Exploring VA Academic Detailers' Experiences & Needs in Process Improvement

A MIDAS QUERI & National AD Services Collaboration

Jeremy Sussman, MD, MS
MIDAS QUERI Program Principal Investigator
VA Center for Clinical Management Research
Ann Arbor, Michigan USA

MIDAS QUERI
MAINTAINING IMPLEMENTATION THROUGH DYNAMIC ADAPTATIONS

VA CCMR
VA CENTER FOR CLINICAL MANAGEMENT RESEARCH
Ann Arbor HSR Center of Innovation

DISCLOSURES/DISCLAIMERS

Disclosures:

- No conflicts of interest to declare
- No relevant financial/nonfinancial relationships

Disclaimer:

- The views expressed in this presentation are our own and do not reflect the position or policy of the Department of Veterans Affairs (VA) or the United States government.

ACKNOWLEDGEMENTS

MIDAS QUERI
MAINTAINING IMPLEMENTATION THROUGH DYNAMIC ADAPTATIONS

MIDAS Program's ADS RRT team:

- Ariel Domlyn, Principal Investigator
- Lacey Evans, Qualitative Analyst
- Michelle Freitag, Improvement Coach
- Claire Robinson, Improvement Coach/Qualitative Analyst
- Madison Stewart, Project Manager
- Sarah Yon, Project Manager (former)

VA Academic Detailing Services (ADS):

- Melissa Christopher
- Daina Wells
- Sarah Popish
- Chad Kay
- Mark Bounthavong

MIDAS program is funded by VA QUERI: Project # QUE 20-025

OUTLINE

- Background
- Aims
- Methods
- Findings
- Next Steps
- Q&A/Discussion

BACKGROUND

- **Department of Veterans Affairs (VA)**
  - Largest managed care system in America

- **VA Academic Detailing Services (ADS)**
  - One of the largest academic detailing services in America

Should detailers formally engage in process improvement?

Yes, regularly

0%

Occasionally

0%

No

0%

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

THE MIDAS PROGRAM

- VA investigators and applied quality improvement scientists
- **5-year program** designed to improve use of evidence-based practices via a quality improvement learning program and academic detailing

PROCESS IMPROVEMENT (PI)

- Practices that improve operations by making specific processes **faster**, more **reliable**, and/or more **efficient**

- Often use mechanisms like **Lean and Six Sigma** and approaches like **plan-do-study-act** cycles

MIDAS QUERI

Detailing can't help a broken process.

- Many detailers are doing PI, often because **they feel they need to**
- What is the role of PI in detailing?

MIDAS QUERI

OUR AIMS

1

Evaluate **what** and **how much** process improvements detailers are doing

2

Determine detailers' **barriers** and **facilitators** to doing PI

3

Work with VA ADS to **develop plans** to **support PI** for detailers

MIDAS QUERI

METHODS

- **Interviews**
  - In-depth, semi-structured interviews of **22 detailers**
  - New detailers, experienced detailers, & supervisors

- **Review existing data**
  - ADS internal database
    From 10 random VA detailers
  - VA-wide database of PI projects
    Reviewed detailers' projects
  - ADS Teams campaign channels
    Sampled 3 campaign channel chats
  - ADS Chit chat calls
    Reviewed recordings of 9 recent calls

MIDAS QUERI

FINDINGS

Are VA Detailers Doing PI?

- Interviews:
  81% of those interviewed have engaged in PI
- ADS internal database:
  ~2,500 PI activities
- VA-wide database of PI projects:
  25% of detailers were represented

HOW MUCH TIME ARE DETAILERS SPENDING ON PI?

- **Usually ~10%** of their time
- Varies by **campaign phase**
- **Difficult to isolate** from other roles, like program management responsibilities

WHAT KIND OF PROCESS IMPROVEMENTS ARE DETAILERS MAKING?

Developing technology or medical record-based tools

Creating or adapting note templates, order sets, ordering menus

Developing written materials

Standard operating procedures, protocols, patient education materials

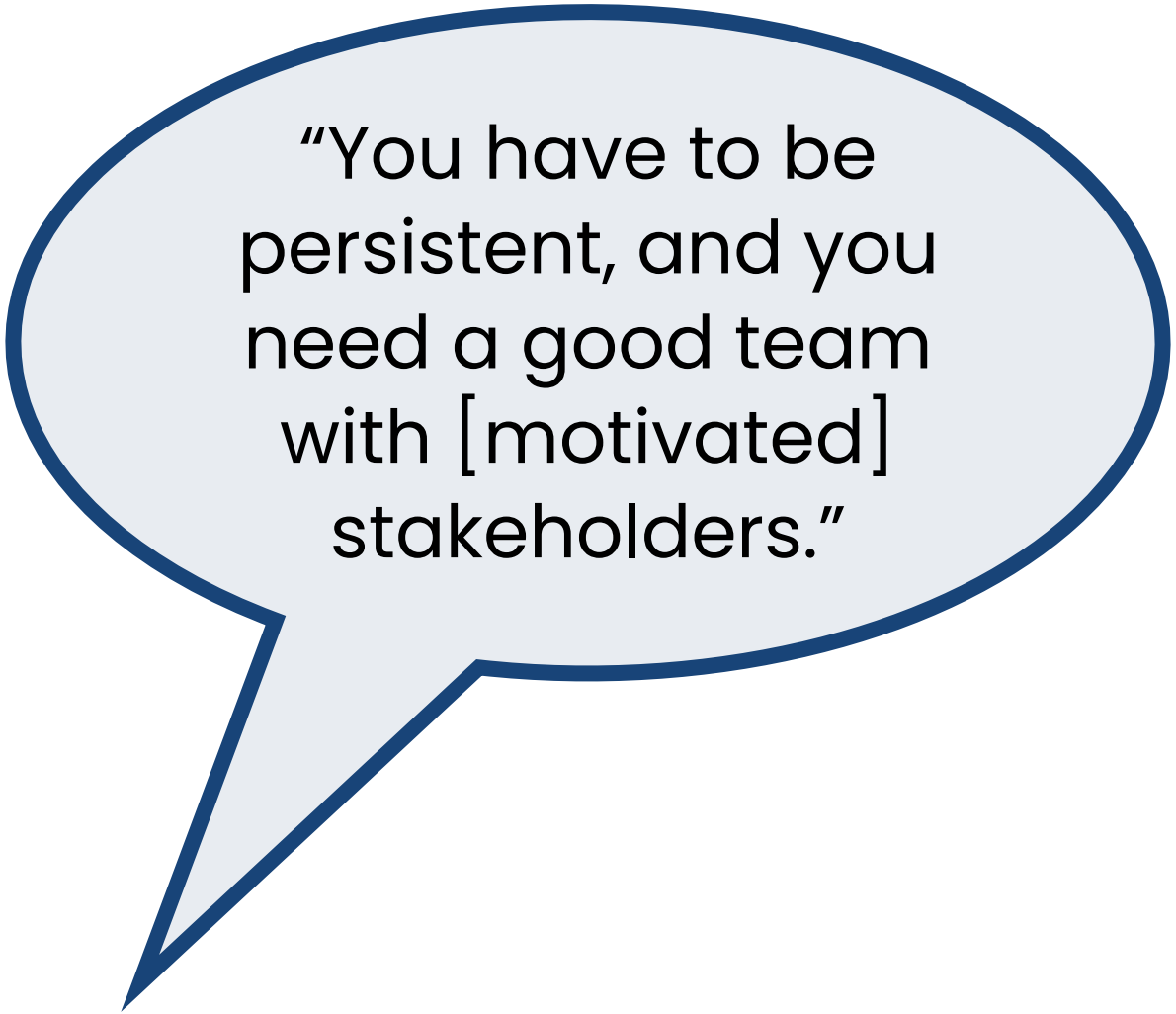
Direct provider/ patient education

Workshops, social medial campaigns

MIDAS QUERI

PI WORKS BEST WHEN...

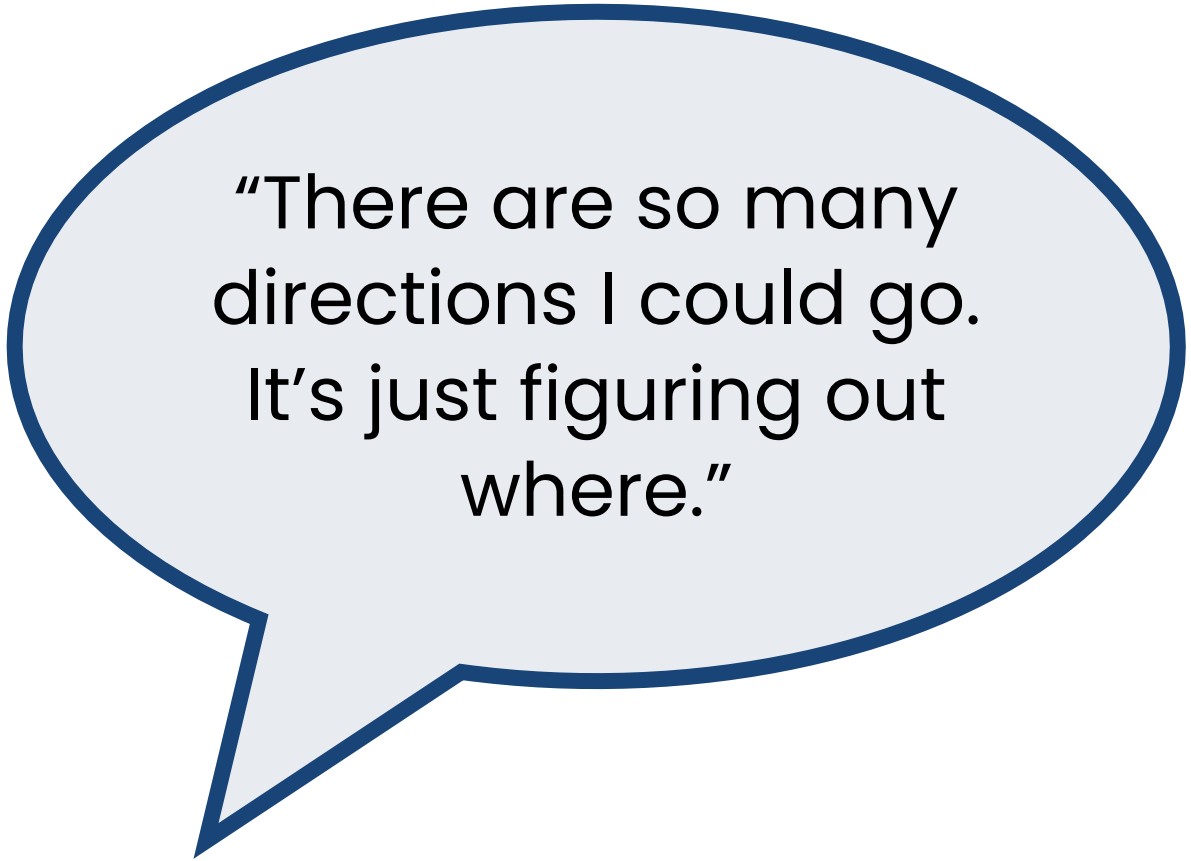
- The detailer is **well-integrated** into their site
- Has **leadership support**
- Has **flexibility** in their detailing work


“You have to be persistent, and you need a good team with [motivated] stakeholders.”

DO DETAILERS WANT TO DO MORE PROCESS IMPROVEMENTS?

- Most said **yes**

- Hesitations:
  - Concerns about **PI being within scope**
  - **Less time to prepare** for other detailing activities
  - It is not part of their **performance plan**
  - Where to start & how to do it?


“There are so many directions I could go. It’s just figuring out where.”

Detailers want PI support.

"Start to finish" project help

Individualized instruction

Learning from others/detailers

Dedicated time

MIDAS QUERI

CONCLUSION

- Many detailers engage in PI
- Even more want to
- They would like support

THANK YOU!

MIDAS QUERI

MAINTAINING IMPLEMENTATION THROUGH DYNAMIC ADAPTATIONS

Jeremy Sussman, MD, MS
MIDAS QUERI Program Principal Investigator
Jeremy.Sussman@va.gov
Jeremysu@med.umich.edu