Center for Innovation and Research
(A Partnership between Michigan State University and Sparrow Health System)

Interim Director
Barbara Given, PhD, RN, FAAN, University Distinguished Professor, College of Nursing,
MSU Board of Directors, Sparrow Health Systems
About the Center

• The Center is a partnership between Sparrow Health System (SHS) and Michigan State University (MSU).

• Include affiliates and colleges from MSU (CHM, COM, CON, CAS and COE).
Unique Center

Many Centers of Innovation
• Most associated with technology and business components.
• Some with care processes.
• Most major academic medical centers.
• Few with universities and community health systems.
About the Center

• Accomplish vision through innovative research that develops, tests, implements and evaluates approaches to quality care delivery. (safe, patient centered, outcomes, cost)

• Projects supported by the Center need to focus on national health care priorities.
About the Center

The Center’s activities will seek to foster creative thought that encourages innovative activity.

Our Center will be an approach that facilitates creativity in individuals and teams as they:

a) seek to solve care problems,
b) design new care strategies or processes, or
c) utilize new technologies for patient centered care.
Definition for Innovation

The development and implementation of new or altered products, services, processes, systems, policies, organizational structures, or business models that aim to improve treatment, diagnosis, education, outreach, prevention, and research with the long term goal of improving healthcare quality, disparities, safety, outcomes, efficiency, and costs.

A Conceptual Framework for Innovation in Healthcare

Environmental and Operational Dimensions of Health Care Innovation

What Innovative Research is Not

- Quality Improvement
- Staffing
- Improved Training
- Equipment Purchase and Testing
- Application of existing Evidence (translation and Implementation)
- Evaluation of care
What Innovative Research Could Be

• Comparative effectiveness (is X better than Y)
• New Methods, New Framework
• Effect of Technology on patient outcome
• Testing of new interventions for effectiveness
Mission

To collaboratively transform the delivery of health care through implementation and evaluation of research promoting innovative approaches to high quality, safe care, improved patient outcomes, at lower cost.
Vision

The Center will engage in nationally funded projects for the implementation and evaluation of innovative approaches for the delivery of patient centered, quality, safe care.

Within five years, the Center will be nationally recognized for the pursuit of a new innovative paradigm of patient centered care delivery.
Governance

The Director:
• Will be an NIH, NSF or AHRQ funded researcher.
• Will have at least an 8-year funding record and experience in health services research.
• Will be appointed for a five year term.
• Eligible for a tenured position at MSU.
Structure of the Center

- Governing Board
  - Advisory Board
  - Director/Interim Director
  - Administrative Assistant
Governance

Governing Board

Mary Mundt, PhD, RN, Chair, Dean and Professor, College of Nursing, MSU
Elizabeth Henry, RN, Senior VP Patient Care Services/Chief of Nursing, Sparrow
Joe Ruth, Executive VP/Chief Operating Officer, Sparrow
Dennis Swan, President/Chief Executive Officer, Sparrow
Pamela Whitten, PhD, Dean of the College of Communication Arts & Sciences; Professor, MSU
June Youatt, PhD, Acting Provost, Professor, Department of Human Development and Families Studies, MSU
Governance

Advisory Board

Barbara Given, PhD, RN, FAAN, Chair, University Distinguished Professor, College of Nursing, MSU, Board of Directors, Sparrow

Andrea Amalfitano, PhD, DO, Osteopathic Heritage Foundation, Professor of Pediatrics, MSU

Henry Barry, MD, Professor, Assoc. Chair for Academic & Research, MSU

Carol Dwyer, MSN, MM, RN, CENP, VP Nursing, Sparrow

Gary Ferenchick, MD, Chief, Division of General Internal Medicine, Assoc. Professor of Medicine, MSU

David Kruger, VP Physician Practice Administration, Sparrow

Brian Schroeder, MD, Senior VP Chief of Medical Affairs, Sparrow

Barbara Smith, PhD, RN, FAAN, Associate Dean for Research, Professor, MSU
Activities of Center to Date

• Set Mission and Vision for Research activities.
• Ongoing meetings with interested researchers or teams from MSU and Sparrow.
• Match Sparrow/MSU clinicians/research partners to facilitate project development or implementation.
• Developed Position Description for Director. To be posted. Search firm to be determined. Search Committee selected.
• Working on the web site with Sparrow and MSU.
• Created a poster for presentation at groups.
• Planning Conferences for the community for understanding Innovation projects.
Proposal Review

• Developed Priorities for Innovative projects.
• Developed Criteria for Project Review.
• Developed Application Packet for Proposals.
• Reviewing the Letters of Intent to request full proposals.
• Distributed call for Letter of Intent for Proposals.
• Will review proposals when submitted.
• Recommend to Governing Board proposals for funding.
Overall Priority Areas for Initial Projects will focus on:

• Nursing
• Neuroscience
• Primary Care
National Priorities

The Institute of Medicine (IOM) acknowledges that:

• There is inadequate evidence to guide care.
• There is poor health despite excessive health care spending.
• The health care system needs expanded capacity.
• New knowledge is needed to translate care through use of information technology (IT), systems for continuous quality improvement (QI), and patient engagement for better outcomes that can be achieved through shared decisions.

Institute of Medicine of the National Academies (2011, Institute of Medicine) *The Learning Health System and its Innovation Collaboratives*, 12-15
CMS Center for Innovation Priorities

We need to test models of care that deliver better health care, better health at reduced cost.

The IOM domains of quality are safety, effectiveness, patient centeredness, timeliness, efficiency, and equity.
Research Priorities

• Over-prescribing and over-ordering procedures (Choosing Wisely).
• Patient-Centered Medical Home.
• Readmission.
• Coordination of Care.
• Medication Reconciliation.
• Discharge planning/Care transitions.
• Timing of palliative care referrals.
• Electronic communication with patients and families.
• Effective patient centered Communication.
• Engagement of patients and families as partners in care.
• Safe care by reducing harm.
• Reduction of disparities in care access.
Proposals
Letter of Intent for Research projects

Reviewed for Relevance and Innovation Consistent with Center Vision and Mission.

1. Significance.
2. Description of study.
3. Why is it innovative? What is the relevance to the Mission and Vision of the Center for Innovation and Research? What is the relationship to patient care delivery, safety, quality, outcomes, and cost?
5. Research team.
6. One year proposal, not to exceed $75K.
7. Likelihood that will lead to funding at national or federal level.
8. Timeline and Budget with justification.

Letters of Intent will be reviewed by Advisory Group and Governing Board, and individuals will be invited for full proposal submission.
<table>
<thead>
<tr>
<th>Letters of Intent Received</th>
<th></th>
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<tbody>
<tr>
<td>Nursing</td>
<td>4</td>
</tr>
<tr>
<td>Primary Care</td>
<td>10</td>
</tr>
<tr>
<td>Neuroscience</td>
<td>10</td>
</tr>
<tr>
<td>Number of MSU Colleges</td>
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</tr>
<tr>
<td>Number of Sparrow Departments</td>
<td>22</td>
</tr>
<tr>
<td>Research Priority</td>
<td>Number of proposals</td>
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<tr>
<td>----------------------------------------------------------------------------------</td>
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<tr>
<td>Over-prescribing and over-ordering procedures (Choosing Wisely).</td>
<td>3</td>
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<tr>
<td>Patient-Centered Medical Home.</td>
<td>2</td>
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<tr>
<td>Readmission reduction.</td>
<td>4</td>
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<tr>
<td>Coordination of Care.</td>
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<tr>
<td>Medication Reconciliation.</td>
<td>2</td>
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<tr>
<td>Discharge planning/Care transitions.</td>
<td>4</td>
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<tr>
<td>Timing of palliative care.</td>
<td>1</td>
</tr>
<tr>
<td>Electronic communication with patients and families.</td>
<td>2</td>
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<tr>
<td>Communication with family and patients.</td>
<td>2</td>
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<tr>
<td>Engagement of patients and families as partners in care.</td>
<td>8</td>
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<tr>
<td>Safe care.</td>
<td>6</td>
</tr>
<tr>
<td>Reduction of disparities.</td>
<td>5</td>
</tr>
<tr>
<td>Biological Research</td>
<td>3</td>
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<tr>
<td>Affiliation of Principal Investigator</td>
<td>Number of proposals</td>
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<td>--------------------------------------------------------------------------------</td>
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<tr>
<td>Michigan State University</td>
<td>16 (66.7%)</td>
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<tr>
<td>Sparrow</td>
<td>5 (20.8%)</td>
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<tr>
<td>MSU/Sparrow Joint Affiliation</td>
<td>2 (8.3%)</td>
</tr>
<tr>
<td>Other</td>
<td>1 (4.2%)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>24 (100%)</strong></td>
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Proposal Review Criteria

1. Specific Aims.
2. Innovation – will the project transform care? Existing science??
3. Significance of the proposed study for health care delivery.
4. Principal Investigator Credentials and Credentials of Team. Is there the experience and expertise to carry out the study?
5. Is the project interdisciplinary? (multidisciplinary would not be enough, innovation comes from different perspectives)
7. Consistent with the Mission of the Center - patient outcomes, cost, safety, quality, and delivery of care. (not support for training or staffing, projects or equipment purchases)
8. Potential for future funding? Would expect details in the proposal and not some general statement like NIH. Is there an RFA or PA or is the topic in the funder’s strategic plan?

Identification of any intellectual property, patents etc. at the beginning.
Timeline to be complete in 12 months.
Not to exceed $75,000.
Research Activity

• Gwen Wyatt, PhD; Gordon Srkalovic, MD, *Effectiveness of Complementary Therapies for Cancer Symptom Management during Active Treatment.* Project submitted 12/14/12 to NCI.

• Evangelyn Alocilja, PhD’s College of Engineering grant requested for full MSU SPG proposal. This will be with some partnerships. *Prognostic Biosensors for Elderly Care (PBEC) to predict infection.*

• Constantinos Coursaris, PhD, *The MC (emcee), a Web Application to Enhance Physician-Patient-Family Communication.* With Marc D. Basson, MD, PhD, MBA, MSU Dept. of Surgery/Assistant Dean for Faculty in Development in Research, and Chet Morrison, MD, Director of Surgical Critical Care for Sparrow Hospital/Director of MSU Department of Surgery Critical Care Fellowship.
Summary

We believe that the partnership of MSU and Sparrow to conduct innovative research should enable us to find approaches that will make a difference in the delivery of patient centered care.