

## AHRQ's Primary Care Practice Facilitation Forum

This email newsletter is the first step in building a learning network for individuals with an interest in practice facilitation. We will use this listserve to share questions and answers submitted by learning forum members, as well as resources, research articles and events of interest.

**September 21, 2012**

### **Perspectives from the Field**

**How do you help practices maintain the changes they have made to processes and outcomes as the result of practice facilitation services?**

*Below are responses from:*

- *Trish O'Brien, Director, Integrated Program Delivery, Health Quality Ontario*
- *Clare Liddy, Clinical Investigator, C.T. Lamont Primary Health Care Research Center, Bruyère Research Institute*

**Trish O'Brien:**

*"The seeds of effective change must be planted by embedding procedural and behavioural changes in the organization long before the initiative is launched." - MIT Sloan Management Review 2005*

The effort that is expended by teams to test and implement change merits a facilitated approach to sustaining and spreading the improvement. Whether spreading to another provider, another organization, or to a related area of focus, the risk of experiencing pockets of improvement that cannot be spread or having improvement evaporate because it is not sustainable is real and occurs all too often.

From a practice facilitation perspective, focusing quality improvement initiative participants on sustainability and spread from the onset of an initiative is a critical step. Facilitating tests of change that are relevant to participants in a way that stimulates intrinsic motivation and that are focused on the accurate execution of the elements of the PDSA Cycle supports successful implementation and later spread and sustainability. Guiding participants to carefully consider implementation from a sustainability perspective requires a conversation that confirms that the change to be implemented is of long-term relevance to the participants and is in fact a proven improvement. Implemented changes are often linked to process changes that have contributed to improved outcomes.

Facilitating the spread and sustainability of improvement requires the identification of: 1) areas of strength within an organization, 2) areas requiring attention, 3) the target audience of the spread, and 4) a communication plan and method by which spread progress or sustainability will be evaluated. Using a spread plan that incorporates elements related to sustainability of the implemented change is a sound way to ensure process and outcome improvement survives the test of time.

If you would like to see copies of Health Quality Ontario's templates for spread and sustainability support from a QI coach/PF perspective, please contact Trish at [trish.obrien@hgontario.ca](mailto:trish.obrien@hgontario.ca).

### Clare Liddy:

Practice Facilitation is an innovative quality improvement approach designed to support organizational changes within healthcare organizations and their communities. If the practice facilitation enabled the practices to implement process changes in care delivery at the level of the health care organization, there should be maintenance of the changes and enduring positive impact on outcomes for patients.

For example, a practice that focuses on improving outcomes for people at high risk of heart disease may decide to implement waist circumference measures as a routine part of care, based on an audit of their current practice that found low rates of waist circumference measurement. The practice facilitator will assist in identifying current workflows and staffing involved in other routine measures such as blood pressure. It may be feasible to add on the waist circumference measure to a current process and this could enable long term sustainability of the risk measure. Next steps once this approach is deemed successful could then involve action items for follow-up of the high risk patient. Creating routines of care can support maintenance of activities.

In addition, intermittent ongoing follow-up such as booster sessions for those practices that have already been involved in practice facilitation could be helpful in maintaining an environment of continuous quality improvement within a clinic. This could take the form of individual site visits, or build on the success of collaboratives and practice-based primary care networks, which enable the sharing of information and success stories.

## Reminder to Respond: What Do You Think?

Last week, we requested your answers to the below questions. Some members of the learning community participated but we would like to hear from more of you!

Please submit your answers to [PracticeFacilitation@mathematica-mpr.com](mailto:PracticeFacilitation@mathematica-mpr.com).

1. Which of the following **tasks** are most commonly performed by your practice facilitators? (Choose up to three.)
  - a. Assessment of and feedback on practice's organizational, clinical and business functions to drive change
  - b. Helping a practice to implement a particular model of care
  - c. Building practice staff's knowledge of QI approaches and methods
  - d. Executive coaching and leadership training
  - e. Project management and change management
  - f. Assistance with resource identification and procurement
  - g. Capacity building in the use of Health IT
  - h. Other \_\_\_\_\_

2. From your perspective, are there are other **emerging areas** that facilitators might assist practices with in the future?  
\_\_\_\_\_
3. In creating the administrative foundation for your practice facilitation program, where do you need the **most help**?
  - a. Selecting an organizational home
  - b. Forming an advisory board
  - c. Defining your program's mission and primary goals
  - d. Staffing your program
  - e. Considering IT needs
  - f. Determining physical space needs
  - g. Other \_\_\_\_\_
4. What **framework** do you use to help you identify program goals?
  - a. Triple Aim
  - b. Chronic Care Model/Care Model
  - c. Patient-Centered Medical Home
  - d. Other \_\_\_\_\_

## Upcoming Events – 2 Webinars

### I. Practice Facilitation Webinar - Part IV

Friday, September 28<sup>th</sup>, 12:30-2:00 pm EDT

#### **Funding and Evaluating Primary Care Facilitation Programs**

*Speakers:* Lyndee Knox, LA Net

Jeanne McAllister, Center for Medical Home Improvement

Hunter Gatewood, San Francisco Health Plan

Bruce Baskerville, Center for Population Health Impact, University of Waterloo

Michael Parchman, MacColl Center for Health Care Innovation

James Mold, Oklahoma Physicians Resource/Research Network (OKPRN)

In this webinar, presenters will address questions about **funding your program**, including **creating a sustainable business plan**. They will also discuss approaches for **evaluating the outcomes** of your facilitators' work.

#### **Webinar Registration Link:**

<https://mathematicmpr.webex.com/mathematicmpr/onstage/g.php?t=a&d=664004110>

## II. Join the AHRQ Health Care Innovations Exchange for a free Webcast:

### *Vermont Blueprint for Health: Working Together for Better Care*

When: Tuesday, September 25, 2012 from 3:00 PM to 4:00 PM ET

This Webcast will feature a video presentation about successful linkages among primary care, public health, and clinical community resources in the state of Vermont. Vermont's Blueprint for Health program provides comprehensive, coordinated care while improving health outcomes and reducing costs.

The video presentation will be followed by a panel discussion during which Vermont program staff will discuss implementation challenges and potential solutions related to linking clinical care and community resources.

Visit <http://www.innovations.ahrq.gov/content.aspx?id=3640> to read the innovation profile about the Vermont Blueprint for Health initiative featured in the Webcast.

To register for this free online event, please visit: <http://goo.gl/Au06T>.

## Resources

Check out the [PCPF Updates page](#) at the PCMH Resource Center ([www.pcmh.ahrq.gov](http://www.pcmh.ahrq.gov)).

We've posted previous editions of the PCPF eNewsletter, slides and audio from the Practice Facilitation Webinars, and information about upcoming learning opportunities. Please visit the PCMH Resource Center at [www.pcmh.ahrq.gov](http://www.pcmh.ahrq.gov) to explore white papers, briefs, a searchable citations database, and other resources related to the Patient-Centered Medical Home and primary care improvement.

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