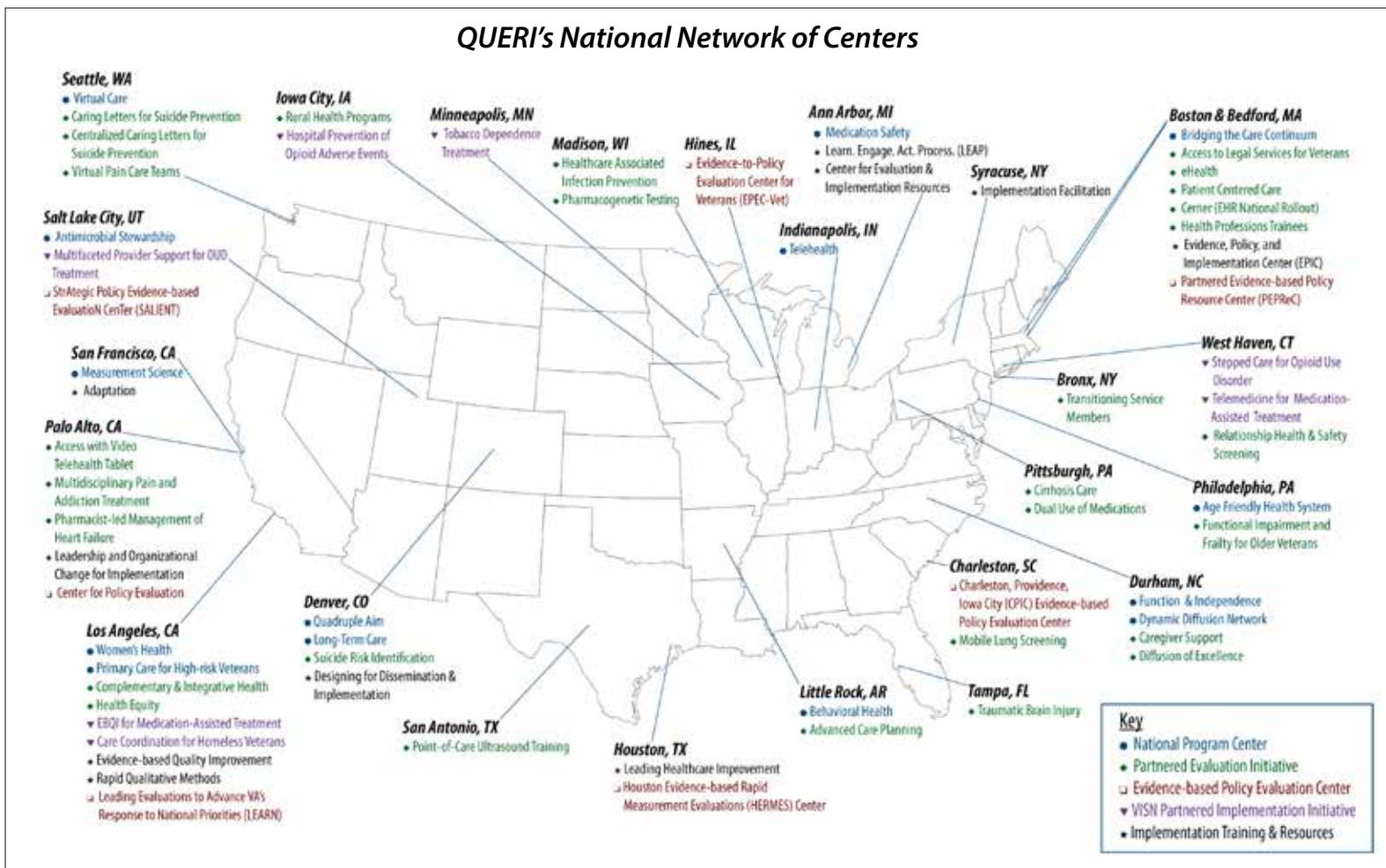


VA HSR&D Quality Enhancement Research Initiative (QUERI)

VA's Quality Enhancement Research Initiative (QUERI) leverages innovative methods—paired with a deep understanding of Veterans' preferences and needs—to accelerate evidence into practice and improve the quality and safety of care delivered to Veterans.



QUERI's strategic methodology for knowledge translation is three-fold:

- Implement and sustain effective practices across various health settings, especially in sites with demonstrated gaps in quality or outcomes.
- Conduct rigorous evaluations in partnership with national and regional health system leaders to optimize programs and policies affecting Veterans.
- Promote the application of implementation and quality improvement science to real-world practice across the translation spectrum.

One of QUERI's unique roles in the VA is the establishment, deployment, and evaluation of implementation or quality improvement strategies, which are highly-specified, theory-based methods designed to promote the uptake of effective practices among existing frontline providers. Since 1998, QUERI has led a national network of centers devoted to identifying effective practices, implementing them in routine care settings, and rigorously evaluating the results of these efforts to inform VA policy and practice. QUERI's 200+ experts in health services research implement and evaluate effective practices that address cross-cutting key strategic areas in healthcare, including: population health, care coordination, safety and quality, virtual care, personalized care, behavioral health, access, and health equity.

QUERI Programs

These 14 academically-affiliated, interdisciplinary centers scale-up and spread effective practices across VA.

Behavioral Health QUERI: Advancing 21st Century Mental Health Care for Veterans

Principal Investigators: Sara Landes, PhD; Christopher Miller, PhD

Bridging the Care Continuum for Vulnerable Veterans across VA and Community Care

Principal Investigators: Keith McInnes, ScD; Amanda Midboe, PhD; Rani Elwy, PhD; David Smelson, PsyD

Combating Antimicrobial Resistance through Rapid Implementation of Available Guidelines and Evidence (CARRIAGE)

Principal Investigators: Michael Rubin, MD; Charlesnika Evans, PhD; Makoto Jones, MD; Eli Perencevich, MD

Dynamic Diffusion Network

Principal Investigators: George Jackson, PhD; Matthew Crowley, MD; Sarah Cutrona, MD; Jason Nieuwsma, PhD

Enhancing Mental and Physical Health of Women through Engagement and Retention (EMPOWER)

Principal Investigators: Alison Hamilton, PhD; Bevanne Bean-Mayberry, MD; Melissa Farmer, PhD; Tannaz Moin, MD

EXpanding expertise Through E-health Network Development (EXTEND)

Principal Investigators: Teresa Damush, PhD; Dawn Bravata, MD; Alan McGuire, PhD; Linda Williams, MD

Improving Care for Complex, High-Risk Patients in Primary Care (RIVET)

Principal Investigators: Evelyn Chang, MD; Ashok Reddy, MD; Ann-Marie Rosland, MD; Susan Stockdale, PhD

Implementing the Age-Friendly Health System in VHA: Using Evidence-based Practice to Improve Outcomes in Older Adults

Principal Investigators: Robert Burke, MD; Judith Long, MD; Rachel M. Werner, MD; Daniel Hall, MD

Maintaining Implementation through Dynamic Adaptations (MIDAS)

Principal Investigators: Jeremy Sussman, MD; Jacob Kurlander, MD; Paul Pfeiffer, MD

Measurement Science

Principal Investigators: Mary Whooley, MD; Tonya Kaltenbach, MD; Gabriela Schmajuk, MD; Beth Cohen, MD

Optimizing Function and Independence

Principal Investigators: S. Nicole Hastings, MD; Courtney Van Houtven, PhD; Kelli Allen, PhD

Preferences Elicited and Respected for Seriously-Ill Veterans through Enhanced Decision-Making (PERSIVED)

Principal Investigators: Cari Levy, MD; Mary Ersek, PhD, RN

Value-Based Care to Improve the Quadruple Aim for Veterans and Stakeholders

Principal Investigators: Catherine Battaglia, PhD; Michael Ho, MD; Joseph Frank, MD

Virtual Care QUERI Program: Implementation of Technology Facilitated Evidence Based Practices to Improve Access to High Quality Care for Rural Veterans

Principal Investigators: John Fortney, PhD; Heather Reisinger, PhD; Carolyn Turvey, PhD

QUERI Evidence-based Policy Evaluation Centers

This national network of centers conduct rigorous evaluations addressing legislative and VA strategic priorities and enhancing enterprise-wide approaches to evaluation, including the development of annual evaluation plans, learning agendas, and capacity assessments.

Partnered Evidence-based Policy Resource Center (PEPReC) provides rigorous data analysis to support the development and sustainment of policy, planning, and management initiatives, and coordinates VA's response to the Evidence Act, including reviewing legislative proposals.

Led by: Melissa Garrido, PhD; Austin Frakt, PhD; and Steve Pizer, PhD

Center for Policy Evaluation (CPE)

Led by: Todd Wagner, PhD; David Chan, MD, PhD; Anita Vashi, MD

Charleston, Providence, and Iowa City (CPIC) Evidence-based Policy Evaluation Center

Led by: R. Neal Axon, MD, MSCR; James L. Rudolph, MD, SM; Michelle Mengeling, PhD, MS

Evidence-to-Policy Evaluation Center for Veterans (EPEC-Vet)

Led by: Frances M. Weaver, PhD; Kevin Stroupe, PhD

Houston Evidence-based Rapid Measurement EvaluationS (HERMES)

Led by: Sylvia Hysong, PhD

Leading Evaluations to Advance VA's Response to National Priorities (LEARN)

Led by: Kristina Cordasco, MD; Sonya Gabrielian, MD; Tanya Olmos-Ochoa, PhD

Strategic Policy Evidence-based Evaluation Center (SALIENT)

Led by: Mary Jo Pugh, PhD, RN; Jolie Haun, PhD; P. Jon White, MD

QUERI-VISN Partnered Implementation Initiatives

Focused on regional scale-up and spread of effective practices, these partnered initiatives are addressing healthcare priorities selected by Veterans Integrated Service Network (VISN) leadership.

Consortium to Disseminate and Understand Implementation of Opioid Use Disorder Treatment (CONDUIT)

Principal Investigators: William Becker, MD; Evelyn Chang, MD; Joseph Frank, MD; Adam Gordon, MD; Amanda Midboe, PhD; David Moore, MD, PhD; Hilary Mosher, MD; Marc Rosen, MD; Steve Zeliadt, PhD
VISN Partners: 1, 7, 19, 20, 22, 23

Implementing and Sustaining Critical Time Intervention in Case Management Programs for Homeless-Experienced Veterans

Principal Investigators: Sonya Gabrielian, MD; Kristina Cordasco, MD; Erin Finley, PhD
VISN Partners: 1, 10, 12, 19, 20, 21, 22

Optimizing Tobacco Dependence Treatment Among Veterans Participating in Lung Cancer Screening: A Pilot

Principal Investigator: Anne Melzer, MD, MS
VISN Partner: 23

QUERI Partnered Evaluation Initiatives

QUERI Partnered Evaluation Initiatives work with clinical operations leaders to conduct time-sensitive national and regional evaluations and optimize programs and policies that affect Veterans.

Center for the Evaluation of Enterprise-Wide Initiatives

Principal Investigator: Heather Reisinger, PhD

Characterization, Evaluation, and Implementation of Innovative Traumatic Brain Injury Intensive Evaluation and Treatment Programs

Principal Investigators: Jolie Haun, PhD; Mary Jo Pugh, PhD; Risa Richardson, PhD

Complementary and Integrative Health Evaluation Center

Principal Investigator: Stephanie Taylor, PhD

Dual Use of Medications

Principal Investigator: Walid Gellad, MD

eHealth Partnered Evaluation Initiative

Principal Investigator: Timothy Hogan, PhD

Enhancing Veterans' Access to Care through Video Telehealth Tablets

Principal Investigator: Donna Zulman, MD

Evaluating VA Patient-Centered Care

Principal Investigator: Barbara Bokhour, PhD

Evaluating Implementation of a National Point-of-Care Ultrasound Training Program

Principal Investigator: Nilam Soni, MD

Evaluation of Centralized Caring Letters Suicide Prevention Intervention: A Hybrid Type 2 Trial

Principal Investigator: Mark Reger, PhD

Evaluation of the National Implementation of the VA Diffusion of Excellence Initiative on Advanced Care Planning with Group Visits

Principal Investigator: Monica Matthieu, PhD

Evaluation of a National Sponsorship Program for Transitioning Service Members

Principal Investigator: Joseph Geraci, PhD

Evaluating the National Implementation of Virtual Interdisciplinary Pain Care Teams—TelePain

Principal Investigator: Jessica Chen, PhD

Examining the Effectiveness of an Adaptive Implementation Intervention to Improve Uptake of the VA Suicide Risk Identification Strategy

Principal Investigator: Nazanin Bahraini, PhD

Implementation Evaluation of PACT Pharmacy Management of Heart Failure

Principal Investigator: Paul Heidenreich, MD

Implementation and Impact of the Updated Relationship Health and Safety Screening National Rollout

Principal Investigator: Galina Portnoy, PhD

Improving Access to Legal Services for Veterans

Principal Investigators: Bo Kim, PhD; Keith McInnes, ScD

Improving Identification and Management of Functional Impairment and Frailty for Older Veterans in VA Primary Care

Principal Investigator: Rebecca T. Brown, MD

Improving Implementation of Pharmacogenetic Testing in the VA Healthcare System

Principal Investigator: Corrine Voils, PhD

Improving Multidisciplinary Pain and Addiction Treatment

Principal Investigators: Amanda Midboe, PhD; William Becker, MD

Integrating Rapid Cycle Evaluation to Improve Cerner Implementation

Principal Investigators: Seppo Rinne, MD; George Sayre, PsyD

MOSAIC: Mobile Lung Screening Evaluation and Outcomes

Principal Investigator: Nichole Tanner, MD

Office of Health Equity-QUERI Partnered Evaluation Center

Principal Investigator: Donna Washington, MD

Randomized Evaluation of a Caring Letters Suicide Prevention Campaign

Principal Investigator: Mark Reger, PhD

Reducing VA Healthcare-Associated Infections through Antibiotic Stewardship

Principal Investigator: Nasia Safdar, MD

Spreading Healthcare Access, Activities, Research and Knowledge (SHAARK)

Principal Investigators: George L. Jackson, PhD; Sarah Cutrona, MD

Strengthening Cerner Implementation for Health Professions Trainees to Optimize Learning and Reinforce Veteran Care

Principal Investigators: Seppo Rinne, MD; George Sayre, PsyD

Using Data-Driven Implementation Strategies to Improve the Quality of Cirrhosis Care

Principal Investigator: Shari Rogal, MD

VA Caregiver Support Evaluation Center

Principal Investigator: Courtney Van Houtven, PhD

Implementation Training and Resources

Implementation resource centers and learning hubs give researchers, providers and other frontline staff, and clinical operations leaders the opportunity to learn how to deploy effective practices using implementation and quality improvement methods.

Center for Evaluation and Implementation Resources (CEIR)

CEIR provides rapid consultation and support to VA operational leaders to enable scale-up and spread of evidence-based practices.

Led by: Nicholas Bowersox, PhD, ABP

Evidence, Policy, and Implementation Center (EPIC)

EPIC provides expertise, training, and evaluation on applying implementation science across the translation spectrum to enhance the real-world impact of research and ensure Veterans benefit from research discoveries.

Led by: Allen Gifford, MD; A. Rani Elwy, PhD; Sara Landes, PhD

Adaptation

Principal Investigator: Mary Whooley, MD

Evidence-Based Quality Improvement

Principal Investigator: Alison Hamilton, PhD

Implementation Facilitation

Principal Investigator: Katherine Dollar, PhD

Designing for Dissemination and Implementation

Principal Investigator: Catherine Battaglia, PhD

Leadership and Organizational Change for Implementation (LOCI)

Principal Investigator: Shannon Wiltsey-Stirman, PhD

Leading Healthcare Improvement

Principal Investigator: Kyler Godwin, PhD

Learn. Engage. Act. Process. (LEAP)

Principal Investigator: Jeremy Sussman, MD

Rapid Qualitative Methods for Implementation Practice

Principal Investigators: Alison Hamilton, PhD; Amanda Midboe, PhD



QUERI Implementation Roadmap

Grounded in the Learning Health System framework, the QUERI Implementation Roadmap helps drive the adoption of high value innovations by empowering frontline providers, researchers, administrators, health system leaders, and Veterans and their families to come together and identify, deploy, and sustain data-driven solutions that transform Veteran care and ultimately improve Veteran health and quality of life.



QUERI Impact Framework

Going beyond traditional research metrics and assessing impacts on the health system, employees, and consumers is crucial to ensuring implementation and quality improvement investments lead to sustained improvements in healthcare and outcomes. The QUERI ACTION (Alignment, Commitment, Tailoring, Informing the field, Observing healthcare changes, and generating New questions/projects) Impact Framework provides a comprehensive approach to measure the overall health, economic, policy, and cultural impacts of implementation and quality improvement activities and promotes greater alignment between investigators and their clinical and operations partners.

Domain	Measures
A lignment	Priorities, metrics, partners
C ommitment	Shared operational resources and financial support, implementation strategies and products
T ailoring	Implementation sites, providers using the evidence-based practice, patients served
I nforming	Briefings with key decision-makers, publications, scale-up and spread
O bserving	Sustainability, quality of care and health outcomes, policy, culture
N ew projects	New quality improvement initiatives and evaluations

Supporting VA's Transformation to a Learning Health System

Implementation strategies are crucial for supporting VA's efforts to achieve and sustain core features common to Learning Health Systems and High-Reliability Organizations. By promoting state-of-the-art methods that align organizational priorities with frontline provider engagement, QUERI drives adoption of effective practices that achieve the best possible outcomes within a sustainable cost.

- **Rapid peer-review process to ensure methodologic rigor.** QUERI centers undergo a rigorous scientific review process and are nationally recognized as peer-reviewed scholarship through NIH Reporter.
- **Investigator expertise in VA data.** QUERI analysts have operational access to VA's Corporate Data Warehouse, All Employee Survey data, and other VA data sources. QUERI investigators also work with operations partners to build data collection at the beginning of program implementation in order to assess the impact on care experience, access, coordination, and employee engagement.
- **Methods expertise.** QUERI centers assess the effectiveness of a program or policy using rigorous and practical study designs (e.g., cluster-randomized, stepped-wedge).

2021-2025 QUERI Strategic Goals

These five goals form QUERI's 2021-2025 action plan to transform Veteran care using evidence-based implementation, evaluation, dissemination, and sustainment methods.

1. Reduce unwanted clinical and service variation across VA.
2. Build capacity to respond quickly to national and regional developments.
3. Deepen and expand partnerships across programs, geographic regions, and service lines.
4. Drive a culture of rapid learning in support of VA's transformation to a High Reliability Organization and Learning Health System.
5. Empower employees to move the needle on quality of care.

System-wide Impacts



100
health care
practices



100+
national and
regional
partnerships



>\$50M
partnered
funding and
resources



27,000+
VA
employees
reached

QUERI funding opportunities are available for VA-affiliated investigators and clinicians. QUERI offers implementation and quality improvement strategy learning opportunities to practitioners and researchers. To learn more, contact QUERI at vacoqueri@va.gov.

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Acting Director, QUERI
VA Health Services Research &
Development

Kara Beck, PhD
Program Manager, QUERI
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U.S. Department of Veterans Affairs
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