

Optimizing your Investment in Change Agents



Lori Choma, AMA
Michelle Tobias-Pawl, AMA

Presenter Disclosure

Faculty:

Lori Choma


Michelle Tobias-Pawl

Relationships with financial sponsors:

No relationships to declare.

Agenda



- Review Content from Fall 2018 Strategic Leadership Forum
 - Strategic Leaders' Role: Commitment to Change Agents
 - Preparing you "PCN Commitment" to Change Agents
 - Next Steps
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Blueprint:



work in
progress



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100%



Question 1:



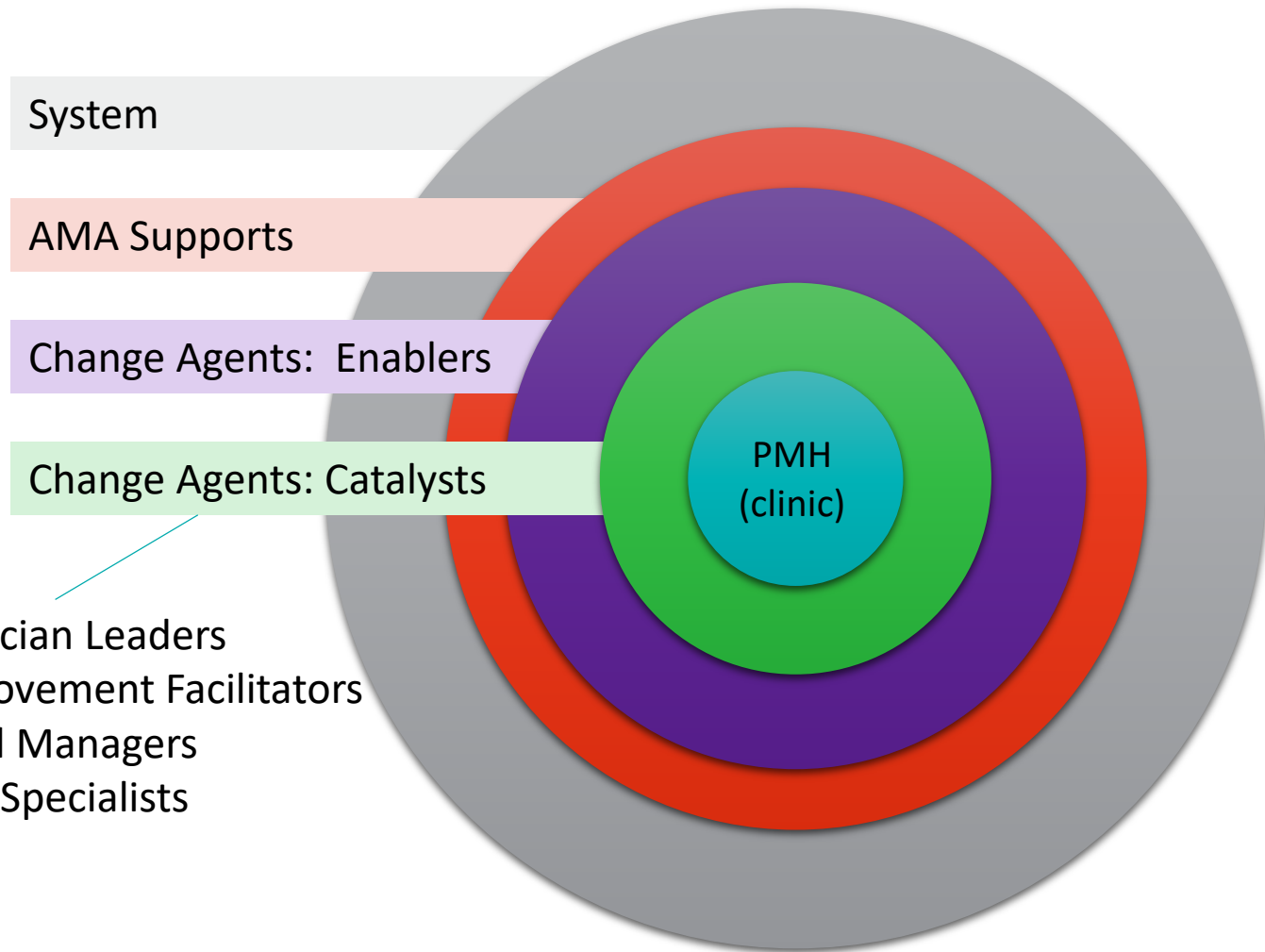
What is the transformational change you are trying to achieve in your PCN?

Question 2:

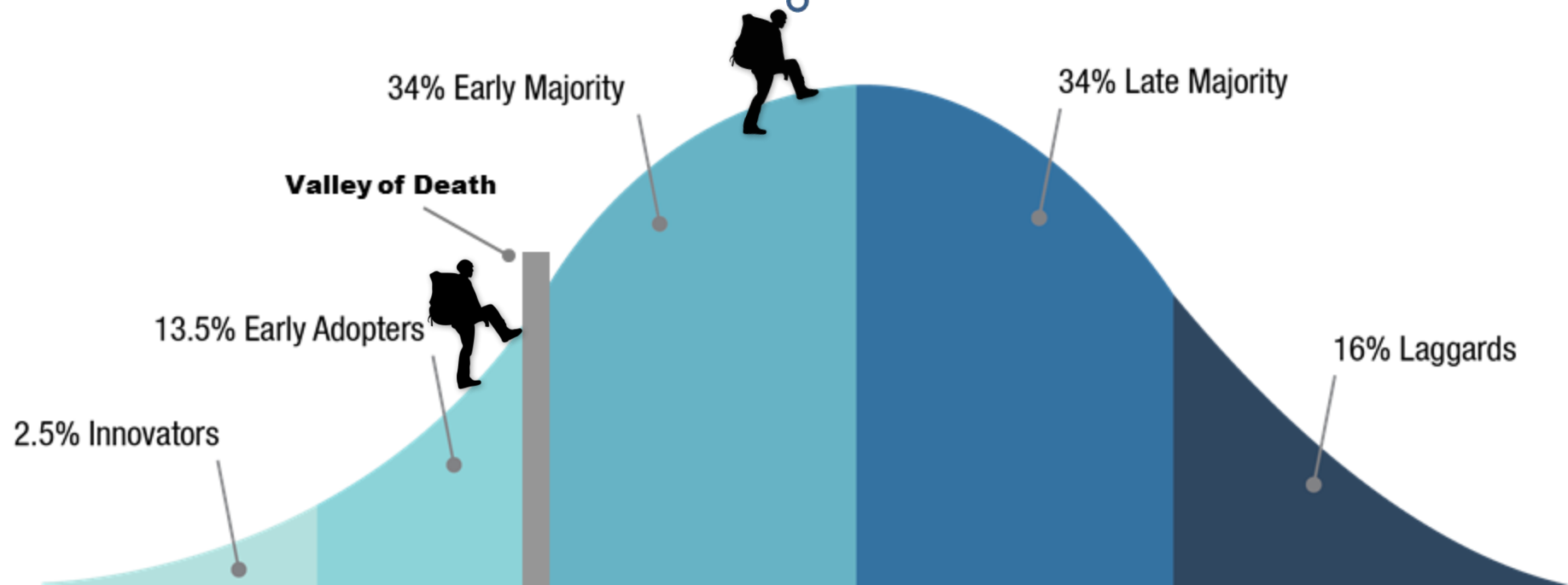


To what extent are you aware of the mechanism for change, named change agents? Do you recognize the role of change agents in achieving your transformational goals?

Who are our PMH Change Agents?



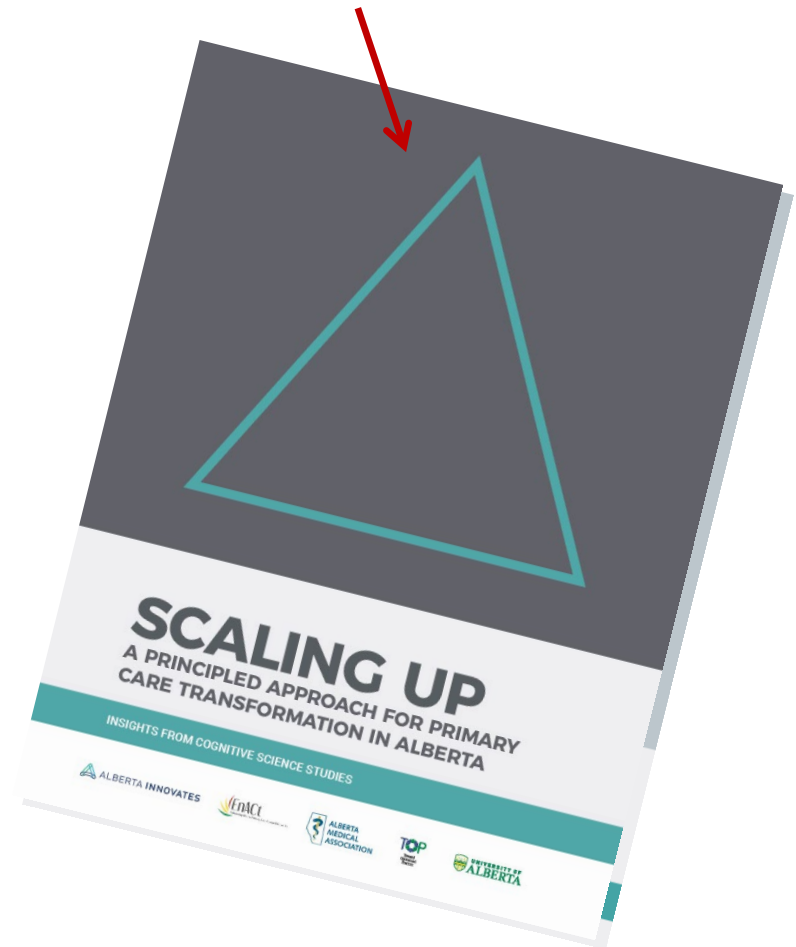
How Do We Scale?



5 Principles to Scale Up

1. Address the early majority in terms that make sense to *them*
2. Help teams learn to distribute knowledge work activities and shift their mental models
3. Practice facilitation is essential
4. Focus incentive changes on removing barriers and obstructive incentives
5. Focus on team-based, systems-based CDM as the initial target

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Scaling Up Primary Care Transformation: Next Steps



Shifting in thinking at all levels

Policymakers, decision makers, leaders in the profession, frontline change agents



Mass customization

Greater investment into a workforce equipped to support the early majority



Early, visible win

Focused efforts on team-based, chronic disease management

Question 3:



Have you talked about change agents as a part of your strategy?



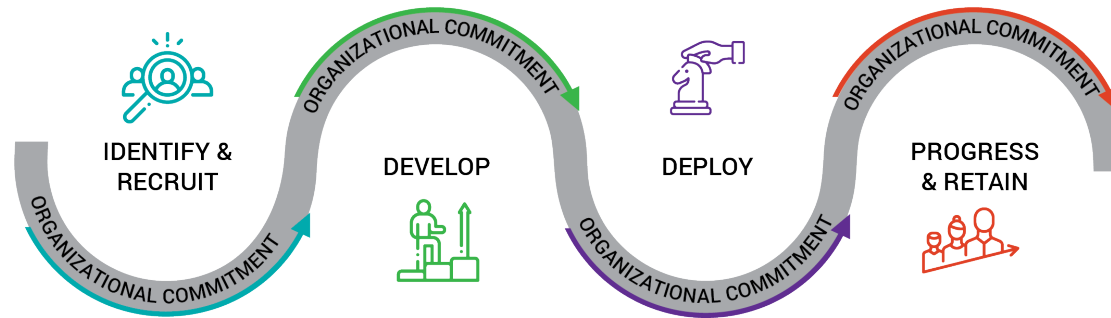
Question 4:



Does your PCN have an implementation plan for the PMH that includes change agents?



Blueprint for Change Agents Advancing Primary Care Transformation in Alberta



2. Identify & Recruit

a) Physicians

- Credible
- Relatable
- Persuasive

b) Facilitators/EMR

- Sample Role Description
- Consultation Support
- Evidence Support

3. Develop

a) Competency Domains:

- QI/EMR
- Modes of Influence (e.g., leadership, facilitation...)
- Content/Context (i.e., PMH/Integration)

b) Methods

- Training events
- Communities of Practice
- Networking events
- Open resources/supports

4. Deploy

a) AMA Approaches

- Change packages
- Sequence to Achieve Change

b) Methods

- Practice-based application
- Mentorship & coaching
- Paired dyads
- Train-the-trainer events

5. Progression & Retention

a) Events

- Change Agent Day
- International/national events (e.g., IHI)
- Site visits

b) Methods

- Ongoing development & deployment
- Provincial/national/international networking

1. AMA Commitment to Build PCN Capacity for Health System Transformation

a) Strategic Priorities

- Accountable and Effective Governance
- Patient's Medical Home
- Strong Partnership and Transitions of Care
- Health Needs of the Population and Community
- PCN Zonal and Provincial Structures and Priorities
- Medical Neighborhood

b) Methods

- Build content – Appropriate to the goal
- Build capacity - In the appropriate stakeholders staff and leadership (e.g., PCN) to assist delivery on the goal
- Support Relevant Stakeholders - Support the organization or group (PCN/ Zone) in activities relating to the goal

Strategic Focus




<p>2. Identify & Recruit</p> <p>a) Physicians</p> <ul style="list-style-type: none"> • Credible • Relatable • Persuasive <p>b) Facilitators/EMR</p> <ul style="list-style-type: none"> • Sample Role Description • Consultation Support • Evidence Support 	<p>3. Develop</p> <p>a) Competency Domains:</p> <ul style="list-style-type: none"> • QI/EMR • Modes of Influence (e.g., leadership, facilitation...) • Content/Context (i.e., PMH/Integration) <p>b) Methods</p> <ul style="list-style-type: none"> • Training events • Communities of Practice • Networking events • Open resources/supports 	<p>4. Deploy</p> <p>a) AMA Approaches</p> <ul style="list-style-type: none"> • Change packages • Sequence to Achieve Change <p>b) Methods</p> <ul style="list-style-type: none"> • Practice-based application • Mentorship & coaching • Paired dyads • Train-the-trainer events 	<p>5. Progression & Retention</p> <p>a) Events</p> <ul style="list-style-type: none"> • Change Agent Day • International/national events (e.g., IHI) • Site visits <p>b) Methods</p> <ul style="list-style-type: none"> • Ongoing development & deployment • Provincial/national/international networking
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Today's focus



Two Opportunities



- 1. *Increase*** the investment in your change agents
 - 2. *Optimize*** the investment in your change agents
- 

Physician Leader Focused Questions:

Do you have a list of physicians (formal and informal leaders) that help you champion PMH and system integration efforts?

*Do you have enough physician leaders to champion your PMH and integration priorities?
How will you know when you have enough?*

How are PCN staff supporting physicians with their leadership roles?

What factors in your setting help or hinder physician leadership for the change?

Improvement Facilitator Focused Questions:



Do you have enough improvement facilitators to reach your PMH and system integration priorities?

What is the reporting structure for your improvement facilitators? Are the reporting to individuals who understand their role/function?



Next Steps



Call to Action:

As an Executive Director and Board Chair, answer the questions and have a conversation with your Board about meeting your organizational goals through the use of change agents.

Follow up and questions, contact your AMA Zone Lead:

North Zone: Roger Osborne
Roger.Osborne@albertadoctors.org

Edmonton Zone: Andrea Atkins
Andrea.Atkins@albertadoctors.org

Central Zone: Amie Dowell
Amie.Dowell@albertadoctors.org

Calgary Zone: Kari Remington
Amie.Dowell@albertadoctors.org

South Zone: Bill Kreutzweiser
Bill.Kreutzweiser@albertadoctors.org