

# ESP

Evidence Synthesis Program

## Scaling Beyond Early Adopters A Systematic Review and Key Informant Perspectives

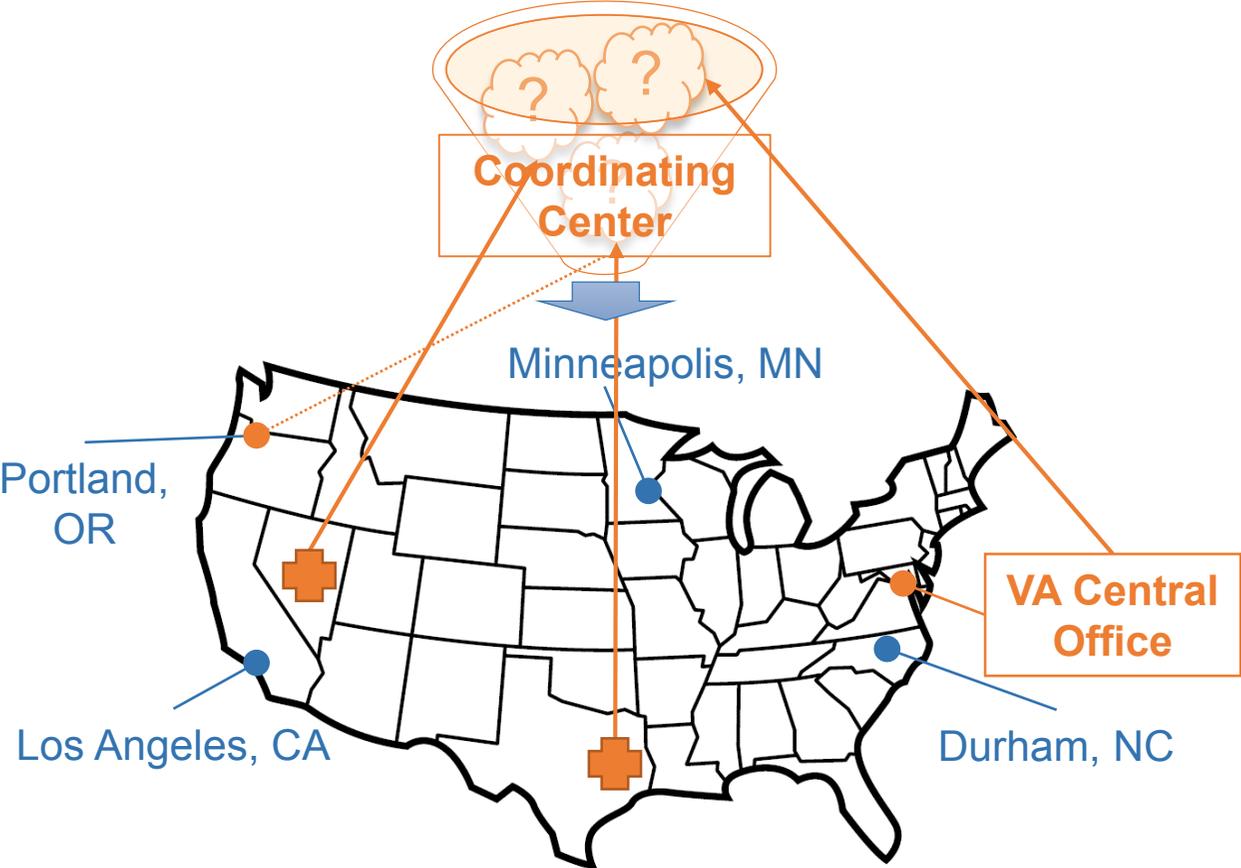
*Isomi Miake-Lye, PhD Associate Director, West Los Angeles Evidence Synthesis Program*

*Ryan Vega, MD Director, Diffusion of Excellence Initiative*

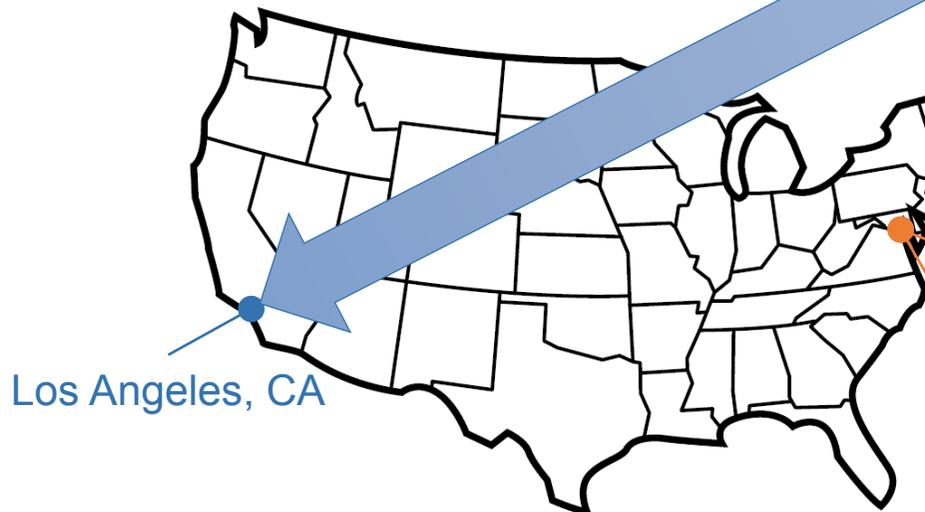
*Amy Kilbourne, PhD MPH Director, QUERI*

July 15, 2019

# VA Evidence-based Synthesis Program



What strategies are available to scale up and spread clinical and administrative practices across large healthcare systems such as the VHA, with a focus on “hard-to-engage” sites?



Los Angeles, CA

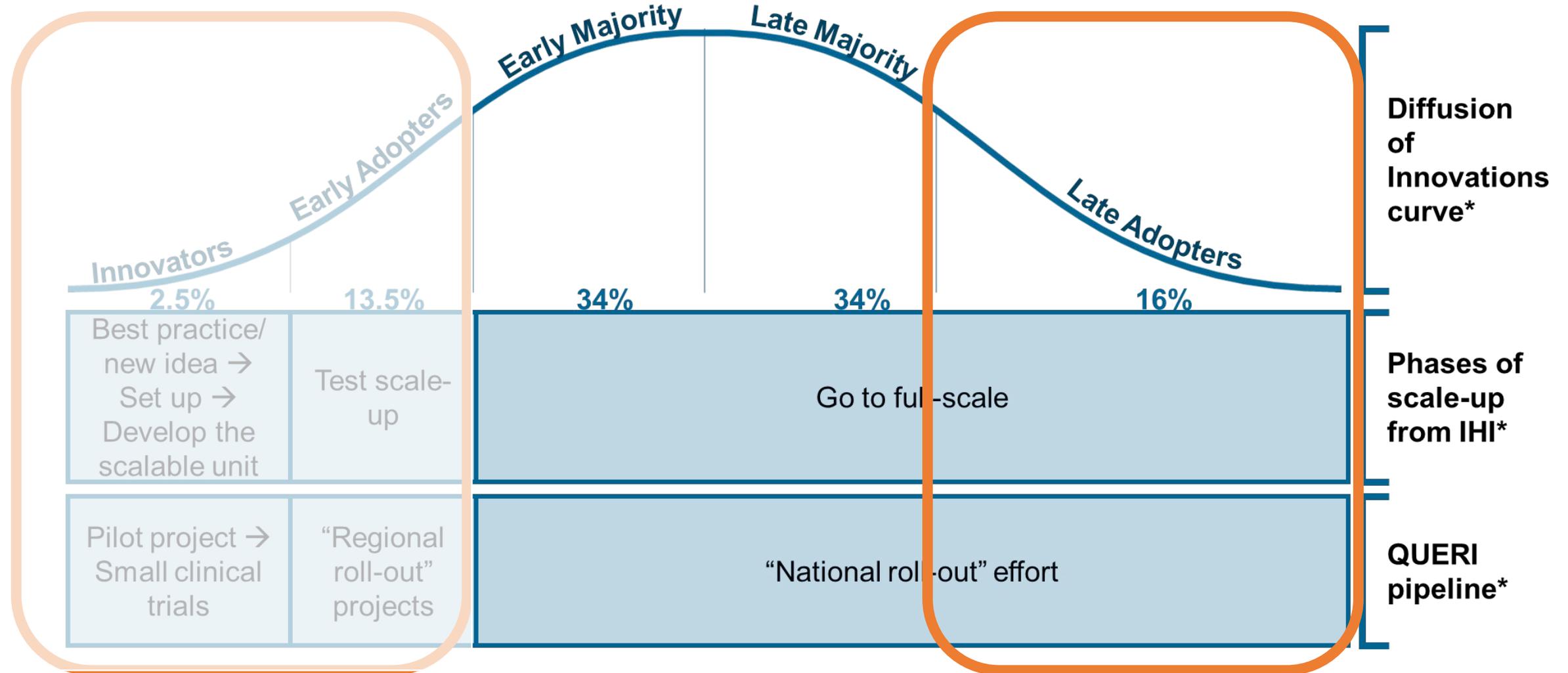
**VA Central Office**

**VA Central Office**  
Ryan Vega, MD

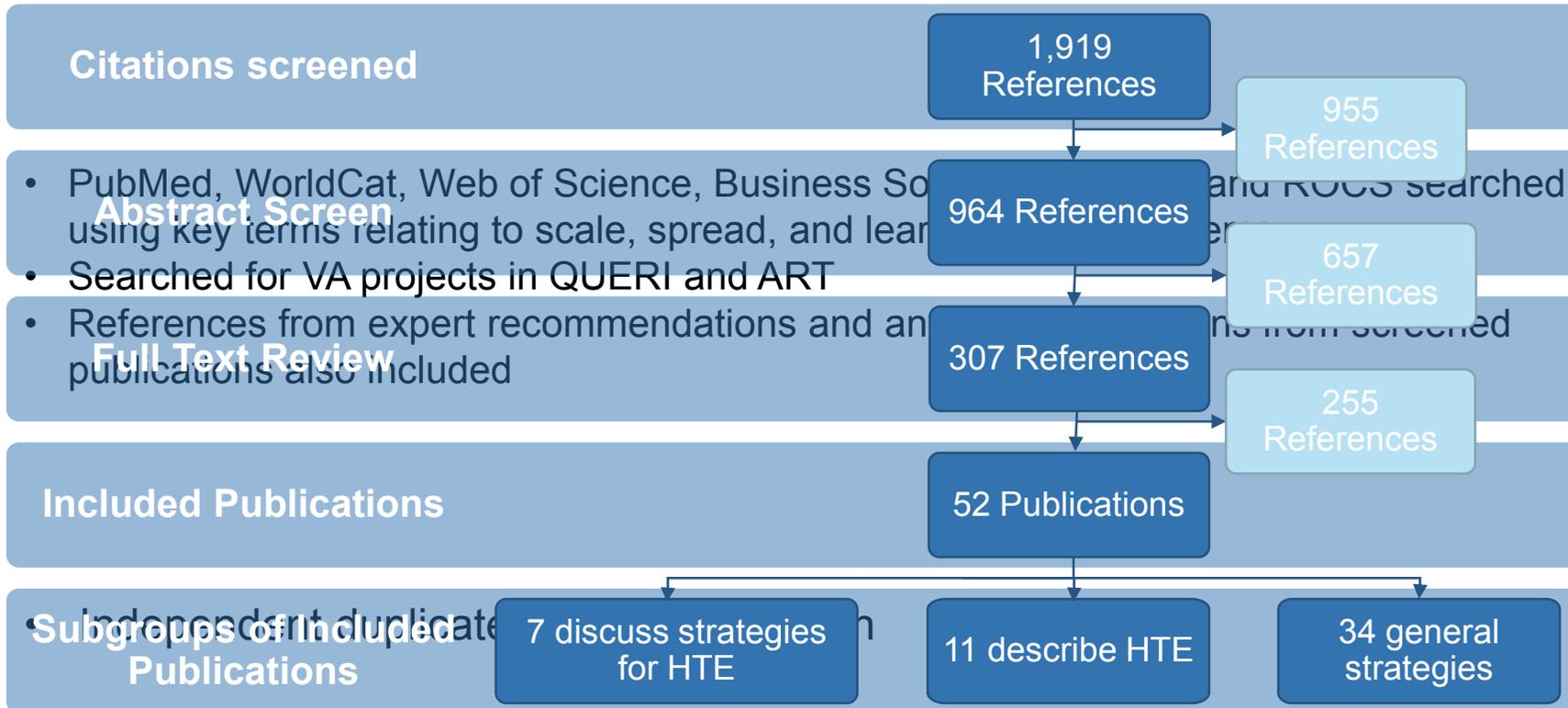
*Diffusion of Excellence Initiative*  
*VA Center for Innovation*

Saurabha Bhatnagar, MD  
*Acting Assistant Deputy Under Secretary for Health*  
*Office of Quality, Safety, and Value (10E2)*

# Objective









## QUERI Project Leads

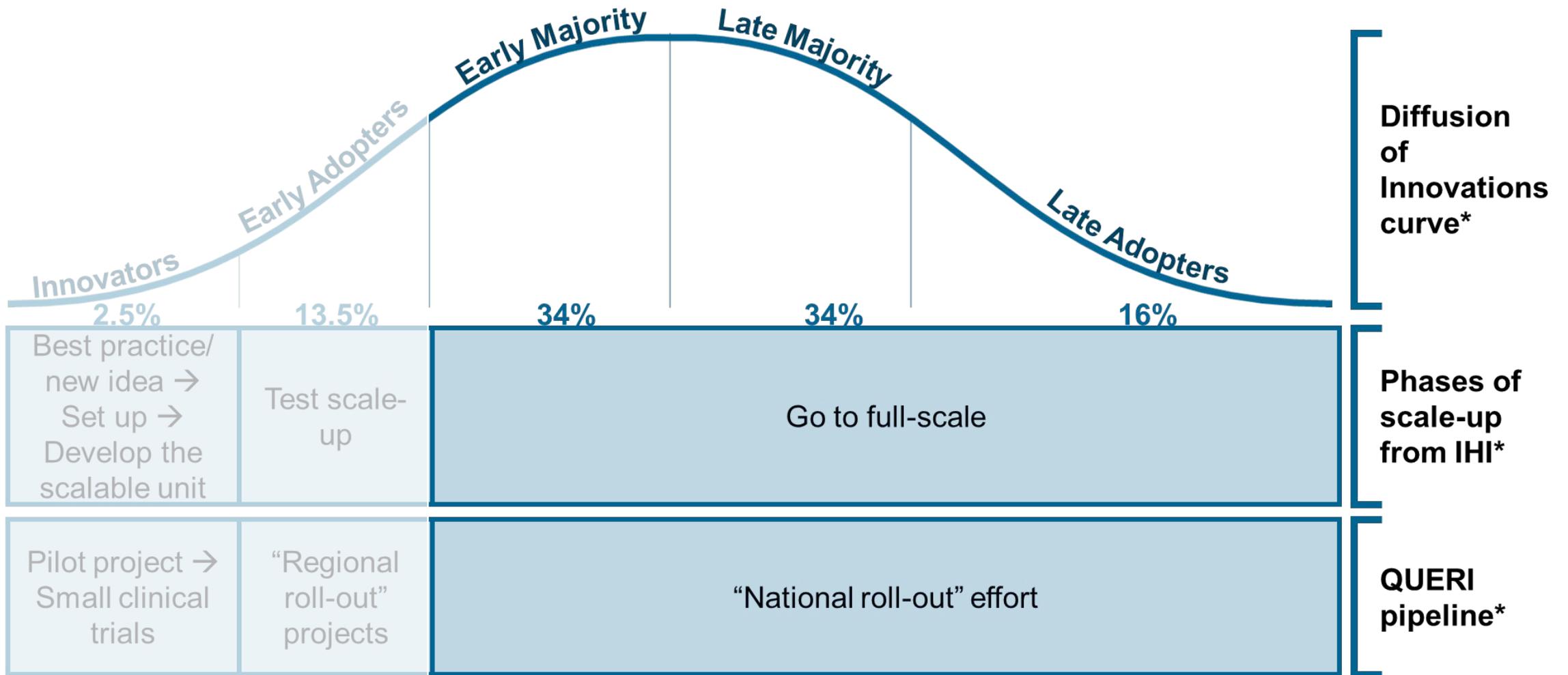
- 8 interviewees
- Large-scale spread projects or evaluations of national policy/program spread

## SAIL Improvers

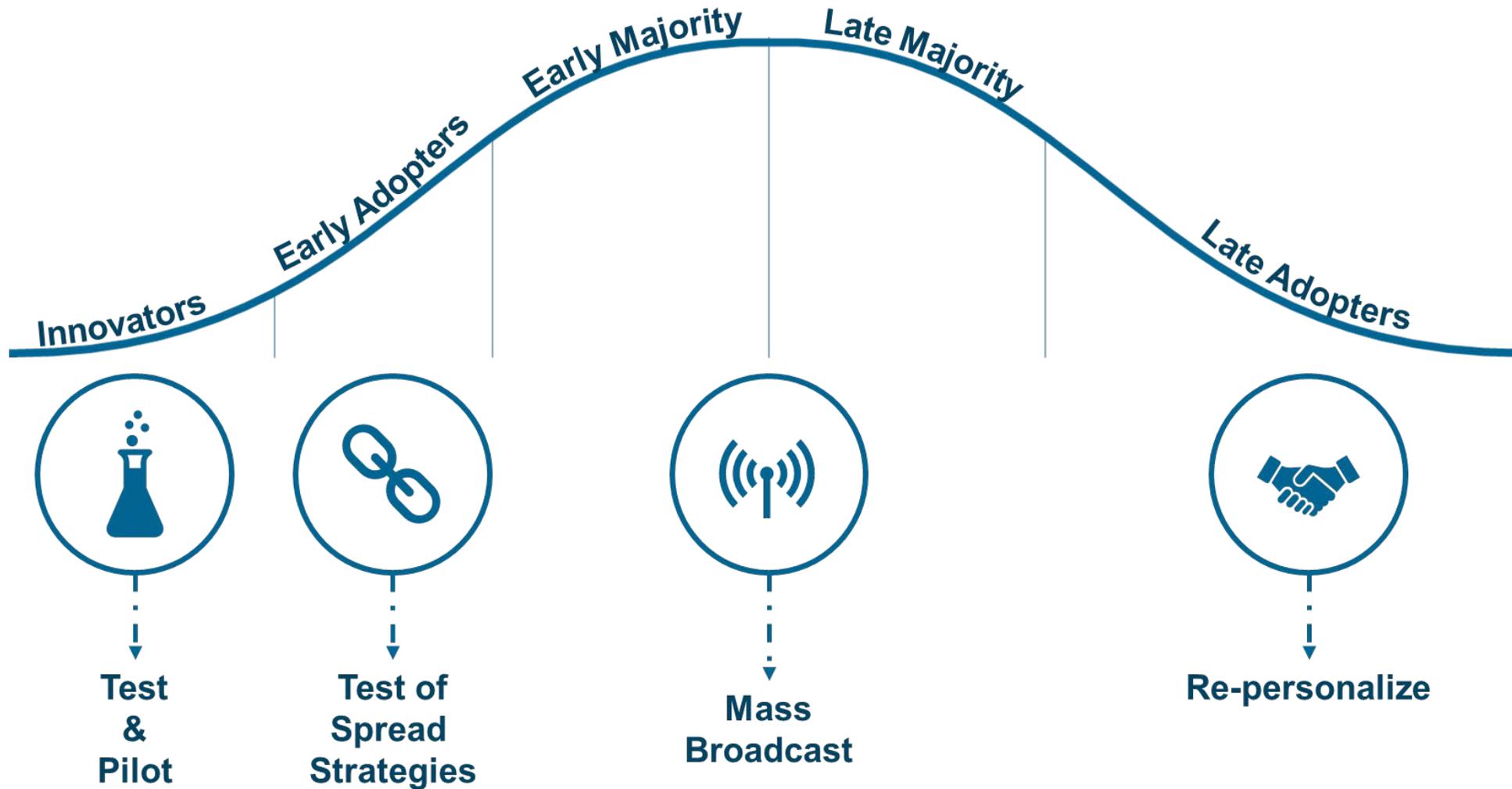
- 16 interviewees, 7 sites

	Q1	Q2	Q3	Q4	Q5
-	Light Red	Light Red	Light Orange	Light Yellow	Light Red
+	Light Green	Light Yellow	Light Green	Light Green	Light Green
↓	Light Green	Light Green	Light Green	Light Orange	Light Red
↑	Red	Orange	Yellow	Light Green	Light Green

# What does large magnitude scale-up and spread look like?



# Breaking down the process



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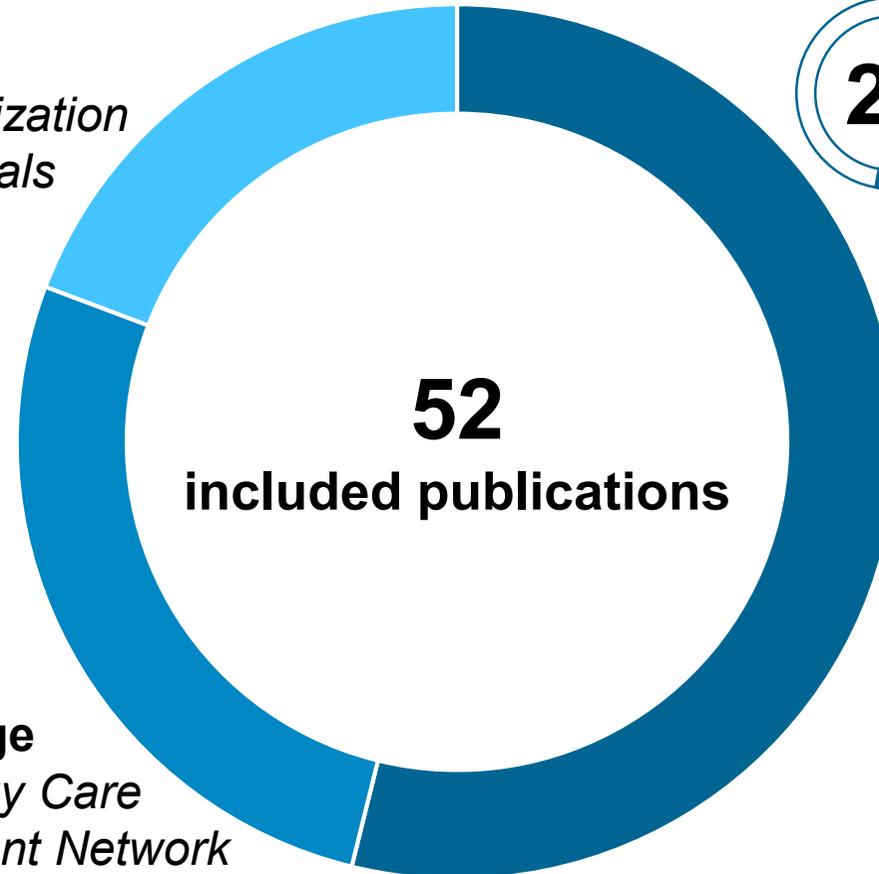
**Initiative-specific**  
*eg, Universal decolonization toolkit in 95 US hospitals*

- Unidirectional “push” to spread sites
- Focused to one initiative/practice
- Resources often external

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**Embedded within a system**  
*eg, Geisinger Learning Health System*

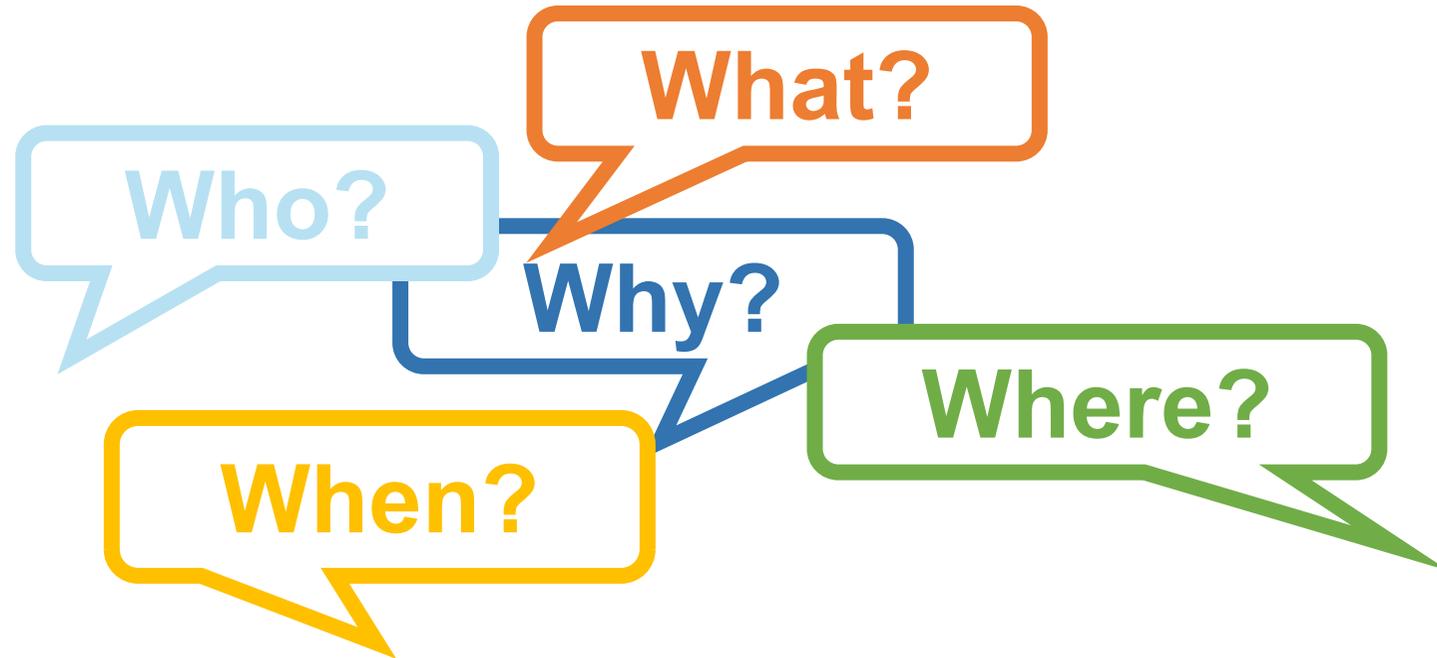
- Activities align with system priorities
- Shared infrastructure in spread sites
- Clear boundaries for spread



**14**

**Collaborative or exchange**  
*eg, Pediatric Rheumatology Care and Outcomes Improvement Network*

- Bidirectional exchange of information/ideas
- Topically related efforts
- Typically opt-in participation



# Preconditions to consider

## Who?

*Does the local team have...*

Authority to make necessary changes?

Communication with and support of leadership?

Communication and collaboration with relevant frontline employees?

Necessary resources?

## Why?

*Has the site...*

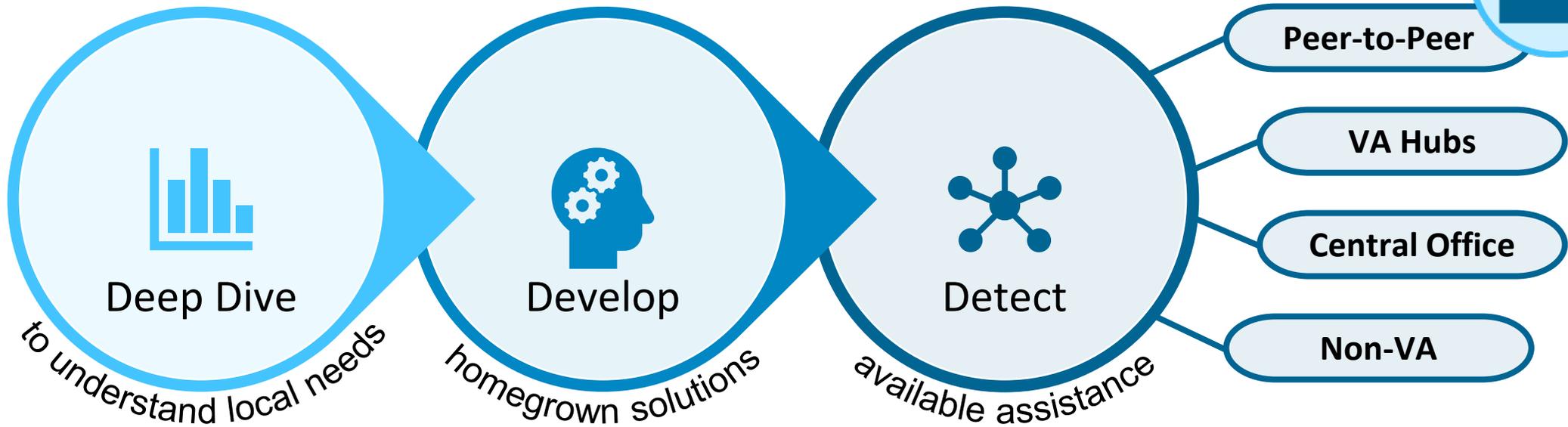
Worked to understand relevant metrics?

Done a “deep dive” to connect metrics to local experiences?

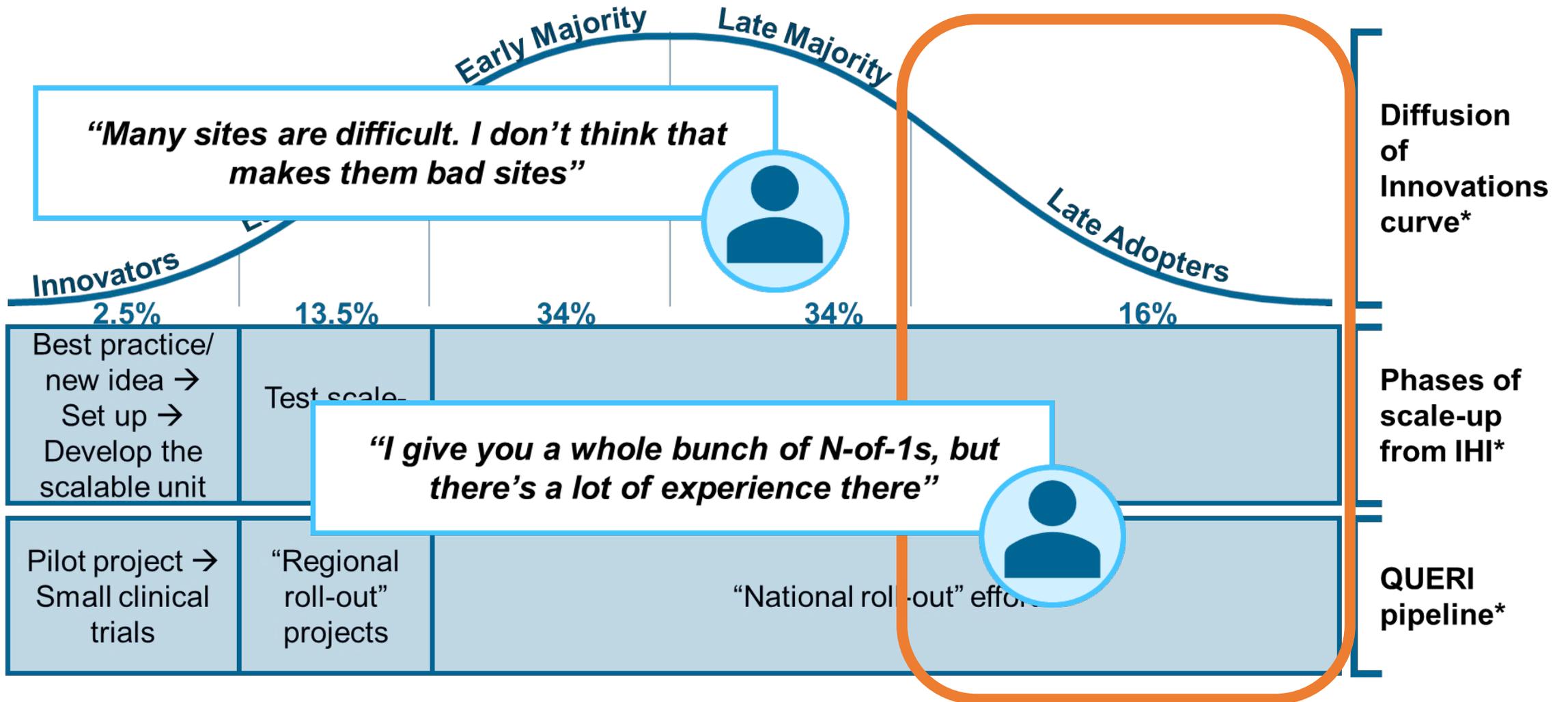
Established local priorities?

# VA preconditions & existing networks

*“we have the ability to reach out and get some great best practices from the other sites”*

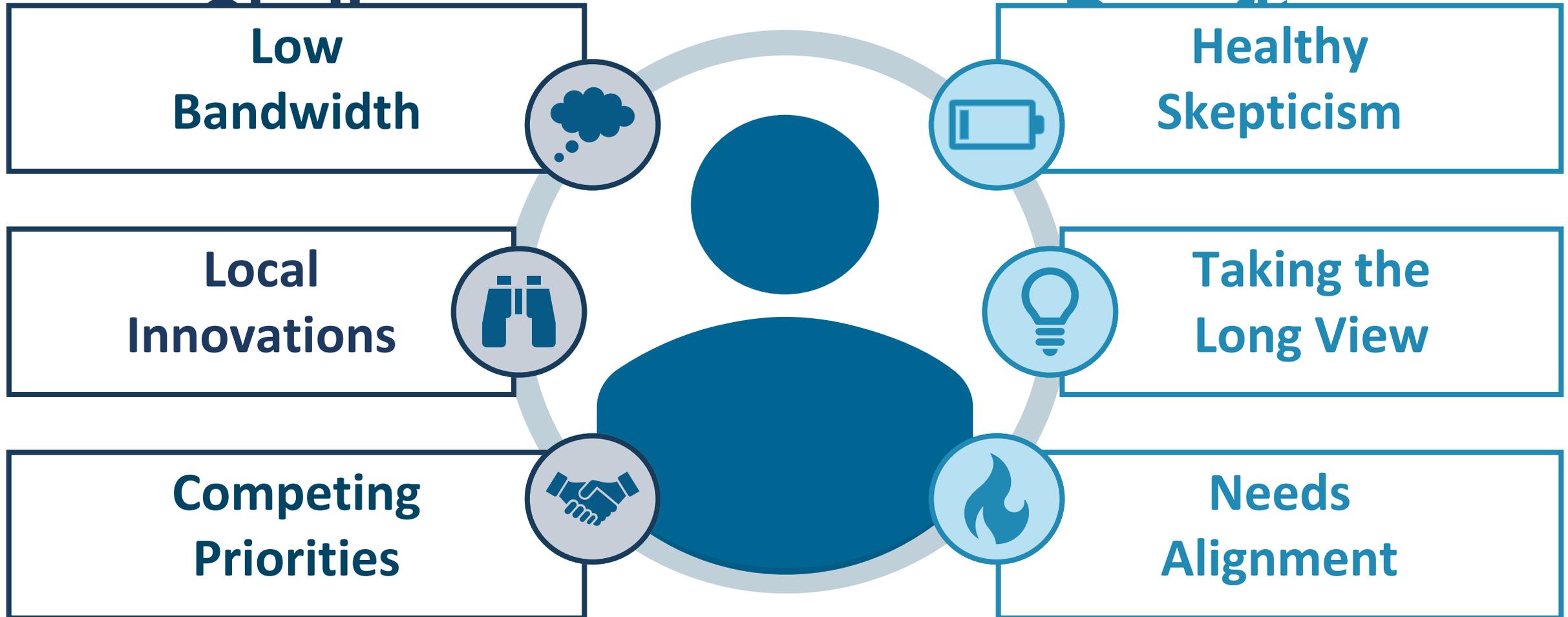


# Hard-to-engage sites

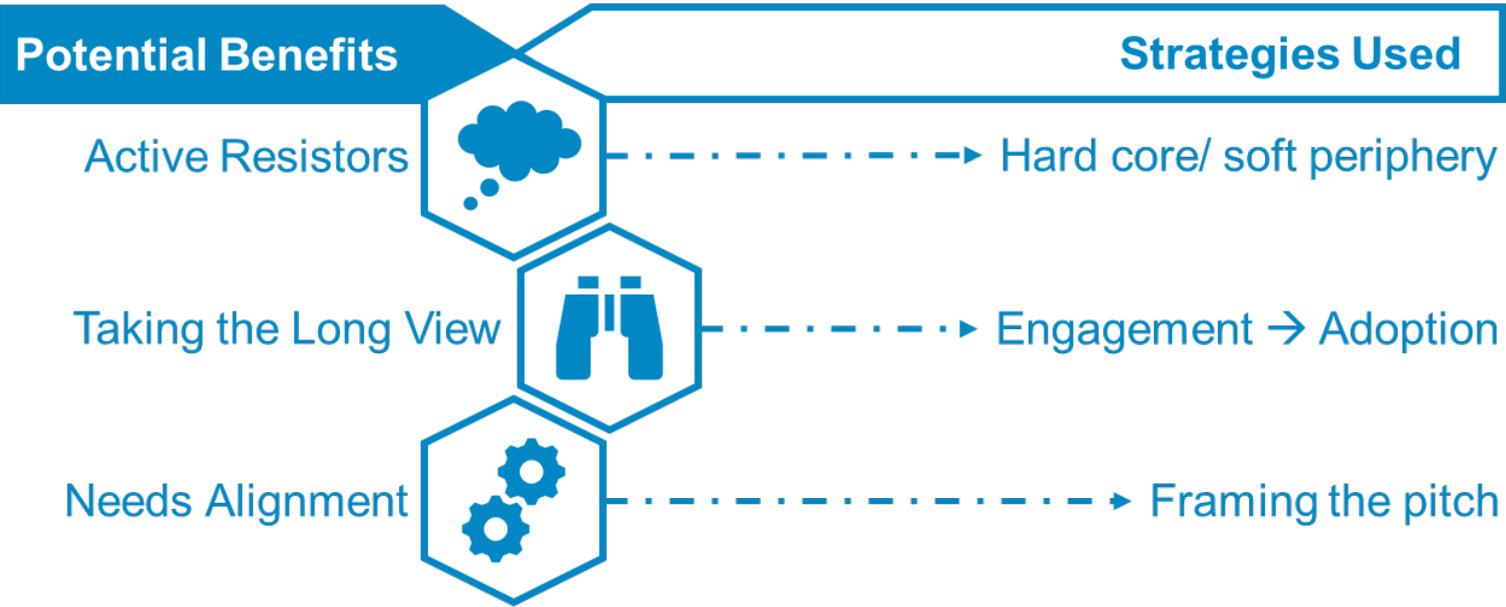
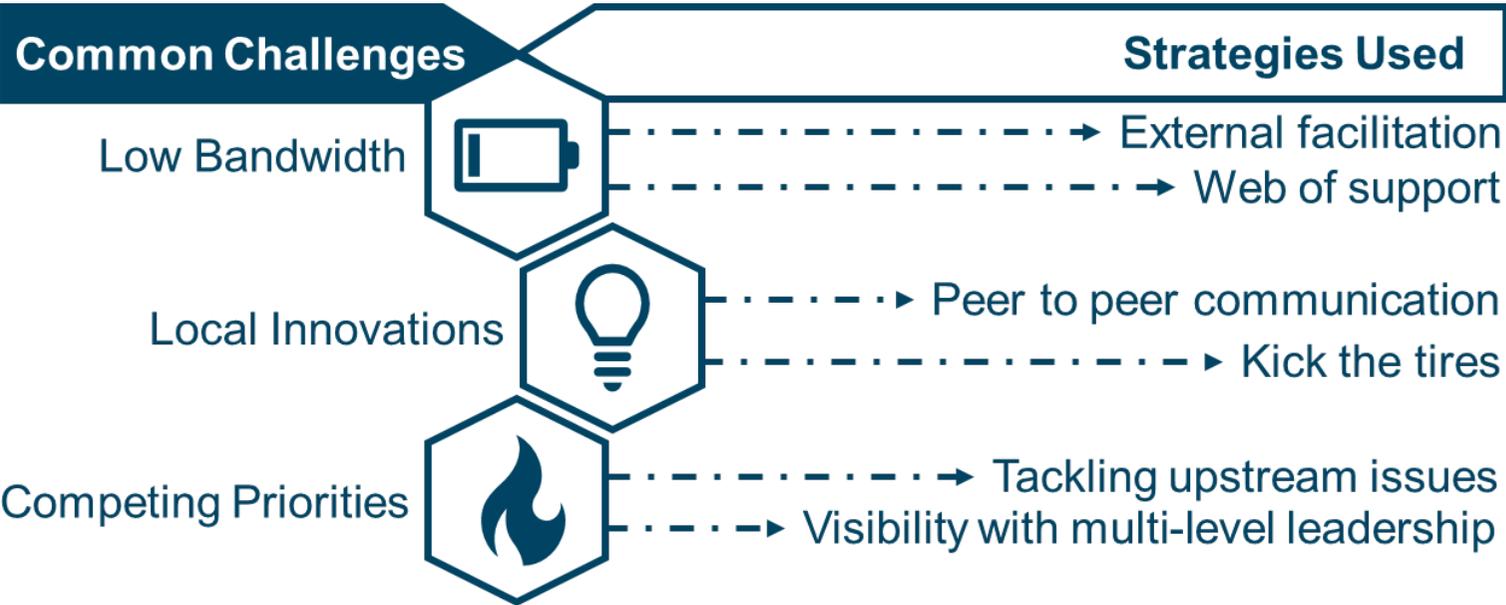


## Common

## Potential



# Strategies for hard-to-engage sites



***“they kind of stole from each other, which was great”***



***“we’ll go fight the battles for you”***



***“It’s not one size fits all. They have room to adapt”***





- Evolving terminology → no reliable, standardized terms for identifying relevant literature
- Details not described for large magnitude scale initiatives, especially related to hard-to-engage sites
- Likely publication bias



VA interviewees only

Also...

- Assume that a given initiative was broadly desirable or necessary (not always the case)
- Jingle jangle fallacy: scale up, scale out, spread

- Detailed descriptions of the full spread phase:
  - Testing different strategies for large magnitude spread
  - Strategies for reaching hard-to-engage sites in particular
  - Better documentation of tailoring/adaptations in later stages of spread efforts
- Relationship between macro models and strategies
- Defining overlap between low performing, late adopting and/or hard-to-engage sites

- What are the salient local factors?
- Are there existing networks that could be leveraged?
- Have you considered the various models infrastructure could take and how these may impact the effort?
- Using the knowledge of local sites that has been gathered, identify potential challenges or characteristics of these sites that might make them hard-to-engage and tailor strategies appropriately.

- Large magnitude scale/spread efforts may follow predictable process, but more research is needed about later stages
- Hard-to-engage are highly variable, require tailored strategies
- More personalized and intensive approaches can help engage sites
- Need more documentation and research with large scale scale up and spread, especially with hard-to-engage sites

## Diffusion of **EXCELLENCE**

Diffusing Best Practices Across VHA

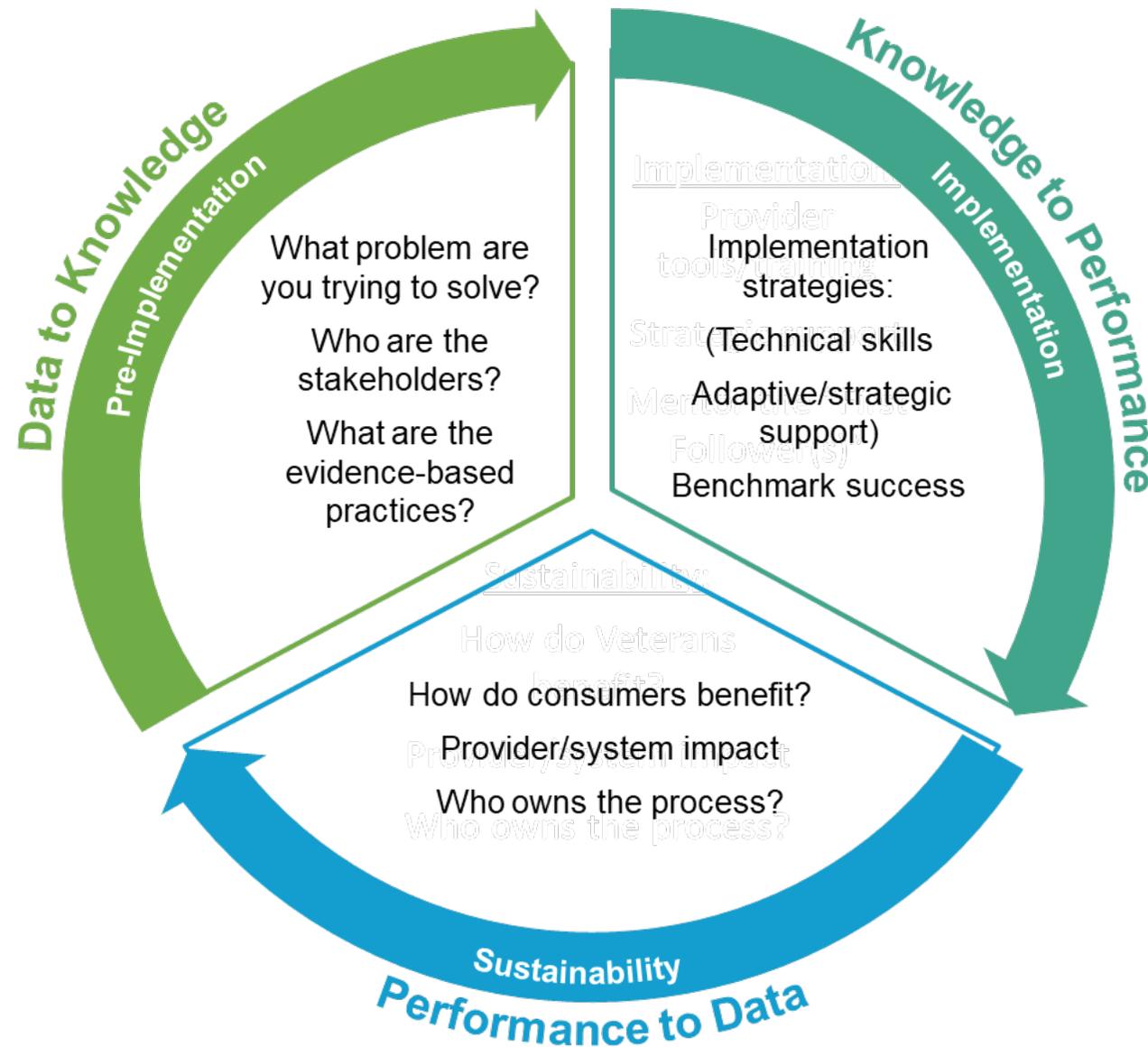


### Have you interacted with the Diffusion of Excellence?

*Including Shark Tank, Grand Rounds, etc.*

- I've participated
- I plan on it
- I've heard of it
- I'm excited to be hearing about this for the first time

# Report informed the QUERI Implementation Roadmap *(Kilbourne et al, Med Care in press)*



# QUERI Implementation Roadmap

	Pre-implementation	Implementation	Sustainability
<b>What is being implemented?</b>	<p><b>Identify a problem and solution</b></p> <ul style="list-style-type: none"> <li>Identify high-priority need and goals</li> <li>Agree on evidence-based practices (EBP) and settings</li> <li>Clarify EBP core elements, adaptation options (consumer, provider input)</li> </ul>	<p><b>Implement an intervention</b></p> <ul style="list-style-type: none"> <li>Select implementation strategies</li> <li>Tailor strategies to local settings</li> <li>Disseminate implementation plan and support tools</li> </ul>	<p><b>Sustain an intervention</b></p> <ul style="list-style-type: none"> <li>Develop business plan to continue EBP</li> <li>Monitor for changes in EBP, whether different EBP is needed</li> <li>Weigh costs of maintaining EBP</li> </ul>
<b>Who and what settings are involved?</b>	<p><b>Engage stakeholders</b></p> <ul style="list-style-type: none"> <li>Cultivate leadership/stakeholder support</li> <li>Assess capacity, including barriers and solutions to EBP delivery</li> <li>Package EBP with delivery adaptations</li> </ul>	<p><b>Activate implementation teams</b></p> <ul style="list-style-type: none"> <li>Convey top-down practice support “push” to local sites from leadership</li> <li>Empower bottom-up “pull” to enhance stakeholder buy-in at local level</li> <li>Create stakeholder feedback channels</li> </ul>	<p><b>Transition ownership to stakeholders</b></p> <ul style="list-style-type: none"> <li>Provide management support</li> <li>Plan and budget for resources</li> <li>Support continuous learning and innovation in local stakeholder teams</li> </ul>
<b>How is it being measured?</b>	<p><b>Develop measures and data</b></p> <ul style="list-style-type: none"> <li>Design evaluation to match goals</li> <li>Identify measures of success and data sources</li> <li>Establish baseline performance</li> </ul>	<p><b>Monitor implementation progress</b></p> <ul style="list-style-type: none"> <li>Report progress to stakeholders</li> <li>Make data accessible to stakeholders</li> <li>Adjust plan based on feedback</li> </ul>	<p><b>Ongoing Evaluation and Reflection</b></p> <ul style="list-style-type: none"> <li>Consumer outcomes</li> <li>Delivery of EBP (fidelity vs. adaptation)</li> <li>Provider and system costs</li> </ul>

## Our Team

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# Thank you!

If you have further questions, please feel free to contact:

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*Scaling Beyond Early Adopters: A Systematic Review and Key Informant Perspectives*

Full-length report and cyberseminar available on ESP website:

<http://www.hsrd.research.va.gov/publications/esp/>

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**VA**

