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CENTER FOR IMPLEMENTATION PRACTICE & RESEARCH SUPPORT

Winter 2011

OVERVIEW OF CIPRS ACTIVITIES

During its first two years of activity CIPRS launched a broad portfolio of activities to achieve its major goals. In the domain of support for VA implementation research CIPRS conducted a major training meeting targeting new implementation researchers (Enhancing Implementation Science, July 2010), a smaller meeting of VA implementation research experts convened to review and refine the key QUERI frameworks (Advancing Implementation Science, July 2009), helped establish a joint NIH/VA Implementation Research Institute, and conducted a number of Cyber Seminar series and individual seminars and workshops. CIPRS staff continue to provide individual consultation and technical assistance to VA implementation researchers.

In the domain of support for VA implementation practice, CIPRS developed an Evaluation Resource Guide, facilitated and launched a series of projects for key VHA operations programs (e.g., Office of Quality and Performance, Systems Redesign, Patient Care Services) and contributes to several VHA operations activities and leadership groups through membership on key committees and participation in various projects and initiatives (e.g., Systems Improvement Subcommittee of the Systems Redesign Steering Committee,



Diabetes Guideline Implementation Strategy Working Group).

Through its implementation research support activities, CIPRS has contributed to increased interest and activity in implementation science

among VA researchers as well as improvements in the quality of VA implementation research funding applications, projects and publications. Participation in CIPRS educational programs and demand for CIPRS consultation and technical assistance are expected to increase during the coming year as HSR&D works to strengthen VA researchers' orientation towards operations-focused research, including implementation research.

Through its implementation practice activities, CIPRS has helped to strengthen VA HSR&D/ QUERI – Operations partnerships and the quantity and quantity of VA researcher support for, and collaboration with, VA healthcare operations. This edition of the CIPRS newsletter describes many of these activities and the CIPRS staff who conduct them.

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Mission Statement

The VA Center for Implementation Practice and Research Support (CIPRS) is a U.S. Department of Veterans Affairs (VA) Quality Enhancement Research Initiative (QUERI) resource center that aims to facilitate accelerated improvement in the quality and performance of the VA healthcare delivery system through enhanced VA implementation practice and implementation research. QUERI works to improve the quality of healthcare for Veterans by facilitating improved implementation of research findings and other innovations into routine clinical practice and contributing to the continued development of the field of implementation science.



Quality Enhancement
Research Initiative

VA GREATER LOS ANGELES
HEALTHCARE SYSTEM



A Division of VA Desert Pacific
Healthcare Network

ENHANCING IMPLEMENTATION SCIENCE IN VA

CIPRS conducted a two-day training meeting entitled "Enhancing Implementation Science in VA" in Denver, CO on July 19-20, 2010. The training meeting was designed for HSR&D and QUERI investigators interested in developing or enhancing their implementation research knowledge and skill in order to improve their success in:

- Studying implementation processes, and
- Accelerating improvement in healthcare quality and outcomes through implementation of evidence-based practices.

The meeting agenda included a mix of expert lectures, panel presentations, small-group working sessions, and follow-up reports by participants. Faculty included VA and non-VA research, policy and practice leaders. Training content addressed three primary themes:

- Overview of implementation science and programs of implementation research,
- Theoretical frameworks and design of implementation strategies and programs, and
- Evaluation designs and methods.

The conference agenda included special guest presentations from several VA and non-VA leaders:

- Russ Glasgow (formerly at Kaiser Permanente's Center for Health Dissemination and Implementation Research and now at NCI) gave a talk titled "Enhancing Implementation and Related Science: A Non-VA Perspective"
- David Atkins, QUERI Director; Bradley Karlin, VA National Mental Health Director, Psychotherapy and Psychogeriatrics; and Kim Nazi, My HealthVet Performance and Evaluation Manager, presented in a panel on "Enhancing Operations-Research Partnerships"

If you are interested in having a version of this training meeting conducted at your site, please contact us at CIPRS@va.gov or 818-895-5828.



EIS CONFERENCE FOLLOW-UP CYBER SEMINAR SERIES

CIPRS launched a new Cyber Seminar Series entitled "Enhancing Implementation Science (EIS)" in January 2011 to build on the July 2010 training conference of the same title. The EIS Cyber Seminar Series is designed for attendees of the July 2010 training meeting who wish to continue to explore the 2010 meeting content, as well as researchers who were not able to attend the July meeting. Cyber Seminar sessions begin with condensed versions of the July 2010 presentations, followed by a lengthy question-and-answer period. Cyber Seminar participants who did not attend the July 2010 meeting are asked to watch the recorded presentations from the July meeting prior to joining each Cyber Seminar session.



The EIS Cyber Seminar series includes the following sessions:

- 1/13/11: Mark Bauer, MD, and Geoffrey Curran, PhD – Designing Hybrid Effectiveness-Implementation Studies
- 2/10/11: Laura Damschroder, MS, MPH – The Role and Selection of Theoretical Frameworks in Implementation Research
- 3/10/11: Theresa Damush, PhD – Using Theory to Plan and Tailor Implementation Programs
- 4/14/11: Jeff Smith, PhD(c) – Evaluating Implementation Program Effectiveness and Studying Implementation Processes
- 5/12/11: Hildi Hagedorn, PhD, LP – Evaluation in Implementation Research: Examples and Challenges

All sessions are held at 12:00 pm ET. Archived (recorded) copies of past sessions and registration instructions for future sessions are available on the HSR&D Cyber Seminar catalog site (www.hsrd.research.va.gov/for_researchers/cyber_seminars).

ASSESSING IMPLEMENTATION OF POST-DEPLOYMENT INTEGRATED CARE: A PILOT STUDY (PDICI)

VA's Post-Deployment Integrated Care Initiative (PDICI) is supporting the development of new clinical care arrangements at VA facilities throughout the US to improve coordination and quality of care for returning vets. This project is supporting PDICI and generating new insights into implementation processes through its study aims: (1) document and characterize (a) the introduction of PDICI clinics into VA healthcare delivery facilities, and (b) the clinics' structure and organization, and (2) identify (a) key factors leading to different implementation processes and organizational arrangements and (b) selected impacts of different implementation processes and organizational arrangements.

Project co-PI **Tamar Wyte, DPT, MPH** and Project Director **Casey MacGregor, MSW**, conducted site visits and telephone interviews to complete intensive case studies of six PDICI programs at selected VA facilities. A national survey of all PDICI clinics was conducted to supplement the case study data. Study findings will help develop best practice recommendations and insights regarding implementation processes and clinic arrangements and will help identify policy, leadership and facility/clinic attributes that may influence these processes and arrangements. VA's national directors of Post-Deployment Integrated Care, **Dr. Stephen Hunt** and **Lucile Burgo**, serve as liaisons and advisors to the project. Preliminary findings from the study were presented at the HSR&D National Meeting, February 2011.

For more information on this project, please contact Casey MacGregor, MSW at Casey.Macgregor@va.gov.

VARIATIONS IN THE IMPLEMENTATION AND CHARACTERISTICS OF CHIROPRACTIC SERVICES IN VA: A PILOT STUDY (VICCS)

The VA introduced chiropractic services into its healthcare delivery system in 2004. Maximizing the quality, efficiency and benefits of these services represent important policy and practice goals for VA. This project is describing (1) the implementation of chiropractic services into individual VA healthcare delivery facilities, and (2) the characteristics and organizational arrangements through which these services are delivered, including their integration with existing clinical services. The project is identifying differences in the implementation processes and organizational arrangements and examining the causes and consequences of these differences.

The results of this project will offer guidance to VA leaders as they consider possible expansion of VA's current chiropractic care program, and will help the research team plan future research on chiropractic care. The results will also provide important insights into challenges and strategies for introducing other new clinical programs and services (including complementary and alternative medicine [CAM] services) into other VA facilities, Department of Defense (DoD) facilities and other large healthcare delivery systems.

Dr. Anthony Lisi, national director of chiropractic services for VA, is co-Principal Investigator in the study.

For more information on this project, please contact Angela Cohen, MPH, CHES, at Angela.Cohen2@va.gov.

SYSTEMS REDESIGN NATIONAL IMPROVEMENT INITIATIVES EVALUATION

The Cleveland branch of CIPRS, led by Associate Director **David Aron, MD**, is conducting a 24-month project to evaluate the VA Office of Systems Redesign *National Improvement Initiatives* program (SR-NII), examining its impacts on VA facility performance improvement capability and on Veterans, staff, and key organizational performance indicators and related outcomes.

Methods employed in the evaluation include qualitative interviews, quantitative and qualitative data collection via self-report and utilization of institutional data. The study is employing a model developed by Adler et al that includes an assessment of resources required to implement quality improvement programs as well as a review of outputs. Finally, SR-NII reports produced by individual facilities will be analyzed to compare baseline to final measurements.

The final report, to be completed in Fall 2011, will include results of quantitative data analyses and qualitative interviews and a summary of "lessons learned" that will enable successful implementation and sustainability of QI programs.

For more information about this project, please contact Katherine Thweatt, EdD, at Katherine.Thweatt@va.gov.

USING EVALUATION TO IMPROVE OUR WORK: A RESOURCE GUIDE

VA conducts a large number of quality improvement projects and implements many innovative programs each year. The success and benefit of these efforts are generally enhanced when accompanied and guided by internal and/or external evaluation. A CIPRS team, led by **Susanne Salem-Schatz, ScD** funded by the Office of Quality and Performance (OQP) authored [Using Evaluation to Improve Our Work: A Resource Guide](#) to facilitate enhanced evaluation of VA innovations and improvement initiatives. The Resource Guide was developed under the aegis of the Systems Improvement Subcommittee of the VHA's Systems Redesign Steering Committee and is a collection of tools, resources and additional guidance to facilitate improved evaluation practice and effectiveness. The Guide provides an overview of evaluation, a collection of links and references to a broader range of evaluation resources, and detailed information about two specific self-evaluation tools: the Team Development Measure® and After Action Review. These tools were identified as critical evaluation needs during discussions with VA quality management, Systems Redesign, and other clinical and non-clinical leaders and staff from VA Central Office (VACO), Veterans Integrated Service Networks (VISNs), and VA medical centers (VAMCs). The Guide is accessible from the CIPRS website and SharePoint site and from the Systems Redesign SharePoint site. Drs. Michael Davies and Joe Francis from VA's Office of Systems Redesign and Office of Quality and Performance introduced the Guide on a national Cyber Seminar on December 16, 2010. The CIPRS Evaluation Resource Guide has also been publicized through several VA conferences and national conference calls.

CIPRS facilitated the development of an automated, online system that allows VHA teams to set up and manage their own Team Development Measure surveys. The system was developed by VSSC and is available at vaww.vssc.med.va.gov/TeamDevelopmentMeasure. It has been used by several dozen VA teams throughout the US.

For more information about the Evaluation Resource Guide, please contact Nina Smith, MPH at Nina.Smith@va.gov.

QUALITY IMPROVEMENT TOOLKIT SERIES

This CIPRS project is led by **Steven Asch, MD**, co-director of the HIV/AIDS/Hepatitis QUERI Center and **Jennifer Malin, MD, PhD**. The project is a unique partnership between QUERI, VA's Office of Systems Redesign (OSR) and VA's Office of Quality and Performance (OQP) and involves the creation and dissemination of a series of Quality Improvement Toolkits, web-based compilations of technical, clinical, and organizational innovations whose implementation may aid VA facilities improve their performance on OQP quality indicators and performance measures for specific clinical domains. Tools for the Toolkits are assembled from publicly available sources, from VA research and performance improvement projects, and from individual VA facilities, including facilities participating in national improvement initiatives such as the VA Cancer Care Collaboratives led by the Indianapolis VA VERC (Veterans Engineering Resource Center). Tools include CPRS order sets, CPRS templates, enhanced registries and patient databases, service agreements, and care process flow maps. The Toolkits are based on the VHA Office of System Redesign VA-TAMMCS model and are designed for use by VA facility and VISN clinical managers and improvement experts. The VA Lung Cancer Toolkit was launched in parallel with dissemination of OQP's first EPRP measurements of lung cancer quality and timeliness indicators and is accessible through the following VA intranet site: vaww.visn11.portal.va.gov/sites/Indianapolis/verc/occ/Pages/toolkit_homepage.aspx. This toolkit is also linked to via the OQP Special Studies website: vaww.oqp.med.va.gov/programs/qi/qualityImprov.aspx. Users of the Toolkit website will be encouraged to contribute additional Tools and provide feedback on the Tools themselves and the implementation of the tools.

A Colorectal Cancer (CRC) Toolkit is currently in development as well as Toolkits for Prostate Cancer Care and End-of-life/Supportive Care. The Toolkit site has been promoted in the VHA Cancer Care Collaboratives and was publicized during a November 2010 national call that introduced the results of the OQP Special Study on the Quality of VHA Lung Cancer Care and during a VA Cyber Seminar on January 6, 2011. Evaluation of the Toolkits will occur in several phases. Initial interviews with the CCC lung cancer teams yielded data on improvement activities and their organizational context. Subsequent interviews and surveys will yield information on users' assessment of the draft Toolkit, to guide its refinement.

For more information about the Quality Improvement Toolkit Series, please contact Nina Smith, MPH at Nina.Smith@va.gov.

IMPLEMENTATION RESEARCH RESOURCE CLEARINGHOUSE

The QUERI Implementation Research Resource Clearinghouse (IRRC) was motivated by the lack of readily accessible tools and resources for implementation research in health. The Clearinghouse is a centralized, web-based, continuously-developing source of tools and resources to support new and experienced researchers as they plan, design, conduct, and disseminate the results of their implementation research projects.

The Clearinghouse includes links to:

- Funders of implementation research
- Journals that publish implementation research
- Theories and methods utilized in implementation research
- Centers that conduct implementation research
- Real-life research to practice (or policy) scenarios of how implementation science research can be used to reach quality improvement goals



CIPRS staff, supported by QUERI Implementation Research Coordinators, developed the initial Clearinghouse content. The Clearinghouse structure and format were developed by CIPRS staff on the basis of other clearinghouses, discussions with VA and non-VA colleagues, and guidance from a Clearinghouse Advisory Board. Continued expansion of the Clearinghouse will rely on user feedback, updating, and contributions. Users will be encouraged to fill out an evaluation form about their experiences with using the Clearinghouse, volunteer for the Clearinghouse Content Development Group, and contribute additional content, including their own Research-to-Practice examples.

The Implementation Research Resource Clearinghouse is currently being tested for usability and resides on the QUERI website: www.queri.research.va.gov/clearinghouse. For more information about the Implementation Research Resource Clearinghouse, please contact Nina Smith, MPH, at Nina.Smith@va.gov.

PARIHS DEVELOPMENTAL INITIATIVE

CIPRS aims to strengthen the use of theory in implementation research within VA, and to stimulate VA researchers' development and refinement of useful theories. **Cheryl Stetler, PhD** is directing a project to strengthen use of theory in implementation science by exploring QUERI's use of the PARIHS (Promoting Action on Research Implementation in Health Services) framework. Dr. Stetler and a team of several QUERI Implementation Research Coordinators conducted a qualitative, critical synthesis of peer-reviewed PARIHS literature and published an article in *Implementation Science* in October 2010 (Helfrich CD, Damschroder LJ, Hagedorn HJ et al., A critical synthesis of literature on the promoting action on research implementation in health services (PARIHS) framework. *Implement Sci.* 2010 Oct 25;5:82).

The team has also undertaken a systematic literature review to develop a guide to use of the PARIHS framework in implementation studies. The guide, now available on the CIPRS SharePoint site for internal VA use, provides practical guidance and advice to researchers interested in using the PARIHS framework in their studies.

Additionally, a subgroup of the PARIHS Development Initiative team is reviewing QUERI Center publications and other documents relevant to PARIHS. Key stakeholder interviews will be conducted to assess current uses as well as the perceived strengths and limitations of PARIHS.

For more information about the PARIHS Developmental Initiative, please contact Debbie Jenkins, MA (Deborah.Jenkins@va.gov) or CIPRS@va.gov.

CLEVELAND VA CENTER OF EXCELLENCE IN PRIMARY CARE EDUCATION

Dr. David Aron, CIPRS Associate Director, has received funding from VA's Office of Academic Affiliations to establish one of five new VA Centers of Excellence in Primary Care Education. Each center will develop and test innovative approaches to prepare health professions trainees (including physician residents, advanced practice nurses, and others) for primary care practice in the 21st Century. The Cleveland Center, directed by Dr. Aron and Sharon Watts, CNP, ND, will focus on interprofessionalism and quality improvement. The Center is a collaboration between the Louis Stokes Cleveland VA Medical Center, the Cleveland Clinic Foundation's Internal Medicine Residency Program, the Case Western Reserve University Frances Payne Bolton School of Nursing and the Case Western Reserve University School of Medicine.



The Cleveland Center builds upon a long history of investing in quality improvement and clinical practice re-design to improve outcomes for patients with chronic conditions. Trainees will focus on learning to provide comprehensive, team-based care with enhanced coordination across care transitions. Cleveland will also collaborate with Case Western Reserve's Weatherhead School of Management and the Frances Payne Bolton School of Nursing's NIH-funded Self-Management Advancement through Research and Translation Center to develop and implement innovative curricula.

BRIAN MITTMAN APPOINTED TO METHODOLOGY COMMITTEE OF THE PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE (PCORI)

In January 2011, CIPRS Director **Brian Mittman** was appointed to the Methodology Committee for PCORI, the non-profit institute established by the Patient Protection and Affordable Care Act to assist patients, clinicians, purchasers, and policymakers in making informed health decisions by providing quality, relevant evidence on how best to prevent, diagnose, treat, and monitor diseases and other health conditions. PCORI will establish priorities, develop methodological standards and provide funding for research comparing different types of therapies or treatments for specific clinical conditions and different strategies for improving the delivery of health care services. Mark Helfand, MD, director of VA's Evidence-Based Synthesis Program Coordinating Center, was also appointed from VA. PCORI's budget is expected to reach approximately \$500 million annually by 2014.



A total of 15 committee members were appointed by Gene L. Dodaro, Comptroller General of the United States and head of the U.S. Government Accountability Office (GAO). The Director of the Agency for Healthcare Research and Quality and the Director of the National Institutes of Health also serve on the Committee.

DISTINGUISHED VISITOR: DR. JOHN OVRETVEIT



John Ovretveit, PhD
Director of Research and Professor,
Medical Management Centre,
Karolinska Institutet, Stockholm

CIPRS and the Sepulveda VA HSR&D Center for the Study of Healthcare Provider Behavior are hosting a three-month visit by Dr. John Ovretveit, an internationally recognized leader in healthcare quality and safety improvement and implementation research based at the Karolinska Institute in Stockholm Sweden. Dr. Ovretveit is contributing to several core CIPRS activities, including the Implementation Research Resource Clearinghouse, Evaluation Resource Guide and individual research projects, and working on several papers and ideas for new projects. His collaboration with the HSR&D Center includes contributions to the VISN 22 Patient Aligned Care Team (PACT) demonstration lab. During his three-month stay in Southern California he is also giving lectures at UCLA and meeting with colleagues at RAND. CIPRS will continue collaborative work Dr. Ovretveit following his return to Sweden.



Brian Mittman, PhD
Center Director
VA Greater Los Angeles Healthcare System,
Sepulveda Campus



David Aron, MD, MS
Associate Director
Louis Stokes Cleveland VA Medical Center



Steven Asch, MD, MPH
Principal Investigator, Quality
Improvement Toolkit Series



Tamar Wyte, DPT, MPH, Co-
Principal Investigator, PDICI



Ann F. Chou, PhD, MPH, MA
Core Investigator

CIPRS is pleased to welcome Ann Chou as a core investigator. Dr. Chou has a PhD in Organizational Behavior and recently relocated to the Los Angeles area from Oklahoma where she was an Associate Professor at the University of Oklahoma. She is also a former VA research health scientist who was based at the VA HSR&D Center for Implementing Evidence-based Practice at the Indianapolis VAMC. Dr. Chou will also serve as co-Implementation Research Coordinator for the HIV/Hep-C QUERI group and an Investigator for the HSR&D Center of Excellence in the Study of Healthcare Provider Behavior based at the VA Greater Los Angeles Healthcare System, Sepulveda campus.

Susan Kirsh, MD
Chief PACT Consultant to the
Chief of Primary Care,
Patient Care Services



Deborah Jenkins, MA
Administrative Coordinator



Jeff Luck, PhD,
Investigator, OQP Toolkit
Project



Nina Smith, MPH,
Co-Administrative
Coordinator and Project
Coordinator, Quality
Improvement Toolkit Series

Jennifer Magnabosco, PhD,
Investigator, Implementation
Research Resource
Clearinghouse



Angela Cohen, MPH, CHES
Project Director, VICCS



Jennifer Malin, MD, PhD
Co- Investigator, Quality
Improvement Toolkit Series



Casey MacGregor, MSW
Project Director, PDICI

Wynne Norton, PhD
Investigator, Health
Promotion/Behavior
Research



Courtney Armstrong, BA
Research Assistant, PDICI and
VICCS



Alison Hamilton, PhD, MPH
Core Investigator

CIPRS is pleased to welcome Alison Hamilton as a core investigator. Dr. Hamilton has a PhD in Anthropology and is an expert in qualitative data collection and analysis. She is a fellow in the NIH/VA Implementation Research Institute. She is also an Investigator with the HSR&D Center for the Study of Healthcare Provider Behavior and with the VISN 22 Mental Illness Research, Education, and Clinical Center (MIRECC).



John Ovretveit, PhD
Investigator, Quality/Safety
Improvement



Marlin Elenes, BA
Research Assistant, PDICI

Susanne Salem-Schatz, ScD
Evaluation Consultant



Uyi Igodan
Research Assistant



Cheryl Stetler, PhD
Investigator, Implementation
Research

WHAT IS
IMPLEMENTATION
RESEARCH?

Implementation research is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services and care. This relatively new field includes the study of influences on healthcare professional and organizational behavior.

Eccles MP, Mittman BS. Welcome to Implementation Science. Implementation Science, 2006; 1:1.

4th Annual NIH Conference on the Science of Dissemination and Implementation: Policy and Practice

This year's NIH Conference on the Science of Dissemination and Implementation will be held on March 21-22, 2011 in Bethesda, MD. VA/QUERI is co-sponsoring the conference with NIH and AHRQ. CIPRS is facilitating QUERI funding for the conference and is providing additional support through membership on the planning committee, development of a directory of implementation science training programs, and other contributions. CIPRS will staff a table at the conference to disseminate QUERI and CIPRS resources and information.



Scale-Up and Spread Initiative



CIPRS, in collaboration with the Institute for Healthcare Improvement (IHI) and University of Alabama at Birmingham, hosted a State-of-the-Art (SOTA) meeting to advance research, policy and practice in the area of scale-up and spread of effective health programs in July 2010. The conference was sponsored by AHRQ, Commonwealth Fund, and VA. Attendees included approximately 100 leaders from US and international funding agencies, government policy and regulatory agencies, healthcare and public health organizations and research groups. Conference activities consisted primarily of working group sessions during which multidisciplinary committees conducted intensive discussions to answer key questions and develop detailed agendas for future action. A series of Internet-facilitated activities and opportunities are planned for researchers and other stakeholders to provide input and participate in the broader initiative to advance the field of scale-up and spread. Conference materials and other resources related to scale-up and spread are available on the initiative website, <http://ihiscaleupconference10.blogspot.com>.

Implementation Science

The Implementation Science online journal, co-edited by Martin Eccles, MD (University of Newcastle-upon-Tyne in the UK) and Brian Mittman, PhD, is entering its 6th year of publication. During its first four years Implementation Science published 338 articles reporting findings from a diverse range of primary research studies, as well as conceptual and theoretical debate articles, study protocols, systematic reviews, and advances in research methods. All articles are freely-available at www.ImplementationScience.com. Many articles are authored or co-authored by VA investigators.



Implementation Science continues to solicit manuscripts reporting research into strategies and processes involved in the uptake of evidence-based practices and research findings into routine healthcare. Funding to cover the journal's Article Processing Charge (APC) is available for VA researchers reporting results of VA funded research. To learn more about Implementation Science or to submit a manuscript, please visit the website (www.ImplementationScience.com) or contact Brian Mittman.

For more information on CIPRS please visit our website and SharePoint site:

www.queri.research.va.gov/ciprs

<http://vaww.portal.gla.med.va.gov/sites/Research/HSRD/CIPRS/default.aspx>

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