSR&D funded study on the effectiveness of Centralized Telephone Outreach to Assist Smoking Cessation among veterans (Joseph) 										
<ul style="list-style-type: none"> Conduct NIH funded study on tobacco reduction for cardiac disease patients (Joseph) 										
Other										
<ul style="list-style-type: none"> Submit LOI for a VA Coop study proposing a randomized trial of several promising drugs to reduce abdominal aortic aneurysm enlargement (Lederle) 										
<ul style="list-style-type: none"> Continue conducting VA cooperative study examining the efficacy and cost-effectiveness of open versus endovascular repair of abdominal aortic aneurysms (Lederle/Jonk) 										

INITIATIVES	TARGET DATES:									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
Vaccine preventable diseases										
• Conduct SCT funded study on increasing vaccinations in VA SCI&D population (Nichol)										
• Collaborate with the World Health Organization to develop new initiatives to understand vaccine preventable disease burden in developing countries (Nichol)										
Osteoporosis										
• Conduct NIH funded study on PTH and Alendronate for the treatment of osteoporosis (Ensrud)										
• Conduct industry funded study on Raloxifene for use for the Heart (Ensrud)										
• Submit VA HSR&D IIR proposal to compare the relative benefit and safety of hip fracture repair surgery in older male veterans using internal fixation vs. hemiarthroplasty techniques (Fink)										
• Submit NIH proposal on biochemical markers of obesity and risks for hip fracture and breast cancer in older women (Ensrud)										
• Initiate industry funded study comparing raloxifene and lasofoxifene for bone loss prevention – funding pending (Ensrud)										
• Conduct study on postmenopausal evaluation and risk reduction with Lasofoxifene (Ensrud)										
• Conduct NIH funded study of osteoporotic fractures in older women (Ensrud)										
• Continue NIH funded study of osteoporotic fractures in Men (MR.OS) (Ensrud)										
Skin diseases										
• Complete and disseminate results from Toenail Onychomycosis Efficacy Study (TOES) comparing pulse terbinafine and continuous terbinafine for treatment of onychomycosis (Warshaw)										
• Conduct VA HSR&D funded evaluation of store-forward teledermatology for skin neoplasms (Warshaw)										
Other										
• Conduct NIH funded study of health decline in aged caregivers (Ensrud)										
• Submit grant to VA HSR&D with Dr. Mark Helfand (Portland VAMC) and Dr. Paul Shekelle (West Los Angeles VAMC) for a VA Evidence Based Practice Center (Wilt)										
• Conduct NIH funded study on the incidence of late muscular degeneration in older women (Ensrud)										
• Continue to direct the AHRQ funded Minnesota Evidence Based Practice Center, which conducts systematic reviews on various clinically relevant topics (Wilt)										

Measures of Success for Goal 1

- Milestones achieved by target dates
- Number of current funded projects in each focus area per year
- Number of LOIs submitted by Center Investigators per year
- Ratio of submitted to funded LOIs/grants each year
- Number of presentations at scientific and other meetings each year
- Number of publications from Center Investigators per year
- Number of studies conducted by Center Investigators cited in the media

GOAL 2: ENHANCE THE CENTER'S CAPACITY TO CONDUCT RIGOROUS, INNOVATIVE, HIGH IMPACT RESEARCH

Objective A: Develop the depth and breadth of Center Investigators

INITIATIVES

TARGET DATES :

	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Develop structured mentoring activities for investigators at all levels of expertise and success										
• Develop a formal mechanism for supporting and funding continuing education activities for investigators										
• Explore the value and feasibility of supporting sabbaticals for core investigators										
• Explore the feasibility of sponsoring visiting professors to improve local knowledge base and strengthen national and international ties to researchers of known repute										
• Develop and offer to interested investigators and clinicians a training symposium in translation research										
• Explore utility of setting up a community of practice for clinicians interested in research and translation using COLLAGE										

Objective B: Enhance the productivity of Center Investigators

Explore and implement new ways to provide peer support and feedback

• Explore the utility and feasibility of asking external collaborators to evaluate investigators independently for promotion using the same criteria they use in their department										
• Explore the utility and value of peer career mentoring and publication support within the Center										
• Support a translation workgroup where Center Investigators engaged or interested in translation research can obtain feedback on translation proposals and efforts, share lessons learned, explore collaborative opportunities, and cross train interested staff										
• Conduct research theme based brown bag lunches for idea development and support										

Provide guidance that will enhance the productivity of new and experienced investigators

• Offer training on project administration/time management for new Investigators										
• Develop training program for junior investigators on how to take advantage of current and future “outsourcing” duties and tasks (eg slide and table preparation, literature review and synthesis, organizing talks and presentations) (Administrative Group)										
• Explore the utility and feasibility of identifying external mentors for senior investigators and offering them a small incentive										
• Improve mentoring of new investigators by developing orientation packet, pairing with senior investigator mentors, and providing meaningful bi-annual performance reviews										

Develop incentives to encourage and reward productivity

• Develop a formal internal recognition system to reward excellence in research										
• Explore and develop performance-based promotional opportunities for PhDs (Rubins, Partin)										

Objective C: Expand and enhance the Center’s infrastructure to better support research activities

INITIATIVES

TARGET DATES :

	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Recruit a new staff member to coordinate the activities of the data group.										
• Assemble a workgroup to develop policies and procedures for data quality, access, security and archiving that meet Institutional Review Board (IRB), Health Insurance Portability and Accountability Act of 1996 (HIPAA), and industry standards.										
• Develop a five year plan for assuring the Center obtains the software and hardware resources demanded by projected Center growth and changes in technology (Data Group)										
• Explore the relative value and feasibility of recruiting for the following positions: a masters level economist, another PhD trained economist, an organizational behavior expert, a psychometrician, a statistical programmer										
• Explore the utility of monitoring and analyzing trends in national HSR&D funded proposals to identify and recommend enhancements to the grant submission process (Senior Research Coordinator)										
• Develop a system for identifying and disseminating research funding opportunities to Center Investigators (Senior Research Coordinator)										
• Review past approved and rejected proposals submitted by Center Investigators to ascertain critical factors and improve submission success ratio (Senior Research Coordinator)										
• Designate, train and advertise a local reference database expert to serve as a resource for manuscript and grant submissions (Administrative Group)										
• Further develop and refine the data group operational manual including description of data group functions and roles, administrative policies and procedures, description of available data resources, and instructions and standards pertaining to various tasks and responsibilities (Data Group)										
• Develop a data store of easily accessible historical administrative data to facilitate extraction of research data										
• Develop a data resource library/training manual for new programmers and investigators										
• Provide ongoing media and graphics support for center staff (Center Media Specialist)										

Objective D: Develop and expand collaborative relationships

Develop new internal collaborative relationships

• Conduct quarterly roundtable sessions with Minneapolis VAMC clinicians, educators, and researchers to share CCDOR research findings, identify priority areas for translation research, and discuss translation barriers and facilitators										
• Develop and promote additional strategies for involving clinicians and patient educators in Center research projects										
• Conduct meetings to discuss internal collaborative opportunities associated with new RFAs										
• Invite researchers from local Geriatrics Research, Evaluation and Clinical Center (GRECC) and Hepatitis C Centers to present at Center seminars										
• Conduct periodic half day investigator retreats to brain storm on internal collaborative opportunities										

INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
Foster collaborations with local health plans and research foundations										
• Continue collaborative work with Blue Cross/Blue Shield of Minnesota on tobacco related attitudes, behaviors and norms in Asian and Latino communities (Burgess)										
• Work with the Minnesota Partnership for Action Against Tobacco to set tobacco research priorities and evaluate innovative tobacco cessation programs (Joseph)										
• Explore common research and quality improvement interests with Catherine Borbas, PhD, Healthcare Evaluation and Research Foundation (CRC QUERI)										
• Explore common research interests in prostate cancer screening, osteoporosis, and tobacco cessation with the Park Nicollet Research Foundation										
• Collaborate with the Minnesota Department of Human Services on study assessing factors associated with smoking cessation among medical assistance beneficiaries (Fu)										
• Invite Investigators from the HealthPartners Research Foundation to present at Center seminars										
Foster additional collaborations within VISN 23										
• Invite Bonnie Bootsmiller, Brad Doebbeling, and Gary Rosenthal from Iowa to present at Center seminars										
Expand and enhance collaborative relationships with the University of Minnesota										
• Seek adjunct appointments in the School of Public Health for Drs. Griffin and Burgess										
• Invite faculty from the Carlson School of Management to present at Center seminars										
• Explore opportunities to collaborate with faculty in the Department of Social Psychology on social interaction theory as it relates to patient-provider interactions (Burgess)										
• Work with the Department of Statistics to develop new statistical theory (Nelson)										
Collaborations at non-local, non-VA										
• Collaborate with the Department of Defense on smoking cessation guideline implementation (Joseph) and studies of web-based telemedicine technology for applications in teledermatology										
• Explore opportunities to collaborate with faculty at the Stanford University Graduate School of Business (where Dr. Burgess formerly held a postdoctoral fellowship) on issues of communication and knowledge flow within health-care organizations (Burgess)										
• Explore collaborative opportunities with the Asian Tobacco Education Cancer Research Initiative (NCI) on tobacco control, awareness, and intervention research (Fu)										
• Explore opportunities to collaborate with the NCI Cancer Intervention and Surveillance Modeling Network (CISNET) on studies of the impact of cancer control interventions on population trends in colorectal cancer incidence and mortality (Kochevar)										

INITIATIVES	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
Collaborations with other VA entities (non COE)										
• Collaborate with researchers at Cleveland VA to develop a Cooperative Studies trial on the clinical and cost-effectiveness of electrical bladder stimulation for Spinal Cord Injury (Jonk)										
• Collaborate with the Center for War Related Illnesses (Washington DC VA) to improve specific VA and DoD written health education and risk communication materials (Griffin)										
• Explore opportunities to initiate a systematic exchange of ideas with Compensation and Pension Evaluation Project (Nashville TN) through site visitations and conference calls (Murdoch, Sayer)										
Collaborations with COE's										
• Collaborate with Durham VA to develop data systems and measures for monitoring colorectal cancer screening, follow-up, and treatment (CRC QUERI)										
• Collaborate with faculty at the Sepulveda VA on determinants of efficacy and effectiveness of tobacco cessation efforts (Joseph), and organizational determinants of colorectal cancer screening rates (CRC QUERI)										
• Submit collaborative proposal with the Sepulveda and Portland Oregon VA to develop an evidence based practice center for VA (Wilt)										
• Invite Said Abraham to present his research on race disparities, discuss collaborative opportunities (van Ryn)										
• Collaborate with Mike Fine to develop a study on race disparities in colorectal cancer care (CRC QUERI)										
• Collaborate with Mental Health & Substance Abuse QUERIs on translation projects (Willenbring)										
Measures of Success for Goal 2										
• Whether milestones achieved by target dates										
• Number of sabbaticals eligible investigators take, change in investigator productivity before and after sabbatical										
• The number of investigators moving up in rank will be monitored										
• The proportion of grants funded on first submission; the proportion of all grants funded										
• Number of recognition awards provided										

GOAL 3: CONTRIBUTE TO VA'S HEALTH SERVICES RESEARCH CAPACITY BUILDING EFFORTS

Objective A: Expand and enhance existing post-doctoral research fellowship programs

INITIATIVES

TARGET DATES :

	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Expand oversight of General Internal Medicine Fellowship program to enhance capacity for recruitment and mentoring										
• Explore “joint” fellowships with other clinical specialty fellows interested in HSR&D										
• Apply for additional education-related costs for the General Internal Medicine fellowship program										
• Recruit another VA HSR&D postdoctoral fellow										
• Work with local educators to encourage and educate clinical students to pursue research interests										

Objective B: Continue to identify and support promising candidates for career development awards

• Submit Career Development Award application for Dr. Fu (mentors Joseph and van Ryn)										
• Submit MREP application for Dr. Griffin (mentors van Ryn and Partin)										
• Continue to support Clinical Career Development Awardee Dr. Warshaw (mentors Lederle, Rubins)										
• Mentor resident fellow Sara D’Heilley on study examining the effect of respiratory illness on school, work and leisure activities of college students (Nichol)										
• Submit MREP application for current post-doctoral fellow, Dr. Burgess										
• Submit Career Scientist application for Dr. van Ryn										
• Submit VA HSR&D CDA application for Warshaw (Warshaw, Lederle, Rubins)										
• Submit Career Scientist application for Dr. Partin										

Objective C: Continue to explore, encourage and support student education and training activities

• Become sponsoring institution for the University of Minnesota Health Services Research student field program										
• Serve as outside dissertation committee member for pharmaco-economics graduate student interested in the use of prescription drugs by elderly veterans (Jonk)										
• Continue to teach undergraduate course in Health Economics and Policy at the Division of Health Services Research, University of Minnesota (Jonk)										
• Continue to teach courses and advise students in the University of Minnesota Division of Epidemiology (van Ryn)										

Measures of Success for Goal 3

- Whether milestones achieved by target dates
- At least one General Medicine fellow or specialty/subspecialty fellow with formal fellowship affiliation every two years
- Two postdoctoral fellows per year
- Number of core investigators with affiliated appointments at the University of Minnesota
- Career development awards funded for all junior Investigators
- Career scientist awards received by Drs. Van Ryn and Partin
- At least one Health Services field placement student per year
- Number of new projects initiated by trainees, career development awardees each year and the proportion externally funded

GOAL 4: BE A LEADER IN THE TRANSLATION OF RESEARCH PRODUCTS INTO PRACTICE

Objective A: Promote and enhance the rapid dissemination of research findings

INITIATIVES

	TARGET DATES :									
	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Develop and promote additional strategies for involving clinicians and patient educators in Center research projects										
• Identify additional publication and presentation venues that would be well suited to enhancing the visibility among clinicians and health care administrators of Center research products and impacts										
• Publish an annual CCDOR research findings newsletter for VA clinicians that describes selected research results and how they can be applied in clinical practice										
• Hire an additional investigator with specialized expertise in organizational behavior										
• Develop a system for monitoring the extent to which interventions found efficacious in Center clinical studies are implemented into local practice										

Objective B: Monitor the spread of innovations in clinical settings

• Submit a VA HSR&D IIR proposal to assess barriers and facilitators to implementing new screening guidelines for abdominal aortic aneurysms (Partin/Lederle)										
• Identify local opinion leaders in primary care, mental health, substance abuse and other specialties to support the development and execution of local translation efforts										
• Host translation roundtables where researchers present failures of spontaneous spread of innovation and translation specialists recommend next steps										
• Conduct research to identify barriers and facilitators to the spread of specific innovations in the area of Hepatitis C, substance abuse, and colorectal cancer (Willenbring, Kochevar, Partin, van Ryn)										

Objective C: Engage in active, strategic translation efforts

INITIATIVES

TARGET DATES :

	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Submit NIDA proposal on a randomized trial of two methods for disseminating the intervention evaluated in the Opioid Agonist Therapy Translation Project (Willenbring)										
• Submit VA HSR&D SDP proposal on effectiveness of contingency management in context of medical care (versus research) (Willenbring)										
• Collaborate with Ron Myers at Thomas Jefferson University on a proposal to evaluate the effectiveness in a VA setting of a reminder and feedback intervention for promoting complete diagnostic evaluation for positive colorectal cancer screens (Kochevar, Partin)										
• Assess local interest in and qualifications for supporting an additional QUERI (dementia)										
• Submit VA HSR&D IIR proposal to evaluate the relative effectiveness of different approaches to implementing a telephone counseling program for smoking cessation in the VA (Joseph)										
• Submit grant proposal to AHRQ to test the hypothesis that translation interventions that are specifically adapted to fit local practice norms and workflow are more likely to be integrated into local practice norms and become self-sustaining after active intervention facilitation ends (Kochevar)										
• Initiate projects evaluating interventions based on findings from CRC QUERI and disparities diagnosis research (van Ryn, Kochevar, Partin, Burgess, Griffin)										
• Serve as Coordinating Center for the CRC QUERI (van Ryn, Bond, Partin, Kochevar)										
• Serve as Clinical Coordinating Center for the Substance Abuse QUERI (Willenbring, Hagedorn)										

Objective D: Support and provide training in translation methods

• Collaborate with other QUERI Translation Coordinators to prepare a written guide on translation issues, methods and practical problem solving for use by interested Investigators (Kochevar)										
• Develop a course in translation methods for interested clinicians and researchers (Kochevar, Griffin)										

Measures of Success for Goal 4

- Number and type (discipline) of publications per year, and changes over time
- Number of roundtables, attendance, pre and post measures of satisfaction with translation efforts, clinician/investigator awareness
- Number of clinicians and educators on project teams and change in clinical personnel engaged in research over time
- Course evaluations
- Number of translation projects funded
- Number of CCDOR core investigators on QUERI executive committees or collaborating with QUERIs

GOAL 5: MAINTAIN AN INFRASTRUCTURE AND CULTURE THAT SUPPORTS CENTER VALUES AND GOALS

Objective A: Continually evaluate and meet Center staffing needs

INITIATIVES	TARGET DATES :							
	FY03	FY04			FY05		>FY05	
<ul style="list-style-type: none"> Explore the relative utility and feasibility of hiring a Network Administrator, an Investigator-level Grants Development Director, and additional Senior Research Coordinators 								
<ul style="list-style-type: none"> Develop a plan for the expansion of the current data group to accommodate the needs of an expanding Center (Data Group) 								
<ul style="list-style-type: none"> Attract students from the School of Public Health to provide low cost research assistance 								

Objective B: Refine organizational structures and processes to meet changing needs and maximize accountability and efficiency

Administration

<ul style="list-style-type: none"> Explore the re-allocation of tasks and responsibilities of current positions to capitalize on talents and skills of existing staff and improve services to investigators (Rubins, Partin) 								
<ul style="list-style-type: none"> Develop seminars and other mechanisms for cross-training project staff in a variety of research areas (IRB requirements, database management, grant submissions, surveys, interviewing, software applications, focus groups, etc.) (Administrative group) 								
<ul style="list-style-type: none"> Standardize and document recruitment, hiring and orientation procedures (Administrative Officer) 								
<ul style="list-style-type: none"> Develop a formal system for recognizing and rewarding mentoring activities 								
<ul style="list-style-type: none"> Assign a “buddy” to all new staff to assist with orientation, training, and integration (Administrative Group) 								
<ul style="list-style-type: none"> Develop a handbook and a series of seminars on effective project and personnel management for Center Investigators and project staff (Administrative Officer) 								
<ul style="list-style-type: none"> Continue to work with the local Research office regarding the fair allocation of indirect dollars for Center VA funded research projects 								

Physical resources

<ul style="list-style-type: none"> Establish Space Committee to develop plans for satisfying projected office, meeting, and storage space needs 								
<ul style="list-style-type: none"> Designate one individual who will be responsible for space and storage management, and will enforce space and storage policies (Administrative Group) 								

Objective C: Promote an organizational culture that maximizes staff achievement and satisfaction

INITIATIVES

TARGET DATES :

	FY03	FY04				FY05				>FY05
		1	2	3	4	1	2	3	4	
• Assemble a workgroup to develop guidelines for providing meaningful performance reviews and career planning for all staff, and for recognizing and rewarding staff efforts at all levels		■								
• Conduct a Center wide retreat to build camaraderie and explore ways to achieve an organizational culture that maximizes staff achievement and satisfaction				■						
• Conduct another organizational assessment to identify and get information on how to address organizational and cultural issues affecting the Center’s growth and productivity						■				
• Provide funds, time, and programming for professional development, both for individual growth and for group team building										
• Conduct quarterly all staff meetings to engage staff at all levels by updating them about Center progress and soliciting input on specific organizational issues										
• Encourage employee morale and camaraderie by continuing to sponsor bi-monthly informal gatherings (coffee hours, pizza parties, potlucks, etc.)										

Objective D: Efficiently manage and leverage financial resources

• Enhance the Center’s financial tracking systems to provide query capability										
• Explore the feasibility of linking facility financial data with Center financial tracking software										
• Integrate into the Center’s existing financial reporting data base an investigator planning aide that highlights opportunities for cross-grant staff and resource coordination, and prompts timeline requirements for supplementing an expiring grant										
• Continue to obtain seed money for pilot research projects through local foundations such as the Minnesota Medical Foundation										
• Continue to use the Resources and Planning Committee to make decisions about the distribution and management of center resources										
• Ensure that all core PhD investigators are 80-100% self-supporting by the end of three years										

Measures of Success for Goal 5

- Milestones achieved by target dates
- Number of professional development activities provided
- Number/proportion of core PhD investigators who are 80-100% self supporting
- Number of funded pilot research projects
- Ratio of core to total budget dollars