

Practice Facilitation



SKILLS WORKSHOP

Building Capacity and Motivation for Change

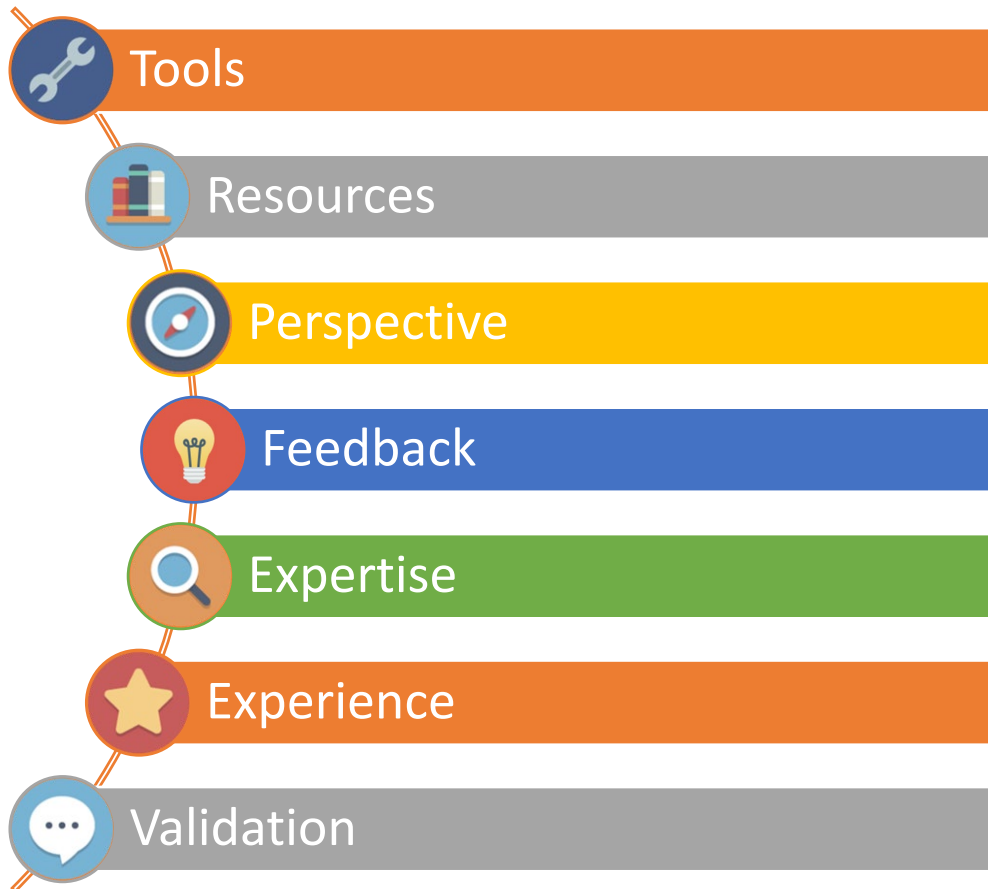


Crystal Eubanks

Senior Manager of
Practice Transformation



Utilizing your coach support network



- Ask and offer another practice facilitator...
 - how to overcome a similar challenge.
 - perspective on a difficult situation.
 - a tool or resource used successfully.
 - expertise on a particular subject.
 - celebration!

Practice Facilitation Competencies

KNOWLEDGE, SKILLS, ATTITUDES





Today's Agenda

1. Updates
2. Touch Base from last workshop.
3. *Identify characteristics of practices with capacity and motivation for change.*
4. *Understanding Motivation and Capacity*
5. *Techniques for Motivating and Building Capacity in Teams*



POLL:

Think about a time you successfully made a change in your life – personal or professional.

What did you accomplish?

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CONGRATULATIONS!

THANK YOU!

For your feedback and topic ideas for
improving our Practice Facilitation support

12/5/2019

Coaching Competencies

- Develop metrics to support the use of data to achieve goals and objectives. 4
- Assess the practice and provide performance feedback. 4
- Apply and/or interpret findings from QI methods and tools. 5
- *Quality Improvement Feedback Examples*
- *How to incorporate organizations' PSP program efforts with PTI efforts*
- *Accurate use of the data within the provider office*

Quality Improvement

- Encourage independence and capacity building without over-reliance on the facilitator. 5
- Facilitate meetings. 3
- Manage projects. 4
- Develop a trusting, influential relationship with the practice by demonstrating vulnerability, self-awareness, and integrity. 3
- *How to identify and work with a physician champion*
- *Deep dive into building relationships with practice staff and providers*
- *Role/Expectations of a coach*

Relationship and Team Building

- Utilize practice transformation frameworks to guide the practice's improvement efforts. 5
- Facilitate the practice's learning of transformation concepts and logic. 7
- *Lesson Plans to train coaches*

10 Building Blocks & Phases of Transformation

- Build team capacity and competence to respond to change and critical events. 8
- Engage the support and commitment of executive leadership. 4
- *Organization going in too many directions*
- *No feeling of urgency among the group*
- *Clean accountable data*
- *Not being prepared enough*
- *Dealing with scheduling issues in the practice*
- *Change fatigue*
- *Competing Projects*
- *Lack of physician leadership to help drive/facilitate/model change*
- *Strategies for breaking down resistance*
- *Crucial conversations*
- *Balancing PTI with company goals and incentives*
- *Practice's lack of transparency about how implementation is going (say it's going great when it's not)*

Change Management

- Observe, actively listen, and/or use open-ended and clarifying questions to elicit, understand, and facilitate team's thought process to identify solutions and actions. 5
- *How-to*

Humble Inquiry

- Identify obstacles/barriers to success and help navigate appropriate resolution. 5
- *Realistic script interviews situations between coaches and providers, or even use real providers.*
- *Barriers to change unrelated to the project*
- *Buy in from leadership or provider leaders*
- *Getting our coaches to internalize the PAT and the PTI process*
- *Leadership's resistance to change*
- *F.E.A.R. – False Evidence Appearing Real*
- *Role-plays*

Conflict Resolution

- Build the practice's belief in its ability to change and motivation to do so. 12
- *Finding ways to encourage motivation within the practice*
- *How to overcome objections from providers and staff.*

Inspiration



COMING SOON!

PF – Virtual Modules

New to Practice Facilitation?

- PTI
- What is practice facilitation?
- Transformation Frameworks and Concepts
- Practice Assessment Tool [PAT]
- Quality Improvement Basics

Getting ready to engage practices?

- Identifying practices to engage
- Engaging Clinicians and Practice Staff
- Building Relationships with Practices
- Creating a QI Plan with Practices
- Change Ideas

Have some practice facilitation experience under your belt and looking to improve?

- Quality Improvement Advanced Topics
- Improving Practice Facilitation Competencies

Managing a practice facilitation program or supervising practice facilitators?

- Supporting a Practice Facilitation Program



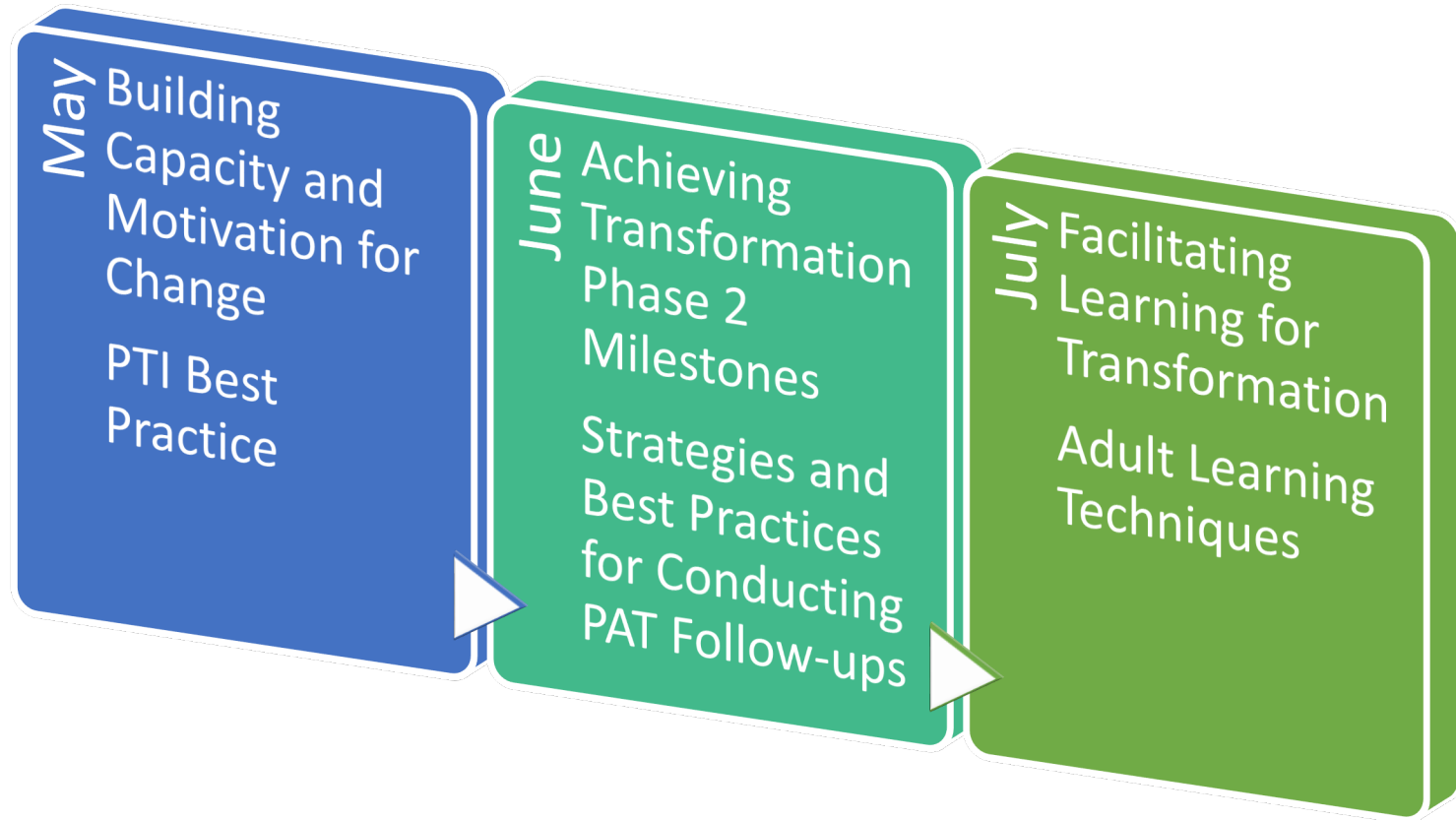
COMING SOON!

PF – Virtual Modules

MODULE	TOPICS	LEARNING RESOURCES	TOOLS	ADDITIONAL DETAIL
PTI	<ul style="list-style-type: none">• PTI Introduction• PTI Resources	<ul style="list-style-type: none"><input type="checkbox"/> Webinar: Practice Coach Training Pre-work (Feb 2017) - Presentation, Recording [Passcode: 4321]<input type="checkbox"/> Document: PTI Practice Facilitation Technical Assistance Program	<ul style="list-style-type: none"><input type="checkbox"/> Box - Instructions<input type="checkbox"/> Socialcast - Demo<input type="checkbox"/> PTI Data Portal - Demo<input type="checkbox"/> Document: PTI Calendar of Events	<ul style="list-style-type: none"><input type="checkbox"/> Website: TCPI



Upcoming Workshop Topics





REQUEST FOR BEST PRACTICES

For those who have started
PAT follow-ups –

Please share your experience and best practices in our next webinar!

Let us know in the chat box if we can contact you before the next webinar.

2017 Practice Facilitation Skills Workshops



Practice Transformation Initiative



POLL:

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

CREATING QI PLANS

- Place more focus on **vision** and **goals**
- Using **goal forms** for practices and **showing examples** to clinicians
- **QI checklist**
- **PDSA**, by the outcome
- Ensuring the goals are **clear and attainable** when creating an aim
- Create Aims from **PAT baseline**
- Make a **driver diagram**
- Be diligent with **sharing data** as the source of truth for establishing engagement and setting goals
- **Detailed outline** for each aim
- **Formally document goals** for 2 projects



HIGHLIGHTS FROM THE FIELD

Share your celebrations, tools, best practices, accomplishments!

- Post to Socialcast or e-mail ceubanks@calquality.org or share with your organization's PTI Improvement Advisor.
- We will feature as many as we can at each month's workshop.



Allied Pacific's Strategic Plan of Coaching

1

2

3

Initiate Office Contact

Contact by phone by PTI coach
1. Brief intro
2. Describe nature of visit
3. Schedule Visit Date

Warm Introduction with
Provider Relations Dept.
scheduled by PR representative

Initial Site Visit
1. Introductions/background
2. Conduct PAT and office profile
3. Observe/review/discuss workflows
4. Address challenges/potential resources
5. Schedule follow up meeting to create micro aim/SMART goals

Follow up visit
1. Review thoughts/challenges/progress since last visit
2. Conduct follow up PAT (@ 6 month mark ONLY)
3. Modify/implement changes as needed
4. PDSA
5. Schedule follow up visit/move on to next goal

Virtual follow up
1. Phone call
2. Email



Characteristics of Capable and Motivated Practices

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Practice Transformation Initiative



Think about a practice that surprised you by overcoming the odds and making positive change.

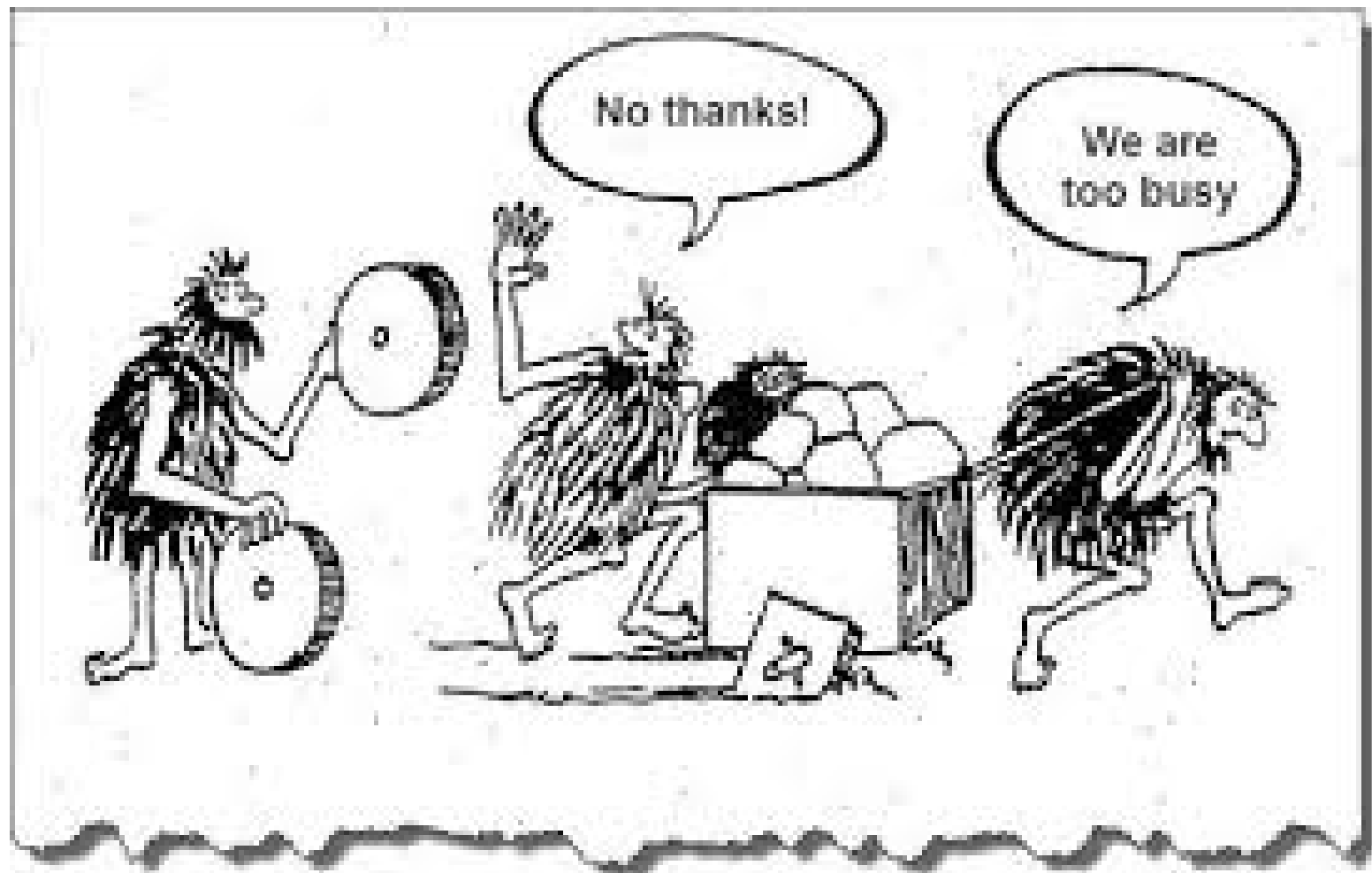
POLL:
What did that practice initially struggle with most?

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CHANGE HURDLES



Practice Transformation Initiative





CHANGE
FATIGUE

#RSD2_AHO

@JOSINAVINK

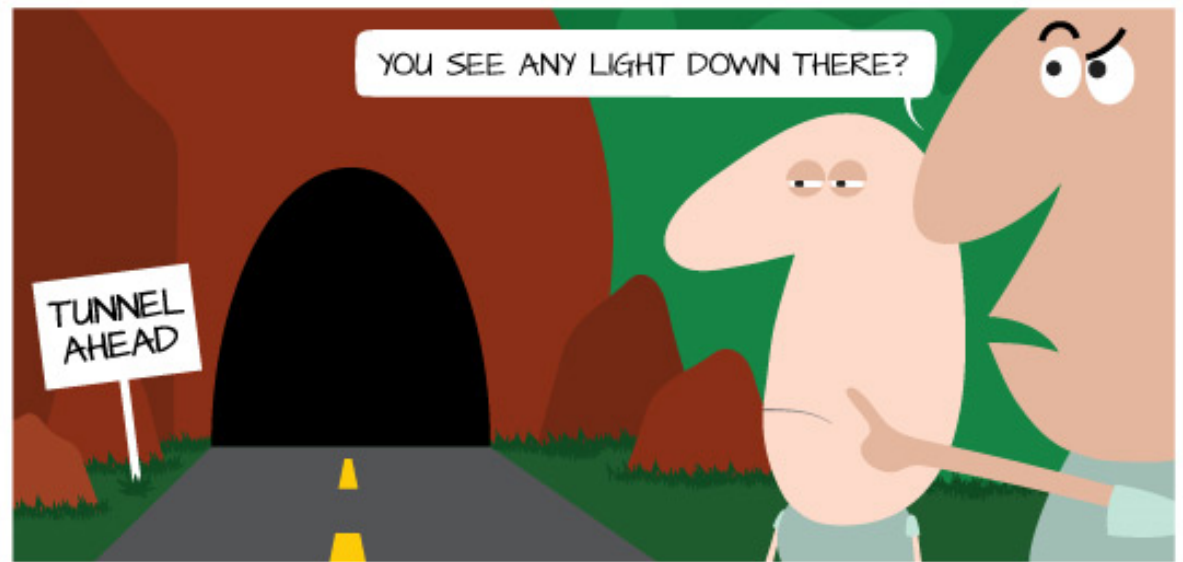
@MANUELAAGUIRREU

NO. 12 • JULY 2015

— THE —
TRIBE
COMIC STRIP

featuring..
"CHANGE FATIGUE"

BY: CASSONDRA BERARDICURTI



WHEN CHANGE IS CONSTANT



COMMON HURDLES

• NEEDS

Change Averse

- Safe place and encouragement to take small risks

Independent Lone Wolf

- Be involved in setting goals

Putting out fires

- Big picture perspective - Vision or strategy

Change Fatigue

- Focus, results, impact change directly

Everything is fine

- Buy-in to the vision

No urgency

- Reason for now rather than later

Resource Constraints

- Resources – time, \$\$, staff

Competing Priorities

- Alignment of initiatives or reduction in initiatives; clear communication

Tyranny of the Urgent

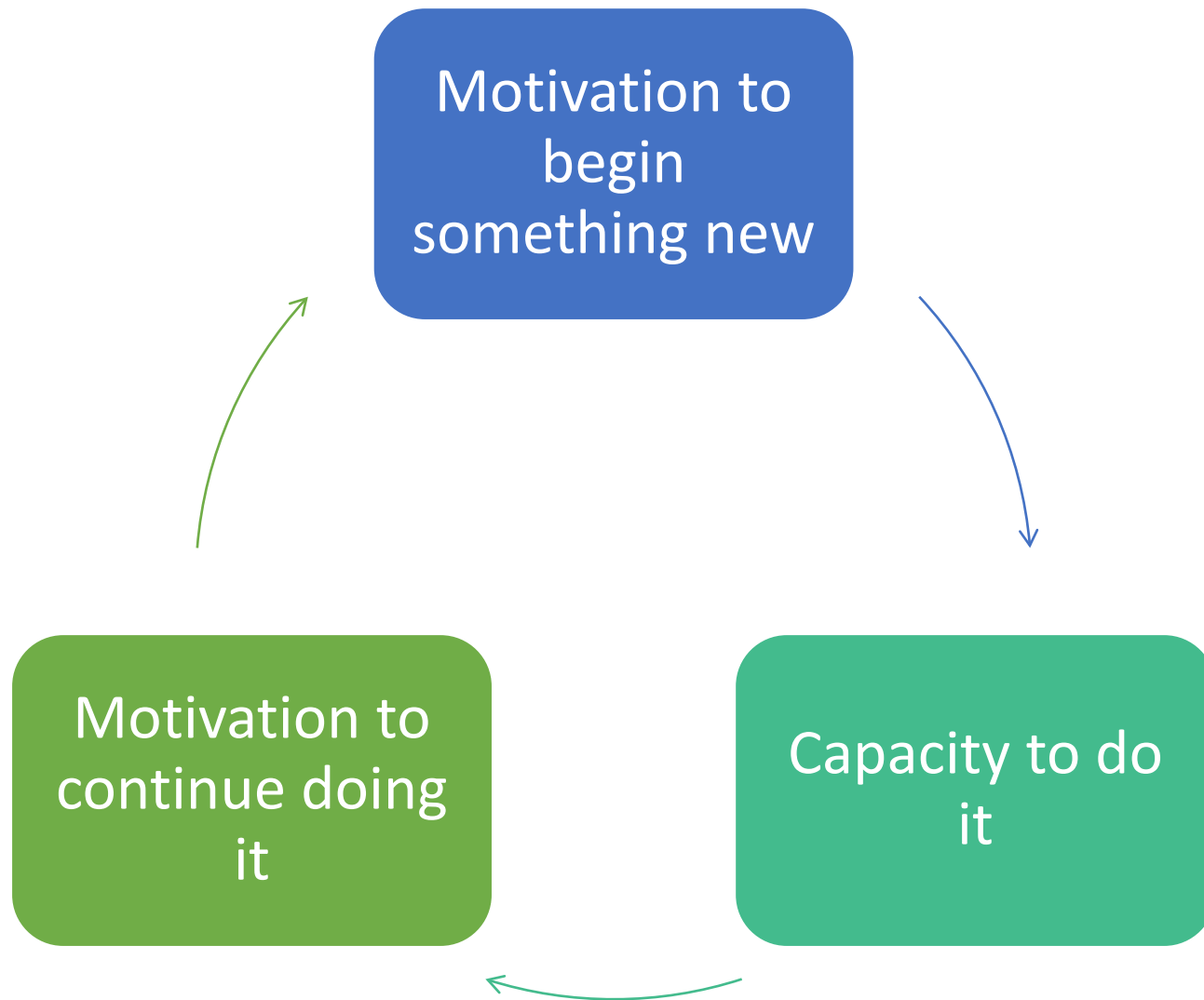
- Space and time to think and create

Lack of knowledge

- Learning Resources

Lack of skills

- Training and Practice





Think about a practice that did not change.

POLL: Which of these was the MOST SIGNIFICANT contributor to maintaining the status quo?

Lack of motivation to begin

Lack of knowledge to make change

Lack of capacity to undertake change

Lack of motivation to sustain changes

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I AM A
CATALYST

12/5/2019

cat·a·lyst

/'kad(ə)ləst/

noun

a substance that increases the rate of a chemical reaction without itself undergoing any permanent chemical change.

- a person or thing that precipitates an event.

"the governor's speech acted as a catalyst for debate"

synonyms: stimulus, stimulation, spark, sparkplug, spur, incitement, impetus

"the governor's speech was a catalyst for debate"



Translations, word origin, and more definitions

Feedback



POLL:

Think about that change you personally made.

What or who was your catalyst?

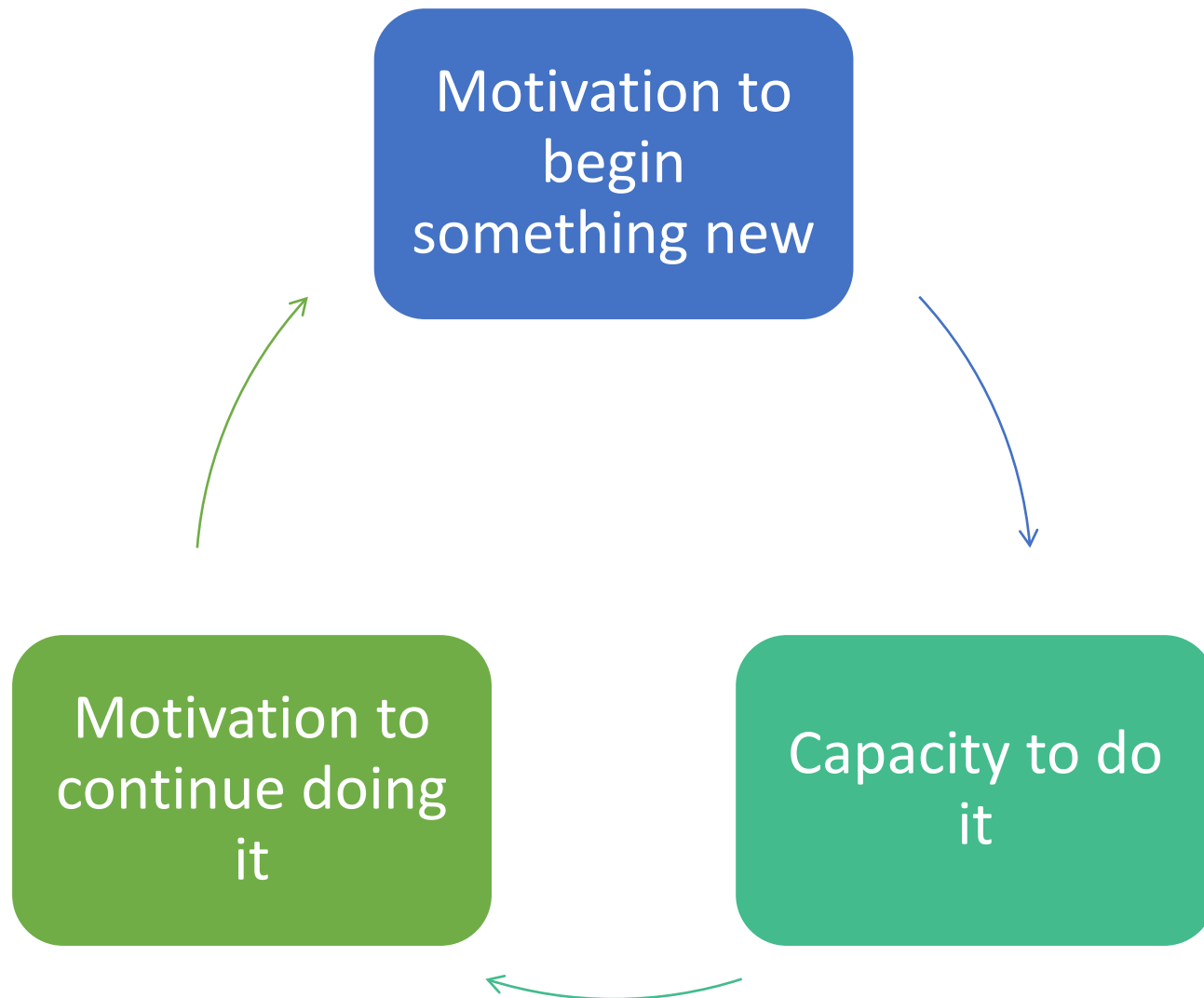
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Understanding Motivation and Capacity

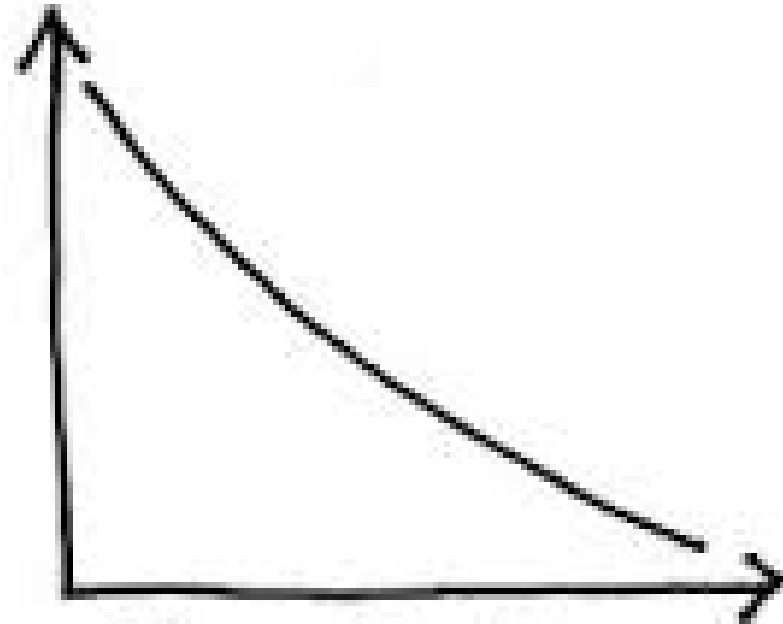
Practice Transformation Initiative, a program of:

12/5/2019





Desire
for
Change



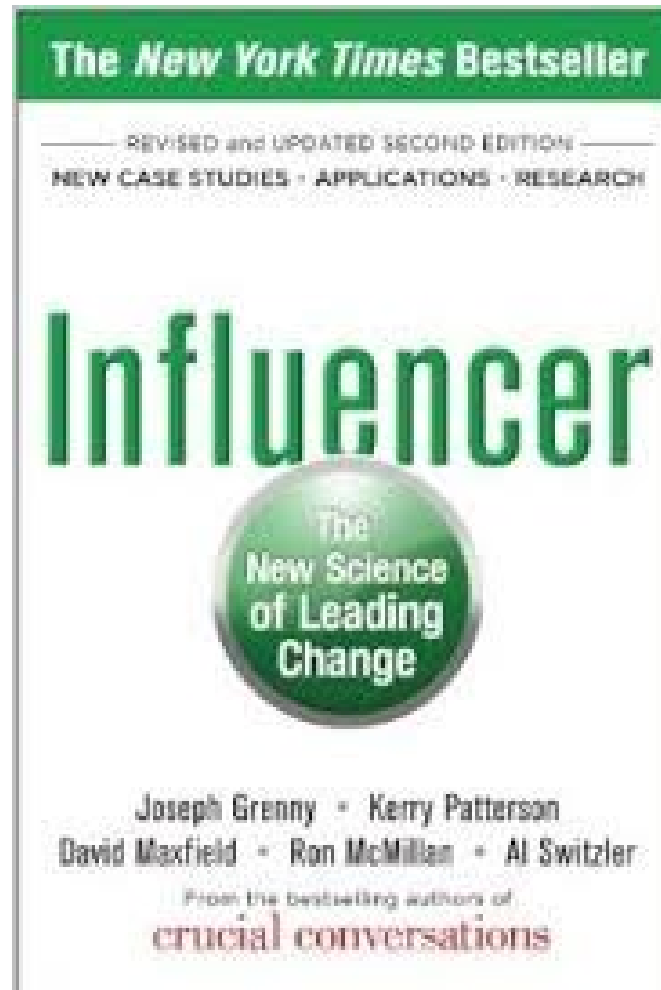
Comfort



TOOL:

Six Sources of Influence

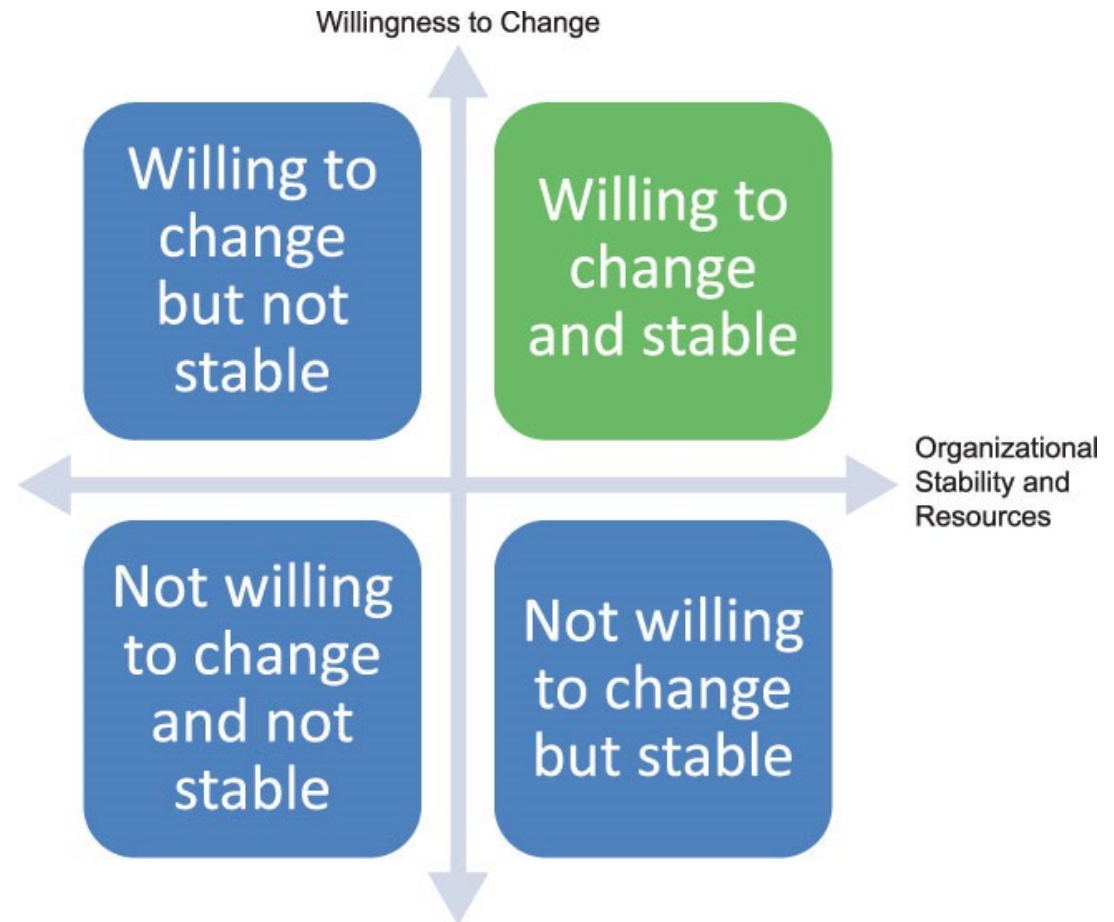
	Motivation	Ability
Personal	Make the Undesirable Desirable <ul style="list-style-type: none">• Do people want to engage in the behavior?• Get people's personal buy-in rather than issuing mandates• Focused Feedback	Help People Surpass Their Limits <ul style="list-style-type: none">• Do employees have the right skills and abilities to do the right thing?
Social	Harness Peer Pressure <ul style="list-style-type: none">• Are other people encouraging and/or discouraging behaviors?• Find role models and elicit input & support from opinion leaders and early adopters• Focused Storytelling	Find Strength in Numbers <ul style="list-style-type: none">• Do others provide the help, information, and resources?• Create social support by enlisting experts and champions from senior leadership
Structural	Design Rewards and Demand Accountability <ul style="list-style-type: none">• Are systems in place to reward the right behavior and discourage ineffective behaviors?• Focus recognition & reward to ensure people have incentives to adopt the new behaviors	Change the Environment <ul style="list-style-type: none">• Are there systems that keep people in place and on progress?• Reorganize workplaces/processes to remove obstacles and make change convenient and easy



How do I deal with the most resistant people?



Practice Readiness to Engage

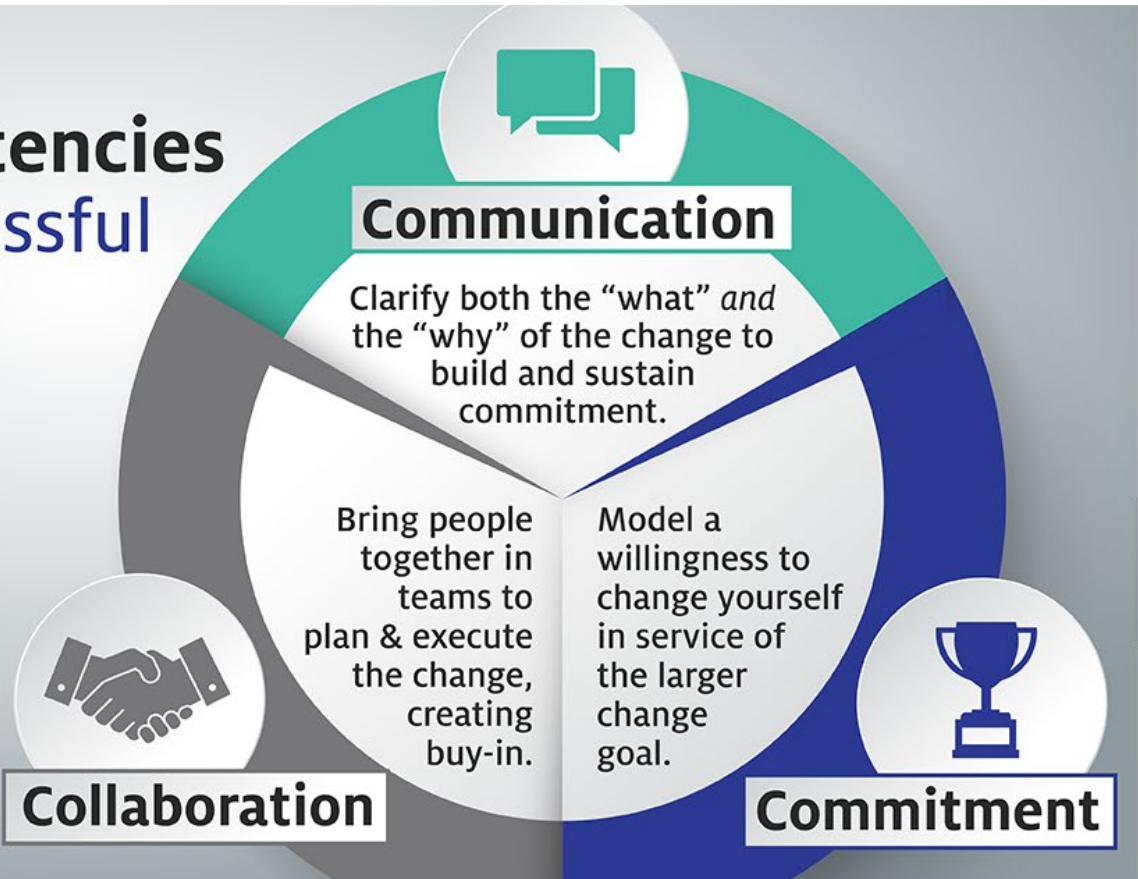


<https://pcmh.ahrq.gov/page/engaging-primary-care-practices-quality-improvement-strategies-practice-facilitators>

Practice Transformation Initiative

3

Key Competencies for Successful Change Efforts



Techniques for Motivating & Building Capacity

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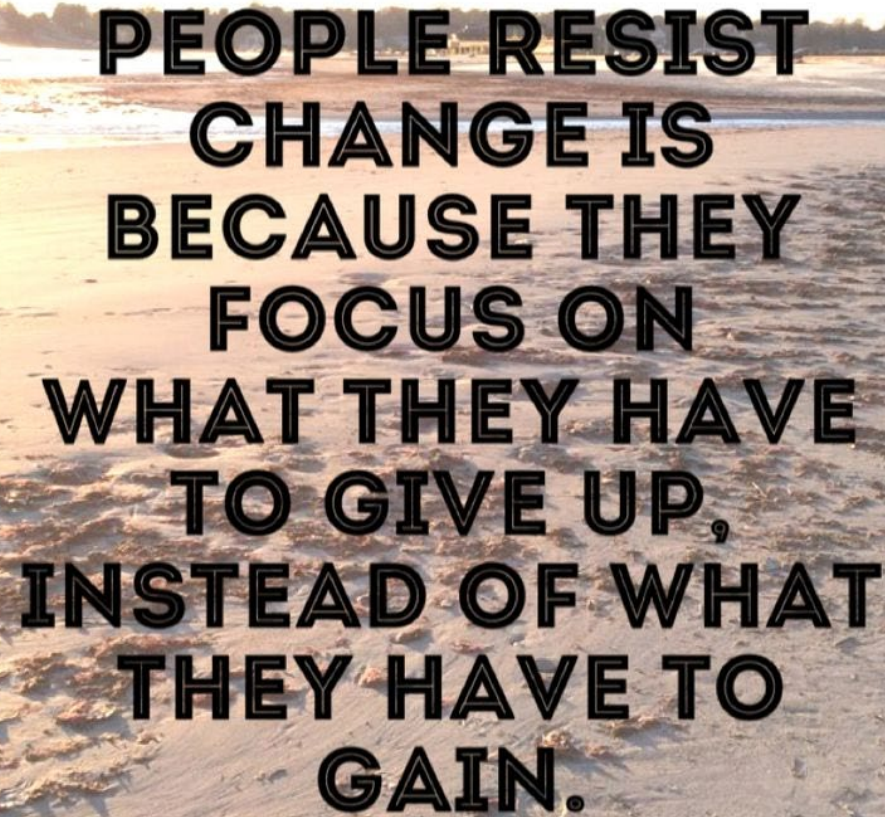
POLL:

Think back to the practice that succeeded in making change.

How did they keep motivated until they reached the goal?

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	MOTIVATION	TECHNIQUES
PERSONAL	Make the Undesirable Desirable	<ul style="list-style-type: none"> • Personal Feedback • Personalized goals • Involvement in setting goals • Give choices • Frame it in important values • Focus on small improvements • Focus on what there is to gain, gains accomplished • Highlight how the status quo is or will be uncomfortable
SOCIAL	Harness Peer Pressure	<ul style="list-style-type: none"> • Leverage influencers: get their input, encourage them to share, give them platforms to share – within a practice, across practices • Storytelling • Do not give discouragers a public platform
STRUCTURAL	Design Rewards and Demand Accountability	<ul style="list-style-type: none"> • Incentives: \$, time to do something creative • Public Recognition: Newsletters, Provider Meetings, Bulletin Boards • Performance Data Transparency



**ONE REASON
PEOPLE RESIST
CHANGE IS
BECAUSE THEY
FOCUS ON
WHAT THEY HAVE
TO GIVE UP,
INSTEAD OF WHAT
THEY HAVE TO
GAIN.**

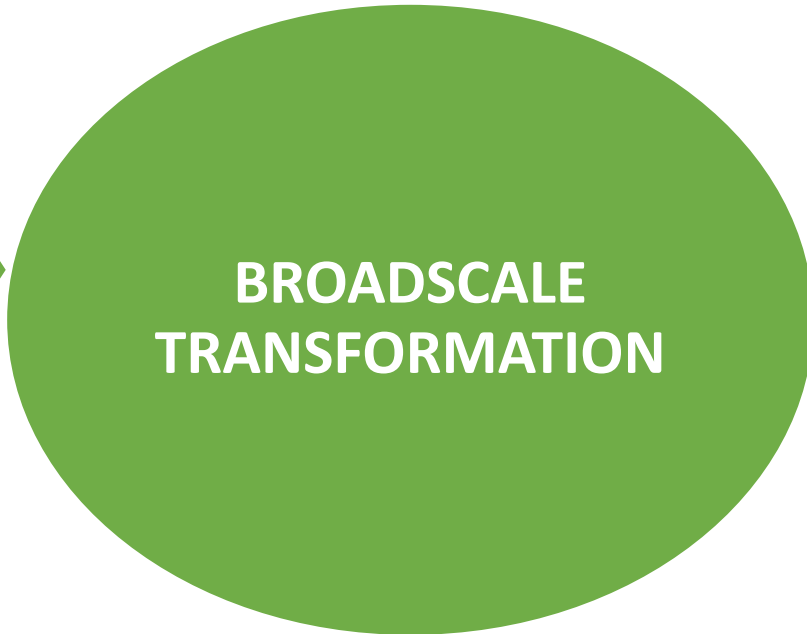
RICK GODWIN



ARTICLE:

[Do you have change fatigue?](#)

- “Nobody likes change when it's something that's done to us. But change that we think up or embrace on our own is different—that kind of change we never grow tired of.”
- “Pare down the number of initiatives. Be less preoccupied with large-scale transformation, and focus instead on small improvements. Above all, lose the notion that you need heroic leaders in order to have meaningful, sustained change.”



	ABILITY / CAPACITY	TECHNIQUES
PERSONAL	Help People Surpass Their Limits	<ul style="list-style-type: none"> • Provide knowledge and skills • Learning Resources • Training • Practice
SOCIAL	Find Strength in Numbers	<ul style="list-style-type: none"> • Train others • Social support from experts, champions, senior leadership • Peer exchange and collaboration across practices • Connect to others with shared interests
STRUCTURAL	Change the Environment	<ul style="list-style-type: none"> • Systems to keep people on progress: Data sharing, Priority Alignment, Strategic Plan • Reorganize workplaces and processes: EHR Force Functions, co-location • Remove obstacles • Make change convenient and easy: “How can we make the right choice the easiest choice?”



POLL:

Think back to the practice that
DID NOT succeed in making change.

**Which of these techniques could
have helped them?**

Personalized
goals

Hearing
examples from
others

Public
Recognition

Training

Support from
experts and
champions

Reorganizing
the workflows

A photograph of the Aurora Borealis (Northern Lights) in shades of green and purple, set against a dark, starry night sky. The aurora is visible over a dark, silhouetted landscape. The text is centered in white, bold, sans-serif font.

**IT TAKES COURAGE
TO LET GO OF THE FAMILIAR
AND EMBRACE THE NEW.**

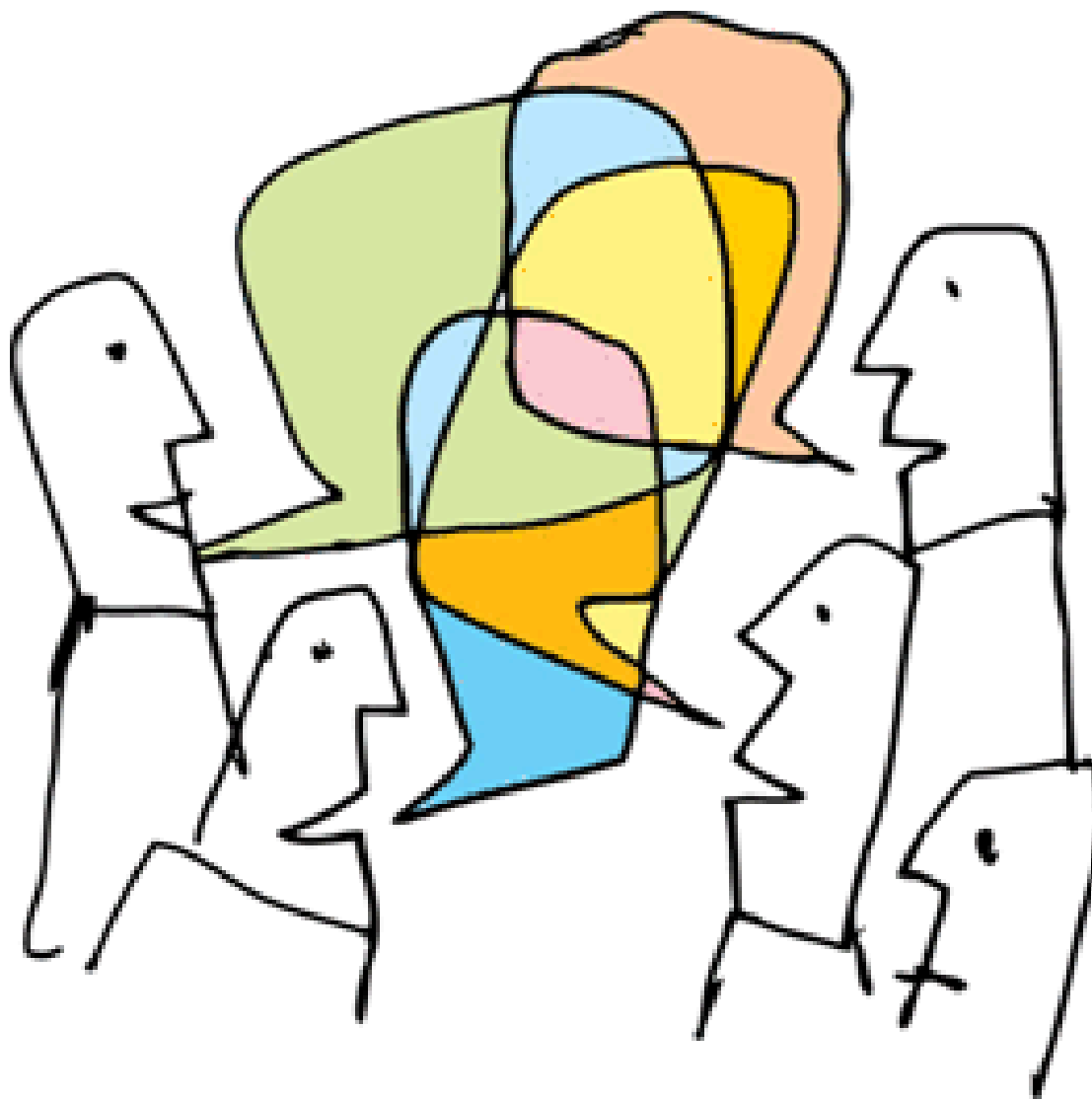
CALMDOWNNOW.COM



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CATALYST

12/5/2019

What
more
do you
want to
know?



What
else
do
you
need?

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12/5/2019



POLL:

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

And how you will know you are successful?

Practice Transformation Initiative, a program of:

Connect with coaches on Socialcast

The screenshot shows a web browser window with the URL <https://pbgh-org.socialcast.com/groups/141089-practicefacilitationcoaches>. The page header includes logos for CQC, Integrated Healthcare Association, and CCI, along with a search bar and user profile for Crystal. The group name is "Practice Facilitation Coaches" with a "Member" status and an "Add Members" button. A navigation sidebar on the left lists "HOME", "PUBLIC SPACES" (with "Practice Facilitation Coach..." selected), and "PRIVATE SPACES" (including "Dashboard Development", "MedPoint Management", "Hill Physicians Medical Group", "PTI Team", "Molina Medical Group", and "Weekly Call"). The main content area features a "Post" button and a text input field with the placeholder "What are you working on?". Below the input field are tabs for "Update", "Question", "Thanks", "Idea", and "Broadcast". A post by Crystal Eubanks is visible, titled "Practice Facilitation Coaches", with the text: "For coaches wondering how to get started with a practice, observation is a great tool to gather information about how a practice works and share reflections with the care team on their strengths and opportunities. I usually ask to spend a morning or afternoon in the practice's waiting room in order to get more familiar with how they work. Here's a link to more guidance when observing: [@PracticeFacilitationCoaches](http://www.wearecatalysts.org/toolkit/11)". Below the text is a "Tools :: Catalyst" link with the URL <http://www.wearecatalysts.org>. The post footer includes "Comment", "Share", and "View message - Dec 5, 2016 at 11:20 am from web". On the right side, there is a "Group Helpful Links" section with "Box - PTI Public" and "PTI Public (Box)", and a notification box that says "Post to the Practice Facilitation Coaches post stream by email".

Practice Transformation Initiative



Digital Resource Library



Secure | https://pbgh.app.box.com/files/0/f/4974749502/PTI_Public

Search Files

All Files > ... > AIM 2 - Practice ... > PTI Public > 2

All Files > ... > Present Programs > AIM 2 - Practice Transformation In...

Upload
 New

For any outward facing documents/materials that can be publicly linked

- 1_PTI Program**
 Updated today by Juliane Tomlin 297
- 2_Practice Facilitation Coaching and Program**
 Updated Jan 17, 2017 by Juliane Tomlin 45
- 3_Change Package Interventions (includes 10 Building Blocks)**
 Updated Jan 27, 2017 by Juliane Tomlin 67
- 4_Additional Resources**
 Updated Nov 17, 2016 by April Watson 11
- 5_Onboarding Documents**
 Updated Jan 4, 2017 by Crystal Eubanks 17
- Case Studies of Practice Facilitation Programs**
 Updated Nov 21, 2016 by Crystal Eubanks 3
- Coaching Program Management**
 Updated Nov 21, 2016 by Crystal Eubanks 2
- PTI Roadmap Resources**
 Updated Jan 17, 2017 by Juliane Tomlin 33
- Resources for Coaches**
 Created Nov 21, 2016 by Crystal Eubanks 7

12/5/2019





UPCOMING EVENTS

- **May 17th** @ 1pm: [Share & Learn Webinar – Provider and Staff Burnout](#)
- **June 1st** @ 10am: [Practice Facilitation Skills Workshop – Achieving Transformation Phase 2 Milestones](#)
- **July 6th** @ 10am: Practice Facilitation Skills Workshop – [Facilitating Learning for Transformation](#)



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12/5/2019



Help us improve our offerings!



Share your feedback here:

<https://www.surveymonkey.com/r/pti-pfsw-05-17>

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