



# Dissemination and Implementation Action Plan

## REQUEST FOR PROPOSAL

RFP # PCO-DIAP2013

**UPDATED September 30, 2013**

Please note changes (in green) to key dates below.

KEY DATES	
RFP Released	August 30, 2013
Deadline for RFP Questions	September 16, 2013
Deadline for Proposals	November 22, 2013
Semifinalists Notified	December 16, 2013
Semifinalists Interviews in Washington, DC	January 13 or 14, 2014
Projected Award Date	February 3, 2014
Projected Start Date	February 10, 2014



## About PCORI

PCORI was authorized by the Patient Protection and Affordable Care Act of 2010 as a nonprofit, nongovernmental organization and is charged with helping patients, clinicians, purchasers, and policy makers make better informed health decisions by “advancing the quality and relevance of evidence about how to prevent, diagnose, treat, monitor, and manage diseases, disorders, and other health conditions.” It does this by producing and promoting high-integrity, evidence-based information that comes from research guided by patients, caregivers, and the broader healthcare community.

PCORI’s strong patient-centered orientation directs attention to individual and system differences that may influence research strategies and outcomes. PCORI is charged with producing useful, relevant clinical evidence through the support of new research and the analysis and synthesis of existing research.

PCORI is committed to transparency and a rigorous stakeholder-driven process that emphasizes patient engagement. PCORI uses a variety of forums and public comment periods to obtain public input to enhance its work.

**Patient-Centered Outcomes Research Institute**  
**1828 L St., NW, Suite 900**  
**Washington, DC 20036**  
**Phone: (202) 827-7700**  
**Fax: (202) 355-9558**  
**Email: [rfp@pcori.org](mailto:rfp@pcori.org)**

**Follow us on Twitter: @PCORI**

## Changes to the RFP

**UPDATED RFP:** Please note that sections of the RFP have been updated in response to the questions submitted. The answers to the questions are provided [online](#)<sup>1</sup>, and below is a list of changes to the RFP. To facilitate your review, we have colored all changes w the RFP in green.

- **Page 3:** Task 1 has been updated to include a definition and pros/cons of emphasizing dissemination over implementation. A note has been added to explain the change.
- **Page 3:** Task 2 has been updated to include a framework and a note added to explain the change.
- **Page 12:** The deliverable table has been adjusted to reflect changes to the timeline and period of performance and to correct an error in the original sequence of deliverables.
- **Workshop:** The workshop to present the Dissemination and Implementation Action Plan has been moved from February 2014 to September 2014. If needed, the period of performance will be extended to December 2014.

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<sup>1</sup> Available at <http://pcori.org/funding-opportunities/other-contract-research/>.



## Opportunity Snapshot

PCORI is seeking a contractor to develop an action plan for the dissemination and implementation (D&I) of comparative effectiveness research (CER) findings, as well as the process for evaluating those efforts.

### Background

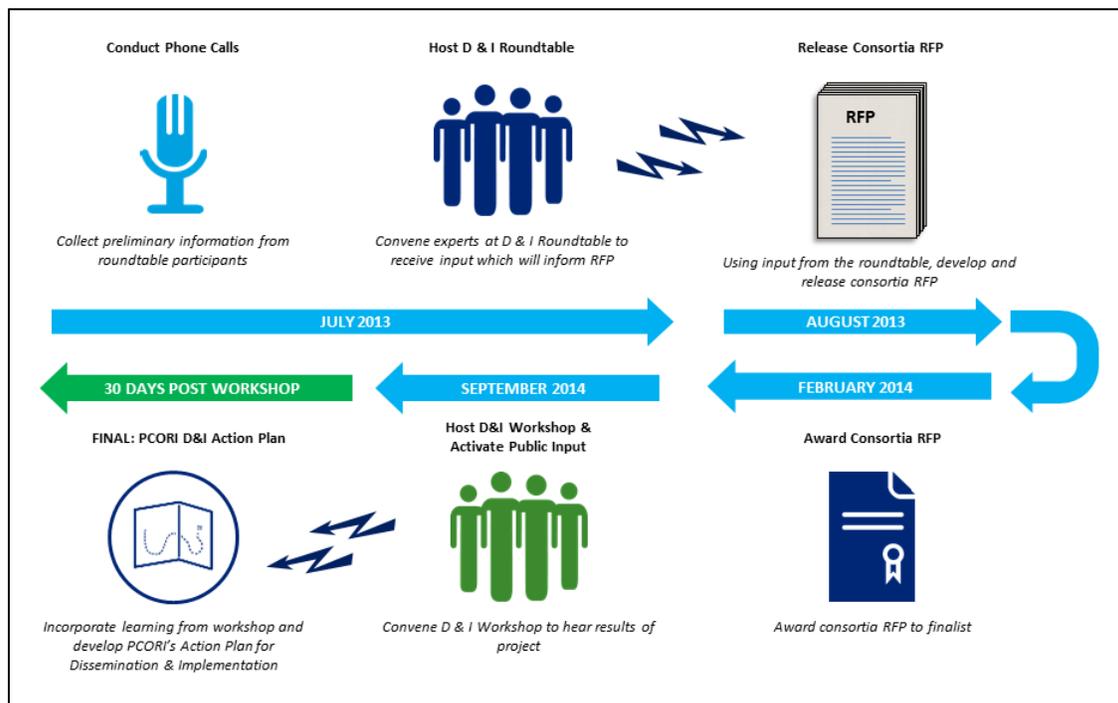
The Patient-Centered Outcomes Research Institute (PCORI) was established to conduct research to provide the best available evidence to help patients, those who care for them, payers, policy makers, and others make better informed decisions. PCORI's research is intended to give patients and their caregivers a better understanding of the prevention, diagnosis, treatment, and care options available and the science that supports those options. It is important that PCORI successfully disseminate research findings and evidence to ensure that patients, caregivers, and key stakeholders receive timely and relevant information to facilitate decision making.

The Patient Protection and Affordable Care Act, PCORI's establishing legislation, states in section (a)(2)(c), "The purpose of the Institute is to assist patients, clinicians, purchasers, and policy-makers in making informed health decisions by advancing the quality and relevance of evidence...**and the dissemination of research findings** [emphasis added] with respect to the relative health outcomes, clinical effectiveness, and appropriateness of the medical treatments, services, and items described in subsection (a)(2)(B)." However, a significant gap exists between research findings and their adoption into clinical practice. It can take upwards of 17 years for research findings to be used in practice. PCORI is interested in closing that gap by effectively disseminating its research findings to affect health outcomes, clinical effectiveness, and medical treatments and services. In accordance with the establishing legislation and because of its interest in speeding the implementation of CER, PCORI is seeking to develop a comprehensive action plan for its D&I activities.

PCORI began the process for developing its D&I Action Plan by convening multiple stakeholders at a roundtable and webinar event in July 2013 (see Figure 1). Roundtable panelists represented various stakeholder groups (e.g., patient advocacy groups, providers, clinicians, caregivers, payers, purchasers, medical education groups, professional and specialty societies, journalists, the media, and research and policy groups) that provided their advice on what PCORI's D&I Action Plan should encompass. Participants shared their experiences, success stories, and insights into the barriers,

facilitators, frameworks, and strategies for dissemination, implementation, and evaluation. The roundtable was open to the public through a live webinar with more than 300 participants. Input was garnered through the online chat, a web portal, Twitter, and email. The roundtable discussion was used to inform the scope of work outlined in this request for proposal (RFP). Below is a summary of the roundtable and high-level comments from the participants.

**Figure 1: Process for Developing PCORI’s Blueprint for Dissemination and Implementation**



## Meeting Summary

Dr. Anne Beal, PCORI’s Deputy Executive Director and Chief Officer for Engagement, set the stage by sharing PCORI’s interest in developing a D&I Action Plan. Then Dr. Brian Mittman, Senior Advisor to the Center for Implementation Practice and Research Support at the Veterans Administration and member of PCORI’s Methodology Committee, presented an overview of D&I terminology, challenges, successes, and barriers. He also described five common themes found in over 60 different frameworks that PCORI should consider in creating its action plan. Dr. Mittman presented multiple frameworks in his presentation; the framework he titled “Conditions for Practice Change” was used to initiate the roundtable discussion.

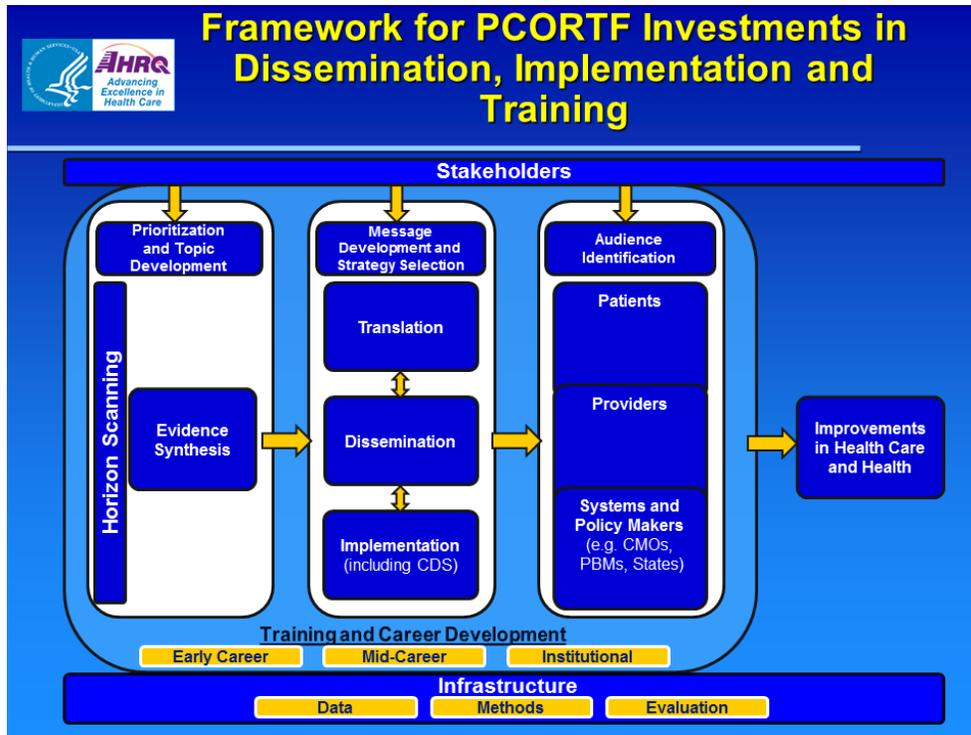
### **Framework: Conditions for Practice Change**

- Valid, relevant, accepted evidence
- Knowledge, skill
- Evidence of quality/implementation gaps
- Requisite logistics, resources
- External expectations, pressure
- Supportive professional norms
- Facilitation, technical assistance
- Implementation gap etiology, planning

Next, Jean Slutsky, Director for the Center for Outcomes and Evidence, Agency for Healthcare Research and Quality (AHRQ), outlined AHRQ's framework for the Patient-Centered Outcomes Research Trust Fund (PCORTF) investment in dissemination, implementation, and training (Figure 2), as well as AHRQ's current D&I activities, so that PCORI can align its efforts with AHRQ and other key stakeholders. She described projects focused on dissemination, implementation, and translation, as well as training and career development. AHRQ's focus on D&I research activities related to PCOR findings include activities to identify:

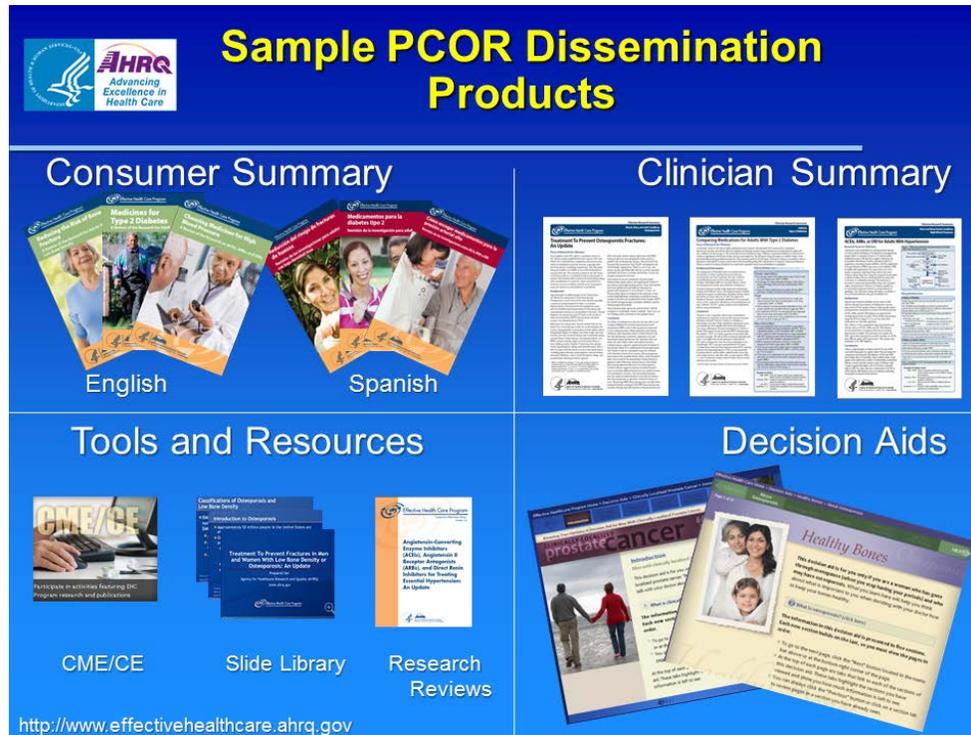
- Efficient and successful dissemination methods
- Successful methods of translation for intended audiences
- Methods for implementation of findings into practice

Figure 2: AHRQ's Framework for PCORTF Investment in Dissemination, Implementation, and Training



Additionally, Ms. Slutsky provided a sampling of the dissemination products AHRQ produces through its PCORTF investments, which include consumer summaries, clinician summaries, decision aids, and tools and resources (see Figure 3).

Figure 3: Sample of AHRQ's PCOR Dissemination Products



After the presentations, the roundtable panelists responded to the following questions:

- Given your personal experience in D&I, what are the lessons learned, barriers, and successful facilitators in D&I?
- What strategies can PCORI use to build on or complement AHRQ's current work in D&I?
- What key elements would you like to see in PCORI's blueprint to help your organization with implementing research findings?
- What is the best approach to develop a framework for implementing results of comparative effectiveness research?
- Which already existing frameworks would you recommend be reviewed for developing PCORI's blueprint for D&I?
- What would you include in the scope of work for the request for proposal (RFP), and what are the key abilities we should seek among applicants interested in developing a framework in response to the RFP?

Although panelists mentioned various frameworks throughout the event, they agreed that there is not a one-size-fits-all approach for D&I of research results. Instead, many

panelists emphasized the need for multiple D&I strategies, and an action plan that allows for local customization, strategic partnerships, effective communication, forward thinking, and tailored messages. Key themes are listed below. Details for each theme, the comprehensive meeting summary, presentation slides, a list of panelists, and a recorded webinar [are available online](#).<sup>2</sup>

### **Key Themes**

- There are no standardized frameworks and strategies for D&I
- Multiple implementation challenges exist
- Many challenges are associated with technical assistance
- D&I efforts must be current, including focus on timely evidence and research information
- Investment in decision support tools for patients/providers are needed
- Leverage effective communication methods and best practices for D&I
- Identify incentives to speed the adoption of D&I efforts
- Understand all population needs, including those of traditionally underserved populations
- Engage key partners and stakeholders
- Leverage non-healthcare best practices and existing D&I frameworks/models
- Create a D&I Action Plan with focus on the future and supporting technology
- PCORI's plan must include evaluation and opportunities for course correction
- Highlights of competencies for D&I contractors
- Identify needs in translation, readiness, and appropriate channels of communication
- PCORI should align its D&I efforts with those of key stakeholders to avoid duplication

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<sup>2</sup> Available at <http://pcori.org/events/dissemination-and-implementation-roundtable/?type=past>.

Dr. Beal closed the meeting by highlighting the following goals for the PCORI D&I Action Plan:

- Gain feedback from experts on what PCORI should and should not do
- Understand key implementation and research gaps
- Identify key partnerships
- Gain stakeholders' input on an action plan to incorporate PCORI's findings into practice

### **Future Workshop**

After the contractor is selected, the project period will begin, and will include a workshop in September 2014 where the PCORI D&I Action Plan will be made available for further public input. After the September workshop, the contractor will be responsible for incorporating the feedback into the final PCORI D&I Action Plan, which PCORI will use to disseminate and help implement research findings.

### **Role of the Contractor and Multistakeholder Consortia**

Given the diversity of stakeholder groups that would be targeted for PCORI's D&I efforts, it is clear that any single contractor is unlikely to have experience with the full range of target groups. Thus, the contractor for this project will provide both primary expertise in D&I and will be expected to convene a consortium of a diverse group of subcontractors to provide complete and comprehensive expertise for outreach to a broad range of target groups.

The contractor will work in collaboration with subcontractors to complete the requested tasks. The contractor will be responsible for coordinating and managing the work of its subcontractors to meet all requirements. PCORI recommends that the team of subcontractors include representation across the entire healthcare landscape, including: health systems, clinicians, journalists, the media, researchers, employer groups, public and private payers, and health technology organizations, including social media and app developers. However, the contractor may modify or enhance the makeup of the subcontractor team to include other representation important to the success of this scope of work. The purpose of the subcontractor team is to:

- Tap into the broad knowledge base and expansive networks of organizations experienced in local, regional, or national D&I
- Identify partners to collaborate with PCORI
- Explore and evaluate different frameworks for D&I
- Build upon the existing dissemination and communication frameworks

PCORI seeks organizations that have demonstrated experience in communications, dissemination, and evaluation in health and the healthcare community. The contractor should have ties to, and partner with, the various stakeholder groups involved in D&I of research results. They will perform operational report management and provide deliverables to PCORI. This reporting will help to ensure that PCORI monitors the development of the action plan.

In addition, the contractor must tie project activities, deliverables, and milestones to expenditures. In an organized fashion, the contractor must provide monthly invoices to PCORI that detail progress, results, and associated expenditures. This will facilitate timely recognition of expenditures by PCORI.

### **Funds Available, Budget, and Project Period**

Because of the unique nature of the project, Scope of Work, and subcontracting arrangement, PCORI is not establishing a funding target. Rather, PCORI is seeking innovative proposals that will provide best value to the organization. Since PCORI expects to award a cost-reimbursable contract, budgets should clearly delineate all proposed direct and indirect costs. All key personnel should be listed with rates and hour/level-of-effort commitments. Commitments from all proposed subcontractors should be included in the Appendices of the Technical Proposal (these will not count toward page limitations) along with budget details/cost estimates. All proposed travel must be pre-approved by PCORI and will be reimbursed, at cost, according PCORI travel regulations. Budgets should list expenses from the award date (approximately February 2014) through September 2014, with an option estimate for continued work through December 2014.

### **Organizational Eligibility**

Qualified applicants for the role of contractor include:

- Organizations with reach into the patient, consumer, and other key stakeholder groups (e.g., clinicians, plans, health systems, purchaser groups)
- Organizations with experience in communications, dissemination, and evaluation in health and the healthcare community across a diverse set of groups and whose experience is not limited to a specific disease type, a specific demographic group, or one type of stakeholder or researcher

Only U.S. organizations can apply, and all applicant organizations must be recognized by the Internal Revenue Service.



### **Period of Performance**

The expected period of performance is from date of award (approximately February 2014), includes the workshop in September 2014, and ends with delivery of the final D&I Action Plan based on the background work and incorporation of feedback from the September workshop. It is expected the final version of the plan will be delivered within 30 days after the September workshop. There will be an option for work to continue, if necessary, through December 2014. The cost proposal should support the full engagement through December 2014.

### **Place of Performance**

The contractor is required to provide its own facility for the services required. This function shall be staffed by the contractor personnel and located at its offices.

### **Hours of Service**

It is expected that the contractor will be available for project support, Monday through Friday, between 8:30 am and 5:30 pm (ET). PCORI has regular observance of federal holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

### **Type of Contract**

It is expected that the contract executed will be cost reimbursable with fully justified direct and indirect costs. All key personnel must be included along with actual salary rates and proposed hour/level-of-effort commitments. Also include resumes, curriculum vitae, and other support documentation for the rates requested for key personnel and subcontractors. Likewise, all indirect rates and fees must be fully disclosed and supported with either government-issued documents (Negotiated Indirect Cost Rate Agreements or Facilities and Administrative Rate Agreements) or independently audited financial statements. Contractors will be expected to submit monthly invoices that detail prime expenditures, subcontractor expenditures, and associated progress reports.

Please refer to the Cost Proposal section in Step 3 ([page 14](#)) for additional details. Specific terms and conditions will be provided to the winning contractor and follow PCORI's standard contracting format. All contractors are required to execute Non-Disclosure Agreements (NDAs) and Conflict of Interest (COI) forms before final contract execution.



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## Overview—PCORI Five-Step Process



### **Step 1. Review the Program Detail**

Review the Scope of Work for enumerated tasks.

### **Step 2. Consider the Requirements**

Consider the organization eligibility requirements and PCORI's specific requirements of the tasks to see if your organization, your interests, and your capabilities fit this request for proposal.

### **Step 3. Develop Your Solution**

Design your response to accomplish the Scope of Work for the tasks, satisfy the expected deliverables on time, and provide services that demonstrate ingenuity and collaboration. Be sure to include a cost proposal that is clear and concise, along with justification for all direct and indirect costs.

### **Step 4. Know the Review Criteria**

Understand PCORI's evaluation factors and how they are weighted.

### **Step 5. Submit Your Proposal**

Compile and submit your proposal to include Volume I: Technical Proposal and Volume II: Cost Proposal, in addition to other materials and supporting documentation. All proposals must be submitted no later than 5 pm (ET) on November 22, 2013.

# 1

## Step 1: Review the Program Detail

### Scope of Work

The contractor is expected to develop its own approach, methodologies, processes, policies, and systems for performing the required Scope of Work. PCORI expects to assess innovative D&I solutions that can be evaluated and tested.

The main objectives of the PCORI D&I Action Plan are as follows:

- Conduct a landscape review to identify key players and related healthcare initiatives that engage in D&I of research findings and health information. **Include AHRQ, as well as other organizations focused on dissemination and implementation of PCOR and CER.**
- **Provide definition and examples of operationalization of dissemination, and of implementation of research results.**
- **Develop and use a framework or methodology to ground the D&I Action Plan.**
- Develop a draft action plan for how PCORI will disseminate its research findings for implementation into practice.
- Collaborate with multiple stakeholders to ensure the draft PCORI action plan is in alignment with, and includes full representation across, the healthcare landscape.
- Develop processes for evaluating and measuring the impact of PCORI's D&I efforts.
- Solicit input and feedback from stakeholder groups throughout the entire Scope of Work period to ensure that the proposed recommendations for the draft action plan are introduced to and vetted by key stakeholders.
- Ensure that the draft action plan includes a focus on coordination and alignment with other groups, including AHRQ, to avoid duplication of D&I efforts
- Build on and leverage PCORI's current research activities and infrastructure projects.
- Identify gaps for further research in dissemination, implementation, and respective evaluation methods and tools.

- Identify key partnerships for PCORI's D&I efforts.
- Create an action plan that provides a variety of practical tools or templates, such as step-by-step instructions and check lists.

The Scope of Work in the proposal should address the following tasks:

- Task 1: Conduct landscape review and gap analysis, develop case studies of promising practices for D&I, and provide definition and pros and cons of emphasizing dissemination over implementation.
- Task 2: Create draft PCORI D&I Action Plan that is grounded on a framework (see note below).
- Task 3: Solicit stakeholder feedback on the draft  
• PCORI D&I Action Plan.
- Task 4: Revise PCORI D&I Action Plan (see note below).
- Task 5: Help plan and coordinate September D&I Workshop.
- Task 6: Present PCORI D&I Action Plan (see note below) at the September D&I Workshop.
- Task 7: Deliver final PCORI D&I Action Plan (see note below), incorporating feedback from September D&I Workshop.
- Task 8: Deliver recommendations for evaluating and measuring the impact of PCORI's D&I efforts.
- Task 9: Contingent—Conduct D&I test and evaluation using PCORI's pilot programs (expected release of findings in December 2013).

NOTE: The contractor must use a framework or methodology to ground the D&I Action Plan. The framework will provide a structure for understanding and executing PCORI's D&I Action Plan. The contractor may use existing frameworks for D&I activities, such as the framework presented by Dr. Brian Mittman at the D&I roundtable on July 29, 2013. Or the contractor may create its own framework and methodology. The framework will be developed in conjunction with the D&I Action Plan itself. Accordingly, the contractor should plan for a draft of the framework to be delivered in Task 2, with a draft D&I Action Plan and a final to be presented at the September D&I Workshop with the final PCORI D&I Action Plan.

## **Task 1: Conduct Landscape Review, Conduct Gap Analysis, Develop Case Studies of Promising Practices for Dissemination and Implementation, and Provide Definition and Pros and Cons of Emphasizing Dissemination over Implementation<sup>3</sup>**

The contractor shall work with PCORI to develop a proposed plan for Task 1 that will provide an overview of the key players and priority patient populations, identify D&I best practices, describe how patients and consumers receive and use information, and identify gaps in D&I research and evaluation as well as unique gaps that PCORI could address. In Task 1, the contractor and the subcontractor team will conduct a landscape review, conduct interviews, perform gap analysis, and develop case studies that will inform the draft PCORI D&I Action Plan. The task will culminate in two major deliverables: the landscape review and the draft PCORI D&I Action Plan.

### **1.1. Project Kick-Off Meeting**

The contractor shall conduct a project kick-off meeting with the client to discuss project objectives and expected plans.

### **1.2. Propose Plan for Task 1**

- 1.2.1. The contractor shall verify and understand the studies that have been funded in the PCORI program areas to date and the studies that fall under the communication and dissemination research portfolio. The contractor shall also review PCORI's pilot programs, so that the research plan and D&I Action Plan recommendations build from current PCORI activities.
- 1.2.2. The contractor shall propose a plan to PCORI and revise the plan in response to client feedback.

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<sup>3</sup> By providing a definition of D&I, PCORI staff, stakeholders, and the board of governors will determine the extent of the organization's effort. Provide a clear definition of D&I, as well as information about the limitations of doing only dissemination versus doing dissemination and implementation. Include a constructive review on current practices and the limitations of current practices. Can dissemination be done differently so that it does influence implementation, or are implementation actions necessary? Help PCORI understand the appropriate relationship between dissemination activities and implementation activities. Through the definition, PCORI will determine, along with stakeholders and the board of governors, if we should emphasize only dissemination, making information available and usable to those who are implementing. This definition will anchor the framework and D&I Action Plan. Like the methodology listed above, it should be included in the draft and final versions of the D&I Action Plan.

### **1.3. Conduct Landscape Review and Interviews**

#### **1.3.1. Provide an inventory of key leaders, organizations, and players involved in the D&I of healthcare information:**

- The contractor shall identify current efforts of key organizations and individuals; their mission specific to D&I; their preferences for communication frameworks, methods, infrastructure, and forums; stakeholder/audience groups PCORI should target; research topics disseminated; and evaluation processes, methods, and frameworks that are used to measure success. The contractor shall also identify unique areas PCORI could address to improve health care.
- The contractor shall ensure that the inventory encompasses health systems, clinicians, journalists, the media, researchers, employer groups, public and private payers, and health technology organizations, including social media and app developers. The contractor shall also provide other representations and/or stakeholder groups that would add value to the PCORI D&I Action Plan.

#### **1.3.2. Identify and describe best practices for D&I and evaluation:**

- The contractor shall demonstrate an approach for answering the following key questions about D&I efforts generally, as well as efforts specific to research and evidence findings:
  - What are the best practices for communicating evidence, including what works, what doesn't work, and best practices for implementation?
  - What methods and tools help with implementation and decision making?
  - What are the standard formats and channels for communicating information in health care and research?
  - What methods or frameworks are currently being used successfully, and what are the limitations and barriers?
  - How might the current communication methods and strategies change over time?
  - How are messages tailored to various audience groups within health care?
  - How do successful organizations evaluate and measure success of their D&I programs and activities? For example, what evaluation

criteria, metrics, checklists, or other tools are successful organizations using to measure success?

- The contractor shall also identify areas PCORI should investigate to improve health care.

### 1.3.3. Analyze the communication and D&I needs of all stakeholder groups:

- The contractor shall demonstrate an approach for answering the following key questions:
  - How do stakeholder groups receive, consume, use, and implement healthcare communications?
  - What are the best methods, mediums, formats, and incentives to increase adoption of clinical effective research in making informed decisions?
  - What are the major barriers to disseminating and implementing evidence into practice?
  - What channels do stakeholders perceive as trustworthy and credible?
- The contractor shall demonstrate an approach to understanding the needs of all patient populations, including a focus on the general healthcare community and PCORI's priority populations:
  - Racial and ethnic minority groups
  - Low-income groups
  - Women
  - Children (ages 0–17)
  - Older adults (65 and older)
  - Residents of rural areas
  - Individuals with special healthcare needs, including individuals with disabilities
  - Individuals with multiple chronic diseases
  - Individuals with rare diseases
  - Individuals whose genetic makeup affects their medical outcomes
  - Patients with low health literacy/numeracy and limited English proficiency
  - Lesbian, gay, bisexual, and trans-sexual (LGBT) persons.
- The contractor shall demonstrate an approach for addressing underserved populations and the methodologies that will be leveraged to identify gaps PCORI should fill.

- The contractor shall focus on effective communications for shared decision making, including guidance for caregivers.

1.3.4. Interview at least 20 organizations, including at least 15 in the health sector and 5 in other sectors:

- The contractor shall collaborate with PCORI to identify the targeted list of stakeholder interviews and shall propose an interview guide with key questions.

#### 1.4. Conduct Gap Analysis

Based on the findings of the landscape review, the contractor shall conduct a gap analysis with focus on the following questions:

- What are the communication and D&I barriers PCORI should investigate further?
- What are unique gaps PCORI could fill to improve health care and research?

#### 1.5. Develop Case Studies

The contractor shall develop five case studies of organizations in the health sector and three case studies of non-health sector organizations that serve as examples of successful and effective D&I and evaluation activities.

#### 1.6. Summarize Findings and Submit Landscape Report with **Definition and Operationalization of Dissemination and Implementation**

Based on findings from Task 1.1–1.5, the contractor shall submit the final landscape review, which includes an executive summary, to the designated PCORI point of contact. **The report should also include the definition and operationalization of dissemination and implementation, as described above, on page 4. Also note that this definition will anchor the framework and D&I Action Plan. It should be included in the draft and final versions of the D&I Action Plan.**

### **Task 2: Create Draft PCORI D&I Action Plan That Is Grounded on a Framework**

After completing Task 1, the contractor shall create a draft PCORI D&I Action Plan.

The contractor shall include results from the landscape review, gap analysis, and case studies to inform and develop the draft PCORI D&I Action Plan. The draft plan should include:

- Executive summary
- **Definition and operationalization of dissemination and implementation**

- Multilevel framework and/or methodology for dissemination and implementation
- Engagement strategy for partnerships and stakeholder buy-in
- Evaluation plan, metrics, and proposed checklists
- Gaps and research PCORI should further investigate
- Quality improvement and safety framework
- Plan for testing and evaluation of the PCORI's pilot programs

### **Task 3: Solicit Stakeholder Feedback on the Draft PCORI D&I Action Plan**

The contractor shall solicit feedback and input from multiple stakeholders by presenting the draft PCORI D&I Action Plan, which includes all components listed in Task 2. Engaging stakeholders will help PCORI gain buy-in and build relationships with key partners who will work with PCORI in its D&I efforts after the action plan is complete.

#### **3.1 Confirm Stakeholders**

The contractor shall work with PCORI to confirm the list of stakeholders for feedback.

#### **3.2 Develop Approach**

The contractor shall propose an approach for soliciting feedback from stakeholders. Workshops, webinar, teleconferences, and other formats will be considered. The contractor and the subcontractor team shall provide a summary of stakeholder input within one week of completing the task.

#### **3.3 Solicit Input from Multiple Stakeholders**

#### **3.4 Plan to Incorporate Stakeholder Input into D&I Action Plan**

The contractor shall meet with the designated PCORI point of contact (during weekly checkpoint meetings) to discuss inputs from Task 3 as well as propose revisions to the PCORI D&I Action Plan.

### **Task 4: Revise PCORI D&I Action Plan**

The contractor shall incorporate stakeholder input from Task 3 and conduct research and/or additional interviews to complete identified gaps areas.

## **Task 5: Help Plan and Coordinate September D&I Workshop**

In advance of the September workshop, PCORI will send a copy of the landscape review and the revised PCORI D&I Action Plan to workshop participants. The purpose of the workshop is to present the PCORI D&I Action Plan publicly and to receive final input from key stakeholders and the general public. After the workshop, the contractor shall submit a meeting summary and incorporate stakeholder feedback in the final PCORI D&I Action Plan. The contractor will also include a response table or an instrument that can be shared with the public and used to respond to contributors. It will identify the feedback/recommendation, the source, and how the input was or was not incorporated into the action plan. The response table will be made public to demonstrate responsiveness and ensure inclusion.

### **5.1 Confirm Stakeholders**

The contractor shall work with PCORI to confirm the list of stakeholders for the workshop.

### **5.2 Determine Public Input**

The contractor shall propose an approach to capture public input and implement how that feedback will be incorporated in the final PCORI D&I Action Plan, as well as communication to the contributors demonstrating what was done with their input.

### **5.3 Co-Host Workshop**

The contractor will work with PCORI to convene stakeholders for the workshop. The contractor and the subcontractor team shall provide a meeting summary within two weeks of the workshop.

## **Task 6: Present PCORI D&I Action Plan at the September D&I Workshop**

At the [September workshop](#), the contractor will present the PCORI D&I Action Plan.

### **6.1 Incorporate Responses in Final PCORI D&I Action Plan**

The contractor shall meet with the designated PCORI client (during the weekly checkpoint meeting) to discuss inputs from the [September D&I Workshop](#) as well as propose final revisions to the PCORI D&I Action Plan and provide a response table to be made public.

### **Task 7: Deliver Final PCORI D&I Action Plan Incorporating Feedback from September Workshop**

The final PCORI D&I Action Plan should be submitted in accordance with the date recorded in the deliverables table, along with the response table.

### **Task 8: Deliver Recommendations for Evaluating and Measuring the Impact of PCORI's D&I Efforts**

The final PCORI D&I Action Plan must include recommendations for evaluating and measuring the impact of PCORI's D&I efforts, such as an evaluation plan, metrics, and proposed checklists. The evaluation and measurement recommendations will be submitted along with the final PCORI D&I Action Plan in accordance with the date recorded in the deliverables table.

### **Task 9: Contingent—Conduct D&I Test and Evaluation Using PCORI's Pilot Programs (Expected December 2013)**

The contractor shall test and evaluate the D&I PCORI Action Plan using the PCORI's pilot programs. The contractor shall:

- Propose an approach for testing and evaluation
- Identify the infrastructure, facilities, and tools that will be used for testing and evaluation of the D&I Action Plan

#### **9.1 Submit Testing and Evaluation Plan**

#### **9.2 Execute Test(s)**

#### **9.3 Refine PCORI D&I Action Plan with Lessons Learned from Testing and Evaluation**

Contingent on Task 1–6, the contractor may be required to submit a D&I testing and evaluation proposal for PCORI's pilot programs.

## 2

### Step 2: Consider the Requirements

#### **Contractor Requirements**

The contractor/subcontractors must have the following experience and meet the following mandatory requirements (identify which of these will be subcontracted in the proposal):

- Be familiar with PCORI's purpose and the principles of patient-centered outcomes research, recognizing the types of research that PCORI does and does not fund
- Be familiar with AHRQ's D&I activities to ensure that PCORI's action plan does not overlap
- Be qualified to coordinate and manage a consortium or subcontractor team to complete the work
- Have significant expertise in communications strategies and evaluation or testing of communication efforts, especially with health and healthcare groups
- Be able to partner and collaborate with key health stakeholder groups, such as providers, clinicians, patients, researchers, and societies
- Have significant experience and skill using social media, as well as mobile health and application technology for communications
- Be able to access and research PCORI's priority populations
- Have familiarity using shared decision making to implement CER
- Have familiarity working with registries
- Have familiarity with implementation and decision-support tools, such as clinical guidelines and technical assistance for implementers
- Have experience with communications strategies in non-health industries
- Be prepared to participate in and present findings at a workshop
- Develop an approach to incorporate stakeholder and public input
- Include a plan to measure and evaluate the proposed strategies

#### **Multistakeholder Consortia**

The contractor must manage a consortium of subcontractors with broad representation and diverse experience working with health and healthcare groups. The contractor will assemble and coordinate with a subcontractor team that includes health systems, clinicians, journalists, the media, researchers, employer groups, public and private payers, and health technology organizations, including social media and app developers.



The contactor may modify or enhance the makeup of the subcontractor team to include other representation.

**Deliverables**

In support of the enumerated tasks, the contractor shall provide the following deliverables within the timeframe noted below.

Task	Deliverable	Due Date
Task 1	Kick-off Meeting	February 10, 2014
Task 1	Refine Proposed Plan	February 24, 2014
Ongoing	Monthly Checkpoints with PCORI	Ongoing
Task 1	Landscape Review and D&I Definition	May 21, 2014
Task 2	Draft PCORI D&I Action Plan That Is Grounded on a Framework	June 18, 2014
Task 3	Stakeholder Input Summary	1 week after input received
Task 4	Revised PCORI D&I Action Plan	1 week before September workshop
Task 5	Stakeholder Workshop	September 2014
Task 5	Stakeholder Workshop Summary	1 week after workshop
Task 7	Final PCORI D&I Action Plan (including proposal for testing and evaluation)	30 days after workshop
Task 8	Recommendations for Evaluating and Measuring the Impact of PCORI’s D&I Efforts	30 days after workshop
Task 9	Contingent—Testing and Evaluation Report	TBD

*Note: Task 6 does not appear in the table because the task is the presentation of the final D&I Action Plan at the September workshop.*

**Technical Proposal Measurement Criteria**

Criteria for measuring quality of the Technical Solution are shown below.

Service	Quality Level		
	Exceeds	Acceptable	Unacceptable
<b>Communication Strategies</b>	Demonstrates outstanding and innovative communications strategies to assist the	Demonstrates moderate communications strategies to assist the health and healthcare community of patients,	No or very limited experience with communications strategies

	health and healthcare community of patients, clinicians, purchasers, and policy makers in making informed health decisions, as well as familiarity with mobile and application technologies	clinicians, purchasers, and policy makers in making informed health decisions, as well as familiarity with mobile and application technologies	
<b>Implementation Strategies</b>	Demonstrates outstanding strategies for implementing research findings and providing assistance to implementers, including familiarity with clinical guidelines, registries, and shared decision making	Demonstrates moderate strategies for implementing research findings and providing assistance to implementers, including familiarity with clinical guidelines, registries, and shared decision making	No or very limited experience implementing research findings and providing assistance to implementers
<b>Health and Healthcare Stakeholder Engagement</b>	Demonstrates outstanding network with groups across the health and healthcare landscape, as well as outstanding ability to partner with and solicit feedback from these groups	Demonstrates moderate network with groups across the health and healthcare landscape, as well as moderate ability to partner with and solicit feedback from these groups	No or very limited network with groups across the health and healthcare landscape, as well as little ability to partner with and solicit feedback from these groups
<b>Testing and Evaluation</b>	Provides outstanding testing and evaluation tools, methodologies, and metrics to measure the success of D&I efforts	Provides moderate testing and evaluation tools, methodologies, and metrics to measure the success of D&I efforts	No or very limited testing and evaluation tools, methodologies, and metrics to measure the success of D&I efforts

# 3

## Step 3: Develop Your Solution

### Overview

Your proposal should be organized into Volume I: Technical Solution, Management Approach, and Past Performance; and Volume II: Cost Proposal.

The submitted proposal must explain in detail the approach that the contractor and subcontractor team would take to complete this work. This could include, but is not limited to, a proposed work plan including major project milestones, timeline, and fee structure; organization profile and history; past performance; and proposed plans to subcontract for completion of work, as well as the specific tasks to be assigned exclusively to each team member. The proposal should also detail any service options and costs.

The submitted proposal must also include a description of the composition of the project team and the subcontractor team, including key personnel and consultants. For each team member, include a resume that is no longer than one page. (Resumes are not included in the total page count.)

See additional details below for required information that must be included in Volume I and Volume II.

### Volume I: Technical Solution, Management Approach, and Past Performance

Volume I should be no longer than 10 pages, exclusive of the title page, table of contents, and appendixes containing additional materials, such as key personnel resumes. See Step 5 for additional information ([page 19](#)).

Volume I must include:

- A proposal outlining how the contractor will accomplish the goals set forth in this RFP
- A list of the contractor key personnel and subcontractor teams, with key personnel or project managers)
- A description of previous successful communication strategies and frameworks used

The contractor shall demonstrate and describe its proposed solution based on the requirements in the Scope of Work. Proposals must include the information outlined



below. PCORI's ability to interpret and apply the proposal to elements of the Scope of Work will factor into its funding decision.

### **Technical Solution**

1. Describe in detail your organization's proposal to address the requirements outlined in this RFP.
  - a) Affirm that your organization has the ability to deliver each and every element of the Statement of Work
  - b) Describe the project process and methodology your organization and the subcontractor team will follow to design and execute the RFP tasks

### **Management Approach**

1. Provide a list of the project team members (including subcontractors) and short biographies of each team member. If using freelancers or outside resources, please identify them as such. PCORI reserves the right to approve/disapprove of selected resources. Indicate how many full-time staff your firm employs. Include resumes for key personnel. Resumes should be no longer than one page and can be included in an appendix. Resumes are not included in the page count.

### **Past Performance**

1. Document examples of your organization's experience in designing/developing each of the project requirements, including sample deliverables from past projects of similar scope.
2. Identify at least three previous or existing clients within the last five years for which you performed similar efforts in the commercial or federal market. Include client name, dates of performance, the name/email/phone number of the point of contact, and a synopsis of work performed.

### **Volume II: Cost Proposal**

Volume II should be submitted as a separate file (Word, Excel, or PDF format).

#### **Cost Proposal**

1. Provide a pricing proposal that supports the entire Scope of Work outlined in this RFP.
2. List key personnel, actual salary rates, and hours/levels of effort valid from the project start date through July 2014. Proposed subcontractors, with key personnel and other critical contributors, should also follow this format.

Provide a breakout of key tasks/events along with associated costs.

3. If needed, a brief budget narrative (no more than two pages) may be included to clarify unusual budget items or calculations. The Cost Proposal does not count toward the page count limitation; however, it must conform to PCORI's formatting guidelines. For more information, see Step 5 ([page 19](#)).
4. Cost Proposals must delineate all proposed costs of the contractor and subcontractors. This must encompass all design, development, implementation, administration, monitoring, reporting, and closeout.
5. The Cost Proposal must categorize costs separately as direct or indirect. Indirect costs must be openly listed, delineated, and supported with documentation.
6. Proposed travel should be listed in the budget documents. Estimates should be used, as needed, as travel costs must be pre-approved by PCORI and will be reimbursed (at cost) according to PCORI travel regulations.

## Step 4: Know the Review Criteria

# 4

PCORI will evaluate all proposals for technical merit. The Technical Solution, Management Approach, and Past Performance will be evaluated first. This evaluation is conducted independent of the Cost Proposal. Second, the Cost Proposal will be evaluated for realism. The approved budget will be determined with regard to the fulfillment of the requirements outlined in Step 1 ([page 2](#)) and compared to industry averages for like services. PCORI will determine the contractor's acceptability by assessing the contractor's compliance with the terms of this RFP.

### Evaluation Categories

**Outstanding**—The contractor has demonstrated that there is a high probability of success.

**Good**—The contractor has demonstrated that there is a good probability of success.

**Fair**—The contractor has demonstrated that there is marginal probability of success.

**Poor**—The contractor has demonstrated that there is a low probability of success.

Subsequent to receiving original proposals, PCORI reserves the right to notify all technically acceptable contractors within the competitive range and to provide them an opportunity to submit written Best and Final Offers (BAFOs) at the designated date and time. BAFOs will be evaluated and considered at PCORI's discretion. After receipt of a BAFO, no discussions will be reopened unless PCORI determines that it is clearly in PCORI's best interest to do so (e.g., it is clear that information available at that time is inadequate to reasonably justify contractor selection and award based on the BAFOs received). If discussions are reopened, PCORI will issue an additional request for BAFOs to all technically acceptable Offerors still within the competitive range.

At its discretion, PCORI reserves the right also to invite contractors that are technically acceptable to conduct a presentation for PCORI on the proposed effort for technical and management approaches identified in the submission. PCORI will notify vendors that meet the qualifications and provide the date, time, and format for the presentation.

An award will be made to the contractor that proposes the best framework for disseminating and implementing research across the health landscape, especially the populations named in this RFP. Ability to partner with key stakeholders, innovative approaches, and a framework for evaluating the results of those efforts will also be considered.



### Evaluation Matrix for Function 1: PCORI's D&I Action Plan

Category	Weight of Rating Factor
Technical Solution	50%
Management Approach	30%
Past Performance	10%
Cost Proposal	10%

# 5

## Step 5: Submit Your Proposal

### Overview

Proposals must include Volume I: Technical Solution, Management Approach, and Past Performance and Volume II: Cost Proposal. Proposals must conform to the format and content instructions in this RFP and must address the Scope of Work and all deliverables. Questions should be submitted to [rfp@pcori.org](mailto:rfp@pcori.org), referencing PCO-DIAP2013 in the subject line, no later than 5 pm (ET) September 16, 2013. All written questions submitted before the deadline have been answered and posted on [PCORI's website](#).<sup>4</sup>

### Format

All text should be Arial or Times New Roman font, no less than 11 points with one-inch margins and single spaced. Graphics and tables are acceptable and encouraged. Use MS Word, MS Excel, or Adobe PDF formats. Proposals exceeding the 10-page limit (exclusive of the title page, table of contents, appendixes, and Cost Proposal) will not be considered.

### Cover Letter

The cover letter must contain the following:

- Contractor's name and mailing address
- Reference to the solicitation (RFP) number (PCO-DIAP2013)
- Technical and contract points of contact: name, phone number, and email address
- Business size (Large, Small, State/Federal Certifications—MBE, 8(a), HUBZone, etc.)
- Dunn & Bradstreet Number (DUNS)
- Federal Tax ID (EIN, TIN, SS)
- Affirmation that the quote (cost proposal) is valid for at least 30 days
- Acknowledgment of any amendments by reference

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<sup>4</sup> Answers will be posted at <http://pcori.org/funding-opportunities/other-contract-research/>.



### **Submission Deadline**

- All proposals should be sent no later than 5 pm (ET) November 22, 2013, to [rfp@pcori.org](mailto:rfp@pcori.org) with PCO-DIAP2013 in the subject line.

### **Anticipated Award Date**

- February 3, 2014

### **Late Submissions**

Late proposals, requests for modification, or requests for withdrawal will not be considered, unless a late modification of a successful proposal makes terms more favorable for PCORI.

### **Retention of Submissions**

All proposal documents will become the property of PCORI and retained by PCORI and will not be returned to the contractor.

### **Withdrawal or Modification of Submissions**

A contractor may modify or withdraw its proposal upon written, electronic, or facsimile notice if received at the location designated in the solicitation for submission of proposals, but not later than the closing date and time for receipt of proposals.

### **Protection of Human Subjects (if applicable)**

PCORI adopts, by reference, the Human Subjects requirements of 45 CFR Part 46. If the proposed research to be conducted will involve human subjects, refer to the Supplemental Instructions for Preparing the Protection of Human Subjects Section of the Research Plan in Part II of the Instructions for the PHS 398 Form, as found on the [National Institutes of Health \(NIH\) website](http://www.fda.gov/oc/ohrt/).<sup>5</sup> The contractor will be responsible for ensuring compliance with all applicable standards.

### **Compliance**

The contractor must comply with PCORI's Rules and Regulations (to be provided to awarded contractors), all required forms, and any changes in procedures. Contractors will remain informed of any such changes and updates within 30 days, as necessary, by the PCORI Finance Office. All records associated with PCORI awardees shall be properly maintained, updated, and made available to auditors. Upon the request of employees or other persons with disabilities participating in official business, the contractor must arrange necessary and reasonable accommodations for the impaired individuals per Section 508 Compliance.

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<sup>5</sup> Available at [www.grants.nih.gov/grants/funding/phs398/phs398.doc](http://www.grants.nih.gov/grants/funding/phs398/phs398.doc).



### **Organizational Conflict of Interest**

The contractor, upon award, shall sign a statement confirming that it does not have and will prevent any organizational conflict of interest. If a conflict arises, the contractor will immediately advise PCORI.

### **Insurance**

The contractor, at its own expense, shall provide and maintain at least \$1 million of general liability insurance during the entire period of performance of this contract.

### **Nondisclosure Agreements**

The contractor shall not release any sensitive, confidential, or proprietary information without prior written approval from PCORI. At the time of award, the contractor will be required to sign a nondisclosure agreement that is incorporated in the PCORI Service Agreement.

### **Furnishing of Equipment/Property**

The contractor will furnish all equipment/property necessary to perform the work outlined in this RFP at no cost to PCORI.