Developing a Practice Facilitator Competency Framework to Support the Next Phase of Healthcare System Transformation

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Alberta Context
From Project to Journey

Culture & Sustainability

- Engaged Leadership
- Capacity For Improvement
- Panel & Continuity
- Team Based Care
- Organized Evidence Based Care
- Patient Centred Interactions
- Enhanced Access
- Care Coordination

Clinic Enablers (Customized by Clinic)
- Practice Agreements
- Human Resource Plan and Management
- Financial Management
- Electronic Medical Record
- Legislated and Regulatory Compliance
- Privacy and Information Sharing Practices
- Office Processes

PCN Supports (Customized by PCN)
- Clinical Services
- ENRVT Supports
- Measurement and Evaluation
- Governance and Planning
- Coordination and Integration with System Partners
- Practice Transformation Services

System Level Supports
- Integrated Information Systems
- Provincial Support Programs
- Supportive Payment Structures
- Education and Workforce Development

Primary Healthcare Integration Network
- CII
- ASaP
- PaCT
- CPAR / panel ID
- HQCA Reports
- PLN / Champions

PCN Governance
- Physician Remuneration

Adapted from Safety Net Medical Home Initiative (2013)
PRACTICE FACILITATOR SELF-ASSESSMENT TOOL DEVELOPMENT AND OUTCOMES

BACKGROUND

In 2012, the Alberta Health Services (AHS) provided a new set of advanced competencies that facilitated a framework for ongoing assessment and quality improvement. This framework uses the principles of the national CFMA and the provincial Practice Facilitator (PF) model to support ongoing assessment based on individual project requirements. Initial projects achieved their participation and outcome targets but 2 problems occurred:

1. PFs were not able to achieve desired outcomes.
2. PFs needed to demonstrate association of PF competencies and participation outcomes.

CAPACITY BUILDING

In 2013, the Alberta Health Services (AHS) provided a new set of advanced competencies that facilitated a framework for ongoing assessment based on individual project requirements. This framework uses the principles of the national CFMA and the provincial Practice Facilitator (PF) model to support ongoing assessment based on individual project requirements. Initial projects achieved their participation and outcome targets but 2 problems occurred:

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EVALUATION FRAMEWORK FOR TRAINING PF

The evaluation framework for training PFs is designed to assess the effectiveness of the training program. It includes the following components:

- Results: Did the PFs achieve the desired outcomes?
- Behavior: Were the PFs able to apply the training in their practice?
- Knowledge: Did the PFs demonstrate a deep understanding of the material?
- Reaction: How satisfied were the PFs with the training?
- Self-assessment: Did the PFs demonstrate a high level of self-assessment?

SHIFTING FROM PROJECT TO TRANSFORMATION

The results produced by the Alberta Sustained Care Network (ASCN) demonstrated that sustainable improvement is possible through capacity building and the association between PF competencies and program outcomes.

IMPLEMENTATION ELEMENTS FOR THE PATIENT'S MEDICAL HOME (PMH)

- Patient-Centered Care: Patient-centered care is the cornerstone of medical home
- Team Collaboration: Team collaboration is essential for effective care delivery
- Clinical Care Management: Effective clinical care management can improve patient outcomes
- Community Engagement: Engaging the community in the care process can lead to better outcomes

ASSESSING PF COMPETENCIES

The AHS undertakes a rigorous development process to create a set of defined competencies that facilitate a framework for ongoing assessment and quality improvement. This framework uses the principles of the national CFMA and the provincial Practice Facilitator (PF) model to support ongoing assessment based on individual project requirements. Initial projects achieved their participation and outcome targets but 2 problems occurred:

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OBJECTIVE MEASURES

To support the PF community with improving training and development needs, each PF is asked to share their self-assessment results. The following measures are used to assess the PF community:

- Will PFs use the tool to self-assess?
- Will PFs use the tool to identify areas for improvement?
- Will PFs use the tool to identify areas for professional development?
- Will PFs use the tool to share their results with others?

PATIENT’S MEDICAL HOME RESULTS

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AMA PF COMPETENCY MODEL FOR ADVANCING PMH IMPLEMENTATION

The AHS adapted the competency model from its project focus to consider an expanded set of knowledge, skills, and abilities that would meet the demands of PMH implementation support.
Diffusion of Innovations

- 2.5% Innovators
- 13.5% Early Adopters
- 34% Early Majority
- Valley of Death
- Tipping Point
- 34% Late Majority
- 16% Laggards

Rogers' Diffusion of Innovations Curve
Scaling Up Patient’s Medical Home in the Health Neighbourhood

1. Provincial Goal to Advance Patient’s Medical Home
2. Zones with Physician Champions
3. PCNS with Physician Champions
4. Physician Champions Working Together
5. Improvement Facilitators
6. Physicians & Team Members

Improving care for 4.2 million Albertans
Alberta Strategy for Practice Facilitators

1. Increase the investment in practice facilitators by reaching the 1 IF to 20 Physicians or (1 IF to 5 practices) ratio

2. Optimize the investment in practice facilitators by training, supporting, managing, mentoring, and deploying them for success
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

2. Identify & Recruit

   a) Content
      - Sample Role Description
      - Physician Champion Research
      - Evidence Support

   b) Methods
      - Consultation Support
      - Evidence Support

3. Develop

   a) Competency Domains:
      - Quality Improvement
      - Modes of Influence
      - PMH & Health Neighbourhood
      - Context of Primary Care

   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. Progress & Retain

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

   b) Methods
      - Ongoing development & deployment
      - Provincial/national/ international networking

Blueprint for Change Agents Advancing Primary Care Transformation in Alberta
Change Agent Competency Model
PF Competencies & Self-Assessment

JUNE 2019

PRACTICE FACILITATOR
COMPETENCIES:
PATIENT'S MEDICAL HOME & HEALTH
NEIGHBOURHOOD TRANSFORMATION IN ALBERTA

JUNE 2019

PRACTICE FACILITATOR
SELF-ASSESSMENT
Discussion Part 1: Evolving your PF program

What is your organization’s improvement strategy/plan?

What are the gaps in your improvement strategy (strategic and/or operational)?

What are the strengths and gaps of your practice facilitator program?

What are the risks of not filling the gaps?
Discussion Part 2: Prepare PF for the future

Are practice facilitators using the same tools through multiple initiatives or expanding their tool-belt?

Are practice facilitators working with the same physicians/clinics across multiple initiatives?

Are the practice facilitator’s matching/adapting tools to Rogers’ Diffusion of Innovations?

Are you being strategic about the growth/evolution of your practice facilitation program?
Discussion Part 3: Looking to the Future

Do you have your key lessons/materials to move you into the future that will:

• Ensure relevancy of practice facilitators to physicians
• Sustain future funding of practice facilitation program
• Meet the needs of the health system, and ultimately patients

What are your strengths?

What are you missing?
In Summary

• A robust set of practice facilitator competencies is valuable for:
  • Practice Facilitators
  • Your organization
  • The system

• Our key tools guiding practice facilitation in Alberta:
  • PF Competencies
  • PF Self Assessment
  • Blueprint for Change Agents
Thank you

We’d love to hear from you.

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