



Request for Proposals

Physician Leadership Grants

1. Program Overview / Background

The Physicians Foundation is committed to helping bring the voice of physicians to national-level conversations and debate on the issues that affect practicing physicians and their patients. The Foundation supports projects that provide physicians with the tools, skills and learning opportunities to engage effectively in conversations around the future of healthcare by becoming leaders in their profession and representing the needs of their patients and other healthcare providers. In 2009 the Foundation established the Physicians Foundation Leadership Academy at the Kellogg School of Management of Northwestern University. The Academy provides a three-day intensive certificate program for physicians currently in leadership roles within their state medical society organizations.

Through a new grantmaking program, outlined in this request for proposals, the Foundation will support new approaches and models to provide for the ongoing professional development of physicians as leaders in the healthcare arena. Specifically, the Foundation will fund innovative programs for physician leadership development and skills-building activities, which may include the development, evaluation, and implementation of new programs, curriculum and content, and program resources. The Foundation will also consider funding projects that help organizations develop the internal capacity to do this work on an ongoing basis. This grant program will not fund existing continuing medical education offerings or other clinical education. Competitive projects will focus on the development and testing of new models for leadership and skills-building and may include steps to replicate the tested program in other geographic areas.

2. Eligibility Criteria

Applicant organizations must be:

- a. Tax exempt under section 501(c)(3) of the Internal Revenue Code or educational institutions
- b. Not a private foundation as defined in IRC section 509 (a)
- c. Located in the United States

3. Selection Criteria

Selection will be based on the following:

- a. Alignment with priorities discussed in this RFP
- b. Demonstrated knowledge and experience in the field of leadership development
- c. Demonstrated expertise on leadership development issues, needs, challenges and best practices
- d. Demonstrated knowledge and experience working directly with physicians

- e. Presentation of a detailed plan and timeline for accomplishing the project objectives, with realistic expectations, clearly defined outcomes and assigned resources
- f. Presentation of a plan for evaluation that defines desired short- and long-term outcomes and steps to collect data for measurement of progress towards those outcomes
- g. A well-justified budget derived from clear and compelling understanding of resources needed to carry out the project successfully
- h. Demonstration of replicability at a reasonable cost in terms of dollars and efficient use of human resources

4. Grant Size

Grant size will range from \$35,000 to \$75,000, depending on the size and scope of the project. No more than 15% of grant funds may be allocated to general administrative purposes or indirect project expenses. Grants are available for projects up to two years in length. A limited number of grants will be made.

5. Evaluation & Monitoring

Projects should have a plan for evaluation that defines desired short- and long-term outcomes and steps to collect data for measurement of progress towards those outcomes. In addition, projects should incorporate processes for feedback and assessment of ongoing work that will allow for mid-course corrections if necessary. Grantees are expected to meet requirements for the submission of narrative and financial reports, as well as periodic information needed for overall project performance monitoring and management. Project directors may be asked to participate in telephone or in-person meetings and give progress reports on their work.

6. Use of Grant Funds

Grant funds may be used for the following expenses: project staff salaries and benefits, consultant fees, data collection and analysis, meetings, supplies, project-related travel and other direct project expenses. According to the Foundation's policy, grant funds may not be used for any of the following:

- Unrestricted general operating expenses
- Ongoing programs, or existing staff, unless their time is being redirected to a new project
- Payment for services of a fiscal agent
- Endowment funds
- Religious purposes
- Fundraising activities or events (e.g. annual fund drives, phone solicitations, benefit tickets)
- Capital expenditures by the grantee (e.g. repairs, equipment, etc)
- Lobbying or political activities
- Activities related to litigation, arbitration or other dispute resolution
- Medical education at the undergraduate or residency training levels
- Research that is not practice-based
- Medical research or animal research
- Research and/or development of drugs or medical devices
- Any activity inconsistent with the Foundation's status as a 501(c)(3) charitable organization

7. How to Apply

To apply for a grant, download the application form and proposal instructions from the Foundation's website. Proposals must be complete and submitted with all required attachments in order to be considered for funding in this grant cycle. Please follow the proposal instructions closely and contact the Foundation's office if you have questions.

8. Program Contacts

Questions about this RFP or the Foundation in general should be addressed to Tracy Little, Program Officer, tlittle@gmafoundations.com or 617-391-3093.

9. Timetable

RFP Release Date: May 14, 2010
Proposals Due: June 9, 2010
Funding Decisions: August 20, 2010
Project Start Date: September 1, 2010

10. About The Physicians Foundation

The Physicians Foundation is a nonprofit 501(c)(3) organization that seeks to advance the work of practicing physicians and to improve the quality of healthcare for all Americans. The Foundation is unique in its commitment to working with physicians nationwide to create a more efficient and equitable healthcare system. It pursues its mission through a variety of activities including grantmaking, research and policy studies. Since 2005, The Foundation has awarded numerous multi-year grants. Additional information about The Physicians Foundation is available online at www.physiciansfoundation.org