

Theories in Practice: Organizational Strategy to Implement Evidence-Based Clinical Practices

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Study aim

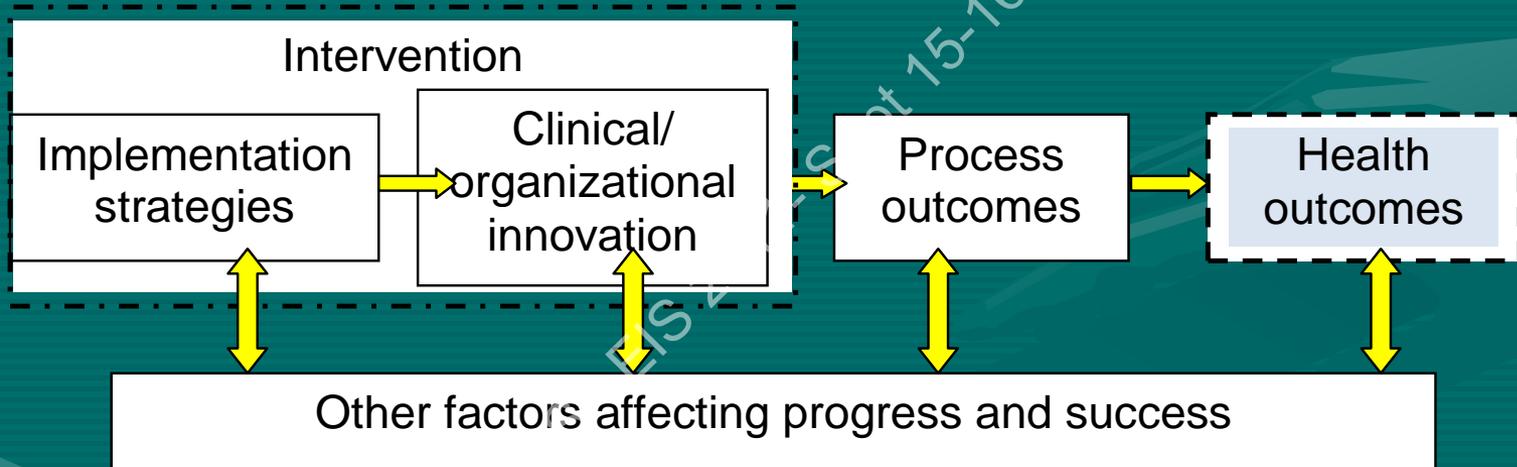
- To test an organizational model hypothesized to strengthen the ability of healthcare organizations to implement evidence-based clinical practices.

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Study questions

- Is the organizational model implemented with high fidelity to the model design?
- Are medical centers that implement the model with high fidelity more successful in improving performance of a targeted evidence-based clinical practice than medical centers that implement fewer elements?
- Why is the organizational model implementation successful or not successful?

Implementing a clinical or organizational innovation:



Implementation strategy v. innovation v. outcomes

<i>Study</i>	<i>Implementation strategy</i>	<i>Innovation</i>	<i>Process outcome</i>
Organizational collaboration for hand-hygiene	External facilitation	Organizational model for strengthening implementation of evidence-based practices	Hand-hygiene compliance
Bipolar CCM	Replicating effective programs (REP)	Collaborative chronic care model (CCM) for bipolar disorder	Guideline concordant anti-manic treatment

Organizational model based on two premises

- Implementing evidence-based clinical practices is often a complex intervention that requires substantial organizational change
- Substantial organizational change requires balancing organizational strategy & direction from senior leaders with front-line activity & involvement of staff

Organizational model developed from Organizational Transformation Model (OTM)

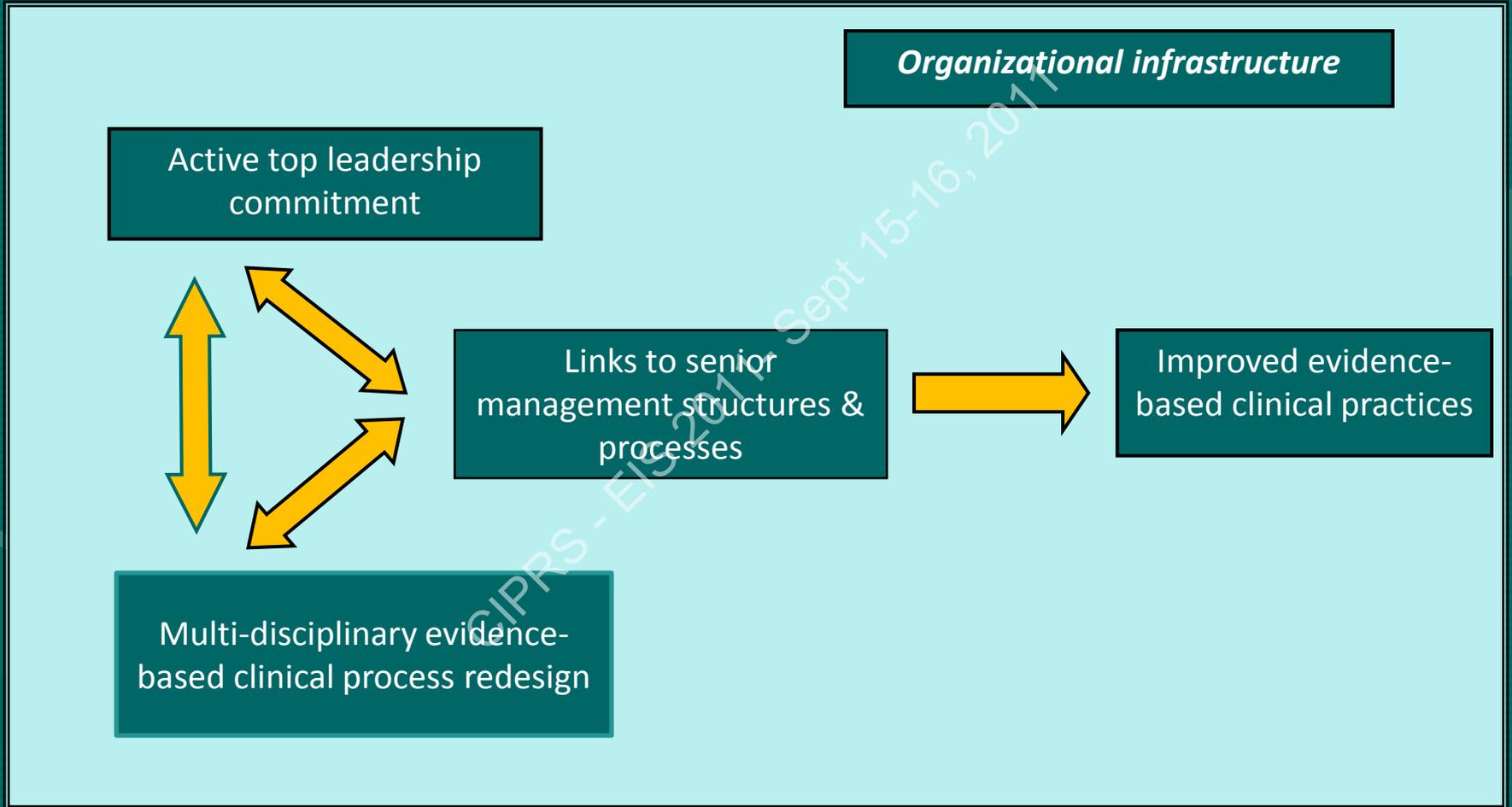
- OTM was developed in evaluation of Robert Wood Johnson Foundation's *Pursuing Perfection* initiative
- OTM identifies five interactive elements that appeared critical to successful transformation of patient care
 - Impetus, leadership, improvement initiative, alignment, integration
 - Individual elements established in literature

Organizational model reflects OTM consolidated

- Expect that organizational elements that drive organizational transformation will facilitate change required to implement evidence-based practices

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OTM Consolidated



Implementation strategy:

- External facilitation to complement theory of organizational model
 - Assist sites in building own structures and capabilities so intervention will be sustained and spread
 - Start in one area of high importance
- Onsite assessment and introduction to each medical center
 - Tailor model to local structures and culture + local implementation plan
- Visits every 6 months, phone as needed for TA
- Network-wide support
 - Shared learning group of POCs & team members monthly
 - Leadership forum for medical center directors & VISN leaders quarterly

Next steps:

- How will do we document and measure the implementation strategy and innovation -- the organizational model -- as they are put into practice?

Stay tuned....

References

- OTM:

Lukas CV, Holmes SK, Cohen AB, Restuccia J, Cramer IE, Shwartz M, Charns MP. An organizational model of transformational change in healthcare systems. *Health Care Management Review*, 2007; 32(4): 309-320.

- OTM consolidated:

Lukas CV, Engle RL, Holmes SK, Parker VA, Nealon Seibert M, Petzel RA, Shwartz M, Sullivan JL. Strengthening organizations to implement evidence-based clinical practices. *Healthcare Management Review*, 2010, 35(3), 325-245.