

Practice Facilitation SKILLS WORKSHOP







Accelerating Improvement Towards Targets Part 2 - October 12th, 2017

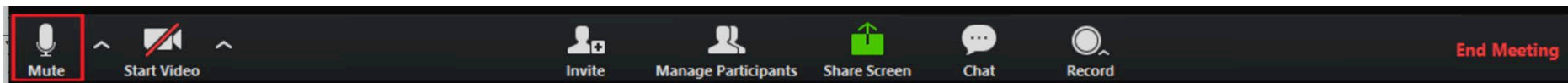
Practice Transformation Initiative, a program of:

12/5/2019



Tech Tips – Zoom Meetings

 Mute	 Start Video	 Chat	 Manage Participants
MUTE / UNMUTE Click on the microphone icon.	VIDEO ON / OFF Click on the video camera icon.	CHAT Click on the chat icon to send questions and comments.	RAISE YOUR HAND Click on the 'Manage Participants' to contribute to the conversation.





Crystal Eubanks



Hello and welcome!





Today's Agenda

1. Touch base from previous workshop
2. Review today's topic and objectives
3. Share 2018 technical assistance plan
4. Tackle PDSA Common Challenges
5. Discussion & Wrap-up



STORYTELLING FOR CHANGE

POLL:

**What were you
successful at
transferring
into your work?**

Identify a story to
share with
practices.

Tell/use a story in
your coaching.

Support a practice
to tell their own
story.

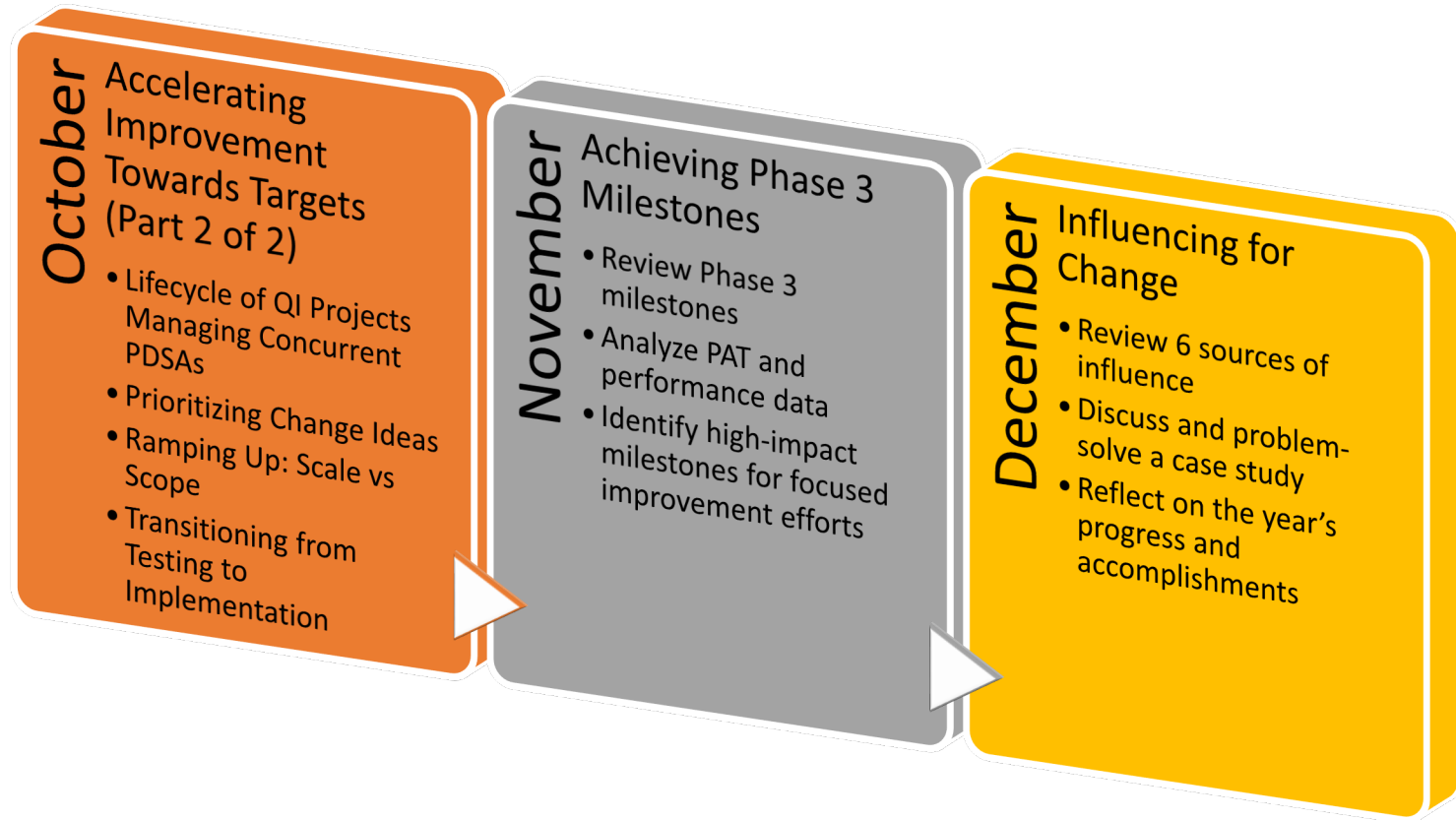
Detail the learning
by a practice in
their efforts.

Be a role model
for vulnerability.

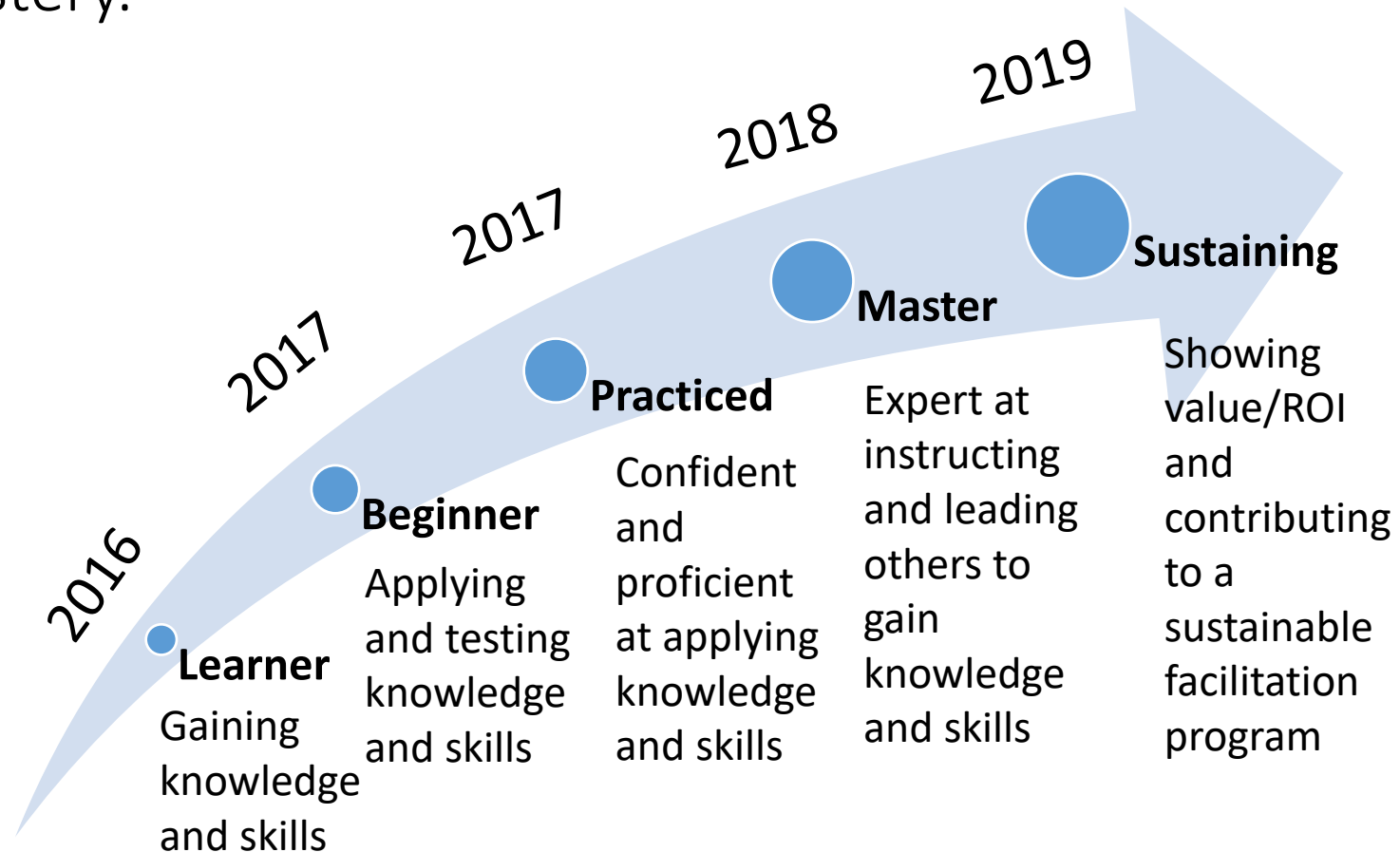
Something else?



Upcoming Workshop Topics



Our hope is that we have provided the support necessary to develop coaches to the “practiced” stage by the end of 2017 and that 2018 will be the year of mastery.





POLL:

**As a practice facilitator,
what is your current level of capability?**

Learner

Beginner

Practiced

Master

Sustaining

Not sure

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What support (for coaches and/or organization) would help you overcome these barriers or challenges so that your coaches feel confident and proficient to accelerate and expand practice engagement?

Sharing Best Practices

- Printed/published success stories
- Drop and load change ideas
- Successful tactics for addressing financial resources

Training and Technical Support

- Continued PTI training events
- In-person convenings on site to address PO-specific needs
- PF practice lab for hands-on application and role-playing

Messaging for Key Stakeholders

- Physician leadership forum
- Executive Leadership Recommitment
- Office Manager forum

PRACTICE FACILITATION TECHNICAL ASSISTANCE



BASIC TRAINING

2-day Learning Session:

ABCs of Quality Improvement & Practice Facilitation Basics



VIRTUAL RESOURCE LIBRARY

Online repository of curated resources related to practice facilitation, including training materials, virtual workshop recordings, case studies, and tools.



COMMUNITY OF PRACTICE WORKSHOPS

Case-based peer learning through in-person and virtual sharing and support.

- Quarterly Virtual Workshops
- Quarterly PTI Convening in-person Workshops



ACE COLLABORATIVE

Peer Support & 1:1 Master Coaching for a small group of Aspiring Coaches of Excellence (selected through application and interview) to develop QI leaders in practice improvement, learning design, and facilitation program sustainability.

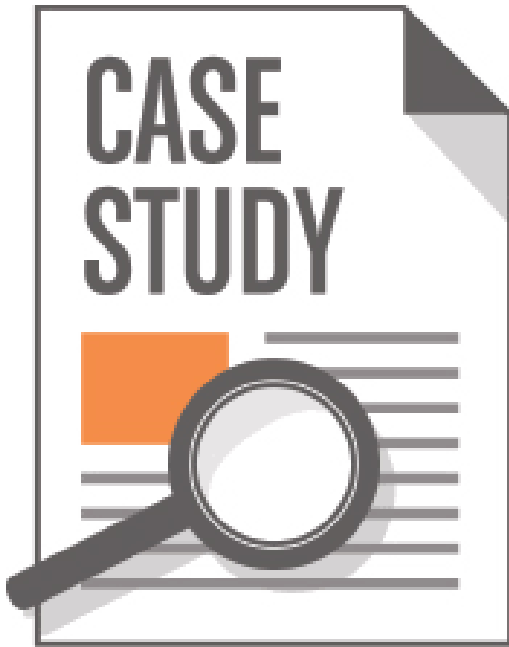


CONSULTATION

Personalized support (training, strategic planning, program design, connection national experts) for your organization and team by experienced Improvement Advisors.

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2018 Community of Practice Workshops



Virtual Workshops

- February 1
- April 5
- July 12
- October 4

In-Person Workshops @ PTI Convenings

- February 21-22
- May 22-23
- August 28-29
- December 5-6



ACE Collaborative

Aspiring Coaches of Excellence

18-month Leadership Development and Peer Support Program

3-6 Practice Facilitators who have demonstrated emerging leadership

Deepening skills in practice improvement, learning design, and facilitation program sustainability.



1:1 Master Coaching

Site visits by a Master Coach to provide feedback on facilitating practice QI meetings and elbow to elbow support for change interventions

Guidance and feedback by Master Coach in development and facilitation of organizational and PTI learning events



Consultation for practice facilitation program

Develop a formal ROI and improvement case study

Identify publication opportunities and support through the publication process

Practice Transformation Initiative



ACE Collaborative IMPORTANT DATES

OCTOBER 19

- 10/19 - Informational Webinar and Applications Opened

NOVEMBER 17

- Applications Due

NOVEMBER 27
– DECEMBER 8

- Interviews

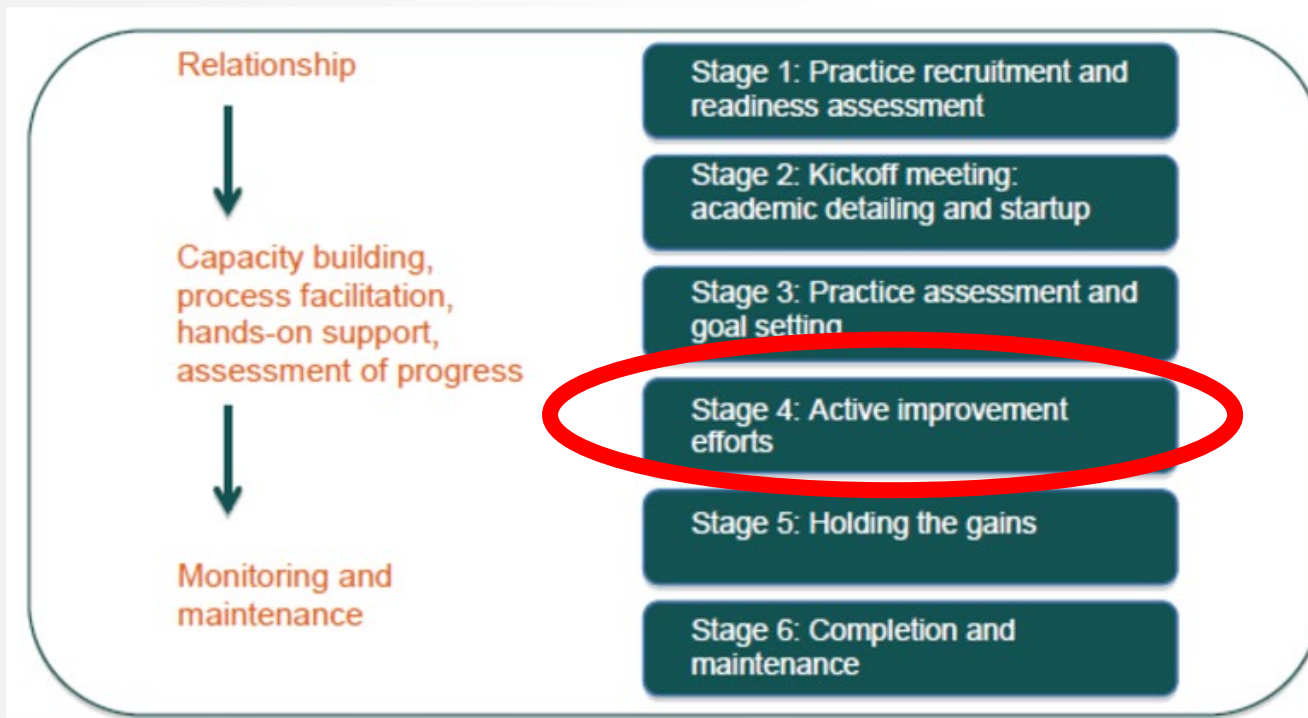
DECEMBER 20

- Announcement

How to Avoid Pitfalls that Derail Improvement Momentum



Figure 3.1. Common stages in a practice facilitation intervention



Source: Adapted from Knox, 2010.

AHRQ Practice Facilitation Handbook: <https://www.ahrq.gov/professionals/prevention-chronic-care/improve/system/pfhandbook/mod3.html>

PDSA Common Challenges

PDSA: Testing or
Implementing a
Change?

Eliciting and
Prioritizing
Change Ideas

Ramping up
PDSAs: Scope vs
Scale

Accelerating
with concurrent
PDSAs



PDSA Type: Testing or Implementing a Change?

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LIFECYCLE OF A QUALITY IMPROVEMENT PROJECT

INNOVATION

Gather ideas for changes.

PILOT

Test changes on small scale.

IMPLEMENTATION

Make the change a standard process in 1 setting.









SPREAD

Implement the new process in several settings.



PDSA Comparison: Pilot vs. Implementation

(To learn more, see [QI 104: The Life Cycle of a Quality Improvement Project.](#))

Pilot Phase	Implementation Phase
 <p>PEOPLE: FEW</p> <p>The number of people affected by a pilot test is relatively small. Thus, the resistance to the change is often relatively low.</p>	 <p>PEOPLE: MANY</p> <p>The number of people affected during implementation is relatively large. There may be stronger resistance to the change that improvement teams must overcome.</p>
 <p>SUPPORT NEEDED: LOW</p> <p>Testers do not yet intend changes to be permanent and therefore do not need processes to maintain changes beyond the test period.</p>	 <p>SUPPORT NEEDED: HIGH</p> <p>Testers expect the change to become part of the routine operations of the system; supporting processes to maintain the change — feedback and measurement systems, job descriptions, training, etc. — must be in place.</p>
 <p>TIME: SHORTER</p> <p>Cycles for testing changes can be rapid.</p>	 <p>TIME: LONGER</p> <p>Test cycles, which are larger in scale and more diverse in scope, generally require more time than in the pilot.</p>
 <p>TOLERANCE FOR FAILURE: HIGH</p> <p>It's OK (in fact, it's encouraged!) for testers to learn from mistakes. Between 25–50 percent of tests may not produce the desired results; these "failures" are important opportunities to learn.</p>	 <p>TOLERANCE FOR FAILURE: LOW</p> <p>Due to all of the above (i.e., the people, resources, and time involved) the tolerance for failure is relatively low during implementation. Testers should have a high degree of confidence that the changes they're implementing will result in improvement.</p>



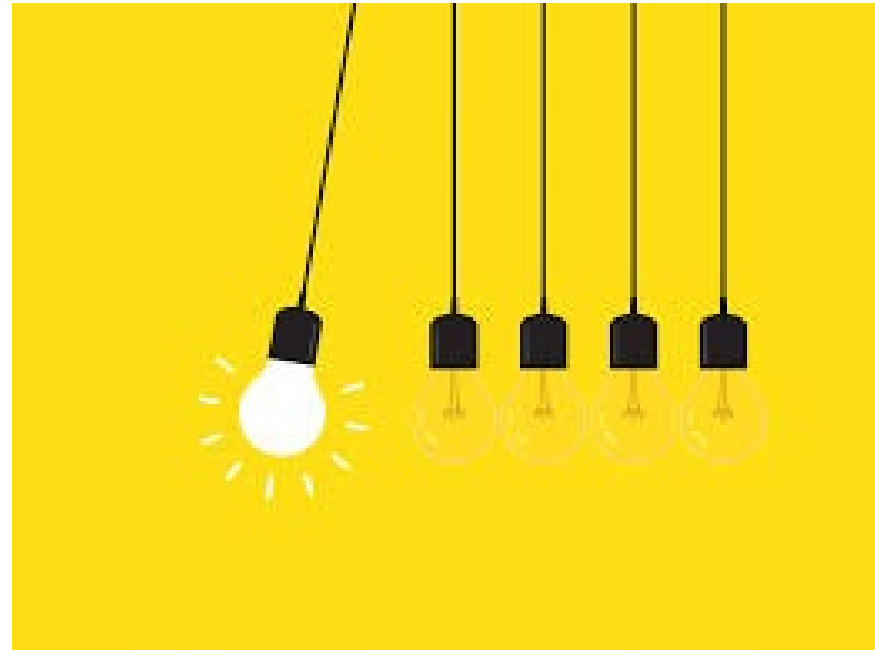
CHAT:

You are working with a 2 provider practice where staff time for QI is limited, as staff is already stretched thin.

How can you work with this practice on a PDSA?

Please unmute or chat in to share your thoughts.

Eliciting & Prioritizing Change Ideas



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Driver Diagram

Primary Challenges

Changes that might lead to an improvement?

AIM:

What are we trying to accomplish?

Increase from ___% to ___% the percentage students, alumni, and faculty, across institutions working on PoPs in NICs by _____.

MEASURES:

How do we know if a change is an improvement?

Practice Transformation Initiative
DRIVER DIAGRAM

AIM:
To measurably improve **quality** of care while decreasing **cost** for **4 million Californians** by working with **4,800 clinicians** across **16 Provider Organizations** in a Practice Transformation Network.

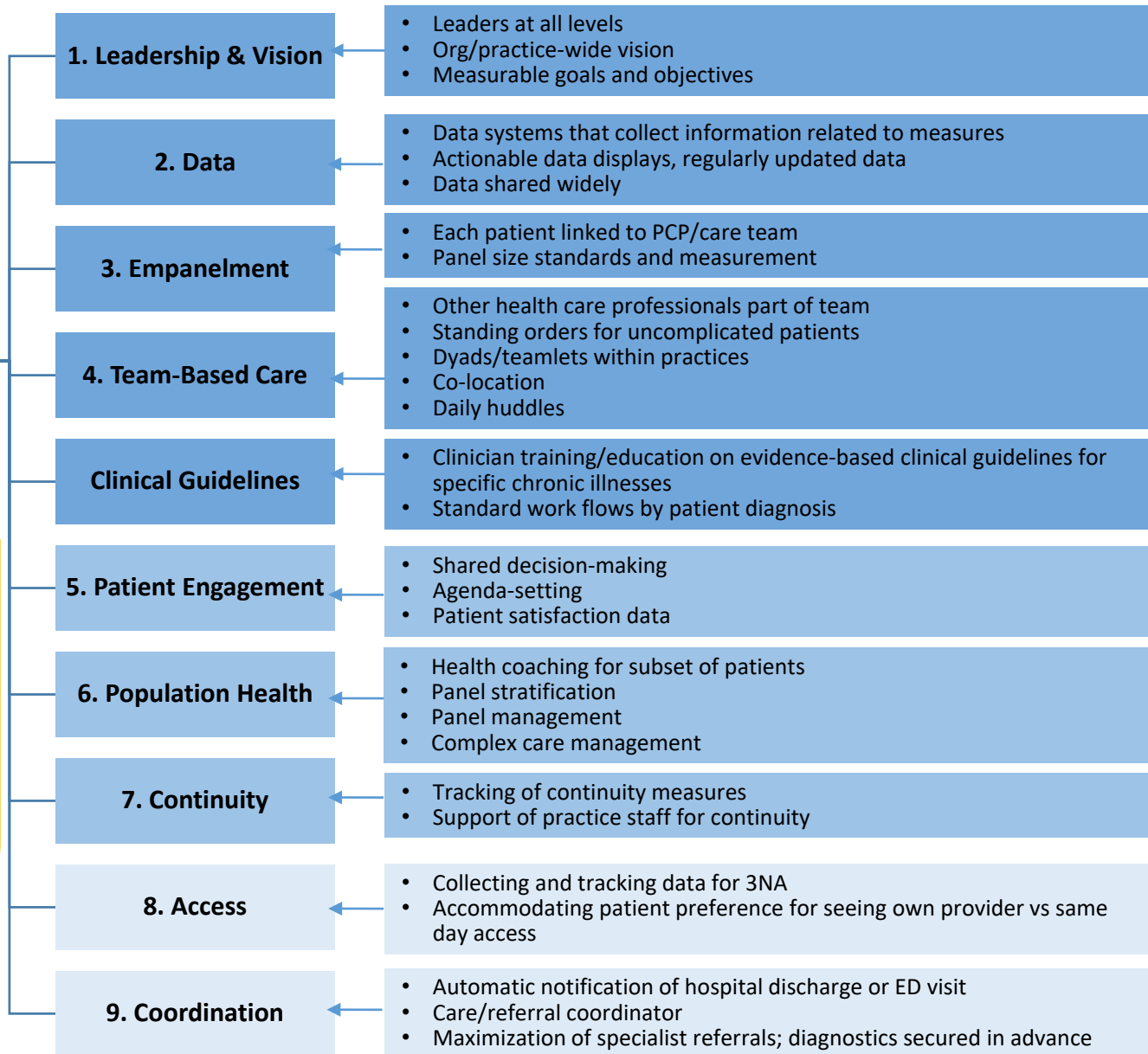
Measurements: Quality & cost improvements demonstrated by an average of 15% improvement across a set of indicators for:

- *Diabetes, hypertension & asthma management*
- *ED & hospital utilization*
- *Back pain imaging*
- *Cervical cancer screening*
- *Patient feedback*

Practice Assessment Tool
Phase of Transformation towards APM

Primary Drivers

Secondary Drivers



Staff Vitality & Joy in Work

Aligning Financial Incentives for Improvement / Sustainable Business Operations

Change Ideas List

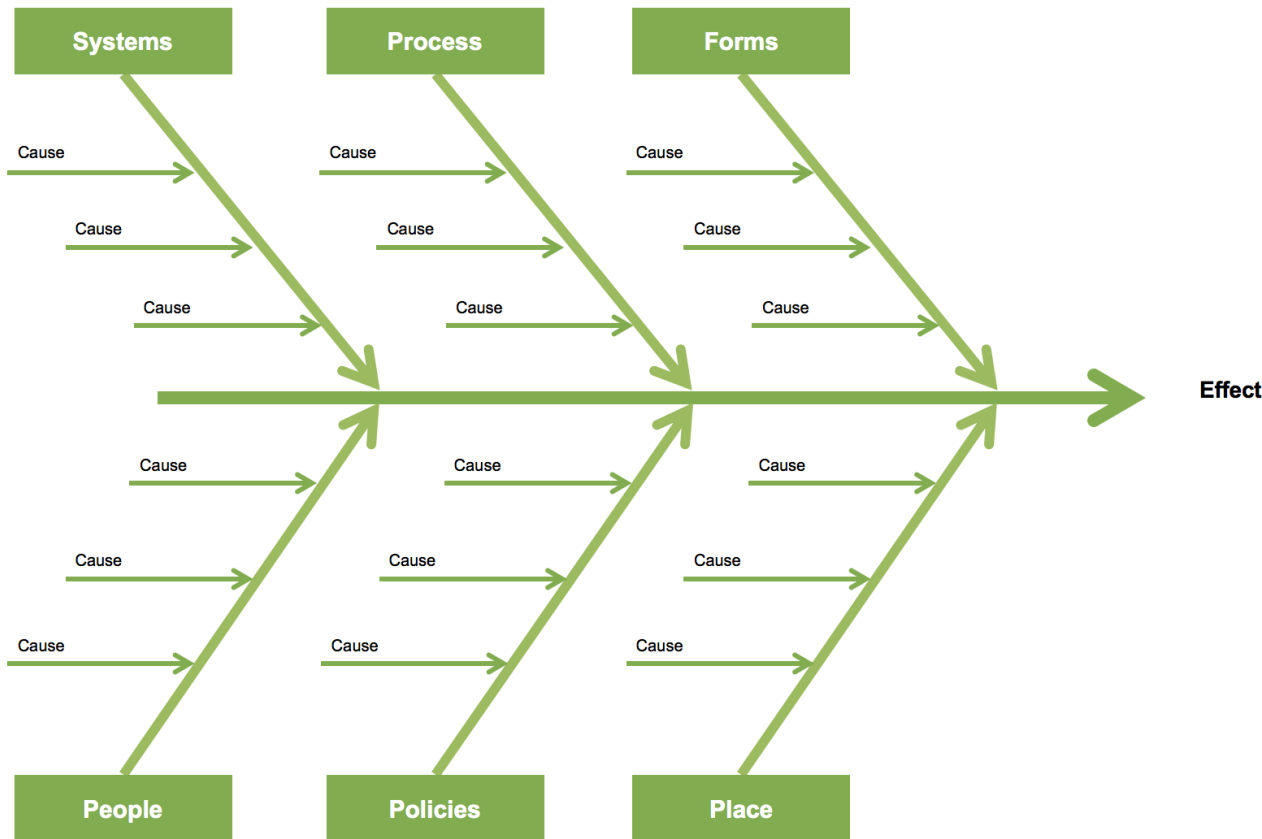
PRIMARY CARE PAT+						
See links for additional resources in the Change Concept column. For a catalog of tools and resources for PAT milestones, go to: https://pbgh.box.com/s/pmcg7opjoqpp5ces4h						
Change Concept Ref & Links	Milestone	Scoring Considerations / Logic	Score	Current Area of Focus? (Yes / No)	Change Concept(s) <i>(Select all that apply one at a time; All selections will populate in cell)</i> <i>MACROs must be enabled to select multiple concepts (see 1. Instructions)</i>	
Results related						
13	1.5.1 Practice and/or provider organization follows up via phone, visit, or electronic means with patients within a designated time interval (24 hours/ 48 hours/ 72 hours/ 7 days) after an emergency room visit or hospital discharge.	Opportunity for a provider organization to support practices centrally.			Assign responsibility for care management of individuals at high risk for emergency department visits or hospital readmission	
	Practice clearly defines care coordination	A practice can achieve a score of 1 if it has achieved Milestone 6 (Care Team Roles) score				



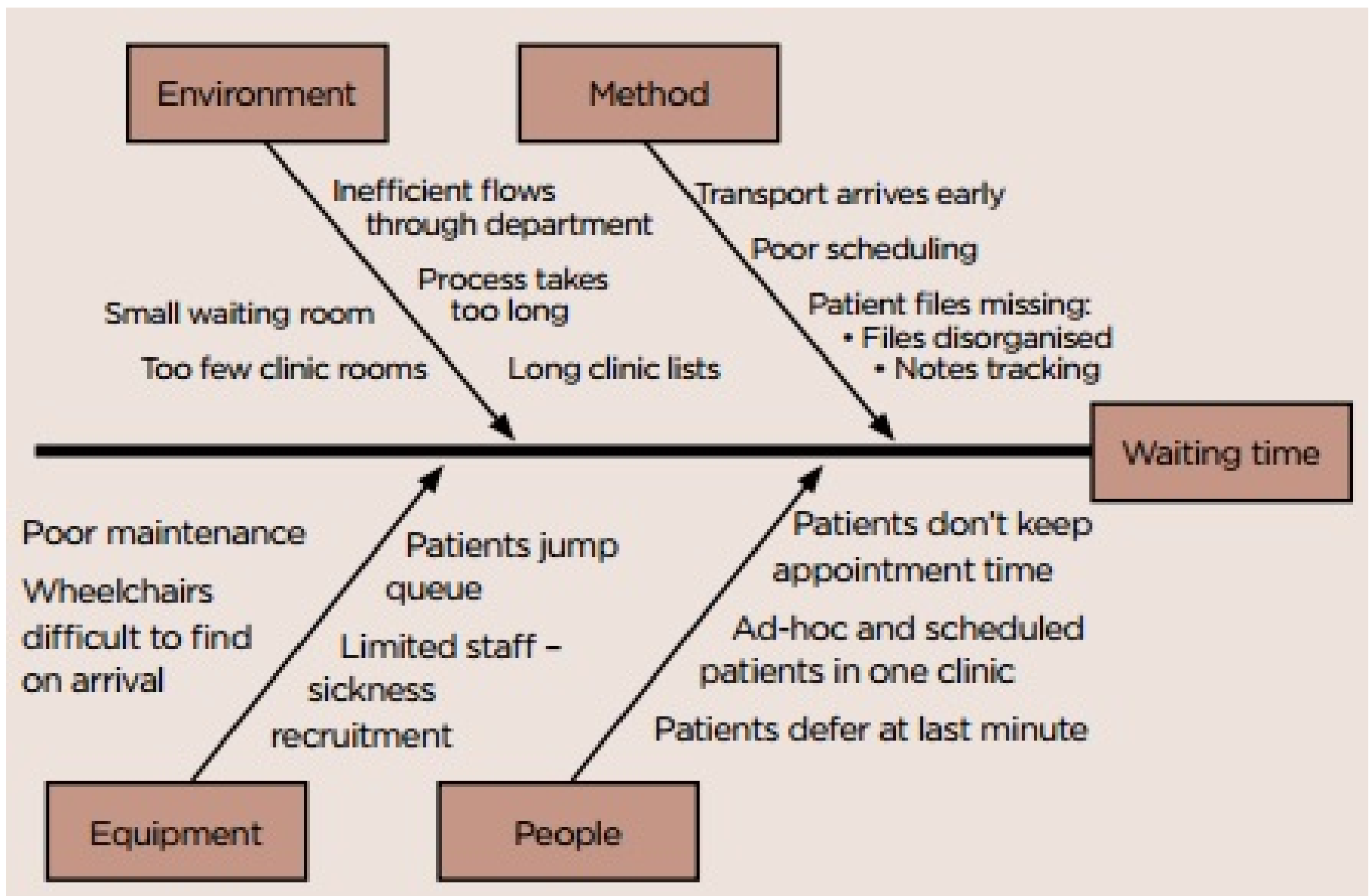
Fishbone Diagram – Root Cause Tool

“Help me understand what’s going on”

Fishbone Diagram

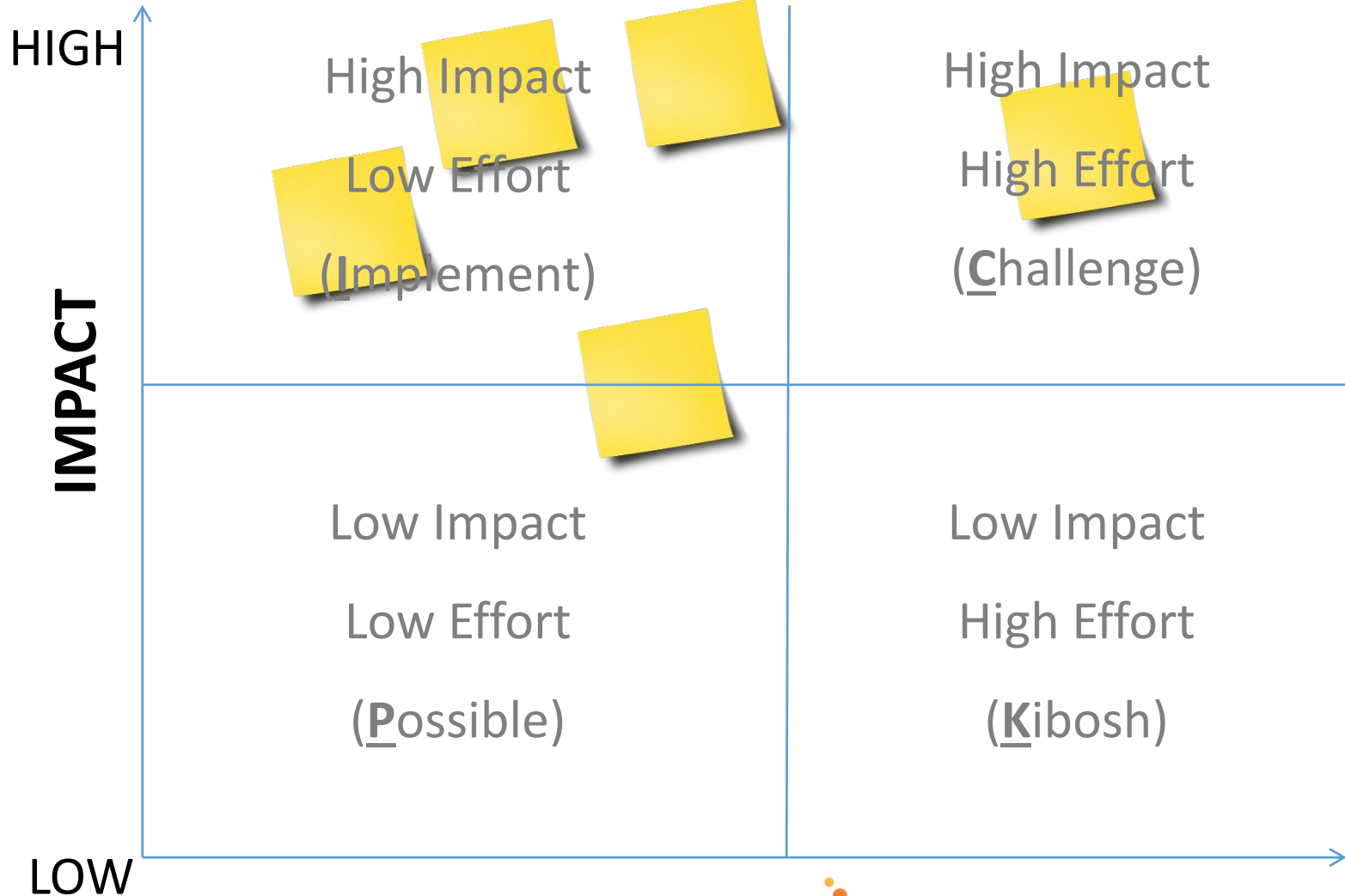


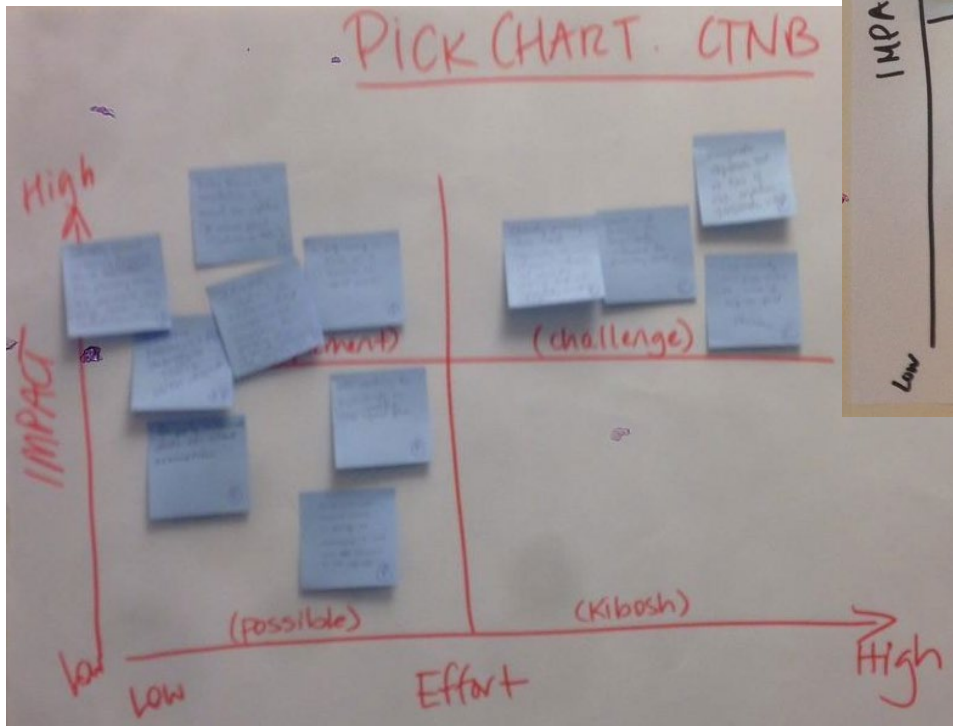
1. Team picks a pain point or problem.
2. PF facilitates and documents causes.
3. Team chooses a cause to change.





PICK Chart (or Priority Grid)







Priority Matrix

CHANGE IDEA	Impact / Importance	Within Span of Control	Ease to Implement	Cost Effectiveness	Speed
Consolidate referral process for multiple services into one process/form	<i>Consider... For whom: clients, patients, staff, other stakeholders? What type: experience, quality of care, access? Which root cause does this address?</i>	<i>Consider... Of whom: QI team, organization, practice, department, unit?</i>		<i>Consider... Resource needs: people, technology, materials/supplies? Waste prevented: time, supplies, people involved?</i>	

When to use...

Priority Grid	Priority Matrix
<ul style="list-style-type: none">• Two dimensional: impact x feasibility• Process can go more "quickly"• More visual and interactive <p>Consider using when:</p> <ul style="list-style-type: none">• Lots of ideas to sort through• Initial first pass and sorting of ideas	<ul style="list-style-type: none">• Multi-dimensional• Allows for team to be more specific when clarifying their perspectives <p>Consider using when:</p> <ul style="list-style-type: none">• Have fewer ideas but need to delve deeper into ideas• Team having trouble agreeing on top 1-2 ideas



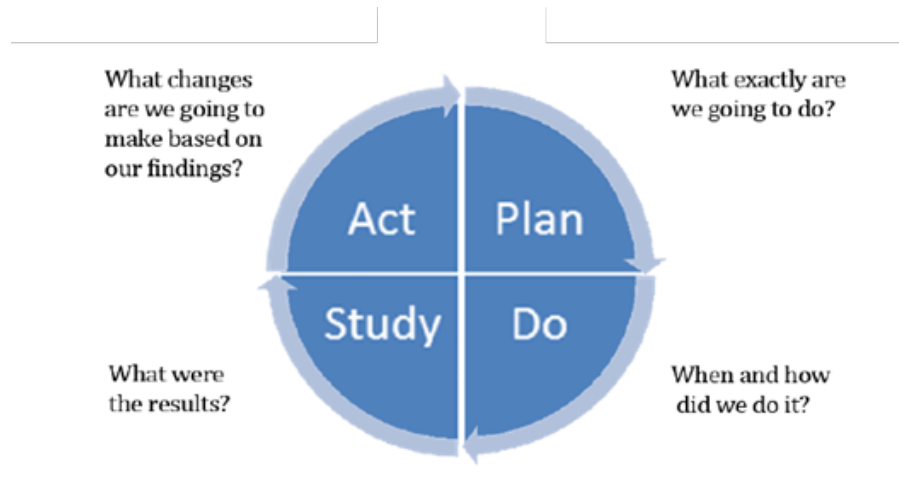
CHAT:

An office is expecting change ideas from you,
the coach.

What would you do to get their ideas instead?

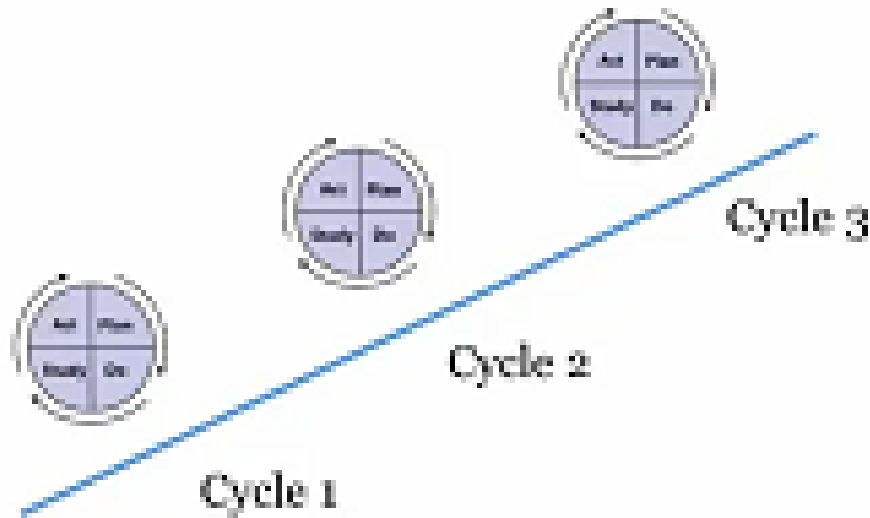
Please unmute or chat in to share your thoughts.

Ramping Up: Scale vs Scope



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Ramping Up PDSA: ↑ Scale vs. Scope

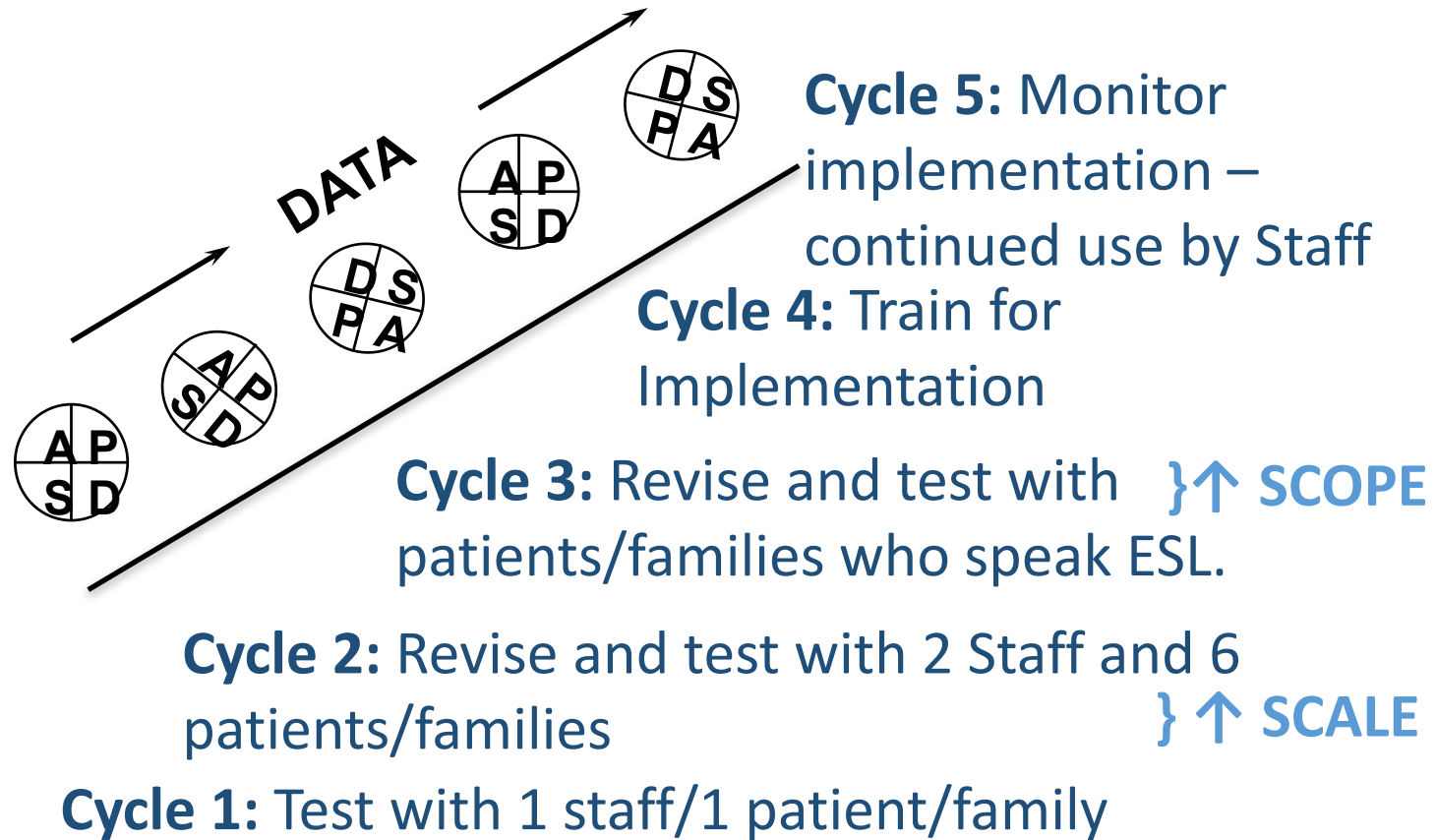


Scale = more (clients, time, encounters)

Scope = difference (patients, time, staff, place)

Aim: Increase referrals...

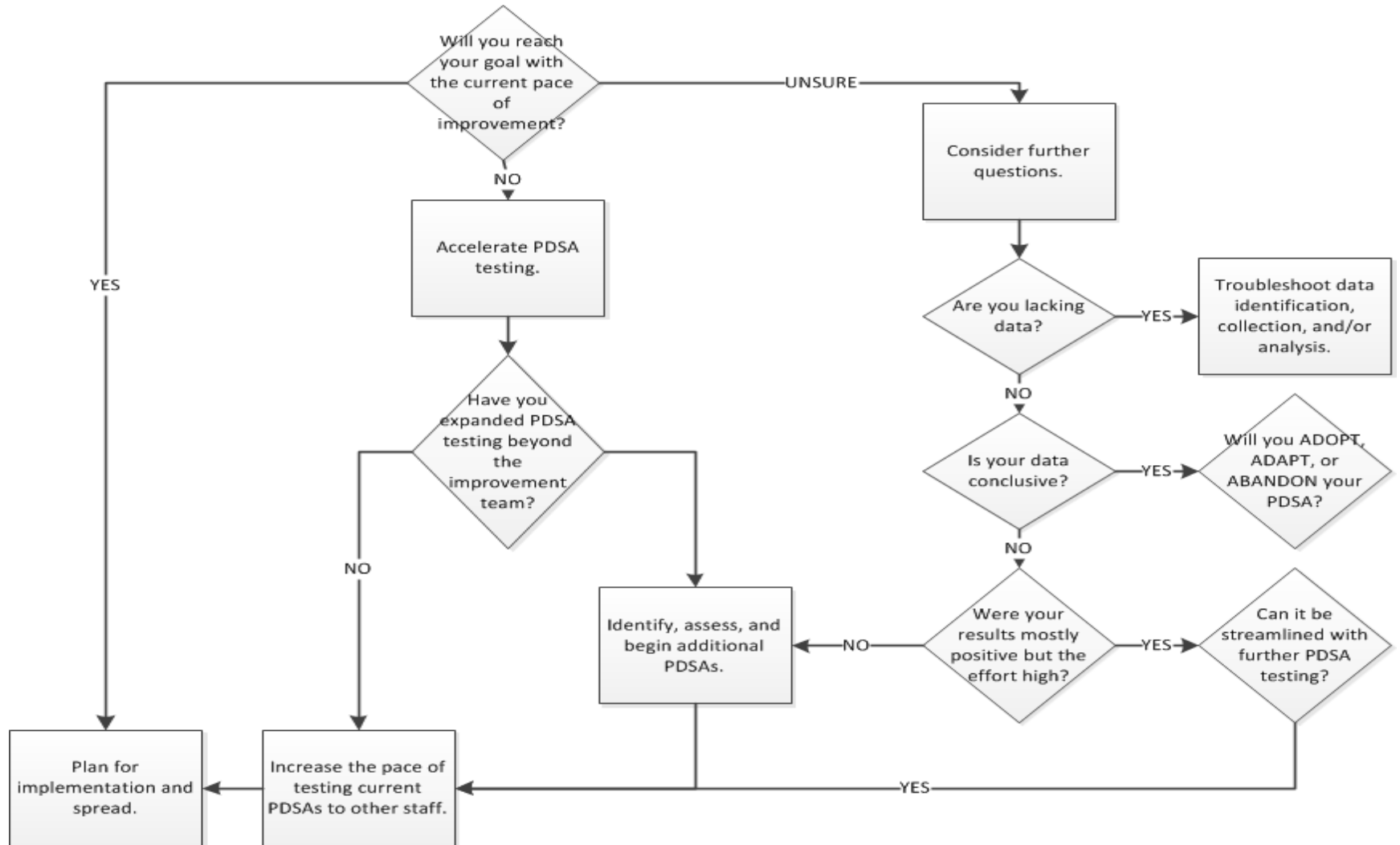
STANDARD WORK – Routine Use



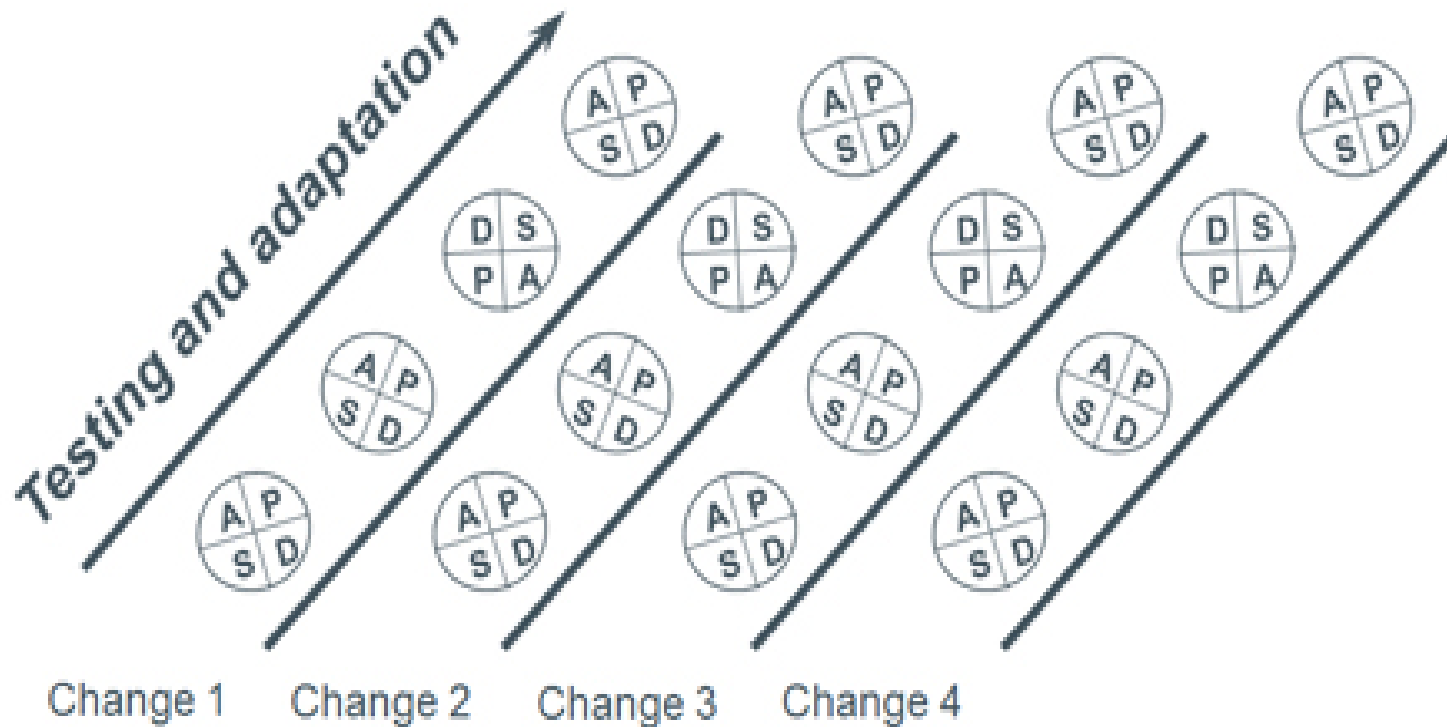


PDSA Acceleration:

When to transition from testing to implementation?



ACCELERATED IMPROVEMENT: FROM MULTIPLE PDSA CYCLES to CONCURRENT PDSA CHANGES





POLL:

Think about a practice that is currently working on PDSAs and has the most momentum for change...

Where is the team?

Testing just with the improvement team

Expanding testing to more staff

Considering whether and how to implement across the practice

Implementing an improvement tested at and spread from another practice

Identifying more ideas for testing

Somewhere over the rainbow – concurrent PDSAS!



CHAT:

How can you guide that team
to the next step?

**Please unmute or chat in to share your
thoughts.**

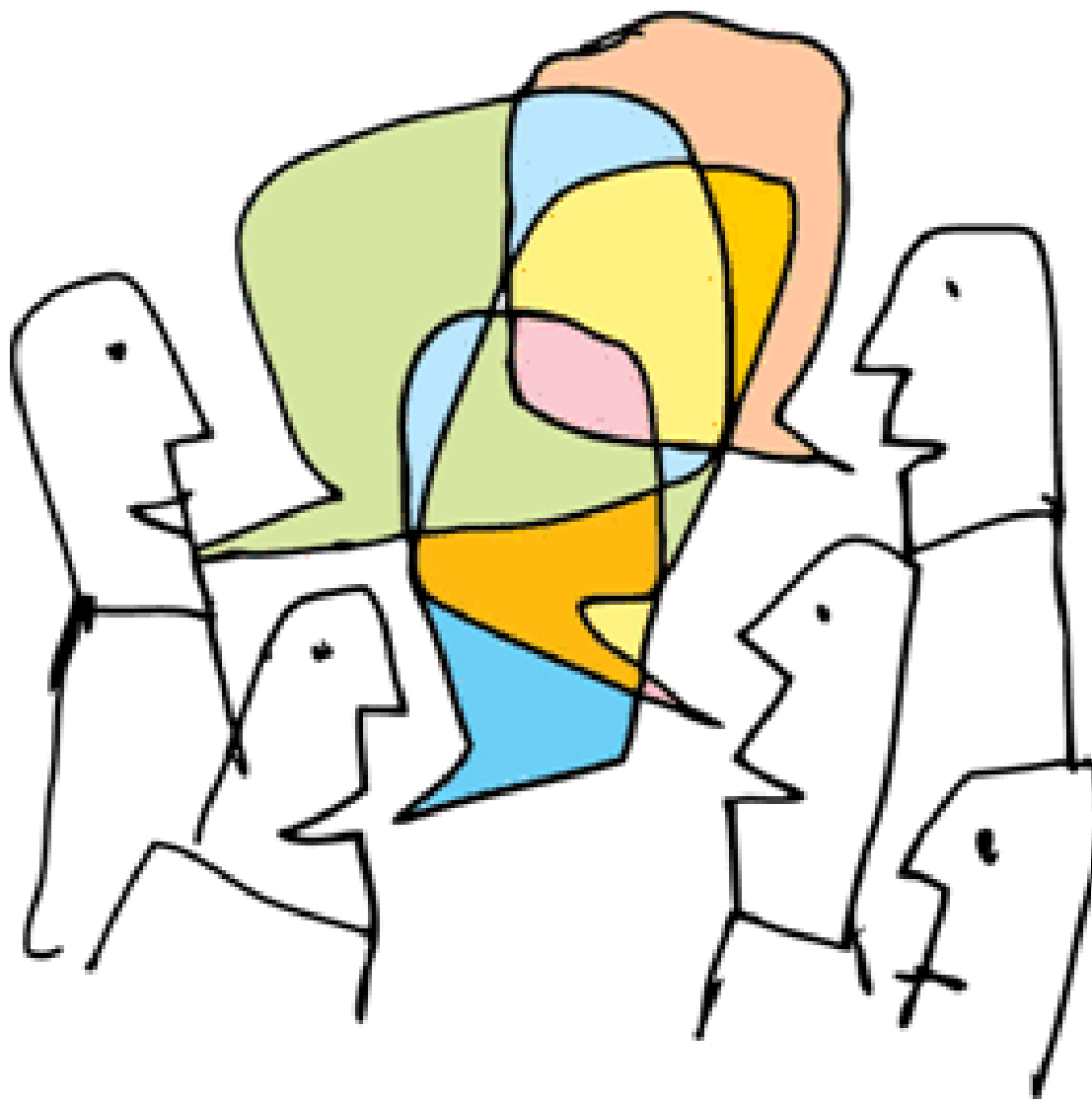


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12/5/2019



What
more
do you
want to
know?



What
else
do
you
need?

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12/5/2019



CHAT:
What will you transfer into your work from
this workshop today?

Please chat in to share your response.

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UPCOMING EVENTS

- **October 19th @ 1pm: ACE Collaborative Informational Webinar**
- **November 2nd @ 10am:**
[Practice Facilitation Skills Workshop – Achieving Phase 3 Milestones](#)
- **November 15th:** [Share & Learn Webinar](#)
- **December 7th @ 10am:** [Practice Facilitation Skills Workshop – Influencing for Change](#)

2017 Practice Facilitation Skills Workshops

February 2

BUILDING
RELATIONSHIPS WITH
PRACTICES

March 2

MANAGING PRACTICE
FACILITATION WORK

April 13

CREATING QI PLANS

May 4

BUILDING CAPACITY &
MOTIVATION FOR
CHANGE

June 1

ACHIEVING PHASE 2
MILESTONES

July 6

FACILITATING LEARNING
FOR TRANSFORMATION

August 3

ACCELERATING
IMPROVEMENT
TOWARDS TARGETS -
PART 1

September 7

STORYTELLING FOR
TRANSFORMATION

October 12

ACCELERATING
IMPROVEMENT
TOWARDS TARGETS -
PART 2

November 2

ACHIEVING PHASE 3
MILESTONES

December 7

YEAR-END REFLECTION &
PLANNING

Practice Transformation Initiative

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PTI Weekly Email
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Virtual Learning Community



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PTI DATA PORTAL

Practice Transformation Initiative, a program of:

Crystal Eubanks

Senior Manager - Practice Transformation

ceubanks@calquality.org

Jen Burstedt Correa

Project Manager

jburstedt@calquality.org

Practice Transformation Initiative, a program of:

Help us improve our offerings!



Share your feedback here:

https://www.surveymonkey.com/r/PFSW_2017-10-12

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