# Improving perioperative care: death, disability & digital records

#### Overview

- ▶ Intro & Background
- Perioperative death & disability
  - ► Size & source
  - Significance
- Digital records
  - ► Clinical efficacy: AIMS, Beyond the OR & bigger EHR systems
  - ► Cost effectiveness: AIMS & EHR
- ► Translational clinical informatics
  - ▶ Why, what & how
- Conclusions

### Intro & background

- Graduate entry into medical school Queen's University of Belfast
  - Year in EM
  - Anaesthesia training last 7 years.
- Interest
  - ► HIT / EHR, Deteriorating patients & RRS / MET
  - QI VIRTUE perioperative fluid management by foundation doctors
  - Organisational learning black box medicine RCRR
- HIT
  - ▶ UK & Ireland early stage adoption& some high profile failures
  - ▶ NIECR major success with access to information across silos.......
  - COI currently early POC work on RRS based digital noting toolwith SEHSCT

# Perioperative D&D.....size & source of the problem

- ► National confidential enquiries in early 80s
  - ▶ Deficiencies at extremes of age and in emergency care
- ▶ Observational studies 2000 2010
- National audits & more extensive epidemiological work last few years
- ► Under recognised burden.....

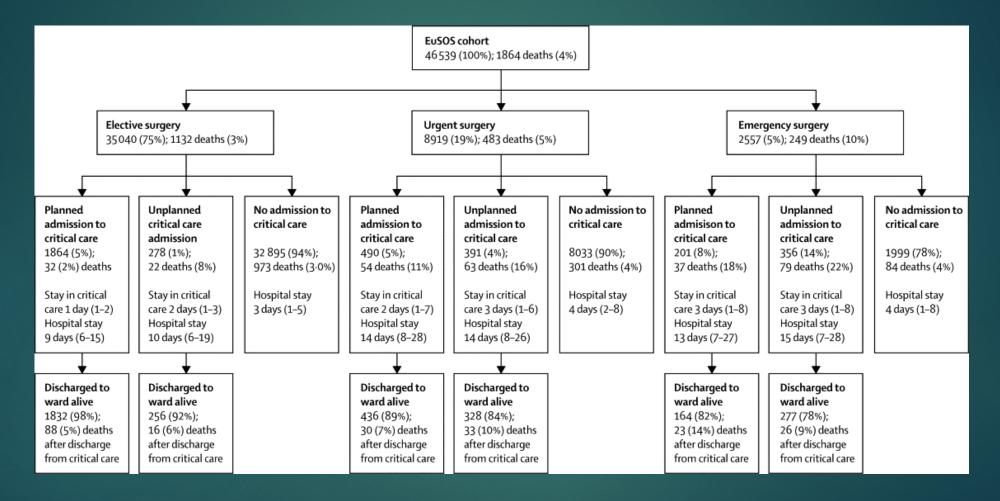
# Fecho et al. perioperative mortality 2008

- ▶ Department QI databse (04/05). 12,739 Inpatient operations
- ▶ 48h & 30d Mortality 0.57% & 2.1%
- Statistically associated with both early & delayed mortality
  - ► ASA & Age (|Extremes: 0 1yr & 64+)
  - Emergency surgery & postoperative ICU admission
- Not statistically associated with either
  - Trauma & invasive monitoring
- ► Mortality higher at 30days....
  - ▶ But Emergencies. OR X8 at 48h v X3 at 30d
- Insufficient detail on adverse events...

#### Pearse et al. EuSOS 2012

- ▶ One week cross section observational cohort study 4/4/11 4/11/11
  - ▶ 46 539pts, 498 hospitals, 28 European nations
- ▶ 4% overall Mortality. Elective 3%, Urgent 5% & Emergency 10%
- Elective perioperative mortality four times greater if unplanned ICU admission post op. 2% v 8%
- Significant regional variation across Europe on adjusted OR
  - ► Lowest in Finland 0.44 (0.19 1.05)
  - ► Highest in developing nations 6.92 (2.37 20.27)

Figure 2. Planned and unplanned admission to a critical-care unit according to urgency of surgery. Data are n (%) or median (IQR). We collected data describing the first critical care admission for any individual patient.



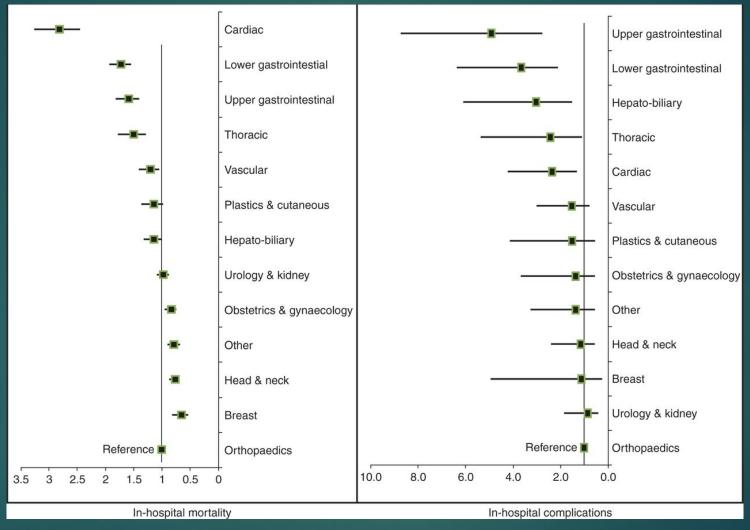
#### Pearse et al. ISOS. 2016

- ► International 7-day cohort study of elective inpatient surgery in adults (inc. cardiac)
  - ▶ 41,378 pts; 474 hospitals; 19H (inc UK & USA), 7M, 1L income countries.
- Overall morbidity 16.8%;
  - ▶ 19.8% High income v 11.1% low & middle income.
- Mortality 0.5% v 2.6% after complication (failure to rescue)
- ▶ 9.7% planned ICU v 0.9% unplanned ICU
  - ► Mortality 0.2% no post op ICU but 1.9% after complication in this group (9.5 v 2 times)

#### Pearse et al. ISOS. 2016

	All patients(n = 44 814)	Immediate post op critical care (n = 4360)	No post op critical care (n = 39 935)
Mortality	207/44 814 (0.5)	105/4360 (2.4)	99/39 935 (0.2)
Complication(s)	7508/44 814 (16.8)	2198/4360 (50.4)	5270/39 935 (13.2)
Death following a complication (failure to rescue)	207/7508 (2.8)	105/2198 (4.8)	99/5270 (1.9)

#### Adjusted risk (odds ratio) of complications with 95% confidence intervals and in-hospital mortality in different surgical procedure categories.



The International Surgical Outcomes Study group Br. J. Anaesth. 2016;117:601-609



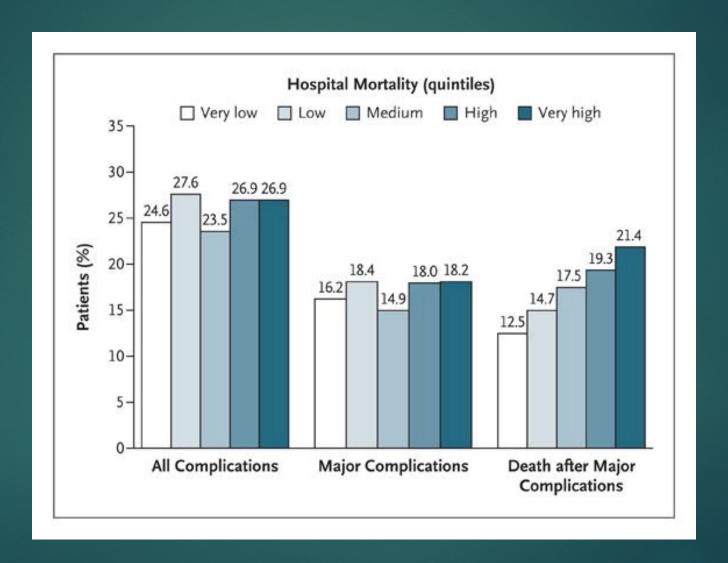
Complications by type & number		Severity of complications			Mortality for patients who developed complications
	N = 44 814	Mild	Moderate	Severe	N = 207
Superficial surgical site	1320 (2.9)	681/1320 (51.6)	517/1320 (39.2)	122/1320 (9.2)	17/1320 (1.3)
Deep surgical site	566 (1.3)	120/566 (21.2)	250/566 (44.2)	196/566 (34.6)	28/566 (4.9)
Body cavity	340 (0.8)	97/340 (28.5)	136/340 (40.0)	107/340 (31.5)	24/340 (7.0)
Pneumonia	708 (1.6)	240/708 (33.9)	325/708 (45.9)	143/708 (20.2)	55/708 (7.8)
Urinary tract	681 (1.5)	294/681 (43.2)	333/681 (48.9)	54/681 (7.9)	13/681 (1.9)
Bloodstream	417 (0.9)	140/417 (33.6)	162/417 (38.8)	115/417 (27.6)	48/417 (11.5)
Myocardial infarction	139 (0.3)	45/139 (32.4)	43/139 (30.9)	51/139 (36.7)	26/139 (18.7)
Arrhythmia	1222 (2.7)	468/1222 (38.3)	568/1222 (46.5)	186/1222 (15.2)	74/1222 (6.1)
Pulmonary oedema	330 (0.7)	127/330 (38.4)	141/330 (42.8)	62/330 (18.8)	34/330 (10.3)
Pulmonary embolism	78 (0.2)	17/78 (21.8)	33/78 (42.3)	28/78 (35.9)	5/78 (6.4)
Stroke	111 (0.2)	31/111 (27.9)	28/111 (25.2)	52/111 (46.9)	18/111 (16.2)
Cardiac arrest	153 (0.3)	N/A	N/A	153/153 (100.0)	91/153 (59.5)
Other complications					
Gastrointestinal bleed	201 (0.4)	95/201 (47.3)	66/201 (32.8)	40/201 (19.9)	24/201 (11.9)
Acute kidney injury	778 (1.7)	423/778 (54.4)	203/778 (26.1)	152/778 (19.5)	76/778 (9.8)
Postoperative bleed	1362 (3.0)	N/A	1147/1362 (84.2)	215/1362 (15.8)	55/1362 (4.0)
ARDS	142 (0.3)	46/142 (32.4)	41/142 (28.9)	55/142 (38.7)	34/142 (23.9)
Anastomotic leak	208 (0.5)	52/208 (25.0)	62/208 (29.8)	94/208 (45.2)	21/208 (10.1)
All others	2934 (6.5)	1342/2925 (45.9)	1200/2925 (41.0)	392/2925 (13.4)	83/2925 (2.8)
Total infectious complications	4032 (34.5)	1572/4032 (39.0)	1723/4032 (42.7)	737/4032 (18.3)	104/4032 (2.6)
Total cardiovascular complications	2033(17.4)	688/2033 (33.8)	813/2033 (40.0)	532/2033 (26.2)	141/2033 (6.9)
Total other complications	5625 (48.1)	1958/5625 (34.8)	2719/5625 (48.3)	948/5625 (16.9)	158/5625 (2.8)
Total number of complications	11 690	4218/11 690 (36.1)	5255/11 690 (45.0)	2217/11 690 (19.0)	207/7508 (2.8)

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### Ghaferi. Variation in mortality 2009

- ► ACS SQIP 2005 2007. Complication & failure to rescue rate.
  - ▶ 84,730pts general & vascular procedures.
  - Mortality quintiles very low to very high.
  - **▶** 3.5% 4.6% 4.8% 5.8% 6.9%
- All complication & major complication rates flat across quintiles
- ▶ But FTR ranges from 12.5% to 21.4%
  - ► AKI, Haemorrhage, Sepsis (Deep wound & septic shock)

## Rates of All Complications, Major Complications, and Death after Major Complications, According to Hospital Quintile of Mortality.



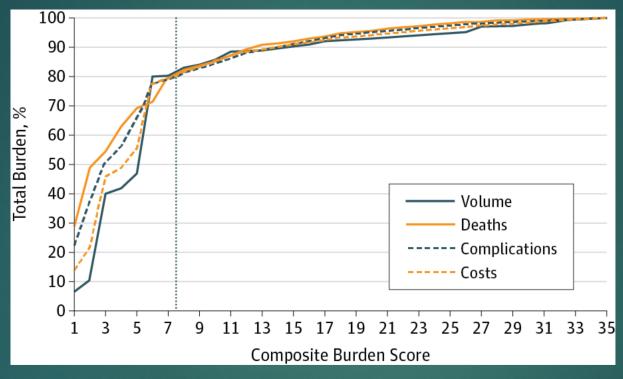
### Emergency general surgery burden

- ► UK Emergency laparotomy network first report 2012
  - ▶ Mortality in under 50 ~ 10% increasing by ~4% per 10 yrs in age
  - ▶ 39.1% planned L1 care
  - ▶ 50% of all were >60 & ASAIII, 22% L1 care post op with 17% mortality...
- ► Scott et al. JAMA surg. 2016 top 7 operations causing 80% clinical burden of operative emergency general surgery
  - Looked at D&D
  - Death 22% laparotomy
  - ▶ Comp. Rate 40 45%.. Small bowel, colon, PUD procedures



#### From: Use of National Burden to Define Operative Emergency General Surgery

JAMA Surg. 2016;151(6):e160480. doi:10.1001/jamasurg.2016.0480

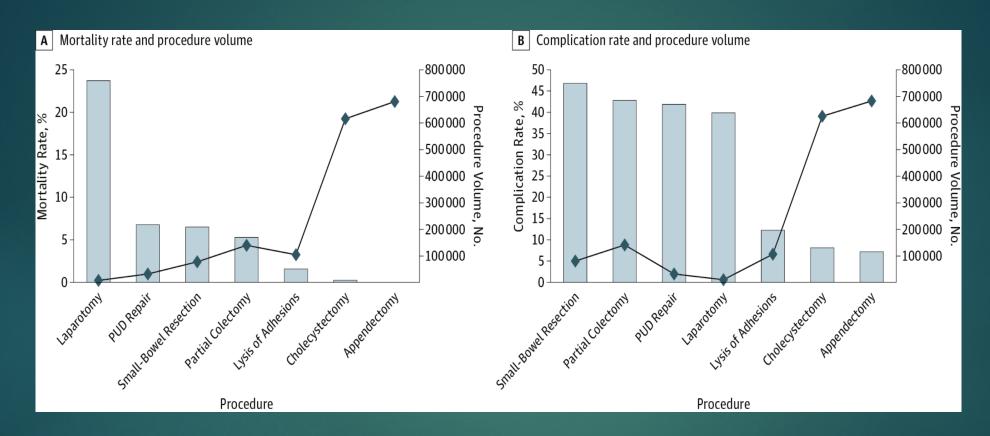


#### Figure Legend:

Cumulative National Burden of Emergency General Surgery Procedures, by RankEach line represents the proportion of cumulative national burden of procedure volume, patient deaths, complications, and costs. The vertical dotted line delineates the top 7 ranked procedures, which accounted for approximately 80% of all cumulative burden. Data were obtained from the National Inpatient Sample for admissions between 2008 and 2011.



#### From: Use of National Burden to Define Operative Emergency General Surgery



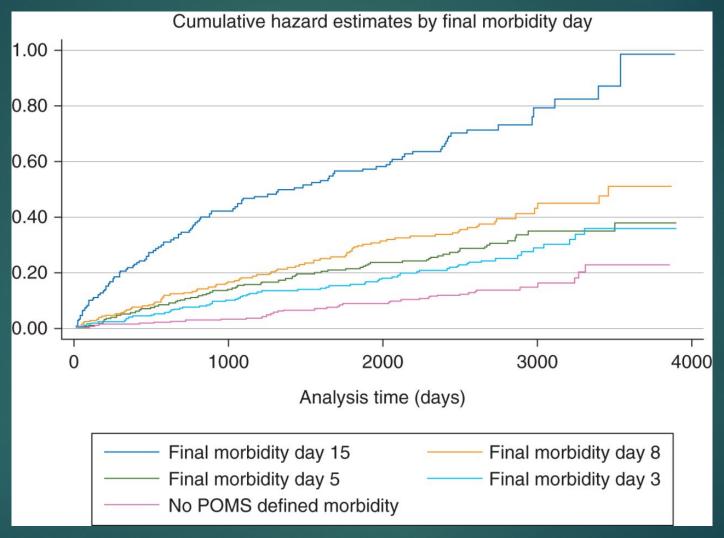
#### Figure Legend:

Comparison of Mortality and Complication Rates With Procedure VolumeAssociation between mortality (A) and complication (B) rates and the volume of procedures. Data were obtained from the National Inpatient Sample for admissions between 2008 and 2011. PUD indicates peptic ulcer disease.

# Emergency general surgery complications

- ► Scarborough et al. JAMA surgery 2016
  - ►2012 2013 ACS NSQIP data base on EGS procedures. 79,183 pts
- Used population attributable fractions to estimate impact of 8 complications
  - ► Bleeding & pneumonia......

#### Cumulative hazard plot for mortality after postoperative morbidity according to FMD.



S. R. Moonesinghe et al. Br. J. Anaesth. 2014;113:977-984



## Significance

- ▶ Big problem high volume
  - ▶ 10% High risk
  - ► Morbidity varies up to around 50% in emergency cases
  - Affects patients long term survival (3yrs after)
- Complications amplify mortality especially if L1 post op
  - Significant postoperative exposure to L1 care in terms of LOS
  - ► Focus on part of the journey is not enough

# Digital records & perioperative outcomes

- Clinical efficacy:
  - ▶ AIMS
  - Beyond the OR
  - ▶ Bigger EHR systems
- Cost effectiveness: AIMS & EHR
  - Promise & potential
  - Population & provider perspective

## Anaesthesia Information Management systems

- ► Technophilic speciality and AIMS from 1980s
  - Improved technology & functional complexiy
- Diverse functional characteristics & focus in literature
  - ▶ Phase of care, technical aspects & patient safety
- Temporal distinction around alerting
  - ► Real-time, near real-time or retrospective alerts
- ► Two systematic, one narrative & a simple review
  - ► Clinical or administrative processes or tasks

#### Clinical care

- Antibiotics & beta blockers
- Antiemetics
- ▶ Blood pressure
- Glucose management
- ▶ Tidal volumes

# Administrative, resource or technical functions

- Documentation
- Fresh gas flow
- ► Education & training
- Integration, data management & analytics
- OR management

### EHR beyond the OR

- Surgical ICU & Cardiac surgical care
  - ► CLABSI 85% decrease but not for LOS/C.Diff/Readmission
  - ► POAF better compliance with process but low uptake
- Perioperative care in general Systematic review
  - Observational studies
- Methodological limitations with service development interventions
  - Low evidence
  - Highlights implicit value as enabler in QI
- Magical thinking & confounding

### EHR – in bigger systems.....

- To leverage EHR for better outcomes need to appreciate the whole perioperative journey.
  - ▶ LOS & immediate, intermediate and longer term outcomes determined by many factors.
  - ► Examples of impact in other specialties & organisational levels are important in understaning the "biological" mechanism of EHR impact on care.
- Early studies tended to be single centre evangelist adopters
- Evolving evidence on outcomes at higher levels.

#### EHR & Medical care Pre-HITECH

- ► Early health technology assessment highlighted improved process adherence for CDSS
  - Specialist home grown systems
- Jones et al. National cohort study
  - ► EHR capability 2003 2006 & hospital quality data 2004 2007
  - ► AMI, Heart failure, Pneumonia
  - No v basic v advanced EHR
  - Quality change 2004 v 2007 adjusted relative to no EHR
  - ► Hear failure only significant increase in quality and only for basic EHR
  - Some process indicators more individual performance dependent than others?

### EHR – ehealth perspective

- Systematic overview (Black et al 2011) grouped into themes
  - Storing/managing/transmitting data
  - ► Clinical decision support
  - Facilitating care from a distance
- Diverse body of literature (53 reviews & 55 supplemental reviews)
  - Narrative synthesis Weak & inconsistent empirical evidence for benefit
- Insight in to
  - ► EHR dimensions individual v aggregate...
  - eHealth equivalent of Mechanism of action....

### EHR & medical care post HITECH

- ► AMI (Enriquez et al.) & Ischaemic Stroke (Joynt et al.)
  - ► EHR adoption / capability & Quality of care & outcomes
  - ▶ National registries 2007 2010
- Stroke
  - ► No significant improvement after controlling for confounders
  - ▶ But less likely to have LOS>4days & increased component care with EHR
- ► AMI
  - ► No significant difference in STEMI care
  - But NSTEMI, UFH dosing and risk of major bleeding & mortality lower with full EHR

#### EHR- more recent evidence

- Medicare beneficiaries (Lammers 2016)
  - ► HRR measures of physician EHR adoption v ACSC admissions & readmissions (DM, IHD, CHF, COPD/asthma)
  - Physician adoption reduced admissions not readmissions
- Readmissions more difficult to influence with single site EHR
  - ► Interoperability & health information exchange a big issue around preventing admissions between providers
- Barnett (2016) observational study of EHR adoption / upgrade on mortality
  - No significant increase in mortality
  - But signal of work around

#### EHR – more recent evidence 2

- ▶ Nguyen (2014) demonstrated multidimensional evaluation framework to assess benefits & issues highlighting EHR complexity
  - Quality, use & intended use, net benefit & contingent
- Adler-Milstein (2016) highlighted temporal trends with EHR adoption and hospital performance
  - ► EHR adoption over time v process, pt satisfaction & efficiency
- Campanella (2015) reported strongest empirical evidence (SR & MA) of EHR on health care quality to date
  - ▶ Documentation time, guidline adherence medication error, ADE & mortality
- ► Yanamdala (2016) observational study with conflicting results
  - Mortality, readmission, PSI & LOS in surgical patients. Stratified by No, partial
     & Full EHR



From: Complications and Failure to Rescue After Inpatient Noncardiac Surgery in the Veterans Affairs Health System

JAMA Surg. 2016;151(12):1157-1165

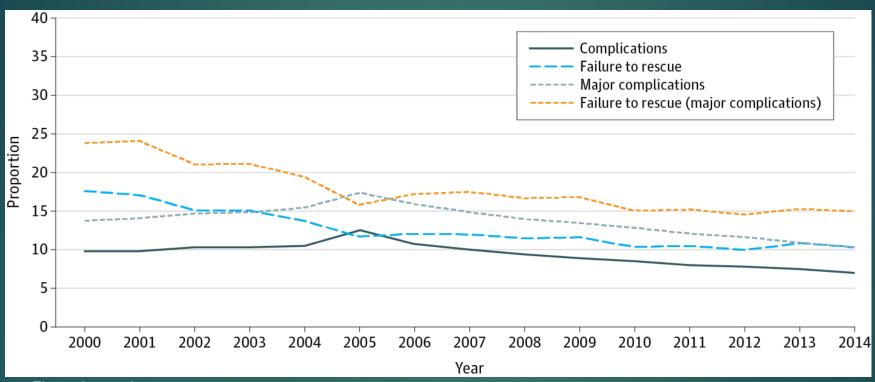


Figure Legend:

Thirty-Day Outcomes During the Study PeriodAll 30-day outcomes decreased during the study period (trend test, P<.001 for all).

#### Cost effectiveness / ROI......

- ► RAND (2005) estimated saving of \$81billion annually
  - ▶ Based on ten year adoption & Non-health industry estimates
- ► Children's medical center EHR increased OR revenue by 53%
  - Ambulatory v Inpatient case load changes in main OR
- Rate of growth in health spending short of 1.5% productivity improvement
  - But is heading away from national spending prediction
  - ► Focus on interoperability, adoption & utility

#### Cost effectiveness / ROI......

- More recent observationalstudy on Medicare expenditure & EHR adoption (Lammers 2016) at hospital referral region level
  - ▶ \$3.8 Billion decrease in FFS
  - ▶ \$1.6 Billion decrease in acute care
  - ▶ Increase in lab \$0.55 per beneficiary
- A study of five ambulatory offices with 28 providers did show significant logistical savings
  - ▶ Initial costs recaptured in 16 months (18 36 range cited)
  - ► Annual estimated savings \$9,983 per provider

### Cost effectiveness / ROI summary

- ► Lies, dam lies, statistics, health economics
  - ▶ Who pays v who profits disconnect
  - Productivity & efficiency v revenue generation
- Difficult analysis & gets harder for bigger implementations
  - More and more assumptions with greater influence of hidden costs and exposure to value of money over time
- What will it cost for next generation technology & is that affordable
- ▶ Incentive & responsibility to demand more from vendors......

#### Translational clinical informatics

- ▶ Why
  - ► EHR technology needs to advance
  - ► Adoption of EHR is high
- ▶ What & how
  - Two big challenges -
    - ▶ Design / develop better solutions
    - ► Demonstrate Usability & utility

### AIMS/EHR - Why TCI?

- Perioperative outcomes & whole patient journey
  - Some examples of EHR / AIM use to drive QI
- Sociotechnical insight v magic thinking
  - Primary & secondary use of clinical information
  - ▶ Processing clinical information v information for clinical processes
- Usability and interoperability highlighted as critical
- Anaesthetists (perioperative physicians) are well placed to guide development of digital records

## How - Design (Basic Science)

- Problems: Understand antecedents to adverse clinical outcomes in perioperative care
  - "Weak Spots"
  - Retrospective case record review
- ▶ Performance: Human factors and ergonomics
  - ▶ HIT safety framework
- Processes: Quality improvement science Demming
  - Rapid response system perspective

# Failure to rescue in perioperative care

- Chain of prevention in rapid response systems
  - ▶ Smith 2010
  - ► Sorensen 2015
- ► How could technology improve
  - ► Automation?
  - ► Alerting?
  - ► Authoring?



#### Performance of rapid response systems of care in a district general hospital: results of an immediate care audit project



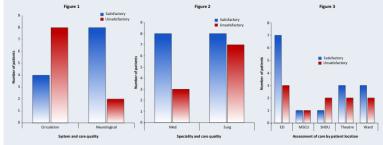
#### A. Davey, N. Brain, J. Smith and I. Skipsey

Raigmore Hospital, Inverness, Scotland adavey02@qub.ac.uk

Over the last 20 years, a number of clinical and logistical forces have driven significant changes to acute and emergency care provision in the ULF. Chirolable, early reports identified the most to improve recognition of and response to critical inference souther ICU 1823-04 with the temperature of effective organizational learning in improval propriets and supplier of early and pully of ore are has above the highlighted [1]. Logistically, changes to postgraduate medical training and European working time directive have altered working patterns in acute care discipliers. In response to these challenges implementation of various care tools, teams and system resulted in the development of what in row known as rapid response system of care [R6S] (4). Although terminoding varies entitled and experimentally any system of care with a means of detecting deteriorating or abnormal physiology that triggers a predetermined response is essentially a RBS. In the UK, various bodies [5-7] have produced guidelines that advocate integration of various components of RBS is a minimum standard of care. Netweeve definitive evidence that RBS are effective is skingled [3] and reports describing problems without and and opposite among your content of the recent (SALS). The apparent falter of BKX to improve the quality of immediate cere is not supprising a the intervention are compared to the property of the pr

Following a pilot audit (November 2010) assessing quality of immediate care in patients admitted to ICU within 24 hours of hospital admission, subsequent audits (September 2011 & February 2012) Following a pilet audit (Novamber 2010) assessing squilty of immediated in Claus with a Claus of the Open 2011 as desired and the Claus of the Open 2011 as desired and the Claus of the Open 2011 as desired and the Open

Plot audit: five (45%) patients were eligible for review. Three (27%) cases had significant remediable factors in care identified from case notes, all involving, actual or evolving sepsis with indeterminate early warning scores. Combination of case notes reviewed from follow up audits provided a total of 27 patients out of 42 eligible from 51 total admissions during the audit dates. One patient reviewed was warring Suitable. Contraction of the contraction of proportion of patients managed satisfactority was less in this specially (Figure 2). Furthermore, more patients were managed manifactority than statisfactority in the surgical high dependency until Figure 3). One patient needed an emergent lapsactoring after failure to recognize developing phyposoleanies occuping following admission with polytrauma. Another had faingerostic praid correction of hyponatrenais with inappropriate fluid resuscitation for tachycardia secondary to alcohol withdrawal. Two patients with abdominal sepsis had debaged initiation of resuscitation and source control measures. Automation at the subsequent MAM meeting was minimal and an ordine survey sent to traines that an equally disappointing response rate with only eight traines responsing, more of which

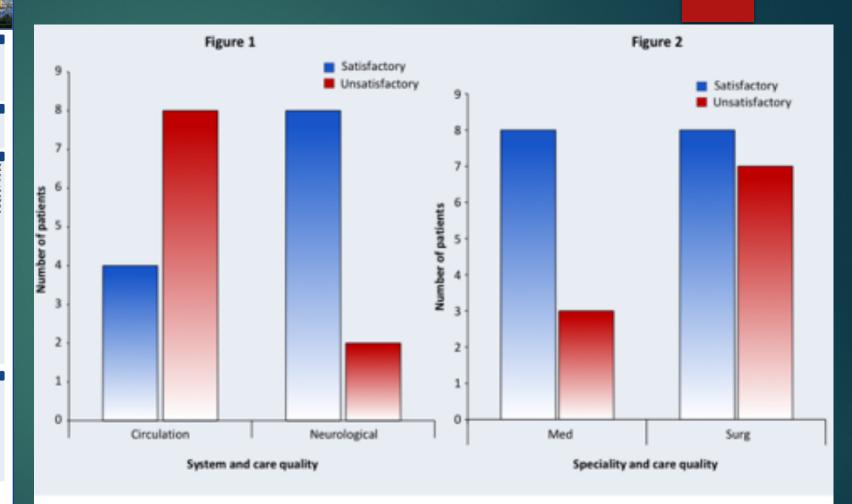


Assessment of care quality is an important indicator of RRS performance that is difficult to measure and has been the focus of confidential enquiries [9]. However, there is no objective definition of consideration per full search and immediately partients. During this project we developed a more objective serving definition of satisfactors care search on the provide that good care on executibly be considered to consider of the consideration of the project with a good care on executibly be considered to consider of some of of timely appropriate adequate interactions or interventions without omission or advance event. Further interventingation will allow retaining of how universally and reproducibly this can be applied to a heterogeneous group of patients by different reviewers. Furthermore, the difficulty and complexity of this audit reinforces the need for developments in the data collection process to reduce the effort of extracting information from the case notes and associated documentation.

Results from this project demonstrate a significant number of patients still receive suboptimal care prior to ICU admission. In particular, problems managing patients with actual or evolving haemodynamic returns not transprace; towards and properties are consistent of the control of t

The project demonstrates that despite implementation of RE, there is still significant come for improvement in multiple aspects of BES performance at both the individual and organizational level. This is a complex challenge for which there is no single solutions and relative most to developed a multifacted intervention, based on the methodological and issues above, is organized, this will involve development of a tablet computer application to enhance data collection and facilitate service monitoring by the case note review process with organize audit development and implementation of an educational companies method entry in entire and expension of an entry or excitation of an educational companies method entry recognised and entry or expensional learning in the entry of expensional learning in the workplace.





### Automation & alerting.....

► Electronic observations

Machine learning

► Acute kidney injury alerts

## Authoring (Clinical noting)

- Structured noting solutions established on paper
- Digital noting could support better processing of clinical information
- Minimise cognitive error & support efficiency
  - ► RESET Shock project
- ► Change to clinical processes / practice

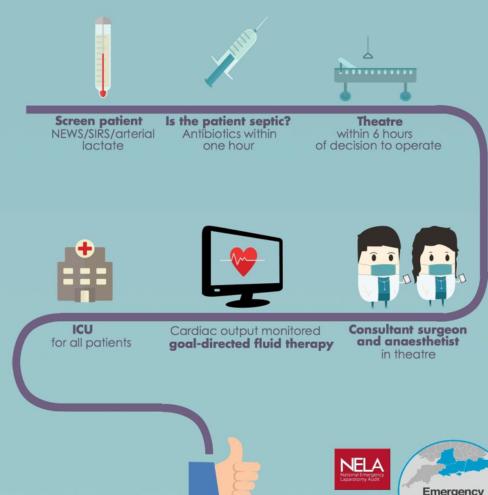


# PERIOPERATIVE MEDICINE THE PATHWAY TO BETTER SURGICAL CARE



# How to save lives in emergency laparotomy

**Emergency Laparotomy Collaborative** 





www.emergencylaparotomy.org.uk rsc-tr.emergencylaparotomy@nhs.net @emlapcollaborative





### Demonstrate – Usability testing

- ► Clinical decision support is advanced EHR function
  - Relies on user interaction in heterogeneous clinical settings and scenarios
- Workflow process v processing of clinical information
- Use of simulation allows developers to optimise the later
- ▶ Usability testing of Well's clinical prediction rule 62% adoption cf 10 20%
- Improvements limited by rigidity of live EHR

# Utility – Simulation, Step wedge trials & statistical process control

- Assessment process by juniors evaluated in high fidelity simulation of medium acuity deteriorating patients
- Traversing the concept— clinical practice gap is difficult with service delivery solutions / interventions.
  - Randomisation not logistically or ethically possible.
- Recent reports on stepped wedge trial methodology for electronic observations solution highlights potential
- Methods of measuring & charting process, outcome & balance need further development

#### Conclusion

- ▶ Burden of perioperative D&D is a public health crisis
  - ► Hot spots & weak spots are being identified and digital records have implicit value in delivering better care
- ► Evidence of consistent clinical benefits & cost effectiveness emerging & is probably improving with time
- Significant room for improvement in digital patient record technology
- Need to think outside traditional silos with both clinical & procurement processes
- ► Translational clinical informatics offers an approach for development and demonstration of better digital records with clinicians in the driving seat





NEWS NIAA Vacancy: Trainee Representative



# NEWS & EVENTS NIAA News Stories NIAA eNewletter Archive NIAA Events NIAA Internal Meetings External Meetings and Events Postgraduate

Qualifications

Text size

NIAA > News & Events > NIAA News Stories > BJA/RCoA International Collaborative Grant 2017

NEWS 25th Aug 2016

#### BJA/RCoA International Collaborative Grant 2017

The British Journal of Anaesthesia is delighted to give advance notice of a new International Collaborative grant to be awarded in Spring 2017.

#### Aim

The grants are intended to support internationally collaborative research projects in Anaesthesia, Critical Care or Pain Management and may be for salaries or for the purchase of items of equipment. We will not consider specific PhD studentships in this grants category please see here for information on our non-clinical PhD studentship currently available through NIAA Grants 2016 R2.

#### Eligibility

Applicants should be from **outside** of Great Britain & Ireland. The proposal **must** involve real, credible, collaboration with an individual / institution based in Great Britain & Ireland. Pilot / feasibility studies are welcome.

#### The Research Project

Preference will be given to projects that involve the application of basic science to Anaesthesia, Critical Care or Pain Management but clinical research projects will also be considered. The work may be done in a university science department or in an academic clinical department, but preference will be given to projects involving co-operative research between a basic-science department and a clinical department.

#### The Support

£100,000 per grant is available. This support is for salaries (including Superannuation and National Insurance (or equivalent) contributions; the BJA and RCoA decline to contribute to any other indirect costs), equipment (including VAT) and running costs. Applicants will need to provide full justification of all costs applied for. Applications requesting less than the stated amounts are welcome. The BJA/RCoA will wish to share any intellectual property rights and income arising from this work with the host institution. There will be funding available to make at least one award.

#### More information

Potential applicants are welcome to contact the BJA Grants Officer <u>Dr Iain Moppett</u> with any questions about the award. A draft version of the application form is available below for information.

BJA\_RCoA\_Int\_Proj\_Grant\_Form\_2017 DRAFT EXAMPLE.docx (1.24 MB)

The formal application process for this award will open early next year, as part of NIAA Grants 2017 R1.





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