



## **All-Ireland Institute for Hospice and Palliative Care**

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**The Health Research Board (HRB) in Dublin and the Health & Social Care Research and Development Function of the Public Health Agency (HSC R&D) in Belfast invite applications for an All-Ireland Institute for Hospice and Palliative Care. The purpose of this call is:**

- 1. to support a strategic and coordinated approach to the development and delivery of high quality services, education, training and research within the hospice and palliative care environment**
- 2. to improve the experience and understanding of palliative and end-of-life care on the island of Ireland, by enhancing the capacity to: develop knowledge, promote learning, influence policy and shape practice**
- 3. to promote collaboration between all contributors to palliative and end-of-life care from various disciplines and across the island of Ireland.**

**To deliver on these functions and to maximise efficiencies of scale, a team of applicants, supported by a host institution, will be charged with establishing an institute capable of fulfilling the vision and objectives outlined in this document in the most effective and value for money driven manner.**

**The aim of this call is to consider the proposed plans, select the team of applicants and identify the supporting host institution best suited to fulfil these purposes.**

### **1. Scope of the call**

#### **1.1 Origins**

The need for a strategic and coordinated approach to education, training and research in hospice and palliative care on an all-Ireland basis is now widely recognised by a variety of stakeholders in service organisations, in the universities and among researchers, educators and policy makers as well as within professional groups, charities and foundations. Such an approach should be both multi-sectoral and multi-disciplinary.

Following two open workshops in 2007 a Steering Group was established to examine this need and consider the means by which it might be addressed, with Professors Judith Hill and Muiris FitzGerald as its co-chairs. The Steering Group met between Autumn 2007 and Spring 2008, consulted widely, and in May 2008 published a business case for addressing the issues of education, training and research in hospice and palliative care. The Steering Group defined the vision, strategic objectives and principles of the Institute set out in paragraphs 1.2.-1.4. Subsequently a number of funders - public and private - agreed in principle to support the initiative. It was agreed to issue a call for proposals to establish an All-Ireland Institute for Hospice and Palliative Care. A further public briefing

on the work of the proposed Institute and the associated funding and application arrangements was held in January 2009.

A Consortium of Funders was established with the purpose of awarding funding to implement the vision and objectives of the proposed Institute and monitor its progress. Parties to the Consortium of Funders include The Atlantic Philanthropies, the Irish Hospice Foundation, the Health Research Board, the HSC R&D Function of the Public Health Agency, the Irish Cancer Society, and the Institute of Public Health in Ireland. A Memorandum of Understanding will be signed governing the Consortium of Funders.

## **1.2 Vision**

To improve the experience and understanding of palliative and end-of-life care on the island of Ireland, by enhancing the capacity to: develop knowledge, promote learning, influence policy and shape practice

## **1.3 Strategic objectives**

- to set up a leading international centre of expertise and information on education, research, policy and practice in palliative and end-of-life care
- to develop a sustainable and skilful workforce by providing a platform for collaborative educational and training programmes
- to strengthen the evidence base by promoting and increasing the capacity for collaborative research and development
- to act as a responsive and accessible resource to service providers and policymakers, seeking to shape practice and influence policy.

## **1.4 Principles**

The Institute is expected to:

- operate on an All-Ireland basis
- deliver value for money with a strong focus on the most efficient use of resources to deliver objectives
- engage actively with service providers, educators and researchers involved in palliative and end-of-life care with a view to optimising and maximising their input in this core area
- provide strategic leadership for education and research in palliative and end-of-life care
- contribute to the development of palliative care services, education and research, building on, complementing and adding value to existing activities
- enable other organisations and individuals to further their capabilities in palliative and end-of-life care services, education and research
- promote inter-disciplinary and inter-professional collaboration
- address the question of equitable access to palliative care as a matter of social justice
- reflect the values of palliative and end-of-life care
- promote the active involvement of patients, carers and advocacy groups in the design and evaluation of palliative care services, research, education and training
- develop and maintain international partnerships in education and research, and contribute to efforts to improve palliative and end-of-life care globally

Applicants should demonstrate how they will establish a coherent entity while at the same time minimising the use of resources on overheads and administration. The application should also demonstrate how it might achieve the objectives over a limited lifespan of no more than 10 years.

Over this time the Institute should play a strong role in building up capacity and resources in hospice, palliative and end-of-life care.

The performance and activities of the Institute will be supported and monitored by an Oversight Board to be convened by the Institute of Public Health in Ireland (IPH) and the IPH will also take responsibility for commissioning an external evaluation and review of the All-Ireland Institute of Hospice and Palliative Care at the end of year three. This review will determine the extent to which the Institute has delivered on its vision, objectives and outcomes, and whether certain activities of the Institute should be prioritised for completion before the Institute ceases to exist. An exit strategy for the Institute will then be developed, informed by the findings of the review.

## 2. Budget

The consortium of funders has agreed to provide a five-year funding package for the new Institute. It is expected that the Institute will generate additional income streams. Therefore, two income streams will be used to fund the Institute:

- funds from the Consortium of Funders
- funds to be raised by the Institute itself

Applicants are asked to specify an appropriate total budget for the set of activities they propose. The evaluation process will place a particular emphasis on value for money, and a rigorous approach to costing activities is advised in the preparation of applications. The resources, both financial and human, requested for the Institute must be justified in the context of the vision, principles and work programme set out in the application.

The final amount of funding available from the Consortium of Funders depends on the funding raised by the Institute. It should be noted that a key member of the Consortium of Funders has limited their contribution to a maximum percentage of the overall budget. As a result, the funding that can potentially be raised from the Consortium of Funders also depends on the funding raised by the Institute from other sources. The funding raised by the Institute can be in the form of a financial contribution or in the form of in-kind support. The main consideration for applicants should be to deliver on the vision and objectives of the Institute with appropriate resources.

While applicants are expected to set out proposals for a research programme in their application, funding for the research components of the Institute will be subject to separate review. Research activities supported by the HRB, HSC R&D, and the Irish Cancer Society will be subject to international peer review and funding may only be drawn down if proposals meet quality standards.

## 3. Governance

The host institution for the Institute is responsible for the financial management, staff employment, health and safety, indemnity of clinical work etc. In addition, the governance structures outlined in this section are the minimum requirements for the All-Ireland Institute of Hospice and Palliative Care:

- A **Management Committee** will be established by the successful team of applicants to manage the Institute on a day to day basis and to facilitate the involvement of all partners within the consortium.
- An external **Oversight Board** to the Institute, hosted by the Institute of Public Health in Ireland and with an independent Chair, will 1) provide ongoing advice in relation to education, research and policy development in palliative and end-of-life care 2) be responsible for monitoring progress against agreed milestones and budgets 3) commission an external evaluation of the work of the Institute.
- A **Consortium of Funders** will receive annual reports from the Oversight Board in order to confirm progress on overall strategic direction, agreed milestones and budgetary matters.

Applicants are free to propose any additional governance structures to augment the above.

#### 4. Eligibility criteria

Applications should be submitted by a **Principal Applicant** on behalf of a team of co-applicants. The Principal Applicant has the main function of co-ordinating the application and is expected to be a significant contributor to the application and to the Institute if successful. This does in no way pre-judge the role of the Principal Applicant within the team or within the future Institute. The team must represent a multidisciplinary partnership of organisations from different interested sectors (health providers, academic institutions, non-government organisations) from both the Republic of Ireland and Northern Ireland.

Principal Applicants must:

- Hold a post in an established academic research centre (i.e. a teaching / research hospital, a university, a research institute or an institute of technology) and/or specialist palliative care setting in the Republic of Ireland or Northern Ireland: **This institution will become the host institution for the award.**
- Have an outstanding track record in one or more of the following: research, education, or policy analysis relating to palliative and end-of-life care;
- Demonstrate the ability to bring together a team of co-applicants covering the multi-disciplinary, inter-organisational, cross-jurisdictional and inter-sectoral areas required to fully deliver the vision of the Institute.

Only one application per Principal Applicant is permitted. The HRB and HSC R&D reserve the right to reject any application that does not meet the criteria of the call or is not of a sufficiently high standard to merit consideration.

Members of the **team of co-applicants** should come from a wide range of backgrounds, but must also have an established track record in policy analysis, and/or research and/or training. They must be based in the Republic of Ireland or Northern Ireland. Contributions from outside palliative care are welcome. There is no limit to the number of co-applicants; however, all co-applicants are expected to make a meaningful contribution to the Institute. The application will also ask for collaborators, who might be either international or Irish/Northern Irish, but who will dedicate less effort to the Institute.

In recognition of the limited field of active researchers, educators and trainers in the hospice and palliative care environment, it is expected that the successful team of applicants will engage with unsuccessful teams in an effort to increase the capacity of the Institute and include them under the structures and vision set out by the successful team. Given this, all applicants (principal and co-applicants) can only be part of one application.

The **host institution** must have a proven track record in the management of large awards, and in the delivery of policy and/or research and/or educational programmes. The responsibility of hosting the Institute can possibly be shared between two institutions.

**Applications** must address the range of activities detailed in the *Amended Executive Summary – 2009* of the Business Case for the Development of an All-Ireland Institute for Hospice & Palliative Care (see Appendix) around:

1. *Education and training* – identify and address education and training needs for all those involved in palliative and end-of-life care. Facilitate collaboration between education and training providers and across specialties in development of programmes, curricula and assessment procedures. Facilitate involvement of patients in programme development and consider wider public education initiatives.

2. *Research* - Develop an all-Ireland strategic research plan. Develop, promote and manage research programmes, and secure funding for research in palliative and end-of-life care. Develop support structures such as a searchable research database, mentoring, research training and career development programmes. Support collaboration and participation in international research projects
3. *Resource to service providers and policy makers* - Contribute to evidence based policy and practice through dissemination of Institute outputs and engagement of stakeholders. Leverage funding for education and research. Develop communications activities including provision of information on best practice in service provision, and international exchange of information and ideas.

## 5. Information

The call details and links to the application form may be downloaded at <http://www.hrb.ie/research-strategy-funding/grants-and-fellowships/> and [http://www.centuralservicesagency.n-i.nhs.uk/display/rdo\\_whats\\_new](http://www.centuralservicesagency.n-i.nhs.uk/display/rdo_whats_new)

## 6. Assessment criteria

The selection process is facilitated jointly by the HRB and HSC R&D. The Consortium of Funders will act on the recommendations of a selection panel of international experts in identifying the successful bid. The Consortium of Funder reserves the right not to make any award should no application reach the necessary quality standards, or for any other reason.

Prospective applicants must use the HRB's eGrants applications system. The online form, accessible through eGrants, requires the following:

1. Information on the principal applicant and co-applicants (biographical details and publication records)
2. A description of the proposed approach to implementing the strategic objectives and principles as outlined in section 1, including a budget identifying secured funds or related plans, a detailed budget justification, milestones and deliverables, responsibilities within the team of applicants and proposed management and governance structures.
3. A description of the proposed strategy for fund raising
4. Information on the proposed host institution(s) and their track record regarding award management

Applications will be assessed by a panel of international and national assessors. The panel will be informed by appropriate peer review reports. International panel members will provide the field-specific expertise, and panel members from the Republic of Ireland/Northern Ireland will provide the strategic, feasibility, and impact assessment. Both will contribute to the value for money assessment, and some panel members will have particular expertise in this area. Panel members from the Republic of Ireland/Northern Ireland will understand this type of activity but will not necessarily be based within palliative care. A set of conflict of interest rules will apply. Criteria for assessment will include:

- The fit with the purpose of this call;
- Value for money;
- Clear milestones and deliverables;
- Appropriate governance arrangements;
- The composition of the consortium in terms of disciplines, institutions and jurisdictions, the roles and responsibilities of each member and each member organisation, evidence of a collaborative approach and the value added by the consortium to research, education, policy and ultimately hospice and palliative care provision across the island of Ireland;
- The track record and past productivity of the principal applicant and consortium members; this will be measured by publications in international, peer reviewed journals and previous research grant awards as well as involvement with relevant educational initiatives and policy innovation;

- The quality and rigour of the programmes of work relating to research, education and information to impact on policy and practice; including plans to meet and measure identified objectives;
- The scope and strength of the proposed dissemination strategy and resource supply to service providers and policy makers, including the potential to influence policy and shape practice;
- The training and educational opportunities provided;
- The capacity development component of the programmes;
- Evidence that the Institute will be well managed including details of those who will be involved in the management group and any indications of key personnel who may join the Institute, should a bid be successful;
- Evidence that institutional infrastructure and support is available to support the programme;
- A credible fund raising strategy;
- The potential of the consortium to engage in high level international collaboration.

Following the panel review process, the panel will put forward its recommendations to the Consortium of Funders, which will make the final decision on the award. The Principal Applicant will be notified of the outcome in writing to the correspondence address specified on the application form.

Detailed feedback will be provided to the Principal Applicants of all applications for distribution within their team.

## **7. How to submit an application**

Applications must be made using the HRB's eGrants application system, which can be accessed through the HRB website <http://www.hrb.ie/research-strategy-funding/grants-and-fellowships/>. The closing date is 5.00 pm on **16 October 2009**. Signature pages must have reached the HRB offices within one week of the closing date. Applications without valid signature pages will not be processed.

### **For further information, please contact**

Dr Catherine Gill  
Project Officer  
Health Research Board  
E: [CGill@hrb.ie](mailto:CGill@hrb.ie)  
T: +353 1 2345 188

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Programme Manager (PPI)  
HSC R&D ff the Public Health Agency  
E: [gail.johnston@hscni.net](mailto:gail.johnston@hscni.net)  
Tel: +44 28 9055 3617

*The HRB and the HSC R&D Office reserve the right to reject any application that does not meet the terms of this call or is not of a sufficiently high standard to merit consideration. Canvassing of panel members will result in the disqualification of the applicant.*

## **ALL-IRELAND INSTITUTE FOR HOSPICE AND PALLIATIVE CARE GUIDELINES FOR COMPLETION OF EGRANT APPLICATION FORM**

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The deadline for submission of applications is **5.00pm on Friday 16 October 2009**. Please note that the system will be taken off-line at 5.00 pm.

While we have made every effort to make the online application as straightforward as possible, if you are not familiar with online systems this procedure will take longer than the conventional hard-copy system. For this reason we suggest you allow extra time to complete your application.

### **Reminder:**

*Criteria for assessment will include:*

- *The fit with the purpose of this call;*
- *Value for money;*
- *Clear milestones and deliverables;*
- *Appropriate governance arrangements;*
- *The composition of the consortium in terms of disciplines, institutions and jurisdictions, the roles and responsibilities of each member and each member organisation, evidence of a collaborative approach and the value added by the consortium to research, education, policy and ultimately hospice and palliative care provision across the island of Ireland;*
- *The track record and past productivity of the principal applicant and consortium members - this will be measured by publications in international, peer reviewed journals and previous research grant awards as well as involvement with relevant educational initiatives and policy innovation;*
- *The quality and rigour of the programmes of work relating to research, education and information to impact on policy and practice, including plans to meet and measure identified objectives;*
- *The scope and strength of the proposed dissemination strategy and resource supply to service providers and policy makers, including the potential to influence policy and shape practice;*
- *The training and educational opportunities provided;*
- *The capacity development component of the programmes;*
- *Evidence that the Institute will be well managed including details of those who will be involved in the management group and any indications of key personnel who may join the Institute, should a bid be successful;*
- *Evidence that institutional infrastructure and support is available to support the programme;*
- *A credible fund raising strategy;*
- *The potential of the consortium to engage in high level international collaboration.*

Please use the following notes for reference when completing the application form.

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### **Computer Requirements**

You will need:

- A PC (personal computer) or Mac

The eGrants system has been optimised to work on Internet Explorer version 6 on a PC.

- Connection to the internet

The eGrants system can be accessed on Internet Explorer/Netscape version 4 or higher. If you have an older version of either browser, you can download a more recent version free of charge at:

<http://www.microsoft.com/windows/ie/downloads/default.asp> for Internet Explorer.

<http://wp.netscape.com/download/> for Netscape.

**NOTE:** Please note the Web Editor tool is only available if you are using a PC with Internet Explorer version 6 and upward. Please follow the steps above to download the most recent version of Internet explorer if you have an older version.

- An email address
- Adobe Acrobat Reader, version 5

This may be downloaded from:

<http://www.adobe.com/products/acrobat/readstep2.html>

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### **Registration**

In order to submit an online application with the HRB, you are required to register at the following address:

<http://egrantsproduction.imaxan.ie/>

**Step 1:** Click on 'Register Yourself' on the left-hand menu. Please supply the details of the Principal Investigator/Fellowship Applicant on this screen. The name and address details will appear at the top of your application form. All mandatory fields are marked with an asterix \*.

**Step 2:** When you have submitted your registration, you will receive an email. Follow the instructions in the email to confirm your registration. The email also contains your username, password and researcher ID. You will need your username and password for logging in to the eGrants site and you will need your researcher ID for all future correspondence with the HRB.

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### **Tools**

When you are filling out your application form, there are a number of useful tools in a menu on the left-hand side of the computer screen. They are:

- User Home
- Edit Profile
- Email Us
- View Application Layout
- Guidelines
- View Form
- Print Form
- Form Headings

**User Home:** This button will return you to your unique user homepage, which gives details of your project title, its submission status, and the number of days to the submission deadline.

**Edit Profile:** This button allows you to update your personal details, which you entered for your registration.

**Email Us:** You may email the HRB helpdesk ([help@hrb.ie](mailto:help@hrb.ie)) for assistance and your query will be answered within 24-hours Monday to Friday.

**View Application Layout:** This button opens another window that contains a list of all the questions on the form. Use this to skip to whichever question you wish to fill in. This is a useful tool to navigate through sections of the form.

**Guidelines:** This document.

**View Form:** You may use this button at any stage to see the layout of the form, and the content you have entered to date.

**Print Form:** Click here to view your form in print layout and to print off your application form.

**Form Headings:** This button allows you to view each section of the form individually.

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### **Helpdesk**

If you require help with the eGrants system please contact the HRB helpdesk:

Email: [help@hrb.ie](mailto:help@hrb.ie)

Telephone: +353 1 2345122

All queries will be dealt with within 24 hours, Monday to Friday.

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### **Timeout and Saving Information**

Please ensure that you save your information at least once every 50 minutes. The system will automatically log you out after 60 minutes if you do not save your information and you may lose whatever you have entered. This protects your private information and saves valuable system resources.

We recommend that you complete any large sections offline (in MS Word, for example) and copy and paste it into the relevant sections.

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### **Web Editor**

The Web Editor is only available if you are using a PC with Internet Explorer version 6 and upwards. A Web Editor is software that allows you to format your text and to include symbols. For this scheme, it is available for entering your programme description.

If you are not using a PC with Internet Explorer, your programme description can be uploaded via a word document.

(Please do not upload tables directly into the webeditor as it can cause problems when printing the application)

### **To use the Web Editor**

Click on **Please click here to edit** on the screen. Once you have entered and formatted your text click on the 'save' button.

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### **Uploading an image file**

You cannot use the Web Editor or Text Box for images. This means that your images will appear separately on your application so please ensure that they are referenced in the text of your programme description.

The file upload option is only available for you to include images, graphs and tables as part of your programme description. You have the option of uploading 2 files to support your programme description.

### **How to upload your file**

1) Make sure your image is in one of these formats:

Joint Photographic Experts Group (.jpeg or .jpg)

Graphic Interchange Format (.gif)

Portable Network Graphics Format (.png)

**NB: Please ensure that the file name they are saved under includes no spaces or symbols.**

2) Create a single document for your image(s) by copying and pasting into one of these formats:

MS Word (.doc)

Adobe PDF (.pdf)

Rich Text Format (.rtf)

Powerpoint (.ppt)

MS Excel (.xls)  
MS Publisher (.pub)

3) Check the size of the file (click on properties under File menu). If the file is smaller than 1,440 KB upload it by clicking on the first 'browse' button.

4) If your file is larger than 1,440 KB, you have the option of uploading a second file it by clicking on the second 'browse' button.

5) If the two documents exceed 1,440 KB each (or 2,880 KB in total), the size of the file can be reduced by decreasing the size of the original image and then converting and saving it following the steps above.

**Gantt Charts** in MS Project format (.mpp,.mpt and .mpx) can also be uploaded. Gantt charts can be created in any of the following formats, MS Word (.doc), Adobe PDF (.pdf), Rich Text Format (.rtf), Powerpoint (.ppt), MS Excel (.xls) and MS Publisher (.pub). These files can then be uploaded but must not exceed 1,440 KB in size.

**NOTE:** Please be patient when uploading your file as it may take some time if using a normal telephone line. Do not interrupt transfer unless you see no progress after five or six minutes.

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### **Filling out your Application Form**

Log in to your eGrants home page at:

TU <http://egrantsproduction.imaxan.ie/UT>

Please log in using your unique username (email) and password, and select New Application under the heading **All-Ireland Institute for Hospice and Palliative Care**.

You can login and logout as often as you wish to fill in the form and you can make changes to any section before you submit your application. After filling in a question, you must click on **Next(Save)** to save the information you have entered. Once you have submitted your application, you will not be able to make changes to it.

You will first be asked to enter your **Project Title**. The title should not exceed 200 characters. Please note that only plain text may be used in entering the project title.

The **Important** notice coming up asks you if you have read the Guidance Notes for this scheme. Choose **'Yes'** in the drop down menu.

**NAVIGATION:** Once you have passed the first question Project Title, on the application form, the option **'View Application Layout'** will appear on the left hand side menu, which contains a list of all the questions on the form. Use this to skip to whichever question you wish to fill in. This is a useful tool to navigate through sections of the form.

## **SECTION A: APPLICATION AND APPLICANTS**

### **Principal applicant's details**

This screen will show you the details you entered for registration. You can edit these details at any time using the **Edit Profile** button (see 'Tools' above).

### **Host institution(s)**

Please select the name of the Host Institution from the dropdown list. Where the programme host institution does not have a relevant track record in financial management of large awards, this function should be delegated to a financial host institution. In this case select the financial host institution from the second dropdown list. Funding may be passed on from the financial host institution to collaborating institutions.

If your institution(s) does not appear on the drop down list, please contact the HRB on +353 1 2345122 or email help@hrb.ie

### **Co-applicants / Members of the consortium**

Please list co-applicants with their current posts, and contact postal and email addresses.

### **Summary of the proposal**

Write a 500 word summary of the proposal. Include key objectives, explain how multiple parts of the proposal fit together and what it hopes to achieve.

### **Budget description**

Describe the costs associated with the project. All amounts must be displayed in a **single currency** (Euro or Sterling).

The budget description is divided into four sections

- a. Total Budget: This budget should include total costs for the institute, to include funding requested from the Consortium of Funders and funding raised by the institute. Please fill in the table and describe different expenses in each budget headline. For 'Personnel', please detail the costs projected for each activity area, i.e. for research, education and training, and resource for service providers and policy makers.
- b. Budget requested from Consortium of Funders: Please provide details on the proportion of the above budget which is being requested from the Consortium of Funders. Please fill in the table and provide a breakdown of different expenses in each budget headline. For 'Personnel', please detail the costs projected for each activity area, i.e. for research, education and training, and resource for service providers and policy makers.
- c. Budget to be raised by Institute: Please indicate the proportion of the total budget which will be raised by the institute itself. In this case please provide a total for each year - details of how this funding will be raised should be outlined in Section B: Fund raising strategy.
- d. Budget justification - Please justify the planned expenditure under each budget heading.

To enter details of costs, please click on **[Add Row]** under the item heading. Add the item name and cost. **Click on 'Save/Recalculate Totals' (at the end of the budget) at the end of each line.** Each item must be entered separately.

To delete items click on **X** next to the item.

### **Budget heading definitions:**

Personnel costs All staff costs to include gross salary and employer costs. Please identify all posts.

Consumables All materials needed to carry out research including survey materials, travel costs for interviews, transcription costs.

Education and Outreach Activities covering under- and post-graduate education and life-long learning, and activities extending to the general public such as open days, public lecture or courses, print material.

Dissemination Costs Costs associated with publication of results, costs associated with seminar/conference attendance and costs associated with any other means of communicating/reporting research outcomes.

Equipment Equipment (inclusive of VAT) and specialist software.

Administration costs Core administrative costs such as reception, filing, appointments etc.

Overhead Contribution Indirect costs of the programme\*.

Other All other direct project costs not covered by the other headings.

\*For general guidance on eligible costs, please see HRB Policy on Overhead Usage. For applications involving institutions based in Northern Ireland overheads for those institutions are payable either on the basis of 46 percent of direct staff costs (HSC bodies) or on a Full Economic Cost basis (universities).

### **Programme description**

This section is expected to address:

- the proposed range of expertise and activities that will contribute to the creation of the Institute
- a detailed statement of proposed activities, and the co-applicant leading each activity
- the proposed cohesive activities and coordination of the tripartite missions of the Institute
- details of any collaborations on which the success of the proposal will depend
- likely outputs and impacts at 3, 5 and 7 years
- information about the support your programme will receive, especially from relevant higher education and health care organisations.

This application should not go into detail about individual research projects, which will be subject to a separate peer review process. It should however cover the broad outlines of the research programme.

**For PC users:** Please enter your programme description using Web Editor. Please ensure your version of Internet Explorer is 6 or higher. Please click on the URL below to download the most recent version of Internet explorer if you have an older version  
<http://www.microsoft.com/windows/ie/downloads/default.asp>

To insert symbols, please click on third drop down list entitled font name and choose symbol, the last option on the list. Keystrokes will be entered as symbols. Commonly used symbols and their corresponding keystrokes include:

P  $\pi$   
A  $\alpha$   
B  $\beta$   
D  $\delta$   
G  $\gamma$   
S  $\sigma$

**For Mac users:** Please upload your programme description as a word document. NB: the file must not exceed 1.4mb in size. Please ensure there are no spaces or symbols in the file's label.

Please detail (maximum 8000 words):

- (a) the project title
- (b) the programme description (as outlined above).

Please cite key references as appropriate

If you need to include images, graphs or tables, please refer to 'Uploading an image'. Up to two files may be uploaded.

**Please be aware that it is the responsibility of the applicant to check the word count, since the online system will not enforce it in this section.**

## **References**

A maximum of 30 references relating to the programme description by the applicants can be uploaded by entering their PubMed ID Number or through free text.

Each reference is automatically numbered. Please enter each reference separately. You can change the order in which they appear by using the up and down arrows. To delete a reference, use **X**. To edit a free text reference, click on the pencil. To save changes, click on 'Insert'.

Please insert the publication references using one of the following methods:

(i) PUBMED IDs, where the article is indexed for Medline. The PubMed unique identifier is the number that appears beneath the citation as shown in the example below. To search for PubMed Ids (PMIDs) click on the PubMed link (<http://www.ncbi.nlm.nih.gov/entrez/query.fcgi?db=PubMed>). PMIDs must be cited correctly, without spaces before or after the ID number.

or

(ii) Free text, as in this example:

Gallagher PA, Shoemaker JA, Wei X, Brockhoff-Schwegel CA, Creed JT.

Extraction and detection of arsenicals in seaweed via accelerated solvent extraction with ion chromatographic separation and ICP-MS detection.

Fresenius J Anal Chem. 2001 Jan 1;369(1):71-80.

PMID: 11210234

## **Value for money**

In order to demonstrate the value for money of the proposed programme and associated budget:

- describe how the proposed structure serves to coordinate existing resources and fill gaps, rather than duplicate what is already in place
- describe plans to leverage available expertise and resources
- provide justification for the scale of the of the proposal

Maximum 1000 words.

## **Other grants**

List all grants over €200,000 or equivalent awarded to the applicants in related initiatives over the last five years (specify funding agency, amount, duration and which element the grant applies to: education and training, research or resource to service providers and policy makers).

## **CVs**

After entering applicant details, please click 'Next (Save)' at end of page to save data entered prior to entering your publications. Then return to same page to enter publications. Otherwise data related to applicant will be lost upon entering publications.

## **Publications:**

List five most important publications in peer reviewed journals (if any).

Each reference is automatically numbered. Please enter each reference separately. You can change the order in which they appear by using the up and down arrows.

To delete a reference, use **X**.

To edit a free text reference, click on the pencil icon.

To save changes, click on 'Insert'.

Please insert the references using one of the following methods:

(i) PUBMED Ids, where the article is indexed for Medline. The PubMed unique identifier is the number that appears beneath the citation as shown in the example below. To search for PubMed Ids (PMIDs) click on the PubMed link

(<http://www.ncbi.nlm.nih.gov/entrez/query.fcgi?db=PubMed>).

PMIDs must be cited correctly, without spaces before or after the ID number.

or

(ii) Free text, as in this example:

Gallagher PA, Shoemaker JA, Wei X, Brockhoff-Schwegel CA, Creed JT.

Extraction and detection of arsenicals in seaweed via accelerated solvent extraction with ion

chromatographic separation and ICP-MS detection.  
Fresenius J Anal Chem. 2001 Jan 1;369(1):71-80.  
PMID: 11210234

**Note:** If there are more than nine co-applicants please collate all **additional CVs** into a **single document** and upload where indicated.

Each CV should include:

- Title, First name, Surname, Gender
- Department/School, Institution, Postal Address
- Phone, Fax, email
- Current post; period current post is held; if you do not have a permanent post, please state the start and end dates of your contract
- Brief CV including career, posts held and prior experience in hospice and palliative care (200 words)
- Publications (five most important).

### **SECTION B: FUND RAISING STRATEGY**

In this section please explain how you plan to raise the additional funding required to meet the budget for the Institute (detailed in question 5) with potential sources, targets and timescales. The word limit for this section is 1000.

### **SECTION C: GOVERNANCE**

Refer to the minimum requirements for governance structure as described in the call document. These include a Management Committee, an external Oversight Board, and a Consortium of Funders.

- Please provide a description of the proposed management and governance structures for the Institute including composition, terms of reference and the roles of proposed management and governance structures (word limit 500).
- Explain the contribution of the different co-applicants to the management of the Institute (word limit 500).
- Please outline the systems, capacity and expertise of the host institution (or of the financial host institution if responsibilities are separated) to manage grant funding (word limit 250).
- Please upload a draft shared partnership agreement, detailing contributions and roles of members of the consortium.

### **SECTION D: RELEVANCE AND IMPACT**

This section is divided into four parts:

- Explain the relevance of your initiative to the improvement of palliative and end of life care across the island of Ireland (word limit 500).
- Describe your strategy for knowledge sharing and plans for ongoing dissemination of results into the health and social care system. How do you intend to encourage service providers and policy makers to use the evidence generated by the Institute and maximise its impact? (word limit 500)
- Describe how you will contribute to the education and training of healthcare professionals and leverage existing training opportunities (word limit 500).
- Describe your research strategy in hospice and palliative care (word limit 500).

### **SECTION E: SCOPE**

- Describe the all-Island character of the Institute (word limit 300).
- Give details of the multi-disciplinary orientation of the proposal (word limit 300).
- How will you give the Institute an international dimension? (word limit 300).

### **SECTION F: INSTITUTIONAL SUPPORT**

Upload letters of support from the host institution(s). Space is provided for up to four individual letters, however if you have more than four letters, additional letters can be collated into a single document and uploaded where indicated.

## **SECTION G: COLLABORATORS**

Collaborators can be located on the island of Ireland or elsewhere. Collaborators are expected to engage with and contribute to the Institute, without making a substantial time commitment. Give the name and contact details of collaborators, the name of the grant applicant they collaborate with, and nature and extent of the collaboration (including indication of time spent on collaboration and type of input into the Institute; maximum 100 words per collaborator).

### **External referees**

Please indicate if there are any external referees you would not wish to review your application.

### **Signature page**

There are two separate signature pages, one for the host institution and (co)applicants, and one for the collaborators. Both of these pages can be extended to add additional signatures if necessary.

**Please ensure that you send your signature pages to reach the HRB by 23 October 2009 at 5.00 pm. Applications without signature page(s) are incomplete and will not be processed.**

### **Checklist and Submission**

**Reminder: deadline for submission of applications is 5.00pm on Friday 16 October 2009.**

Please ensure that you have completed all the relevant sections of the application form. Click **Next** and you will be returned to your homepage. To submit your application use **Click to submit** under the heading **Status**. Upon submission, you will receive a submission key as proof of submission. Once you have submitted your application, you cannot edit or unsubmit it.

**Appendix 1:**

**Business Case  
for the Development of an  
All-Ireland Institute  
for Hospice & Palliative Care**

**Amended Executive Summary – 2009**

# Executive Summary

## Executive Summary

### Background

Palliative care seeks to improve the quality of life of patients and families facing life-threatening illness, through the prevention and relief of suffering. Hospice care is the term used to describe the care offered to patients when the disease process is at an advanced stage. Hospice and palliative care are strongly concerned with meeting the emotional, spiritual, and practical needs of the affected person and those close to them. Such care is now delivered in a variety of settings and contexts, across diagnostic groups and in the service of those with a wide range of problems and circumstances.

Hospice and palliative care development across Europe has been irregular, with the development and recognition of the specialty being slow in many countries. Levels of investment have remained modest and service coverage is often patchy and incomplete from the demographic and epidemiological perspective. Most European countries continue to lack an academic infrastructure to support the education and research requirements to further develop hospice and palliative care as is necessary. Increasingly, a public health orientation to these issues is seen as a crucial way to build services that are fit for purpose at the population level, that are evidenced based and that have community endorsement and support.

The island of Ireland has a strong tradition of hospice and palliative care with significant effort being made in the provision of education, training and research. However, much of this activity is dispersed, disjointed and fragmented. These challenges exist in both Northern Ireland and the Republic of Ireland.

Both jurisdictions are developing strategic plans for, and approaches to, the delivery of hospice and palliative care. The all-Ireland Institute of Hospice and Palliative Care will generate concerted effort to support a strategic and coordinated approach to the development and delivery of high quality services, education, training and research within the hospice and palliative care environment.

### Context

This business case outlines the need for an all-Ireland Institute for Hospice & Palliative Care, which will advance the provision of education, training and research in hospice and palliative care across the island of Ireland.

The concept for the Institute originated from the work of Prof. David Clark, current Visiting Professor of Hospice Studies at University College Dublin and Trinity College Dublin. Prof. Clark engaged in a series of discussions regarding the development of hospice and palliative care in Ireland. Subsequently, in support of this work, the Irish Hospice

Foundation engaged the services of Prospectus Consultants to assist in the development of the case for an all-Ireland Institute for Hospice & Palliative Care. The Atlantic Philanthropies provided funding to support the development of this business case. A Steering Group of experts in hospice and palliative care was assembled to drive the development of this business case.

The Institute of Public Health in Ireland will host an Advisory Group to support and monitor the activities of the new Institute and organise an evaluation of its work, including a formal review after four years, following which plans will be made on how best to complete the programme of work and reach the stated outcomes. An exit strategy will then be agreed which will see the programme of work concluded no more than 10 years after commencement, leaving behind it robust legacy structures and organisational networks to continue and develop the original mission of the Institute. The Institute of Public Health will also act as a grant-seeking organisation, using the current business case to apply to a primary philanthropic source.

Given the range of organisations and service providers currently active within the hospice and palliative care environment across the island of Ireland, it is imperative that all stakeholders are involved and the optimum type/level of interaction between the Institute and these stakeholders is achieved and maintained. It is crucial that the Institute be cognisant of the role and functions of these stakeholders and ensures that it does not duplicate the efforts of other organisations.

The establishment of the all-Ireland Institute for Hospice & Palliative Care provides the opportunity to lead internationally in the development of world class hospice and palliative care. The Institute will be the first of its kind in the international context.

On the domestic front, it is essential that the work of the Institute ensures that a rising tide lifts all boats, enabling all those involved in the delivery of services, research and education in hospice and palliative care to undergo a significant process of change and improvement.

## Vision, Objectives and Principles of the Institute

The vision for the All-Ireland Institute for Hospice & Palliative Care is:

To improve the experience and understanding of palliative and end-of-life care on the island of Ireland, by enhancing the capacity to: develop knowledge, promote learning, influence policy and shape practice

This vision applies to children, young people and adults.

In order to deliver on the above vision, four key strategic objectives for the Institute have been agreed.

### The Institute will:

1. Become a **leading international centre of expertise and information** on education, research, policy and practice in palliative and end-of-life care
2. Advance the development of a **sustainable and skillful workforce** by providing a platform **for collaborative educational and training programmes** in palliative and end-of-life care
3. Strengthen the evidence base by **promoting, and increasing the capacity for, collaborative research and development** in palliative and end-of-life care
4. Act as a responsive and accessible **resource to service providers and policymakers**, seeking to shape practice and influence policy

The following principles will underpin all of the work of the All-Ireland Institute.

1. The Institute will operate on an **All-Ireland** basis
2. The Institute will develop and maintain **international partnerships** in education and research, and contribute to efforts to improve palliative and end-of-life care globally
3. The Institute will **actively engage** with service providers, educators and researchers involved in palliative and end-of-life care
4. The Institute will provide **strategic leadership** for education and research in palliative and end-of-life care
5. The Institute will contribute to the development of palliative care services, education and research, **building on, complementing and adding value to existing activities**
6. The Institute will **enable other organisations and individuals** to further their capabilities in palliative and end-of-life care services, education and research
7. The Institute will work on a **collaborative, inclusive and open** basis with all relevant stakeholders
8. The Institute will promote **inter-disciplinary and inter-professional** collaboration
9. The **values** of the Institute will reflect the values of palliative and end-of-life care
10. The Institute will **promote the active involvement of patients, carers and advocacy groups** in the design and evaluation of palliative care services, research, education and training programmes

### Activities of the Institute

The Institute will engage in range of activities to complement the work of existing associated organisations and advance the provision of education, training and research across the island of Ireland. All activities are classified within one of the following three sub-groups and are outlined in more detail overleaf:

- Education & training
- Research
- Resource to service providers and policy makers

Figure A: Activities of the Institute

Education & Training
<ul style="list-style-type: none"> <li>▪ Identify the <b>evolving education and training needs</b> of all those involved in palliative and end-of-life care</li> <li>▪ Drive the strategic development of palliative care education by encouraging and facilitating <b>collaboration between education and training providers</b> and <b>advising on the development of programmes</b> and the promotion of academic leadership</li> <li>▪ Promote studies and collate existing evidence on the <b>effectiveness of education and training provision</b></li> <li>▪ Promote <b>partnership and collaboration in education and training across specialties and services to ensure reciprocity of knowledge and skills</b> in the provision of palliative and end-of-life care to all, regardless of diagnosis and setting</li> <li>▪ Develop and maintain a <b>database of education and training programmes</b> in palliative and end-of-life care, in cooperation with education and training providers</li> <li>▪ Promote &amp; facilitate <b>the involvement of patients</b> in the <b>design/delivery/evaluation</b> of education &amp; training programmes</li> <li>▪ Host regular <b>meetings/symposia to promote innovation</b> in education and training</li> <li>▪ Support existing education providers to <b>ensure that the design and delivery</b> of education/ training programmes is of the highest standard</li> <li>▪ Work with educational partners to <b>develop standardised core curricula and assessment procedures</b></li> <li>▪ Support the development of <b>modern and accessible modes of education delivery</b></li> <li>▪ Contribute to international discussions on <b>curricula development</b> for palliative / end-of-life care education and training</li> <li>▪ Assess the need for, and impact of, <b>wider public education initiatives</b> relating to advanced illness, dying and bereavement</li> </ul>
Research
<ul style="list-style-type: none"> <li>▪ Develop and promote the implementation of an <b>all-Ireland strategic plan for research</b> in palliative and end-of-life care, in collaboration with health research agencies</li> <li>▪ Identify <b>gaps</b> and promote <b>new research programmes</b> for social studies, clinical, health service and translational research in palliative and end-of-life care</li> <li>▪ Secure an increasing <b>level of funding</b> (working with health research agencies) for social studies, clinical, health service and translational research in palliative and end-of-life care</li> <li>▪ Commission, host and manage <b>programmes of research</b> in palliative and end-of-life care</li> <li>▪ Develop and maintain a comprehensive, searchable <b>database of research</b> on palliative and end-of-life care</li> <li>▪ Support <b>research collaborations</b> to attract additional resources and improve quality and outcomes in research related to palliative and end-of-life care</li> <li>▪ Support the development of <b>all-Ireland, population-based and multi-centre research projects</b> on palliative and end-of-life care</li> <li>▪ Enable Irish <b>participation in international research projects and funding streams</b> related to palliative / end-of-life care</li> <li>▪ Enhance research capacity through <b>mentoring, research training and career development</b> programmes</li> <li>▪ Support academic institutions and service providers in making <b>applications for research posts, programmes and funding</b></li> </ul>
Resource to Service Providers & Policy Makers
<ul style="list-style-type: none"> <li>▪ Actively <b>contribute to debate</b> regarding policy and practice, <b>using evidence produced by the Institute</b> through research, publications, involvement in policy formation and hosting of symposia/seminars</li> <li>▪ Leverage in <b>funding for education and research</b> in palliative / end-of-life care by engaging with all associated funding sources</li> <li>▪ Inform the <b>debate on workforce planning by compiling relevant evidence and identifying skill-sets</b> required to meet palliative and end-of-life care needs</li> <li>▪ Organise <b>networking events</b> to exchange information and best practice between organisations involved in palliative and end-of-life care</li> <li>▪ Develop and deliver <b>targeted communications/fact sheets</b> to key stakeholders in order to strengthen the links between research, policy, and practice</li> <li>▪ Develop and maintain a <b>website</b> covering all of the Institute's activities <b>including access to the research and education databases</b></li> <li>▪ Compile and disseminate information in relation to <b>best practice in service provision</b> regarding palliative and end-of-life care</li> <li>▪ Facilitate <b>inter-sectoral and inter-disciplinary participation</b> in palliative and end-of-life care initiatives</li> <li>▪ Organise <b>international exchanges</b> to view models of excellence and share ideas internationally</li> </ul>

## Lifespan of the Institute

The Institute will be established as an entity with a **limited lifespan** (of approximately 10 years). Over this time the Institute should play a strong role in building up capacity and resources in hospice, palliative and end-of-life care.

The performance and activities of the Institute will be reviewed at the end of year three. This review will determine the extent to which the Institute has delivered on its vision, goals and outcomes, and whether certain activities of the Institute should be prioritised for completion before the Institute ceases to exist. An exit strategy for the Institute will then be developed, informed by the findings of the review.

## Outcomes and Legacy for the Institute

Six specific outcomes have been identified which the Institute will seek to achieve. These outcomes will enable stakeholders to evaluate whether the vision and objectives of the Institute are being delivered and to measure the effectiveness of the Institute.

A range of indicators will be used to measure the progress of the Institute towards the achievement of these outcomes.

The six outcomes identified for the Institute are as follows:

- 1) The Institute is established and functioning effectively on an all-Ireland basis, with appropriate systems for management and governance
- 2) There is a measureable increase in research capacity, research collaboration and research activity in hospice and palliative care
- 3) There is evidence of improved co-ordination, and increased accessibility and uptake, of education programmes relating to palliative and end-of-life care
- 4) There is evidence of beneficial impact on the delivery of palliative and end-of-life care services
- 5) There is evidence of increased participation of patients, carers and advocacy groups in the design and evaluation of palliative care services, research and education/training programmes
- 6) There is evidence of increased public awareness of palliative and end-of-life care

Each of the above six outcomes has an associated range of indicators and targets assigned in order to enable a transparent evaluation of the Institute. Targets are set for completion within years two and five.

It is essential that the Institute should have a lasting effect on hospice and palliative care across the island of Ireland.

The **legacy of the Institute** (which may take some time to become visible) should comprise:

- The public profile and organisational positioning of hospice and palliative care will be enhanced considerably
- There will be strong leadership in hospice and palliative care research, education and service provision across the island of Ireland
- Service provision, research and education will be evidence-based to ensure that both jurisdictions within Ireland are continuously meeting the evolving needs of all associated within the field, both those providing and those availing, of services
- There will be stronger collaboration between and among service providers, educators and researchers
- The island of Ireland will be positioned as an international leader in research, education and service provision within the field of hospice and palliative care
- The Institute will have inspired similar approaches and models for the enhancement of service provision, education and research in other areas of healthcare specialisation
- Ultimately, the most important legacy of the all-Ireland Institute for Hospice and Palliative Care should be an enhanced experience for hospice and palliative care service users across the island of Ireland.

## **Governance, Management & Staffing**

The Institute will be established as a **“centre” within a host organisation/consortium**. It will be required that the components of the consortium maintain a substantive involvement from partners located in both Northern Ireland and the Republic of Ireland. Funding to establish and support the Institute should be **awarded to a host organisation/consortium on the basis of a competitive bidding process**.