



VHA Systems Redesign

Overview Activates, & Connections to Research

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Overview of session

- Update on VHA Systems Redesign
 - Current priorities
 - Potential for research partnerships
- Update on QUERI Program
 - Evolving models
 - Collaborations with SR
- Discussion



Poll X 3

- Do you actively network with someone “in the trenches” doing front line improvement work in the area of your research interest?
- Do you have a working knowledge (training and experience) in “how to do improvement?”
- Have you been connected to (attend, participate, research) a VA Collaborative?



VHA Mission

... “Honor America’s Veterans by providing exceptional healthcare that improves their health and well being...”

Systems Redesign is Quality Improvement

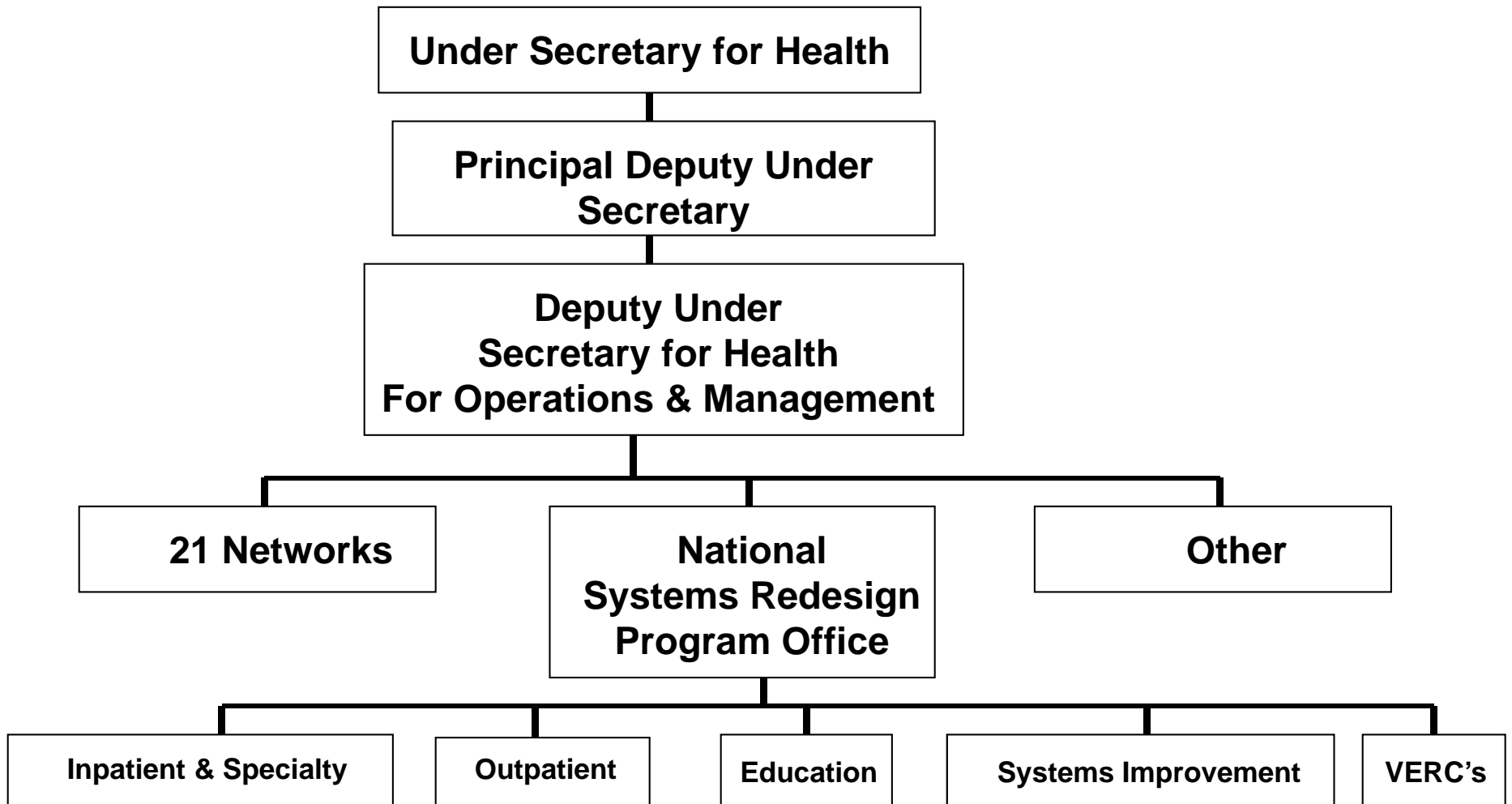
“Unceasing efforts of everyone....to make changes that will lead to better patient outcomes (health), better system performance (care) and better professional development (learning)...

Batalden, Paul; Davidoff, Frank. What is quality improvement and how can it transform healthcare?

Downloaded from qshc.bmj.com on 14 February 2007.

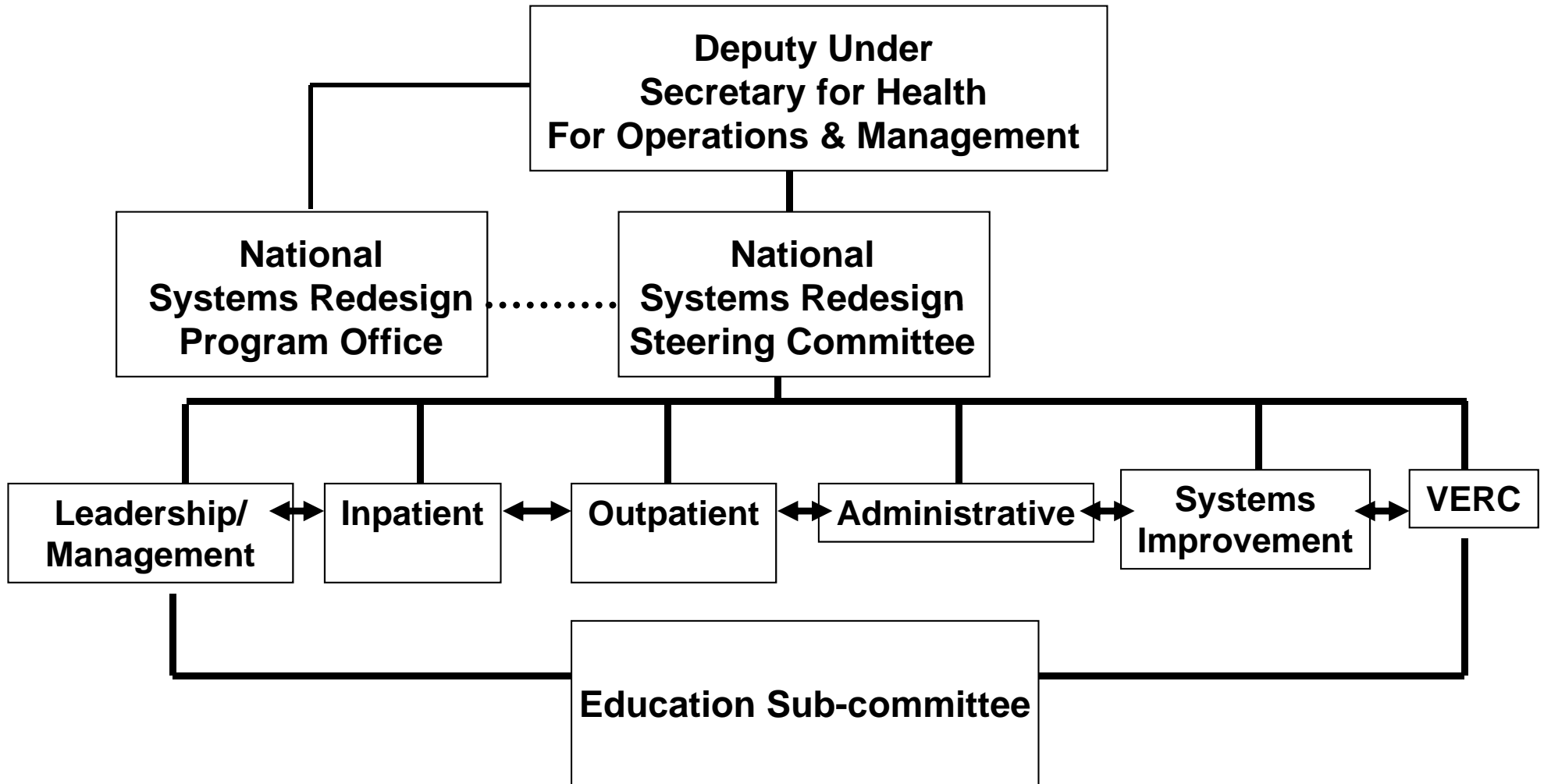


Where Does Systems Redesign Fit?





SR: Office, Committees, Communities





SR Communities

- VISN POC's (21)
- Facility POC's & Improvement Professionals
- Steering Committee & Subcommittees
- Leadership
- Collaboratives
- Learning Opportunities/Schools
- Schedulers (53,000)
- Systems Engineers (about 40)



Some Current Activities

- PACT Collaborative (150 sites)
- Inpatient Collaboratives (20 to 45 each)
 - Patient Flow Center, Bedside Care Collaborative, Transitioning Levels of Care, Cancer
 - Inpatient Informatics
- Outpatient
 - Access Measures, policy,
 - Scheduler training
- Learning Opportunities
 - Improvement Advisor Academy, Flow, (Access coming soon)
 - How to run a Collaborative, how to run an Rapid Process Improvement Workshop
 - National Meetings/Conferences



Some Current Activities II

- Administrative
 - Hiring Collaborative II
 - Telephone Collaborative
 - C&P..... DES
- Systems Improvement
 - Improvement Capability Grants,
 - Strong Practice database
 - Leading Organizational Improvement Workshops



Some Current Activities III

- VERC's
 - 50 + projects @ National, Network, & Local levels
 - No-Show reduction
 - Reusable medical equipment
 - <https://vaww.visn4.portal.va.gov/pittsburgh/home/verc/default.aspx>
- Office
 - Leading Health-e-Vet Scheduling package software selection and implementation
 - Role in network evaluation & measurement



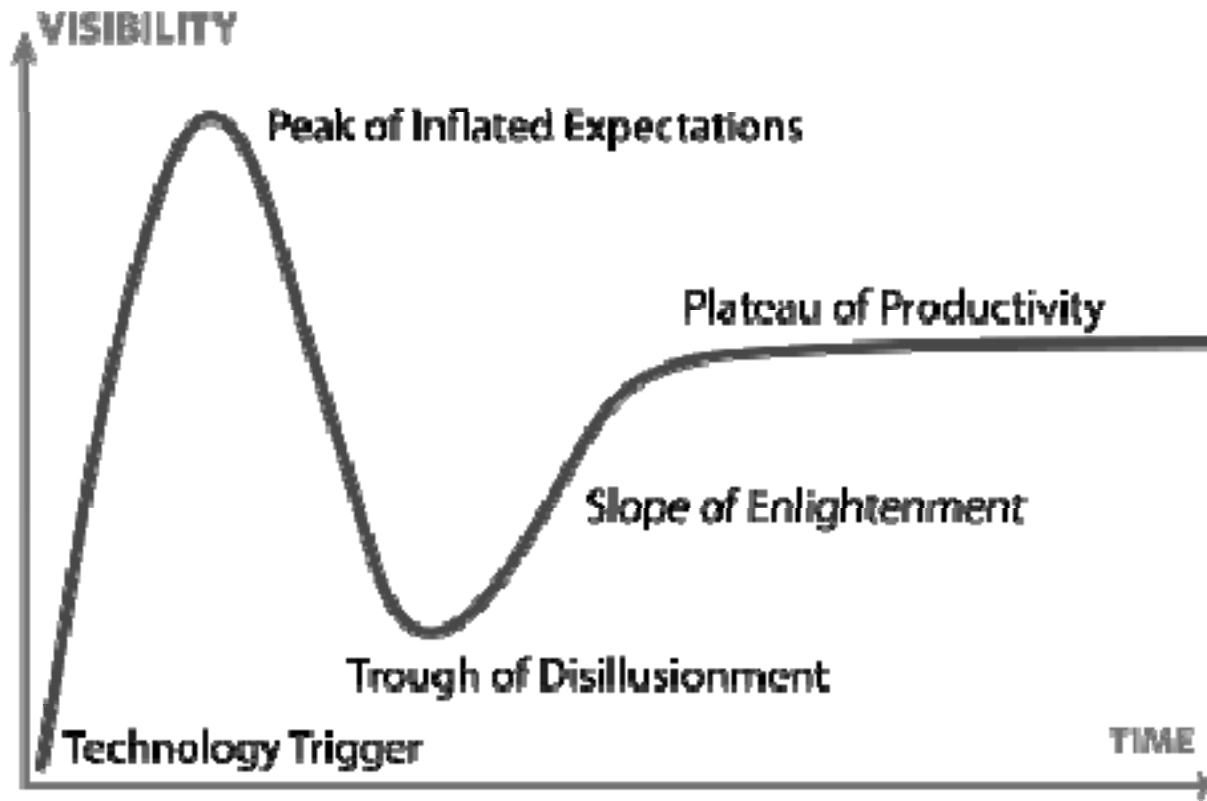
Change Process “Learnings”

- Importance of champions
- Importance of alignment
 - Leadership priorities
 - Resources
- Importance of a deliberate, informed process
 - VA~TAMMCS (Vision, Analysis, Team, Aim, Map, Measure, Change, Sustain/Spread)
 - Faculty/Coaches/Coordinators
- Right tool for right problem
- Don't underestimate the soft stuff
 - Communication balance of push and pull
 - Relationships



Change Process “Learnings” II

Hype Cycle



Gartner, 1995 - from Wikipedia



Standardization/Spread

- Spread is a “decision to adopt.”
- Spread is driven by measurement
- Spread is fueled by standardization & by Information Technology
- The standardization paradox: resonance vs. resistance



Research Priorities (1 View)

- Measurement of access
 - How do measurement system time stamps relate to patient perception/expectations?
- How to build improvement capability
- How to motivate change in a salaried environment
- Optimal scheduling “rules” for primary, specialty, diagnostic, & home care



Research Priorities (1 View) II

- Best hospital/network flow management system?
- Optimal contingency plan for each type of supply?
- Nurse care that leads to better outcomes
- Best way to do Multidisciplinary Rounds
- Shift handovers
- Admission and discharge planning
- Ward “schedule” or rhythm



Research Priorities (1 View) III

- Optimal task distribution in PACT
 - Protocol implementation & outcomes
 - Primary vs. specialty care roles
- Optimal specialty care value
 - Traditional vs. service agreements, vs. e-consults vs. mini-residency, vs. ECHO (Extension for Community Care Outcomes @ www.ECHO.umn.edu)
 - Other