

Developing a Stakeholder Council to Improve Research Impact

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VA



U.S. Department of Veterans Affairs

Veterans Health Administration
Quality Enhancement Research Initiative

Outline

- Provide an overview of the four phases of development of the MH QUERI Stakeholder Council.
- The Council was developed to involve key stakeholders—partners—throughout the course of the research continuum.
- We hope to share with you how a panel of stakeholders can improve the impact of VA research.

Poll Question

What is your primary role in VA?

- Student
- Clinician
- Researcher
- Manager or policy maker
- Other

MH QUERI

Mission Statement

“The mission of MH QUERI is to improve quality of care, outcomes, and health-related quality of life for Veterans with mental health conditions by promoting research to close gaps in knowledge and implementing evidence-based practices within the Veterans Health Administration and beyond.”



MH QUERI

Strategic Plan Goal 1

Support and enhance the implementation of *evidence-based practices*, as well as promising and emerging clinical practices, that address high priority system needs for Veterans with mental health conditions, in five specific focus areas.

MH QUERI Organizational Chart

Executive Committee

Coordinating Center

Director
Associate Director
Co-Clinical Directors
Implementation Research Coordinator
Co-Implementation Research Coordinators

Informatics Director
Administrative Coordinator

JoAnn Kirchner, MD
Geoffrey Curran, PhD
Kathy Henderson, MD
Jeffrey Smith, PhD
Mona Ritchie, MSW, PhD
Monica Matthieu, PhD
Jeffery Pitcock, MPH
Bridgette Larkin-Perkins, MBA, BA

Goal 2

Stakeholder Council

Chairperson
Nicole Hart

Goal 1

Workgroups

SMI Health

Recovery

PCMH

Coalitions

PTSD

Suicide Prevention

MH QUERI

Strategic Plan Goal 2

The importance and value of bi-directional partnerships to improve research impact:

- Set research agendas
- Conduct research and implement evidence-based practices and programs
- Inform policy agendas and policy formation

MH QUERI

Strategic Plan Goal 2

During the last 2 years, we developed 2 strategies:

- Stakeholder Council
- Administrative Data Support
- ***These are consultation activities that we offer to our MH QUERI investigators to improve their research impact***

Poll Question

How many of you were familiar with the MH QUERI before today?

YES,

I was familiar with MH QUERI

NO,

I was not familiar with MH QUERI before today

Stakeholder Council Developmental Model

4 phases

- **Phase I, Development of the Charter**
 - Develop SC policies and procedures; defining types of individuals to recruit; outline roles and responsibilities of the SC.
- **Phase II, Test Procedures**
 - Identify a SC Chairperson; recruit and train new SC partners to their roles and duties; pilot the Mental Health QUERI research review process.
- **Phase III, Frame Objectives**
 - Develop objectives related to a specific set of activities for the bi-directional partnership and co-production of research and knowledge exchange.
- **Phase IV, Assess Outcomes**
 - Ongoing assessment of short-, medium-, and long-term outcomes and evaluation planning.

Phase I

Develop Charter

- Develop SC policies, procedures and coalesce these into the charter
- Define the characteristics or types of individuals to recruit as SC partners
- Define and outline roles and responsibilities of the SC

Staff Liaisons to Stakeholder Council provide administrative support via these tasks:

- Liaison between SC and MH QUERI investigators
- Coordinate meeting schedule, prepare agendas and minutes
- Maintain the SC contact list and send group emails, appointments, etc.
- Distribute research documents for review to the SC partners
- Process nominations of and vet new SC partners to MH QUERI staff
- Develop SC evaluation plans and outcome metrics
- Monitor and report SC progress and updates in MH QUERI strategic plan and annual progress update reports to VA

Stakeholder Council Expectations from Charter

- Purpose
- Council Objectives
- Operational Support
- Authority/Limitations
- Membership and Responsibilities
- Confidentiality

Phase II

Test Procedures

<p><u>Step 1</u> Identify a Stakeholder Council Chairperson</p>	<p><u>Step 2</u> Recruit stakeholder partners</p>	<p><u>Step 3</u> Train and recruit new stakeholders to the SC's roles and duties</p>	<p><u>Step 4</u> Conduct reviews of MH QUERI research</p>
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Step 1

Identify a SC Chairperson

Characteristics:

The Chair was selected based on characteristics initially outlined by the Director, which included Veteran status and experience in partnering, policy, and advocacy.

Duties:

- Actively promote the MH QUERI and SC initiatives.
- Chair and direct all SC meetings

Step 2

Recruit Stakeholder Partners

SC partners were selected not solely based on their own lived experience as Veterans, or status as VA employees, but also for:

- Ability to advocate within the characteristic or role they represented
- Active interest in improving VA mental healthcare (Veteran-centric)
- Ability to perform research reviews
- Macro and tactical view of population-based, mental health improvements needed in VHA

Stakeholder Council

Types of Stakeholders



Stakeholder Council Inaugural SC Membership

- Chief Executive Officer & OEF/OIF Veteran
- OPC-Care Line Executive, CBOC
- Medical Director of the Integrated Care Program, VAMC
- Behavioral Health Network Careline Director, VISN
- Chief Executive Officer, & OEF/OIF Veteran

Stakeholder Council Expanded Areas of Representation



Stakeholder Council Expanded Areas of Representation



Stakeholder Council

Expanded SC Membership

New members added in 2014 include:

Mental Health Program Coordinator for VISN

Associate Medical Center Director, VAMC

Vietnam Veteran

VA National Chaplain Center

Chief, Chaplain Service, VA

Veteran Family Member (Father)

Veteran Family Member (Mother)

Director, Federal program for elders, & Persian Gulf Era
Veteran

LTC, USAFR, Ret., & Vietnam Veteran



VA



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Step 3

Train & Recruit New Stakeholders

- Provide information on the purpose and structure of MH QUERI, as well as a complete review of the Charter, SC procedures, and the research review processes.
- Pilot test review process for six months, with internal MH QUERI researchers presenting initially.
- Develop and refine ongoing procedures for recruitment and orientation of new SC partners.

Step 4

Conduct Reviews of Research

- MH QUERI staff discuss, narrow, and prioritize the list of MH QUERI affiliated investigators to present to the Council.
- Investigator submits materials: abstract, grant proposal/IRB protocol, slide presentation of 5-7 slides, and 2-3 specific questions.
- MH QUERI staff liaison to the Council reviews the investigators materials for appropriateness prior to SC review.
- SC conducts peer review of research.

Stakeholder Council

Review Investigator Preparation Process

- Investigator submits materials:
 - Abstract
 - Grant proposal/IRB protocol
 - Slide presentation of 5 slides
 - 2-3 specific questions for SC deliberation and discussion
- MH QUERI staff liaison to the Council reviews the investigators materials for appropriateness prior to SC review.

Stakeholder Council Reviews

Review Process for Quarterly Calls

- 1st hour is reserved for administrative business
- 2nd hour is investigator presentation (2 maximum)
 - Investigator reviews study verbally using PowerPoint slides
 - Chair opens and moderates discussion by asking the investigator to receive SC feedback with minimal cross talk
 - Primary reviewer presents questions received from the investigator and provides feedback on each question.
 - Secondary reviewer provides additional feedback
 - Chair opens the discussion for other SC members
 - Administrative Coordinator keeps time, takes notes and offers summary of follow up action items at end of call
 - Transcript of the call is sent to investigator with any attachments sent in to support discussion.

Phase III
Frame Objectives

Objectives	Activities
<p>1. Promote bi-directional partnerships for co-production of research and knowledge exchange between MH QUERI investigators and stakeholders.</p>	<p>1. Quarterly SC review and feedback to MH QUERI investigators research and grant proposals.</p>
<p>1. Support and advance the MH QUERI strategic plan and research agenda.</p>	<p>1. Present at meetings and conferences on MH QUERI strategic plan, SC priorities, goals, activities and outcomes.</p>
<p>1. Uphold the inclusion of diverse stakeholders in MH QUERI research activities.</p>	<p>1. Ongoing recruitment of diverse SC partners to expand and enhance research reviews.</p>
<p>1. Design and implement an evaluation plan.</p>	<p>1. Develop evaluation metrics, plans, and processes for annual review and reporting of SC impact.</p>

Phase IV

Outcomes – Short Term	Activities
Satisfaction and Value	Conduct semi-structured interviews with Mental Health QUERI investigators to assess satisfaction and value of reviews for those who have presented to the SC in the past year
Use of the SC Feedback	Assess the use of the SC by calculating the percentage of Mental Health QUERI investigators who used or documented planned future use of the SC review in a grant and/or research proposal in the past year.
Outcomes - Medium & Long Term	Activities
Submission and Funding Success Rates	Assess the impact of the SC by calculating annual submission and funding success rates for the Mental Health QUERI for all Mental Health QUERI investigators who have documented use of the SC in a grant proposal.

Stakeholder Council

Key Impacts

- MH QUERI anticipates the SC will provide powerful and valuable information to participating investigators increasing the value and sustainability of research and implementation efforts within our portfolio.
- SC members will gain a greater knowledge and appreciation for the efforts of VA, MH QUERI, and investigators in the research and implementation of evidence-based practices for mental illness.



“...I think there’s a large disconnect between I guess what you would call the academic researchers and the guys on the ground.

You know, the Vets that are receiving the care. And there is a very great need for a kind of a sanity check, some kind of implementation checks or just common sense tests that we’re [i.e. Veterans] able to provide.

And I think the researchers really value that. And they express that to us” (Veteran SC Member)

Stakeholder Council Dissemination Activities

Manuscripts

- *Stakeholder Council: A Model for Involving Stakeholder Partners in Improving the Quality of Mental Health Services Research for Veterans (resubmitting)*
- Developing the logic model, evaluation plan, methods, and outcomes of the MHQ Stakeholder Council. (*in preparation*)

Presentations

- Kirchner J, Larkin B, Hart, N. *Involving Veterans in the Research Continuum* VA Cyberseminar, Washington, DC, May 23, 2013.
- Matthieu M, Larkin-Perkins B, Pitcock J. *Mental Health QUERI's Stakeholder Council* QUERI IRC-VA Webinar, April 23, 2014.

Evaluation

- Key informant interviews with investigators, stakeholder council members, and administrative liaisons

Early outcomes from our Stakeholder Council evaluation

“...[the Veteran perspective] also allows the researchers to put, maybe, some language into their study for the Veterans who are taking it, saying this is going to help you and here’s why.

And I like to think that I’m able to provide the ‘why’ a little bit. ... if I know why I’m doing something, it’s much more easy for me to accomplish that, and to take it seriously, then it is to just say, well the VA requires you to fill this out, and we don’t really know why. That just says that they don’t care to explain it to me. You know what I mean?” (Veteran SC Member)

Early outcomes from our Stakeholder Council evaluation

*“In general, it’s great to know that
this Council exists! [laughs]
I just, as a Vet receiving services,
I’m really glad that there’s this much thought,
and this much care going into,
you know, the research that
will eventually affect people like me”
(Veteran SC Member)*

Gaps, Challenges, Opportunities

- Identify gaps in stakeholder representation
- Identify training needs beyond orientation
- Identify retention issues
- Increase MH QUERI investigator awareness
- Increase awareness via presentations, webinars, & publications
- Define and evaluate impact and outcomes
- Develop ongoing evaluation plan

Lessons Learned

- Partnering is *a process* not an event
- Partners rarely speak your language,
 - but it is imperative that *you speak theirs*
- *Tailor your approach* to your partner
- Partnering is *based on mutual respect* and an understanding of the value of each stakeholder
- *Honor your partner's time and contribution*



You may be surprised with the outcome!

Questions and Comments

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