



PRACTICALLY *Speaking*

The Donaghue Foundation Newsletter. Focused on research and knowledge uptake initiatives

Donaghue Announces New Grant Program

A new grant program, the **Donaghue Program for Research Leadership**, is being established this year that will support transdisciplinary teams to conduct research on important health issues while exploring the best ways to move knowledge into practice.

Each team will be led by a senior investigator from a Connecticut research institution, and team members may be from academic or non-academic institutions in or outside of Connecticut. The goal of the program, which is expected to award two grants yearly through 2012, is to fund rigorous health research while creating opportunities for the team members to learn and demonstrate new approaches to translate knowledge from research into practice.

Each award will be \$200,000 a year, plus a 10% indirect cost rate and a cost of living increase, for four years. The Donaghue Program for Research Leadership requires three components in each proposal – research, knowledge uptake, and team-building. While it is expected that the majority of project budgets will be for research, the application procedures require a plan for knowledge uptake and for team building activities.

“The Donaghue Investigator program ended last year and this program replaces it in some ways,” says Lynne Garner, Trustee and Executive Director. “But the structure and characteristics of this new program are significantly different and more focused on Donaghue’s interest in knowledge uptake. We think this new program provides Donaghue the opportunity to fund research programs with some new and important features, and we look forward to seeing what investigators may apply to do.”

Knowing that the Donaghue Investigator program would be ending in 2007, Foundation staff discussed potential design ideas for this new program with many current and past Donaghue grantees, Foundation policy and science advisers, and other private research funders. Feedback from these conversations was remarkably consistent and focused on the need to support teams of researchers and provide funding to them in a way that allowed for maximum flexibility.

The Donaghue Program for Research Leadership has a three-step application process. The first step is a letter of intent, which is expected to assist prospective applicants to know if their ideas are “on target” without investing a significant amount of time in a lengthy



application process. The second step is an invited application. Applications will be reviewed by a specially selected committee that is comprised of scientists with specific knowledge in the topics and research being proposed and with expertise in knowledge uptake. The third step is an interview of finalists by the Trustees, advisers and staff.

For the first year of the program, letters of intent are due to the Foundation by May 5 and applications are due on July 14. Finalists will be interviewed in November, and the grant term will begin January 1, 2009.

A full program description and application materials are available on the Foundation’s website. Questions about the program can be emailed to the Foundation at leadership@donaghue.org.

Letter from the Trustees

The past few months at the Foundation office have been dominated by developing the materials for the Donaghue Program for Research Leadership, our new grant program. This new program will also be front-and-center during the upcoming months, too, as Foundation staff distribute the program materials to research institutions in Connecticut, answer questions that prospective applicants may have, and recruit a new review committee.

Here's a little more information on each of these activities:

- The program announcement has been emailed to each person in the Foundation's database who has given us their email address. (By the way, more of our communication will be done via email, so if you would like to have your email address added to our list, please contact the Foundation office at wendy@donaghue.org. Of course, you may also contact the office to ask to have your email address removed from that list, too.) In addition, details of the program goals and requirements and the application instructions are now available on our website.
- The Foundation has an email address that has been specifically designated to receive questions about this new program (leadership@donaghue.org). Because the program includes elements that have not been used in any of our grant programs before, we expect there may be questions about it that haven't been anticipated in the program description or application instructions. Questions received by the Foundation staff about this new program will be answered directly to the inquirer and, with approval, posted on our website, too.
- For the first time, Donaghue will have a review committee whose members are all from institutions outside of Connecticut. We are doing this because the program is focused on senior investigators in Connecticut, the very people who so ably assist as scientific advisers. In addition to research scientists, this review committee will also have experts in the content area of the applications who may not be researchers themselves. Donaghue used this approach of merging "methods experts" and "content experts" in the review process for our patient safety research program last summer, and we feel it was tremendously successful. In the case of that program, the "content experts" were individuals from think tanks, the business world, and from advocacy organizations whose work is focused on implementing the kinds of patient safety activities our applicants are wanting to research. We found their real-life expertise invaluable.



Sheilah Rostow, Bank of America, Trustee and
Lynne Garner, PhD, Trustee and Executive Director

The deadline for submitting the letter of intent is May 5, and we look forward to seeing exciting, creative responses to this new grant program!

In addition to launching the Donaghue Program for Research Leadership, Donaghue is busy with its other grant programs, preparing for what we expect to be a fabulous annual meeting on April 23, and starting a new lecture series in the fall of this year. Though each of these endeavors is quite different in their scope and the audience that we hope they will reach, they are all tied to Donaghue's interest in knowledge uptake, which is part of our mission of funding research of practical benefit.

We hope you will keep in touch with these and other Donaghue initiatives described in this issue of *Practically Speaking* and on our website.

Sheilah Rostow
Bank of America, Trustee

Lynne Garner, PhD
Trustee and
Executive Director

Ask the Trustees



In last month's newsletter it was announced that Lynne Garner is now both the Co-Trustee and the Executive Director. How can this be?

There are several ways to answer this question. First, Ethel Donaghue's will, which dictates the governance and structure of the Foundation, gives the Trustees full authority to hire full or part-time staff. Therefore, it is the Trustees' responsibility to determine the best complement of employees to fulfill the mission and goals of the Foundation. At this time, we believe the current arrangement will allow for significant continuity in the day-to-day operations of the office while not posing such a burden that might impede Lynne's duties as Trustee. Furthermore, having Bank of America as co-Trustee, which is a partner in all decision-making, as well as being required to submit a full accounting of all the Foundation's expenditures each year to the Probate Court insulates the Foundation from conflicts of interest that may arise from the governance and administrative roles being vested in one person.

In addition, there is precedent for this kind of arrangement during the 15-year history of Donaghue. In the first years of Donaghue, the Medical Foundation, a consulting firm, was hired to conduct the operations of the early grant programs. During that period, Ray Andrews served both as Trustee and provided management oversight to that contract. The contract ended in 1996 and the first staff person, a director of operations, was hired. Again, Ray combined active oversight of that position with his role as trustee. Later, the

director of operations position became an executive director, and with that change Ray's role began to focus more exclusively on the governance duties of the Trustee.

As *Practically Speaking* readers will note, the Foundation has added a new employee to assist with grant administration. Stacy Cloud has begun to take on many of the day-to-day functions of soliciting and managing the review process of the applications, and in the coming months she will focus more on monitoring grants and evaluating our programs. With this new role, combined with Nancy Yedlin's leadership on knowledge uptake and other program planning functions and Wendy Vachon's expert administrative skills, we are fortunate to have significant talent and resources to do the Foundation's work.

From the perspectives of authority, precedence, and the current staff complement, we're confident that what might seem an unusual combination of roles will quite ably serve the interests of Donaghue.

Donaghue Dictionary: Trans-

For the first time, the Donaghue Dictionary focuses on a prefix. Why? To focus on the importance of that prefix in our current and future planning. For several years now, Donaghue has favored crossing lines of discipline and expertise, bridging gaps and bringing to bear different perspectives and boundary-spanning skills. We've spoken of "multidisciplinary" and "inter-institutional" as we sought ways to build research teams; these terms suggest plural groups with some collaborative connection. Now we're putting aside the old prefixes and transforming our approach to translational research. We're emphasizing the integrative blending of groups and the emergence of teams welded together into a single unit that transcends boundaries that otherwise separate.

Donaghue thinks not of research *allies* but of *alloys* — researchers not just communicating across but crossing over the divide to truly weld a bond, as metals do when they combine to form an alloy. Thus our new Research Leadership program features a deliberate focus on transdisciplinary work.



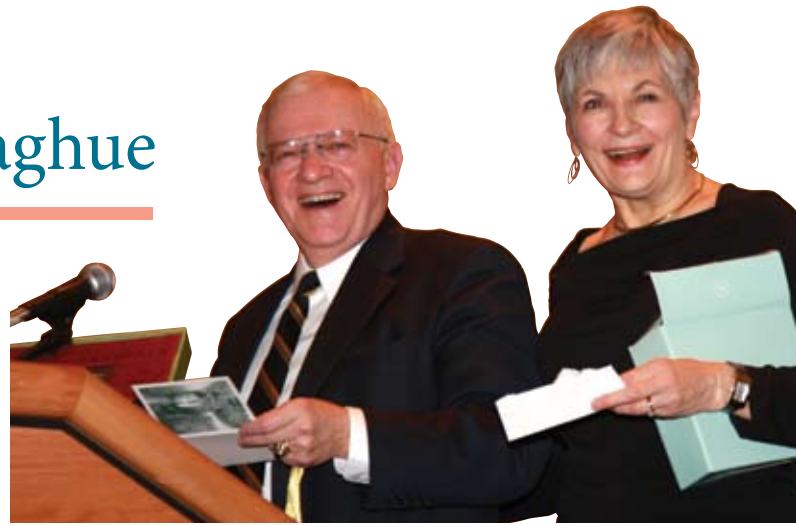
Ray Andrews Honored by Donaghue

The Foundation honored Ray Andrews for his 14 years of service as its first Individual Trustee at a dinner on January 18 at the Marriott in Hartford.

Guests included people Ray has worked with over the years at Donaghue and in a number of other organizations including the Hospital for Special Care, where he has served on its governance boards, the Connecticut Health Foundation, and the Advisory Committee to the Ethel F. Donaghue Trust for Elizabeth Park. Attendees also included former Robinson & Cole law partners and friends who traveled significant distances to wish Ray well in his retirement, including former classmates from Ray's West Point class of 1960.

Lynne Garner announced that the Foundation has established an annual lecture to recognize Ray's contribution to the Foundation and to highlight the importance of the patient's perspective in health research and health care (see top of next page).

After dinner several speakers provided remarks about their work with Ray and highlighted his contributions to med-



Ray Andrews with his wife, Barbara.

ical research and health care in Connecticut. The Honorable Alvin Thompson, a former law partner with Ray at Robinson & Cole and the chair of the Foundation's Policy Advisory Committee, spoke about the characteristics that made Ray the "integrative generalist" that he is. Jim Conway, Senior Vice President of the Institute for Healthcare Improvement, told of the first time he encountered Ray, who, through an open letter to hospital trustees, offered support to the Dana Farber Institute at a difficult time. Harlan Krumholz, MD, Donaghue adviser and former grant recipient, spoke for the approximately 130 Donaghue grant recipients who have benefited from the Foundation under Ray's leadership. Pat Baker, President & CEO of the Connecticut Health Foundation, spoke about the many charitable organizations and activities that he has been involved with over the past decades.

Sheilah Rostow presented Ray with a model of a tugboat (the S. S. Donaghue), one of Ray's favorite metaphors to illustrate the importance of Donaghue's hardworking, utilitarian efforts to move larger, sometimes more unwieldy "ships."

Ray, of course, had his turn to speak and acknowledged the many people who have been a part of his association with Donaghue over the years, starting with his wife, Barbara, other family members, and many other individuals who were in attendance.



The Honorable Alvin Thompson, Jim Conway, Ray Andrews, Pat Baker and Harlan Krumholz, MD.

Donaghue Investigator Reunion

In January Donaghue hosted its annual Donaghue Investigator reunion at its West Hartford office. Each year the Foundation invites all recipients of its Donaghue Investigator grant program for an opportunity to meet, discuss areas of Foundation work that are of interest to the grantees, share their successes, network and socialize. The entire span of the ten-year program was represented by awardees, including David Rimm, who was awarded his Donaghue Investigator grant in 1998, the first year of the program, and the three newly awarded 2007 Investigators, Jennifer Ruger, Bill Zempsky, and Alex Neumeister. In all 16 Investigators and three members of the Donaghue Investigator review committee attended, along with Foundation staff, Trustees, and former Trustee Ray Andrews.



Lisa Dierker, PhD and Stacy Cloud.



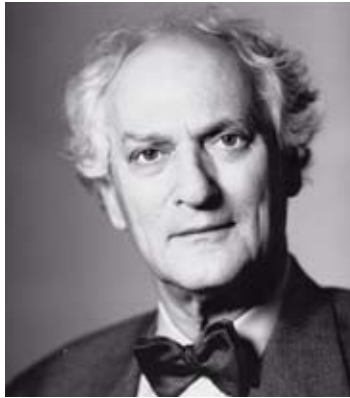
Tv Rajan, MD, PhD, Sheilah Rostow and Kevin Claffey, PhD.



Carlos Grilo, PhD, Lynne Garner and Hal Blumenfeld, MD, PhD

1st Annual Andrews Lecture on the Patient's Voice

To honor Ray Andrews' stewardship of Donaghue during the past fourteen years, the Trustees have established an annual lecture series in his name that will focus on "the voice of the patient." This lecture series will give expression to the patient's experience from a variety of perspectives, such as an individual's perception of illness, a person's view of him or herself as a "patient," or the patient's interaction with family and health care practitioners, the health care system and broader society.



Eric Cassell, MD

Eric Cassell, MD, will present the inaugural lecture on Wednesday, September 17, 2008 at 4:00 PM at the Anlyan Center on the medical school campus of Yale University. Dr. Cassell will discuss "Treating the patient or healing the person: What should be the goal of medicine?"

Dr. Cassell retired from his practice in internal medicine in 1998 and continues to be active in writing, lecturing, and consulting. He is currently professor emeritus at the Weill Medical College of Cornell and an adjunct professor of medicine at McGill University, where he is working with others to redesign their medical school curriculum to one called the Healing Curriculum, that is oriented toward and centered on

the patient rather than on disease.

He writes in his website that in 1971 a "generous fate placed me" on the Task Force on the Dying at The Hastings Center "that literally changed my life." From that time on he focused his career on issues related to the moral problems in medicine, the care of the dying patient, and the nature of suffering. He has written many books, including *The Nature of Suffering and the Goals of Medicine*, *Changing Values in Medicine*, and *Talking with Patients: The Theory of Doctor-Patient Communication*.

Dr. Cassell was also a consultant to the Foundation's grant on "Health Care Relationships" at the Yale School of Nursing.

In commenting on the new lecture series, former Trustee Andrews said, "A focus on the patient's perspective is a wonderful idea, and I'm thrilled that the first lecturer will be Dr. Eric Cassell, from whose insightful writings I derived inspiration for my Donaghue work."

The lecture will be open to the public, and additional information about the lecture will be available on the Foundation's website.

Made To Stick

Donaghue joined with the Connecticut Council for Philanthropy to present a workshop on communicating ideas in a way that will get people to understand and remember your organization's ideas. More than 110 people attended the Made to Stick lecture and workshop that was generously sponsored by the Bank of America, on November 13 at the Hartford Club. Based on the principles of the best-selling book that he co-authored with his brother, *Made to Stick*, Chip Heath, Professor at Stanford University's Graduate School of Business, explored why some ideas — from urban legends to public education campaigns — 'stick' with the public, while others are hardly noticed. He also provided practical ways that any organization can better communicate and connect with the public. All participants received a copy of *Made to Stick*.

The workshop was focused on Connecticut philanthropies and the non-profit organizations they fund.

"The idea for doing this workshop came from our first 'Beyond Eureka!' conference that focused on social marketing," said Nancy Yedlin, Donaghue Director of Program Communications and Management. "(Connecticut Council for Philanthropy President) Nancy Roberts attended and was excited about bringing these ideas more broadly to the funders and the non-profit community. As a result, our two organizations worked together to design this program that



Chip Heath describes SUCCES.

provided Connecticut non-profit organizations and funders a unique opportunity to get advice from a national expert."

"We received great feedback from the attendees," said Nancy Roberts, "and we look forward to other opportunities to build on the success of the Made to Stick program."

For more information about Chip and Dan Heath's ideas on communication, see www.madetostick.com. For more information about the Connecticut Council for Philanthropy, go to www.ctphilanthropy.org.

Foundation Welcomes Stacy Cloud

At the start of this year Donaghue welcomed Stacy Cloud as its Grants Administrator, a new position at the Foundation office. She has the responsibility for administering the Foundation's grant program in all phases – soliciting and reviewing applications, communicating award decisions, and monitoring grants. Adding this new position will also enable Donaghue to do more evaluation of its grant program. Stacy works externally with applicants and grantees and internally with staff, trustees, and scientific reviewers to ensure quality of all aspects of grants processing and management.

Prior to joining the Donaghue Foundation, Stacy Cloud was the Director of Member Services for the Connecticut Council for Philanthropy. At the Council, she oversaw the design, implementation, and evaluation of over 30 programs a year connecting grantmakers to best practices and increasing their understanding of the communities in which they invest, as well as providing networking and sharing opportunities for funders across the state. She also man-



Stacy Cloud

aged the membership development at the Council, as well as the retention efforts for the approximately 100 Council members. One of her accomplishments while at the Council was her role as staff to the statewide task force that established the Guiding Principles and Best Practices for Connecticut Funders which launched in 2006. Prior to the Council, Stacy worked in the for-profit sector as a Regional Director of Affiliate Relations for E! Entertainment Television.

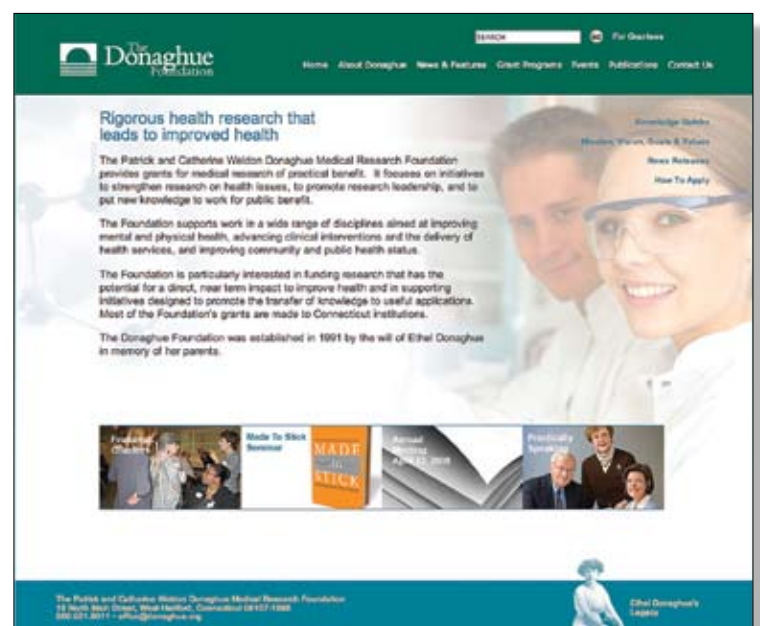
“What a gift to be a part of the Donaghue Foundation,” says Stacy. “I have the opportunity to work with great people and to be part of a philanthropic organization whose mission is to fund medical research for practical benefit. On a personal level, moving research into practice, especially in the area of chronic illness, is of great interest to me. So for me, this opportunity is of both professional and personal benefit.”

She and her husband Christopher live in Hartford with their twin sons, Prescott and Sanford.

New Foundation Website

As discussed in the previous issue of *Practically Speaking*, Donaghue has a new look to its website. This change is part of Donaghue's recent effort to focus more attention on how it communicates to its wider community. “One important aspect of our knowledge uptake function is to better connect with individuals and organizations that have the potential to improve health,” says Nancy Yedlin, Foundation Director of Program Communications & Management. “Since the web has become one of the principle communication tools for getting the word out for any organization, we've designed our new website to be more effective in that arena.”

The style of graphics and colors coordinate with this newsletter, and more information will be available about Foundation events, including its annual meeting and the recently established annual Andrews Lecture on the Voice of the Patient. There will also be more information about Donaghue grants and grantees. As before, past editions of the newsletter and annual reports are available on the site, and the site now has a gallery of all the Donaghue Dictionary cartoons.



In the next few months new features will be available on this site, such as a searchable inventory of past Donaghue grants, video clips, and a reviewers-only section that we hope will grow to support online posting of reviewers' critique prior to review meetings.

We welcome readers to take a look at us at www.donaghue.org.

Beyond Eureka! Annual Meeting on April 23rd

The Foundation's 2008 annual meeting and conference is set for Wednesday, April 23 and will be held once again at the Harford Hilton from 8:30 am to 3:00 pm. Donaghue will be expanding on its previous two *Beyond Eureka!* conferences with this year's program titled *Beyond Eureka! Turning what we know into what we do. Reflections, success stories and cautionary tales.*



Atul Gawande, MD

Atul Gawande, MD will be our keynote speaker. Some of you may remember that Dr. Gawande, a practicing surgeon and author, spoke at the 2003 Donaghue annual meeting. Since then, Dr. Gawande has published his second book, *Better: A Surgeon's Notes on Performance*, and was named a 2006 MacArthur Fellow.

A panel of selected case studies illustrating research being put to work will follow Dr. Gawande's presentation. Harlan Krumholz, MD will describe the D2B Alliance, a nationwide hospital performance initiative to improve outcomes for heart patients. D2B grew out of research conducted by Dr. Krumholz and Elizabeth Bradley, PhD, both at Yale School of Medicine and both Donaghue advisers and grantees. Also on the panel will be Elizabeth Pivonka, PhD, RD, president of the Produce for Better Health Foundation, who will speak to the long-standing private-public partnership, which began as the "5 a day for better health" campaign, between her foundation, the US government, health organizations and the food industry



Harlan Krumholz, MD



Elizabeth Pivonka, PhD



Veronica Nieva, PhD

to improve the American diet. The third panelist, Veronica Nieva, PhD, Project Director and Editor in Chief of the AHRQ Health Care Innovations Exchange, will discuss the agency's efforts to accelerate the development and adoption of innovations in health care delivery.

Using examples from public health, wellness, and hospital-based care, each speaker will share their experiences undertaking evidence-based approaches to improve health and health care quality. Elements and strategies that make approaches more or less successful, lessons learned and ideas for improving the uptake of knowledge into use will be highlighted. Those interested in how health is affected by consumer behavior, clinical practice, health systems and public policy changes should find these reflections, success stories and cautionary tales provocative and instructive.

More information and a link to the registration page are available on the Foundation's website www.donaghue.org.

Yale School of Management Healthcare Conference

In keeping with Donaghue's commitment to collaborate with other sectors of the health care world as a way to bring about health improvement, the Foundation is once again a sponsor of the Yale School of Management's annual health care conference being held at the Omni Hotel in New Haven on Friday, April 11. This year's program **"Whose Healthcare is it anyway? Understanding the Patient as Consumer"**

will bring together industry professionals, public and non-profit leaders, as well as students, faculty and alumni from all areas at Yale University. The conference will explore the idea of the patient as the central stakeholder in healthcare and will frame a variety of issues around how the health-

care industry identifies and meets the needs of consumers -patients.

"As a member of this year's advisory board to the conference, I'm impressed with the breadth of the topics which will feature trends such as the emergence of medical tourism and retail clinics as well as innovative approaches to enhancing patient and consumer empowerment,"

notes Nancy Yedlin, Donaghue's Director of Program Communications and Management.

To learn more about the conference and to register go to www.yalehealthcare.com.



AHRQ Innovations Website

The Agency for Healthcare Research and Quality has started a new website focused on evidenced-based innovations in health care. The site, www.innovations.ahrq.gov, is intended for the health care professional and is focused on sharing and adopting innovations that improve quality. The purpose of the Health Care Innovations Exchange is



to speed the diffusion of useful health care innovations. Significant resources go into developing and testing new strategies to improve health care, but far less attention is given to understanding the best methods to get these improvements more widespread. The site has a

webcast that explains AHRQ's plans for the exchange and information on how organizations can submit their innovation to be considered as an Innovations Exchange profile.

The Innovations Exchange's project director and editor in chief, Veronica Nieva, PhD, will be one of the three panelists at Donaghue's annual meeting on April 23, and she will be speaking about her experience with launching the Exchange.

Clinical and Community Health Issues Award Winners

For last November's fall cycle of Donaghue's Clinical and Community Health Issues program, 18 applications were reviewed and the following grants were awarded.

Sheila Alessi, PhD
University of Connecticut Health Center
Contingency Management and Pharmacotherapy for Smoking Cessation

Larry Davidson, PhD
Yale University School of Medicine
Restoring Hope & Health to Adults with Serious Mental Illness

Naomi Driesen, PhD
Yale University School of Medicine
Prefrontal Development in Youths at Risk for Schizophrenia

Twice a year the Clinical and Community Health Issues program awards grants for clinical, behavioral and other health-related research projects that address the major medical conditions and social problems influencing the health of individuals, groups and communities. A letter of intent is required prior to submitting an invited application. Further information about this program is available on Donaghue's website.

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