

# Making sense of the ideal and the real in PACT implementation using qualitative research

Part 1:

Methodology, methods, and research-operations partnership

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## HSR&D PACT Cyberseminar

# National PACT Demonstration Laboratories

## **PACT Demonstration Lab Coordinating Center**

Directed by Stephan Fihn, MD, MPH, VHA Office of Analytics and Business Intelligence, Seattle, WA.

## **VISN 4 Center for Evaluation of PACT (CEPACT)**

Directed by Rachel Werner, MD, Ph.D., Philadelphia VA Healthcare System in Philadelphia, PA.

## **VISN 11 PACT Demonstration Laboratory**

Directed by Eve Kerr, MD, MPH, VA Ann Arbor VA Healthcare System (VAAAHS) in Ann Arbor, MI.

## **VISN 20 PACT Demonstration Laboratory**

Directed by Devan Kansagara, MD, Portland VA Healthcare System in Portland, OR.

## **VISN 22 Veterans Assessment and Improvement Laboratory (VAIL)**

Directed by Lisa Rubenstein, MD, MSPH, VA Greater Los Angeles at Sepulveda, Sepulveda, CA.

## **VISN 23 PACT Demonstration Laboratory**

Directed by Gary Rosenthal, MD, Iowa City VA Healthcare System in Iowa City, IA.



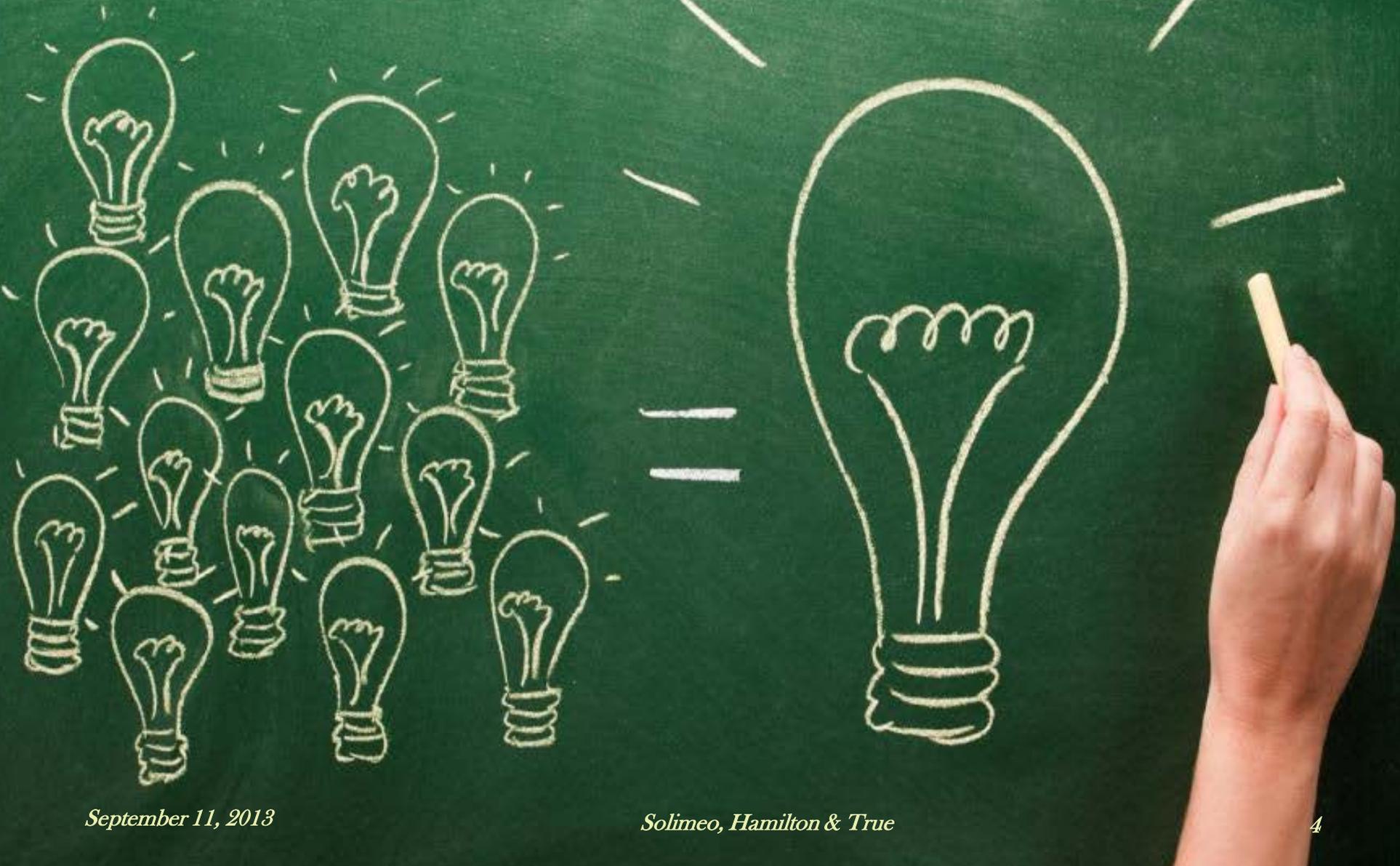
# Balance

innovation

standardization



# Qualitative data draw insight from the field



September 11, 2013

Solimeo, Hamilton & True

# Overview, Part 1

**Methodology, methods, and research-operations partnership.**

**Samantha Solimeo, PhD, MPH    VISN 23**

**Using mixed qualitative methods to evaluate implementation of  
PACT**

**Alison Hamilton, PhD, MPH    VISN 22**

**Evaluating an Innovative Strategy for PACT Implementation  
and Spread: The Roles of Clinical-Research Partnerships and  
Mixed Methods**

**Gala True, PhD    VISN 4**

# Cyberseminar qualitative methods resources

## Qualitative Data Collection: Introduction and Conducting the Interview (Part 1) and (Part 2).

George Sayre, Jackie Grimesey Szarka

## Qualitative Research Proposals: Common Pitfalls (and Solutions).

George Sayre

# Which is the “right” way to design a qualitative study?

ethnography

grounded theory      complexity science

participatory/ action research

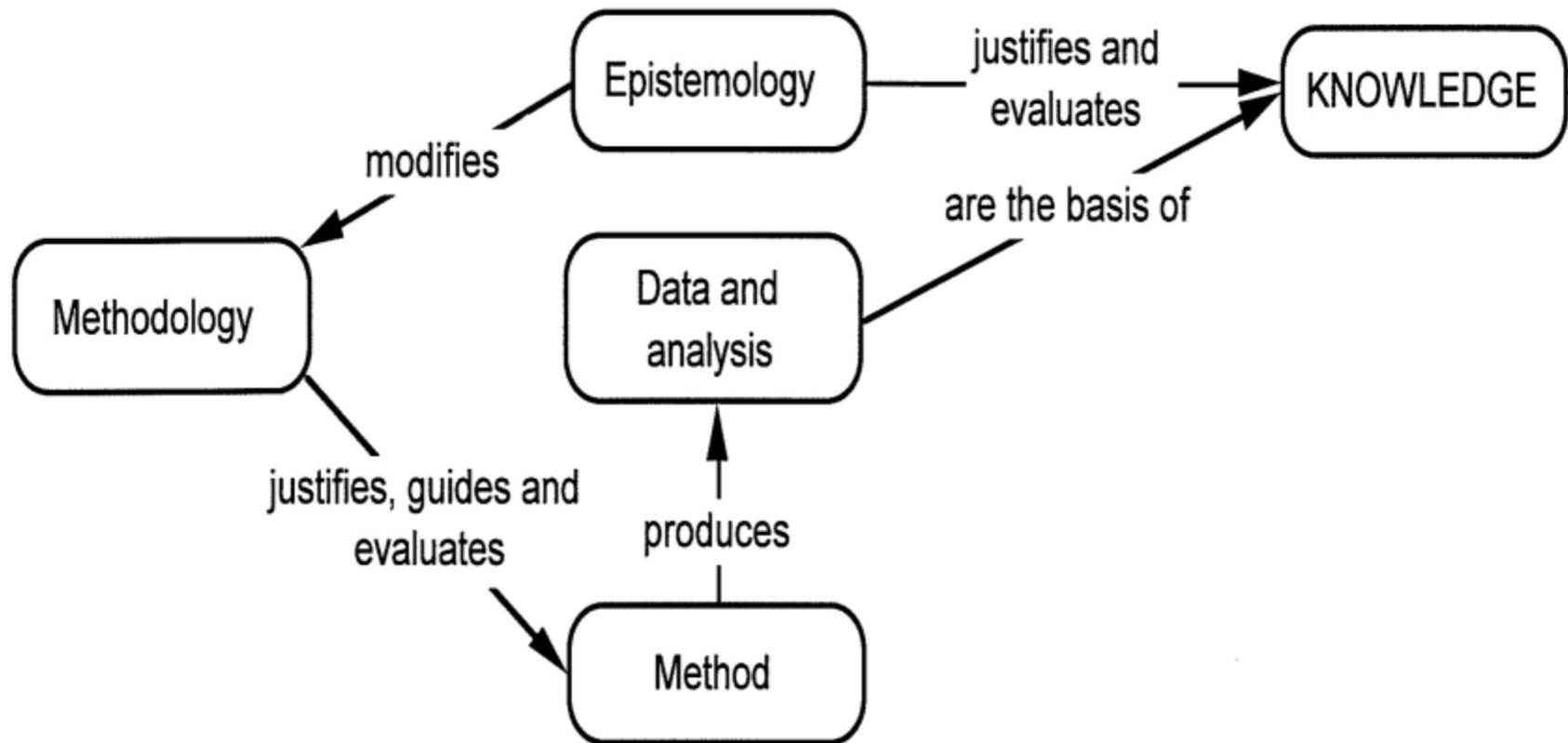
phenomenology      implementation science

participant observation

formative evaluation      diary techniques

material culture      interviews

# Methodology or method?



*From: Carter and Little. 2007. DOI: 10.1177/1049732307306927*

# A wealth of qualitative data for understanding PACT

## Research

site visit field notes;  
interviews, group and 1:1;  
PACT training field notes;  
employee feedback web site  
responses to open-ended  
survey items

## System

team meeting agendas,  
PDSA, and minutes;  
training materials;  
PACT-related  
communications;  
implementation plans;  
organizational charts;  
PCMM/ Primary care  
Almanac;  
training attendance records

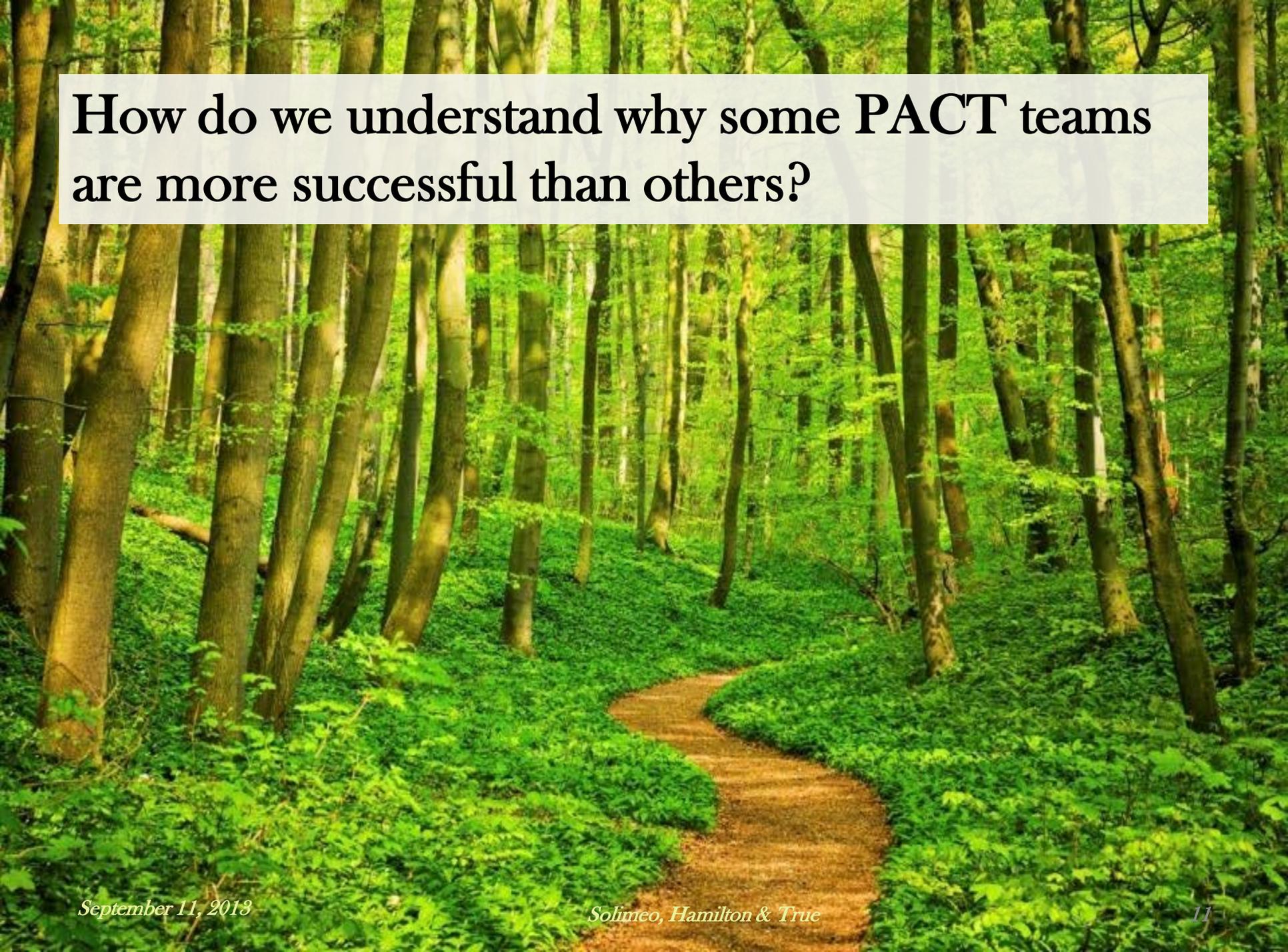
# Qualitative research can be inherently collaborative

processes

methods

dissemination



A photograph of a dense forest with many tall, thin trees and a thick carpet of green undergrowth. A dirt path winds through the center of the forest, leading the eye into the distance. The lighting is bright and natural, suggesting a sunny day.

# How do we understand why some PACT teams are more successful than others?

# Using mixed qualitative methods to evaluate implementation of PACT

Alison Hamilton, PhD, MPH

VISN 22



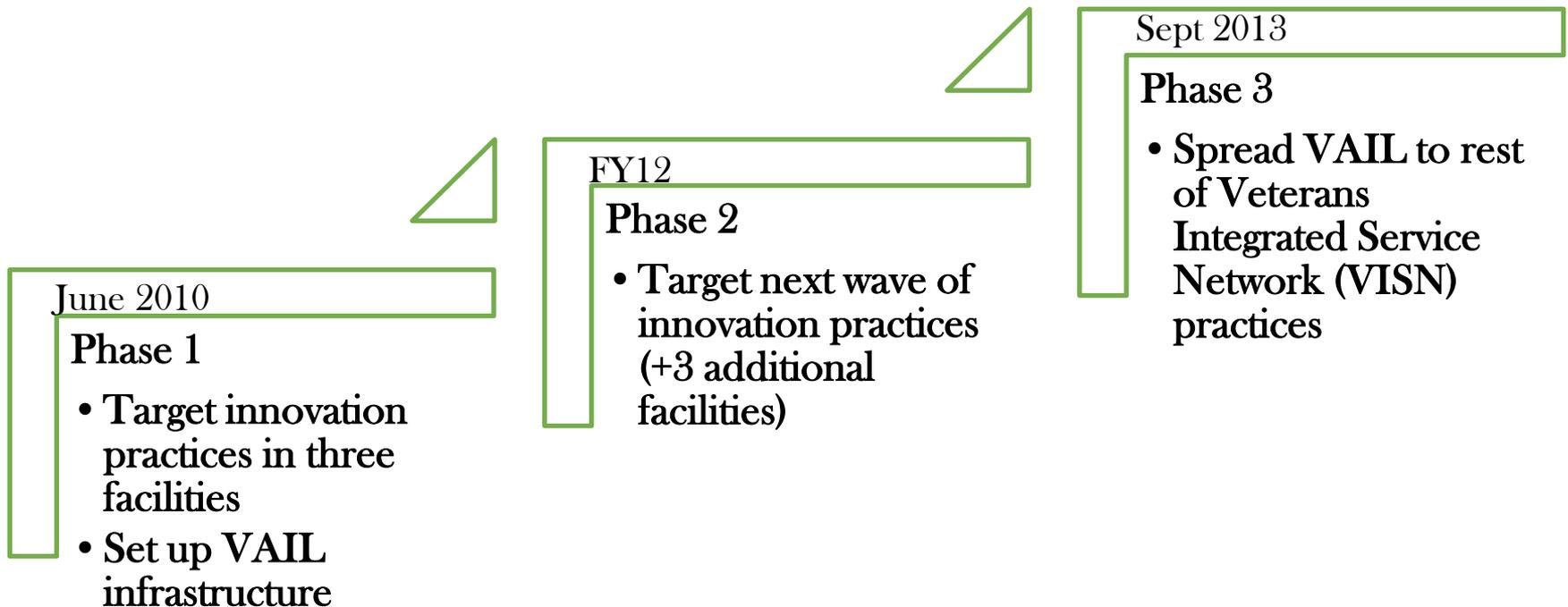
# Veterans Assessment and Improvement Laboratory (VAIL)

- Main research question:
  - Will systematic, technically-supported implementation of PACT features through evidence-based quality improvement (EBQI) methods, and the research-clinical partnerships they embody, be more successful than routine PACT implementation?

# VAIL Theoretical Basis

- **Evidence-Based Quality Improvement (EBQI)**
  - A multi-level QI approach
  - Plan-do-study-act (PDSA) cycles
- **Quality improvement/system redesign**
  - Based on a logic model
- **Social marketing**
- **Leadership theory**

# Phased innovation and quasi-experimental evaluation design: “Stepped Wedge”





# Qualitative Evaluation Components

	Implementation Evaluation	Teamlet Effectiveness Evaluation
Objective	Evaluate VAIL and PACT implementation and impacts	Assess determinants of team effectiveness, changes in team composition and roles, organizational facilitators of and barriers to effective teamwork
Design	Longitudinal convergent mixed methods (with other eval components): 4 waves of qual data collection	
Sample	Key stakeholders (VISN, VAIL, PC, and PACT leaders; clinic leads; VAIL Quality Council members, researchers)	Random sample of teamlet members (PC providers, RNs, LVNS, clerks/MSAs) across sites
Data collection	<ul style="list-style-type: none"> <li>• Semi-structured interviews</li> <li>• Monthly brief web-based updates w/selected stakeholders</li> <li>• Continual document collection &amp; cataloguing</li> </ul>	Semi-structured interviews

# Data collection and analysis to date

	Wave 1	Wave 2
Key stakeholder interviews	n=58	n=47
Teamlet interviews	n=41	n=43

- **Wave 3 interviews underway (Sept-Oct 2013)**
- **All interviews professionally transcribed**
- **Preliminary analysis for rapid turn-around:**
  - Templated transcript summaries → matrices
- **Formal analysis:**
  - Team-based analysis process
  - Use of ATLAS.ti
  - Hybrid deductive/inductive coding

# Evaluating an Innovative Strategy for PACT Implementation and Spread: The Roles of Clinical-Research Partnerships and Mixed Methods

Gala True, PhD, CEPACT (VISN 4)

Anneliese Butler, MSW and Mary Pelak, MSW, CEPACT

David Macpherson, MD, MPH and Jen Skoko, MHA VISN 4

# Timeline: Collaboration between CEPACT and VISN 4 PACT leaders

July 2010

CEPACT Qual Core engaged in evaluation of National PACT spread strategies e.g., (Regional Learning Sessions, Learning Centers

~ April 2011

Partnership between VISN 4 PACT Implementation Leadership and CEPACT Qual Core team

September 2011

VISN 4 CMO began planning Virtual Collaborative (VC) to support PACT implementation and spread

October 2011

PACT Learning Centers suspended

# CEPACT -VISN Collaboration:

Serendipitous given changes in administration of national training

**CEPACT**

an important means of staying current on implementation climate

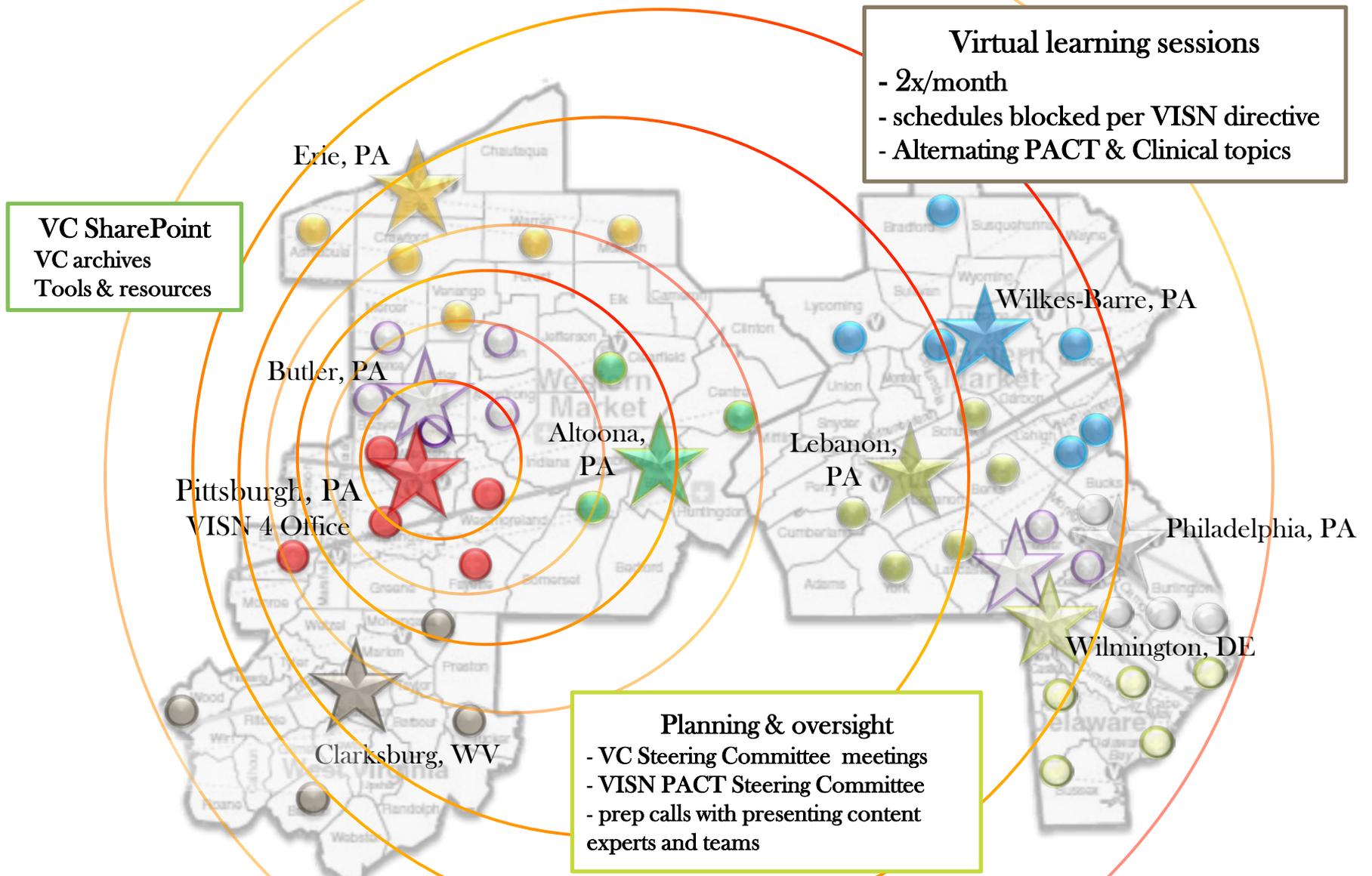
facilitated relationships with frontline team members

**VISN 4  
PACT  
Leadership**

VC primary means of bringing new teams onboard

VC now a demonstration project for national implementation

# VC: scale and elements

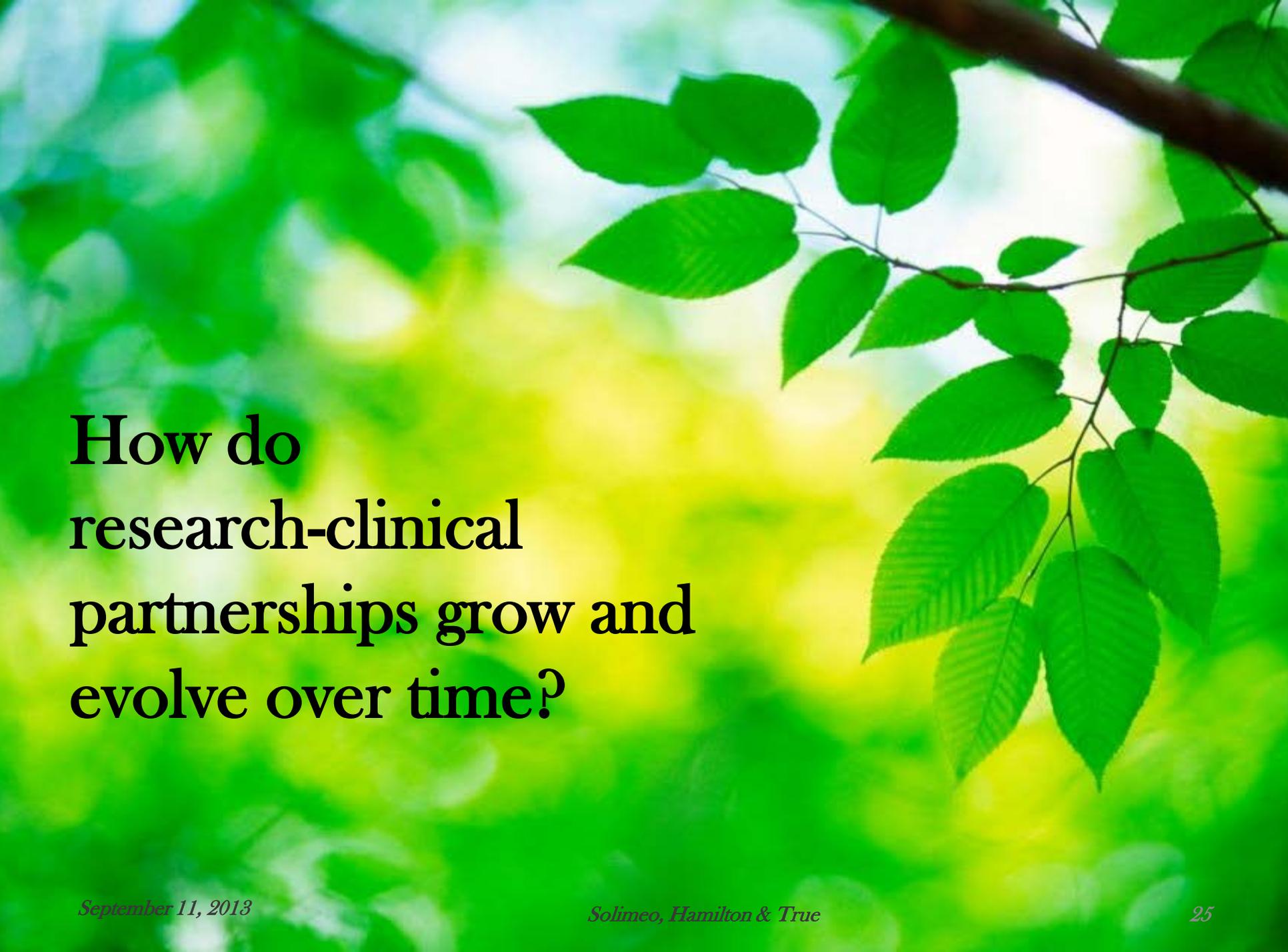


# VC: scale and elements

- On-site coaching
- Team assignments
- Team meetings
  - Protected time ( $\geq 1$  hr every 2 weeks), per VISN directive

# Mixed methods, partnered research approach

- **Survey of Learner Experiences**
  - fielded twice during first 9 months
- **Key contact phone interviews**
  - baseline, mid-point, 9 months
- **Participant observation**
  - Virtual Learning Sessions, VC Steering Committee calls, VISN 4 PACT Steering Committee calls
- **Process diary**
  - AO to CMO , tracked implementation challenges and processes



**How do  
research-clinical  
partnerships grow and  
evolve over time?**

# Strengths and challenges of this approach

## Strengths

- Nimble and reactive to changing conditions in the field;
- clinical partners open to negative findings & made changes in response to feedback;
- researchers learned to turn around preliminary findings quickly & to identify actionable items

## Challenges

- Survey design facilitated trust but limited ability to track change over time;
- difficulty getting fine-grained picture at the clinic/team level;
- evaluation not designed to link findings to PACT performance measures

# Mixed methods, partnered research: lessons learned

- Researchers must be prepared to go outside comfort zone
- Qualitative investigators play a key role & require measure of autonomy to pursue unanticipated opportunities
- Close involvement of others with relevant areas of expertise at the start enhances applicability of findings
- Researchers and clinicians may be interested in different questions/goals, but both can be accommodated with careful planning
- Benefits to both parties extend beyond one project

# Which topics would you be interested in learning more about?

- qualitative methodologies
- practical, ethical, and policy implications of community-engaged research
- human subjects standards for qualitative methods
- application of medical anthropology theory to health services research
- narrative methods in health services research

Questions?



OPPORTUNITY

# Acknowledgements:

## VISN 23 PACT Demonstration Lab

VISN 23 Patient Aligned Care Team Demonstration Laboratory, Department of Veterans Affairs,  
Iowa City VA Healthcare System, Iowa City, IA

Gary Rosenthal, MD **Director**

David Katz, MD, MSc **Co-Director**

Bonnie Wakefield, PhD, RN **Co-Director**

Greg Stewart, PhD **PI, Team and Formative Evaluation Core**

Sarah. S. Ono, PhD **Director of the Qualitative Core**

Nichole Carroll, BA **Research Coordinator**

Michelle Lampman, MA **Associate Director of Operations**

Monica Paez, BA **Qualitative Core Coordinator**

Kenda Stewart, PhD **Health Research Science Specialist**



### VISN 23 Primary and Specialty Medicine Service Line (P&SMSL)

Jaime Bland, MS, RN **HPDP/PACT Coord., VISN 23 P&SMSL, Omaha, NE.**

Marsha Herke, MPH, RD **Asst. Admin. Officer, VISN 23 P&SMSL, Minneapolis MN**

Michael Koopmeiners, MD **Medical Director, VISN 23 P&SMSL, Minneapolis, MN**

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Principal Investigator: **Lisa Rubenstein, MD, MSPH**

Co-PI, Evaluation Lead: **Elizabeth Yano, PhD, MSPH**

Innovation Leads: **Lisa Altman, MD; Phillip Roos, MD;**  
**Timothy Dresselhaus, MD**

Project Director: **Susan Stockdale, PhD**

Implementation Evaluation and Team Effectiveness Leads:

**Alison Hamilton, PhD, MPH and Susan Stockdale, PhD**

Clinician/Staff Survey Lead: **Lisa Meredith, PhD**

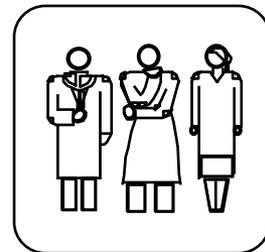
Economics Evaluation Lead: **Jean Yoon, PhD**

Patient Survey Leads: **Lisa Altman, MD & Jill Darling, BA**

Organizational Survey Lead: **Stephanie Taylor, PhD, MPH**

Research Coordinator: **John McElroy, BA**

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Study of Healthcare  
Provider Behavior



VA GREATER LOS ANGELES  
HEALTHCARE SYSTEM



A Division of VA Desert Pacific  
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### CEPACT

- Rachel Werner, MD PhD **Director**
- Judith Long, MD **Co-Director**
- David Asch, MD, MBA **Co-Director**
- Judy Shea, PhD
- Anneliese Butler, MSS
- Anne Canamucio, MS
- Jennifer Gutierrez, MA
- Michele Lempa, DrPH
- Mary Pelak, MSW

