



QUERI Implementation Roadmap: **Supporting More Rapid Innovation, Implementation, and Sustainability** **in a Learning Health Care System**

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CEIR

Center for Evaluation and
Implementation Resources

Acknowledgements

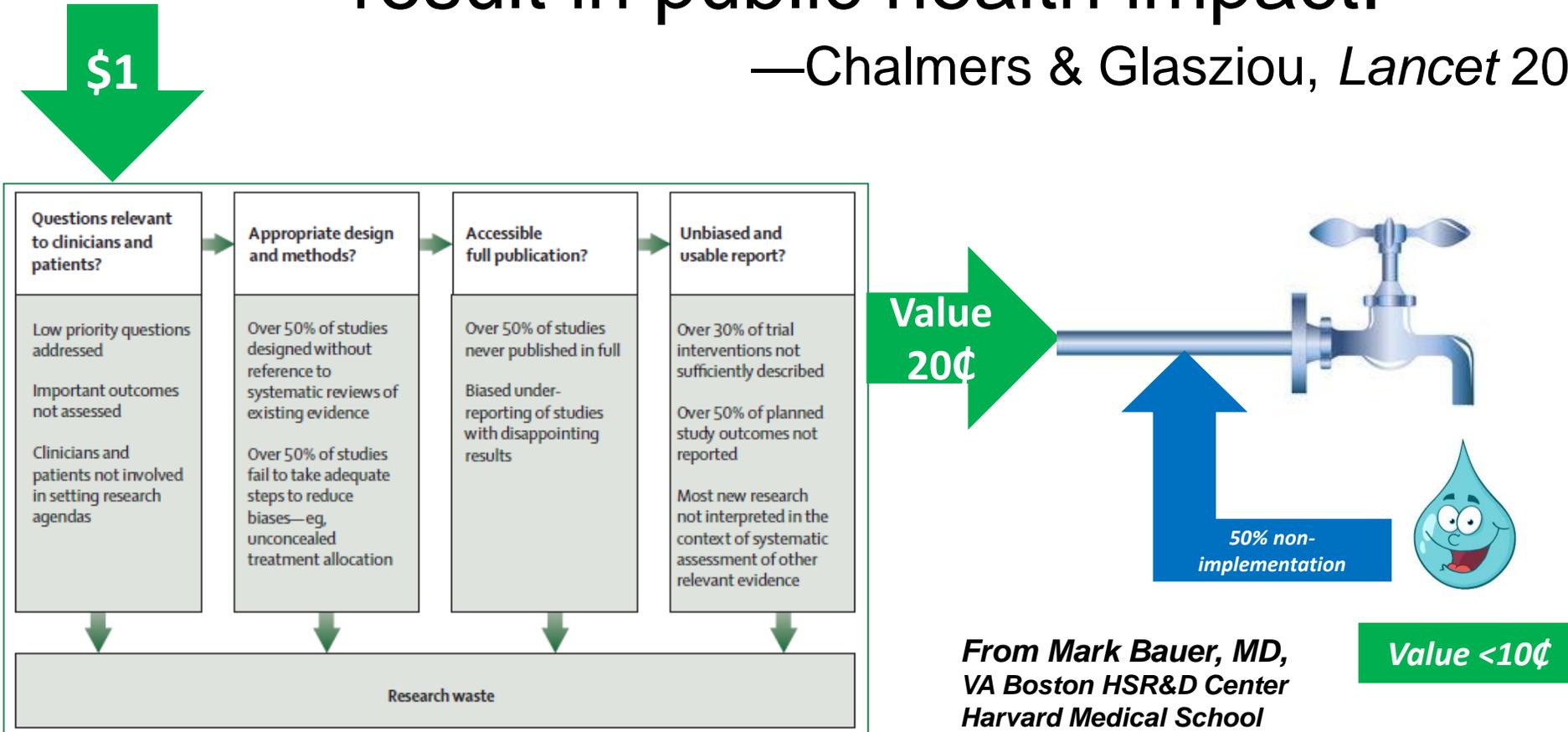
- Mark Bauer
- Melissa Braganza
- Austin Frakt
- Isomi Miake-Lye
- Steve Pizer
- Ryan Vega
- Todd Wagner
- Becky Yano
- Office of Research & Development Research-to-Real-World (R2R) Workgroup

QUERI Then and Now

Why QUERI? Effective Practices are Not Routinely Implemented

80% of medical research dollars do not result in public health impact.

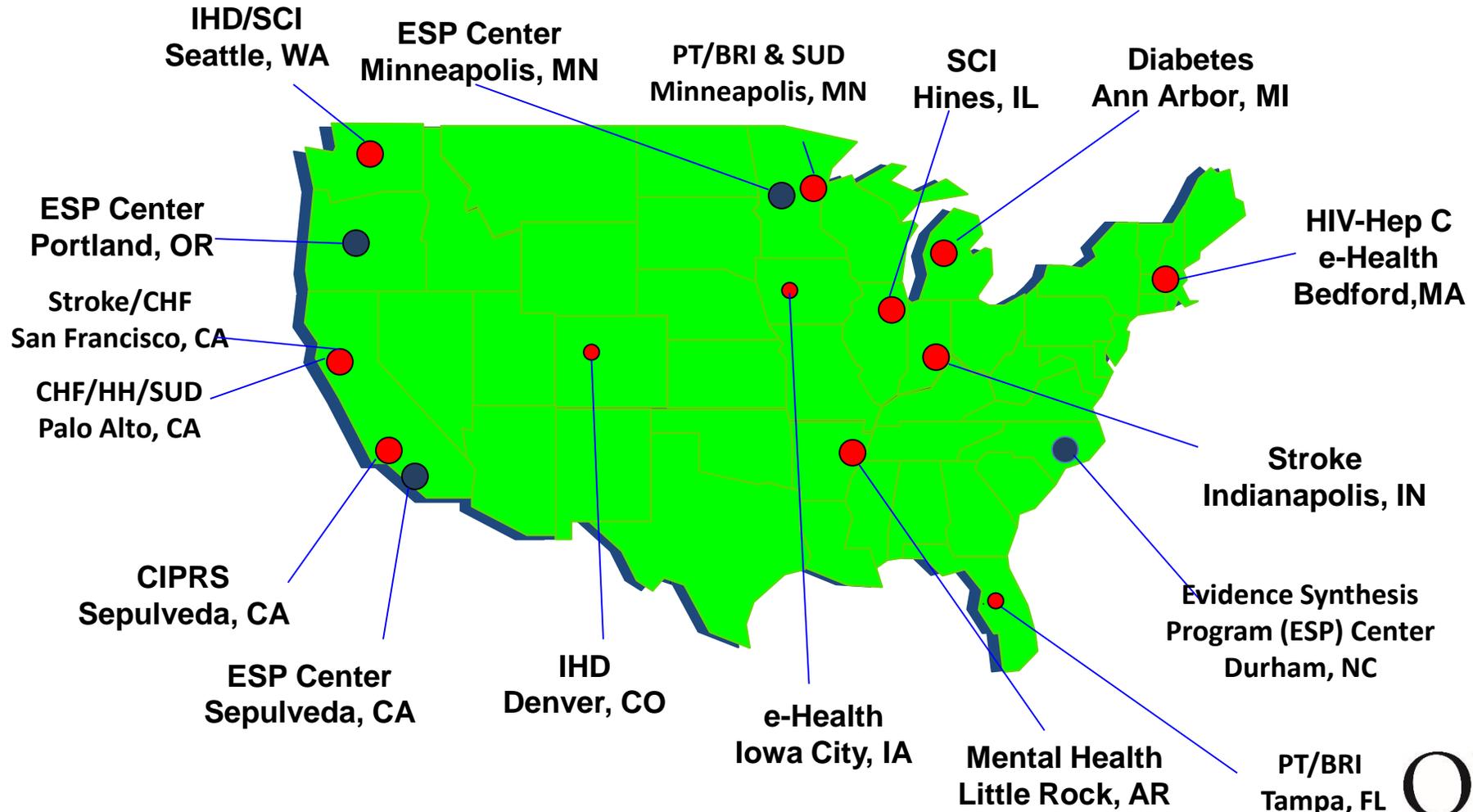
—Chalmers & Glasziou, *Lancet* 2009



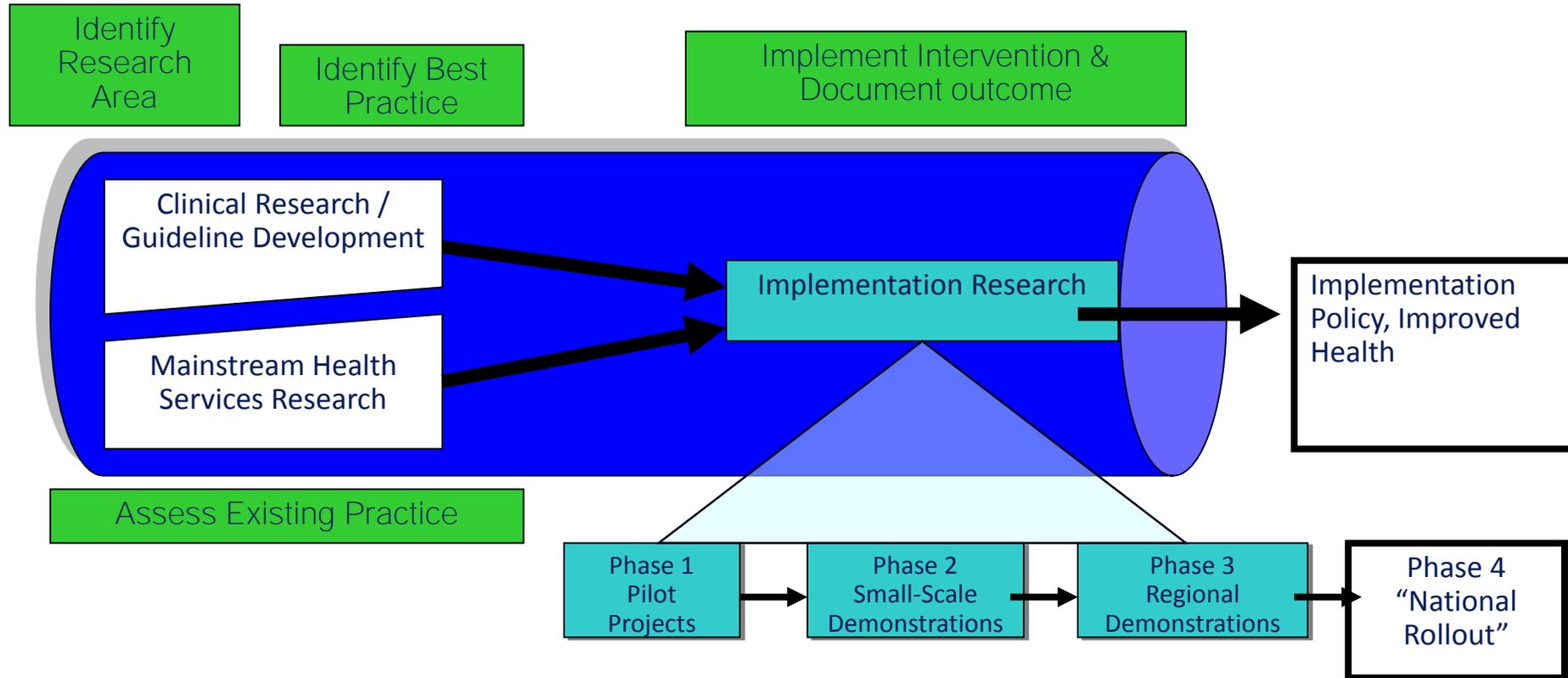
From Mark Bauer, MD,
VA Boston HSR&D Center
Harvard Medical School

Source: Mark Bauer, MD,
VA Boston HSR&D Center
Harvard Medical School

QUERI Centers circa 2014



QUERI Implementation Pipeline circa 2008



Persistent Research-to-Practice Gap

- Research **not aligned** with national/local policies/priorities
- Effective practices **not designed** with frontline providers in mind
- **Variation** in organizational capacity, commitment
- **Top down** implementation strategies often have a short-term focus
- Effective implementation strategies empower providers to **innovate/own** process
- Implementation is an **iterative process**, not always linear

Ensuring QUERI is responsive and relevant to national and local priorities

QUERI: Current Goals & Impacts



Rapid deployment of effective practices in routine care using implementation (quality improvement) strategies

15 QUERI Programs

Over 50 effective practices implemented <1 year

Focus on later-majority sites

VISN Partnered Initiatives



Support rigorous evaluations of national programs or policies using rapid, “non-research” protocols

20+ Partnered Evaluation Initiatives

Informed National VA policies/legislation

Evaluation Resources



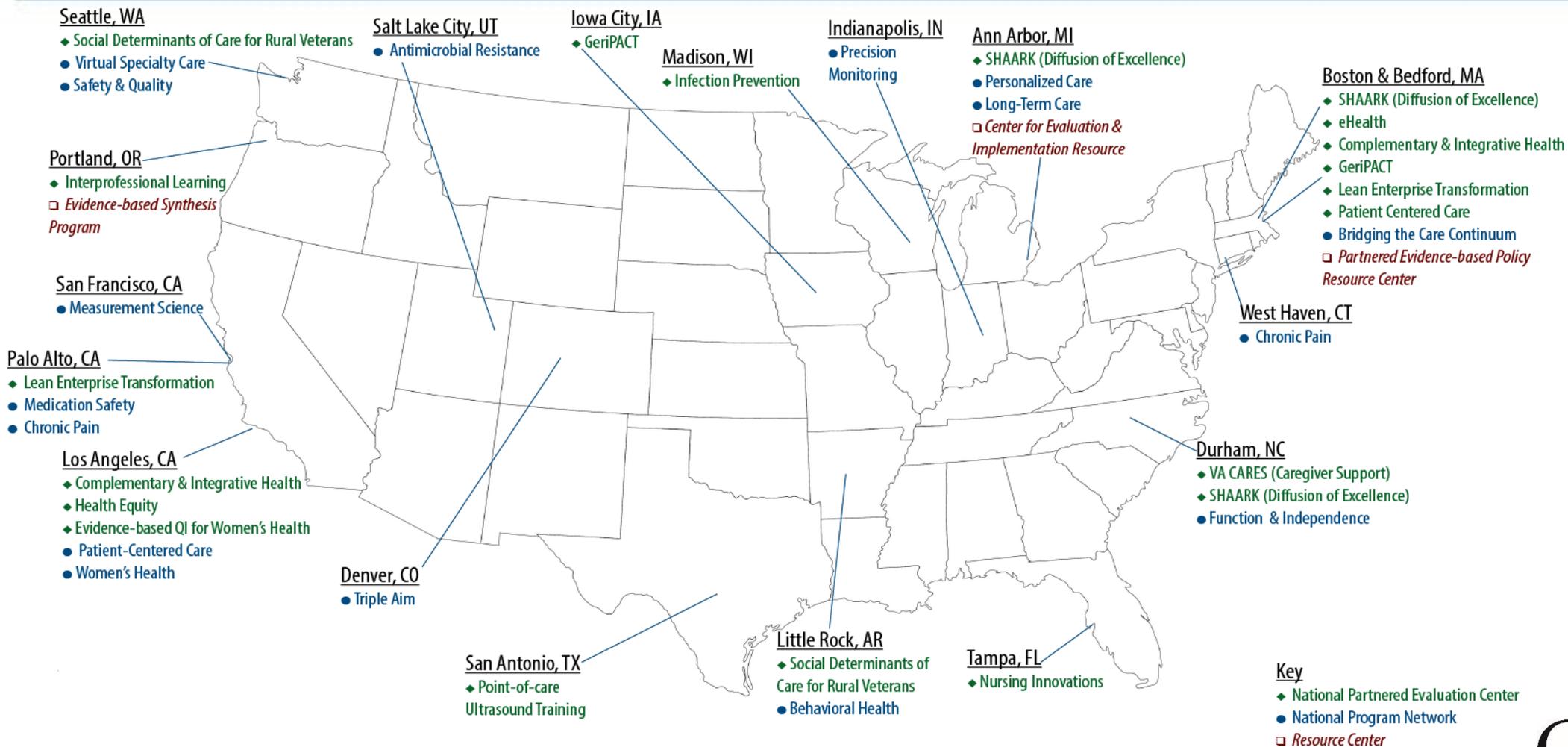
Expert knowledge and implementation for operations leaders to scale up/spread effective practices

Resource Centers: ESP, CEIR, PEPRc

Evidence reviews: VA operations leaders

DEI Implementation Training Network

Over 40 QUERI Centers Today



QUERI: Promoting Learning Health Care Systems

- **VACO priorities** often focus on national management issues (access, budget, workforce) that are the concerns of managers/policymakers
- **QUERI** Programs/Partnered Evaluations/ESP Centers often focus on specific care processes, programs, or populations (concerns of clinicians)



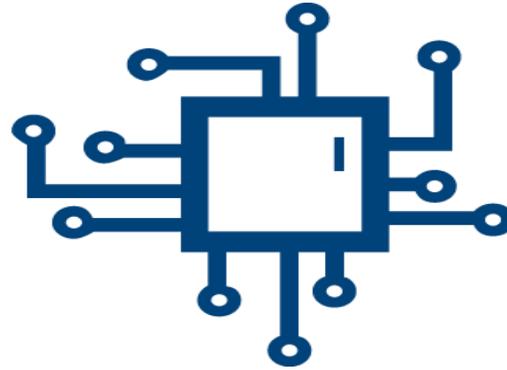
Initiatives of managers/policymakers cannot be successful unless they can work at the clinic level

- QUERI **aligns** national leadership priorities (top-down) with local provider engagement (bottom-up)
- QUERI can provide the **clinic-level expertise** through a deep understanding of implementation barriers/facilitators and the strategies to mitigate them
 - Require comprehensive data on providers, business processes, clinical outcomes, ROI

Top 5 Priorities for VA



Greater Choice



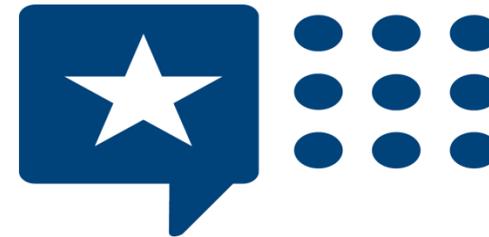
Modernize Systems



Efficiency



Improve Timeliness



Suicide Prevention

Top Clinical Priority Nominations

QUERI Live Voting at December 2017 NLC Meeting



28% Implement effective care coordination models for community care

16% Improve access to medication-assisted opioid use & pain treatment

Expand access to caregiver support/Aging in Place programs

Enhance primary care efficiency

Improve recruitment/retention of mental health providers

Deploy whole health best practices



Increase access to virtual care services for Veterans



Improve gender-specific care (women's health, prostate cancer)

Improve timeliness and efficiency of specialty care services



24% Enhance implementation of suicide prevention services

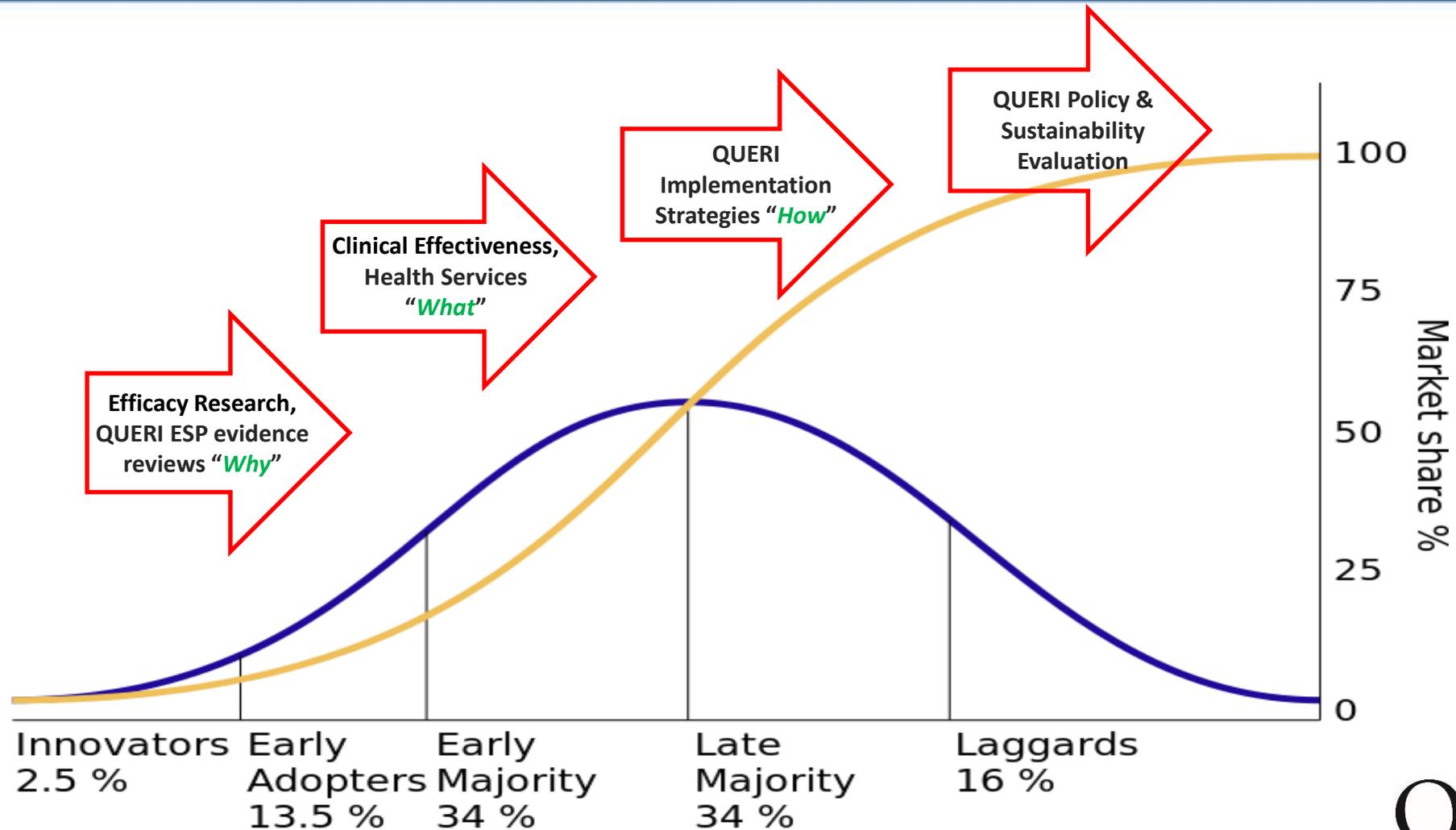
QUERI Included in FY2019 VHA Performance Plan

Medical Center and Network Direct Performance plan goals include requirements to scale up and spread promising practices, encouraging adoption of “best practices” explicitly defined as treatments based on QUERI projects as well as those derived from VA research or Diffusion of Excellence Gold Status practices

New QUERI-VISN Partnered Implementation Initiatives promote scale up and spread of best practices for top clinical priorities chosen by VISN leaders (live voting at National Leadership Council), benchmarked to SAIL metrics

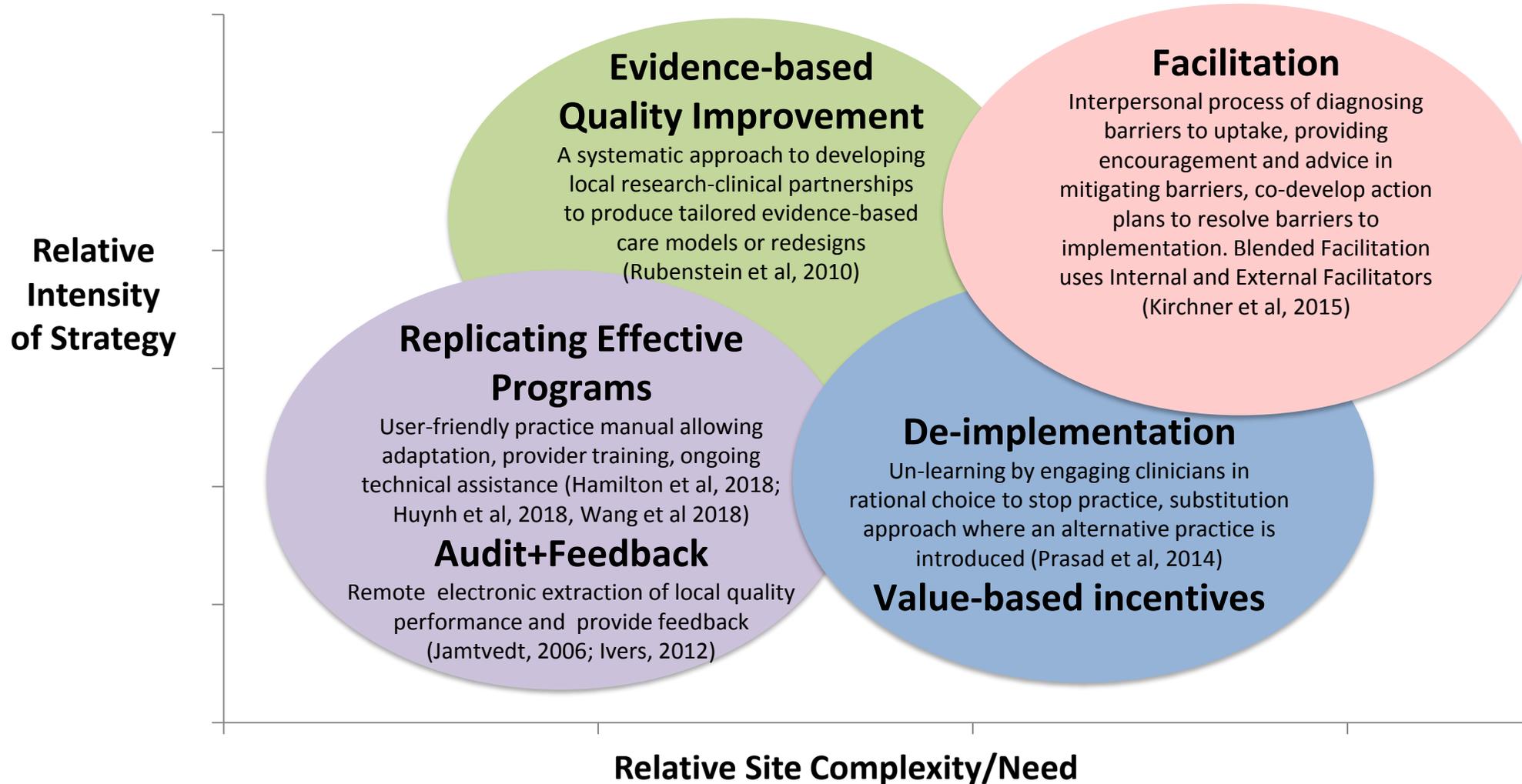
Acknowledgements: Ryan Vega, Joe Francis

QUERI and Diffusion of Innovations



* Diffusion of Innovations, Everett Rogers

Examples of QUERI Program Implementation Strategies



QUERI Implementation Roadmap

Trends Underscoring the Need for an Updated Implementation Roadmap

- Empower **frontline providers** to lead performance improvement
 - High-performing, high reliability health care system*
 - Learning Health Care System
- Increase diversity of partnered implementation opportunities
 - Increased **demand for expertise** in implementation and evaluation beyond one-offs
 - Guidance on **how to partner effectively** and agree on common objectives
- The imperative for clear communication between researchers and operations
 - **Reduce jargon** - traditional QI terminology vs. implementation science language
- Pragmatic and learning emphasis – less linear approach to research
 - *Rapid, responsive, and iterative experimentation with the goal of learning and innovation*
 - *More opportunities for local input, ownership*
- Establishment of a **common set of terms and principles** to guide researchers AND operations in implementing, spreading, and sustaining EBPs
- Guidelines to foster **effective use of data and metrics** to benchmark impact

*Karl Weick and Kathleen Sutcliffe, 2015

Roadmap Guiding Principles

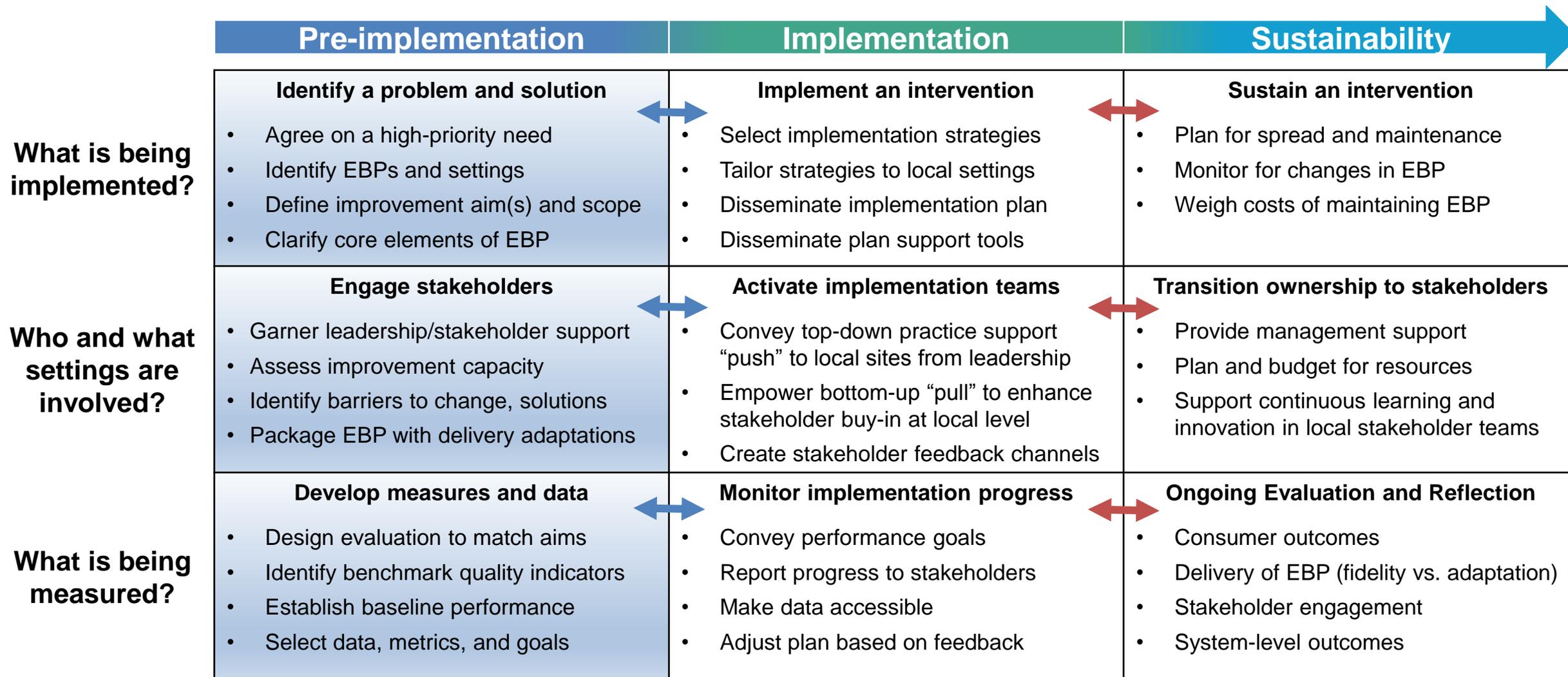
- Implementation as a **multi-phase process**, (e.g., Dynamic Adaptation Process, Replicating Effective Programs frameworks)
- Requiring **specificity** in technical skills, capacity, fidelity; **variation in diffusion** across different settings over time, as well as **opportunities to adapt** (user-centered design)
- Learning health care system principles (teaming, psychological safety, etc.)
 - **Transactional Leadership** to create “push” for an EBP
 - **Transformational Leadership**: “pull” for providers to integrate EBP into routine care
- Address **multi-level barriers** and solutions
 - Consolidated Framework for Implementation Research (CFIR) and the Theoretical Domains Framework (TDF) to address individual & organizational determinants
 - Use of tailored but well-specified implementation strategies (ERIC Project)
- Rigorous **evaluation methods**, designs, analyses (e.g., RE-AIM evaluation framework)

QUERI Implementation Roadmap Components

- 3 Phases: pre-implementation, implementation, and sustainability
- 3 levels within each phase describing activities to:
 1. Support the uptake/sustainment of the EBP
 2. Activate stakeholders or local delivery capability
 3. Optimize use of data and measurement to assess progress
- Phases are iterative cycles of experimentation and refinement - expect to pilot & pivot (and sometimes, lather, rinse, repeat)
- Ongoing adjustments to optimize fit to local contexts and patient populations
- Flexible application – planning and evaluation of national program deployments or supporting scale-up and evaluation of local promising practices

QUERI Implementation Roadmap: Pre-Implementation

Support & sustain uptake of effective practices using implementation strategies



Pre-Implementation Pearls

- Resource: Evidence-based Synthesis Program systematic reviews
- Engaging operations early and often: identify stable point people
- Assessing local capacity for change, variation over time
- Define core elements of EBP, apply user-centered design thinking to encourage adaptations
- Identify data sources including provider networks (in VA the most effective sources might be within a program office)

QUERI Implementation Roadmap: Implementation

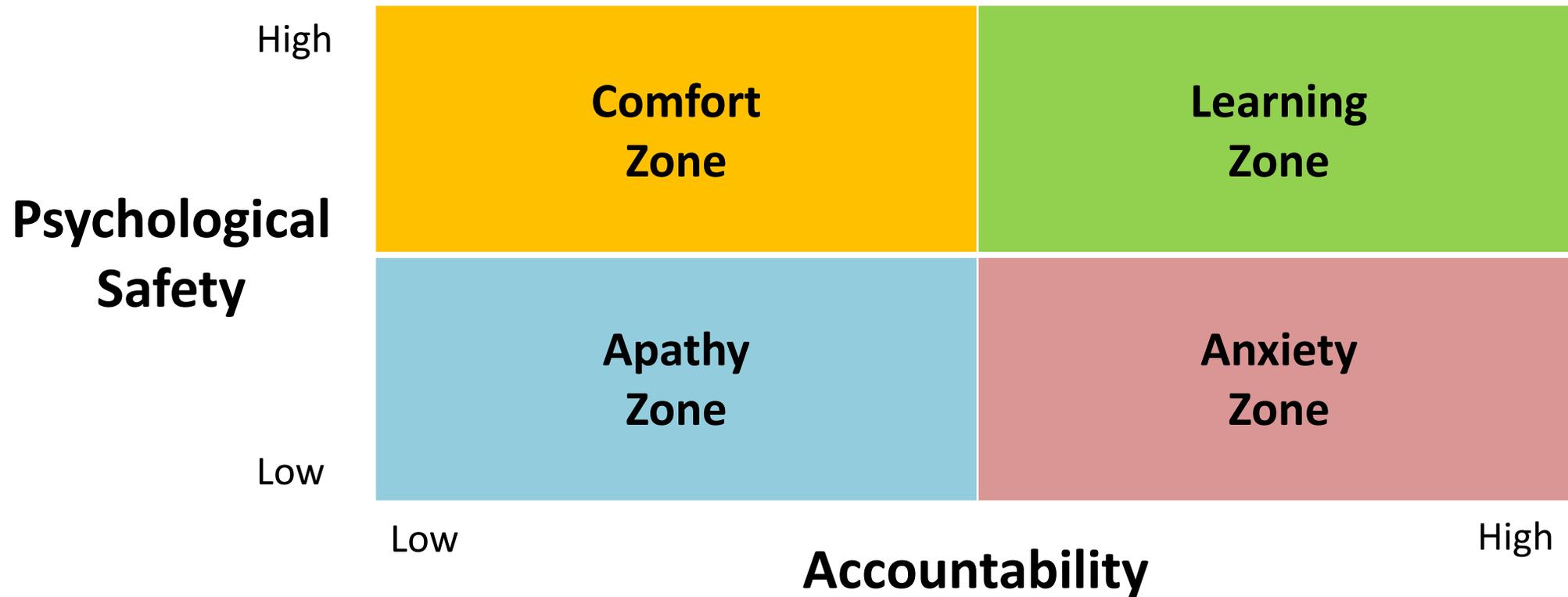
Support & sustain uptake of effective practices using implementation strategies

	Pre-implementation	Implementation	Sustainability 
What is being implemented?	<p>Identify a problem and solution</p> <ul style="list-style-type: none"> • Agree on a high-priority need • Identify EBPs and settings • Define improvement aim(s) and scope • Clarify core elements of EBP 	<p>Implement an intervention</p> <ul style="list-style-type: none"> • Select implementation strategies • Tailor strategies to local settings • Disseminate implementation plan • Disseminate plan support tools 	<p>Sustain an intervention</p> <ul style="list-style-type: none"> • Plan for spread and maintenance • Monitor for changes in EBP • Weigh costs of maintaining EBP
Who and what settings are involved?	<p>Engage stakeholders</p> <ul style="list-style-type: none"> • Garner leadership/stakeholder support • Assess improvement capacity • Identify barriers to change, solutions • Package EBP with delivery adaptations 	<p>Activate implementation teams</p> <ul style="list-style-type: none"> • Convey top-down practice support “push” to local sites from leadership • Empower bottom-up “pull” to enhance stakeholder buy-in at local level • Create stakeholder feedback channels 	<p>Transition ownership to stakeholders</p> <ul style="list-style-type: none"> • Provide management support • Plan and budget for resources • Support continuous learning and innovation in local stakeholder teams
What is being measured?	<p>Develop measures and data</p> <ul style="list-style-type: none"> • Design evaluation to match aims • Identify benchmark quality indicators • Establish baseline performance • Select data, metrics, and goals 	<p>Monitor implementation progress</p> <ul style="list-style-type: none"> • Convey performance goals • Report progress to stakeholders • Make data accessible • Adjust plan based on feedback 	<p>Ongoing Evaluation and Reflection</p> <ul style="list-style-type: none"> • Consumer outcomes • Delivery of EBP (fidelity vs. adaptation) • Stakeholder engagement • System-level outcomes

Implementation Pearls

- Operationalize **discrete implementation strategies** to foster cross study comparisons
 - Transformational –focused strategies
 - Transactional –focused strategies
- Systematically track tailoring of implementation strategies
- Include leadership and organizational practices that foster learning climates/cultures that motivate providers and build local delivery system capacity for future EBPs
 - Accountability is not incompatible with innovation (see next slide)
- Effective use of data helps foster learning and monitoring clinical impact
 - Data must be accessible not only to managers but also to frontline providers and users
 - Learning happens best in environments that support candid discussion of failures, successes
- QUERI Resources:
 - **Center for Evaluation & Implementation Resources (CEIR)**
 - **QUERI-DEI Implementation Strategy Learning Network**

Push versus Pull: Accountability IS compatible with Psychological Safety*



* From Edmondson, AC. The competitive imperative of learning. *HBS Centennial Issue. Harvard Business Review*. 2008. 86(7, 8); 60-7.

QUERI Implementation Roadmap: Sustainability

Support & sustain uptake of effective practices using implementation strategies

	Pre-implementation	Implementation	Sustainability 
What is being implemented?	<p>Identify a problem and solution</p> <ul style="list-style-type: none"> • Agree on a high-priority need • Identify EBPs and settings • Define improvement aim(s) and scope • Clarify core elements of EBP 	<p>Implement an intervention</p> <ul style="list-style-type: none"> • Select implementation strategies • Tailor strategies to local settings • Disseminate implementation plan • Disseminate plan support tools 	<p>Sustain an intervention</p> <ul style="list-style-type: none"> • Plan for spread and maintenance • Monitor for changes in EBP • Weigh costs of maintaining EBP
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Sustainability Pearls

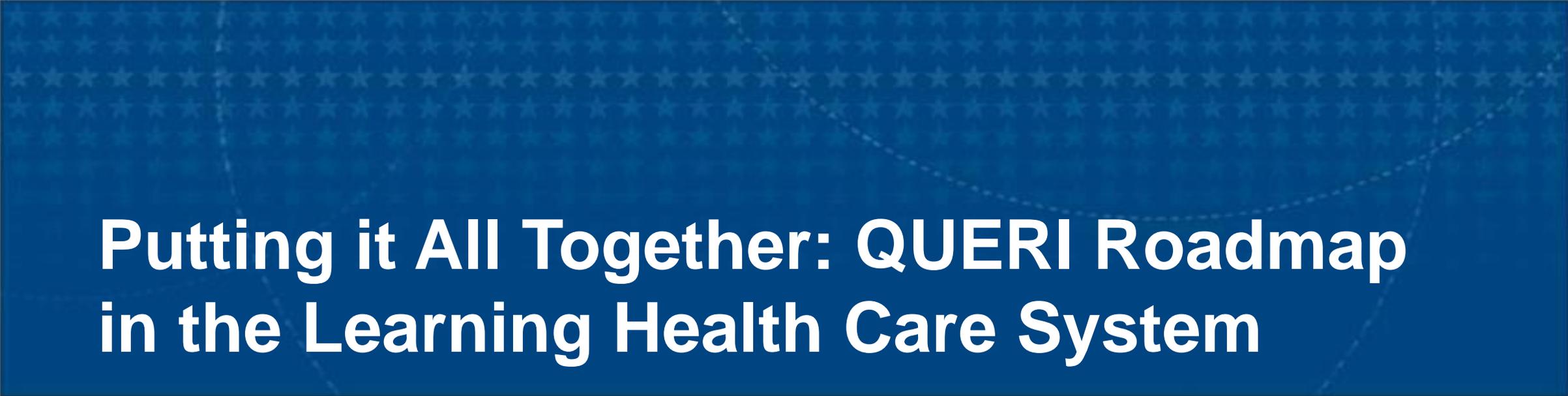
- Identify owners of the sustainability process
- Business case should include ongoing implementation costs, impact metrics
- Involve policymakers, awareness of potential policy shifts
- Link to national and local initiatives

- High-reliability Organizations (AHRQ, Weick & Sutcliffe, 2015)
 - Preoccupation With Failure
 - Reluctance to Simplify
 - Sensitivity to Operations
 - Deference to Expertise
 - Commitment to Resilience

QUERI Impact Measures

(National Academy of Medicine Levels of Impact)

Domain (NAM)	Measures
Alignment	Benchmark to VHA performance metrics
Partnership	Shared operational resources
Informing the field	Subject of decision-maker meeting, hearing Peer-reviewed publications
Inspiring action	Products/methods used by VA providers <i># providers trained in EBP/Veterans receiving EBP</i>
Effecting Change	Policies/practices shaped in response Benchmarking on VHA-wide measures



Putting it All Together: QUERI Roadmap in the Learning Health Care System

QUERI: Continuously Evolving to Meet the Needs of a Changing VA

- 2014 Choice Act Independent Assessment recommended *VA identify and disseminate best practices for high-quality care*
- MISSION Act: high-reliability, high-performing health care system
- New partnerships help QUERI extend its reach to engage locally
 - Diffusion of Excellence/QUERI Implementation Strategy Learning Network
 - QUERI-VISN Partnered Implementation Initiatives
- New Deputy Undersecretary for Discovery, Education, & Affiliate Networks (DEAN)
 - Research, Academic Affiliations, Innovation Ecosystem
 - Diffusion of Excellence

Diffusion of Excellence Process & Goals

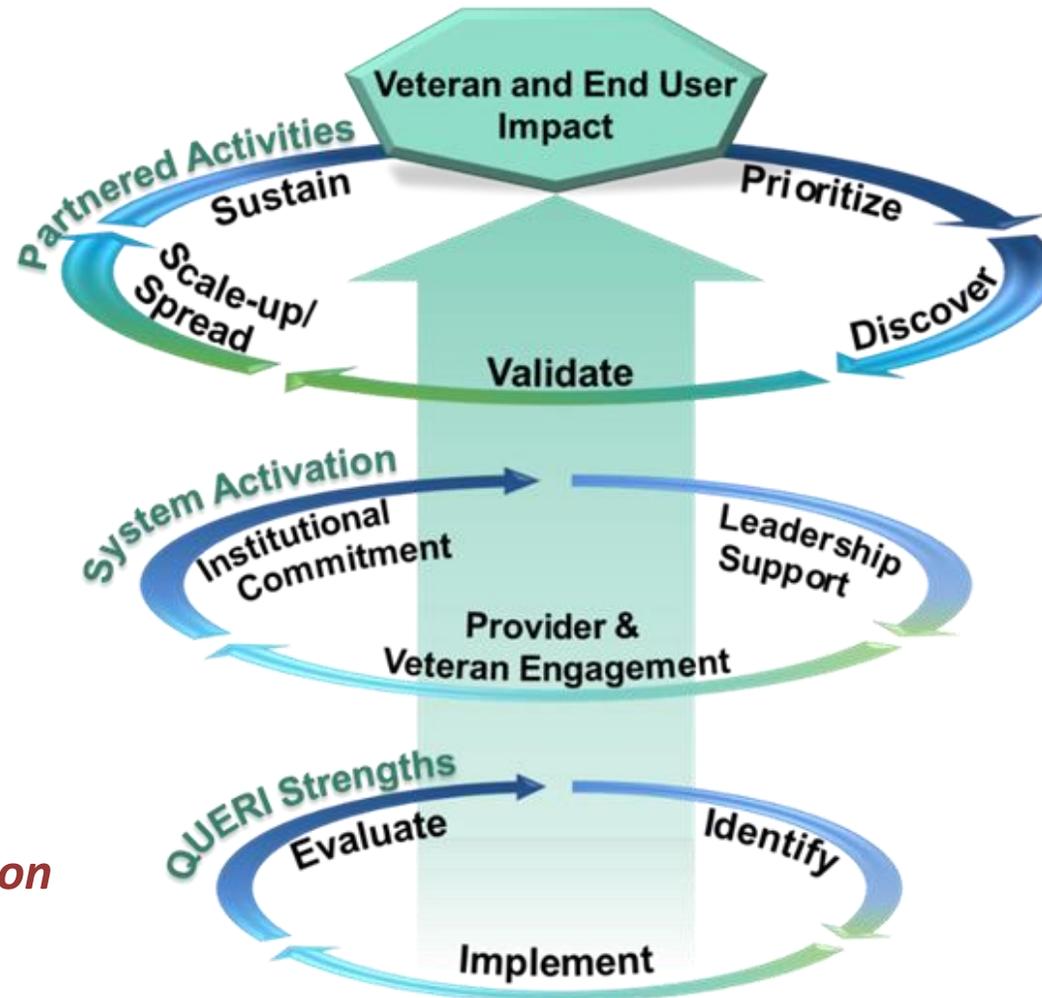


-  Empower the Front Line
-  Minimize Negative Variation
-  Foster a Commitment to Excellence

Acknowledgements: Ryan Vega

Applying the QUERI Roadmap Phases in a Learning Health Care System

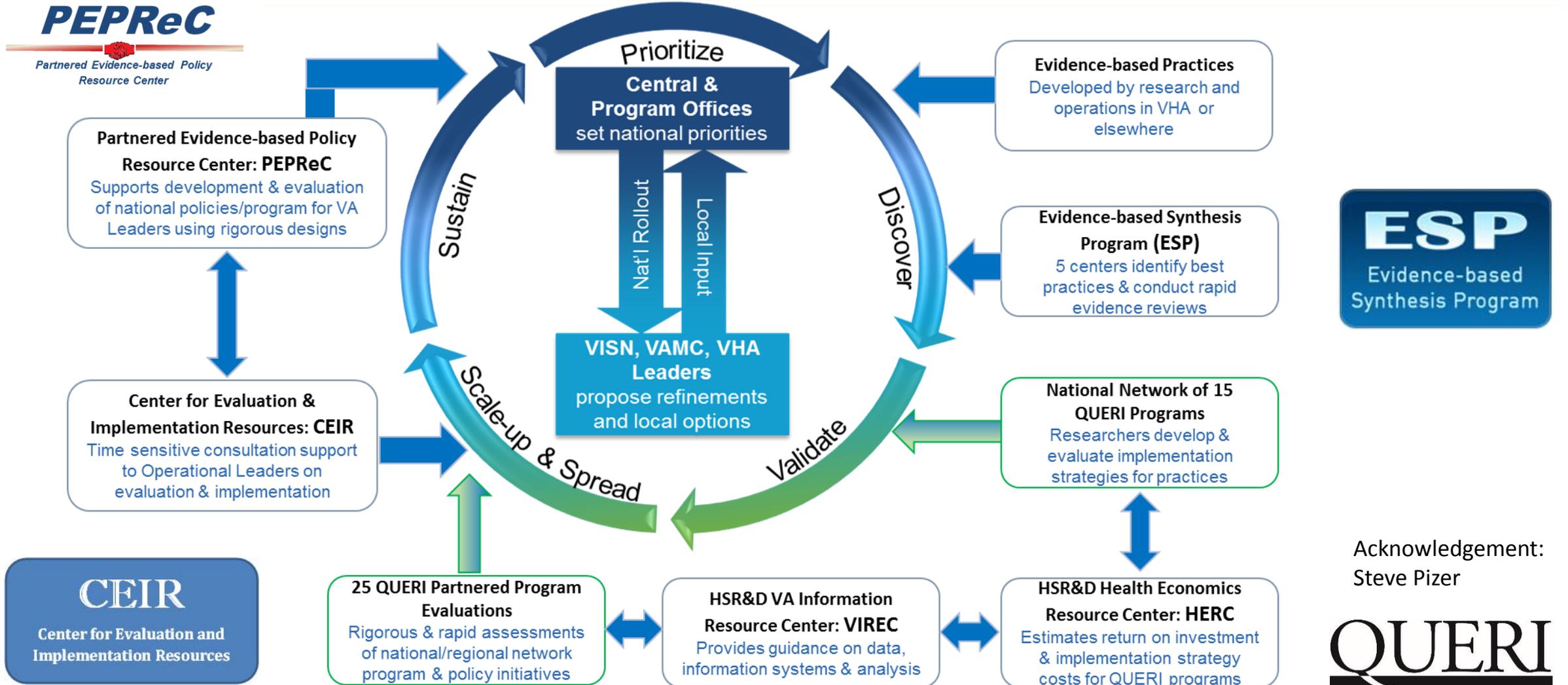
Sustainability:
Foster a commitment to excellence



Implementation:
Empowering the front line

Pre-Implementation:
Minimize negative variation

Integrating VA QUERI Programs to More Rapidly Respond to VA Priorities with High Reliability

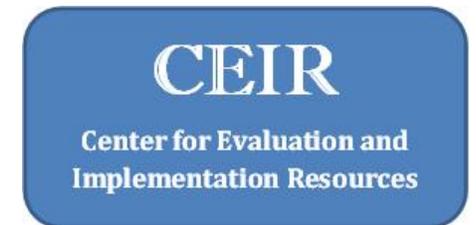


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THANK YOU!

Questions and Comments Welcome!

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