**­**P2P Progressive Deliverables

# Overview

The Patient Centered Outcomes Research Institute (PCORI)’s Pipeline to Proposals (P2P) program is designed to support partnership development and engagement between researchers, stakeholders, and patient partners seeking patient-centered healthcare research funding by PCORI and other funders. Throughout the P2P program, awardees are tasked with meeting specific deliverables during the three different Tiers of funding. This document is intended to help you, as the awardee, understand how the deliverables required by PCORI are interdependent with the research proposal you and your partnership will work towards. As you and your partnership progress from Tier to Tier, the documents you produce will build on each other, meeting the deliverables outlined, with the overall goal of helping you become a more successful partners and researchers. The following Progressive Deliverables and Outcomes Table has been created to summarize the specific deliverables required in each Tier, how they will evolve to the next Tier, and how they fit into the bigger picture. You can use the table as an overview of the deliverables to help drive your partnership’s work and give context to the work you are doing.

# Progressive Deliverables and Outcomes Table

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| --- | --- | --- | --- | --- |
| **Deliverables and Outcomes** | **Tier I** | **Tier II** | **Tier III** | **Ultimate Goal** |
| **Partnership Development and Engagement** | * Identify Partners * Strategize partnership engagement * Identify strengths to help with work * Identify roles partners will have in partnership * Partnership begins to form itself * Include all partners in conversations and decision making | * Partnerships should evolve to move the work of the partnership forward * Grow partnership as work progresses * Identify a Co-Lead within partnership (must be someone from a different category as the Project Lead’s) | * Co-Leads work together to manage partnership and form research plan * Partnership works together to create proposal and submit LOI * Partnership determines roles for conducting research | * Partnership’s work sheds light on ways to bring positive change for community * Honor the commitment of your Co-Leadership to allow for more depth of perspectives in your research * Partners work together to implement research that benefits community and moves science forward |
| **Governance Document** | * Identify and develop infrastructure * Should note roles of partners and all decision making process * Committees are identified (if applicable) | * Lessons learned from Tier I are reflected in Tier II * Describes how partnership actually functions * Equal partnership and true engagement reflected * Moving towards a research infrastructure | * Define partnership’s research infrastructure leading to LOI submission * Translates to Engagement Plan of a proposal * Shows partnership contributing to core of research proposal | * Provides continued structure for partnership * Supports full and sustainable Engagement * Shows funders and community functioning partnership throughout research process |
| **Recruitment Plan/ Communication Plan** | * Starts as Recruitment Plan in Tier I * Defines how partners will be identified and engaged * Identifies mode of communication with internal and external partners | * Recruitment plan translates to Communication Plan in Tier II * Identify and strategize communication with Community, State, Regional, National Stakeholders | * Strategize engagement and communication with potential research partners * Tailor Recruitment Plan and Communication Plan to recruitment methodologies of research subjects and dissemination plan of a proposal | * Communication plan translates to dissemination plan * Use mode that worked best to communicate with partners to communicate all decision making and results back to partners * Successfully recruit and maintain study participants and research interest |
| **Reporting** | * Practice reporting skills with input from all partners * Reporting always shows why you do things, NOT just what you do * Reporting should always reflect partnership engagement in work and decision making * Reflect completed deliverables in reports. * Report partners moving forward to Tier II with you * Report CER ideas, recruitment and dissemination strategies | * Enhance reporting skills * Report changes made to Communication Plan and/or Governance Document as restructuring occurs * Report partnership’s engagement of National Stakeholder (if applicable) * Report on posters or abstracts you are submitting to further engage stakeholders * Report problems encountered and strategies used to problem solve * Practice Grantsmanship (writing) skills | * Focus on high level reporting * Practice Grantsmanship (writing) skills * Report on key sections of proposal being created * Report engagement with all partners, internal and external * Report failures as learning techniques translating to successes * Discuss what type of funders you are looking for | * Reporting serves as the foundation to writing journal articles and communication pieces to inform others of your work and how they can build on it * Know what is important to your funder and report what will resonate with them * Reporting serves as a reflection of your partnership as a whole |
| **CER Grid** | * Partnership creates list/table of ideas * List of CER ideas reflect needs of the patients, interest of researchers, and the reality of the stakeholders | * Translate list of ideas to viable CER questions * PICOTS framework should guide formation of CER questions * Should be patient-centered and reflect partnership as a whole | * Use CER questions to develop and submit LOI * Partnership as a whole contributes * CER questions evolve from real world question to scientific question * PICOTS framework helps translate CER grid to methodology section of research proposal | * CER research provides valuable information for patients, stakeholders and researchers |
| **Accountability & Trainings** | * Attend training and check-in with your PAPO * Use your PAPO as your guide in networking with others engaging in similar work * Practice invoicing on monthly basis * Maintain appropriate fiscal back-up documentation | * Use check-ins and trainings to build partnership and project * Use lessons learned in Tier I to build on fiscal skills * Reach out to your PAPO for tools needed to grow your partnership’s understanding of key deliverables * Reach out to your PAPO for possible networking opportunities with Awardees that have been through Tier II * How will your Co-Leader be paid in Tier III, is it reflected in your budget moving into Tier III? | * Check-in with your PAPO and discuss what works or has worked when submitting a proposal * Connect with similar researchers regarding opportunities * Fiscally, your partnership should be able to create and justify a budget to carry out a research proposal | * Use the time you have with your PAPO to increase your engagement, grantsmanship, PCOR and other skills * P2P sets the platform for you to confidently apply for and carry out your research funding * All training should serve to prepare you to conduct research that will benefit you, science and the community at large |

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# Partnership Development and Engagement

Description:

The P2P program is intended to support Researchers, Stakeholders and Patient partners through partnership development and engagement. Your partnership should drive your work in creating a Comparative Effectiveness Research (CER) question and submitting a Letter of Intent (LOI) for broader funding.

## Tier I

In Tier I, you will begin to identify your partners that you will begin to work with. Who are the key individuals that should be identified? What should working with you do for them? What will drive your work with them forward? As you begin to identify the various strengths your partners bring to the partnership, divide tasks amongst your partners to engage them and help move forward your work. Your partnership should have a good idea of what interests you and how to move towards a CER question. Continuing to engage all partners will help them understand your project and will give your partnership a greater probability of those partners moving into Tier II and actively participating.

## Tier II

In Tier II, your partnership should move towards specific patient-centered research questions. The roles of your partners does not have to be constricted to one thing, as you are moving along Tier II; the roles your partners play can change to help drive your work, always moving towards your research question. As you identify the way in which your partnership will work, ensure all partners are able to bring their views and strengths to the table. Researchers, patients and other stakeholders should all be included in conversations where decisions are being made to create a more in-depth perspective and to create transparency within your partnership’s work. As you transition into Tier III, you will identify a partner within your partnership that will serve as a Co-Lead to help lead your work in Tier III. Your Co-Lead should be able to bring a different view into the leadership, that of a researcher, patient or stakeholder. Depending on the role you take within your partnership, researcher, patient or stakeholder, your Co-Lead should complement your role. Engage your Co-Lead and partners with the creation and submission of your Communication Plan, Governance Document and Final Report for Tier II.

## Tier III

In Tier III, your partnership should work together to create and submit an LOI for broad PCORI funding announcement. Your partnership should work together, meeting deliverables, to create what will be key sections of the full proposal. Reflect on what worked for you and your Co-Lead during the creation and submission of the Final Report and Tier II documents, carry those qualities over into working together to lead the partnership in writing and submitting an LOI for broader funding. The various discussions and activities carried out by your partnership should help identify what type of funding the LOI will be for. Use the time in Tier III to connect with funders and gather useful information for your partnership in creating and submitting your LOI. The LOI submitted by your partnership should be funding that is no longer P2P. As you end Tier III, ensure that you communicate back to your community the results of Tier III and the LOI submitted for further funding.

### Ultimate Research Goal

Honor the commitment to your partnership to allow for a more in-depth perspective in your research. The overall goal of your partnership should be to work together to implement research that benefits the community and science at large, moving science forward in the process.

# Governance Document

Description:

Your Governance Document will describe how your partnership functions and is structured by defining the roles of your partners and outlining how decisions are made. Your partnership’s structure will be influenced by who the partners are within your partnership and will evolve over time, driven by the needs of your partnership. The Governance Document will serve as your guide and inform your partnership and anyone viewing your project how your partnership collaborates and carries out true patient engagement, working towards patient-centered research and healthcare.

## Tier I:

In Tier I, your Governance Document will serve to identify and develop an infrastructure. Your Governance Document will define your partnership and show how your partnership functions together to make the decisions needed to carry out your work plan. During Tier I, your Governance Document should identify the role of your different partners and how they are to contribute to your partnership. If committees are formed, they should also be reflected in your Governance Document. Keep in mind, as you progress through Tier I and establish your partnership, the Governance Document may need to change to reflect the changes made within the structure of your partnership.

## Tier II:

In Tier II, use lessons learned from Tier I to strengthen your infrastructure. Your Governance Document should show changes occurring within your partnership and should be adjusted to reflect the needs of your partnership. As the partnership is defined, your Governance Document should be modified to describe how your partnership actually functions, adds or removes partners, solves conflicts and moves your work forward. Equal partnership and true engagement should be reflected throughout your Governance Document.

## Tier III:

In Tier III, your Governance Document should serve your partnership in clearly defining the way in which you will work together to submit your LOI for further funding and conduct research. When writing your research proposal, your Governance Document should translate into your Engagement Plan of the proposal. It should show potential funders how your partnership, as a whole, would contribute to the core of your research proposal.

### Ultimate Goal:

Your Governance Document should provide continued structure for your partnership throughout your P2P project and beyond. It should translate into your Engagement Plan which should show potential funders how there will be a high functioning partnership throughout your research process.

# Recruitment Plan/Communication and Dissemination Plan:

Description:

Your Recruitment Plan should outline how you will ask potential partners to participate in your project during Tier I. Once your partners are identified, your Recruitment Plan will transition to become your Communication Plan that will be used in Tier II and Tier III. Your Communication Plan should describe how your partnership will communicate with patients, researchers and stakeholders represented by your partnership. As your partnership moves through the Tiers, think of the Who, the What, and the How when thinking of your recruitment and communication efforts.

## Tier I

In Tier I, recruitment strategies should define how you will find the appropriate partners to engage in your project. If you are not sure as to how to engage a specific community that you may not be a part of, consider reaching out to community leaders or representatives to the community you are seeking to engage. Consider how you will reach out to the community and what communication mode you would use to engage them. As you move along Tier I, you should refine your way of recruiting your partners and begin to strategize as to how you are going to be communicating with them now that they are your partners. The communication mode you used to engage them during the recruitment phase should be the mode used to communicate back to your partners. You should communicate what they should know about your project and why they should continue to engage your project beyond Tier I. Also, consider how you should communicate with the different audiences you will be engaging with internally and externally. As you are ending Tier I, and have identified your partnership, consider sharing the successes your recruitment strategies had in helping identify your partners that will be moving into Tier II.

## Tier II

In Tier II, you should have now met at least most of your partners and will use this Tier to begin to truly establish and formalize your partnership, internally and externally. During Tier II, your Recruitment Plan should evolve to become your Communication Plan. In Tier II, your partnership should be acting upon the recruitment plan strategies, reaching out to internal and external partners to plan and create the Communication Plan. The Communication Plan should describe how your partnership will communicate internally and externally; who will communicate with them, how often you will communicate with them, and what messages and modes of communication you will use. Tier II will also be a time for you to strategize and create a plan on how you will communicate with potential partners at the State, Regional or National level; these are the partners you will need to help disseminate your work and your message further within your targeted community as well as outside of your targeted community. If you are unsure of who those stakeholders are, take a step back. Consider using tools from your recruitment plan to help identify new stakeholders. You can also talk to your PAPO for strategies other awardees have used successfully, or your PAPO could connect you with other awardees for more help. Your partnership may have partners that know of an organization that could be beneficial to your partnership, so have that partner connect with the organization to become a prospective collaborator. As you transition from Tier II to Tier III, practice dissemination by reporting back to your partnership the results of your Final Report.

## Tier III

In Tier III, use your Communication Plan to strategize how your partnership will engage and communicate with potential funders about your research proposal. Your Communication Plan should translate into specific parts of your research proposal. Identify potential funders and tailor both your Recruitment Plan and Communication Plan to inform funders of your recruitment methodologies, engagement plan and dissemination plan. As you wrap up Tier III, practice dissemination by reporting back to partners internally and externally to the State, Regional, or National Stakeholders you engaged with during Tier II. Sharing the results of the work you have achieved and how that work will continue and expand once you obtain further funding. Your Dissemination Plan will also allow your external stakeholders to provide your partnership with feedback. When preparing to write your research proposal, ensure your Dissemination Plan highlights through which venue your partnership intends to publicize and present its findings.

### Ultimate Goal:

Overall, recruitment strategies for study participants are based on the effective recruitment of your partnership and communication that has built trust with patient communities. An effective communication plan is the perfect draft for an eventual dissemination plan. Use what has been effective in getting your message back to your partners to describe your dissemination plan for the end results of your study. It is important to disseminate back to your internal partners as well as the external partners you have through your State, Regional, or National Stakeholders. It is through these partners that you have the opportunity to disseminate the results of your work outside of your partnership, show the importance of having patients involved in the research process and help grow the Patient Centered Outcomes Research (PCOR) community at the national level.

# Reporting:

Description:

All funding comes with reporting requirements. You should use the reporting opportunities in the P2P program to practice your reporting and grant writing skills (grantsmanship). Learn what is important to your funder, why it is important to them and how to describe your work in ways that resonate with the funder and reviewers. Request clarifications about anything your partnership may not understand. Throughout the Tiers, reflect your partnership’s development and engagement in your reporting. The reporting submitted by your partnership should be a reflection of your partnership as a whole, not just one person.

## Tier I:

In Tier I, your reports should reflect the work and activities accomplished by your partnership. Take good notes as your partnership conducts work and include what is useful to funders, not only what is useful to you. Your reporting skills should influence what individuals outside of your project know about you. Report on partnerships you have made in Tier I and on partners interested in moving forward to Tier II with you. As you begin to transition from Tier I to Tier II, you should report on your CER Ideas and Recruitment and Dissemination Strategies, as well as your Governance Document. Do not wait until the last minute to create your reports, your partnership should be collaborating in the writing and reviewing of your reports. Use what moments that may seem as challenges to your partnership as an opportunity to highlight how you and your partnership collaborate, troubleshoot and problem solve said challenges. Your reporting should also give insight into how your partnership is developing itself and how it’s being structured, which in turn should allow you to make adjustments as you move along into Tier II. Overall, your reporting should give insight into your partnership and celebrate the success of all of those contributing to your partnership’s work.

## Tier II:

In Tier II, you should be concise with your reporting. Talk about why you do things, not just what you do, and include the results that show that you are effective. Tell your story of how you’re getting work done. Your reporting should show how your partners are engaging in the work being done and in the decisions being made. Report on your partnerships and, of those, the one that will serve as a Co-Lead with you in Tier III. Report changes made to your Communication Plan and Governance Document as you evolve your partnership. In your reporting, you should note how your partnership benefits from continuing to work together and how, as a collaboration, you evolve your documents. As you begin to Transition from Tier II and into Tier III, your partnership should work together to report on your Governance Document, your CER Questions Grid, your Communication Plan, and the plan your partnership has established to connect with national stakeholders. If your partnership is not yet ready to engage with state or national stakeholders, your reporting should inform why engaging national stakeholders is not yet appropriate. If your partnership encountered any problems, report the strategies your partnership used to problem solve and overcome the problems. As you transition from Tier II to Tier III, your report should let external reviewers know what you have accomplished, without you or your PAPO Lead having to clarify for your partnership.

## Tier III:

In Tier III, practice grantsmanship through high level reporting, and learn to report failures as learning techniques, and thus, eventual successes. Report on key sections of your work that will become part of your research proposal. Report on funders to whom you are seeking to submit an LOI. Part of good grantsmanship writing is knowing that your proposal is a true match to the mission of the funder you are seeking. Put yourself in the shoes of the person that will be reviewing your report and your partnerships LOI.

### Ultimate Goal:

Write journal articles and communication pieces to tell the research world and your patient community about the work you did, why it worked, and how others can build on it. Having your partnership contribute to all areas of your work, including your report, will lead to your research benefiting you, science and the community at large.

# CER GRID:

Description:

PCORI funds Comparative Effectiveness Research (CER) and has specific requirements for the kinds of CER they fund. Throughout the P2P program, you should develop a CER question and research methodology to submit for PCORI or other funders via an LOI submission.

## Tier I:

In Tier I, you should work to develop a CER Idea Grid. Your partnership should create a list/table of ideas they agree are important to all partners. During Tier I, it is not necessary for your CER question to be fully articulated. At the end of Tier I, your partnership should submit a list of CER ideas that reflect the needs of patients, interest of researchers, and realities of stakeholders.

## Tier II:

In Tier II, you should refine your list of ideas into more formal CER questions based on the PICOTS framework. It is crucial for all members of your partnership to support the importance of your CER questions. If your partnership is struggling to understand CER questions, reach out to your PAPO for tools that may help everyone in your partnership understand. At the end of Tier II, the ideas you begin with in Tier I will evolve to become two to three CER questions. Identify what outcomes are important for your patient partners. At the end of Tier II, the questions submitted should be clear and should reflect your partnership as a whole.

## Tier III:

In Tier III, you should use the specific questions you submitted in Tier II to develop and submit your LOI for further funding. Your partnership, as a whole, should drive what question will be used for consideration to write your LOI for a full proposal. Now that your CER question has been refined, you should begin to write your CER proposal, which should lead to broader funding for patient-centered research.

### Ultimate Goal:

The PICOTS framework provides a basic structure that should turn your CER question into a research question. The PICOTS framework tool should also help contribute to the writing of your methodology section of a research proposal and other essential elements of a research proposal. Comparative effectiveness research should provide valuable information for patients, stakeholders and researchers. Ultimately, all members of the partnership (patients, researchers and stakeholders) are helping to develop and drive a specific research agenda forward that will improve the lives of patients, easily integrate into the health care system, and drive meaningful research forward.

# Accountability and Trainings

Description:

The P2P program provides a unique opportunity to receive training and mentorship from the funder. Attending required trainings and staying in touch with your PAPO will show your funder that you take your work seriously and should provide valuable insights that can increase your chance of conducting valuable research funded by PCORI and others. Take into account feedback given to you by your PAPO throughout the Tiers and apply the feedback given to help you and your partnership grow and be successful.

## Tier I:

In Tier I, you should get into the habit of attending trainings and check-ins with funders. Discuss what is not working for you and identify ways to address concerns. Identify similar research being conducted by other awardees and build networks to problem solve together. Communicate with your PAPO on whether others in your tier, or a tier ahead of you, are conducting similar work and can provide you with feedback on what has or has not worked for them. As you begin to work on your program, ensure you are invoicing on a monthly basis and providing all appropriate back-up documentation. The better you keep track of your spending, the easier it will be to perceive and carry out revisions. Talk with your PAPO about ways in which you can stay active during the transition process from Tier to Tier.

## Tier II:

In Tier II, continue check-ins and trainings to build on your partnership and project. Refine your problem-solving skills. You have nine months of previous experience handling your budget and have a year to continue to improve on your fiscal skills. You know what worked and what did not for your award; continue to build a relationship with your fiscal department (if applicable), as well as your PAPO’s fiscal team. Learn from the fiscal team to build on the skills you will need to run funding on your own. If your partnership is unsure on how to engage State or National Stakeholders, reach out to your PAPO to provide you with tools or connect you with other awardees who may already be engaging with them.

## Tier III:

In Tier III, as you are refining your proposal for funding, check in with your PAPO and ask questions or clarifications to make sure you are preparing to submit an excellent proposal. Identify other sources of funding and connect with similar colleagues to see how they are obtaining funding from outside sources to continue with research. You or someone in your partnership should have the ability to create and justify the budget you will need to carry on the research identified in your proposal.

### Ultimate Goal:

Use P2P as a learning experience to increase grantsmanship, patient centered outcomes research (PCOR), partnership development, and other skills. P2P allows you to address those skills and work on them alongside peers who may be more knowledgeable in those areas. Ultimately, P2P should help create the platform from which you are able to confidently apply for research funding and use the skills gained to conduct your research in a way that benefits the community at large, and moves science forward.