

A practical development framework for change agents: Investing in a re- usable resource to drive healthcare transformation toward an integrated system

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Alberta Context



Alberta Challenges



Classical interpretation of physician autonomy

Lots of 'working alone together'

Diffusion of Innovation; early adopters engaged but hard to spread to majority

Misalignment of provincial support programs

Government change; high expectations for primary care change

Influence not authority

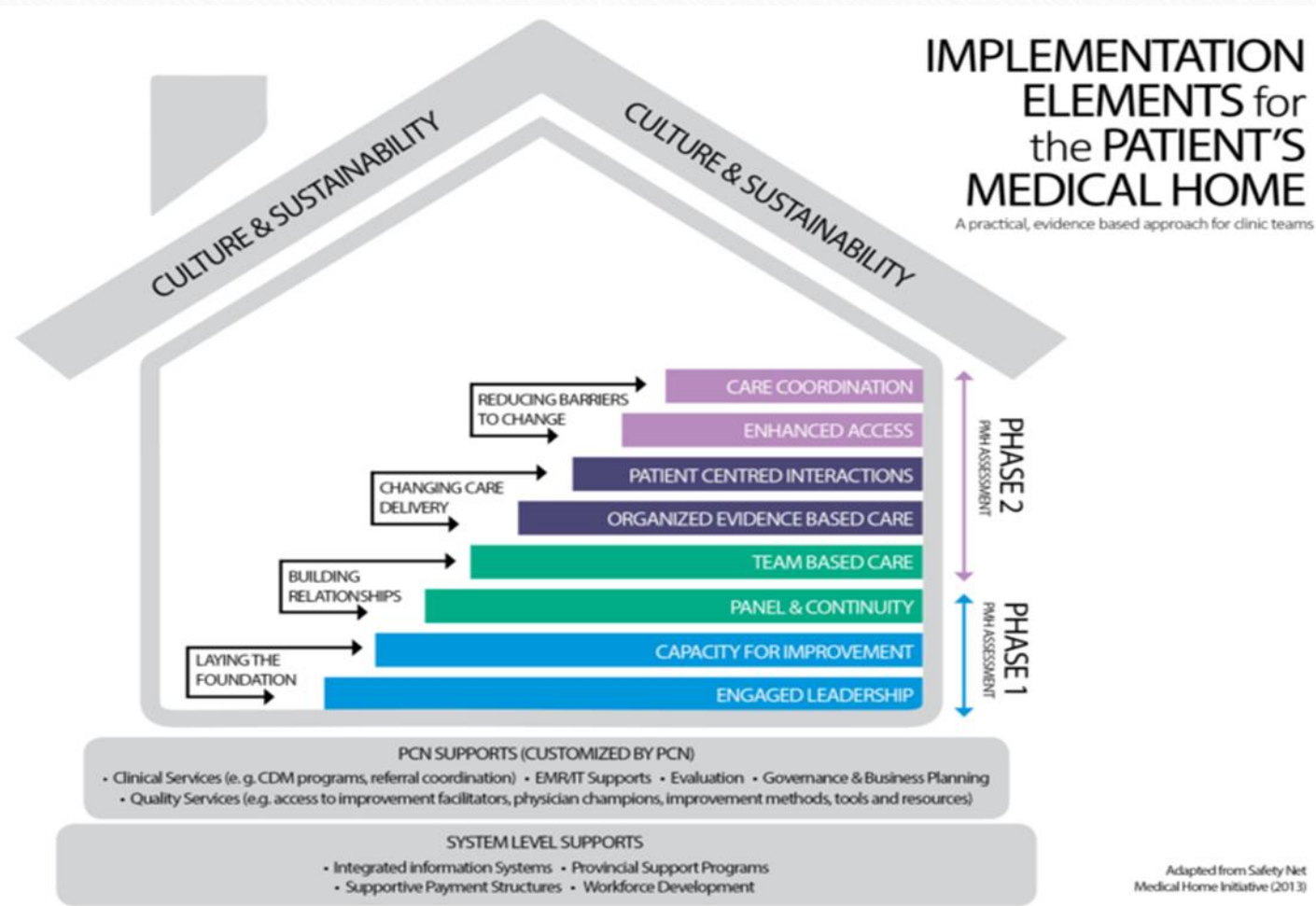





Are these challenges relatable?

What other system level challenges is your Practice Facilitation program is trying to address?

From project to journey



What would success look like?



Organizations will choose to advance strategic priorities

Organizations will demonstrate collective effort and impact

Investment in change agents will grow

Progress will be sustained over time



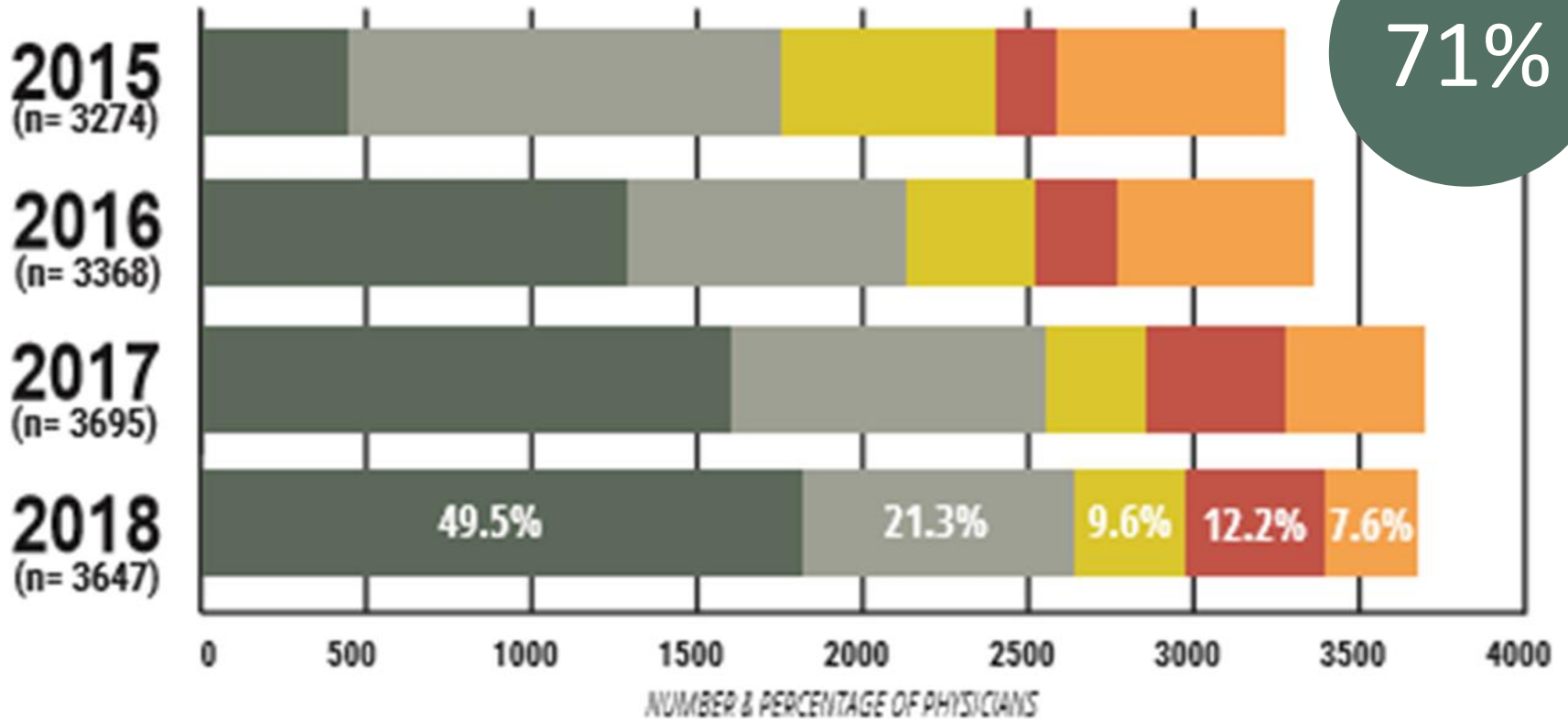
Capacity to Engage and Spread Change



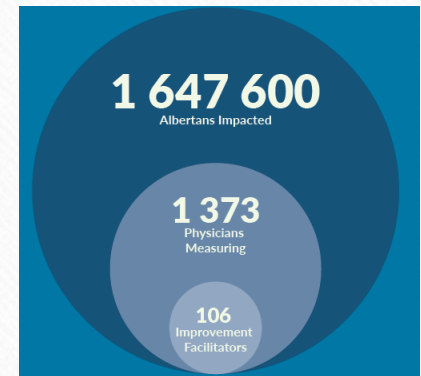
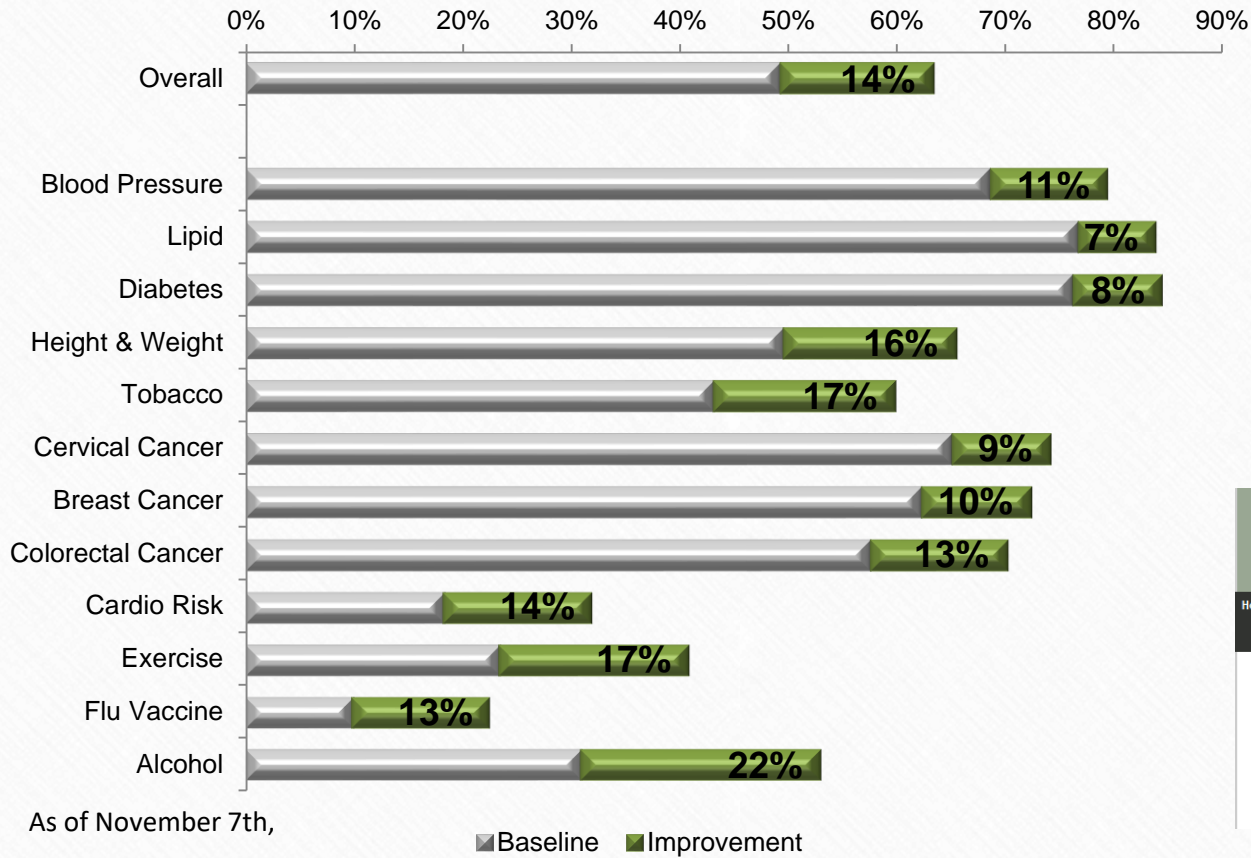
Panel Progress



ADOPTION OF PANEL OVER TIME



Screening Behaviour Change



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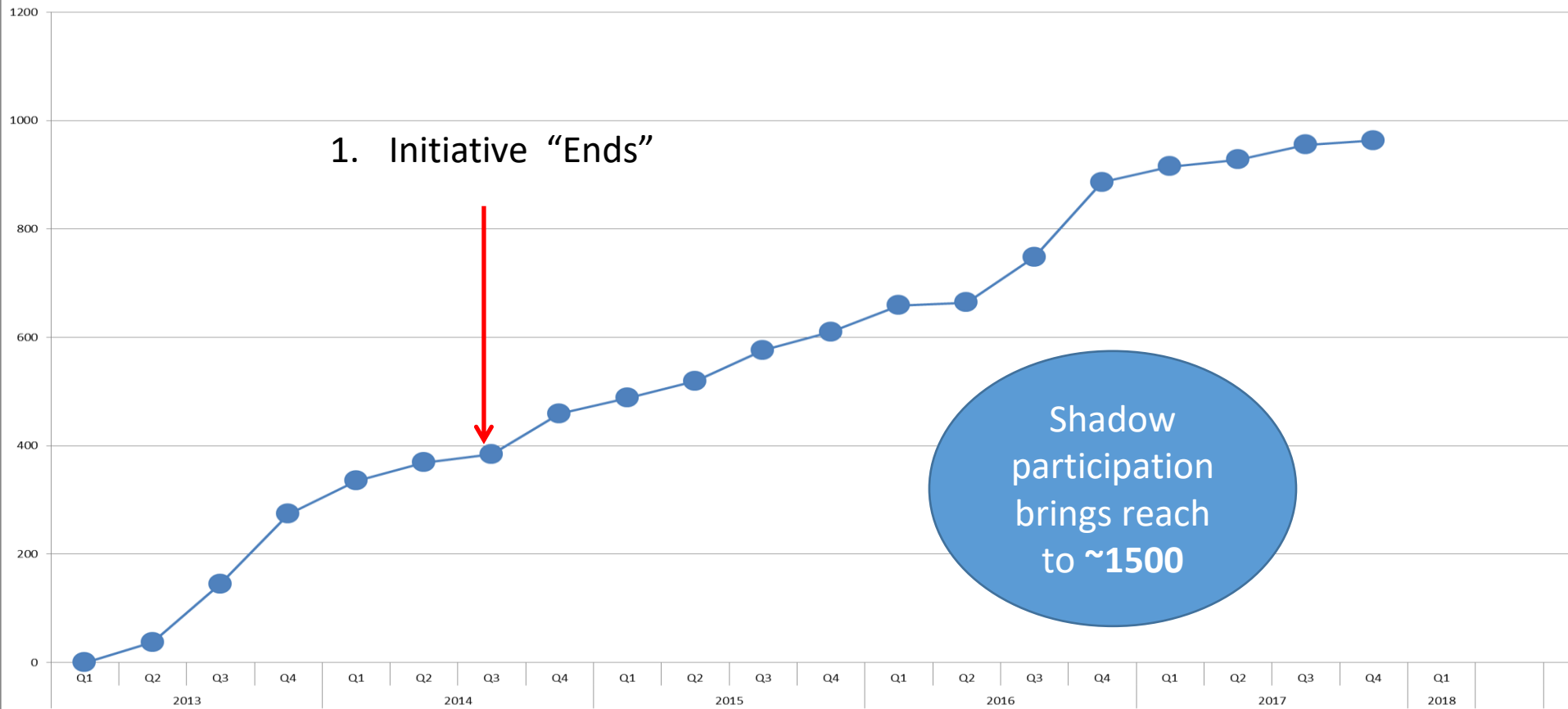
Effect of Payment Incentives on Cancer Screening in Ontario Primary Care

Tara Kiran, MD, MSc^{1,2,3*}, Andrew S. Wilton, MSc⁴, Rahim Moineddin, PhD^{3,4,5}, Lawrence Paszat, MD, MSc⁴ and Richard H. Glazier, MD, MPH^{1,2,3,4,5}

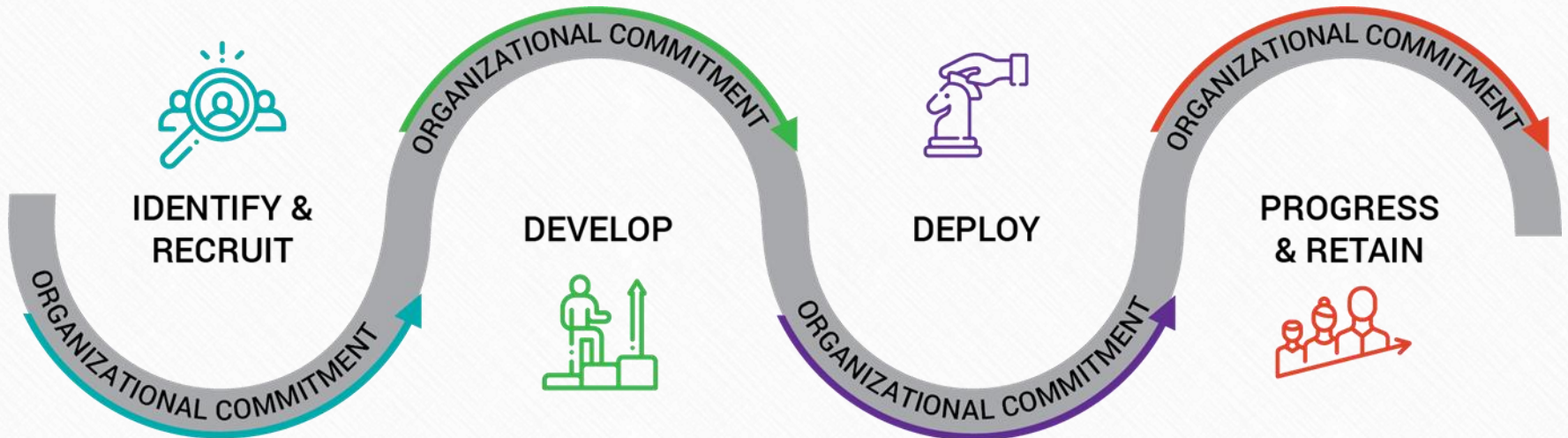
Scaling of Clinical Behaviour Change

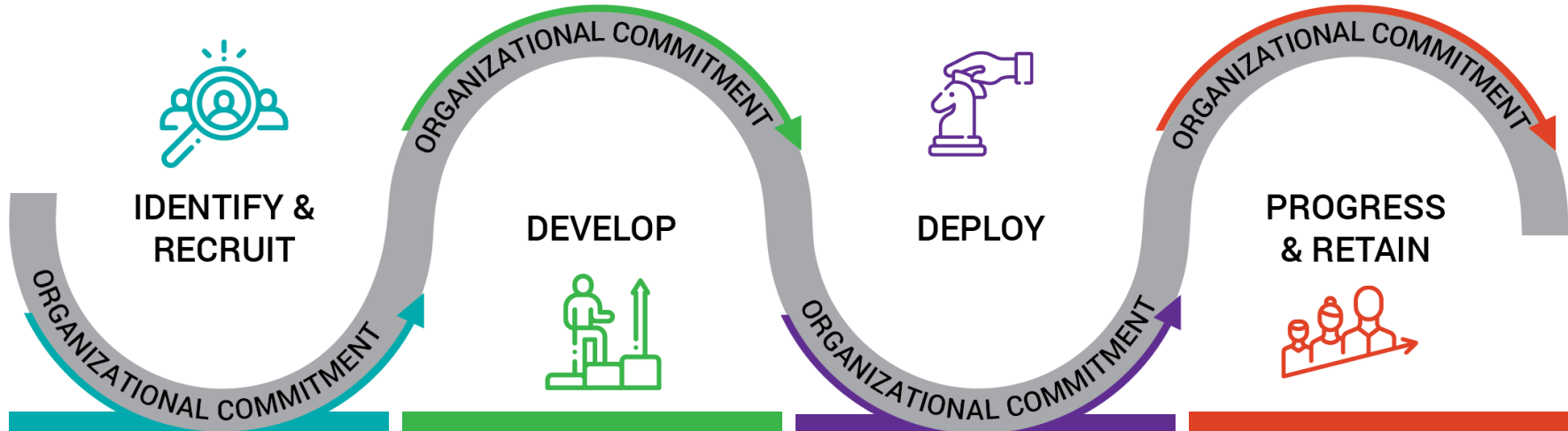


ASaP - Enrolled Providers (2013 - 2018)



Blueprint for Change Agents





Identify & Recruit

a) Physicians

- Credible
- Relatable
- Persuasive

b) Facilitators/EMR

- Sample Role Description
- Consultation Support
- Evidence Support

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

Deploy

a) AMA Approaches

- Change packages
- Sequence to Achieve Change

b) Methods

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

Progression & Retention

a) Events

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

b) Methods

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

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

Group Work



Working in groups of 2 or 3 respond to questions in assigned step

If completed select another step of interest



Report out - Debrief



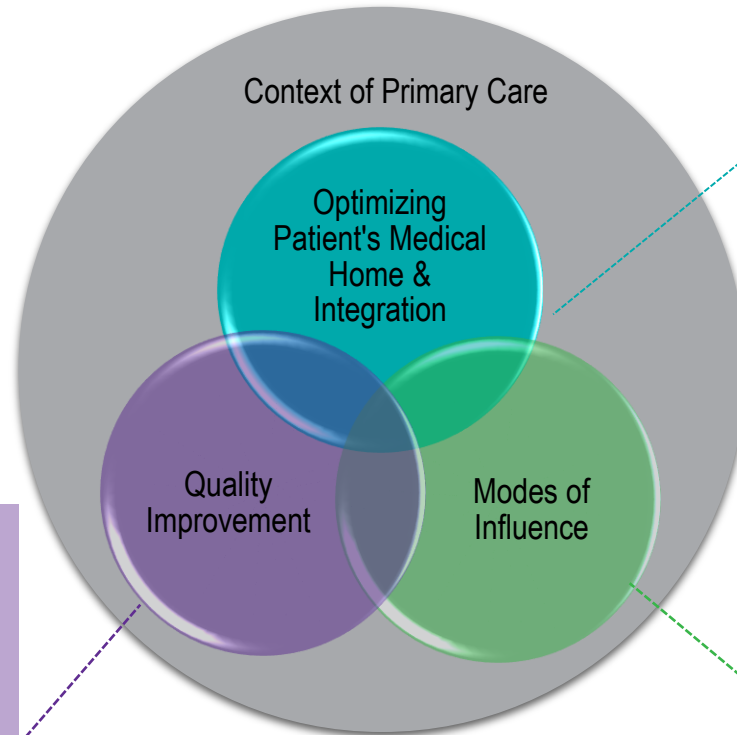
Useful / Relevant in your practice

Tools you have to share

Q and A



Change Agent Competencies



- Panel & Continuity
- Team based care
- Organized Evidence Based Care
- Patient Centered Care
- Access to Care
- Coordination of Care
- System Integration
- System Supports

Core:

- Model for Improvement
- PDSA testing
- Understand System Variation
- Using Data to Guide Decisions
- Scale-Up, Sustain and Spread

Advanced:

- Deeper dive into level 1 KSAs
- Value Stream Mapping
- Quality as a Business Strategy
- Cognitive Task Analysis

Core:

- Leadership & Facilitation
 - Engaging Others
 - Forming a team
 - Conflict Resolution
 - Leading Effective Meetings
 - Presenting Effectively
 - Public Speaking

Advanced:

- Transformational Change Management
- Diffusion of Innovations
- Influencing Complex-Adaptive Systems
- Influencing Clinical Behaviour Change