



The New Agenda:
Adoption of better practices at scale
Spreading communication skills
in your clinic

September 27, 2016
11am-12pm Webinar

Presented by Hunter Gatewood, Improvement Advisor

Special thanks to
our funders:

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Agenda

- **New Agenda program status, spread goals**
- **Steps to organize spread**
- **Discussion**
- **Spread Aims**
- **Discussion**
- **Proposed spread plan for New Agenda clinics**
- **Discussion**

The hardworking clinics

- 1) Chinese Community Health Services
- 2) Community Medical Centers
- 3) Kokua Kalihi Valley Comprehensive Family Services
- 4) LifeLong Medical Care
- 5) MayView Community Health Center
- 6) Sacramento Native American Health Center
- 7) Tiburcio Vasquez Health Center
- 8) Universal Community Health Center
- 9) Watts Healthcare Corporation

New Agenda program spread measure

Number of clinicians targeted for spread within 1 year of program

Other pilot-year measures to consider using long-term

- Total number of providers supported/trained
- Total number of patients impacted

Change management

The initial adoption of better practices by all the right people,

then

Sustained individual accountability for ongoing use of these changes to their work.

Spread

Take changes to scale. Take changes that have been tested and implemented in one team or site, to all teams and/or to additional sites.

Adoption of new habits is a **pull** by individuals into their behaviors, instead of a **push** out from improvers and managers.

Spread is the outcome, not the process, of adoption.

Spread is about individual buy-in and individual accountability for changes that stick.

**Overall, spread is the job of the supervisors of frontline staff.
Manager diligence makes changes in daily work stick.**

Sustain

Keep changes going. Enforce habits to ensure reliable new model of care.



Steps to organize spread

- 1) Determine which specific changes are worth a wide adoption.
- 2) Assess readiness for spread of each skill on your short list.
- 3) Develop your Spread Aim. (worksheet)
- 4) Create your Spread Plan, and go for it.

Discussion Organizing spread

Spread Aim Worksheet

Please manipulate to fit your timelines, spread targets, list of changes, sequencing of rollout.

By _____
(target date; you can have more than one target date if you are rolling in waves)

(name of clinic, project team or management team responsible)

will improve _____
(improvement topic, like "provider-patient communication" or "appointment access")

by spreading the following key changes
(list of one or more key changes)

to the following spread targets _____
(unit/s of spread, like # of clinic sites, care teams, specific staff role like all providers or all MAs)

Example

Truly Excellent Clinic will improve communication and care for all our patients through the adoption of the following provider-patient communication skills:

1 staff at each primary care visit

v1: New Agenda Spread Aim

By **March 31, 2017**, XYZ Clinic's **21** primary providers will implement our most powerful **7** communication skills.

The key changes:

- **Agenda-setting**
- **2**
- **3**
- **4**
- **5**
- **6**
- **7**

v2: New Agenda Spread Aim

By **December 31, 2017**, XYZ Clinic's **21** primary providers will implement the **4** high-leverage communication skills.

- **Agenda-setting**
- **2**
- **3**
- **4**

By **June 31, 2017**, XYZ Clinic's **21** primary providers will implement the next **4** most powerful communication skills.

- **1**
- **2**
- **3**
- **4**

Discussion Spread Aims

Spread plan

an idea for provider communications

Step 1 Meet with spread targets

Provider meeting: Make the case, list the changes to spread, introduce champion for each change, learn providers' concerns and needs.

Step 2 New teams test your best changes.

Support with coaching, support at regular meetings, reminders, management communication. Use PDSAs. Expect challenges. Refer to Spread Aim.

Step 3 Leadership monitors, decides what to standardize.

Project leads support decision-making as needed, reinforce value of changes, review data (qualitative, quantitative) on progress of changes.

Then, Move into sustaining mode (including monitoring for fall-back to cozy sweater).

Keys to Spread

- Use your Aim to make a plan.
- Local champion at each new site.
- Can you delegate even more?
- Measurement underway as you start Spread.
- Have “difficult conversations” prn.
- Be comfortable making people uncomfortable. (But be very respectful and trustworthy.)
- **This is heavy lifting: Stop, take a breath, think.**



**Communicate
strategically.**

**Don't be the
lonely
ringing
payphone.**

**Plan.
Target.**

Change management resources

- *Managing Transitions*, William Bridges
- *Leading Change*, John Kotter
- *Switch: How to Change When Change is Hard*, Dan and Chip Heath
- *Difficult Conversations: How to Discuss What Matters Most*, Stone, Patton and Heen
- “How Managers Become Leaders: The seven seismic shifts...,” Michael D. Watkins

Action Steps

1. Work with your coach on Spread Aim and Spread Plan as you are ready.
2. Monthly report from providers, Sept 30
3. Share and Learn with Rich: Oct 13, noon
4. Patient survey
 - Data file for IVR due Oct 7
 - Your own survey results by end of Oct.



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Thank you!

Questions?:

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