



The California HIV/AIDS Research Program (CHRP) Strategic Plan Years 2011-2015



Mission:

The California HIV/AIDS Research Program supports excellent, timely, and innovative research that is attentive to the needs of California and that accelerates progress towards prevention and a cure for HIV/AIDS.

The Program's Vision

The California HIV/AIDS Research Program (CHRP) envisions a California a decade from now where:

Systems of research, prevention, and care for people with HIV position California as a national leader. Furthermore, there will be significant progress in reducing HIV transmission, improving HIV-related treatment and care, and enacting evidence-based public policy in California which positively impacts state, national, and global efforts to end the pandemic.

Background Stakeholder¹ Input

During 2011, a process of stakeholder input ("Thought Leaders") identified key priorities that provided the basis for framing new strategies seen as essential to the program's ability to achieve this vision. They include the need to strategically target research dollars to the following critical priority areas:

- Evaluation of biomedical approaches to prevent new HIV infections

¹ Any individual or group with an interest in the success of CHRP in delivering intended results and maintaining the viability of the organization's research products, including scientists, public health officials, legislators, community-based organizations, consumers, affected community members, advocates, and others.

- Evaluation of strategies for testing and linkage to care and treatment for persons with HIV (TLC+)
- Evaluation of new models of care for persons with HIV/AIDS and other strategies related to Health Care Reform
- An assessment of disparities in access and utilization of HIV/AIDS services for various populations in California
- Support for the seeding and training of new scientists engaged in high priority areas of HIV/AIDS research
- Research to develop a vaccine or cure for HIV/AIDS

Strategic Goals:

As a result of this process, the program and its Advisory Committee, the California HIV/AIDS Research Program Advisory Council, have articulated four strategic goals that will focus the program's priorities over the next four years:

Strategic Goal 1: To provide resources to address strategic HIV/AIDS research priorities critical to California.

Strategic Goal 2: To catalyze leadership for the discovery of evidence-based solutions for HIV/AIDS issues in California.

Strategic Goal 3: To stimulate increased public and private investment towards the discovery of evidence-based solutions for emerging and critical HIV/AIDS issues.

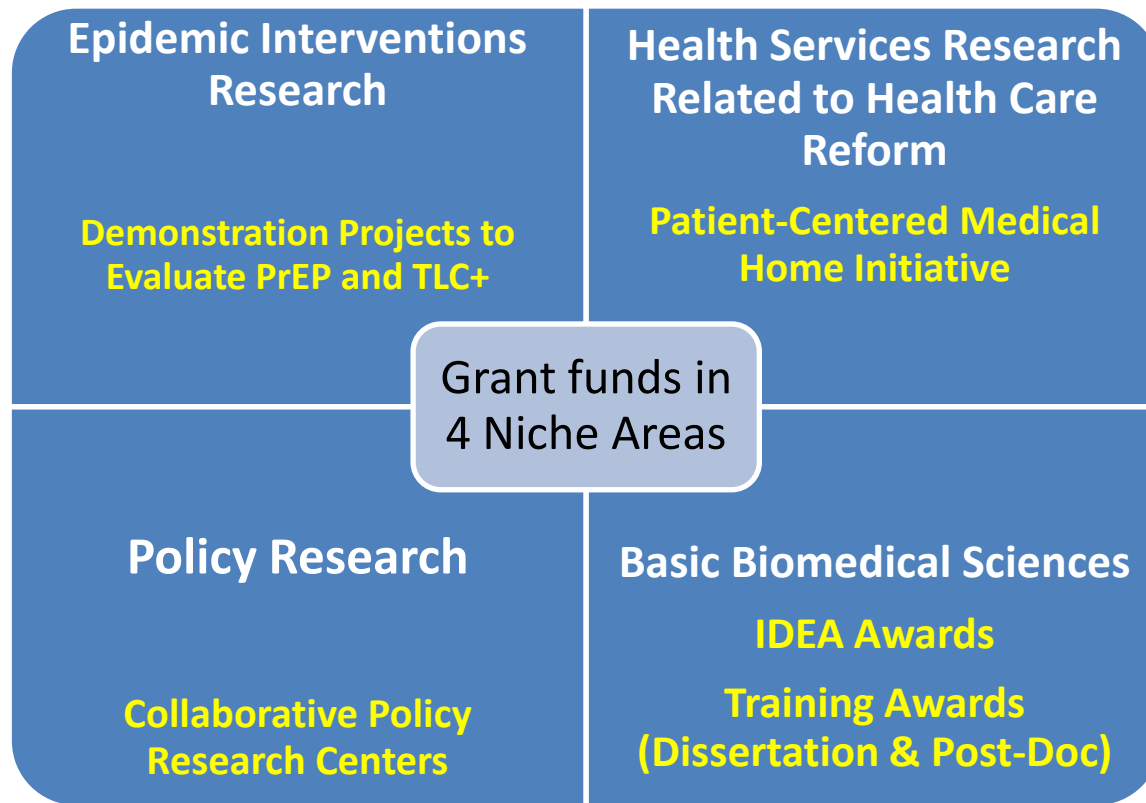
Strategic Goal 4: To promote the application and real-world impact of California-supported HIV/AIDS research.

Rationale and Design of a New Program Approach:

Achieving the above strategic goals with limited resources requires moving beyond the current approach. Because of this, CHRP is moving towards targeted initiative style grantmaking as the primary grantmaking strategy. An initiative approach allows the allocation of funds for similar larger project-oriented grants across multiple sites and institutions, with CHRP playing a coordinating role to help achieve collaboration and synergy among investigators. Larger scale efforts are more likely to have a significant impact on the California epidemic than are smaller, single site pilot projects. For example, efforts to develop new models of care and prevention for HIV/AIDS or to significantly reduce new HIV infections require large, complex research-based interventions. To increase resources available for strategic initiatives to impact the HIV epidemic in California, the program has decided to focus its limited resources on the following four niche areas:

1. **Strategic initiatives to curb the California HIV/AIDS epidemic (Epidemic Interventions Research):** Recent evidence has shown that new biomedical-based interventions can have a major impact on the transmission of HIV infection. Implementation of pre-exposure prophylaxis (PrEP) and widespread implementation of testing and linkage to care plus treatment (TLC+) may play a major role in curbing and driving down the HIV epidemic in California. Evaluations of these interventions will provide critical information necessary for effective implementation in the future.
2. **Strategic initiatives to develop and evaluate new models of service delivery for HIV care and prevention (Health Services Research related to Health Care Reform):** Given the increasing numbers of persons living with HIV in California, the increasing costs of providing care for this population, the implementation of health care reform, and the limited resources in the State, it is imperative that new models of service delivery for HIV care and prevention be developed and evaluated. Evidence-based evaluations of innovative service delivery models may lead to new approaches which will improve patient care and quality of life at either reduced or similar cost.
3. **Strategic initiatives to support evidence-based Policy Research:** Policy issues related to HIV care, prevention, and financing are rapidly emerging and evolving and it is imperative that evidence-based information be developed and disseminated to inform the decision-making process. Collaborations between policy researchers, community advocates, and policymakers are necessary to provide timely information which can have an impact on the federal, state and local decision-making process.
4. **Seeding of new ideas and training in the Basic Biomedical Sciences to maintain a pipeline for the future:** Basic biomedical science has been the engine which has provided numerous breakthroughs in diagnosis, monitoring, medical care, and treatment for persons with HIV. It is imperative to maintain this pipeline for future breakthroughs which may further advance our ability to improve the quality of life and outcomes for persons with HIV. Seeding new ideas through smaller pilot projects and training new scientists has been shown to be the most effective means of ensuring that these breakthroughs will continue.

All research supported within these four niche areas will continue to emphasize innovation, be peer reviewed, and be investigator-initiated, whether in response to an open call for applications or to a call for research in targeted areas. The following graphic summarizes the four strategic niche areas and shows the grant mechanisms which will be utilized to implement the new strategic plan. Funds will be set aside to support each quadrant of activity.



CHRP will continue to support current grantees funded through the previous strategic plan and its mechanisms. However, to focus its limited resources on these four new niche areas, CHRP will need to begin phasing out some grant mechanisms in the future. Over the next four years of this strategic plan, the program does **not** plan to issue any new Calls for research in response to the following mechanisms:

- Clinical IDEA (Innovative, Developmental, Exploratory Awards) awards and training
- Social/Behavioral IDEA awards and training
- Community Collaborative Research Awards
- California AIDS Multi-Institutional Clinical Studies (CAMICS) Awards

It is possible that these mechanisms may be revived in a future strategic plan, but given limited current resources, it is not possible to support these areas of research at present.

Action Plan:

The following are the specific objectives, actions plans, and evaluation measures related to each of the program's strategic goals:

Strategic Goal 1: To provide resources to address strategic HIV/AIDS research priorities critical to California.

Objective 1.1: Through a phased and evaluated approach, by 2014-2015, allocate 75% of the program's entire annual research budget to the support of high priority strategic HIV/AIDS research initiatives that are based on a statewide investigator and stakeholder input process. Resources will be allocated through open calls for strategic/targeted research in specific areas.

Action Plan 1.1:

Steps

1. Beginning in 2011-2012, allocate at least 65% of the program's research budget to the support of high priority HIV/AIDS strategic research initiatives in three areas: (1) Demonstration Projects of pre-exposure prophylaxis (PrEP) and testing and linkage to care plus treatment (TLC+); (2) a Patient-Centered Medical Home Health Services Research Initiative; and (3) Policy Research Centers. Increase support for these initiatives to 75% of the annual budget by 2014-15.

Performance Measures

- Calls soliciting proposals in high priority research areas
- Grants awarded in high priority research areas
- Survey of key stakeholders for assessment of progress in addressing HIV/AIDS issues critical to California

Outcome Measures

- By 2014-2015, at least 75% of key program stakeholders agree that CHRP research grants are addressing HIV/AIDS issues critical to California
- By 2014-2015, at least 75% of key stakeholders acknowledge significant progress achieved in at least two of the high priority HIV/AIDS research areas funded by CHRP

Evaluation Plan

- Surveys of key stakeholders in 2014-15
- Analysis of program grantee outcome data through 2014-15

Objective 1.2: By 2014-2015, allocate approximately 25% of the program's entire annual research budget to the support of investigator-initiated Basic Biomedical IDEA awards and training awards. Resources will be allocated through open calls for investigator-initiated research.

Action Plan 1.2:

Steps

1. Beginning in 2011-2012, issue an annual Call for Applications in the areas of Basic Biomedical IDEA Awards, and Basic Biomedical dissertation and postdoctoral training awards. By 2014-15, allocate approximately 25% of the program's research budget to the support of these awards.

Performance Measures

- Calls soliciting proposals in Basic Biomedical Science
- Number of grants awarded
- Survey of key investigators for assessment of progress in addressing critical research issues in basic biomedical science

Outcome Measures

- By 2014-2015, at least 75% of key program investigators agree that CHRP basic science research grants and training opportunities are addressing critical HIV/AIDS research priorities in the basic biomedical sciences.

Evaluation Plan

- Surveys of key investigators in 2014-15
- Analysis of program grantee outcome data through 2014-15

Strategic Goal 2: To catalyze leadership for the discovery of evidence-based solutions for HIV/AIDS issues in California.

Objective 2.1: Beginning in 2011-2012, convene at least six strategic initiative grantee consortia meetings annually to provide a forum to help achieve collaboration and synergy among investigators and to provide an opportunity for grantee and stakeholder communication and dissemination.

Action Plan 2.1:

Steps

1. By 2011-2012, design, implement and convene grantee consortia meetings (e.g., in-person meetings, webinars etc.) for the three strategic research initiatives: PrEP/TLC+ Demonstration Projects; PCMH Initiative; Policy Research Centers.
2. Insure that participants in all consortia meetings include adequate representation of funded investigators and key stakeholders, as appropriate.

Performance Measures

- Grantee consortia meetings implemented and well-attended
- Publication and dissemination of collaborative materials and findings generated as a result of the consortia meeting process

Outcome Measures

- By 2014-2015, the number of grantee consortia meetings held
- By 2014-2015, the number of collaborative documents and publications developed and disseminated; the number of policy changes impacted; the level of sharing of data among the collaborative sites

Evaluation Plan

- Surveys of consortia meeting participants regarding the quality and outcome of the process
- Summaries of findings and outcomes generated from grantee consortia meetings, and the degree to which these outcomes and recommendations are adopted by others or impact policy

Objective 2.2: By the end of FY 2014-15, convene at least three strategic think-tank or consensus meetings to examine the critical HIV/AIDS issues facing California and the role research can play to address these issues.

Action Plan 2.2:

Steps

1. Beginning in 2012-2013, conduct annual think tanks or consensus meetings to examine the critical HIV/AIDS issues in California, the role of current CHRP-sponsored research and initiatives in addressing these issues, and to receive input and recommendations regarding future CHRP-sponsored research initiatives and efforts.

Performance Measures

- Think Tanks convened and level of attendance by stakeholders
- Publication and dissemination of think tank proceedings

Outcome Measures

- By the end of 2014-2015, at least three think-tank meetings are convened

Evaluation Plan

- Surveys of think-tank meeting participants regarding the quality and outcome of the process
- Summaries of findings and outcomes generated from think-tank meetings, and the degree to which these outcomes and recommendations are adopted by CHRP

Strategic Goal 3: To stimulate increased public and private investment towards the discovery of evidence-based solutions for emerging and critical HIV/AIDS issues.

Objective 3.1: Beginning in 2011-2012 and continuing through 2014-15, expand the public or private support for CHRP research by 50% over 2010-11 levels by seeking funding partners to co-sponsor initiatives on strategic HIV/AIDS research issues in California.

Action Plan 3.1:

Steps

1. Beginning in 2011-2012, initiate conversations with potential biotechnology or pharmaceutical industry partners to seek funds to co-sponsor selected initiatives on strategic HIV/AIDS research issues in California.
2. By late 2011-12, secure funds or other resources from biotechnology or pharmaceutical industry partners to support CHRP-sponsored PrEP initiative.
3. By 2013-2014, seek federal, state or private partners to support the continuation and dissemination of the PCMH model of care in California.

Performance Measures

- Amount of funds or resources secured from collaborating partners to co-sponsor CHRP initiatives

Outcome Measures

- By 2014-2015, at least a 50% increase in public or private funds or resources supporting California HIV/AIDS research initiatives

Evaluation Plan

- Examination of four-year budget for increases in external resources available for CHRP initiatives

Strategic Goal 4: To promote the application and real-world impact of California-supported HIV/AIDS research.

Objective 4.1: Beginning in 2011-2012, and continuing through 2014-15, inform key policy makers, stakeholders, and HIV/AIDS advocates about CHRP-sponsored research and initiatives that contribute to evidence-based solutions for critical HIV/AIDS issues in California.

Action Plan 4.1:

Steps

1. Beginning in 2011-2012, conduct annual legislative briefings to disseminate the findings of California-supported HIV/AIDS research.
2. Beginning in 2011-2012, develop electronic methods to distribute information identifying the contribution of CHRP-sponsored HIV/AIDS research to providing solutions for critical HIV/AIDS issues in California. Target key stakeholders, policymakers, and HIV/AIDS “Thought Leaders”.
3. Beginning in 2011-12, release press releases or other media communications to disseminate outcomes of CHRP-sponsored research.

Performance Measures

- Legislative Briefings conducted and level of attendance by policymakers
- E-communications disseminated
- Media communications or press releases disseminated

Outcome Measures

- By 2014-2015, at least 50% of key stakeholders are aware of the contribution of CHRP-sponsored research and activities in addressing solutions for critical HIV/AIDS issues in California.

Evaluation Plan

- Survey of key stakeholders in 2014-2015.

Objective 4.2: By 2014-15, at least 75% of all of the research supported by the program will be applied in nature and have clear, direct, and timely applicability for improving HIV detection, prevention, health care, and quality of life in California.

Action Plan 4.2:

Steps

1. Insure substantial input from investigators and stakeholders on research and strategies that have implications relevant to HIV/AIDS issues in California.
2. Involve consumers of applied research, particularly those from and/or serving communities disproportionately affected by HIV/AIDS in California, in all input, think-tank, and grantee consortia processes (e.g., PLWHA, practitioners, advocates, providers, industry, public health officials, policy makers).

Performance Measures

- Grant programs and initiatives supporting applied and translational HIV/AIDS research implemented
- Percentage of community participants in Think-Tank, Input, and Grantee Consortia meetings
- Peer review balance with regard to scientific and community perspectives

Outcome Measures

- By 2014-15, at least 75% of CHRP research funds will support grants that are applied in nature and have clear, direct, and timely applicability for improving HIV detection, prevention, health care and quality of life.

Evaluation Plan

- Analysis of data regarding CHRP-sponsored grants between 2011 and 2015
- Analysis of type of participants attending Input, Think-Tank and Consortia meetings
- Analysis of peer reviewer distribution with regard to community representation

Attachment A: Advisory Council Role and Structure

Composed of scientists, public health, and community leaders from throughout the state, the California HIV/AIDS Research Program (CHRP) Advisory Council plays a critical role in the program by continuing to:

- Advise on the program's mission, goals, objectives, policies, and priorities
- Advise on the allocation of the program's resources across priorities
- Recommend new program direction, processes, award programs, and initiatives
- Advise on the application review process
- Advise on the relevance of meritorious applications
- Recommend meritorious grants to be funded

Consistent with these responsibilities, the Advisory Council will advise the program on the development and evaluation of CHRP strategies, both during regular meetings of the whole body and through deliberations of the following specific subcommittees of the Council:

- I. Stakeholder Input
- II. Solicitation and Peer Review
- III. Communication and Dissemination
- IV. Program and Grantee Evaluation

Throughout the phase-in process of this strategic plan, the Advisory Council will review data on the evaluation of its implementation and outcomes and provide recommendations for the continuation or modification of the plan.