

For Internal Use Only

2. Even small grants can make a big difference in a project. Without this \$50,000 grant, Allina would not be nearly as far along as it is now in QUIT II. Although additional funding would have lightened the administrative costs associated with an evaluation project, funding was essentially adequate for this project. Additional money, if available, would have helped pay for quality improvement structures, in-service training, and training teams. (G)

SIGNIFICANCE OF THE GRANT

Although Project QUIT had only limited impact on clinical practice, it served to alert Allina to the importance of designing incentives to promote desired physician behavior under any quality improvement initiative. This limited evaluation showed the grantee that the initial project methodology was flawed, that this smoking cessation project could not rely on busy physicians for education, therapy, and follow-up without rewarding them for doing so. According to the program officer, "this is a success story about a grant that failed miserably. The grantee learned a lot and as a result submitted a top-rated proposal to the Foundation for addressing smoking cessation in managed care organizations. Allina learned that they needed to build an incentive plan into the managed care model. They learned that they had to reward compliance, not take for granted that it would follow on the heels of a good idea. In fact, Allina is now in a leadership position in regard to evaluating and implementing smoking cessation guidelines." As a result of the insights gained from this small grant, the Foundation has encouraged other prospective grantees with comparable proposals for large, complex interventions to establish a planning phase before embarking on an implementation proposal, and according to the PO, "our experience with Allina has helped ... guide our funding strategy."