

QUERI in the Era of Learning Healthcare Systems

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Poll Question #1

- What is your primary role in VA?
 - student, trainee, or fellow
 - clinician
 - researcher
 - manager or policy-maker
 - Other

Poll Question #2

- Which best describes your experience with implementation research?
 - have not done implementation research
 - have collaborated on implementation research
 - have conducted implementation research myself
 - have been a clinical or administrative collaborator on an implementation research project

VA Healthcare is Changing

- Veterans Choice Act

- MyVA

“Veterans ought to be able to go to any healthcare facility and experience seamless services”- FY17 VHA budget

- Fixed budgets and new justification process

“Why should VHA continue to fund QUERI through medical care dollars?”

U.S. Healthcare is Changing

- Healthcare reform
 - Medicaid expansion
 - Healthcare exchanges
 - Accountable care organizations
- Consumer-driven care
 - e-Health/m-Health
 - Big data
- Fixed budgets
 - Fee-for-service → bundled payments
 - Population health

Implementation Research is Evolving

- Competition for independent funding
- Academic success paradigm: public health impact?
- Infrastructure for regional/national data capture
- Generalizability
- Shared agendas with healthcare systems

Learning Healthcare System

- *A continuing cycle where data generated from delivering healthcare are used to create evidence to improve care, and those changes are in turn subjected to careful evaluation to continue the cycle of improvement.*
- Challenges:
 - Maintaining scientific rigor in light of clinical priorities
 - Limited availability of specific improvement strategies
 - Limited population health data to benchmark impacts

Questions for a Learning Healthcare System

1. What are most important areas for improvement?
 2. What are most effective ways to improve?
 3. How can we spread our improvements more quickly and more widely?
 4. Are our improvement efforts working?
- **The goal of HSR&D** is to understand the system, provider, and patient/consumer factors that affect access, quality and costs of healthcare and to develop and test interventions that improve quality and outcomes of health care for veterans. (Q1 and Q2)
 - **The mission of QUERI** is to help VA providers and operations partners more rapidly implement and spread research and evidence-based treatments into different practice settings by using quality improvement strategies and to evaluate results of those efforts. (Q3 and Q4)

Quality Enhancement Research Initiative (QUERI)

- **QUERI is committed to making sure that research gets used effectively by providers and leaders to ultimately sustain care improvements for veterans and beyond**
- Established in 1998 as part of last major VHA transformation
 - Spread of evidence-based practices in key areas
 - Mechanism to involve national experts in clinical operations
- QUERI continues to evolve to meet VHA needs
 - QUERI Strategic Plan updated based on National Evaluation
 - Updated Field Programs address Blueprint for Excellence goals
 - Partnered Evaluations promote Learning Healthcare System

Challenges/Opportunities

- Defining, measuring, and communicating impact
- Rigorous study designs of programs/practices
- Provider burden
- Deep analysis of intended/unintended effects
- Linking activity/uptake to outcomes

QUERI: Evidence-based Policy & Randomized Evaluation

“Less than one dollar out of every \$1,000 that the government spends on healthcare will go towards evaluating how well the other \$999-plus actually works”- Bridgeland & Orszag, 2013

“The (VA) FY 2017 budget process will place a priority on . . . 1) scale-up interventions or policies that have been shown to work; and 2) proposals that will further develop agencies’ capacity to use evidence, evaluation, and data as tools to improve program outcomes.”

Updated QUERI Strategic Goals

Alignment with VHA Priorities

(Blueprint for Excellence)

1. Rapidly translate research findings and evidence-based treatments into clinical practice (BPE Strategy 7h)
2. Increase impact of VA research findings through bi-directional partnership, rigorous evaluation, and communication (e.g., BPE Strategy 6a/b, 2a/e)
3. Make VA a national leader in promoting a learning healthcare organization through innovative improvement science/academic affiliations (e.g., BPE Strategies 4, 8)

QUERI's Mission and VHA Blueprint for Excellence

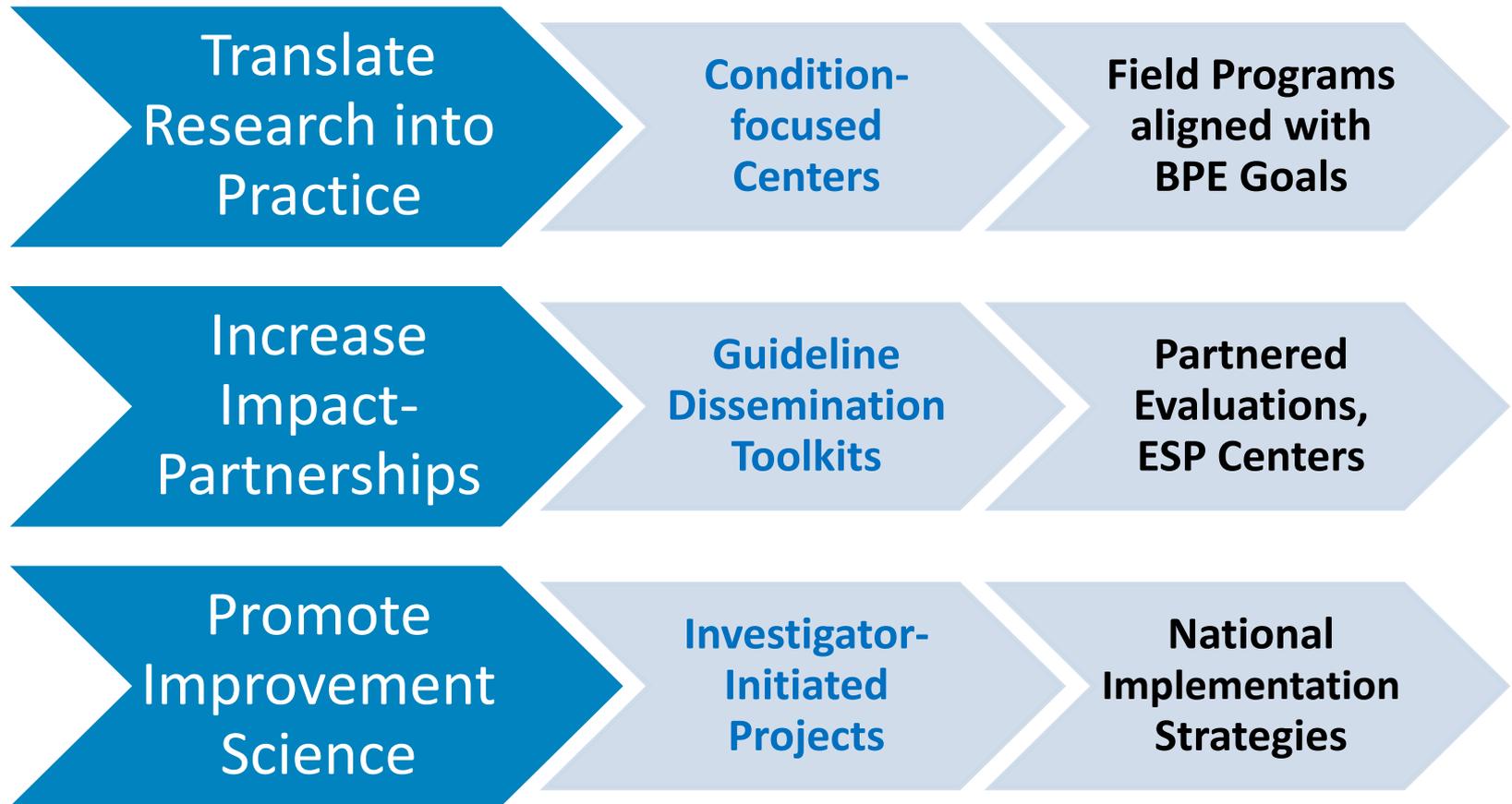
7h. Rapidly Translate Research Findings and Evidence-Based Treatments into Clinical Practice

Increase number of empirically tested implementation strategies available for different practice settings, e.g., late adopters, lower-resourced sites

Milestones:

- Decrease time from publication of research trial or evidence synthesis demonstrating clinical effectiveness of an intervention deemed a national VA priority to its use by VA providers
- Increase # VA national initiatives with research-partnered evaluation plan

QUERI Strategic Goals: Evolving to Meet the Needs of a Changing VA



QUERI: Learning Healthcare System

- National evaluation & strategic planning process
- Veterans Choice Act evaluation initiatives
- Updated national budgeting policy & process (PPBE)
- Partnered Evaluation Initiatives
 - Essential areas of expertise
 - Rigorous assessments of program-specific initiatives
- Programs → national impact goals (e.g., BPE, MyVA)
 - Coalition of partners, local QI initiatives
 - Implementation strategies

QUERI Impact Measures

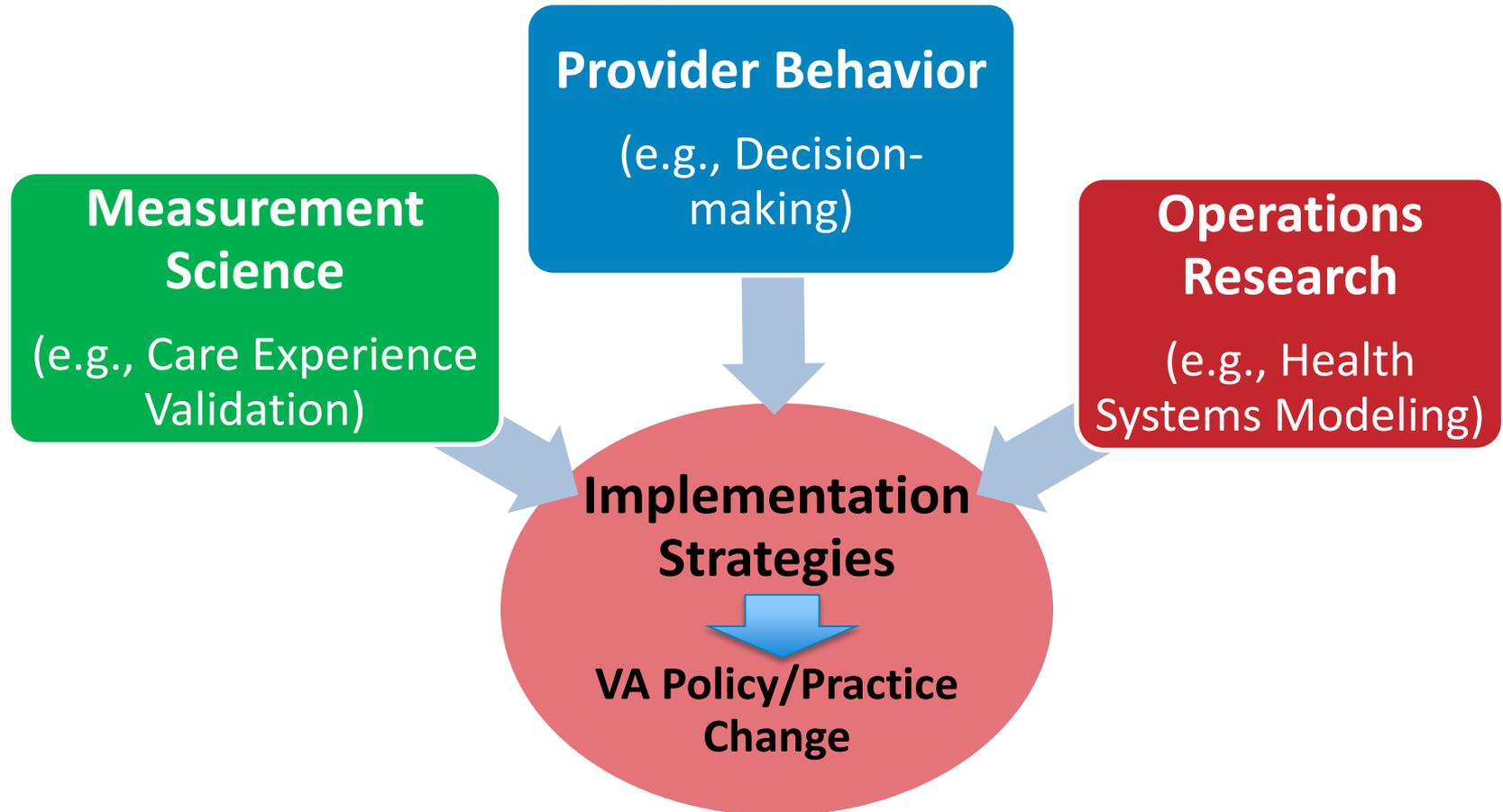
Domain (IOM)	Measure
Alignment	Address national priorities (BPE, VCA)
Partnership	Shared operational resources
Communication	Communicated to key decision-makers
Adoption	Products/methods used by VA providers
Overall Impact	Policies/practices shaped in response

QUERI-OABI Veterans Choice Act Evaluations- FY15

1. In-depth evaluation of implementation, access, outcomes in 3 sites (Ho)
2. OEF/OIF/OND Veterans' Utilization Trends for Primary & Specialty Care (Wagner)
3. Quality of care and Care Coordination/Overuse (Kerr)
4. Care Coordination for Women Veterans (Mattocks)
5. Veteran Satisfaction with Choice, Pharmacy (Zickmund)
6. Appropriateness of Opioid Therapy (Becker)
7. Special issues facing Veterans with PTSD (Finley)

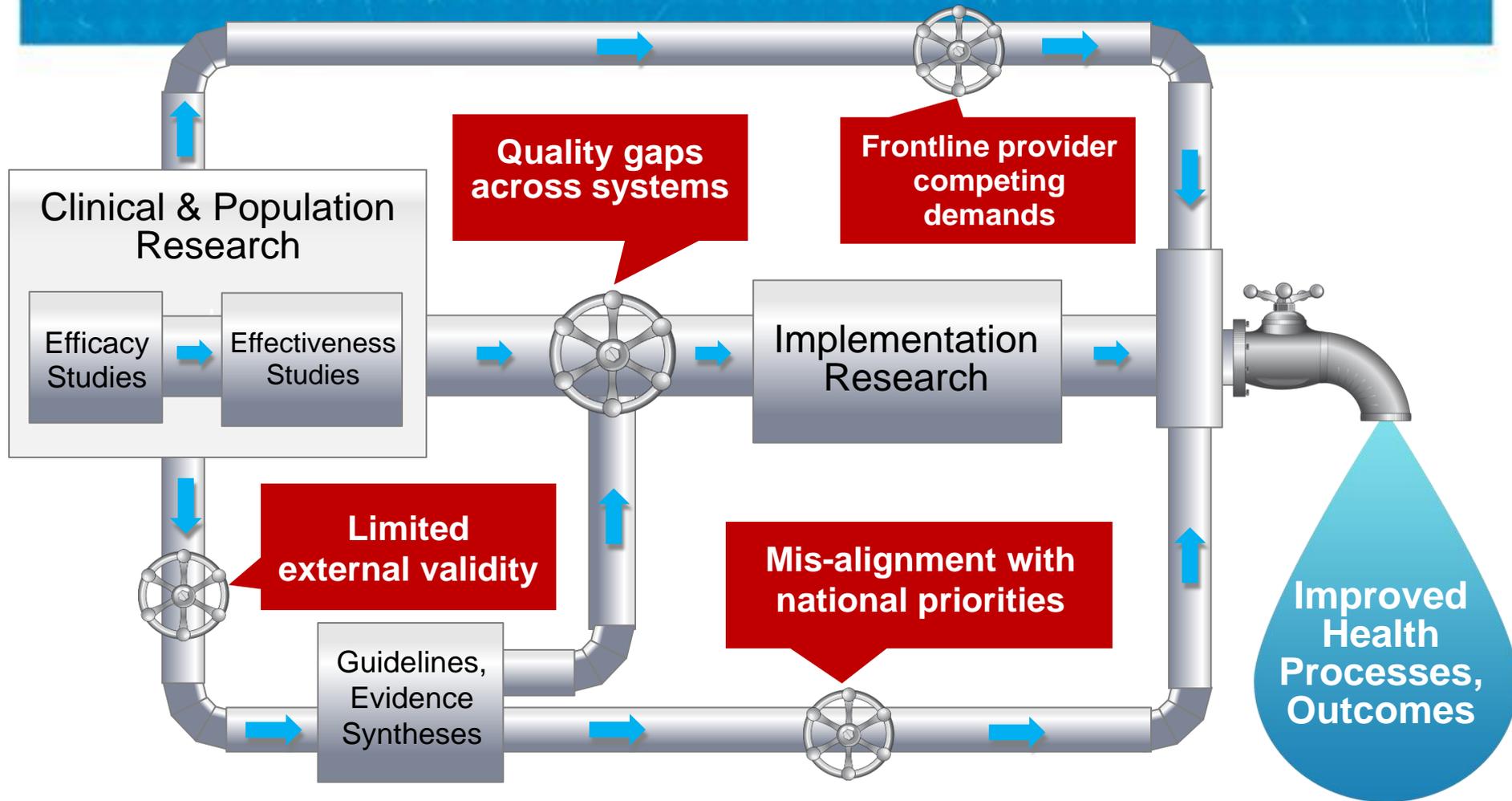
QUERI Implementation Strategies

Informed by HSRD Learning Healthcare System Research

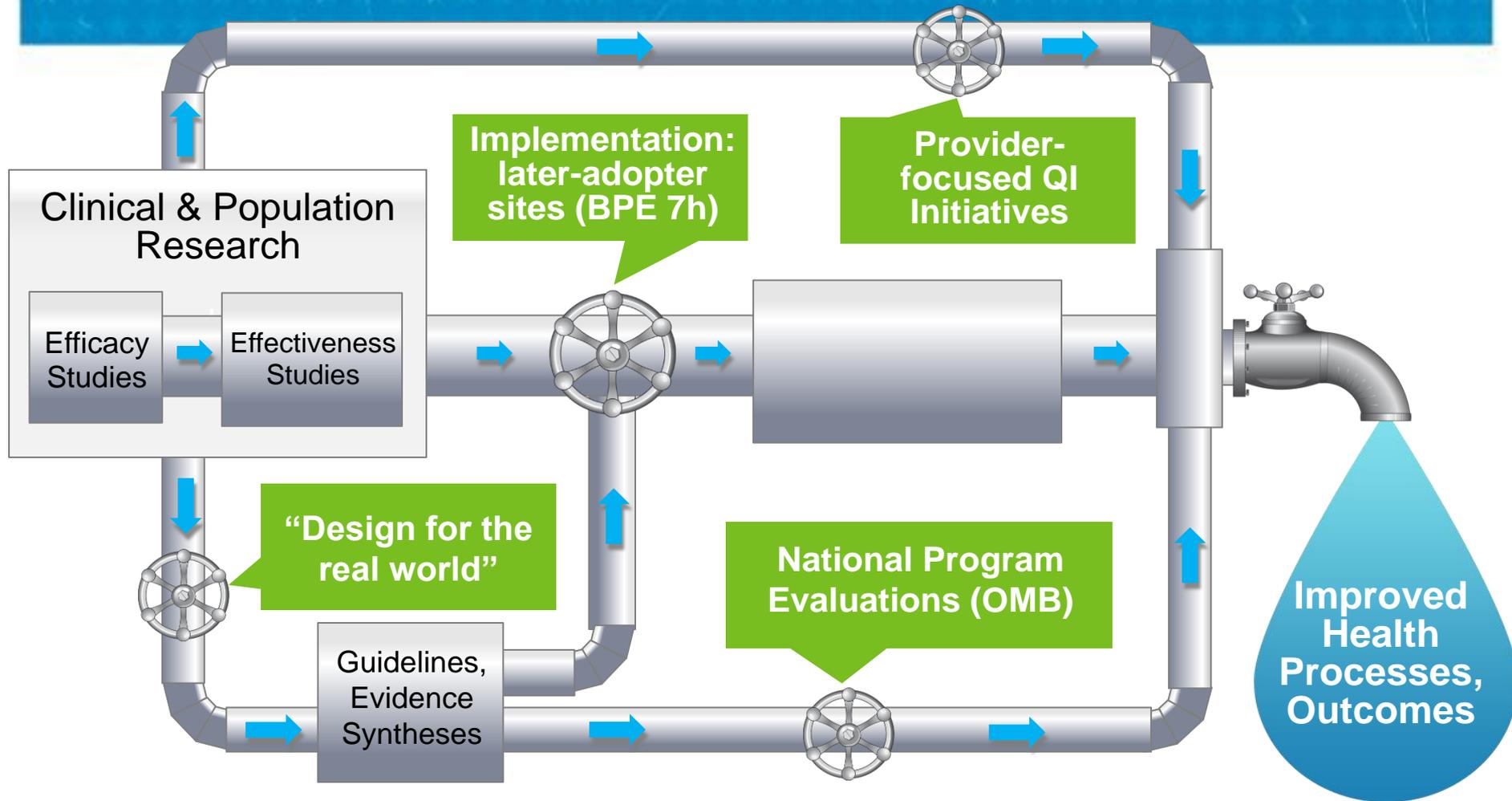


Why Implementation Strategies?

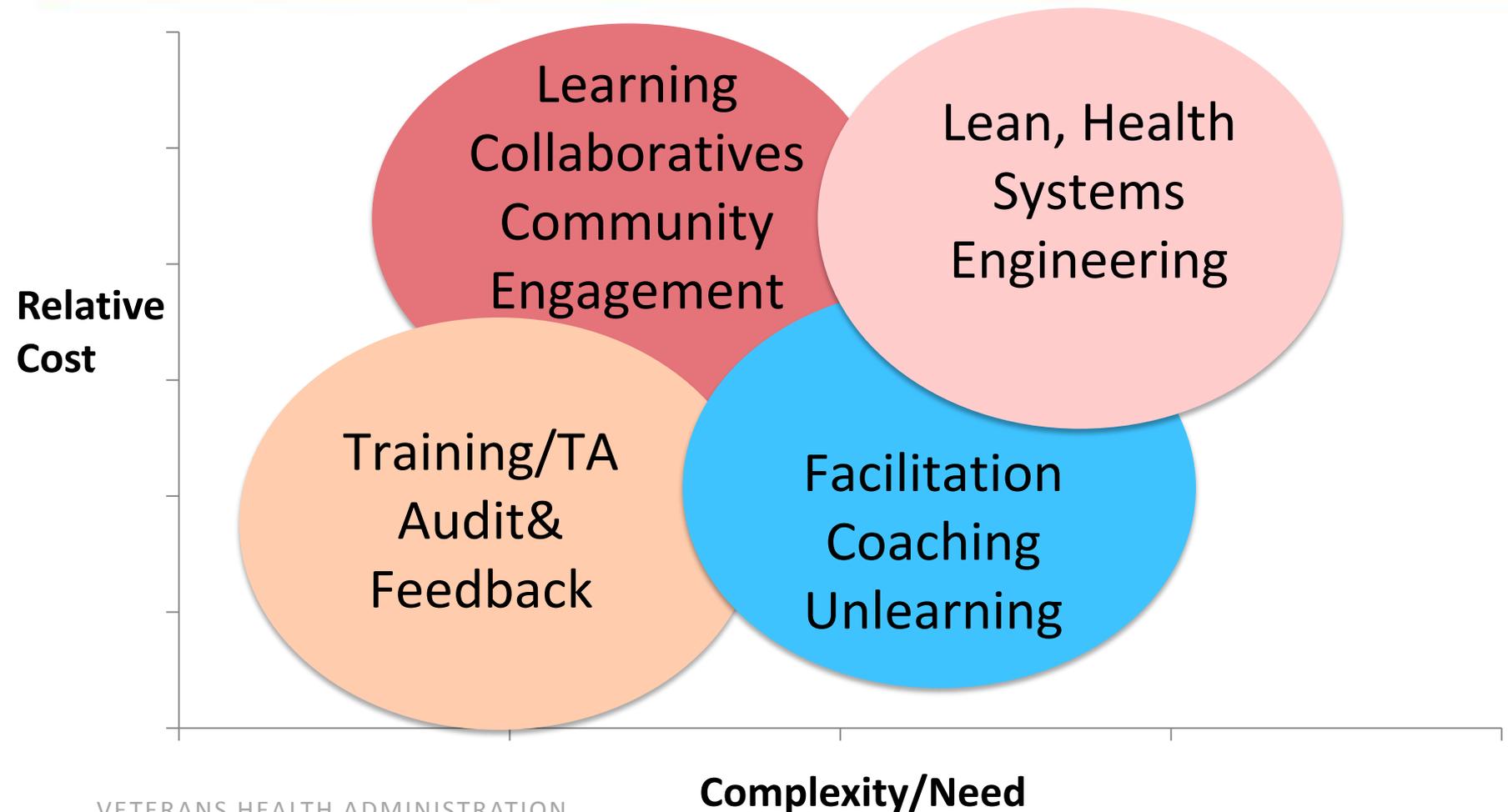
QUERI Goal: Reduce Gaps in Research Pipeline



QUERI Applies Implementation Strategies: Maximize Research Public Health Impact



Towards Precision Implementation: QUERI Program Strategies (Examples)



QUERI Programs: Rapid Implementation of Research → Practice

Impact Goal:
Overall Project Objectives Aligned with VA National Priority (BPE)

Project 1
Address VA National Priority Goal (Specific Setting, Content Area A)

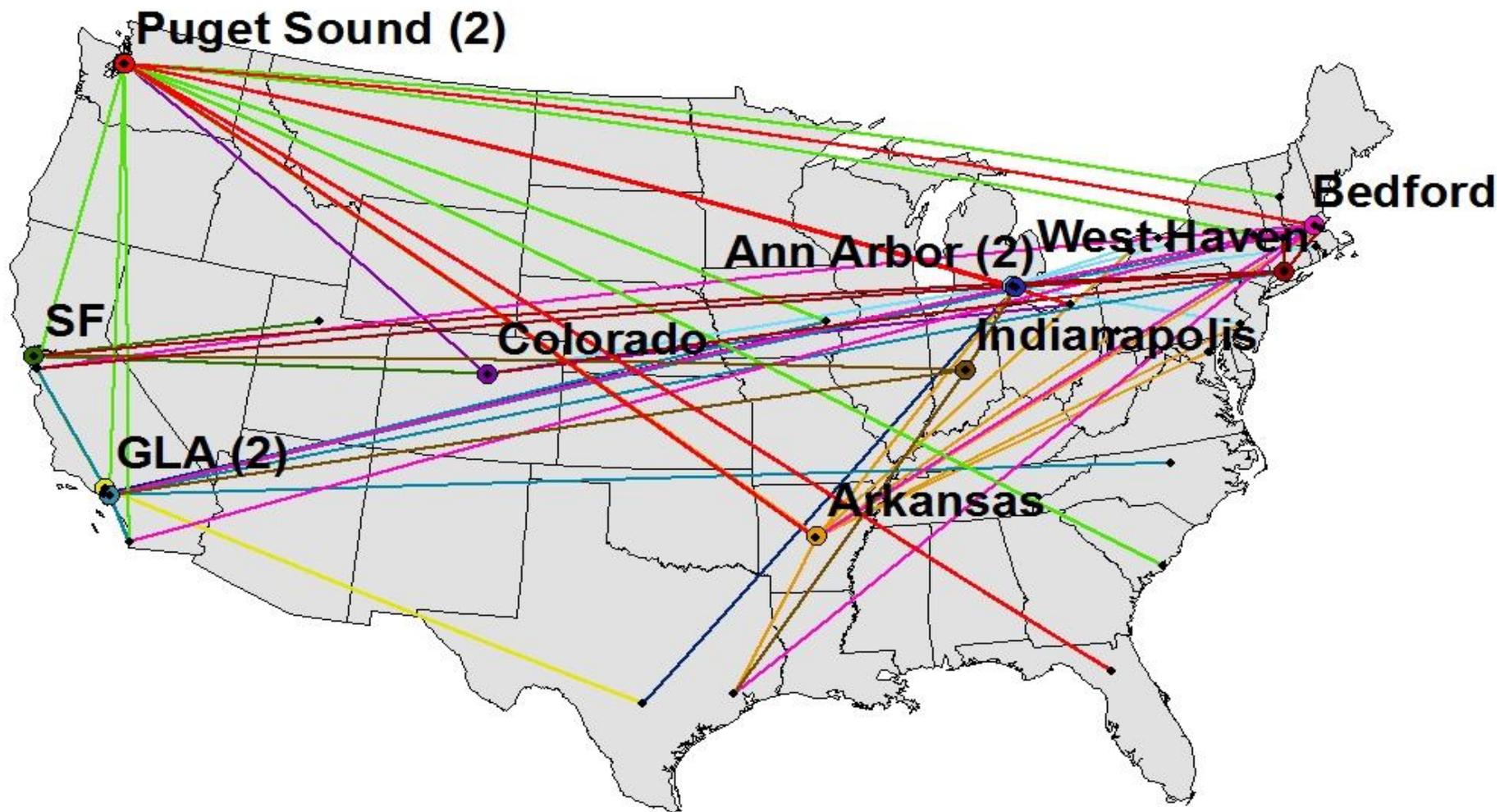
Local QI Project
Align evidence with provider needs

Project 2
Address VA National Priority Goal (Specific Setting, Content Area B)

Implementation Strategies

Coalition of Providers, Operations Partners, Investigators

QUERI Programs



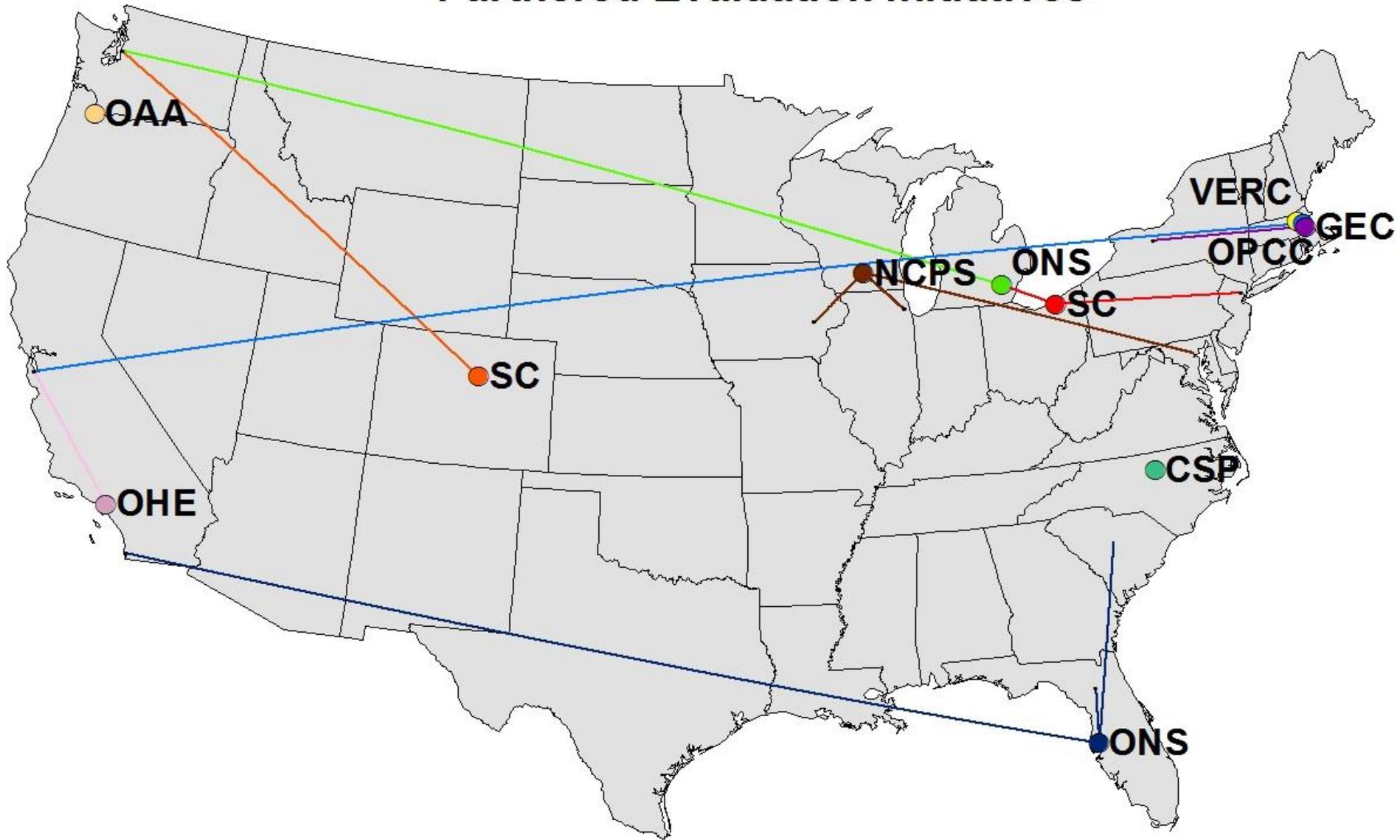
QUERI Programs: FY16-20

1. De-implementation to improve safety and quality (Au)
2. IMPROVE: Improving Pain-Related Outcomes for Veterans (Becker)
3. PRISM: Precision Monitoring to Transform Care (Damush)
4. Virtual Specialty Care QUERI (Fortney)
5. Bridging the Care Continuum QUERI (Gifford)
6. EMPOWER: Enhancing physical/mental health-women (Hamilton)
7. Triple Aim QUERI Program (Ho)
8. QUERI for Team-Based Behavioral Health (Kirchner)
9. PrOVE: PeRsonalizing Options- Veteran Engagement (Lowery)
10. Care Coordination for High-Risk Veterans in PACT (Rubenstein)
11. Long Term Care and Goals of Care Implementation (Sales)
12. Measurement Science QUERI (Whooley)

QUERI Programs: Key Partners



Partnered Evaluation Initiatives



QUERI Partnered Initiatives

1. VA Nursing: Effectiveness and Entry (Sales, ONS)
2. Evaluating VA Patient Centered Care: Patient, Provider, and Organizational Views (Bokhour, OPCC&CT)
3. Disseminating a Dashboard for VA Purchased Community Nursing Homes (Rudolph, GEC)
4. Lean Enterprise Transformation Evaluation Center (Charns, VERC)
5. Cleveland Evaluation Center for OSC Specialist Knowledge Management Initiatives (Aron, OSC)
6. Denver-Seattle Specialty Care Evaluation Center (Ho, OSC)
7. VA Caregiver Support Evaluation Center (VA-CARES) (Van Houtven, CSP)
8. QUERI-Office of Health Equity Partnered Evaluation Center (Washington, OHE)
9. Building Implementation Science for VA Healthcare Associated Infection Prevention (Safdar, NCPS)
10. Evaluate new educational and practice models in PACTs (Tuepker, OAA)
11. VA Nursing Innovations Center for Evaluation (NICE) (Powell-Cope, ONS)

Lessons Learned

- Get involved early
- Partner locally and nationally
- Over-communicate early and often
- Seek out innovative angles
- Diversify
- Resources beyond funding
- Publish to stay grounded in science

Thank you!

2014-2015 QUERI Cyberseminars

- Dissemination and Implementation Models in Health Research and Practice (Rabin)
- Population Health Research Collaborations between Federal and Private Health Care Systems (Copeland, Zeber)
- Creating a Patient Engagement Workbook for Research Teams (Madrid)
- CFIR Tools and Resources: Current and Future Plans (Damschroder)
- Improving Care Quality through Hybrid Implementation/Effectiveness Studies (Cohen, Hamilton, Ritchie)
- Evaluating implementation and combining improvement and implementation sciences (Øvretveit)
- Minimum Quality Criteria Set (MQCS) for critical appraisal of the QI literature (Rubenstein)
- Developing a Stakeholder Council to Improve Research Impact (Hart, Larkin-Perkins, Matthieu, Pitcock)
- Quality Improvement Methods to Improve Research (David Belson)
- Effective Partnerships for Implementation Research & Evaluations of Quality Improvement (Helfrich, Midboe)
- Updated QUERI Implementation Guide (Sales, QUERI Implementation Guide Committee)
- Using Clinical Databases and Digital Health Technology to Build a Learning Health System (Øvretveit)

Questions/Comments?

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