



PROJECT GRANTS FOR STUDIES ON INTEGRATED CARE PATHWAYS 2023

Information and guidelines for
applicants

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Information about the call

Grant capital:
DKK 60 million

Award amount
Up to DKK 6 million per grant

Application form opens:
24 November 2022

Application deadline:
21 March 2023, 2 pm CET

Applicant notification:
Early July 2023

Earliest start date:
1 August 2023

Latest start date:
1 January 2024

Review committee:
Committee for Coherence in Health Care

Contact:
Eugenia Krasnopjorova
Project Specialist
Phone: +45 41 26 61 20
E-mail: ekr@novo.dk

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1 PROJECT GRANTS FOR STUDIES ON INTEGRATED CARE PATHWAYS

These guidelines are intended to assist you in the application process when applying for a grant from the Novo Nordisk Foundation (NNF). It is important that you carefully read these guidelines before initiating the application process, as the guidelines contain the complete call text as well as instructions regarding the completion of the application.

NNF will treat all applicant and application information confidentially. Read more about how NNF processes personal data under 'privacy & security' in the online application system, NORMA. See how to access NORMA in section 2 of these guidelines.

Furthermore, please read 'General Terms and Conditions' for grants from NNF that all Grant Recipients must comply with:

<http://www.novonordiskfonden.dk/en/content/conditions-grants>

1.1 PURPOSE

The purpose of the programme is to support research-based projects within the framework of the existing healthcare system that aim to investigate and uncover conditions that affect the integration of care pathways in the healthcare system as experienced from the perspectives of patients and citizens. In addition, the purpose is to create evidence-based knowledge on how new and optimized patient care processes and solutions can be tested and implemented through research collaborations across the sectors of the Danish health care system.

The programme will focus on pathways with repeated contacts to the healthcare system at all levels, such as for patients with chronic diseases and frequent interaction with the healthcare system. Moreover, there is special focus on collaboration across healthcare sectors with broad involvement of various actors and groups of professionals. This is not a requirement but will be a clear advantage to be able to meet the purpose of the program.

Projects can address such topics as (the list is not exhaustive):

- Coherency and collaboration across sectors in the healthcare system.
- The significance of incentive structures in the healthcare system for integrated treatment and care pathways.
- The coherence in care patients expect from the healthcare system, including the transitions between sectors.
- Developing care pathways with the active involvement of patients and their relatives.
- Implementing knowledge across sectors within the healthcare system.
- Using new technologies and digital solutions that can improve the integration of care pathways.
- The role of civil society in how patients manage chronic diseases.

- Exchanging data and knowledge between actors in the healthcare system – barriers and opportunities.
- Inequity in health and its significance for coherent treatment pathways.

The project may be independent and be limited in time to the project period for this call for applications or may serve as an extension of already initiated projects, e.g., supported through NNF's call for exploratory studies on integrated care pathways.

Applying for this programme does not preclude applications to other Novo Nordisk Foundation programmes.

1.2 ELIGIBILITY

- The project group must comprise a main applicant and 1–3 co-applicants.
- PhD students cannot be the main applicant.
- The main applicant and co-applicants must be employed at public institutions in Denmark or affiliated with Denmark's healthcare system (such as general practitioners, universities, hospitals, municipalities, etc.).
- The content of the application and the composition of the project group must demonstrate the interdisciplinary aim of the project.
- Relevant actors outside the formal research community, such as municipalities, administrative regions, patient associations and companies, are invited to apply and be involved in the projects.
- At least one applicant must have documented research experience corresponding to at least a PhD level.
- At least one applicant must have a formal connection to a relevant research environment at a non-commercial research institution in Denmark.
- Support letters in English must be provided from all the applicants' workplaces, regardless of the type of institution. Support letters must be signed by an immediate manager.

In addition to co-applicants, the project may have a number of collaboration partners. A distinction is made between co-applicants and collaboration partners in that co-applicants get a share of the grant and collaboration partners do not.

Applications for clinical trials will not be considered in this call and will instead be referred to the call "[Investigator Initiated Clinical Trials](#)". Applications for funding for projects within clinical and translational medicine will also not be taken into consideration and are referred to the call "[Project Grants in Clinical and Translational Medicine](#)".

1.3 FUNDING

A total of up to DKK 60 million is available for grants between DKK 500,000 and DKK 6 million for projects lasting up to 4 years. Applications for under DKK 500,000 will not be considered.

Applicants may apply for funding for the following types of expenses:

- Salary for the main applicant, co-applicants, researchers, nurses, research technicians, research secretary, project coordinator at administrating institution. Researchers in permanent positions cannot receive funding for their own salary. However, these researchers can apply for funding to cover substitute personnel for the time they spend in a project if the activities in the project go beyond their normal job description.
- Salary for postdoctoral researchers.
- Salary for Ph.D. students (including tuition fee up to DKK 80,000 per year, which must be specified in the budget).
- Salary for employees or project consultants at all staffing levels, including project management.
- Operating expenses in the form of direct expenses for developing, implementing, and operating the project, including materials and minor equipment.
- Collaborative and networking activities, e.g., organizing extended meetings with other actors and groups (such as at course centres) to develop and strengthen projects and collaboration.
- Travel expenses in relation to the project, e.g., conference and workshop participation and presentation of research results derived from the project, up to DKK 25,000 per budget year.
- Publication of results originating from the project, up to DKK 25,000 per budget year.
- Training relevant to research and/or implementation activities.
- Professional dissemination / knowledge sharing in the form of seminars, symposia or other dissemination of the project outcome.
- Evaluation and follow-up research in connection with the project.
- Subcontractor cost.
- Administrative support of up to 5% of and included in the applicant's overall budget to cover administrative expenses directly related to the project based at the host institution. Please note that institutions that are not subject to audit by public authorities must conduct an annual external audit in connection with receiving a grant.

Administrative support may account for a maximum of 5% of the total budget and must be included therein. The administrative support:

- can cover expenses such as for accounting, payment of salaries, purchasing, hiring, as well as auditing and financial reporting on the project
- cannot cover administrative expenses that are not directly related to the project
- can via the host institution be shared between the institutions of the main- and co-applicant(s), as detailed in the application budget
- is not automatically included in the grant, and must be stated/applied for in the application budget, but should not be specified in detail.

Collaborating companies cannot receive funding directly from a project grant.

If the applicant has applied for or obtained co-funding, this must always be stated in the budget.

NNF will not award funding for:

- commercial activities
- overhead (rent, electricity, water, maintenance)
- buildings.

1.4 LANGUAGE

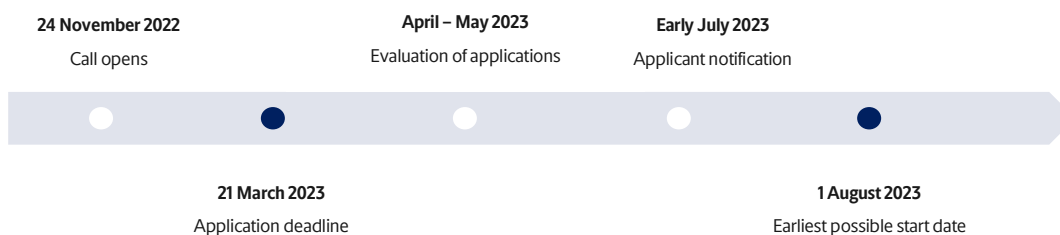
The application and any additional uploads such as CVs and Support Letters must be written in English.

1.5 APPLICATION PROCESS

The application must be completed and submitted using NNF's online application and grant management system, NORMA, which can be accessed from:

<https://norma.novonordiskfonden.dk>

Further information on how to access and navigate in NORMA can be found in chapter 2.



When all applications have been assessed, applicants will be notified about whether or not they have been awarded a grant. The notification e-mail will be sent from norma-noreply@novo.dk to the e-mail address entered on initial registration.



NNF does not provide feedback in case an application is not selected for funding.

1.6 ASSESSMENT CRITERIA

NNF's [Committee for Coherence in Health Care](#) will primarily assess the applications based on the following criteria:

- The project's compliance with the purpose of the call for applications
- The project's expected benefits in relation to improving coherence in Danish healthcare for especially patients with chronic diseases.
- Qualifications and capacity of applicants.
- Qualifications and capacity of co-applicants / partners.
- Degree of collaboration and knowledge sharing across sectors and disciplines.
- The scientific quality of the project.
- Scalability and potential for implementation and national deployment.
- The project plan:
 - including a description of the research plan,
 - organization of the collaboration,
 - description and justification of the chosen methodology,
 - feasibility, and perspectives for future research.

- The project's contribution to building capacity and competencies within the research area in Denmark.

If you have an active grant from NNF, e.g., a grant from the Foundation's call for exploratory studies on integrated care pathways, it is relevant to describe the results achieved in the exploratory study, and how your new project is connected with or based on the exploratory study.

2 THE APPLICATION AND GRANT MANAGEMENT SYSTEM – NORMA

Sections 2 and 3 provide guidance on completing and submitting an application through NNF's online application and grant management system NORMA. Section 2 contains general technical information, while section 3 contains information specific to the individual call. All the fields of the application form must be completed in accordance with these guidelines and the instructions in NORMA.

2.1 USER REGISTRATION

NORMA can be accessed through links on NNF's website or directly at:
<https://norma.novonordiskfonden.dk>

Before you begin, please read the instructions on the login page.

If you do not have a user profile in NORMA, you can register by clicking REGISTER from the login-page. Here you can also retrieve forgotten passwords by clicking the FORGOT PASSWORD-link. The main applicant should only have one user profile. Please use your work e-mail address for registration. After registration, you will receive an e-mail with your user name and a temporary password, which you can then use to log in to NORMA. After logging in for the first time you will be asked to provide a password of your own choosing.

A registered user who submits an application is legally responsible for the truthfulness of the content of the application.

If you experience technical problems, please contact NORMA Support: norma-support@novo.dk.



An applicant cannot change the e-mail address provided at registration.
Please contact NORMA Support if you need to change your e-mail address.

2.2 CREATING AN APPLICATION

Initiate an application by finding the call you wish to apply for in the OPEN CALLS-section on the Applicant Portal in NORMA. Use the search filters at the top of the section to filter by e.g., overall funding area, and initiate an application by clicking APPLY NOW next to the relevant call.

Applications can be edited up until the deadline. A draft application can be saved by clicking SAVE DRAFT and may be cancelled at any time up until the deadline by clicking CANCEL APPLICATION. An application is not submitted to NNF until an applicant has clicked SUBMIT and has received confirmation that the application has been successfully submitted.

You can review the application at any time by reopening from within NORMA. Opening the application will also allow you to download the application in its entirety as a PDF. Make sure the PDF is readable and formatted appropriately before submitting your application.

2.3 TEXT AND ILLUSTRATIONS

For all applications, the individual fields must be completed in accordance with these guidelines and the instructions supplied in NORMA.



To prevent loss of data, it is essential to press SAVE DRAFT before you leave NORMA or navigate in the system.

TEXT FIELDS

Text from Microsoft Word or comparable word processors can be copied and pasted into most text fields of the application. It is, however, important to check that formatting, special characters, and symbols have not been converted or lost in the text fields after copying and pasting. If the formatting looks wrong in NORMA or in the PDF, try changing all text to *Normal* using the FORMAT dropdown. It is the responsibility of the applicant to ensure that the pdf looks correct before submitting.

The available options for formatting text are at the top of the text fields. Some shorter text fields do not have the option to use rich text formatting.



For readability purposes, standard fonts, font size 11-12, and line spacing between 1.0 and 1.5 must be used.

ILLUSTRATIONS

Illustrations such as figures, charts, tables, images, etc. related to the project description can be uploaded under PROPOSAL. A Maximum of four illustrations are allowed. The illustrations will be placed on a separate page in the application PDF but can be referenced throughout the project

proposal as needed. For readability, please name the files numerically by the order in which they are referenced. The following file formats for illustrations are accepted in the system: JPG, JPEG, PNG and BMP. The maximum accepted size for each illustration is 1050*1650 pixels.

2.4 SUBMITTING THE APPLICATION

The application in its entirety must be submitted electronically via the application system by clicking SUBMIT. It is not possible to submit an application or any part of it by standard mail or e-mail. Any material submitted outside the application system will not be included in the evaluation and will not be returned.



Please remember to check that the PDF version of the application is legible and contains all data and uploads before submitting.

All applicants must read and accept NNF's [Standards for Good Research Practice](#) before submitting the application. Further, the applicant must declare that the information provided in the application is true and accurate.

An application cannot be submitted unless all the required fields have been completed. Applications can be cancelled at any time before submission. If you need to withdraw an application after the deadline, please get in touch with NNF via e-mail, using the contact information on page 3.



A list of any incorrect or incomplete entries will be generated at the top of the screen when you click SUBMIT. Clicking one of these error messages will take you to the relevant field. Amending incorrect or incomplete entries can be time-consuming, so we recommend submitting applications well before the deadline.

3 APPLICATION CONTENT

This section provides guidelines on the content required in the sections of the online application form for this call.

3.1 APPLICANT

The APPLICANT-tab contains information about all those involved with an application, meaning the main applicant or the contact person applying on behalf of an organization/institution as well as any co-applicants. Information about each applicant is collected through individual tasks in the APPLICANT DETAILS-section, detailing experience, publication history, application history with NNF, etc.

MAIN APPLICANT

The main responsible party for the application can enter their details through the Applicant Details-task with the type 'Applicant'. After filling in all mandatory fields, the applicant should complete the task to save the details. Please note that for this call, the main applicant cannot be a Ph.D. student. Ph.D. students can be participants in the project. For complete list of eligibility requirements, please see section 1.2.

3.2 CO-APPLICANT(S)

For this call, 1-3 co-applicants are allowed for the application. Co-applicants participate actively in organizing and implementing the project and receive a share of the grant. The project description should clearly describe the role of any co-applicants, and the budget should clearly indicate the co-applicants' share of the total budget. Co-applicants must be invited through NORMA and subsequently enter their details in the system. A collaboration partner, who does not receive part of the grant, should not be listed as co- applicant, but the collaboration can be described in the project description.



Note that inviting co-applicants can be time-consuming. Please start the invitation process as soon as possible and well in advance of the submission deadline

Please follow the instructions in NORMA on how to invite co-applicants to your application.

When the co-applicant accepts his or her invitation and has registered as a user in NORMA, they will gain access to the application. In addition, they will be assigned an APPLICANT DETAILS-task, available under MY TASKS from the APPLICANT PORTAL in NORMA. With this task, co-applicants should input details such as their institutional affiliation, work and publication history, application history with NNF and will be able to upload supporting documents such as a short CV (maximum two pages) or an endorsement from the institution.

Co-applicants will only be able to edit their own APPLICANT DETAILS-task, as well as make changes to the main application. The main applicant, on the other hand, can review and edit all Applicant Details-tasks for the application including those for co-applicants.



Please note that **co-applicants** can read, edit, and upload information in the entire application but **cannot submit the application**.

3.3 INSTITUTION

Please provide information about the institution where the grant will be administrated. This institution is where you will be employed during the grant period and the institution which will be responsible for budgeting, accounting, and staff supported by the grant.



Registering a new administrating institution in NORMA can take up two working days. The application can be edited but cannot be submitted before this information is registered. We therefore recommend that you register an administrating institution in good time.

3.4 PROPOSAL

Describe the project using the fields on the PROPOSAL tab. Each field (*Project title, Brief project description, Project description, Illustration uploads, Lay project description, and Research methods*) will have a short instruction text describing the expected input and maximum characters available.

PROJECT DESCRIPTION

This section describes the project in detail. The project description must not exceed 30,000 characters including spaces. Abbreviations must be defined upon first use. The applicant may build the project description in the sections that make the best sense for the project. We recommend that the project description describe the following.

Purpose

Describe the project's purpose and hypothesis, and how the project addresses the purpose of the call to address the challenges to better integration of the health care.

Consider, for example: What is the purpose? What need or challenge will the project address? Why addressing this need is important? Who is the target group? Does the project have a local or national scope?

Background

Describe the existing knowledge on which the project is based and that the new project will provide. *Consider, for example: Is the project idea new or a further development of existing initiatives? How does the project differ from existing initiatives? Are there similar initiatives? Are there opportunities for synergy and knowledge sharing?*

Activities, methodology and project plan

Describe what you want to do and how. This must include a description of the individual activities and how they support the project's purpose.

Describe, for example: Which research methods will you apply and justify why? What activities will the project have?? How is the project group composed and does it reflect collaboration across sectors and/or professional groups? Describe the schedule, division of tasks and the organization of the project?

Evaluation

Describe the expected benefits of the project and how this will be evaluated. The benefits may be established as success criteria.

Consider, for example: What is the anticipated outcome of the project in the short and long term? What is the expected benefit for the project's target groups? What is the expected benefit in terms of developing knowledge and experience and implementing new practices?

How are learning, knowledge and experience compiled, used, and shared during the project? What is the potential for the implementation and scalability?

Knowledge sharing and continuity

Describe how the project will ensure that the knowledge and experience developed is applied and shared with others.

Consider, for example: What will happen to the project when the project period ends? Will the project result in a lasting change in practice? How will the continuity of knowledge and experience from the project be ensured? How will the positive and negative experiences from the project be shared with others? What opportunities are there to disseminate the project's ideas and results?

LITERATURE REFERENCES

Please provide references for the literature cited in the project description (not exceeding 8,000 characters including spaces).



Please note that the application should address all the assessment criteria listed in subsection 1.6.

3.5 BUDGET

The budget for the project applied for only comprises the information entered on the BUDGET tab. Additional budget information attached under UPLOADS or added on any other tabs than BUDGET will not be considered.

GRANT PERIOD

Before you can fill in the budget template, start by entering the start and end dates for the grant. This will determine the number of years available from the budget template. The grant period is the duration of NNF's grant for the project, and the budget counts years following the project start date rather than calendar years.

CREATE BUDGET

After saving the project start and end dates, the budget template will become available to edit. The budget will open in a new tab, in which you will need to add the subcategories you need for your budget. Please follow the instructions at the top of the screen to complete the budget.

Notes:

- 1 The budget continuously saves changes you've made without the need to manually save. You are free to leave the budget at any time and come back at a later point.
- 2 When you are done filling in your budget, please use the SAVE AND CLOSE button. This will check that all information has been filled out correctly and in accordance with the guidelines, saving the budget to your application.
- 3 You can now return to the BUDGET tab. A summary of the budget will be displayed, review it to ensure that it is correct.
- 4 The full budget details can be viewed or edited at any time before submission of the application by reopening the budget template.

Any comments about the budget can be entered in the SUPPLEMENTARY INFORMATION field.



Applicants may only apply for the types of expenses listed in subsection 1.4.

3.6 APPENDICES

Appendices to the application can be uploaded in the APPENDICES tab. For this call, the following attachments must be attached: Support letters from the applicant's and co-applicants' institutions, where their role is described, incl. justification of why the project is important to them. Support letters must be signed by the immediate manager.

All uploads must be in PDF format. NORMA automatically places these uploads at the end of the application. Please respect the page limitation and the upload requirements stated in the call. Uploads in excess of these limits may not be considered for evaluation.

November 2022

The Novo Nordisk Foundation

The Novo Nordisk Foundation is an independent Danish Foundation with corporate interests. The objective of the Novo Nordisk Foundation is twofold: To provide a stable basis for the commercial and research activities conducted by the companies within the Novo Group and to support scientific and humanitarian purposes.

The vision of the Novo Nordisk Foundation is to contribute significantly to research and development that improves the lives of people and the sustainability of society.