

# 2017 Call for Proposals

Proposal Deadline: May 5, 2017 (3 p.m. ET)



Robert Wood Johnson Foundation

## SYSTEMS FOR ACTION: SYSTEMS AND SERVICES RESEARCH TO BUILD A CULTURE OF HEALTH

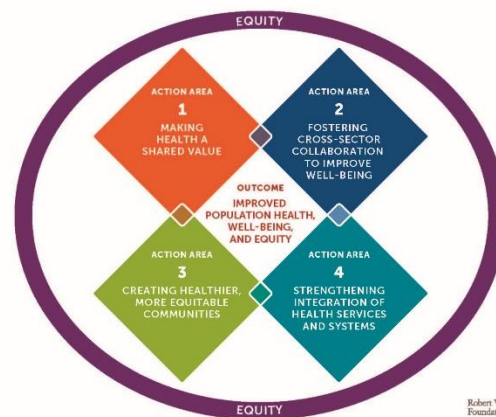
### BACKGROUND

Systems for Action (S4A) is a national program of the Robert Wood Johnson Foundation (RWJF) that aims to discover and apply new evidence about ways of aligning the delivery and financing systems for medical, social, and public health services that support a Culture of Health. S4A uses a wide research lens that includes and extends beyond medical care and public health systems to include other sectors that affect health and well-being, such as housing, transportation, social services, education, criminal and juvenile justice, and economic and community development. The goal of this call for proposals (CFP) is to fund research that supports new scientific evidence on ways to optimize delivery and financing systems in ways that improve health and reduce inequities. This program, as well as RWJF's other three signature research programs, Evidence for Action, Policies for Action, and Health Data for Action (launching April 19, 2017), are investigating the impact of different types of programs, policies, and health-related systems on health, equity and well-being.

A Culture of Health is a culture which enables everyone to live the longest, healthiest lives possible. It means recognizing that health is an essential part of everything we do. The Culture of Health Action Framework identifies four action areas for achieving improved population health, well-being and equity: (1) making health a shared value; (2) fostering cross-sector collaboration to improve well-being; (3) creating healthier, more equitable communities; and (4) strengthening integration of health services and systems (Figure 1).<sup>1,2</sup> Activating this framework requires new mechanisms for supporting collective actions across the diverse sectors and systems that shape health in American communities.<sup>3</sup>

**Figure 1: Culture of Health Action Framework**

### CULTURE OF HEALTH ACTION FRAMEWORK



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A large body of evidence demonstrates that social, economic, and environmental conditions strongly influence health and health equity for individuals, families, and communities.<sup>4</sup> Unfortunately, the services and supports designed to improve these conditions—such as housing, transportation, education, income and employment assistance, child and family supports, and legal and criminal justice services—are often disconnected from the medical services and public health programs tasked with improving health. As a result, people experiencing adverse social, economic and environmental conditions are more likely to develop costly and preventable health conditions, but they are less likely to benefit from the medical and public health services available to them.<sup>5</sup>

Delivery and financing systems for medical, social, and public health services operate largely in isolation from each other, despite pursuing many common goals and serving overlapping populations. These systems interact in complex and often poorly understood ways through fragmented funding vehicles, information systems, governance and decision-making structures, implementation rules and strategies, and professional practices. New research is needed to untangle these interactions and expose novel ways for coordinating systems to improve health and health equity.<sup>6</sup>

Very little scientific evidence currently exists on how to align and coordinate the delivery and financing systems for medical, social, and public health services. Scientific research often focuses narrowly on a single type of service, professional area of practice, or group of service providers—usually those within the medical care and public health sectors. While such studies allow researchers to isolate the implementation and impact of a specific intervention, the research often falls short in revealing how multiple systems converge and interact—or fail to do so—in supporting population health. To address these evidence gaps, Systems for Action (S4A): Systems and Services Research to Build a Culture of Health supports new research on ways of aligning the delivery and financing systems that support a Culture of Health.

### THE PROGRAM

Systems for Action builds on a foundation of scientific progress in the fields of health services research (HSR) and public health services and systems research (PHSSR).<sup>7-9</sup> Studies funded through this CFP will test novel mechanisms for supporting collaboration and integration across the multiple financing and delivery systems that support a Culture of Health. Investigators will generate and disseminate new scientific evidence on ways to optimize delivery and financing systems in ways that improve health and reduce inequities.

Studies funded through the Systems for Action CFP will produce new scientific knowledge about the implementation and impact of mechanisms to align the multiple delivery and financing systems supporting a Culture of Health. Studies must address one or more of the focus areas described in the S4A research agenda, including a focus on one or more *novel mechanisms* for systems alignment and integration, such as those listed in Figure 2.<sup>10</sup> **Studies should focus on system alignment mechanisms that engage all three of the broad sectors referenced in the S4A research agenda, including: (1) medical care; (2) public health; and (3) social and community services and supports.** In doing so, each individual study will contribute to a larger knowledge base that elucidates how delivery and financing systems align and interact across sectors in shaping population health.

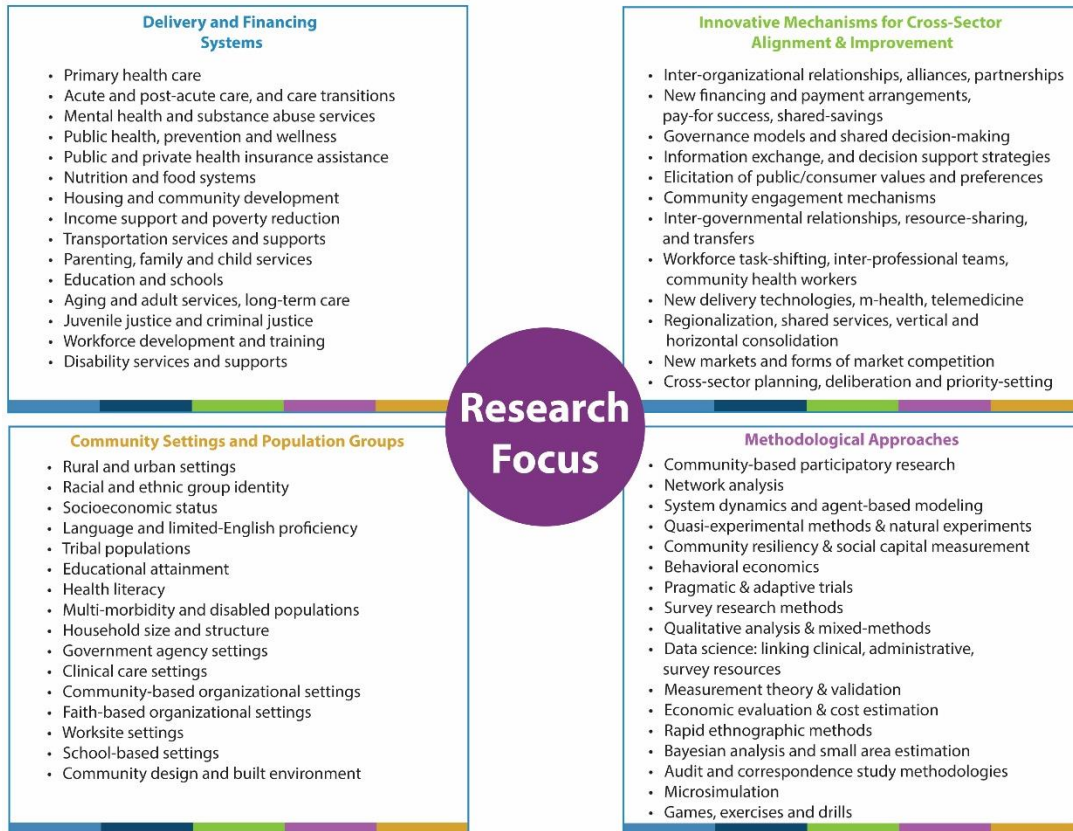
Studies should focus on one or more mechanisms for system alignment that relate to the Culture of Health Action Framework's defined action areas, with an explicit focus on the drivers of these action areas as specified in the RWJF report *From Vision to Action: A Framework and Measures to Mobilize a Culture of Health*.<sup>1</sup> Studies should include an explicit focus on health equity by examining the ability of system alignment mechanisms to assure all have the opportunity to achieve their full health potential, and to ensure no one is disadvantaged from achieving this potential because of social position or circumstance.<sup>11</sup>

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The specific research questions to be pursued by S4A studies should reflect a combination of: (1) **delivery and financing system characteristics** of interest; (2) **mechanisms for system alignment and improvement** to be studied and tested; (3) **community settings and population groups** to be engaged that will frame the equity dimensions of the research; and (4) **multidisciplinary methodological approaches** that will be used (Figure 2).

**Figure 2: Research Focus Areas for the Systems for Action Research Program**



Examples of potential focus areas for research may include:

- Studies that investigate how the targeted delivery of social services and supports (including nutrition, housing, and transportation services) influence medical care utilization, health outcomes and costs, particularly for families and children confronting poverty, trauma, disability, and/or other health and social risk factors. Mixed method approaches that include qualitative comparative case studies, quantitative analyses of longitudinal linked survey and administrative data, and system dynamics modeling and simulation methods could be used for these studies.
- Studies that investigate the economic and financing issues involved in integrating the delivery of primary care, mental health, and public health services for vulnerable populations, including the use of novel shared-savings, bundled payment, and pay-for-success models. Natural experiment methods could be used to evaluate the implementation and impact of innovative payment and delivery models, such as those supported through federal and state health reform initiatives, the U.S. Treasury's Community Development Financial Institutions (CDFI) program, and other models implemented by government and the private sector.

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- Studies that investigate the implementation and impact of integrating incentives for health promotion, disease prevention, and wellness into medical care and social services delivery and financing systems, such as community health centers, nutrition and food systems, child and family support services, criminal justice programs, and income support systems. Mixed method approaches that involve implementation and fidelity assessments combined with experimental or quasi-experimental estimates of impact on health and economic outcomes could be used for this inquiry.

### PRIORITY TOPICS OF INTEREST

The S4A program has identified several broad topics of research that are of special interest in this 2017 call for proposals. These topics include:

- **System alignment mechanisms that operate at the community or population level, rather than primarily at the individual household or patient level.** For example, a study may evaluate a mechanism that uses federal Community Services Block Grant funds to engage multiple local hospitals, health plans, food banks, schools, and public health agencies in implementing a shared data platform for identifying populations at risk for food insecurity and a shared delivery mechanism for providing food assistance to these populations.
- **Innovative financing and payment mechanisms that align medical, social, and public health services, including mechanisms for incentivizing and financing cross-sector collaboration.** For example, studies may evaluate shared savings, bundled payment, or pay-for-success models that place hospitals, clinics, public health agencies, and social service providers at shared financial risk for meeting the health and social service needs of a defined population.
- **Public deliberation, community engagement, and community decision-making processes as mechanisms for system alignment.** For example, S4A studies may evaluate the effectiveness of shared governance models that allow boards comprised of stakeholders from multiple health and social services sectors and community representatives to establish priorities and allocate resources for health improvement.
- **Mechanisms that engage the private sector in aligning medical, social, and public health services, including employers, insurers, and financial institutions.** For example, studies may evaluate the return on investment realized by health insurers that implement systems for identifying and addressing unmet social needs among their enrollees. Similarly, studies may explore willingness to pay for such systems among multiple insurers, employers, and other payers within a community or region.
- **System alignment mechanisms that operate in rural and other low-resource communities.** For example, studies may explore the extent to which innovative mechanisms developed in urban hubs, such as the Accountable Community of Health (ACH) models in Minneapolis and Seattle, are adaptable and replicable for smaller rural communities.

To avoid duplication and maximize the potential for innovation, applicants should review descriptions of studies already funded by the S4A program and by Policies for Action and Evidence for Action. Policies for Action supports research on how law and policy impact health and well-being. Evidence for Action supports research on how specific programs, policies and partnerships impact health—particularly programs that operate outside the domain of health care services or public health practice. Narrow studies

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of policies, programs, or interventions are unlikely to be supported through S4A, but may be a better fit for one of the other RWJF signature research programs.

## PROGRAM CATEGORIES

Applicants responding to this call for proposals may apply for one of the following two categories of support:

- 1) **Exploratory/Developmental Project Awards:** These awards will support early-phase, proof-of-concept studies that develop and refine the design of a novel mechanism for system alignment, and establish the approach's feasibility. Studies funded within this category should focus on developing alignment mechanisms that break new ground or that adapt previously studied approaches for new settings and population groups. Studies that focus on innovations developed by community-based and practice-based organizations using local knowledge about system operations are especially encouraged. Successful studies in this category will produce evidence about the design, feasibility, and plausible effect sizes of the system alignment mechanisms being tested, positioning these mechanisms to progress to larger, subsequent studies of impact. Projects funded under this category may choose to focus some of their effort on developing research designs, data sources, measures, and analytic methodologies that can be used in subsequent studies of impact. However, there is no guarantee that projects funded under this category will receive future research funding from RWJF. Studies supported in this category must be completed within 12 months.
- 2) **Individual Research Project Awards:** These awards will support studies that evaluate the impact of system alignment mechanisms on health and/or economic outcomes of interest, with a priority focus on equity in impact. The focus on causal inference, mechanisms and pathways of impact, and equity in impact will necessitate complex and multi-method research designs and analytic strategies. A 24-month research timeframe places emphasis on studies that can be implemented expeditiously using novel applications of quasi-experimental research designs; natural experiment designs; rapid pragmatic trials; system dynamics and simulation studies; mixed-method approaches; and/or analysis of linked health and social service data systems. Of particular interest are studies that exploit novel existing data sources, such as electronic health and social service records; other public records; restricted-access government survey data; social media data; commercial transaction data; environmental monitoring and sensor data; and satellite or other imaging data.

Studies proposed in each category should include a multidisciplinary approach demonstrating strong theoretical, methodological, and operational expertise that is directly relevant to the S4A research agenda. Proposed studies should draw upon expertise in all three broad sectors implicated in the S4A research agenda: (1) medical care; (2) public health; and (3) social and community services and supports. S4A is a "For Action" research program, so studies must be designed with a clear focus on the stakeholders who will use the scientific knowledge the research produces. Strong stakeholder relationships should be maintained throughout the research process, using structures such as practice-based research networks; community-based participatory research collaboratives; translational research institutes; and/or other engagement mechanisms.<sup>12</sup>

Applicants must demonstrate a supportive environment for S4A research and may be based within universities, independent research institutions, professional associations, government agencies, or community organizations that have the requisite skills, resources, and relationships to carry out the proposed work.

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## PROGRAM ACTIVITIES

Each study funded under the S4A program will undertake the following activities:

- Design and implement the proposed study that aligns with the S4A research agenda in one of the two categories of research awards.
- Work collaboratively with the S4A National Coordinating Center and other S4A research investigators to identify and leverage potential synergies across research projects and to disseminate results broadly.
- Engage local, state, and national stakeholders in the design, implementation, and translation of research projects.
- Participate actively both in research dissemination and translation mechanisms organized by the National Coordinating Center and RWJF, including research-in-progress webinars, blogs, podcasts, research meetings, and policy briefings.
- Work with the National Coordinating Center and other S4A investigators to identify new data resources, research topics, and methodologies that will facilitate scientific advances in studying systems that support a Culture of Health.
- Identify and pursue opportunities for research expansion and follow-on studies from RWJF and other research funding agencies.

## TOTAL AWARDS

Two categories of awards are available through this solicitation:

- 1) **Exploratory/Developmental Project Awards:** studies to be completed within a 12-month period with up to \$100,000 in total funding. Up to five awards will be selected for funding under this solicitation.
- 2) **Individual Research Project Awards:** studies to be completed over a 24-month period with up to \$250,000 in total funding. Up to six awards will be selected for funding under this solicitation.

Each study will be expected to distribute its resources for research and stakeholder engagement in the most productive and equitable ways. Study teams also will be expected to work closely with the National Coordinating Center and RWJF to disseminate and translate findings to targeted knowledge users to maximize real-world impact. Funded investigators are encouraged to leverage resources from other sources to support both research and engagement activities.

## ELIGIBILITY CRITERIA

- Applicants must be either public entities or nonprofit organizations that are tax-exempt under Section 501(c)(3) of the Internal Revenue Code and are not private foundations or non-functionally integrated Type III supporting organizations. The Foundation may require additional documentation.
- Applicant organizations must be based in the United States or its territories.
- Awards will be made to organizations, not to individuals. Multi-organizational consortia are encouraged to apply as long as a single eligible organization is designated as the primary applicant

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responsible for maintaining consortium agreements with other participating organizations. We strongly encourage applications from institutions, organizations, and individuals within them who are new to RWJF and have not received funding previously.

## DIVERSITY STATEMENT

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, disability, age, and socioeconomic status. We strongly encourage proposals in support of organizations that will help us expand the perspectives and experiences we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the more successful we will be as we strive together to build a Culture of Health, enabling all in our diverse society to lead healthier lives, now, and for generations to come.

## SELECTION CRITERIA

**A one-phase submission and review process** will be used for applications submitted under the **Exploratory/Developmental Project Award** category. Applicants will submit narrative proposals of no more than six pages that summarize the proposed project rationale, significance, and approach, including the S4A Research Agenda priorities that will be addressed. Applicants will also submit information about the project's budget, staffing, and institutional support. Program staff will screen all applications for responsiveness to the call for proposals. All applications determined to be responsive will be reviewed by an external review panel that includes members of the national advisory committee for the S4A program and additional reviewers with subject matter expertise. Criteria to be used in evaluating applications in the Exploratory/Developmental Project Award category will include:

- 1) **Significance:** A clear logic model and theory of change describes how the system alignment mechanisms under study, if successful, will activate key drivers within the Culture of Health Action Framework, thereby exerting a powerful and sustained impact on health and health equity.
- 2) **Innovation:** The system alignment mechanisms are novel and previously untested, or represent promising adaptations to new settings and systems.
- 3) **Multidisciplinary expertise:** The proposed research team includes individuals with expertise in areas relevant to the S4A research agenda, including stakeholders who have expertise in all three broad types of delivery and financing systems implicated in the S4A research agenda: (1) medical care; (2) public health; and (3) social and community services and supports.
- 4) **Strength of the environment:** The project team has access to relevant community settings for feasibility testing and implementation, and has infrastructure to support stakeholder engagement from relevant community, delivery system, and policy perspectives.
- 5) **Scientific merit and feasibility of the research approach:** The project uses sound conceptual and operational frameworks to design the alignment mechanisms, and uses valid methods and measures to assess feasibility and estimate plausible effect sizes.

**A two-phase submission and review process** will be used for applications submitted to the **Individual Research Project Award** category. Applicants will first submit brief proposals of no more than six pages that summarize the proposed project rationale, significance, and approach, including the S4A research agenda priorities that will be addressed. Program staff will screen all submissions for responsiveness to the call for proposals. All brief proposals determined to be responsive will be reviewed by an external review panel that includes members of the national advisory committee for the S4A program and

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additional reviewers with subject matter expertise. A limited number of applicants who submit the most meritorious brief proposals will be invited to submit a full proposal of no more than 12 pages containing additional details about the project rationale, approach, and anticipated accomplishments, along with detailed budgetary information. The external review panel will evaluate full proposals and make recommendations to RWJF.

Criteria to be used in evaluating applications in the Individual Research Project Award category will include:

- 1) **Significance:** A clear logic model and theory of change describes how the system alignment mechanisms under study, if successful, will activate key drivers within the Culture of Health Action Framework, thereby exerting a powerful and sustained impact on health and health equity.
- 2) **Innovation:** The system alignment mechanisms are novel and previously untested, or represent promising adaptations to new settings and systems.
- 3) **Multidisciplinary expertise:** The proposed research team has expertise in areas relevant to the S4A research agenda, including investigators from diverse health and social science fields who have expertise in all three broad types of delivery and financing systems implicated in the S4A research agenda: (1) medical care; (2) public health; and (3) social and community services and supports.
- 4) **Strength of the environment:** The project team has access to the necessary resources, relationships and infrastructure required for successful execution of the project. The team has access to relevant data resources, computing facilities, supporting staff expertise, communication and dissemination mechanisms, and institutional relationships with relevant scientific, policy, professional and community organizations.
- 5) **Scientific merit and feasibility of the research approach:** The project includes a rigorous research design, data sources, sampling, measurement, and analytic methodology that can support sound causal inferences about impact; and uses sound research translation and dissemination methods.

### EVALUATION AND MONITORING

Grantees will be expected to meet RWJF requirements for the submission of narrative and financial reports. As part of the proposal process, finalists will be asked to disclose any financial arrangements (e.g., fees, funding, employment, stock holdings) or relationships that might call into question the credibility or perceived credibility of the findings, mirroring the types of disclosure requested by the field's leading journals.

### APPLICANT SURVEY PROCESS

To help us measure the effectiveness of RWJF grantmaking and improve the grant application experience, we will survey the principal investigator (PI) listed in proposals submitted. Shortly after the proposal deadline, the PI will be contacted by Princeton Survey Research Associates International (PSRAI), an independent research firm, and asked to complete a brief, online survey about the proposal process and applicant characteristics. This voluntary questionnaire will take no more than 15 minutes to complete. Responses provided to PSRAI will not impact the funding decision for the proposals in any way.

PSRAI will protect the confidentiality of the responses. RWJF will not receive any data that links a name with the survey responses.



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If you have any questions about the survey or the use of the data, feel free to email [applicantfeedback@rwjf.org](mailto:applicantfeedback@rwjf.org).

## USE OF GRANT FUNDS

Grant funds may be used for project staff salaries, consultant fees, data collection and analysis, dataset procurement, meetings, supplies, project-related travel and other direct expenses, including a limited amount of equipment deemed essential to the project. In keeping with RWJF policy, grant funds may *not* be used to subsidize individuals for the costs of their health care, to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, or as a substitute for funds currently being used to support similar activities. RWJF budget preparation guidelines are [available here](#).

## HOW TO APPLY

Proposals for this solicitation must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/s4a2](http://www.rwjf.org/cfp/s4a2) and use the Apply Online link. If you have not already done so, you will be required to register at [my.rwjf.org](http://my.rwjf.org) before you begin the application process. Guidelines and information, including a list of frequently asked questions (FAQs), are available in the online system through the links shown on the left side of all screens. A webinar for applicants will be held on April 17, 2017 from 12:30–1:30 p.m. [Registration](#) is required.

Proposal submissions will be accepted until 3 p.m. ET on May 5, 2017. Applicants are expected to submit a detailed proposal of no more than six pages, accompanied by a budget, budget narrative, and curriculum vitae for the PI and/or co-PIs. The proposal narrative should include a discussion of each of the areas described above under Selection Criteria, including: (1) a statement of study aims, their significance, and their responsiveness to the objectives of this solicitation; (2) a description of key personnel and their qualifications and experience relevant to the objectives of this solicitation; (3) a description of the research approach to be used in the project, focusing either on mechanism design and feasibility testing (for Exploratory/Developmental Project awards) or on estimating mechanism impact (for Individual Research Project awards); (4) a timeline and management plan; and (5) a discussion of how practice, agency, and/or community partners will be engaged in the research and how findings will be disseminated, translated and applied to ensure their accessibility for relevant stakeholders. It is incumbent upon the applicant to make the case to the reviewers that they can provide appropriate expertise and capabilities, as well as good value for the funding requested. Applications for Exploratory/Developmental Project awards will undergo a one-phase submission and review process, while Individual Research Project awards will undergo a two-phase process as described above. A limited number of Individual Research Project awards will be invited to submit full proposals in the second phase of the review process. The Key Dates and Deadlines section outlines the expected timeline for notifications and awards.

## PROGRAM DIRECTION

Direction and technical assistance for Systems for Action are provided by the S4A National Coordinating Center at the University of Kentucky:

**Systems for Action National Coordinating Center**  
**University of Kentucky College of Public Health**  
Lexington, KY 40536  
Phone: (859) 218-0013

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Fax: (859) 257-3748

Email: [systemsforaction@uky.edu](mailto:systemsforaction@uky.edu)

Website: [www.systemsforaction.org](http://www.systemsforaction.org)

Responsible staff members at the University of Kentucky S4A National Coordinating Center are:

- Glen Mays, PhD, MPH, *program director*
- Anna Hoover, PhD, *program co-director*
- Lizeth Fowler, MS, MPA, *deputy director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Carolyn Miller, MSHP, MA, *senior program officer*
- Oktawia Wojcik, PhD, *program officer*
- Sofia Kounelias, *program financial analyst*
- Beth Toner, *senior communications officer*

Members of the national advisory committee are:

- JudyAnn Bigby, MD, Mathematica Policy Research, Inc.
- Susan Dreyfus, Alliance for Strong Families
- Tracy Wareing Evans, JD, American Public Human Services Association
- Ian Galloway, MPP, Federal Reserve of San Francisco
- Darrell Gaskin, PhD, MS, Johns Hopkins University
- Phillip Huang, MD, MPH, Austin/Travis County Health and Human Services Department
- Camara Phyllis Jones, MD, MPH, PhD, Morehouse School of Medicine
- Jim Scanlon, MPP, U.S. Department of Health and Human Services (ret.)
- Amy Ellen Schwartz, PhD, Syracuse University
- Steven Teutsch, MD, MPH, Los Angeles Department of Health (ret.)

### KEY DATES AND DEADLINES

*April 17, 2017 (12:30–1:30 p.m. ET)*

Informational webinar for applicants. [Registration](#) is required.

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*May 5, 2017 (3 p.m. ET)\**

Deadline for receipt of proposals: Exploratory/Developmental Project (full proposals), and Individual Research Project (brief proposals).

*July 3, 2017*

Invitations issued for Individual Research Project applicants to submit full proposals.

*Late July 2017*

Exploratory/Developmental Project applicant finalists notified of funding recommendations.

*August 1, 2017 (3 p.m. ET)\**

Deadline for receipt of Individual Research Project invited full proposals.

*Late September 2017*

Individual Research Project finalists notified of funding recommendations.

*November 15, 2017*

Grants initiated.

\*All proposals for this solicitation must be submitted via the RWJF online system. Visit [www.rwjf.org/cfp/s4a2](http://www.rwjf.org/cfp/s4a2) and use the Apply Online link. If you have not already done so, you will be required to register at [my.rwjf.org](http://my.rwjf.org) before you begin the proposal process. All applicants should log in to the system and familiarize themselves with online proposal requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.

### REFERENCES

<sup>1</sup>Robert Wood Johnson Foundation. From Vision to Action: Measures to Mobilize a Culture of Health. Princeton: RWJF; 2015. Available at: [www.rwjf.org/content/dam/files/rwjf-web-files/Research/2015/From\\_Vision\\_to\\_Action\\_RWJF2015.pdf](http://www.rwjf.org/content/dam/files/rwjf-web-files/Research/2015/From_Vision_to_Action_RWJF2015.pdf)

<sup>2</sup>Plough AL. Building a culture of health: a critical role for public health services and systems research. *American Journal of Public Health*. 2015;105(S2):S150–S152.

<sup>3</sup>Ostrom E. *Governing the Commons: the Evolution of Institutions for Collective Action*. New York: Cambridge University Press; 1990.

<sup>4</sup>Marmot MG, Bell R. Action on health disparities in the United States. *JAMA*. 2009;301(11):1169–1171.

<sup>5</sup>Wolf SH, Braveman P. Where health disparities begin: the role of social and economic determinants—and why current policies may make matters worse. *Health Affairs* 2011; 30(10):1852–1859.

<sup>6</sup>Mays GP, Mamaril CB, Timsina LR. Preventable death rates fell where communities expanded population health activities through multi-sector networks. *Health Affairs* 2016;35(11):2005–2013.

<sup>7</sup>Miller WL, Crabtree BF, Harrison MI, Fennell ML. Integrating mixed methods in health services and delivery system research. *Health Services Research*. 2013;48(6 Pt 2):2125–2133.

<sup>8</sup>Mays GP, Scutchfield FD. Improving population health by learning from systems and services. *American Journal of Public Health*. 2015;105 Suppl 2:S145–S147.

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<sup>9</sup>Consortium for Public Health Systems and Services Research. A national research agenda for public health services and systems. *American Journal of Preventive Medicine*. 2012;42(5 Suppl 1):S72. Available at: [www.rwjf.org/en/library/research/2012/05/a-national-research-agenda-for-public-health-services-and-system.html](http://www.rwjf.org/en/library/research/2012/05/a-national-research-agenda-for-public-health-services-and-system.html)

<sup>10</sup>Robert Wood Johnson Foundation. *Systems for Action: A Research Agenda on Delivery and Financing System Innovations for a Culture of Health*. Princeton: RWJF; 2015. Available at: [www.systemsforaction.org/projects/research-agenda/reports/systems-action-research-agenda](http://www.systemsforaction.org/projects/research-agenda/reports/systems-action-research-agenda)

<sup>11</sup>National Academy of Medicine. *Communities in Action: Pathways to Health Equity*. Washington: National Academies Press; 2017. Available at: [www.nationalacademies.org/hmd/Reports/2017/communities-in-action-pathways-to-health-equity.aspx](http://www.nationalacademies.org/hmd/Reports/2017/communities-in-action-pathways-to-health-equity.aspx)

<sup>12</sup>Mays GP, Hogg RA, Castellanos-Cruz DM, Hoover AG, Fowler LC. Public health research implementation and translation: evidence from practice-based research networks. *American Journal of Preventive Medicine*. 2013;45(6):752–762.

### ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 40 years the Robert Wood Johnson Foundation has worked to improve health and health care. We are working with others to build a national Culture of Health, enabling everyone in America to live longer, healthier lives. For more information, visit [www.rwjf.org](http://www.rwjf.org). Follow the Foundation on Twitter at [www.rwjf.org/twitter](http://www.rwjf.org/twitter) or on Facebook at [www.rwjf.org/facebook](http://www.rwjf.org/facebook).

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