

# National Quality Professionals Orientation: An enterprise solution for the Veterans Health Administration (VHA)

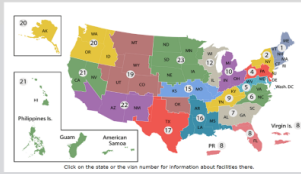


Fisher, David, MS Health Science, RN; Musunuri, Sai Shruthi, MS Biomedical Engineering; Carreiro, Heather, MSN, MHA, RN  
Office of Quality & Patient Safety (QPS), Office of Quality Management (OQM), Department of Veterans Affairs Central Office

## Background

The Veterans Health Administration (VHA) is the largest integrated health care system in the United States, providing care at 1,321 healthcare facilities, including 172 VA Medical Centers and 1,138 outpatient sites of care of varying complexity (VHA outpatient clinics) to over 9 million Veterans enrolled in the VA health care program.

**Veterans Integrated Services Network:** The U.S. is divided into 18 Veterans Integrated Service Networks, or VISNs – regional systems of care working together to better meet local health care needs and provides greater access to care.



1. About VHA - Veterans Health Administration (va.gov) 2. Interactive US Map - Locations (va.gov)

## Objective

### Purpose:

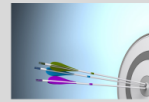
No standardized orientation process for facility Quality Professionals (QPs) within VHA lead to variations and lack of awareness and understanding of the QPs role and responsibilities.

### Objectives:

To develop a standard orientation program centralized within Quality and Patient Safety Office (QPS) for facility Quality Professionals driven by the Office of Quality Management (OQM) highlighting support and resources offered through OQM and QPS program offices.

### Methods:

An integrated project team was put together with the intent of developing a national quality orientation to educate and provide standardized information for quality professionals. Tools used include using the BOSCARD for needs assessment, Voice of the customer (from facility quality management staff), recurring meetings, centralized framework, Sub-groups to develop program curriculum needs and data experts.



## Methods



## Project Development

- The Office of Quality Management conducted bi-weekly meetings with Subject Matter Experts (SMEs) representing VA facilities, Veterans Integrated Services Network (VISNs) and VHA Central Office.
- The foundational information was drawn from the Quality Management Guidebook (ver. 2019)
  - Sub-groups collaborated to develop program curriculum needs based on the Quality Management Guidebook outline.
  - Collaborations with other program offices Analytics and Performance Integration, National Center for Patient Safety (NCPs) and Office of Geriatrics & Extended Care were also utilized to develop content.
- OQM collaborated with existing programs within VHA such as National Organization for Leadership and Analytics University (NOLA U) to develop the program format and coordination of logistics.
- A VHA centralized SharePoint was developed to share and spread all related content.
- Microsoft Teams channels are utilized to host the virtual orientations with employees and presenters across the nation.
- Orientation course was accredited for 18 continuing education credits (CEU/CME).

## Project Execution

A highly engaged workgroup was instrumental in developing and completing the first orientation sessions within 6 months of initial project conception.

- Agenda, Content & Cadence:
  - Agendas were built with program office collaborations from within OQM and QPS
  - We partnered with multiple Quality & Patient Safety (QPS) program office SMEs to create presentation content which included 23 topics presented by 31 SMEs
  - 2 Sessions offered virtually twice yearly, three hours every Wednesday for Six-Weeks
- Registration/Nomination:
  - Process was developed in coordination with VISN Quality Management Officers
- Audience:
  - The attendance includes diverse staff from VHA facilities, VISNs and VHA Central Office
  - First session had 67 (Chiefs and Deputy Chiefs) attendees while the total 6 sessions have trained 441 quality professionals throughout VHA.
  - Target staff with less than two years working in Quality, Prioritize new Chiefs/Deputy Chiefs

## Project Execution (Continued) Sample Agenda

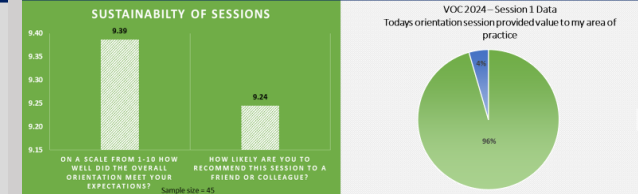
The initial agenda is shown below. This agenda was modified to replace the round table discussion with Professional Development and "Why Mission Matters" to further align with the VHA High Reliability Organization (HRO) principles.

Week	Topic
Week 1	Welcome, QPS and OQM Organizational Overview, National Center for Patient Safety
Week 2	OQM/QPS Quality Program Overviews
Week 3	Foundations of Survey Activity
Week 4	National Improvement Office (NIO), NOLA U, VHA High Reliability Enterprise Support
Week 5	VHA Data Sources & Performance Measures
Week 6	Roundtable, Open Discussion & Resources

## Continuous Process Improvement (CPI)

- Revised the nomination process using a MS Forms tool
- Changed the format of breaks between presenters due to Voice of Customer (VOC) feedback
- Modified topic content based on customer feedback
- Maintained the current schedule of a one 3-hour session, weekly for six weeks based on (VOC) feedback
- Worked with presenters to develop in presentation polls and activities to increase audience engagement
- Built-in an extra week to the schedule to allow for flexibility in case of technological or presenter scheduling problems (7 weeks program scheduled for a 6-week session)
- Developed pre-orientation information sessions to help communicate the orientation process, objectives and attendee expectations
- Integrated MS Teams channel and SharePoint to enhance communications
- Expanded the accreditation footprint to include psychiatric discipline CEU's

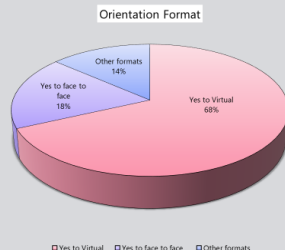
## Data: VOC Analysis & Results



- Voice of the Customer (VOC) data is captured for each session and the overall orientation program utilizing MS forms surveys
  - Data showed a 97% overall satisfaction rate. (average of 6 VOCs)
  - More than 95% applied lessons learned to their respective areas of practice.
  - More than 80% recommend the course to their colleagues.

## Challenges

- 18-25% of the attendees have suggested future face-to-face orientation would be preferred
- Relationship building and networking limitations due to the virtual environment
- Hard to pulse check attendee participation during orientation sessions
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## Success & Future Goals

- Over 440 attendees have participated in the Orientation Program Nationally with representation from all VA Networks and Healthcare Centers
- Our Satisfaction rates have held steady at around 97%
- Working to develop a face-to-face Orientation offering periodically
- Capture 100% new to VHA Quality Professional hires for attendance
- Continue to refine topic offerings based on the VOC
- Leveraging Strong Practices from Quality Management Offices in the field
- Increased audience engagement, inclusivity and interactions through use of tools including:
  - Upgraded meeting polls
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## References & Acknowledgement

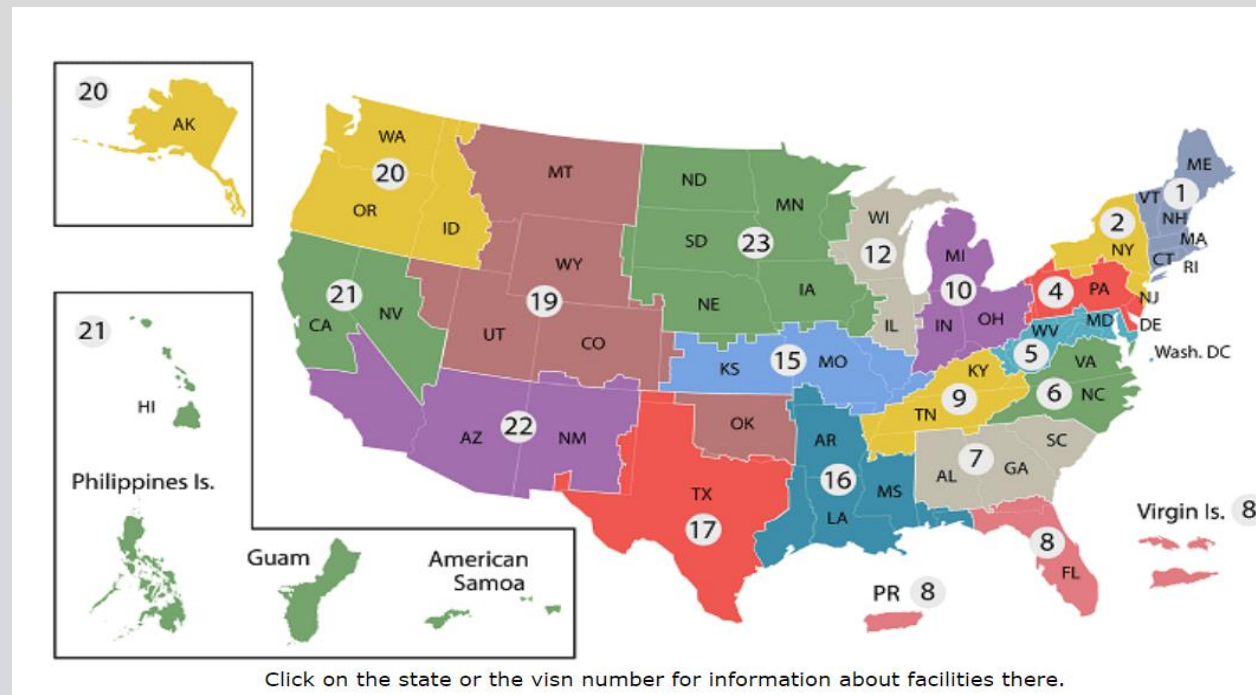
- Veterans Health Administration. "About VHA." *Va.gov*, 8 Nov. 2023, [www.va.gov/health/aboutvha.asp](http://www.va.gov/health/aboutvha.asp).
- VA Web Solutions. "VA.gov | Veterans Affairs." *Va.gov*, 2014, [www.va.gov/directory/guide/map.asp?dnum=1](http://www.va.gov/directory/guide/map.asp?dnum=1).
- The authors acknowledge the United States Department of Veterans Affairs & Office of Quality Management Senior Leadership for supporting this work



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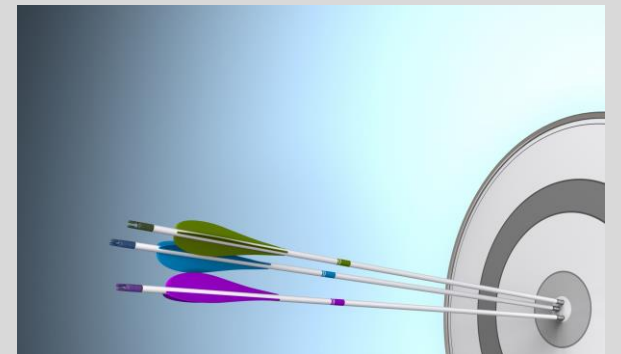
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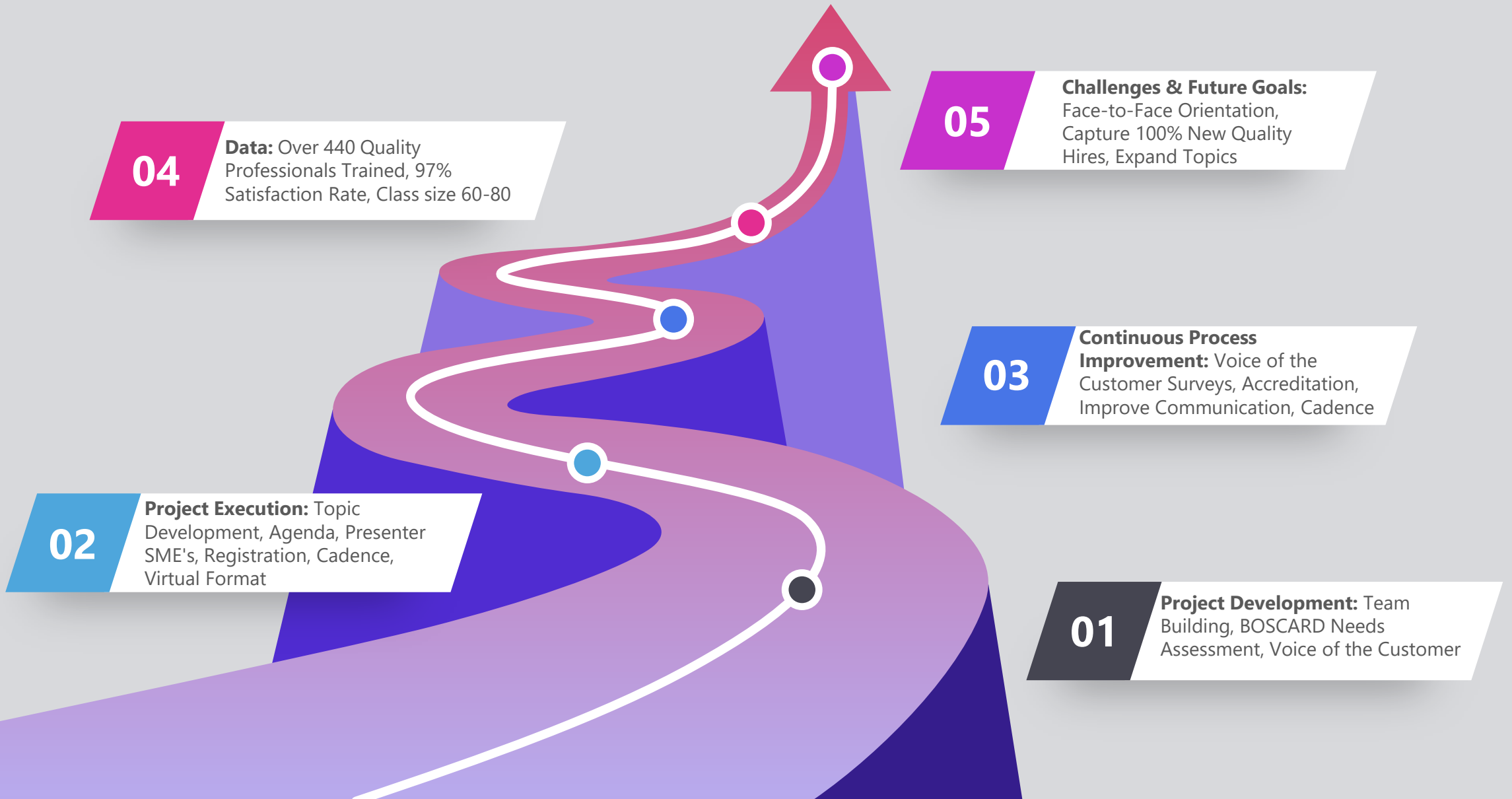
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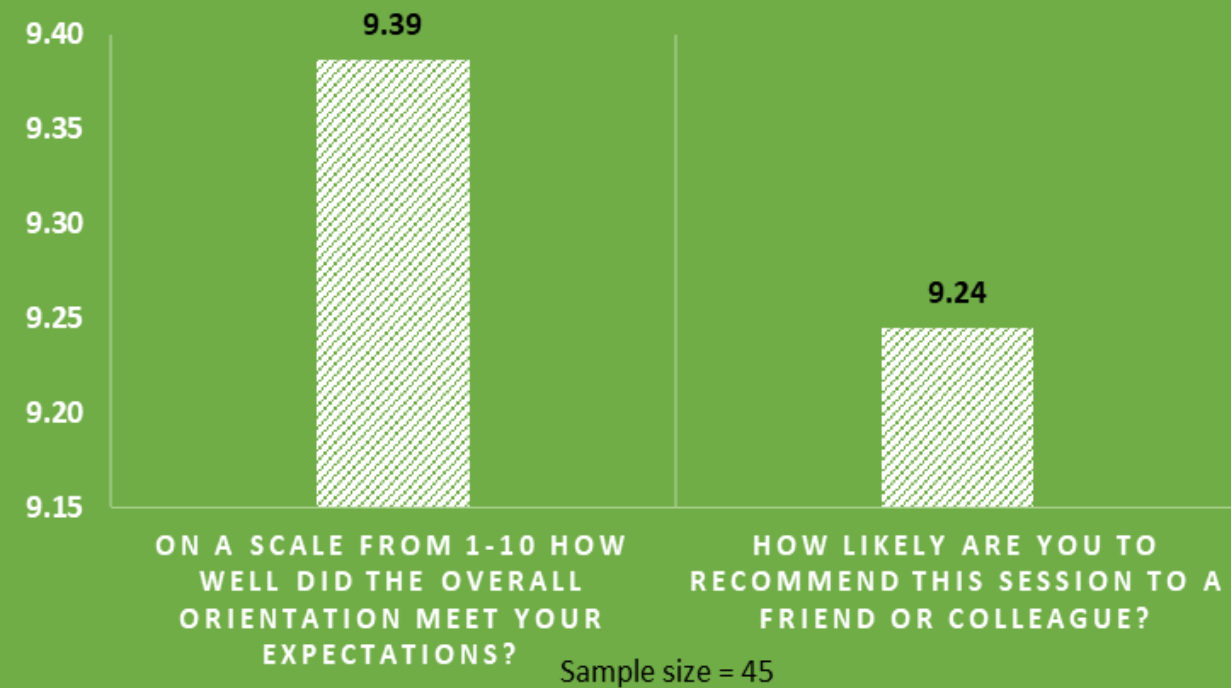
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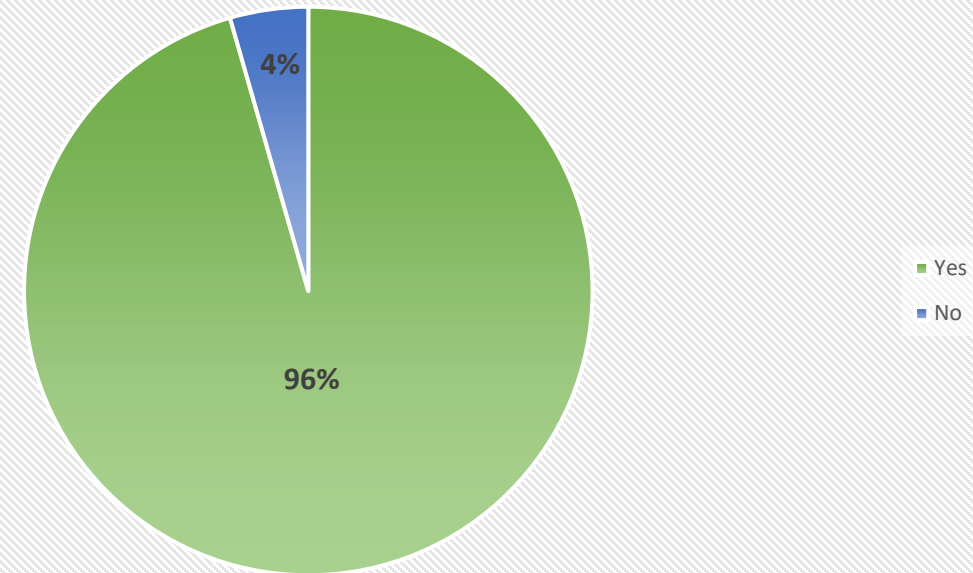
# Data: VOC Analysis and Results

## SUSTAINABILTY OF SESSIONS



## VOC 2024 – Session 1 Data

Today's orientation session provided value to my area of practice

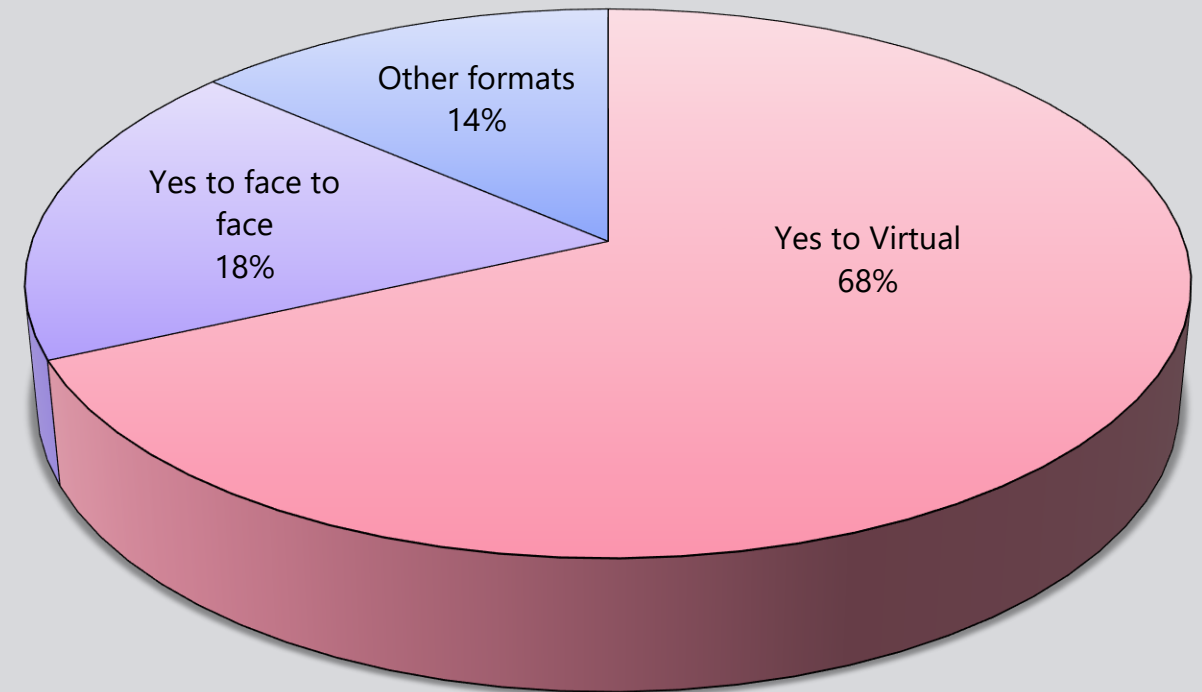


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Orientation Format



■ Yes to Virtual   ■ Yes to face to face   ■ Other formats

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[www.va.gov/health/aboutvha.asp](http://www.va.gov/health/aboutvha.asp).
2. VA Web Solutions. “VA.gov | Veterans Affairs.” *Va.gov*, 2014,  
[www.va.gov/directory/guide/map.asp?dnum=1](http://www.va.gov/directory/guide/map.asp?dnum=1).
3. The authors acknowledge the United States Department of Veterans Affairs & Office of Quality Management Senior Leadership for supporting this work.