Learning From Your Team and Your Patients

- Leverage all the resources you have, including people!
- Understand your processes better: Get closer to the ground by observing and talking to people

“...as front-line workers, supervisors, clinicians, our observations of our patients as they interact with us, in the context of the systems and workflows that we created, offers a wealth of data about the quality of the work we do.”

“We have a sense of when our patients are struggling with something we ask of them; we hear them speak about their lives and we learn about barriers they face to taking steps in favor of their own health.”
Learning From Your Team

• Define your stakeholders:
  • Who do you want to learn from?
  • What do you want to learn?

• Methods
  • Small group discussions as part of existing meetings
  • 1:1 discussions out of the office, walks, over coffee
  • Observation – because you are curious and working to make things better!
  • Surveys

• You’ll get started when completing your baseline capability assessment!
Learning From Your Team and Your Staff: Sample Questions

- What is working well at our site?
  - MAT patient flow
  - Staff utilization
  - Clearly defined staff roles
  - Inter-team communication
  - Inter-department cooperation (i.e., lab, pharmacy, call center, front desk reception)

- What could be better?
  - Relational coordination questions found here:

Use a Rating Scale!
0 1 2 3 4 5 6 7 8 9 10
Learning From Your Patients

• What do you want to learn from your patients?
• Get started, feedback from 5 patients provides a lot of insight!
• Leveraging existing structure – part of MAT intake process?
• Methods:
  • Observations
  • Using Humble Inquiry to do:
    • “Intercepts” or after visit discussions
  • Track 2: Journey and Empathy Mapping (combined with observation and/or humble inquiry)
Observation plus Humble Inquiry

**What it is:** Looking at participants of a process in the fullest context, where the process normally occurs, and asking open ended questions.

**How to Tips!**
- Avoid carrying assumptions from prior experience
- Keep an open mind; use a beginners mindset
- Note things that surprise you
- Look for disconnects, ‘workarounds’ and contradictions; things people do to make their lives easier
A Journey Map is a visualization of a user’s experience in a flow-chart like form that can include experiences, quotes, and emotions.
What are Your Favorite Methods and Questions?

• Have you ever received care at a program that specialized in addiction—such as a residential rehab, detox, or outpatient program?
  • If so: What is different about getting care for addiction here in a general medical setting? What things are better? Not better?

• How do the people who work here make you feel about being here?

• What worked well about today’s visit?

• What did you like least about today’s visit?
  • Follow-up question: What could have made your visit even better? Or,
  • For the things that didn’t go well, what could have made them go better?

• What are some words or things you remember about today’s visit?

• What surprised you about today’s visit?