

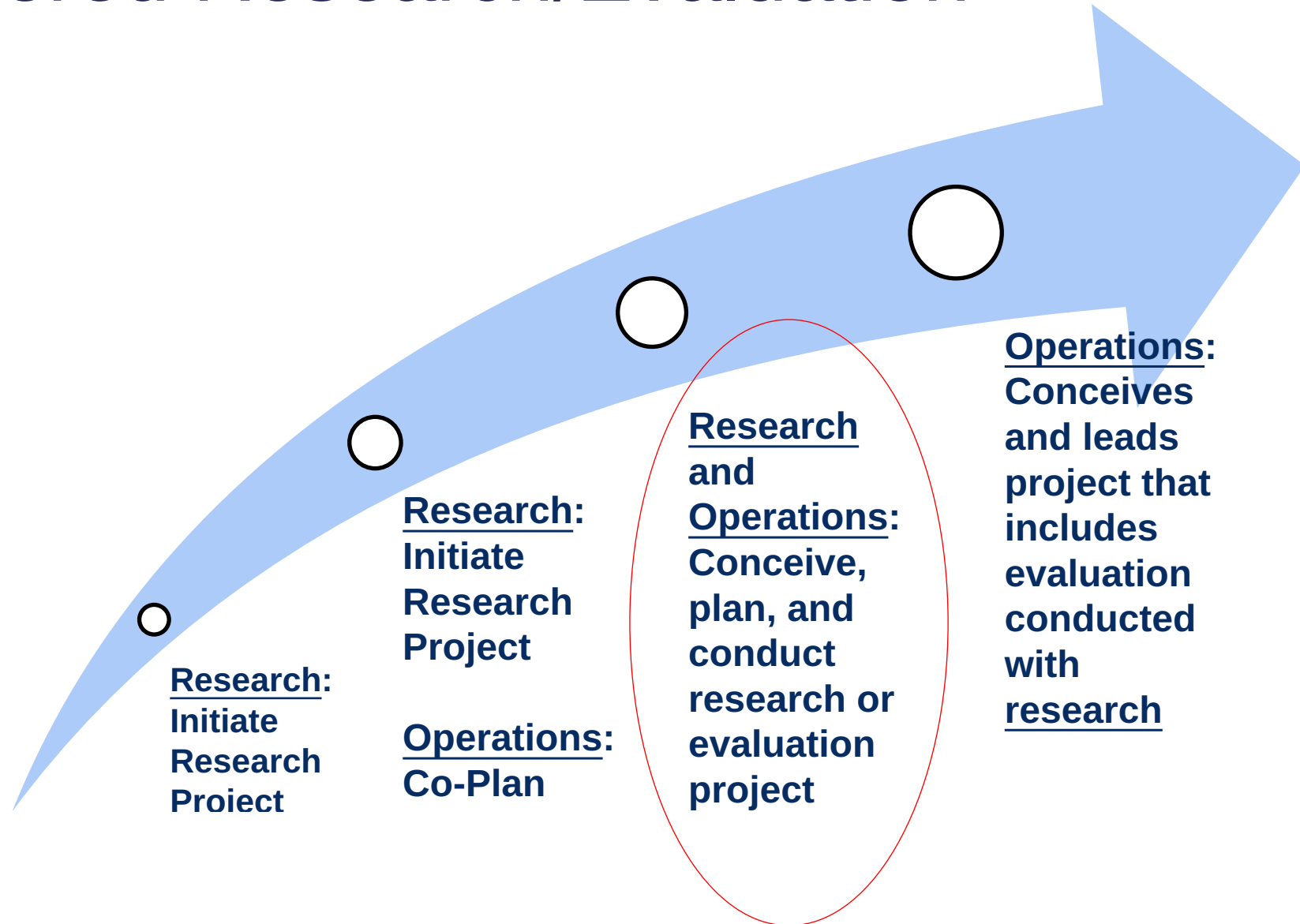
PARTNERED RESEARCH: SITTING AT THE INTERSECTION OF HEALTH SERVICES SCIENCE, CLINICAL CARE, AND MANAGEMENT

Veterans Affairs (VA) – Society of General Internal Medicine (SGIM)
Partnered Research Training Program
February 26, 2021

George L. Jackson, Ph.D., MHA

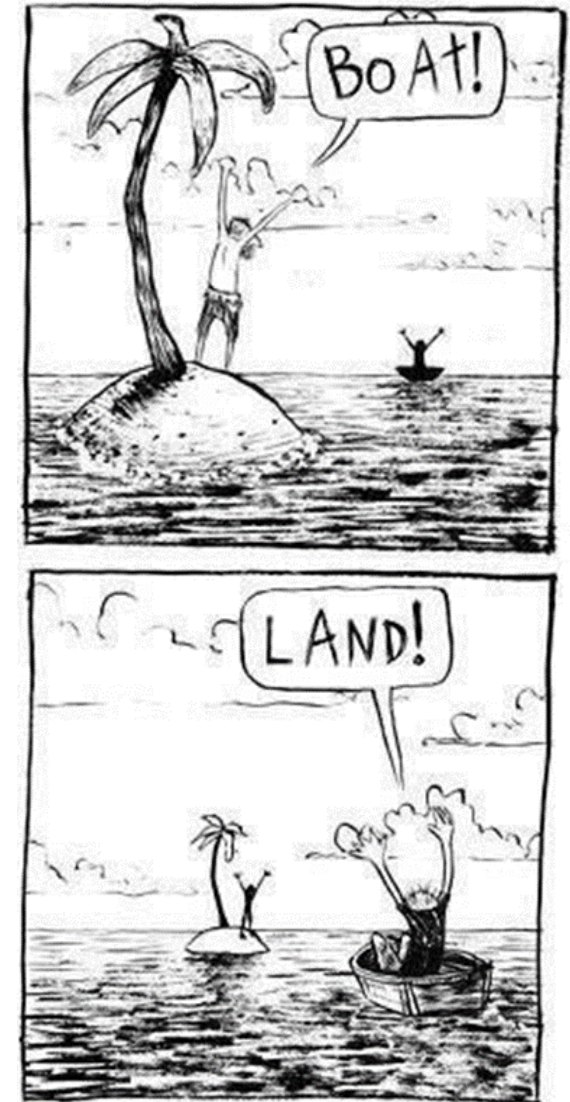
Center of Innovation to Accelerate Discovery and Practice Transformation – Durham VA Health Care System
Department of Population Health Sciences – Duke University
Division of General Internal Medicine – Duke University
Department of Family Medicine and Community Health – Duke University

Partnered Research/Evaluation

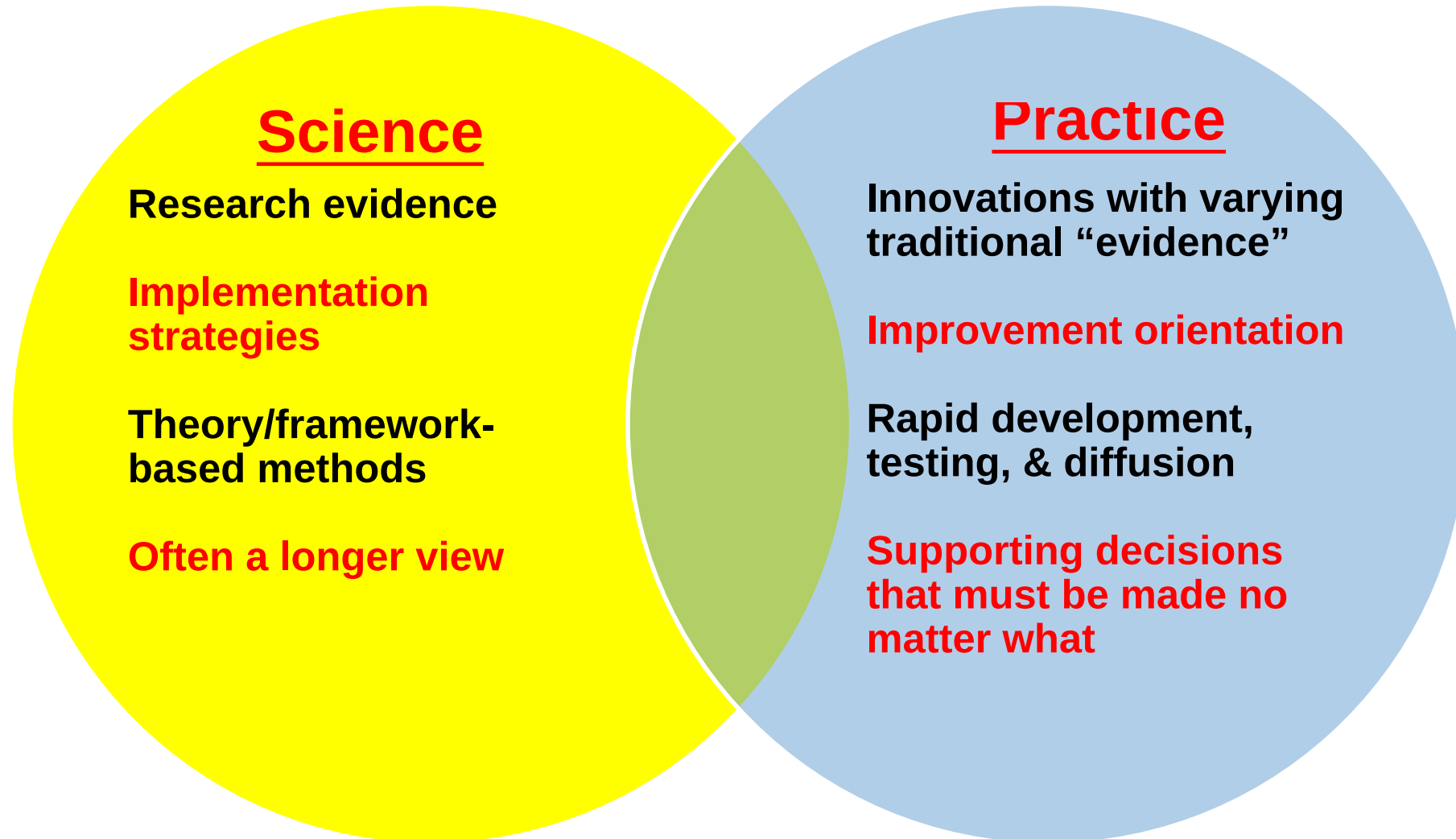


Taking Advantage of Our Perspectives

- **Researchers** bring key skills of addressing questions in a systematic way, based on established methods that can be replicated so that people can make decisions that are most likely to lead to the optimal outcomes.
- **Organizational leaders** are responsible for developing systems that can allow for the optimal provision of services in a manner that balances key aspects of quality.
- **Frontline clinicians and staff** work to support the health and healthcare of individual patients.
- Ultimately, partnered research/evaluation seeks to take advantage of all these perspectives to aid in developing relevant questions, correctly interpreting findings, and simultaneously enhancing the quality of science/evaluation and health services.



Science Meets Practice



One of Our Key Partners – VHA Innovation Ecosystem



**Innovators
Network**

Imbed innovation as a core fabric at VHA



Deliver a repeatable process for scaling innovation



**Care &
Transformational
Initiatives**

Engage external partners to develop innovative solutions for strategic priorities



Foster collaboration at select, local VA medical centers to address VHA's most pressing healthcare challenges

<https://www.va.gov/innovationecosystem>

QUERI Partnered Evaluations Focused on Innovation Ecosystem Programs

Spreading Healthcare Access, Activities, Research and Knowledge (SHAARK)

- VA Diffusion of Excellence Initiative
 - Aims to identify and spread promising administrative and clinical practices across the VA.
- Initial Evaluation Aims
 - Why do facilities and individuals participate?
 - How do leaders decide what to adopt?
 - What leads to successful replication and diffusion?



Innovators Network – Population Factors, Organizational Capacity, Workflow and Resources (INPOWR)

- VA Innovators Network
 - Aims to develop an infrastructure with trained innovation specialists who work with front-line staff developing Innovative technology and care processes.
- Initial Evaluation Aims
 - What do sites expect from the network?
 - Can facilities build innovation infrastructure?
 - What is the impact of the network on innovations?



Principal Investigators and Lead Coordinators

Spreading Healthcare Access, Activities, Research and Knowledge (SHAARK)

- George Jackson, PhD, MHA
(Corresponding PI: Durham)
- Laura Damschroder, MS, MPH
(Dual PI: Ann Arbor)
- Sarah Cutrona, MD, MPH
(Dual PI: Bedford)
- Brandolyn White, MPH
(Coordinator: Durham)

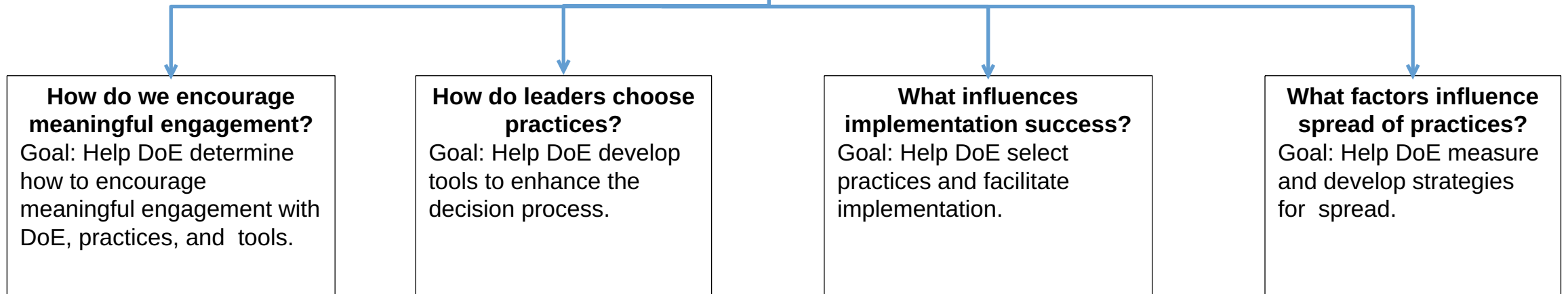


Innovators Network – Population Factors, Organizational Capacity, Workflow and Resources (INPOWR)

- Sarah Cutrona, MD, MPH
(Corresponding PI: Bedford)
- Anais Tuepker, PhD, MPH
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- Anita Vashi, MD, MPH, MHS
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- George Jackson, PhD, MHA
(Dual PI: Durham)
- Elizabeth (Liz) Orvek, MS, MBA
(Coordinator: Bedford)



Evaluation of Diffusion of Excellence Program



Mixed methods evaluation: Quantitative facility & practice data; qualitative methods; surveys

Based on Consolidated Framework for Implementation Research (CFIR); Weiner Theory of Organizational Readiness for Change; and Rogers Diffusion of Innovations

Clear and frequently communicated roles & expectations are essential for success

Example Data Collection



Analysis of trends in participation and practice spread.

Data on

- DoE participation
- Application trends
- DoE Practice spread

Combined with

- VA administrative and quality data

Qualitative interviews with:

- Diffusion Fellows (practice originators)
- Representatives of facilities receiving intensive facilitation
- Facility directors
- Individuals facilitating implementation

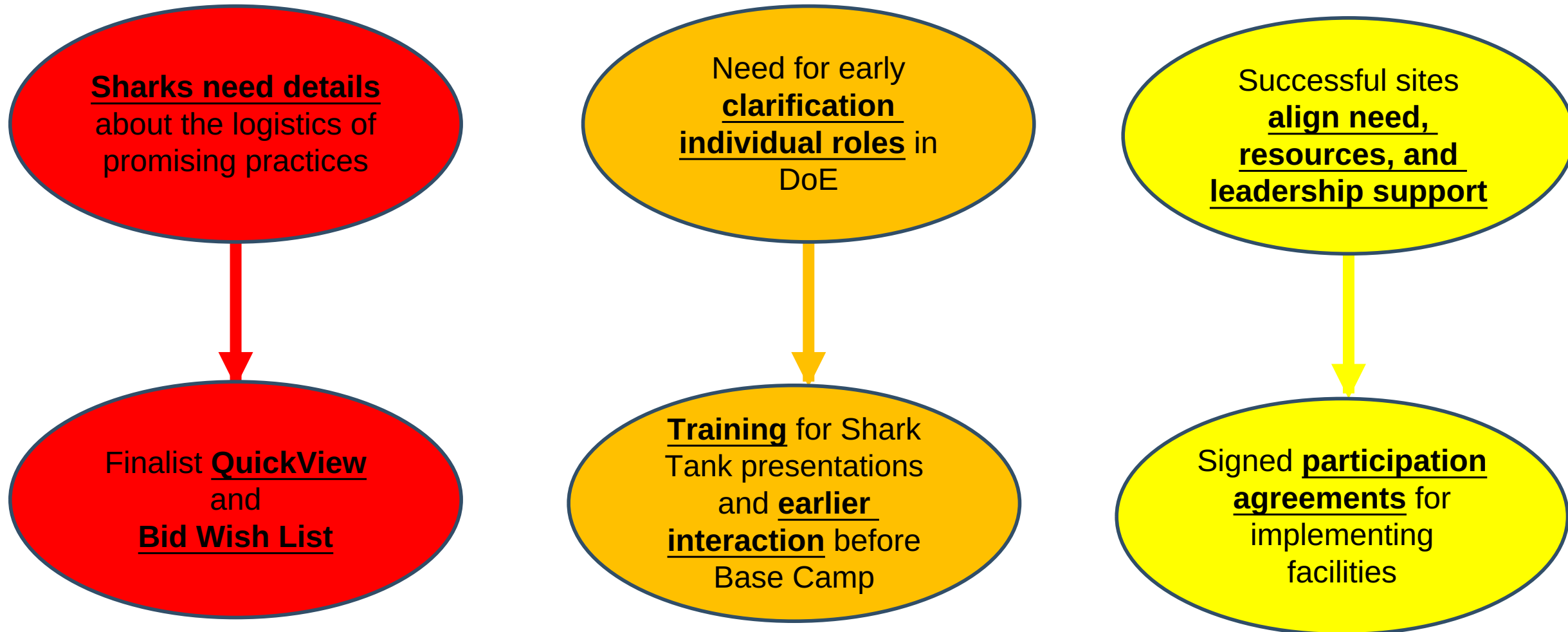
Structured observations of DoE Events

Virtual focus groups of Shark Tank participants

Surveys of DoE stakeholders

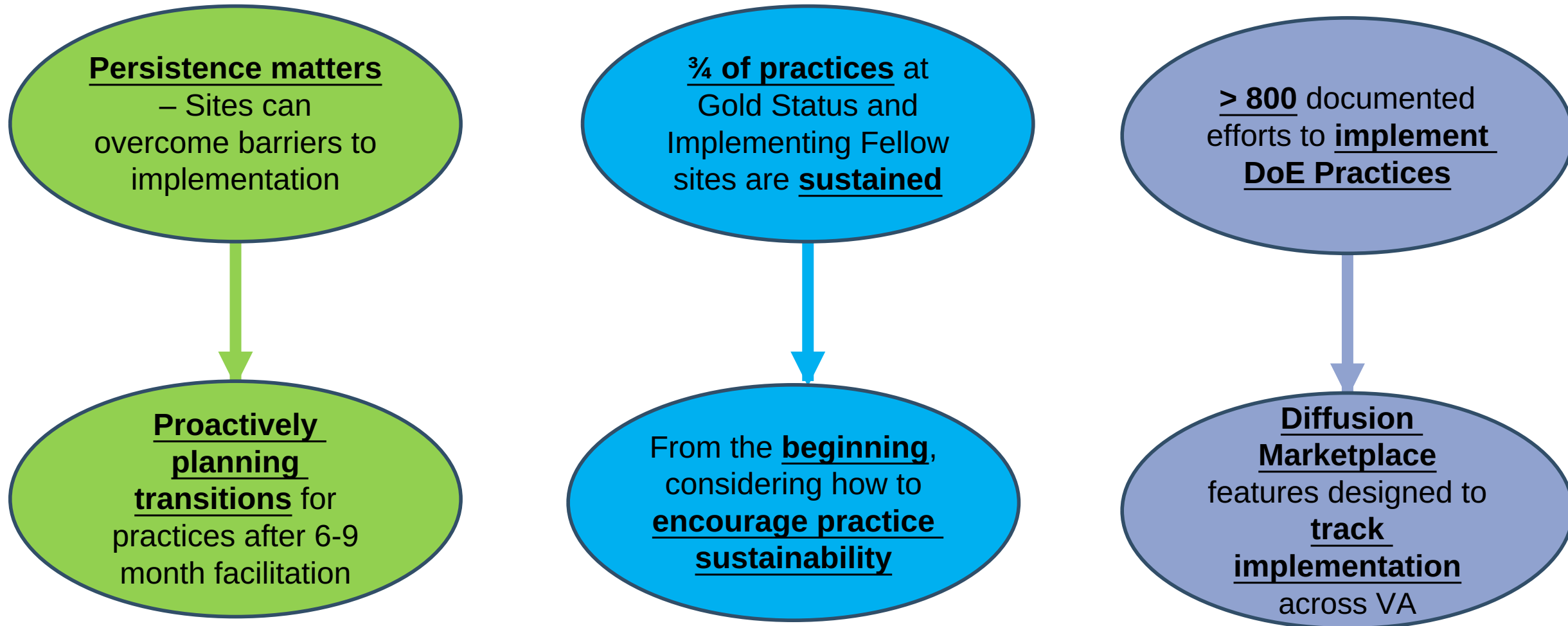
- Shark Tank participants
- Individuals originating practices, implementing practices, and facilitating practices
- Surveys focused on practice sustainment

Some Key Findings and DoE Response



DoE = Diffusion of Excellence

Some Key Findings and DoE Response



DoE = Diffusion of Excellence

Some Examples of how Partnership is Helping our Group Continue to Serve Veterans

QUERI – PEC 17-002



**Enhancing IE-ORD
Collaboration
Infrastructure
HSR&D – SDR 20-389**



**Dynamic Diffusion Network
QUERI Program
QUERI – QUE 20-012**



QUERI – PEC 18-015



**Durham VA Health Care
System Innovation
Ecosystem**

Reality of Partnered Research/Evaluation

Addressing Health System and Research Needs:
Balancing the Realities of What it Means to Be Embedded

Low “Embeddedness”

1. Low alignment of goals – Evaluative goals proposed by researchers
2. Low involvement in strategic planning
3. Observing what is happening
4. Reporting findings at project’s end via reports, publications, etc.
5. Adhering to pre-determined aims

High “Embeddedness”

1. High alignment of goals – Evaluative goals co-developed by researchers and operations
2. Highly involved in strategic planning
3. Integrally involved with program activities (producing tools or training)
4. Providing recommendations to refine and evolve program
5. Changing aims in response to program evolution

Contact Information and Disclaimer

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Acknowledgment of PIs, Lead Facilitators, Lead Coordinators, and Lead Innovation Ecosystem Representatives (representing much large teams)

SHAARK: George Jackson; Laura Damschroder; Sarah Cutrona; Brandolyn White, Blake Henderson

INPOWR: Sarah Cutrona; Anais Tuepker; Anita Vashi; George Jackson; Elizabeth (Liz) Orvek, Allison Amrhein, Brynn Cole

Dynamic Diffusion Network QUERI: George Jackson; Jason Nieuwsma; Mathew Crowley; Sarah Cutrona; Melissa Smigelsky; Brandolyn White; Summer Anderson, Blake Henderson Ryan Vega

Strengthening ORD-IE Collaboration: George Jackson, Jennifer Gierisch, Sudha Raman, Amy Kirshner, Kit Teague

Disclaimer

The views expressed in this presentation are those of the presenter and do not reflect the position or policy of the Department of Veterans Affairs or the United States government.