

# Call for Applications: Innovations to Advance Wisconsin's Health Workforce



Support for the development of innovative and sustainable programs, tools, and resources to advance Wisconsin's current and future health research, health care, and community health improvement workforces to be increasingly more accessible, equipped, and representative to improve health for all Wisconsin residents

**LETTERS OF INTENT DUE  
November 22, 2019 by 5:00 pm CST**



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# Overview

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## Application Checklist

- Review RFA and confirm collaborators' intent and commitment
- Consult with AHW Program Manager to review proposed project scope and fit with RFA**
- Complete all sections of the LOI (sample application provided to work on with project team prior to submitting online)
- Share advance draft of LOI with AHW Program Manager for feedback a minimum of two weeks prior to LOI deadline
- Collect attachments (to be uploaded as a single PDF in the online submission):**
  - **Signature Form (required)**
  - Citations, one-page maximum (optional)
- Submit LOI via online form prior to 5:00 pm CST on November 22, 2019.**

**Note:** **BOLD** items are required

**At the Advancing a Healthier Wisconsin Endowment (AHW)**, we are driven by a vision for a healthier Wisconsin.

As a statewide health improvement philanthropy, we seek to propel the most promising work and ideas for a healthier Wisconsin today, and for generations to come. We do that by *investing* in high-impact, promising work; *connecting* people, research, and academic medicine to break down silos and build up relationships across sectors and communities; and *influencing* how ideas and knowledge can become action to inform programs, policies, and practices.

We focus our work to advance three health priorities in Wisconsin, seeking solutions and new knowledge to improve heart health, support healthy minds, and dismantle cancer. Alongside these issues, we aim to accelerate innovation, collaboration, and impact by responding to research- and community-identified needs. (Learn more about [our story](#), [how we work](#), and [our focus areas](#).)

## Funding Summary

AHW's Call for Innovations to Advance Wisconsin's Health Workforce aims to support projects to develop innovative and sustainable programs, tools, and resources to advance Wisconsin's current and future health research, health care, and community health improvement workforces. This opportunity is open to community-led and Medical College of Wisconsin (MCW)-led collaborations. Proposed projects should be feasible to complete within a 48-month period.

## Key Dates

**November 22, 2019**

Letters of Intent (LOI) Due

**January 10, 2020**

Full Proposal Invitations

**March 27, 2020**

Full Proposals Due

**July 1, 2020**

Award Start

# Call for Applications: Innovations to Advance Wisconsin's Health Workforce

## Funding Details

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AHW's *Call for Innovations to Advance Wisconsin's Health Workforce* aims to support the development of innovative and sustainable programs, tools, and resources to support ongoing workforce development among Wisconsin's current health research, health care, and community health improvement workforces and the next generation of leaders in these fields. Project scopes should be feasible to complete within a 48-month period and result in a sustainable workforce development resource or product that has been institutionalized within an existing system for ongoing workforce development beyond the project period. Up to \$3 million total is available to support approximately three to six meritorious community-led collaboration projects and approximately three to six meritorious MCW-led collaboration projects, with each project requesting between \$250,000 and \$400,000.

### Description

In Wisconsin, and across the country, great strides have been made to improve health. However, growing provider shortages, shifting environments, evolving and emerging health challenges, and changing population demographics are evidence that there is more work to be done. To advance Wisconsin to be the healthiest state in the nation, it is essential for Wisconsin to build on previous achievements to collaboratively work to reduce disparities and health inequities, influence policies and practices impacting health and social determinants of health, and increasingly move further upstream to focus on prevention and health promotion.

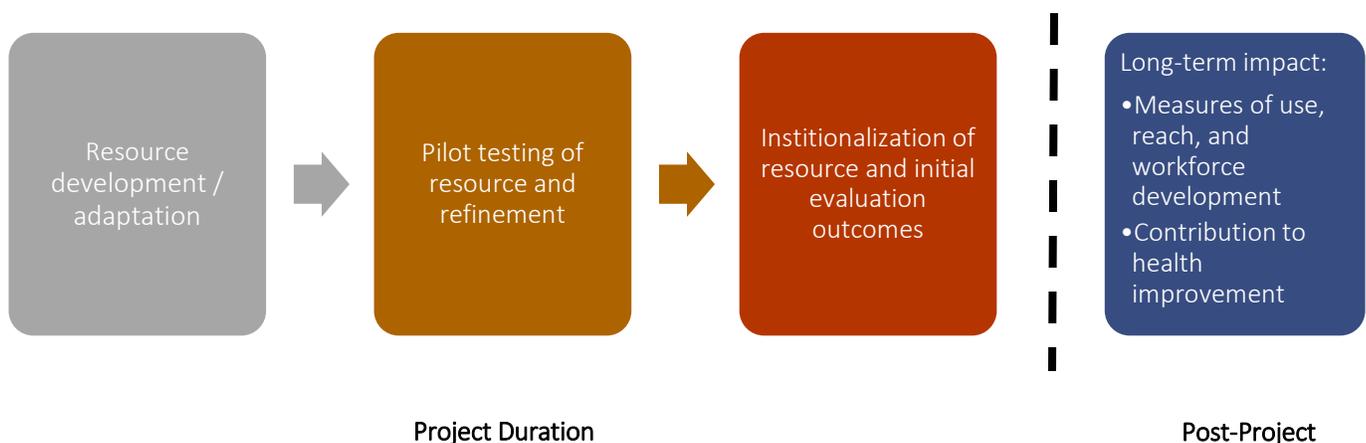
To achieve these advancements in Wisconsin, the health workforce, including health researchers, health care providers, and public and community health practitioners, must have access to the resources necessary to continue to grow knowledge, build skills, and enhance efforts to collaboratively address Wisconsin's most challenging health issues. While formal degree programs are essential, ongoing workforce development opportunities are also key to reinforce formal education, enhance skills and knowledge among existing professionals, provide initial training and workforce development to engage the next generation of leaders, and support growing team-based approaches across fields working to positively impact Wisconsin's health.

AHW is committed to transforming the landscape of Wisconsin's workforce directly engaged in advancing and improving health by supporting efforts that develop and grow a health workforce that is poised to meet the diverse and evolving needs of Wisconsin residents now and for generations to come. We aim to propel promising work and ideas to develop and grow a health workforce that is increasingly accessible, equipped, and representative of the diversity of the community being served by partnering for change with today's leaders across biomedical research, academic medicine, and community and public health.

To ensure that the health workforce is prepared to address evolving and growing health challenges, AHW's Call for Innovations to Advance Wisconsin's Health Workforce aims to support projects to develop innovative and sustainable programs, tools, and resources to advance Wisconsin's current and future health research, health

care, and community health improvement workforces. Funding is available for project teams who have identified a Wisconsin-based health workforce development need supported by appropriate data and evidence, and who propose a feasible, innovative resource as a solution to address the need. Funded projects will be expected to:

- Build, develop, and/or adapt a resource to support development of Wisconsin’s health workforce that delivers content in actionable formats that incorporate best practices in adult learning and develop sustainability, promotion, and evaluation plans for the resource
- Test and pilot the resource and evaluation approach and refine the resource based on initial outcomes to ensure it meets the identified need, serves to advance the desired health workforce(s) in Wisconsin, and is accessible to reach the desired sectors and fields of the health workforce where they are and when support is needed
- Institutionalize the resulting resource and its associated sustainability, promotion, and evaluation plans into an existing system to support ongoing accessibility, promotion, and evaluation of impact on Wisconsin’s health workforce
- Commit to long-term evaluation of the impact of the resource to demonstrate workforce advancements and impact on Wisconsin’s health beyond the project period



### Eligibility

At AHW, we firmly believe that we can go further together than we can alone. All Letters of Intent (LOIs) and full proposals for this funding opportunity must be submitted jointly by a project team of individuals and organizations collectively bringing the necessary experience, influence, and expertise to carry out the proposed project. All successful project teams will reflect the principles outlined in [AHW’s Community-Academic Partnership Model](#) in their project team structure and practices. While all partners, including non-MCW collaborators, should be engaged in the process of identifying the health workforce development need and proposed solution, project teams may be either community-led or MCW-led collaborations meeting the following criteria and project team requirements:

	Community-Led Collaborations	MCW-Led Collaborations
<b>Target workforce(s) or workforce field(s) to immediately use the resource</b>	Current health care or community and public health workforce(s) employed by non-MCW entities, including but not limited to health systems not affiliated	Current workforce(s) employed by or future workforce leaders being taught by MCW or its affiliates, including but not limited to practitioners,

resulting from the project	with MCW, governmental public health, and health-related nonprofits, among others, or future workforce leaders being taught by academic institutions beyond MCW	researchers, academics, students, and genetic counselors, among others
Project partner committing to institutionalizing and sustaining the resource resulting from the project	Wisconsin community-based, non-MCW entities, including but not limited to health-related nonprofits, governmental public health agencies, health-related associations or societies, and other academic institutions and health care entities, among others	Primarily MCW or its affiliates, although may also include additional efforts to scale beyond MCW-affiliated entities
Project team eligibility requirements	<ul style="list-style-type: none"> <li>• Eligible primary community partner organization (<i>required</i>)</li> <li>• Eligible MCW School of Medicine Principal Investigator (<i>required</i>)</li> <li>• Additional community and/or MCW collaborators (<i>highly encouraged</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Eligible MCW School of Medicine Principal Investigator (<i>required</i>)</li> <li>• Eligible MCW School of Medicine Co-Investigator (<i>at least one required, additional Co-Is optional</i>)</li> <li>• Additional community and/or MCW collaborators (<i>highly encouraged</i>)</li> </ul>

#### *Primary Community Partner Organization*

Community-led collaborations must designate one primary community partner organization for the project. The primary community partner organization takes responsibility for the fiduciary and reporting requirements of the non-MCW portion of the project and project budget and shares the responsibility with the MCW PI for transferring all communications, notifications, and instructions from AHW to all members of the project team. Eligible community organizations must be Wisconsin-based, non-profit, IRS tax exempt 501(c)3 or government organizations including, but not limited to:

- Health, social service, and other community-based organizations
- Faith-based organizations
- State and local governments
- Scientific or professional associations, universities, and schools
- Voluntary associations, foundations, civic and citizen groups
- Federally-recognized Indian tribal governments, tribes, and tribal organizations

Primary community partner organizations must designate at least one individual to be the primary community partner organization contact and have effort on the award.

#### *MCW School of Medicine Principal Investigator*

All projects (both community-led and MCW-led collaborations) must engage an eligible MCW Principal Investigator (PI). For community-led collaborations, the MCW PI is responsible for the fiduciary and reporting requirements of the MCW portion of the project and project budget and shares the responsibility with the primary community partner contact for transferring all communications, notifications, and instructions from AHW

to all members of the project team. In addition to these roles, the MCW PI may also provide the following roles for community-led collaborations:

- Serve as a key thought partner
- Provide content expertise related to the health issue area, specified workforce field(s), evaluation process for the resulting resource, and best practices in adult education
- Serve a clearly defined liaison role between community partners and MCW, including connection with additional MCW partners
- Lead MCW-based research aspects of the project, including securing Institutional Review Board (IRB) approval

For MCW-led collaborations, the MCW PI is solely responsible for these tasks for the full project.

Eligible MCW PIs are required to contribute a minimum of five percent FTE for the full award period and must be full-time or full-professional effort status MCW faculty members with a primary appointment in the MCW School of Medicine.

Additional MCW School of Medicine academic partners may be involved as Co-Investigators or collaborators (please see below) in a range of activities dependent on the project design and project team structure. Additional MCW partners may include other faculty, staff, and students from multiple MCW departments.

#### *MCW Co-Investigators*

MCW-led collaborations must include at least one MCW Co-Investigator (Co-I) on the project team with additional Co-Is as needed based on the expertise necessary to carry out the proposed project. All Co-I(s) must be full-time or full professional effort MCW faculty within the School of Medicine and must have effort on the award.

#### *Collaborators*

Collaborators may be from MCW or from outside the institution and typically have a smaller role in the project than a primary community partner organization, MCW PI, or MCW Co-I, such as providing technical expertise to design the resource, context from end users within the specified workforce field(s), expertise in adult education best practices, and influence to institutionalize the resulting resource, among others. Collaborators may or may not receive salary support through AHW funding. While collaborators are not required, both community-led and MCW-led collaborations are highly encouraged to engage collaborators to bring additional experience, influence, and expertise necessary to successfully carry out the project.

### **Budget Requirements**

AHW's investment in this funding opportunity will be up to \$3 million total. Of that total, up to \$1.5 million is available to support approximately three to six community-led collaboration projects and up to \$1.5 million is available to support approximately three to six MCW-led collaboration projects. The exact number of awards for each project team type and award amount will depend on the merit of proposals received and the funding amount requested by successful applicants. Individual proposal budget requests should generally be between approximately \$250,000 and \$400,000 with project durations of up to 48-months.

LOI applicants will provide a requested budget amount without any budget details. Applicants invited to submit a full proposal will be required to provide a detailed budget with justification for personnel expenses, adhering to the following:

- Faculty salaries must abide by the current [NIH salary cap](#).
- A minimum of five percent FTE is required of the MCW PI and all Co-Is and/or at least one primary community partner must have effort on the award, as applicable to the project team type.
- MCW faculty salaries may be funded up to a maximum of 20 percent FTE. If more than 20 percent FTE is needed, cost-sharing may be used to support additional effort.
- MCW award personnel may cost-share their effort. Cost-sharing may support any and all salary put forth, so long as the five percent FTE minimum effort requirement is met for the MCW PI. AHW funds may not be used to cost-share effort on any other work.
- All MCW and community (non-MCW) personnel support must be justified and their specific project roles outlined in the budget justification during the full proposal application stage.

For information on financial compliance requirements for funded projects, please see the Funded Project Compliance Overview section of this RFA.

### Supplanting Criteria

AHW was established as the result of a generous financial gift made by Blue Cross & Blue Shield United of Wisconsin to the people of Wisconsin, giving AHW the extraordinary responsibility to steward this financial gift on behalf of Wisconsin residents. As such, AHW adheres to requirements as defined in a March 28, 2000 Order of the Commissioner of Insurance which requires that AHW funds (the Funds) “may not be used to supplant funds or resources otherwise available.” AHW, via MCW, must report annually on its determination that the Funds do not supplant other resources that may be available to accomplish the same purposes. [Supplanting criteria can be found on the AHW website](#).

Prior to recommending funding, AHW and/or its oversight bodies, the MCW Consortium on Public and Community Health and the AHW Research and Education Advisory Committee, will assess whether other financial resources exist or are available for the project. Applicants must certify that no financial resources will be supplanted and provide a complete listing of current funding sources for the project or similar other projects.

### Leveraging

All applicants are highly encouraged to leverage additional funding support for their work. Leveraging additional support not only demonstrates additional commitment to the project, but also increases sustainability of efforts and can provide resources for activities that AHW cannot fund.

Leveraging can include matching funding from other funders, MCW departmental funds, cost-sharing of salary support, business partners, project team member organizations, or government (city, county, state, or federal) funds as well as in-kind support.

### Allowable Expenses & Funding Restrictions

Funds can only be used for direct project-specific expenses, including salary and benefits for personnel directly involved in the project and direct expenses including supplies, mileage, travel, etc.

Funds may not be used for:

- Planning and/or implementation of new or existing formal academic educational degree or certificate programs
- Projects conducted outside of Wisconsin
- Indirect costs such as ongoing operating expenses of an organization's routine functions and principal programs
- Capital expenditures costing \$3,000 or more with a useful life of more than one year
- Debt reduction
- Entertainment or alcoholic beverages
- Lobbying (*see Legal Compliance section for additional details*)
- Reimbursement solely for patient care or clinical service delivery
- Publishing fees to benefit education or research in general
- Stipends
- Supplanting

View a complete list of [Allowable and Unallowable Costs](#) on the AHW website.

## Application and Review Process

Under the Call for Innovations to Advance Wisconsin's Health Workforce, AHW uses a two-stage application and review process beginning with submission of a Letter of Intent (LOI), with selected applicants being invited to submit a full proposal.

### Letter of Intent

All collaborations that meet the applicant eligibility requirements and conduct the required pre-application consultation with AHW should submit a Letter of Intent (LOI) via the online form available on the AHW website by 5:00 pm CST on November 22, 2019. Late LOIs will not be accepted.

Applicants must answer all required fields and follow the restrictions set within the online form. No paper or emailed applications will be considered and no attachments will be accepted beyond the following:

- Citations, one-page maximum (*optional*)
- Signature Form (*required*)

AHW will confirm receipt of the submission via email to the primary community partner organization contact (community-led collaborations only) and the MCW PI.

*Note: When completing the online form, only one user (based upon device IP address) will be able to return to saved work. We recommend using the sample application with your project team to develop your LOI collaboratively and then assign one individual to complete the application information online. Information can be cut-and-pasted into the appropriate sections of the online form, but please check that all information has been copied correctly before submission.*

Notification emails will be sent to the primary community partner organization contact (community-led collaborations only) and the MCW PI by January 10, 2020, following completion of the LOI review process (see below for details). Selected applicants will then be invited to submit a full proposal application.

## Full Proposal Application

Selected applicants will be sent instructions and full proposal application materials with notification of their invitation to the full proposal application stage. Applicants must answer all required fields and follow the restrictions set within the application forms. Completed applications must be emailed to [ahw@mcw.edu](mailto:ahw@mcw.edu) as one final PDF application packet by 5:00 pm CST on March 27, 2020. Late proposal applications will not be accepted. AHW will confirm receipt of the submission via email to the primary community partner organization contact (community-led collaborations only) and the MCW PI.

## LOI and Full Proposal Review

At both the LOI and full proposal application stages, applications will undergo technical review by AHW staff for eligibility, content, and submission requirements, including:

- All fields completed
- Adherence to guidelines and restrictions detailed in this RFA, the LOI and full proposal instructions, and the LOI and full proposal submission forms
- Proposed project scope and participating partners are aligned with the type of collaboration selected
- All eligibility criteria are met

Merit reviews will be conducted for all LOIs and full proposals that pass technical review by separate merit review panels for community-led collaboration applications and MCW-led collaboration applications with cumulative expertise in:

- Workforce development across fields and specific to Wisconsin initiatives, gaps, needs, and opportunities
- Adult education and continuing education
- Diverse health workforce fields, including basic science and translational research, public and community health, and provider educators or professional associations, among others

For community-led collaboration applications, the merit review panel will consist of a combination of internal (MCW) reviewers and external (non-MCW) reviewers for both the LOI and full proposal application stages. For MCW-led collaboration applications, the merit review panel will consist of internal (MCW) reviewers only for the LOI application stage and a combination of internal (MCW) reviewers and external (non-MCW) reviewers for the full proposal application stage.

All applications will be reviewed by the merit review panels using the following criteria:

- Project Team Collaboration
  - Engage a new collaboration or an existing collaboration that has been enhanced to include new expertise that strategically adds to the pursuit of the project aims
  - Demonstrate inclusion of the necessary skill sets, resources, influence, and expertise to inform, develop, pilot and refine, and evaluate the impact of the health workforce development resource
  - Include at least one representative with authority to ensure the resulting resource is institutionalized within an existing system and sustained beyond the project period
- Resource Development and Approach

- Aim to fill a health workforce development or continuing education gap in Wisconsin that is supported by appropriate data and evidence as a significant need
- Present a feasible approach aligned with the proposed time and budget restrictions
- Significance to Wisconsin’s Health Workforce and Wisconsin’s Health
  - Demonstrate that the resulting workforce development resource has significant opportunity to advance the specified health workforce field(s)
  - Demonstrate that the resulting resource will have sufficient reach (i.e. geographically, across disciplines, impact on Wisconsin’s population health, etc.)
  - Demonstrate that the resulting resource will contribute to advancing health equity
  - Present a feasible methodology for long-term delivery and evaluation of workforce development or continuing education beyond the project period

In addition to reviewer comments, the merit review panels will score submissions using a nine-point scale based on the rating scale used by the National Institutes of Health. The nine-point rating scale is anchored according to the following descriptions:

- |  |        |
|--|--------|
| 1. Exceptional (exceptionally strong with essentially no weaknesses) | High   |
| 2. Outstanding (extremely strong with negligible weaknesses)         |        |
| 3. Excellent (very strong with only some minor weaknesses)           |        |
| 4. Very Good (strong but with numerous minor weaknesses)             | Medium |
| 5. Good (strong but with at least one moderate weakness)             |        |
| 6. Satisfactory (some strengths but also some moderate weaknesses)   |        |
| 7. Fair (some strengths but with at least one major weakness)        | Low    |
| 8. Marginal (a few strengths and a few minor weaknesses)             |        |
| 9. Poor (very few strengths and numerous major weaknesses)           |        |

- Minor weakness: an easily addressable weakness that does not substantially lessen impact
- Moderate weakness: a weakness that lessens impact
- Major weakness: a weakness that severely lessens impact

Following merit review at each application stage, AHW’s governing boards will review the recommendations from the merit review panels and approve the slate of LOIs to invite to the full proposal application stage and the slate of full proposals to fund. AHW may request that applicants adjust their scope, budget, or timeline based on the outcome of the review process. If necessary, these applicants will be notified and asked to resubmit their adjusted application materials for further review. No negotiations or appeals will be accommodated. Final funding decisions will be advanced to the MCW Board of Trustees for approval.

### Conflict of Interest

Each review process follows a Conflict of Interest policy. A conflict of interest is apparent whenever a reviewer’s objectivity may be perceived as compromised by the nature of a personal or professional relationship or obligation to an applicant. Review panel members with a conflict of interest pertaining to a proposal’s review and/or funding are self-identified and recused from proposal discussion and scoring.

### Award Determination

Notification emails of award determination will be sent to the primary community partner organization contact (community-led collaborations only) and the MCW PI by May 15, 2020, following completion of the full proposal review process.

## Application Resources

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*AHW funding is highly competitive. Our goal is to support applicants through the application process to the best of our abilities, and we encourage applicants to contact AHW staff with questions throughout the application process.*

### Pre-Application AHW Consultation *(required)*

For an efficient application process, applicants are required to connect with the AHW Program Manager to discuss their proposed project scope and ensure it is in alignment with the funding opportunity. Applicants are encouraged to connect as early in the development of their LOI as possible. **Contact Tracy Wilson at [trwilson@mcw.edu](mailto:trwilson@mcw.edu) or (414) 955-4364 to discuss your proposal idea.**

### AHW Online Resources

AHW's website provides information, application resources, and answers to frequently asked questions related to each application and the AHW funding process. Visit the AHW website at [www.ahwendowment.org](http://www.ahwendowment.org).

## Funded Project Compliance Overview

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The following information briefly highlights the process and requirements for projects that are successfully awarded funding through the Call for Innovations to Advance Wisconsin's Health Workforce from the Advancing a Healthier Wisconsin Endowment.

### Reporting Requirements

There are multiple means used to communicate award progress between AHW staff and funded projects, including direct communication, annual progress reports, and final reports, among others.

### Progress Reporting

Progress reports, site visits, conference calls, and other periodic project updates are required throughout the duration of the project. Funded projects will be required to submit progress reports annually throughout their project duration. Progress reports will be due no later than one month following the completion of each project year. A final progress report will be due no later than sixty (60) days after the award end date. If the award end date aligns with the end of the final project year, the final report may be submitted in lieu of the final progress report. All progress reports must be submitted electronically to AHW and accompanied by draft and final workforce development resources created through AHW funding. Failure to provide a progress report could result in termination of the project and/or ineligibility for future AHW funding.

AHW uses the information provided by funded collaborations in progress reports and other project updates to monitor progress, provide periodic updates to AHW’s governing bodies for review, and prepare public communication pieces that demonstrate the impacts of AHW funding to improve the health of Wisconsin residents. As such, progress reports should be written using lay-friendly language as much as possible.

The primary community partner organization contact (community-led collaborations only) and the MCW PI are expected to be responsive to requests for information on continued progress, sustainability of the project and/or partnerships and collaboration, and other developments beyond the award period.

### Additional Requirements

All projects should make accommodations to attend at least one grantee learning event per project year throughout the award period. Learning events are organized by AHW to promote bidirectional learning among funded collaborations and provide an opportunity for networking. Adequate resource flows, including time and funds, to attend and fully engage in grantee learning events should be accommodated within the scope of the project and approved budget.

Funded primary community partner organizations, MCW PIs, MCW Co-Is, and additional collaborators involved in funded collaborations may also be asked to contribute to the social return on investment of AHW by participating in supplementary engagement activities, which may include participation on future AHW merit review panels, programs, and initiatives, public presentations, networking events, peer-to-peer feedback sessions, trainings, and dissemination events, among others.

### Financial Compliance

Collaborations funded through this opportunity will be expected to adhere to AHW’s financial compliance requirements.

Community-Led Collaboration Awards	<p><b>Responsibility:</b> The primary community partner organization contact and MCW PI are jointly responsible for ensuring compliance with fiduciary requirements throughout the award period.</p>
	<p><b>Orientation:</b> Upon funding approval, responsible parties, along with any staff with administrative responsibility on the award, will be required to attend an orientation session with AHW staff to discuss award and financial compliance requirements.</p>
	<p><b>Funding Agreement:</b> Upon funding approval, the primary community partner organization and MCW PI will be required to execute a Funding Agreement with the Medical College of Wisconsin (MCW) before the project activities can officially commence. Only the primary community partner organization and MCW PI should be listed on the Funding Agreement and only these entities will be able to directly invoice MCW for project costs. The Funding Agreement must be submitted to AHW prior to project commencement along with the following documents:</p> <ul style="list-style-type: none"> <li>- MCW or Children’s Hospital of Wisconsin (CHW) Institutional Review Board (IRB) approval letter</li> <li>- Annual audit for the primary community partner organization</li> </ul>
	<p><b>Annual Financial Audit:</b> Per the Funding Agreement, community organizations receiving funds from AHW are required to furnish an annual financial audit, the cost of which must be covered by the community organization. A federal single audit or an audit performed in accordance with Government Auditing Standards will fulfill the audit requirement. If such audits are not performed, the community organization will need to work with AHW staff to determine how to best meet this requirement. As financial stewards, AHW is required to monitor all sub-recipients, including those community organizations receiving AHW funds. Therefore, community organizations listed on the Funding Agreement may be selected for a sub-recipient audit.</p>

	<p><b>Invoicing:</b> Project activities are funded through an expense-reimbursement process. Payment requests must be submitted using the AHW Invoice Form. Primary community partner invoices must be submitted to the MCW PI who will facilitate payment through the MCW Accounts Payable department via the MCW PI's department administrator. Requests should be made for approved, direct, allowable costs incurred by the community organization not more often than monthly nor less than quarterly (e.g. not more than one invoice per month, but at least one invoice per quarter). A final invoice must be signed, marked as "Final," and submitted within 60 days of the end of the award period. MCW reserves the right to request and review additional documentation for any payment requests submitted.</p>
<p>MCW-Led Collaboration Awards</p>	<p><b>Responsibility:</b> The MCW PI is solely responsible for ensuring compliance with fiduciary requirements throughout the award period.</p>
	<p><b>Orientation:</b> Upon funding approval, the MCW PI, along with any staff with administrative responsibility on the award, will be required to attend an orientation session with AHW staff to discuss award and financial compliance requirements.</p>
	<p><b>Supplanting:</b> AHW funds may not be used to supplant funds or resources that are available from other sources. If an MCW PI receiving AHW funding is awarded a new grant that is for the same or similar research, they should notify AHW staff so that a supplanting review can be conducted. If it is determined that supplanting exists, the affected portion of the AHW funding will either be rescinded or reallocated, in accordance with MCW Corporate Policy BF.SP.060.</p>

## Financial Conditions

The amount awarded is the maximum funding available from AHW for the approved project. MCW reserves the right to reduce unspent funding and/or funding duration, if needed, to comply with state and/or federal law (including but not limited to law governing endowment fund management), or to address MCW financial constraints which negatively impact AHW.

## Legal Compliance

### Human Research Protection

AHW funding is contingent upon institutional approvals for the use of human subjects or laboratory animals. Awards funded by AHW must ensure that human and animal participants are protected during the collection of information from award participants and/or the publication or dissemination of award results.

Following award announcements, MCW or CHW IRB and/or IACUC staff must review all successful proposals that involve human subjects for any purpose. Documentation of this IRB review will be required before the project can commence. Other organizations on the project team may also have IRB requirements that must be completed before funding will be awarded. This process can be time consuming and should be factored into considerations for project start dates.

### Health Insurance Portability and Accountability Act (HIPAA)

The HIPAA privacy rules are federal regulations protecting the confidentiality of information used in clinical practice, research, and operations of health care facilities. The privacy rules apply to the use or disclosure of protected health information for research purposes and require a number of actions and documentation. Funded projects must comply with all HIPAA requirements.

## Proposal Protection/Intellectual Property

Your proposal will be considered by AHW staff and oversight bodies as part of a multi-level review process. These oversight bodies include the AHW Research and Education Advisory Committee (REAC), the MCW Consortium on Public and Community Health, and the MCW Board of Trustees.

AHW operates in accordance with standards consistent with Wisconsin's Open Meetings and Open Records Laws. Documents are generally considered by AHW governing bodies in open public meetings and become public record that may be subject to release. Prior to funding decisions being made, information contained in your proposal will not be shared outside the established RFA review process and the MCW Consortium discussion. If your project is funded, information contained in the proposal is subject to release. An Intellectual Property Agreement may be required for inventions, discoveries, or copyrightable material developed as a result of a project.

## Lobbying

AHW funds may not be used for lobbying efforts. Successful applicants will ensure that descriptions of the intended use of all AHW funds abide by the nonlobbying requirement.

Lobbying includes communication with a legislator or agency official regarding a specific piece of legislation and your view on it, including any attempt to influence local, state, or federal legislation or administrative action. Advocacy is allowable and includes taking part in efforts to create or effect change in policies or systems, and can take many forms including education, media, etc.

## Marketing & Publicity Requirements

### Award Announcement

All announcements related to the award of AHW funds are embargoed (i.e. not for dissemination outside of project partners) until the date set by AHW. In most cases, AHW will prepare its own press release to publicize funding awards and announce awards on its own dissemination channels, which may include the AHW website, electronic newsletter, and/or additional avenues such as social media.

### Press Releases and/or Media Opportunities

News releases regarding the receipt of your AHW funding award are embargoed until the date set by AHW (see Award Announcement details above). Subsequent news releases about your project's activities do not need to adhere to an embargo or be reviewed by AHW. Exceptions to this guideline include announcements or press releases related to major events, information releases, or other announcements in which you seek AHW's collaboration on the announcement. Please contact your Program Manager with any questions.

If you are contacted by a reporter during the period of your award, AHW encourages you to share the news and impact of your work! If reporters have specific questions about AHW or why your project was funded, please direct those inquiries to AHW Communications at [sdeering@mcw.edu](mailto:sdeering@mcw.edu) or (414) 955-4753.

In press releases and/or other media opportunities, acknowledge AHW as the project funder with the following clause:

"This [project, program, conference, research, report, etc. (choose one)] is funded [in part or wholly (choose one)] by the Advancing a Healthier Wisconsin Endowment."

# Sample Letter of Intent

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## Call for Innovations to Advance Wisconsin's Health Workforce

Eligible collaborations are invited to submit the following Letter of Intent (LOI) application to apply for AHW's Call for Innovations to Advance Wisconsin's Health Workforce. The application must be completed and submitted using the online form available via the AHW website at [ahwendowment.org](http://ahwendowment.org). No paper or emailed applications will be considered. **The deadline for LOI submission is November 22, 2019 by 5:00 pm CST.** Late LOIs will not be accepted.

### Project Information

**Project Title** (maximum 100 characters, including spaces):

**Goal Statement** – Please provide a brief statement describing the goal of the proposed project, including the health workforce development resource to be created, the health workforce field(s) that the resource targets, and the resulting intended health impact. (maximum 400 characters, including spaces)

### Award Budget

Total Amount Requested: \$  
Amount for MCW (community-led collaborations only): \$  
Amount for Community (community-led collaborations only): \$  
Additional Funds (if applicable): \$  
Source of Additional Funds: \$

Project Start Date: July 1, 2020  
Duration (in years, up to 4 years):

### Project Team Information

**Project Team Type** – Please select the type of project team that will engage in the project, based on the following descriptions:

**Community-Led Collaboration**

- Target workforce(s) or workforce field(s) to immediately use the resource resulting from the project are employed or trained outside of MCW and its affiliates
- Project partner committing to institutionalizing and sustaining the resource resulting from the project is a Wisconsin-based entity outside of MCW and its affiliates

**MCW-Led Collaboration**

- Target workforce(s) or workforce field(s) to immediately use the resource resulting from the project are employed or trained by MCW and its affiliates
- Project partner committing to institutionalizing and sustaining the resource resulting from the project is MCW and its affiliates (at a minimum)

## Project Team Members

**Primary Community Partner (required – community-led collaborations only)** – Project team must designate one (1) eligible primary community partner organization to serve as the fiscal agent for the project. Identify one (1) contact person at the primary community partner organization who will share responsibility with the MCW PI for transferring all communications, notifications, and instructions from AHW to all members of the project team and will be responsible for the fiduciary and reporting requirements on behalf of the community portion of the project team. See full RFA for eligibility requirements.

Community Partner Organization:

Contact Name:

Email:

Title:

Phone Number (XXX-XXX-XXXX):

Organization Website:

Type of Organization:

Nonprofit organization (check the applicable type below):

health, social service or other  
community-based organization

faith-based organization

private university or school

other (specify):

**OR**  Government organization (check the applicable type below):

state or local government

tribal organization

public university or school

other (specify):

**MCW School of Medicine Principal Investigator (required – community-led collaborations and MCW-led collaborations)** –

Project team must designate one (1) eligible primary MCW School of Medicine PI. For community-led collaborations, the MCW PI is responsible for the fiduciary and reporting requirements of the MCW portion of the project and project budget and shares the responsibility for transferring all communications, notifications, and instructions from AHW to all members of the project team. For MCW-led collaborations, the MCW PI is solely responsible for these tasks. See full RFA for eligibility requirements.

Name:

Title:

MCW Department:

Email:

MCW Division (if applicable):

Phone Number (XXX-XXX-XXXX):

MCW Standing:

Full-time faculty

Full-professional effort status faculty

Department Administrator Name:

Administrator Phone Number (XXX-XXX-XXXX):

Department Chair Name:

**MCW Co-Investigators (required – MCW-led collaborations only)** – Project team must designate at least one (1) eligible MCW Co-

Investigator (Co-I) and are encouraged to designate additional Co-Is, as appropriate to ensure the necessary skill sets and expertise are engaged in the project team. Co-Is must be full-time or full-professional effort MCW faculty in the School of Medicine. See full RFA for eligibility requirements.

Co-I Name:

Title:

MCW Department:

Email:

MCW Division (if applicable):

Phone Number (XXX-XXX-XXXX):

MCW Standing:

Full-time faculty

Full-professional effort status

Department Administrator Name:

Administrator Phone Number (XXX-XXX-XXXX):

Department Chair Name:

Co-I Name:	Title:
MCW Department:	Email:
MCW Division (if applicable):	Phone Number (XXX-XXX-XXXX):
MCW Standing:	
<input type="checkbox"/> Full-time faculty	<input type="checkbox"/> Full-professional effort status
Department Administrator Name:	Administrator Phone Number (XXX-XXX-XXXX):
Department Chair Name:	

Co-I Name:	Title:
MCW Department:	Email:
MCW Division (if applicable):	Phone Number (XXX-XXX-XXXX):
MCW Standing:	
<input type="checkbox"/> Full-time faculty	<input type="checkbox"/> Full-professional effort status
Department Administrator Name:	Administrator Phone Number (XXX-XXX-XXXX):
Department Chair Name:	

Co-I Name:	Title:
MCW Department:	Email:
MCW Division (if applicable):	Phone Number (XXX-XXX-XXXX):
MCW Standing:	
<input type="checkbox"/> Full-time faculty	<input type="checkbox"/> Full-professional effort status
Department Administrator Name:	Administrator Phone Number (XXX-XXX-XXXX):
Department Chair Name:	

Co-I Name:	Title:
MCW Department:	Email:
MCW Division (if applicable):	Phone Number (XXX-XXX-XXXX):
MCW Standing:	
<input type="checkbox"/> Full-time faculty	<input type="checkbox"/> Full-professional effort status
Department Administrator Name:	Administrator Phone Number (XXX-XXX-XXXX):
Department Chair Name:	

**Collaborator(s) (highly encouraged – community-led collaborations and MCW-led collaborations)** – Please list additional key members of the project team to demonstrate that the project team brings together individuals with the necessary skill sets, experience, influence, and expertise to inform, develop, test, institutionalize, and evaluate the proposed health workforce development resource. Project teams are encouraged to be multi-sector and must include individual(s) with authority from organizations or institutions with the ability and commitment to sustain the workforce development resource beyond the project period. Collaborators are not subject to primary community partner organization or MCW faculty eligibility requirements.

<b>Name:</b>	<b>Institution/Organization:</b>	<b>Project Team Role:</b>
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## AHW Five-Year Plan Emphasis Areas

**AHW Focus Areas** – AHW recognizes that the health issues threatening Wisconsin’s residents and communities are complex, interrelated, and multi-faceted. While AHW supports partners in responding to emerging health needs and opportunities, the bulk of its portfolio is focused around three signature health areas.

### Primary

Please select one (1) primary area of emphasis for this project:

- Improving Heart Health  
Advancing cardiovascular health by seeking solutions across genetic and biologic factors, health behaviors and the socioeconomic conditions that lead to poor heart health outcomes
- Supporting Healthy Minds  
Advancing brain and behavioral health by seeking solutions across brain conditions, diseases and injuries, as well as the emotions, behaviors and biology of mental wellness and substance use
- Dismantling Cancer  
Advancing improvements in cancer by seeking solutions that improve understanding, prevention, and survival in the fight against cancer and its causes
- Other, please describe:

### Secondary

If applicable, select all additional focus area(s):

- Improving Heart Health
- Supporting Healthy Minds
- Dismantling Cancer
- Other, please describe:

Please describe how the proposed work addresses each of the selected focus areas. (2,000 characters, including spaces)

**AHW Determinants of Health** – AHW recognizes that determinants of health are the contributing and risk factors that lead to increased risk for disease, disability, and death within each focus area. While there are many different definitions of determinants of health, AHW is guided by three broad categories of determinants.

### Primary

Please select one (1) primary area of emphasis for this project:

- Biological and genetic factors  
Including areas such as: genetic makeup (chromosomal, single-gene); physical body structure (age, weight); and bodily function (blood pressure, biochemical function)

Health behaviors and health care factors

Including areas such as: diet, physical activity, alcohol/tobacco and other drug use, sexual activity; policies that impact individual and population health; and health services, such as access to and quality of care

Social, economic and environmental factors

Including areas such as: availability of resources to meet daily needs, such as living wage and healthy foods; social supports and interactions; public safety; exposure to toxic substances and physical hazards; social norms and attitudes, such as discrimination; exposure to crime, violence and social disorder; quality schools; and housing, homes and neighborhoods

## Secondary

If applicable, select all additional area(s) of emphasis for this project:

Biological and genetic factors

Health behaviors and health care factors

Social, economic and environmental factors

Please describe how the proposed work addresses each of the selected determinant of health areas. (2,000 characters, including spaces)

## Narrative

1. Describe the proposed health workforce development resource that will be created by the project team, including a brief description of the anticipated resource purpose, content, and format. (maximum 1,000 characters, including spaces)
2. Describe the health workforce field(s) that is the intended audience to use the proposed workforce development resource. (maximum 3,000 characters, including spaces)
3. Describe the need for the proposed workforce development resource, including applicable data relevant to Wisconsin's health workforce, populations, or communities and Wisconsin's leading health challenges. (maximum 3,000 characters, including spaces)
4. Describe how the proposed workforce development resource and/or intended impact on the target health workforce(s) will contribute to advancing health equity. (maximum 3,000 characters, including spaces)

5. Briefly describe the proposed project methods, including specific strategies and activities, to develop, test, institutionalize, and evaluate the proposed workforce development resource. (maximum 3,000 characters, including spaces)
  
6. Describe the project team, including team member roles, expertise, and perspectives that will support the project team to carry out the proposed strategies and activities. (maximum 3,000 characters, including spaces)

## Attachments

The following items should be completed and compiled in the order below as a single PDF document. Name the PDF packet as “PI Last Name – LOI Attachment” and upload to the online application form before submission.

1. Signature Form (*required*)
2. Citations, one-page maximum (*optional*)



*Changemaking for a Healthier Wisconsin*