Using Appreciative Inquiry and Boot Camp Translation to Identify Successful Elements of Practice Transformation

Christin Sutter, Practice Facilitator
High Plains Research Network
Appreciative Inquiry

- Approach that explores what works in an organization
- Identifies specific elements of successful solutions rather than challenges or areas of deficiency
- In this case, looking at the process of practice transformation to the PCMH model
Boot Camp Translation
Boot Camp Translation

Community Members and Researchers Partner to:

• Determine an action step: What do we want people to do?

• Create and refine messages and materials to be disseminated

• Determine target patients and community members

• Determine how the information should be passed on.
Methods

• Qualitative analysis of Appreciative Inquiry study data

• Instrument:  Semi-structured interview guide
  - Please describe your successful practice transformation
  - What led up to this success?
  - Can you tell us a patient story that demonstrates this success?
  - Who was involved in the success?
  - What was the reaction from providers? Staff? Patients?
  - What factors do you feel contributed to this success?
AI Results

• Participants
  o 19 Providers and staff from 6 primary care practices in the Denver, CO metropolitan area with NCQA PCMH Recognition
  o MDs, PAs, BH providers, Residents, Medical Assistants, Care Managers
# AI Results

<table>
<thead>
<tr>
<th>AI Themes</th>
<th>Quotes</th>
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</thead>
<tbody>
<tr>
<td><strong>Trust</strong></td>
<td><strong>Provider:</strong> “You need to be okay with getting out of the way and letting your team support you, and doing what only you can do.”</td>
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<tr>
<td>Placing Trust, permission</td>
<td><strong>Key Role</strong></td>
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<td><strong>Crucial to transformation</strong></td>
<td>“The Mas were involved, which I found is a really crucial piece. If anything’s going to work we have to have their buy-in…, if the workflow doesn’t make sense to them it won’t fly.”</td>
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<tr>
<td>Medical Assistants</td>
<td></td>
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<tr>
<td>Standing orders, protocols</td>
<td>“Foot exam rates go up as soon as we train our MAs to do the monofilament exam and take it out of the hands of the doc. A1c rates go up when we have standing orders to do A1Cs by nurses or MAs. It just continues to increase like that, so our MA’s are…I mean they’re like the heart of the care team.”</td>
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## AI Results

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<td><strong>Practice Qualities</strong></td>
<td>“The quality improvement meetings that we have are really crucial because…it’s a chance for…every staff member to get on board and talk about ways that we can improve the practice.”</td>
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<tr>
<td>• Leadership</td>
<td></td>
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<tr>
<td>• Open to change</td>
<td></td>
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<td>• Physical Design</td>
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<td><strong>Individual Qualities</strong></td>
<td>“MAs were always hearing the providers saying “Oh my gosh I’m so busy I don’t have time to do anything. ..” so a few of us started doing it on our own, and then those providers were bragging to the other providers. ‘My MA does this,’ so it’s kind of across the board now.”</td>
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<tr>
<td>• Open to Change</td>
<td></td>
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<tr>
<td>• Initiator</td>
<td></td>
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<td><strong>Attitudes</strong></td>
<td>“[Provider] was a little more reluctant, but he had a medical assistant…that he trusted, so he was more comfortable turning that over.”</td>
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<td>Often improve over time with experience, changing opinions, and staff turnover</td>
<td>“I’m a change junkie.”</td>
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Boot Camp Translation

• Participants
  o 13 community partners with unique backgrounds
    • Medical Assistants
    • Registered Nurse
    • Physician Assistant
    • Physician
    • Practice Coach
    • Public Health
    • Primary Care Researcher

• Kick-Off meeting, phone calls, in person follow up meeting
Themes and Messages

• MAs seen as central and a strong “connection of trust to every other element” of the results.
• Cultural aspect of practice transformation vs tactical aspects
• Exploring behaviors or actions that can demonstrate certain cultural aspects such as “Trust” and “Leadership Style”