



2020 Strategic Planning Activities Annual Summary and Report

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Justification Statement

The central leadership of the Georgia Clinical and Translational Science Alliance (Georgia CTSA), along with the Evaluation & Continuous Improvement (ECI) program, identified the need for annual discussion and reporting on the status of each program to consistently track and assess the aims and milestones of the programmatic infrastructure that supports clinical and translational research in Georgia. This is necessary to determine when programs need to adjust their plans and milestones in support of their individual specific aims and the overarching aims of the alliance. To serve this goal, the ECI team conducts annual Strategic Planning Activities used to characterize Program activities, inform development and monitoring of processes and milestones, and initiate mid-course amendments. Annual Strategic Planning Reports also provide summary evidence of effectiveness and impact in reaching each Program's specific aims and objectives year to year.

The Strategic Planning process consists of ECI developing an approach for strategic evaluation, directors meeting within their programs and then meeting with ECI to evaluate and set goals. ECI collects information on key accomplishments in the previous year, as well as challenges and goals for the next year, in order to evaluate indicators and monitor progress toward accomplishing milestones over the course of a program year. The timeline for the process is predetermined by ECI and communicated to each program to document the program progress and provide feedback. This includes completing written strategic planning worksheets and conducting interviews with program directors and team members to discuss the objectives detailed in these documents as well as methods for measuring outcomes. Results of the milestones, achievements, and overall impact are shared with the Executive Council for approval, and then included in the annual reports to the External Advisory and Executive Oversight Committees each year. These efforts contribute to more efficient progress toward the aims and goals of all program groups, which, in turn, aid in the aggregate impact of the Georgia CTSA each year.

Acronym/Abbreviations List

Programs:

BERD	Biostatistics, Epidemiology & Research Design
CE	Community Engagement
CMDTS	Collaboration & Multi-Disciplinary Team Science
ECI	Evaluation & Continuous Improvement
OGCC	Organization, Governance, Collaboration & Communication
GCRCs	Georgia CTSA Clinical Research Centers
ICa	Innovation Catalyst
Infor	Informatics
ISP	Integrating Special Populations
Peds	Pediatrics
Pilots	Pilot Translational and Clinical Studies
QE/LTICs	Quality & Efficiency/Liaison to Trial Innovation Centers
RC	Recruitment Center
Res Ed	Research Education
RKS	Regulatory Knowledge & Support
TWD	Translational Workforce Development

Institutions

Emory	Emory University
MSM	Morehouse School of Medicine
GA Tech	Georgia Institute of Technology
UGA	University of Georgia

Overall Summative Evaluation of 2020 Strategic Planning Activities

An overarching goal for this year's strategic planning activities was to evaluate progress against goals and to open a dialogue on challenges and strategies in preparation for the upcoming grant renewal application. The following summative evaluation describes the process and findings of the 2020 Strategic Planning Activities, providing a bird's eye view of the structure, accomplishments, and strategic plans of the Georgia CTSA.

Steps and Timeline

The 2020 Strategic Planning process was initiated in July with ECI gathering updated strategic planning worksheets from each program and conducting meetings attended by program leadership, ECI, and OGCC. Each program detailed current objectives and activities serving their specific aims, and answered questions regarding this year's theme of *Planning for Renewal*, including how programs collaborated across groups to make progress toward common goals, and broad themes around the following areas of planned emphasis: health disparities; diversity, equity, inclusion & belonging; remote learning; rural health; and maternal mortality. OGCC discussed updates to communication plans and issues related to organizational governance and impact. In addition to themes related to the renewal, we discussed the Georgia CTSA's response to the COVID-19 pandemic, an unexpected, but de facto specific aim for this organization in 2020. ECI drafted brief reports summarizing the findings of each program meeting, including: (1) an elevator summary of aims and services; (2) progress against milestones over the past year; and (3) challenges and goals for the next year. Reports were submitted to each program for edits and approval and then included in this report.

Grant Year 3

As part of the strategic planning process, programs were asked to identify notable ways that they have made accomplishments toward goals of the current grant cycle in the past year. Answers frequently involved continuation and development of successful ongoing activities and expanding scope of work. Some programs are making a difference through the **collective impact of long-running services** such as decades of clinical trial support through the GCRCs and training through the KL2 and TL1 programs, and over 13 years of pilot grants and expert consultations. In the past year, standout accomplishments included **high-profile events** like the 3rd annual Regional Clinical and Translational Science Conference, **innovative offerings** like ICa's AppHatchery, and **expansions of services**, including expansions aimed toward the vigorous alliance-wide response to the COVID-19 pandemic. Progress has been made through collaborative efforts across the multiple Georgia CTSA institutions, across programs, and across statewide and nationwide networks. Key accomplishments for every program are detailed in their respective individual summary reports.

Due to COVID...

A ubiquitous refrain in recent months, many unanticipated challenges and efforts have arisen across the Georgia CTSA in 2020 "**due to COVID...**". As reports of the spreading virus began filtering to us in February, the Georgia CTSA held the 2020 Regional Clinical and Translational Science Conference, which would be the last major live event for the Georgia CTSA community, and the last time many of us would share ideas and plans in person for the year. At the onset of the closure, plans were swiftly enacted to halt high-risk activities, transition operations to virtual platforms, and to forcefully confront the virus itself. Thus far, the Georgia CTSA has embraced these challenges, **benefitting from collective experience and acute readiness to meet this test**. Across Georgia, leaders, members, and affiliates of the CTSA have stepped up to serve as expert advisors and tireless researchers working to advance testing technology, treatments, vaccine development,



and understanding of the public health implications and disparities arising due to the severe acute respiratory syndrome associated with the 2019 coronavirus (SARS-CoV-2).

Challenges Overcome & Opportunities Seized Due to COVID-19

The first task presented by the coronavirus pandemic was a rapid cessation of all in-person activities followed by an imperative to return to functionality by virtual means. For the Georgia CTSA, this included transitioning to remote work from home, remote learning for Res Ed, and virtual models for expert consultation and collaborative events (see **Table 1**). Although some supported events were unavoidably cancelled/ postponed (e.g. Atlanta Science Festival KIDS booth, Southeastern Pediatric Research Conference, BERD Annual Forum, GCRCs 60th Anniversary Open House) the Georgia CTSA generally **made the transition to virtual work with ease**, in no small part because of existing remote communication infrastructure in place due to our statewide, multi-institutional structure. In order to integrate staff, investigators, and students based at four institutions across Georgia, the Georgia CTSA has well-established best practices for conducting meetings, consultations, and courses via virtual platforms. Our capabilities have been further aided by the recent completion of a supplemental grant for developing online education resources (*Strategic plan and development for online education at the Georgia CTSA*, 3UL1TR002378-02S1). Existing readiness for distance productivity provided for a quick and seamless transition for most online activities and an ability to promptly embrace opportunities presented by virtual platforms, including broader geographic reach to individuals who would not usually be available for face-to-face participation, such as rural residents or high-profile guest speakers.



Table 1. Summary of Current/Scheduled Virtual Activities:

Virtual Events	Virtual Consultations	Remote Learning	Telehealth
• Blue Sky Groups	• Studio Consultations	• MSCR/CPTR courses, incl. BERD, CE, & Infor course	• USDA Rural Telehealth grant
• ISP Virtual Townhall	• BERD Consultations	• Science of Team Science Training	
• Community Conversations for COVID-19	• Ethics Consultations	• Bench2Market Virtual Series	
• Regional Clinical and Translational Science Conference	• Service requests, e.g. AppHatchery consultations	• CMDTS COVID-19 Webinars	
• Speed Networking			
• MSM Pilot Grants Workshop			

Another challenge presented by the coronavirus was a temporary but precipitous drop in clinical research activity during the spring lockdown period. This hiatus stifled productivity in the GCRCs and LTICs, (incl. a hold on the All of Us project), affected trainee clinical rotations, and stalled pilot grants with limited time horizons to utilize granted funds. OGCC worked with pilot grantees to anticipate and resolve financial utilization and many staff used clinical trial downtime to turn attention toward activities with lower in-person requirements, such as analytic work and writing. Ultimately, the **drought in clinical trial productivity was following by a flood of activity specifically driven by COVID-19 research** that brought utilization and cost-recovery metrics back to target levels by the summer. Furthermore, the surge in clinical research brought on by the pandemic has resulted in an unexpected opportunity to showcase resource offerings and attract new and former investigators to our services. Programs expect this increased usage to persist even after COVID-19 research abates.

A final important challenge due to COVID-19 has been the limited ability to reach communities and customers without the use of in-person outreach and promotional opportunities (e.g. Ica's school-based BME HealthReach program, ISP's rural community events). OGCC has tackled this discoverability challenge by effectively translating paper promotional materials to virtual forms (e.g. CMDTS virtual brochure), and utilizing a newly refreshed hub website, and ISP and CE have worked to develop virtual outreach opportunities for community members statewide. Intentionally leveraging existing statewide networks will also be key to this effort going forward.

Initiatives Undertaken Due to COVID-19 & Headway Made

Beyond adapting to conditions created by the pandemic, the Georgia CTSA has served as **a vital component of national counteroffensive efforts to accelerate and facilitate targeted research on COVID-19** tests, treatments, vaccines, and outcomes. In fact, the need to address an infectious outbreak with maximal speed and efficiency has long been understood among Georgia CTSA institutions. In the wake of recent outbreaks of H1N1, Zika, and Ebola, Emory applied lessons learned to form a Rapid Response Team designed to expedite pre-award approval processes and enrollment of high priority research in the event of an emergency health crisis. This Rapid Response Team turned out to be a key aspect of the Georgia CTSA's readiness to confront the current novel outbreak, having assisted with rapid deployment of dozens of COVID-19 studies since March 2020. To further support rapid deployment of local investigators' studies, OGCC, BERD, and RC have aided in the swift submission of an influx of new grant and supplemental award applications associated with SARS-CoV-2. CMDTS also responded to the changing needs of the research workforce by quickly developing and offering a series of online COVID-19 webinars focused on adaptation and functionality of research teams during the pandemic. RC worked to counteract challenges to recruiting enough eligible and diverse volunteers to participate in the volume of research being initiated, as well as safely sending out recruiters and bringing patients in for trials, by developing new recruitment materials and enhancing systemwide recruitment effort within the Emory system using the FDA database.



In spring 2020, OGCC leveraged connections with programs and university departments to carry out a large serology for the CDC & FEMA on short notice, drawing blood samples and assessing for coronavirus antibodies in over 1,700 healthcare workers



In addition to supporting and accelerating the work of our institutes' researchers, the Georgia CTSA has worked directly on large-scale efforts to combat COVID-19. To assess the presence of SARS-CoV-2 antibodies among the healthcare workforce, Georgia CTSA programs cooperated with Emory University departments and with the CDC and FEMA on an early **serosurvey blood draw project**. To speed innovative testing capability, leaders from Ica, GCRCs, ECI, and RC are administering a grant from NIH's **Rapid Acceleration of Diagnostics (RADx)** initiative for the development, commercialization, and implementation of technologies for COVID-19 testing. To enhance coordination of a national repository of COVID-19 clinical data, Informatics has focused on pipeline development of a real-time analytics platform, including the integration of COVID-19 related information feeds across institutions. In sum, the Georgia CTSA has risen to this challenge by effectively leveraging its collective strengths, knowledge, and collaborative networks to support and promote those in the trenches of the fight against the coronavirus.

Working Cohesively Across a Unified Alliance

Teamwork and Communication Across Institutions

The Georgia CTSA continues to emphasize operating as a **unified team leveraging the complementary strengths and resources of our four distinct institutions**. In order to create an alliance that makes more of these institutions than the sum of their parts, program leaders across the alliance work deliberately to cultivate ties and maintain staff representatives at each relevant partner institution, (see **Table 2**). Staff representation is defined as having leadership or staff with a defined position/percent effort, indicating that the program has formal operations and financial stake at that institution.

Although programs do not necessarily have staff at all institutions, there has been a sincere effort to create new or strengthen existing connections across institutions such that programs have team members with unique strengths situated at all institutions that are relevant to their operations. All programs have teams that collaborate across at least two institutions, including programs focused directly on clinical trials (i.e. GCRCs, RC, LTICs/QE, ISP) that operate at Emory, MSM, and UGA. Although GA Tech does not have a clinical trials unit, GA Tech investigators utilize relevant programs to conduct and collaborate on clinical trials focused on biomedical engineering and innovative health technologies.

Cross-institutional collaboration also exists beyond operational presence at each institution. Importantly, all Georgia CTSA programs offer their resources (including events, services, consultations, grants) to investigators from all four partner institutions and their collaborators. Various programs' leadership and board members come from all institutions whenever possible, and for some resources, such as pilot grants, competitive advantages may be given to projects that involve more than one institution. Cross-institutional collaboration also occurs regularly with other institutions affiliated with the Georgia CTSA, such as with faculty jointly appointed and carrying out operations at Children's Healthcare of Atlanta, Grady Hospital, and the Atlanta VA Hospital.

Teamwork and Communication Across Programs

In addition to cross-institutional communication and collaboration, the Georgia CTSA continues to place importance on **cross-program collaboration as a means of drawing together diverse skills and interests** toward the common mission of the alliance. During the strategic planning process, ECI catalogues instances of cross-

Table 2. Staff representation at each partner institution

	Emory	MSM	GA Tech	UGA
BERD	✓	✓	✓	✓
CE	✓	✓	✓	✓
CMDTS	✓	✓	✓	✓
Infor	✓	✓	✓	✓
OGCC	✓	✓	✓	✓
Pilots	✓	✓	✓	✓
Res Ed	✓	✓	✓	✓
RKS	✓	✓	✓	✓
ECI	✓	✓	-	✓
GCRCs	✓	✓	-	✓
ISP	✓	✓	-	✓
LTIC/QE	✓	✓	-	✓
RC	✓	✓	-	✓
Peds	✓	✓	-	-
ICa	✓	-	✓	-
TWD	✓	-	-	✓



In 2019, CMDTS launched the Translational Education and Mentoring in Science (TEAMS) Program, with fellows from all 4 institutions selected to develop their professional skills in translational and clinical research, with special emphasis on multidisciplinary teams



program collaborations that serve to enhance the impact of program support. **Figure 1** depicts collaborative ties among programs as of 2020, which includes explicitly shared activities that produce a shared product or achievement, claimed by and serving the aims of both programs. For example, in the past year ECI worked with both the Pilots and the Pediatrics programs to complete evaluations of products emerging from support and to disseminate the results through conference presentations and publications.

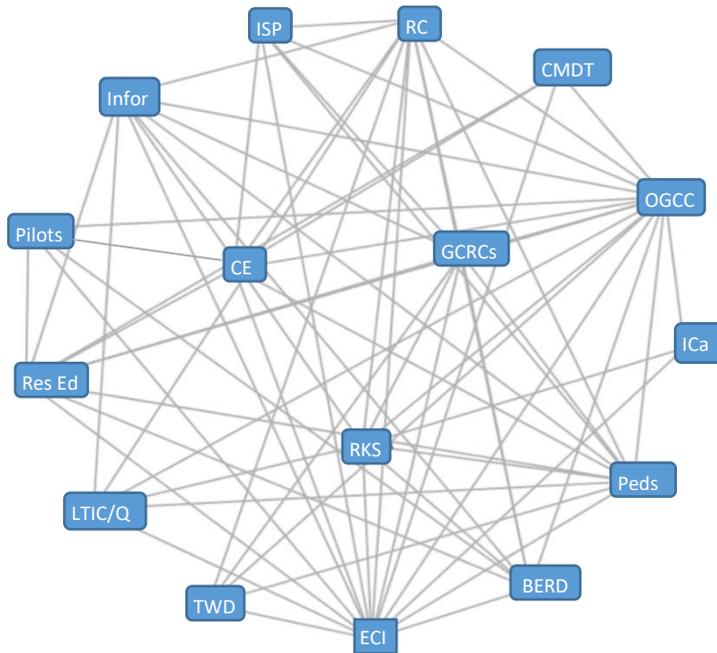


Figure 1. 2020 Program Collaboration Network

The collaboration network reveals that, on average, programs worked with approximately 8 other programs, with considerable variability. Programs such as OGCC and ECI touch all programs through their overarching role in the administrative home. Programs like RC and Peds, also reach across many programs through common interests in ethical and inclusive human subjects research. Conversely, some programs have focused activities that function more independently from other groups. ICa, for example, has focused more autonomously this year on developing innovative commercialization resources. The network density is 56% (67 out of 120 possible ties, see **Appendix A** for detailed collaboration grid), which represents a **solidly connected collaboration network, with yet ample opportunity to forge new connections.**

In addition to cross-program collaborations, programs work toward ambitious common goals in parallel, even when not working in tandem. It may not be necessary or advantageous for programs to work on specific projects together, but the Georgia CTSA may still play an anchoring role in maximizing such efforts via cross-promotion, shared resources and central coordination, preventing duplication of efforts and encouraging cooperation wherever relevant.

Teamwork and Communication Across Georgia and Beyond

Making a **conscious effort to extend operations across the entire state of Georgia (and beyond)** remains a priority for the Georgia CTSA. Programs have worked toward achieving this goal by incorporating new partners and new services that address issues of statewide or even nationwide concern. Some notable ways in which the Georgia CTSA reached beyond Atlanta included a Grant Writing Workshop, held by CE and the State Office of Rural Health, for rural community members in Cordele, GA. Also, leaders from CE and ECI served as keynote panelists for the GA Department of Public Health-sponsored capacity-building event at Kennesaw U., promoting data-driven community assessment to 173 nurses from across GA. ISP and CE also leveraged statewide networks through UGA’s Archway and Extension programs, and CE has steering board members from across the state. ISP’s Fishers of Men program, a collaboration with UGA, MSM, GA Dept. of Public Health, community organizations, and rural churches, is a T4, community-based, multilevel intervention to address disparate outcomes among rural men with or at risk for chronic diseases. In addition, ISP collaborated with CE, MSM CRC, and RCMI Center for Translational Research in Health Disparities, on a funded

administrative supplement to establish a Resource Hub to provide support to investigators conducting multi-sectoral health disparities research in rural southwest Georgia.

Where possible, Georgia CTSA activities reach not only across but beyond the state of Georgia. The annual Clinical and Translational Research Conference expanded to a regional scope in 2020 with attendees invited from neighboring CTSA hubs in Florida, Alabama and South Carolina. This successful, two-day event made a clear contribution to clinical and translational science in the southeast region by creating a forum for the exchange of ideas and opportunities to create and strengthen wide professional networks. The conference hosted **256 attendees from 22 institutions and organizations** across the southeast (See **Figure 2**) and was given a rating of 4.3/5 stars by post-event survey respondents.

Also beyond Georgia, several **cross-hub collaborations** have been undertaken this year, including TWD partnering with University of Southern California (SC-CTSI) to develop a Course Catalog platform with an online education library to provide high-quality training opportunities for clinical research professionals (CRPs) at Emory and USC, and informatics collaborating externally with UAMS on an Acute Kidney Injury Registry pilot, with MSM, UTSW and UVA on an mHealth platform to monitor CHF patients, and with Children's to implement a sepsis prototype application with the Epic EHR system. Also, ECI is active in the national group for CTSA evaluators, including work on the common metrics and chairing the CTSA Evaluators Bibliometrics Workgroup.

This year has also seen a dramatic increase in scholarly presentations and publications authored by CTSA staff and leadership teams, including ECI, RC, TWD, Peds, Pilots, Informatics and a special issue authored by members of CE and ISP. Many publications reflect collaborations across institutions and programs that serve to spread the word of CTSA activities, findings, and methods across the state and across the academic literature. This prolific year of dissemination is evidence of an accumulation of exceptional productivity over the past 3 years of the grant as well as a capacity to see projects through from conception to evaluation to public distribution. **Appendix B** summarizes the contributions of selected CTSA staff publications published in the past year. In 2020, OGCC also carried out a significant update on the hub website, including streamlining of the design and interface in order to optimally deliver information on Georgia CTSA's services to potential users. All of these activities ensure that the reach of the Georgia CTSA does not stop at the state border and that opportunities for productive collaborations are embraced whenever possible.



CMDTS and OGCC supported the Georgia Geriatric Workforce Enhancement Program, a statewide effort to improve Geriatric health, led by ISP co-investigator Ted Johnson, with the 2020 Team Science Award of Distinction for Early Stage Research Teams

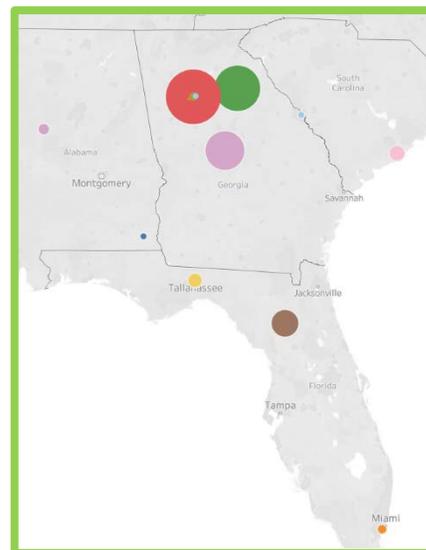


Figure 2. 2020 Regional Conference Attendees' Home Institutions

Next Steps: Strategic Plans for Grant Year 4

A year ago, the Georgia CTSA was seeing evidence of successfully implemented plans and firm goals to be accomplished in the near-term, albeit with challenges around raising awareness and utilization of both old and new services. As the 4th year of the Georgia CTSA begins, programs with new and ambitious offerings are seeing their aims come to fruition, and programs with well-established activities are now busily documenting their impact. The alliance is hitting its stride with regard to awareness and utilization of offerings, especially with the increased demand for those services due to COVID-19. In truth, the Georgia CTSA has never been more efficacious or vital to the health needs of Georgia. Currently, the focus of the alliance is shifting to expanded possibilities and challenges to be addressed in the coming grant cycle. The preeminent priority is to expedite a resolution to the COVID-19 pandemic, while remaining vigilant and responsive to the endemic nature of this and other health burdens. In the eventual aftermath of COVID-19, the Georgia CTSA will be tasked with addressing unprecedented and as yet unknown health challenges, from other diseases left neglected in 2020, to poor health outcomes brought on by both the long quarantine and COVID-19 itself, to monumental health disparities that have been amplified by social and operational factors during the pandemic.

Resolution and Aftermath of the Pandemic

At the time of this writing, researchers at Georgia CTSA institutions are working tirelessly to take control of the coronavirus through safe and effective treatments and vaccines. Many of our roster of supported investigators are active on the front lines of the fight: conducting clinical trials for Baricitinib (Christina Gavegnano, CPTR graduate) and Remdesivir (Colleen Kelley, KL2 graduate, Evan Anderson and Nadine Rouphael, GCRCs patrons), treating patients in major Atlanta hospitals (Jeffrey Collins & Russell Kempker, MSCR graduates), lowering risk through telemedicine development (Christina Fournier, MSCR graduate), and serving on the Georgia Coronavirus Taskforce (Colleen Kraft, GCRCs Director). At the same time, Georgia CTSA programs are looking ahead to ways to address the many hurdles that will present in the wake of the pandemic. Indeed, ISP co-director Henry Young recently called attention to clinical trial underrepresentation in a publication in the *New England Journal of Medicine*. CMDTS recently held a Blue Sky Group on Health Equity and COVID-19 to further collaboration on this matter. The Peds program plans to pursue initiatives to address health disparities in schools, and efforts to enroll youth in an observational study and biorepository. ISP, Informatics, and ICa hope to cooperate on a mobile app for the Fisher's of Men program that would assist Community Health Advocates in finding providers, telehealth platforms and social services for increasing access to healthcare in rural areas. This app could also assist in disseminating evidence-based guidelines for COVID-19 prevention/ treatment, addressing vaccine access/hesitancy, and reducing gaps in primary care for comorbid conditions. ISP and CE will continue outreach to rural communities, including holding an upcoming Zoom town hall meeting, expanding a seminar collaboration with GCRCs, RC, Archway and the Cooperative Extension, and developing new infographics. ISP and CE may also consider working with GCRCs to leverage community influencers for educational outreach, contact tracing, and research recruitment. Even after the pandemic subsides, COVID-19 survivors, who are disproportionately represented in rural Georgia, may become a new 'special population' to consider.

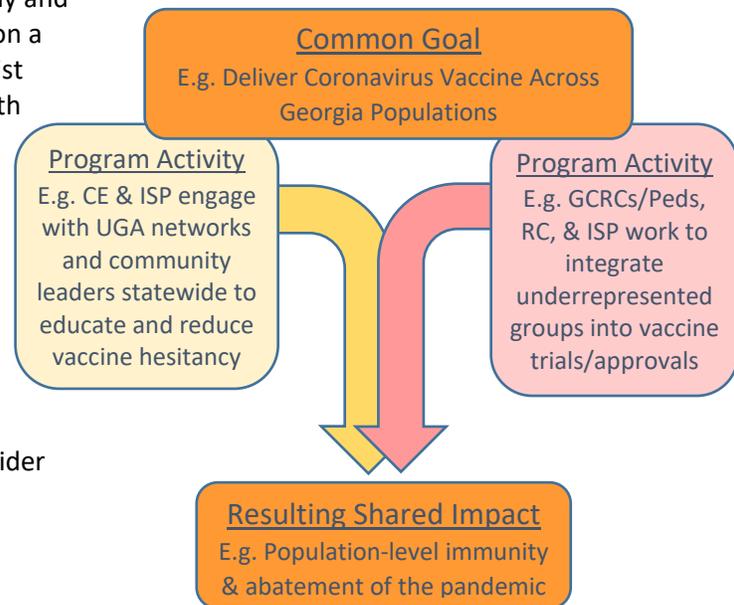


Figure 3. Model for Maximizing Shared Impact via Parallel Activities Toward Common Goals

The coronavirus pandemic is one very significant example of a health challenge that the Georgia CTSA is intended to address. At all times, the Georgia CTSA seeks to make a positive impact on Georgia health through a synergistic suite of programs that work together toward a common goal of accelerating translation of health solutions from bench to bedside. **Figure 3** illustrates the timely example of how the alliance plans to function together to help deliver coronavirus vaccines across the Georgia population in order to bring about a resolution to the pandemic. GCRCs, Peds, RC and ISP plan to work toward integration of underrepresented groups (e.g. rural, pediatric) into vaccine trials to ensure broad representation and timely approval of vaccines for all types of populations. When a vaccine is approved and available, CE and ISP anticipate working with UGA's statewide networks and community leader contacts to engage and educate the public across both rural and urban areas, with the goal of reducing vaccine hesitancy and delivering the vaccine to the population. This is just one example of the type of collaborative and parallel efforts that are served and anchored by the central Georgia CTSA. In the meantime, programs will continue to work within the limitations imposed by the pandemic including pivoting activities and major planned events to a virtual format when necessary (e.g. the BERD Annual Forum, MSM Pilot Grants Workshop, 2021 Southeastern Regional Conference), and reintegrating our community into live events when it is deemed safe (e.g. 2021 CE Biennial Forum tentatively scheduled in person).

Application for Renewal

In 2021, the Georgia CTSA will craft and submit its 3rd renewal application. Relative to the previous grant cycle, which involved adding a new partner institution and significant changes to the PAR, this application will require fewer changes to aims and operations. During the strategic planning process, most programs indicated that their specific aims and planned trajectories are not expected to change substantially from their current status. One exception is a restructuring of the Hub Liaison Core, which will have implications for RC, LTICs and the Coordinating Center. OGCC is currently spearheading a detailed timeline and task list to accomplish milestones toward this renewal over the coming months. The strategic planning activities have functioned as a kickstart to this process by initiating discussion and reflection in each program regarding their status, challenges, and plans for the future.

After consideration of local, national and NIH priorities, the leadership of the Georgia CTSA has delineated several areas of planned emphasis for the renewal: Health Disparities; Diversity, Equity, Inclusion, & belonging; Remote Learning; Rural Health; & Maternal Mortality. Programs have been asked to bear these in mind when drafting their specific aims in the renewal application, including existing strengths in these areas that their program can leverage, or ways that they can support or emphasize these areas going forward. The goal is not that every program should emphasize these areas in all of their operations, but that the alliance should mobilize all relevant resources to make strides in these areas.

The leadership of the Georgia CTSA will utilize this document to inform priorities for the December 3rd leadership retreat which will serve to increase momentum toward writing the application for renewal in July. This report will also serve to brief the Executive Oversight Committee meeting in January, and the External Advisory Committee meeting in March, on the ongoing activities and accomplishments of the alliance. With a strategic planning process that allows programs to optimally serve their specific aims and the overarching goals of the alliance, the Georgia CTSA is now well-positioned to pursue peak productivity toward common goals and achieve funding for a further 5 years of operations.

Individual Program Summary Reports

(ECI example included only)

The following reports condense the main findings of each individual strategic planning meetings in terms of:

- (1) an elevator speech summary of aims and services
- (2) explanation of progress against milestones over the past year
- (3) description of challenges and goals for the next year



Program:	Evaluation & Continuous Improvement (ECI)	Meeting Date:	08/6/2020	Institutional representation: ✓ Emory ✓ MSM ✓ UGA
Attendees:	Eric Nehl, Nikki Llewellyn, Amber Weber, Amy Stehlik, Andrew West (Emory), Dorothy Carter (UGA)			
<u>Elevator Summary</u> of aims:	As part of the administrative core, ECI serves the programs and central leadership of the Georgia CTSA and collaborates externally with the national CTSA program. We ... <ul style="list-style-type: none"> ➤ Track, report on, and assess the impact of the Georgia CTSA's activities ➤ Provide strategic planning and program evaluation support to foster the continuous improvement of the programs and the hub ➤ Conduct innovative evaluation research projects for dissemination 			Cross-program collaborations: ✓ BERD ✓ CE ✓ CMDTS ✓ GCRCs ✓ Ica ✓ Infor ✓ ISP ✓ OGCC ✓ Peds ✓ Pilots ✓ QE/LTICs ✓ RC ✓ Res Ed ✓ RKS ✓ TWD
<u>Progress</u> against milestones in the /past year:	<ul style="list-style-type: none"> • Supported the Georgia CTSA by conducting strategic planning for each program, tracking program activities and outputs/outcomes, completing the RPPR, and coordinating the expanding common metrics initiative • Aided intra-alliance and external communication by serving on national evaluation committees and workgroups, holding evaluation training for community members across the state, and disseminating collaborative manuscripts, poster presentations and infographics on multidisciplinary research networks, translational publications, rural Georgia health disparities, K-Club focus groups, Pilots program payback, and Pediatrics program products • Expanded evaluation toolkit by acquiring and developing new knowledge and skills in the service of ongoing program evaluation projects; incorporated geospatial analyses for clinical research participants and CE survey respondents, altmetric attention data for Pediatrics and Communications, and co-authorship analyses for Pediatrics • Contributed to Georgia CTSA-related grants (ACME POCT, RADx, nurses training T32) in support of programs and partners • Worked with Informatics program and LITS to improve RAPID interoperability with Emory eIRB and CRAssist • Cooperated across programs and all 4 institutions as well as Children's to deliver numerous products: 2019 Strategic Planning Report, Impact Report with Communications, publications with CE, Pilots, MSM, Ga Tech, UGA and Children's, submission of common metrics with Pilots, RKS, Research Education, and Informatics 			
<u>Challenges and Goals</u> for the next year:	<ol style="list-style-type: none"> 1. Continue to develop manuscripts using innovative methods with both internal and external, quantitative and qualitative data sources, as well as collaborations with evaluators across CTSA hubs (e.g. complete patent and altmetric evaluations, initiate new CTSA-wide projects). 2. Continue ongoing communication with program staff to ensure accurate capture of program activities in RAPID and the Diary. Offer to create metric dashboards to showcase productivity, progress and achievements, and to implement alliance-wide needs assessment, in preparation for the competitive renewal. 3. Consider survey evaluation of Georgia CTSA organizational structure/strategy, led by Dorothy Carter, to be included in governance section of the renewal application. Possibly partner with CMDTS program. 4. Explore working with Colleen Kraft to conduct a new evaluation of the long-running and evolving GCRCs program 5. Consider seeking support for an ECI postdoctoral fellow to expand work on research initiatives. 6. Review the ECI page of the Georgia CTSA website and consider using this to disseminate additional useful content. 			Initials & Date of Approval: EJN 08/11/20

Appendix A. Program Collaboration Grid (Columns ordered by number of collaborations)

	OGCC	ECI	Peds	RC	GCRCs	Infor	RKS	Res Ed	BERD	CE
OGCC	-									
ECI	Organization, Governance, Communication, Strategic Planning	-								
Peds	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Products Evaluation, GIS Analysis	-							
RC	Organization, Governance, Communication, Strategic Planning	Strategic Planning	Rural Pediatric Recruitment Efforts	-						
GCRCs	Organization, Governance, Communication, Strategic Planning	Strategic Planning, GIS Evaluation	CR-Assist	Recruitment Support	-					
Infor	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Common Metrics	SAC Reviews, CR-Assist	I2b2/ACT	SAC Reviews, CR-Assist	-				
RKS	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Common Metrics	SAC Reviews, CR-Assist	Coordinating Center, Ethical Recruitment	SAC Reviews	Studio Consultations	-			
Res Ed	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Common Metrics	Clinical Rotations		Clinical Rotations	MSCR Informatics Course		-		
BERD	Organization, Governance, Communication, Strategic Planning	Strategic Planning		Studio Consultations	SAC Reviews	Studio Consultations	Studio Consultations	MSCR Consultations	-	
CE	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Health Priorities Poster/ Manuscript	Rural Pediatric Recruitment Efforts	Rural Recruitment Efforts				MCSR CE Course		-
LTIC/ QE	Organization, Governance, Communication, Strategic Planning	Strategic Planning	Pediatric TIN Requests	Coordinating Center		TriNetX Implementation	Coordinating Center			
ISP	Organization, Governance, Communication, Strategic Planning	Strategic Planning	Rural Pediatric recruitment efforts	Rural Recruitment Efforts, Grant Submission	Educational Seminar					Rural Recruitment Efforts
TWD	Organization, Governance, Communication, Strategic Planning	Strategic Planning	Pediatric job description data	Staff Recruitment Training	Clinical Workforce Recruitment Efforts					
Pilots	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Common Metrics, Pilots Products Publication						Expert Reviewers	BERD Pilots	CE Pilots
CMDTS	Organization, Governance, Communication, Strategic Planning	Strategic Planning, Post-event surveys						Team Science Training		Blue Sky Group, COVID Webinar
ICa	Organization, Governance, Communication, Strategic Planning	Strategic Planning					RegRoadmap			
	OGCC	ECI	Peds	RC	GCRCs	Infor	RKS	Res Ed	BERD	CE

Appendix B. Selected Publications Authored by Georgia CTSA Program Staff 2019/2020

Date	Title	Programs/ Institutions	Contribution
Online Sept 2020	Using the Payback Framework to Evaluate the Outcomes of Pilot Projects Supported by the Georgia Clinical and Translational Science Alliance. <i>Journal of Clinical and Translational Science</i>	<ul style="list-style-type: none"> • ECI, Pilots • Emory, MSM, UGA 	Report & evaluation model for ROI of pilot grants
Aug 2020	A bibliometric measure of translational science. <i>Scientometrics</i>	<ul style="list-style-type: none"> • ECI • Emory, Ga Tech 	New measure for evaluating translation in publications
Sept 2020	Scope, Influence & Inter-disciplinary Collaboration: the Publication Portfolio of the NIH Clinical and Translational Science Awards (CTSA) Program from 2006 through 2017. <i>Evaluation & the Health Professions</i>	<ul style="list-style-type: none"> • ECI • Emory, MSM, UGA 	Report & analysis of nationwide CTSA publication portfolio
Aug 2020	Community Engagement of African Americans in the Era of COVID-19: Considerations, Challenges, Implications, and Recommendations for Public Health <i>Preventing Chronic Disease</i>	<ul style="list-style-type: none"> • CE • MSM 	Report on complex factors associated with hospitalization, death and illness among Blacks and recommendations for addressing them and advancing community leadership in health equity
July 2020	Special issue: Moving Translational Approaches to Community Transformation. Tabia Henry Akintobi, PhD, MPH Special Issue Editor. Articles include: <ul style="list-style-type: none"> • The Movement from Research Translation to Community Transformation (Invited editorial) • Making the Case for Community Health Workers in Georgia • Lessons Learned in the Early Stages of a Community-Academic Partnership to Address Health Disparities in a Rural Community <i>Journal of the Georgia Public Health Association</i>	<ul style="list-style-type: none"> • CE, ISP • MSM, UGA, GA State, U West GA 	Special issue promoting research, practice and clinical models of community engaged translational research and team science addressing population health in Georgia <ul style="list-style-type: none"> • Including: an invited editorial detailing tenets of community engaged team science, a report on evidence-based value of community health workers and efforts to promote community health worker workforce, and a report on community based participatory research processes applied to a rural health community-campus partnership
July 2020	Preventing Cardiovascular Disease Among Urban African Americans With a Mobile Health App (the MOYO App): Protocol for a Usability Study <i>Journal of Medical Internet Research</i>	<ul style="list-style-type: none"> • CE, Informatics • MSM, Ga Tech, Emory 	Report on a model designed to illustrate the engagement of young adults in underserved communities in the ideation and creation of a mobile app designed to promote cardiovascular health
Online May 2020	CTSA Recruitment Resources: An Inventory of What CTSA Hubs are Currently Offering <i>Journal of Clinical and Translational Science</i>	<ul style="list-style-type: none"> • RC • Emory, Rochester, Indiana, Georgetown, Howard, Northwestern 	Inventory of CTSA recruitment resources
Jun 2019	Who are These People? Using Progressive Personas to Guide STELLAR Development. <i>Proceedings of EdMedia + Innovate Learning</i>	<ul style="list-style-type: none"> • TWD • Emory, UGA 	Methods for STELLAR prototype development
Submitted Manuscript & Poster	Identifying the Community-Engaged Translational Research Collaboration Experience and Health Interests of Community-Based Organizations Outside of Metropolitan Atlanta	<ul style="list-style-type: none"> • CE, ECI • Emory, MSM, UGA 	Report on health priorities and research interests of Georgia residents outside metropolitan Atlanta with implications for rural community translational research facilitation strategies
In Prep Manuscript & Poster	Big Splashes & Ripple Effects: An Evaluation of the Short- & Long-term Impact of the Georgia CTSA Pediatrics Program from 2007-2020. Atlanta, GA	<ul style="list-style-type: none"> • ECI, Peds • Emory, Children's 	Report & evaluation model for impact of Pediatrics program

