Diffusion of Excellence Initiative
Structured Implementation Data

Briefing to Association of Public Data Users (APDU)
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Background

The Veterans Health Administration (VHA) is the largest integrated health care delivery system in the United States, with over:

- **1,700** sites of care
- **300,000** employees
- **8.76 million** Veterans served each year

While VHA is a leader in the delivery of high quality health care, it has lacked consistency in the application of best practices.

We sought to develop a method to effectively **identify**, **diffuse**, and **sustain** best practices in this heterogeneous system.
Objective

Identify and scale innovations across VHA, while:

- **Empowering employees**
  to promote innovation sharing and drive a supportive culture of continuous improvement

- **Institutionalizing processes and mechanisms**
  for systematically diffusing and implementing promising practices throughout the system

- **Minimizing negative variation, and standardizing practices** by diffusing innovative and industry recognized best practices across the system
Diffusion Methodology

Sustain and improve
Establish a robust operations center for managing and tracking outcomes, in parallel with implementation.

Identify Promising Practices
Solicited practices nationally and engaged staff at all levels, including projects from the VA Innovators Network and Communities of Practice, to evaluate them using a rigorous set of criteria.

Establish Consistency & Standardize
Leverage national program office leader support to select those ready for national rollout and support standard development and scaling.

Find the Champions
Local champions, or ‘early adopters,’ served as sharks in a ‘shark tank’ style event. Those selected as implementers identified local champions to lead.

Adapt and Replicate
Leverage Diffusion Council governance structure to engage field staff and leaders during initial replication to support issue resolution; Use advanced technology tools and project management resources to track and monitor progress.
VHA is implementing **300** ongoing replications at over **70** facilities.

As of August 29, 2016
Audiology and Optometry Direct Scheduling

As of August 29, 2016
Accelerating and sustaining adoption and uptake with technology tools

Pulse platform **promotes conversation and sharing** about promising practices

Virtual VA “Shark Tank” style event **enabled virtual engagement** in a unique opportunity to ‘pitch’ promising practices

Diffusion Hub provides **robust project management and tracking tools** to manage replication and implementation of best practices, all based on LEAN principles and frameworks
Integrated Operations Platform: VA Diffusion of Excellence Hub

The VA Diffusion of Excellence Hub is utilized by two initiatives to identify and diffuse best practices across the enterprise.

Diffusion across the enterprise is measured through the Diffusion Meter.

- Promising Practices Diffusion
  - Improving Access to Care (5 Gold Status Practices)
  - Establishing Robust Care Coordination (2 Gold Status Practices)
  - Increasing the Morale and Engagement of Employees (2 Gold Status Practices)
  - Improving Quality and Safety (4 Gold Status Practices)

- Leaders Developing Leaders (LDL)
Integrated Operations Platform: VA Diffusion of Excellence Hub

The Practices Repository highlights practices being diffused across the system.
Integrated Operations Platform: VA Diffusion of Excellence Hub

Sites report on projects through a user-friendly online editor.
Integrated Operations Platform:
VA Diffusion of Excellence Hub

Applicants submit new promising practices for the second national competition.
Integrated Operations Platform: VA Diffusion of Excellence Hub

The application assesses impact and potential to scale.