



Health Care Systems Research Collaboratory

Healthcare Systems Interactions Work Group: lessons learned & items working on next

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The health system's view...

“The purpose of pragmatic trials is to evaluate potential therapeutic benefits in real-world situations, to really look at clinical effectiveness rather than efficacy in idealized academic systems. Pragmatic trials can have a tremendous impact on what we all struggle with, which is translating our knowledge to clinical practice. Pragmatic trials give us insights into how we can do this in average clinical settings. The most important outcome is improving patient safety and saving lives.”

Edward J. Septimus, MD

Medical Director

Infection Prevention & Epidemiology Clinical Services

Hospital Corporation of America

and NIH Collaboratory PCT partner



What we've done

Monthly work group calls

Monthly Office Hours for consultation on operational issues as they arise

White papers

- Strategies to **maximize engagement** by healthcare systems
- Strategies to **minimize disruption** in healthcare systems
- Guide to PCTs in stakeholder organizations

Updated HMO Research Network Toolkits

Issue tracker to catalogue issues and challenges, including overlap with other work groups



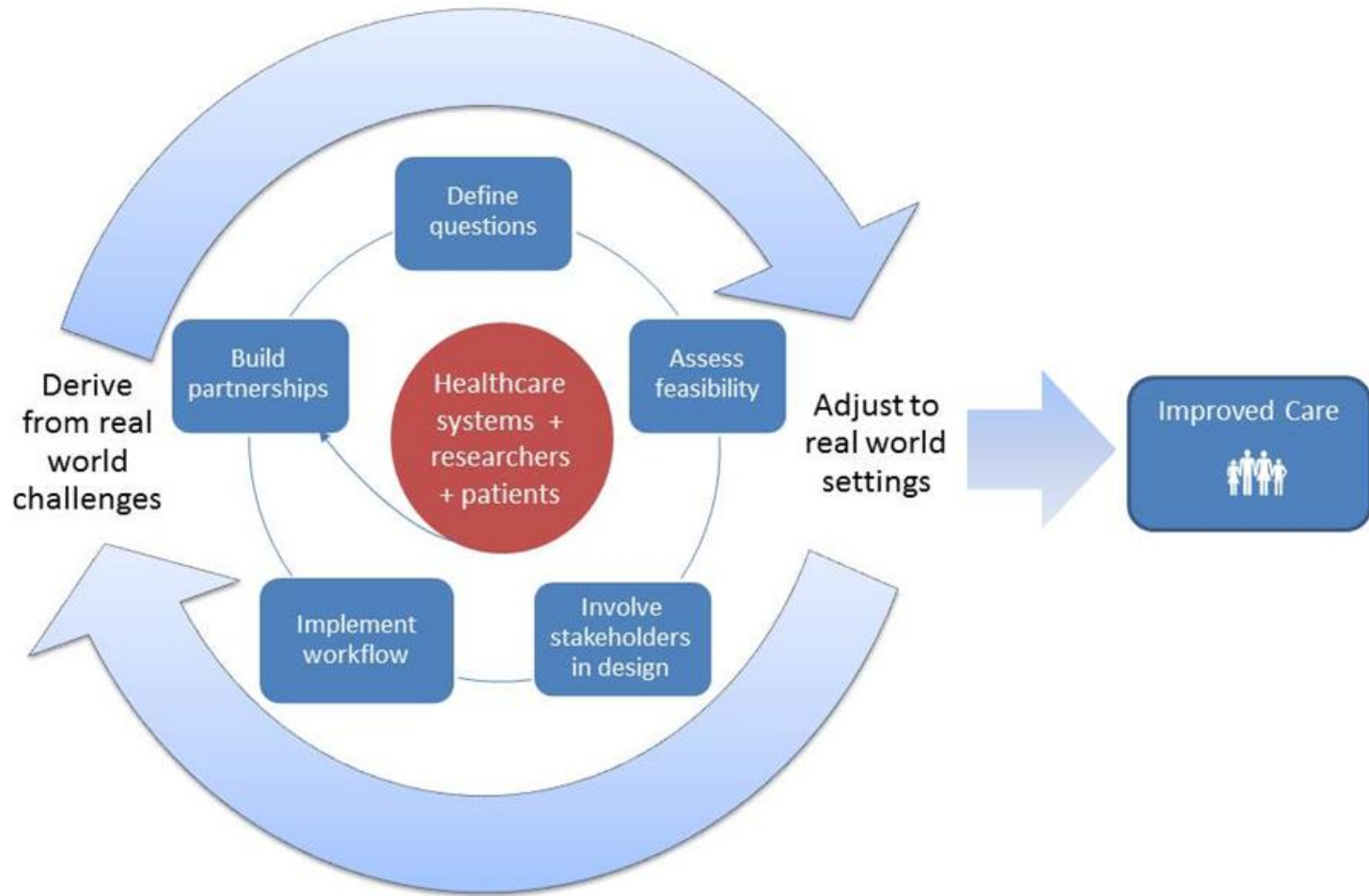
What we've learned: Keep the research in perspective

1. The overall goal of the health system is to deliver good care and improve healthcare— health care system leaders and clinical staff are experts in that area, and also bear responsibility

Research questions are best when they focus on what the health system wants to learn, not only on what the scientists want to know

2. Generalizable knowledge is likely to be a worthwhile by-product of the research, but may not be the first priority
3. The primary objective for the health system is value for the organization. Research must have the potential to add value such as improved patient outcomes, experience or satisfaction; increased efficiency; or reduced burden for clinical staff

Framework for PCT partnerships



Roles and goals of partners

Participants	Roles	Goals	Considerations
Leadership	Promote and support study throughout the delivery system	Value: better patient outcomes, cost effectiveness, efficiency	Ideally, support is at all levels, but buy-in from top leaders is critical.
Business operations	Ensure study integration with HCS billing	Compliance with regulations, no revenue loss	This factor is typically complex due to local variations.
IT staff	Adapt EHR for study protocol and data collection	EHR and patient portal features that patients and clinicians use	IT staff, in particular, often have competing demands and resource limits.
Clinical department managers	Translate study objectives into clinical workflow changes	Ensure study success with minimal clinical disruption	Understand local considerations for this group; the research team must be flexible.
Clinic champions	Liaison between HCS and researchers	Integration and sustainability of study intervention	Find champions with local credibility. Look for ways to reward and recognize champions.
Frontline clinical staff	Carry out study protocol	Add study to workflow while maintaining high-quality patient care	Try to engage staff without intruding on their work. Provide precise reports on study progress and findings.
Researcher	Propose, design, and adapt study for HCS	Answer research questions and positively impact public health	Expect the unexpected and be prepared to be flexible and to learn.



Secrets to success

- Participation in pragmatic clinical trials rewards health systems with tools to improve clinical care, professional opportunities for staff, and long-term research partnerships
- To be successful, pragmatic clinical trials will answer questions relevant to health system decision makers and incorporate input from clinicians, delivery system managers, health IT, and business operations staff into the study design
- A successful pragmatic clinical trial usually starts with a pilot project; goes through a careful, objective evaluation of the ability of the partner health system(s) to participate; and ends with evidence about sustainable ways to improve care, as well as a long-term scientific relationship



Secrets to success (cont.)

- Close relationships should be fostered and actively maintained. They are usually gratifying
- Time commitments from all parties are needed to allow for good communication and negotiation to occur
- Health systems should be reminded that their patience and participation will pay off in actionable results and rigorously tested tools to improve clinical care
- Buy-in and input is needed from multiple levels of the system, starting from the very beginning
- The ultimate shared goal for both the researcher and health system is providing benefits for patients and clinicians through answering practical, relevant research questions



Next up

Learn from process of moving from pilot to full-scale trials for UH3s

- Maintenance and dissemination of PCT interventions, including what is being done at high levels within health systems to carry out and sustain work
- Communication tools to support front-line staff in balancing trial fidelity with regular care

Incorporate Multiple Chronic Conditions awardees as they are funded

Work in conjunction with PCORnet's Health Systems Interaction and Sustainability Task Force

- How to replicate engagement process on a larger scale?

PCORI-sponsored IOM conference on data networks and learning healthcare systems

Discussion



Can we demonstrate the value to healthcare systems, especially leaders, of ongoing participation in the midst of dynamic competing priorities and EHR system evolution?

Are data networks essential engines for learning healthcare systems?