

# QUERI Implementation Guide

## 6. Resources for Implementing Research into Practice

### Selected Organizational Units of the Department of Veterans Affairs Relevant to Implementation Research

The Department of Veterans Affairs (VA) and the Veterans Health Administration (VHA) are large, complex organizations. Understanding some of the key offices and important functions of the agency may help implementation researchers determine whom they should consult about projects they are considering, and where to go for information about this system of healthcare. Below is a listing of VA organizational units with links to more information about each unit, as well as examples of QUERI Centers and projects that have collaborated with these units.

VA Program Offices (Intranet Only) (<http://vaww1.va.gov/health/programs.asp> )

#### **Office of the Under Secretary for Health (10)** (<http://vaww.us.h.va.gov/>)

VHA is a major component of the Department of Veterans Affairs. The top official in VHA is the Under Secretary for Health, who is appointed by the President of the United States and confirmed by the Senate, reporting to the Secretary of the Department of Veterans Affairs. The Office of the Under Secretary for Health is organized into several departments; you may view the organizational chart by clicking the link below. Biographies of current senior leaders within VHA, who serve under the Under Secretary for Health, can be viewed by following the links for each person in the organization.

**Org chart (VA Intranet Only)** (<http://vaww.us.h.va.gov/docs/VHAOrgChart103113.pdf> )

#### **Office of the Deputy Under Secretary for Health for Policy and Services (10P)**

The Office of the Deputy Under Secretary for Health for Policy and Services includes several other Offices with interests in collaborating on implementation research.

- **Office of Research and Development (ORD)**
  - The Office of Research and Development (ORD) ( <http://www.research.va.gov/> ) includes Health Services Research and Development (HSR&D) (<http://www.hsr.d.research.va.gov/> ).
  - The Quality Enhancement Research Initiative (QUERI), a program within HSR&D, consists of nine disease-specific Centers: chronic heart failure (CHF), diabetes, HIV/hepatitis, ischemic heart disease (IHD), mental health, polytrauma and blast-related injuries (PT/BRI), spinal cord injury (SCI), stroke, and substance use disorders (SUD) – as well as the eHealth QUERI which works with VA program offices to implement into practice and evaluate ehealth as a model of care. Each QUERI Center is organized with a Research Coordinator, a Clinical Coordinator, an Implementation Research Coordinator (IRC), an Administrative Coordinator, and an Executive Committee. Links to each group’s web page can be found on the national QUERI (<http://www.queri.research.va.gov/> ) page.

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- HSR&D and QUERI also include several Resource Centers that may assist with implementation research efforts:
  - **The Center for Implementation Practice and Research Support (CIPRS)** (<http://www.queri.research.va.gov/ciprs/>): A 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 research.
  - **Veterans Information Resource Center** (<http://www.virec.research.va.gov/>): VIREC develops resources and provides guidance to VA researchers using VA data. The Center's mission is to improve the quality of VA research that utilizes databases and information systems.
  - **Health Economics Resource Center** (<http://www.herc.research.va.gov/home/default.asp>): HERC is a national Center located in Menlo Park, CA that assists VA researchers in assessing the cost-effectiveness of medical care, evaluating the efficiency of VA programs and providers, and conducting high-quality health economics research.

- **Assistant Deputy Under Secretary for Health for Policy and Planning** (<http://vaww.va.gov/vhaopp/>)

As the second largest Federal agency with employees working at locations throughout the United States, its territories, and the Philippines, it is imperative to have one source of information that is easily accessible, up to date, and describes VA and its many component organizations. To meet this need, VA's Office of Policy and Planning formed a working group, including employees from across VA. The newly developed Functional Organization Manual (FOM) ([www.valu.va.gov/Home/GetPDF/57](http://www.valu.va.gov/Home/GetPDF/57)) is the product of the working group and will serve as the single authoritative reference that documents VA's most current organizational structure, missions, functions, and tasks. It describes what gets done, by whom, for whom, and under what authorities, and it serves as a quick but thorough VA reference guide.

- **Patient Care Services** (<http://vaww.patientcare.va.gov/>)

Patient Care Services (PCS) is organized into a number of Program Offices which have interests and active partnerships with QUERI Centers and implementation research projects. All of the PCS Program Offices are listed here: <http://vaww.patientcare.va.gov/Programs.asp>. Below is a listing of PCS Program Offices and sub-programs with links to several examples of QUERI implementation project collaborations with the sub-programs.

- **Primary Care Program Office** (<http://www.va.gov/primarycare/pcmh/>)
  - Members of the Diabetes- and IHD-QUERIs are collaborating with the VA Primary Care Program Office in the implementation of the Patient-Aligned Care Teams (PACT) initiative — a team-based, medical home model in VA

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primary care. Members of Diabetes-QUERI work with the VISN 11 PACT Demonstration Laboratory to adapt mobile technologies to support patient self-management, and to identify how they can be implemented within the PACT model. Members of IHD-QUERI are helping identify the most prevalent barriers and facilitators of PACT implementation, and assess the effect of PACT on employee satisfaction and burnout. This work provides insights into the challenges and opportunities for implementing new evidence-based practices created by this new model of care.

- Cyberseminars on PACT
  - Patient Aligned Care Teams (PACT) Demonstration Labs: PACT Implementation: Findings from primary care surveys ([http://www.hsrd.research.va.gov/for\\_researchers/cyber\\_seminars/archives/video\\_archive.cfm?SessionID=637](http://www.hsrd.research.va.gov/for_researchers/cyber_seminars/archives/video_archive.cfm?SessionID=637) )
  - Patient Aligned Care Teams (PACT) Demonstration Labs: Provider and Staff Experience with PACT: Results and recommendations from national and regional primary care surveys ([http://www.hsrd.research.va.gov/for\\_researchers/cyber\\_seminars/archives/video\\_archive.cfm?SessionID=638](http://www.hsrd.research.va.gov/for_researchers/cyber_seminars/archives/video_archive.cfm?SessionID=638) )
- **Preventive Health Services, National Center for Health Promotion and Disease Prevention** (<http://vaww.patientcare.va.gov/PCS/NCP.asp> )
  - Diabetes QUERI: RRP 10-177 Evaluation of CCHT-Weight Management Program Implementation ([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141700407](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141700407) )
  - Diabetes QUERI: RRP 12-440 VA Diabetes Prevention: Epidemiology of Pre-Diabetes and Implementation Pilot ([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141702430](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141702430) )
  - SDP 12-549 & Clinical Funding XVA 41-048 for the Diabetes Prevention Program Demonstration
- **Office of Specialty Care Services/Office of Specialty Care Transformation (SCS/OSCT)** (<http://vaww.patientcare.va.gov/PCS/MedicalSurgical.asp> )
  - IHD-QUERI and Diabetes-QUERI: Specialty Care Evaluation Center ([http://www.hsrd.research.va.gov/news/research\\_news/specialty-care-112811.cfm](http://www.hsrd.research.va.gov/news/research_news/specialty-care-112811.cfm) )
- **Office of Telehealth Services** (<http://vaww.patientcare.va.gov/PCS/CareCoordination.asp> )
  - Diabetes-QUERI: RRP 10-177 Evaluation of CCHT-Weight Management Program Implementation ([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141700407](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141700407) )

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- **Office of Mental Health Services** (<http://vaww.mentalhealth.va.gov/> )
  - MIRECCs, Evaluation Centers, National Suicide Prevention Program, National Center for PTSD, Center for Integrated Healthcare
  
- **Office of Geriatrics and Extended Care Services**  
(<http://vaww.patientcare.va.gov/PCS/Geriatrics.asp> )
  - Community-Based Long Term Care, VA Community Living Centers, Geriatric Care, Home-Based Primary Care, Hospice & Palliative Care
  
- **Office of Informatics and Analytics** (<http://vaww.vhaco.va.gov/oia/> )
  - Diabetes-QUERI: RRP 09-111 Implementing Tightly-linked Clinical Action Measures for Diabetes  
([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141699785](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141699785) )
  - Diabetes-QUERI: RRP 11-420 Implementation of Diabetes Performance Measures: Focus on Unintended Consequences  
([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141701709](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141701709) )
    - **Analytics and Business Intelligence**  
(<http://vaww.vhaco.va.gov/oia/abi-org.html> )

The function of the OABI includes: comprehensive analytic and business intelligence support; reporting functions to support clinical, functional, financial and administrative business decisions; analytic training for delivery system; and developing Web applications to support access and usability of data.

  - **Clinical Assessment and Reporting Tool (CART)**
    - IHD-QUERI: RRP 11-014 Veteran Exposure to Radiation in the Cardiac Catheterization Laboratory  
([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141701106](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141701106) )
  
- **Office of Public Health** (<http://vaww.publichealth.va.gov/> )
  - **Clinical Public Health Group**  
(<http://vaww.publichealth.va.gov/about/pubhealth/index.asp> )
    - HIV/Hepatitis-QUERI: SDP 08-002 Multi-VISN Implementation of a Program to Improve HIV Screening and Testing  
([http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141699468](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141699468) )

## **Office of the Deputy Under Secretary for Health for Operations and Management (10N)**

(<http://vaww.dushom.va.gov/index.asp> )

The Office of the Deputy Under Secretary for Health for Operations and Management oversees field operations, providing broad and general operational direction and guidance to each Veterans Integrated Service Network (VISN).

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- **VHA Office of Healthcare Transformation** (<http://vaww.va.gov/healthtransformation/>)  
The Office of Healthcare Transformation (OHT) is spearheading a transformation of healthcare for Veterans that will align it with a vision for the future. OHT was created to apply seven of the VHA initiatives to transform healthcare in alignment with a vision of transforming Veterans healthcare into the future.
- **Rural Health Operations**
  - Diabetes-QUERI: XVA 41-040 Improving Chronic Disease Management in Rural Community Based Outpatient Clinics  
(<http://www.queri.research.va.gov/dm/projects/ChronicDiseaseManagementAbstract.pdf>)
- **Mental Health Operations** (<http://vaww.mentalhealth.va.gov/>)
- **Patient Centered Care** (<http://vaww.infoshare.va.gov/sites/OPCC/default.aspx>)
- **VISNs** (<http://vaww.va.gov/health/visns.asp>)
- **Office of Homelessness** (<http://vaww.va.gov/homeless/>)

## Principal Deputy Under Secretary for Health (10A) (<http://vaww.pdush.med.va.gov/>)

- **Systems Redesign** (<https://srd.vssc.med.va.gov/pages/default.aspx>)
  - Veterans Engineering Resource Centers (VERCs)  
(<https://srd.vssc.med.va.gov/Committee/verc/default.aspx>)
- **Office of Nursing Services** (<http://vaww.va.gov/nursing/>)  
The Office of Nursing Services (ONS) provides leadership, guidance, and strategic direction on all issues related to nursing practice and nursing workforce for clinical programs across the continuum of care, and across the spectrum of care delivery sites that impact Veterans.
  - HIV QUERI: IIR 05-281 Barriers to Initiating Antiviral Therapy for Veterans with Hepatitis C [http://www.hsrd.research.va.gov/research/abstracts.cfm?Project\\_ID=2141697262](http://www.hsrd.research.va.gov/research/abstracts.cfm?Project_ID=2141697262)  
(\*also with Office of Telehealth Services, Health Economics Resource Center (HERC) and HSR&D's Center for Health Equity Research and Promotion (CHERP))