QUERI Initiative to Advance Diversity in Implementation Leadership (ADIL)

**Purpose:** The purpose of the QUERI initiative to Advance Diversity in Implementation Leadership (ADIL) is to promote implementation, quality improvement (QI), and evaluation leadership opportunities with the ultimate goal of improving Veteran health. QUERI strives to grow a pipeline of implementation, QI, and evaluation expertise from populations that reflect the diversity of the Veterans VA serves and promote VA as a national leader in applying high-reliability, learning organization and evidence-based policy methods to improve health care, especially for underserved populations.

These funds are intended to support a hands-on implementation, QI, or evaluation initiative and mentored experience for candidates who reflect the diversity of the Veteran population (see Eligibility) and are committed to applying implementation, QI, or evaluation science to solve VA health care challenges and improve Veteran care.

Potential candidates for this award include:

- Early career investigators (e.g., MD, DO, PharmD, PhD, DNP or equivalent degree in their postdoctoral phase of their scientific career)
- Staff members with health care or health services background (e.g., MPH, MHA, MHSA, RN, MSW, MS, MPA, BA/BS with health services experience)
- Students in undergraduate or graduate programs who are pursuing training in health services research, health care management/policy, quality improvement, or a related field.

**Background:** For over 20 years, the mission of the VA Quality Enhancement Research Initiative (QUERI) has been to improve Veteran health by accelerating the uptake of effective practices into real-world settings. QUERI works with diverse, multi-level stakeholders to empower frontline providers to enhance quality of care and sustain health care program and policy improvements.

Cultivating a diverse workforce is integral to QUERI’s mission and its 2021-2025 strategic goals, and to QUERI’s leading role in advancing implementation/QI science and evidence-based policy. QUERI’s core strategic methodology, implementation science, is the study, application, and evaluation of strategies to promote the uptake of effective practices and policies in real-world settings. Implementation science is inter-disciplinary in nature, and involves diverse stakeholders working together to implement and sustain effective practices and policies, especially in under-resourced settings. Engagement and buy-in from end-users (e.g., Veterans, clinicians, administrators) across different treatment settings and populations, in addition to leadership support and development, are central components of QUERI implementation strategies described in the QUERI Roadmap for Implementation and Quality Improvement. The goals of this QUERI initiative reflect those articulated in the current VHA Leadership Performance Plan (e.g., recruit, retain, and develop the talent needed to achieve a high quality, diverse workforce that reflects the nation).

Mechanism: This initiative complements the recent ORD announcement for Research Supplements to Promote Diversity with a particular focus on promoting implementation, QI, and evaluation science as both a career and as a leadership development opportunity. The core competencies and skills conveyed in QUERI implementation strategies are derived from principles of transformational leadership (e.g., inspire and motivate others towards organizational change). QUERI emphasizes career advancement for implementation “practitioners” in addition to the traditional academic pathway as a means of enhancing leadership opportunities and reducing disparities in hiring (e.g., credential inflation) within the Federal workforce.
This initiative provides support for a candidate to participate in hands-on mentoring, training, and educational opportunities, including leading a non-research project (as defined by Program Guide 1200.21) that is aligned with one or more of the VHA FY21 priorities identified by Program Office, VISN, and VAMC leadership (listed below) and is focused on improving Veteran care.

VHA priorities for FY2021
- Improve Veteran experience and quality of virtual care options in VA and community care
- Improve the uptake of strategies to address health disparities and Veteran social determinants of health
- Reduce adverse outcomes associated with delayed or suppressed care due to COVID
- Improve the uptake of strategies that improve VA women’s health services
- Reduce burnout and improve mental health among VA employees and trainees
- Improve long term care and home care service options for older Veterans
- Assess and improve quality and cost of community care

Examples of initiatives eligible for this award include but are not limited to:
1. Protected time and funding to lead an implementation, QI, or evaluation initiative in the QUERI center that is aligned with a VHA national priority that informs improving Veteran care at the regional or national program/policy levels.
2. Support for investigators, students, or staff affiliated with a Historically Black College or University (HBCU), Hispanic Serving Institution (HSI), Tribal school or college, community or junior college, or similar organization (e.g., through IPAs or other mechanisms as appropriate) to lead an implementation, QI, or evaluation initiative with a QUERI Center that is aligned with a VHA national priority.
3. Capacity-building and/or enhancement of QUERI Program Mentoring Core or QUERI Implementation Learning Hub to collaborate with an HBCU, HSI, or similar organization.
4. Protected time or funding for a candidate to lead implementation, QI, or evaluation capacity-building initiatives or projects with VAMCs, VISNs, as well as national program offices. Leveraging of existing VA or other sponsored leadership and career programs such as the Presidential Management Fellowship, Pathways, Graduate Healthcare Administrative Training Program, National Diversity Internship Program, Health and Aging Policy Fellowship, or similar programs is highly encouraged.

The expectation at the end of this award experience is that the candidate will apply for independent project funding, an employment opportunity or promotion, or leadership training opportunity that is related to implementation or quality improvement science.

Eligibility: This QUERI funding opportunity is open to candidates who are investigators, staff, or students currently affiliated with the QUERI center or an academic or organizational affiliate and are from populations that reflect the diversity of the Veterans we serve. As described by NIH and NSF, these populations include: individuals from racial and ethnic groups that have been shown to be underrepresented in the health-related sciences, Veterans, individuals with disabilities who are defined as those with a physical or mental impairment that substantially limits one or more major life activities, as described in the Americans with Disabilities Act of 1990, as amended, or individuals from disadvantaged backgrounds (e.g., those who are first in their family to attend a college or university or from a disadvantaged economic or educational background). These criteria are intended to increase the applicant pool but will not be used as a determinative factor in selecting participants in this program. The proposed candidate must also be eligible to become a VA employee/WOC.
The proposed mentor must be a currently funded QUERI investigator, as this award will be attached to a QUERI-funded merit award. QUERI centers that are currently under no-cost extensions (with no operations partnered funding) are not eligible to apply. There must be at least 1 year left in the QUERI center’s funding period. **There is no limit or restrictions on the number of applications a QUERI center or VAMC can submit.**

**Budget and Duration:** Awards will be considered supplements to currently-funded QUERI projects, and funding is available for up to $100,000 per year for up to 2 years for salary/fringe benefits, travel, and/or other support. QUERI funds do not roll over between fiscal years and must be spent by the end of each fiscal year. The number of applications selected for funding will depend on the volume of applications received and the availability of QUERI funding.

**Application Format:** Applications are accepted on a rolling basis, and all applicants will receive a response within a month of application submission. Use this link to submit your application. Applications should be single-spaced, 11-point Arial font, with at least 0.5-inch margins. **Applications should not exceed 5 pages,** excluding references, budget documents, and NIH biosketches.

**Application Content:** All applications should be submitted via the application link as a single PDF document that includes the following sections. **Note:** An ACOS letter of support is not required. **Submit only the materials listed below; additional items/appendices will not be accepted.**

1. **Proposal (5-page limit)**
   a. **Description of the Implementation, QI, or Evaluation Project (~2-3 pages).** Describe non-research project goals and specific aims, brief background, methods, analyses, timeline (GANTT Chart), and measures of impact based on the QUERI ACTION Framework.
   b. **Description of the Candidate (~1-2 pages).** Include a personal narrative from the candidate detailing reasons for pursuing an opportunity in implementation, QI, or evaluation in the VA, prior background and experience in implementation, QI, evaluation, or other health care, clinical, or community-based research, and a description of career goals and additional training to be pursued during the award period.
   c. **Mentoring Plan (~1 page).** Provide a mentoring plan, including roles and specific responsibilities of the sponsoring QUERI investigator (VA mentor). Describe resources available within the QUERI center’s sites (e.g., VAMCs) that will support the trainee’s success, as well as any proposed collaboration with external institutions or investigators. A description of the administrative resources available, including IT, educational, and HR resources, to support the project should also be included. NOTE: the local VA medical center must provide appropriate Americans with a Disability Act (ADA) compliant space and related facility support.

2. **References (NOT included in the 5-page limit).** References are not included in the page limit and can use any standard format (e.g., NLM, APA, AMA, MLA).

3. **Budget Table and Justification (NOT included in the 5-page limit).** Provide a summary budget worksheet and budget justification for the project using the QUERI budget and justification format found on the QUERI SharePoint site. Additional funds may be requested to accommodate the needs of individuals with a disability; submit a budget cap waiver request and detailed justification of funds. The local VA medical center must also provide appropriate Americans with a Disability Act (ADA) compliant space and related facility support.

4. **NIH Biosketches of the Candidate and Sponsoring QUERI investigator (NOT included in the 5-page limit).** Complete biosketches, including education, training, relevant implementation, QI, or evaluation experience, and a list of publications should be included in both biosketches. The
mentor’s (sponsor’s) biosketch must include a personal statement, a list of former mentees, and a description of the mentor’s experience mentoring implementation, evaluation, and quality improvement scientists.

General Criteria for Review and Scoring of Applications: Applications will be administratively reviewed by QUERI and awarded based on the following criteria.

1. **Candidate**: Does the proposed candidate demonstrate commitment to the VA with clear potential to develop an independent career in implementation, QI, or evaluation science? Do they show evidence of productivity either through quality improvement or evaluation (e.g., evidence-based policy) impacts or through research scholarship? Does the candidate have the background and experience in health services research, health care management/policy, quality improvement, or a related field?

2. **Mentor (Sponsor)**: Does the QUERI-funded sponsor have appropriate implementation science, QI, evaluation, or similar research and teaching credentials, and a well-documented history of successful training in implementation, QI, or evaluation science or practice? Is the sponsor’s area of expertise a good match to the training needs and project plan of the candidate? Does the sponsor have the background to help the candidate to accomplish career goals, and do they have adequate time available for training and mentoring? Is there evidence of prior productivity or collaboration with the sponsor?

3. **Mentoring Plan**: Is the mentoring plan comprehensive and clearly designed to lead to the candidate’s growth and development as a VA implementation, QI, or evaluation scientist? Are the training goals aligned with the proposed project?

4. **Project Plan**: Does the proposed project have the potential to make a real-world impact in implementation, QI, or evaluation/evidence-based policy in VA? Does the project meet the criteria for non-research per Program Guide 1200.21? Are there feasibility, ethical, human subject, or other concerns? Does the project address one of the VHA FY21 priorities?

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