

# VHA: The Changing Lives, Saving Lives Campaign

# TOPICS TO EXPLORE

## Market Discriminators

What differentiates the Innovation Ecosystem (IE) from very crowded internal (VA) and external markets and “innovation” is the popular buzz word?

## Marketing IE

How do we sell the IE vision to the FIELD and motivate leaders/employees to become active participants/advocates for IE?

## Core Messages

What are the top three messages we want our audiences to hear, understand, remember and repeat?

## Partnerships

How do we galvanize and sustain support of internal/external partners through a common vision and “shared wins”?



# CAMPAIGN VISION

*Empowering VA employees to innovate, connect and transform Veteran care and experience.*

## Campaign Drivers & Methods

- ▶ **Innovation Journey** – Shared journey between the Innovation Ecosystem and Veterans/Patients, Employees and Partners in Changing Lives and Saving Lives: Human Centered Design
- ▶ **Innovation Behaviors** – Innovator, Innovating, Innovate and Innovation: Social, behavioral and cognitive science
- ▶ **Innovation Difference** – Learning, High Performing and Changing/Saving Veteran Lives: ADKAR—Change Management

# CHANGING LIVES, SAVING LIVES – THE STORY



**Sargent Major Pierre Mackie** kept his dream alive of becoming a police officer after losing two limbs



**Prosthetist Wayne Biggs**, a member of Dr. Heckman's team, was a valued contributor to improving the prosthetic limb acquisition experience for all Veterans



**Dr. Heckman** could answer Pierre's question "How am I ever going to be a police officer now?"

## Naloxone Is Saving Veteran Lives

**How It Works**  
The Opioid Overdose Reversal Program has three main elements:

**Current State Process Flow or Attributes**

**Automatic External Defibrillator**

**DIFFUSION IN ACTION:**

### REVERSING OPIOID OVERDOSE AND SAVING VETERAN LIVES THROUGH RAPID NALOXONE ADMINISTRATION

**Challenge**  
As has made national headlines in recent months, our nation is in the midst of an opioid crisis. Opioid overdoses took the lives of nearly 50,000 people in 2014. Sadly, veterans are twice as likely to die from accidental opioid overdoses compared to the non-veteran population. Although administration of intranasal (IN) naloxone (brand Narcan®) effectively reverses opioid overdoses, it is frequently unavailable at the time of an overdose, even in VA facility grounds.

**Innovation**  
Began by Pamela Bellino, Patient Safety Manager at the VA Boston Healthcare System, the Opioid Overdose Reversal Program is a practice to increase the availability of IN naloxone to prevent overdose fatalities among Veterans at VA facilities. The program increases the likelihood of preventing these fatalities by identifying AED cabinets, VA public officers, and at-risk veterans with IN naloxone. After successfully piloting the practice at the VA Boston Healthcare System, facilitated implementation of the innovation began in VSOA through the Diffusion of Excellence initiative.

... Everyone is surprised that the police haven't been carrying Narcan up until now. My goal is that one day all IVAI police will carry Narcan. The idea of having the AED cabinets with Narcan, I have received so much feedback about how innovative it is and that it should be implemented throughout the country.  
— Pamela Bellino

... of a team of interdisciplinary caregivers. The Joint Commission believes and has outlined specific elements should be equipped, consistent with conducting daily care to the VA Police Service Innovation Toolkit.

**Rapid Availability of IN Naloxone**  
Opioid Overdose Reversal Practice, the practice? Visit the Diffusion of Excellence initiative.

VHA Innovation Networks

Diffusion of EXCELLENCE  
Helping the Best Help the Best

## Innovation Behaviors

**Innovator** – Purpose and Passion

**Innovating** – Attitude and Mindset

**Innovate** – Behavior and Action

**Innovation** – Impact and Result

# ECOSYSTEM OF STORIES

**Project HAPPEN: Non Ventilator-Associated Hospital-Acquired Pneumonia Prevention through Engaging Nurses to Complete Oral Care**

Project HAPPEN has resulted in a **90% decrease in NV-HAP** and **12 lives saved**. This reduction in NV-HAP has reduced costs of \$40,000 per case, with an estimated costs savings of \$2.68M on the Salem VAMC CLC units in 18 months.

**Opioid Overdose Reversal through Rapid Availability of IN Naloxone**

Since its inception at VA Boston HCS in 2015, **12 opioid overdoses have been successfully reversed** from IN naloxone sourced from an AED Cabinet or a VA Police Officer.

**Novel FLOW3 System**

A total of **2417 prosthetic consults** have been processed, impacting 1106 unique Veterans to date, and has reduced wait times from Prescription to Purchase Order by an average of 52%.

**Changing Lives, Saving Lives**

**VIONE – An Innovative Deprescribing Tool for Medication Management**

In three years, over 7,000 Veterans have benefited from VIONE at Central Arkansas Veterans Healthcare System, with **over 12,000 medications deprescribed**; approximately \$2M in annualized cost avoidance.

**Increasing Wound Care Access for Rural Veterans Through Telehealth (TeleWound)**

At just two sites, **over 850 Veterans** have received wound care via telehealth through the TeleWound program.

# STORY-LINE: *INNOVATION IS A VERB, NOT A NOUN*

Every Leader, Employee and Partner Can Innovate, Connect and Transform

## INNOVATE

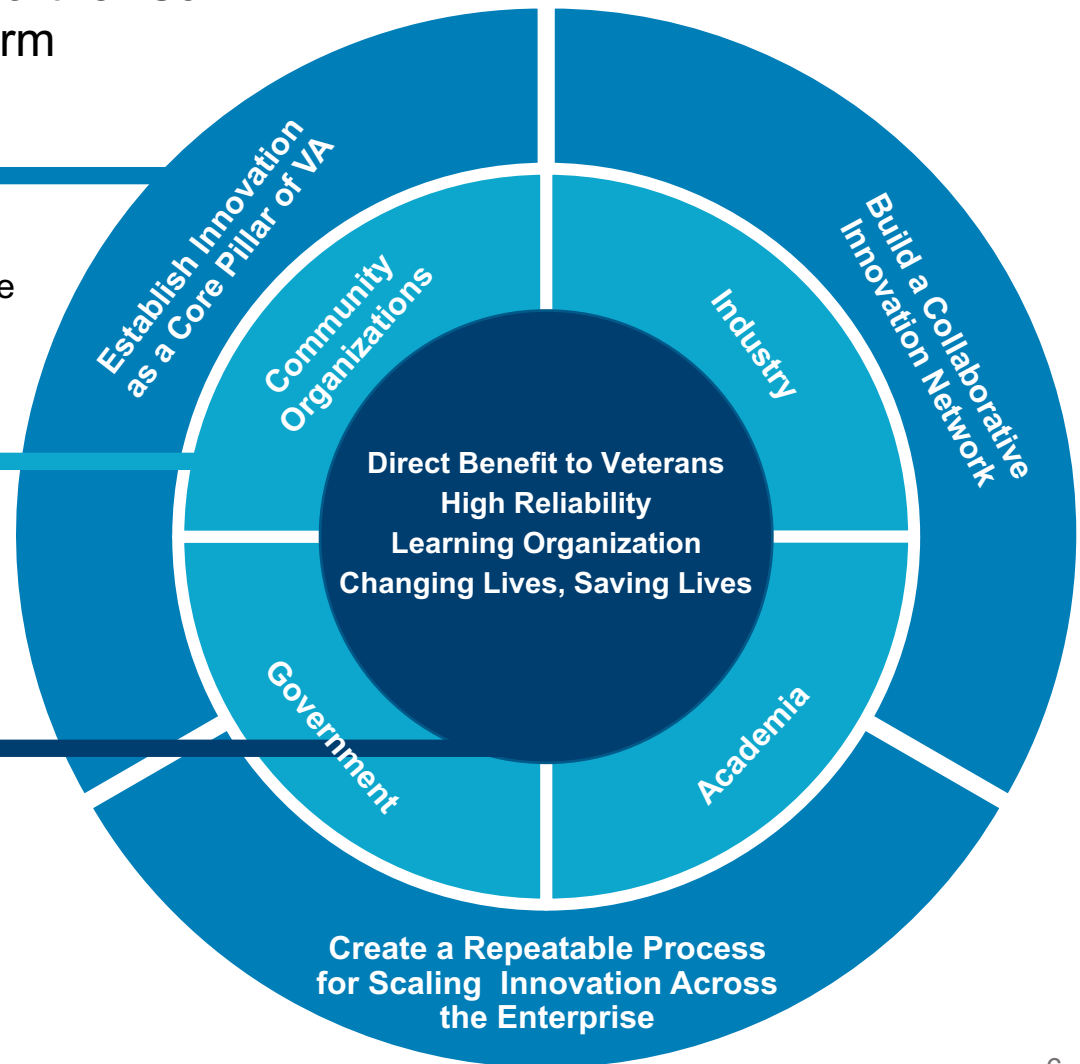
Repeatable Processes create, reinforce and sustain Repeatable Behaviors to scale innovation across the enterprise

## CONNECT

Collaborative Networks strengthen and grow Collective Vision, Action and Impact

## TRANSFORM

Innovation becomes a VHA Core Pillar to Change and Save Veteran lives and produce a high reliability and learning organization



# VHA INNOVATION ECOSYSTEM AT A GLANCE

The Innovation Ecosystem enables innovators at VA; collectively we can deliver more together

## WHO WE ARE

We leverage the collective power of innovation champions across VHA to drive radical improvement and foster a culture of innovation and continuous learning.

## WHO WE WORK WITH

We collaborate with VA's innovation community and industry partners to incubate ideas and accelerate the development of new solutions to benefit Veterans.

## WHAT WE DO

We identify emerging areas of innovation and empower frontline staff to test, develop, and scale solutions across VA.

## OUR IMPACT

We ensure VA takes an innovation-first approach to solving tough problems with a focus on improved clinical outcomes, cost savings, and partnership.



# KEY MESSAGES

## Meaningful, Actionable and Repeatable Messages and Storylines

### Changing Veteran Lives

- Deliver world-class care and experience
- Advance clinical practice
- Improve quality and health outcomes

### Saving Veteran Lives

- Empower employees to innovate Veteran-focused solutions
- Reduce negative variation in care, practice and experience
- Promote learning and high performance that directly benefits Veterans

### Changing Employee Lives

- Make innovation meaningful, doable and repeatable
- Promote and sustain collaborative networks
- Create and support conditions to achieve success



# KEY MESSAGES INFLUENCE KEY BEHAVIORS



Veterans are experiencing the difference



- Deliver world-class care and experience
- Access to advanced clinical practice
- Improve quality and health outcomes



Employees are behaving differently



- Make innovation meaningful, doable and repeatable
- Promote and sustain collaborative networks
- Create and support conditions to achieve success



VHA is performing differently



- Empower employees to innovate Veteran-focused solutions
- Reduce negative variation in care, practice and experience
- Promote learning and high performance that directly benefits Veterans

# INNOVATION BEHAVIOR CHANGE

## Change Management's ADKAR

### AWARENESS

“I am *aware* of the CLSL and/or Innovation Ecosystem and its role in driving innovation at VHA...”

### DESIRE

“I am *interested* in being a part of and supporting the CLSL and/or innovation at VHA...”

### KNOWLEDGE

“I *understand* the objectives of the CLSL and/or Innovation Ecosystem are to...”

“I have an idea for an innovation I would like to *submit* to CLSL and/or IE...”

### ACTION

“I would like to *access* additional information and resources on the CLSL and/or IE

### REINFORCEMENT

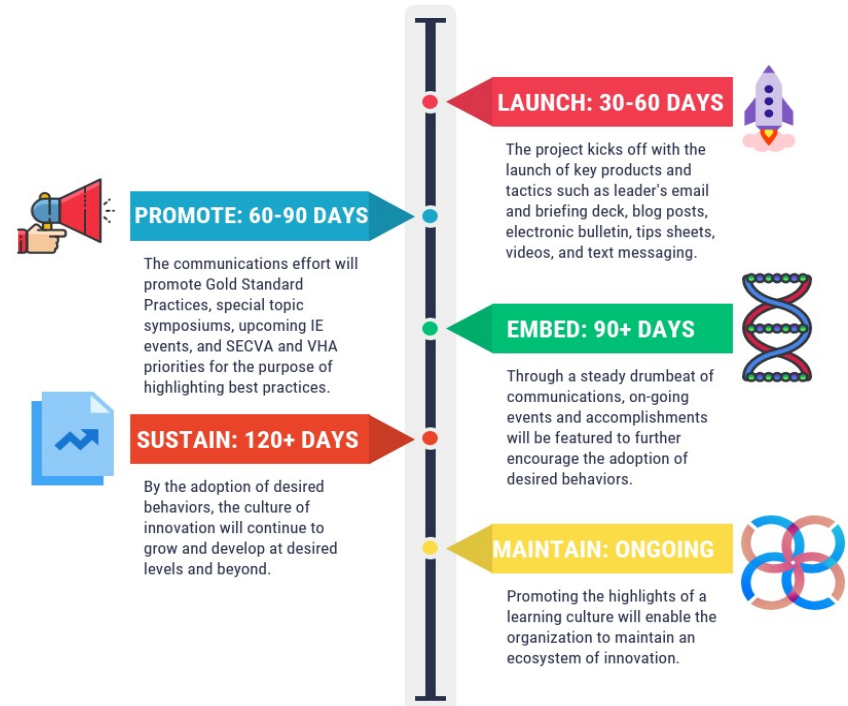
# CAMPAIGN 120-DAY ROADMAP (FEBRUARY-MAY, 2019)

Communicate key events, forums, tactics and topics to promote continued innovation

- **Phases:** Campaign focuses on interconnected phases and story-driven content
- **Repeatable:** Approved approaches and repeatable processes and tactics strengthen the effort
- **Link:** Phases link activities and timeline to further promote key events, topics, SECVA priorities and Gold Standard Practice examples
- **Promote:** Multi-level approvals promote awareness and consistency
- **Measurable:** Pulse Polls will track and message progress

## VHA Innovation Communications

### PROJECT DELIVERY OVERVIEW



# 120 DAYS – THE POWER OF STORY...



**Words**  
(Hear)

**Images**  
(See)

**Emotions**  
(Feel)

**Actions**  
(Do)

**Learnings**  
(Reflect)

# CONTENT GENERATION & PRODUCT DEVELOPMENT

Materials will feature key messages, highlight, milestones and achievements

## Campaign Products and Materials

- Email to Leaders/Stakeholder
- Leader Briefing Deck
- Blog Posts
- Electronic Bulletin Board Pop-up
- Tip Sheets
- White Board Video
- Mobile text Messaging



# CAMPAIGN CORE AUDIENCES AND GOALS

Communicate key events and topics to promote innovation through the ecosystem



# LEADERSHIP COMMUNICATIONS

OBJECTIVE	METHODS
<p><b>Promote regular communications with employees by leaders at the local and regional facility level.</b></p>	<ul style="list-style-type: none"> <li>• <b>Things2Know</b>—Personalized weekly emails focusing on three to five updates that are critical to the initiative. The email will include one to two points that are consistent and one to three points customized based on local and regional efforts. The email would be sent early each week directly from the appropriate director or deputy director. The emails will reinforce and highlight the quarterly and monthly theme calendar</li> <li>• <b>Weekly Roundup</b>—Late each week, a Weekly Roundup of the top three to five innovation efforts would be posted on internal VHA channels and would be developed in collaboration with VHA Office of Communications</li> <li>• <b>Alerts/Spotlights</b>—Sent to facility directors, deputy directors and key influencers about program updates and critical status reports that could impact ongoing efforts. The alerts for each previous month will be included in monthly Leadership Toolkits.</li> <li>• <b>Leadership Toolkit</b>—Disseminated monthly, contents will follow the monthly theme calendar and will include Gold Status Practice examples, updates on innovation efforts, recommended employee engagement tactics, external speaking opportunities for outreach, external partners and media activities. The package will include a one-page summary and relevant materials (fact sheets, press releases, blogs, media pitches for background purposes and previous month Weekly Roundups).</li> </ul>

*Tailored messaging and content to empower employees to innovate, connect and transform*



# STRATEGIC PLANNING

OBJECTIVE	METHODS
<p><b>Leverage internal and external communications to promote the campaign.</b></p>	<ul style="list-style-type: none"> <li> <p><b>Internal</b>—Coordinate with the newly reestablished division of the VHA Office of Communications and a range of internal forums and platforms, such as VA Pulse, VA Insider, intranet sites, and more. We will also promote the campaign based on the overarching quarterly and monthly themes, focusing on raising awareness through external engagements in addition to planned internal events over the coming months, including the Diffusion of Excellence Base Camp in October, the VHA Innovators Network Quarterly Innovation Training in November, and the Diffusion/Patient Experience (PX) Symposium in December.</p> </li> <li> <p><b>External</b>—Collaborate with academic and health care systems around best practices and lessons learned around innovation efforts will add to credibility of VHA Innovation Ecosystem and will provide promotional content. Promoting visits by tiger teams or other small groups focused on engagements and collaboration will provide opportunities to glean ideas and cross promote. This collaboration will provide opportunities for media engagements at the local, regional and national level.</p> </li> </ul>

*Tailored messaging and content to empower employees to innovate, connect and transform*

# MEDIA AND SOCIAL MEDIA OUTREACH

OBJECTIVE	METHODS
<p><b>Promote successes within the VHA Innovation Ecosystem and personal testimonials.</b></p>	<ul style="list-style-type: none"> <li>• <b>Internal</b>—Promote milestones and success stories through VHA and VA social media channels such as Medium, VAntage Point, and the VHA Innovation Twitter handle to promote the campaign.</li> <li>• <b>External</b>—Feature success stories in trade, medical and business management journals, local and regional media outlets, blog and publications, cross promoting through social media engagements and channels. Build on coverage at the local and regional level, media pitches to national media organizations to add proof points and demonstrate the scalability of the innovation effort. Prepare media pitches and prepared content submissions to highlight overarching themes. Package prepared content including basic stories with multiple sources cited, visuals such as graphics, information graphics and animations, fact sheets and other relevant materials for media pitches. Target key media outlets based on the audience reach, publication primary focus areas and publication schedule. Conduct radio and television satellite tours as much as possible to expand the media outreach. Social media outreach will be integrated and used in collaboration with media outreach to ensure cross-channel promotion is consistent and coordinated.</li> </ul>

*Tailored messaging and content to empower employees to innovate, connect and transform*

# PUBLICATIONS

OBJECTIVE	METHODS
<p><b>Promote successes within the VHA Innovation Ecosystem and personal testimonials.</b></p>	<ul style="list-style-type: none"> <li>• <b>Internal</b>—Promote milestones and success stories through VHA and VA publications to share information about the campaign.</li> <li>• <b>External</b>—Publish innovation case studies in professional journals and trade publications on a quarterly basis and engage campaign partners in joint publication opportunities. Overall, these stories will feature VHA leaders, employees, veterans and their caregivers to demonstrate the impact of the successes and highlight the culture of innovation within the ecosystem and be completed in collaboration by Office of the Secretary and OPIA.</li> </ul>

# ADVERTISING

OBJECTIVE	METHODS
<p><b>Raise awareness of innovation efforts among Veterans and key influencer demographic groups</b></p>	<ul style="list-style-type: none"> <li>• <b>Internal</b>—Promote milestones and success stories through VHA and VA publications and other channels, where appropriate, to share information about the campaign.</li> <li>• <b>External</b>—Develop paid micro ads to feature on external social media channels and when possible on cable and/or network television and radio programs, featuring the voice of the veteran and employee, and micro-targeting certain areas and demographics to maximize exposure.</li> </ul>

*Tailored messaging and content to empower employees to innovate, connect and transform*

# EVALUATION AND MEASUREMENT

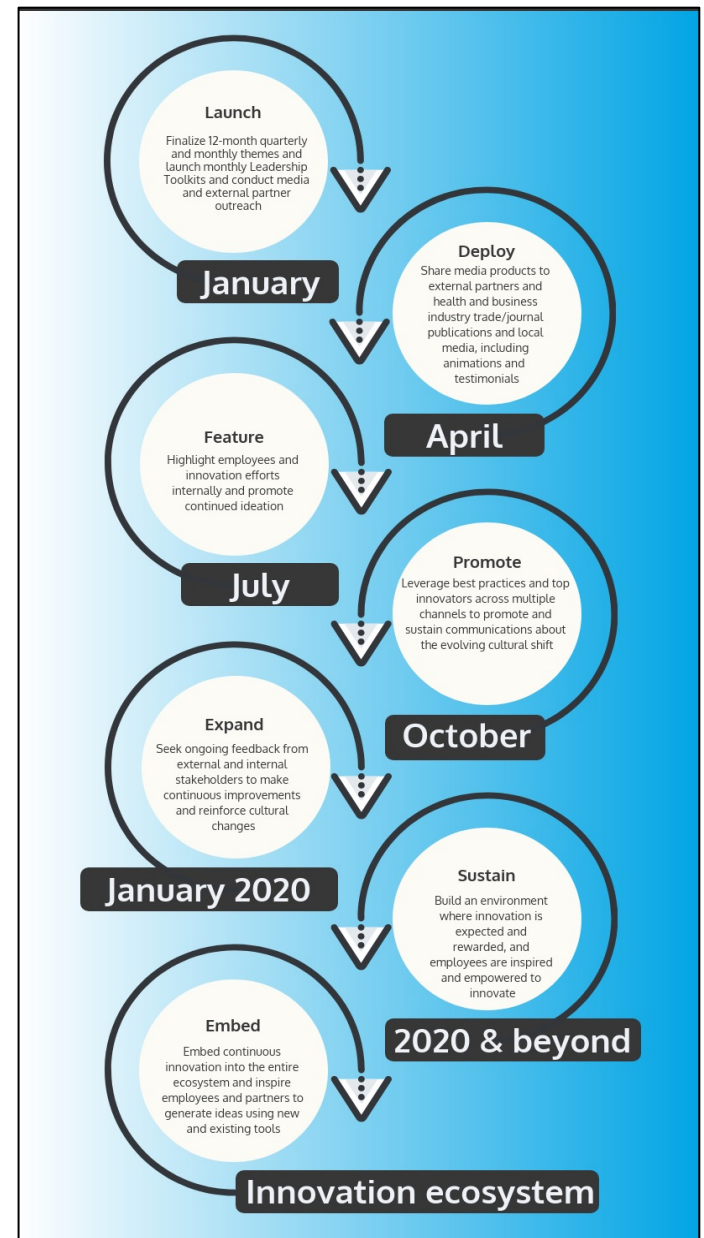
OBJECTIVE	METHODS
<p><b>Track and measure success of the program through ongoing monitoring and analytics</b></p>	<ul style="list-style-type: none"> <li>• <b>Internal</b>—Seek ongoing feedback from employees, Veterans and partners to gauge effectiveness and perceptions.</li> <li>• <b>External</b>—Conducted ongoing research and apply lessons-learned to ensure we uncover expectations and views of VA employees, Veterans and external audiences, and the extent to which the campaign delivers on existing perceptions. Evaluate the clarity and comprehension of the campaign; determine if the campaign is memorable and likely to drive action, and in which ways; and to refine our framework for how to most effectively communicate key messages and calls to action.</li> </ul>

*Tailored messaging and content to empower employees to innovate, connect and transform*

# 120 DAYS AND BEYOND: CAMPAIGN DRUMBEAT

12-month theme-based campaign links key events and activities to continuous communications efforts

- Changing Lives/Saving Lives Campaign will include story-driven products, highly visual
- It will provide clear goals, priorities, strategies and tactics of the initiative.
- The monthly focus highlighting priorities, forums, innovation Gold Standard Practice examples, academic and external partnerships, and QUERI and HRO initiatives will be woven into core themes and topics



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## Core Messages

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Innovators  
Network

Diffusion of  
**EXCELLENCE**  
Diffusing Best Practices Across VHA

# Resource Slides

January 2019

**VA**



**U.S. Department of Veterans Affairs**

Veterans Health Administration  
Office of Discovery, Education and Affiliate Networks (10X)



# VA INTERNAL COMMUNICATIONS: MyVA RESEARCH

KEY INSIGHTS



## Employee Sentiment

**9 in 10** are proud to work at VA. 2 in 3 are very proud.

### WHAT THIS MEANS FOR YOU

In all interactions with employees focus VA's vision, mission and values to embrace this pride.

**3 out of 4**

are more favorable toward the MyVA/the VA transformation when messages center on Veterans, values or pride of mission.

### WHAT THIS MEANS FOR YOU

Utilize messages in your toolkit that focus on how the MyVA transformation helps the VA achieve its mission to serve veterans.



## Frequency of Communications



**88%** would prefer to receive communications when there is new information to share, at most once a week or at least once a month.

### WHAT THIS MEANS FOR YOU

Find time at least once a month to share news about the MyVA/the VA transformation and important programs and initiatives that impact employees and Veterans.



## How Employees Communicate (Channels)

THERE IS A HIGH-DEMAND FOR HIGH-TOUCH INTERACTION

**59%** would prefer in-person meetings to receive information about the MyVA/the VA transformation, but only 23% report using them.

### WHAT THIS MEANS FOR YOU

Schedule in-person meetings and emphasize in-person discussions whenever possible to help employees understand how the transformation is relevant to their daily roles.

**4 to 5 times**

as many employees use intranet and email than use blogs or social media.

### WHAT THIS MEANS FOR YOU

Continue to share information through email and intranet communications, but look to use blogs and social media more frequently.



## Messengers



NEARLY

**9 in 10** say VA senior leadership (46%) or direct supervisors (42%) are the most credible sources for information.

### WHAT THIS MEANS FOR YOU

People want to hear from you! Share messages directly with front line employees, engage senior leadership when you think it's appropriate.

# REPEATABLE BEHAVIORS = REPEATABLE OUTCOMES

## Behavior Drives Success:

- **Leader Behaviors** – Using and Modeling Repeatable Processes; Servant Leadership Behaviors and Leadership Development
- **Employee Voice** – Employee Feedback Data, Accessible Data and Local Empowerment
- **Learning Focused** – Talent Development and Management, Continuous Development, Recognition and Work-Life Balance
- **Collaborative Environment** – Ideas and Collaboration, Leadership Tools and Performance Measurement

