

Coaching Session 1

Building Sustainable Change



AC³HIEVE

Advancing **C**ommunity and **C**linical Care for **C**hildbirth-related Hypertension: **I**mplementation, **E**ngagement, and **V**aluing **E**quity

This research was, in part, funded by the National Institutes of Health (NIH) Agreement OT2HL158287. The views and conclusions contained in this document are those of the authors and should not be interpreted as representing the official policies, either expressed or implied, of the NIH.



Introductions

Who are you?

*What is one of your favorite things about
this time of year?*



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Advancing Community and Clinical Care for Childbirth-related Hypertension: Implementation, Engagement, and Valuing Equity

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Objective

- By the end of this session the Implementation Team will have
 - *A clear understanding of the ACHIEVE project and the role of your coach*
 - *A framework for structuring the roles within your implementation team*
 - *A clear communication protocol between your team and the coach*

Roles for today's session



FACILITATOR- ACHIEVE
NURSE COORDINATOR



TIMEKEEPER-



RECORDER-

Today's Agenda

- During our time together today, we will:
 - *Explore why this work matters*
 - *Summarize key points of the ACHIEVE Project*
 - *Introduce Role of the ACHIEVE Coach*
 - *Identify roles within the implementation team*
 - *Develop communication protocols*
 - *Assess current clinic operations and identify strategies to support implementation (clinic inventory activity)*



Setting the Tone: Group Norms - Ideas

- What is important for our work together?

Attendance

Participation

Communication

Assignments between meetings

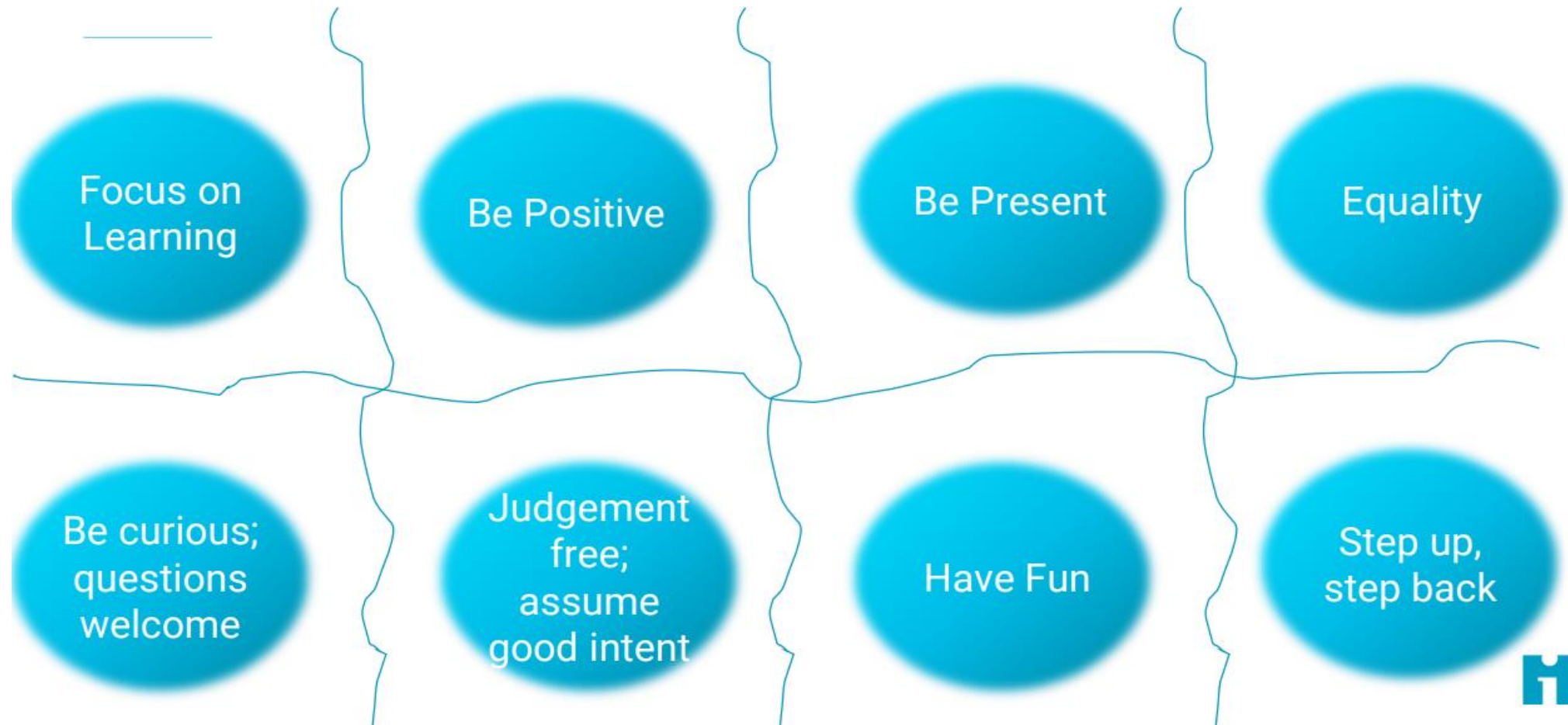
Decision making process

Conflict resolution



Group Norms - Example

Our Community Agreements and Aspirations



Discuss and Deliberate

5 minutes



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Why ACHIEVE?



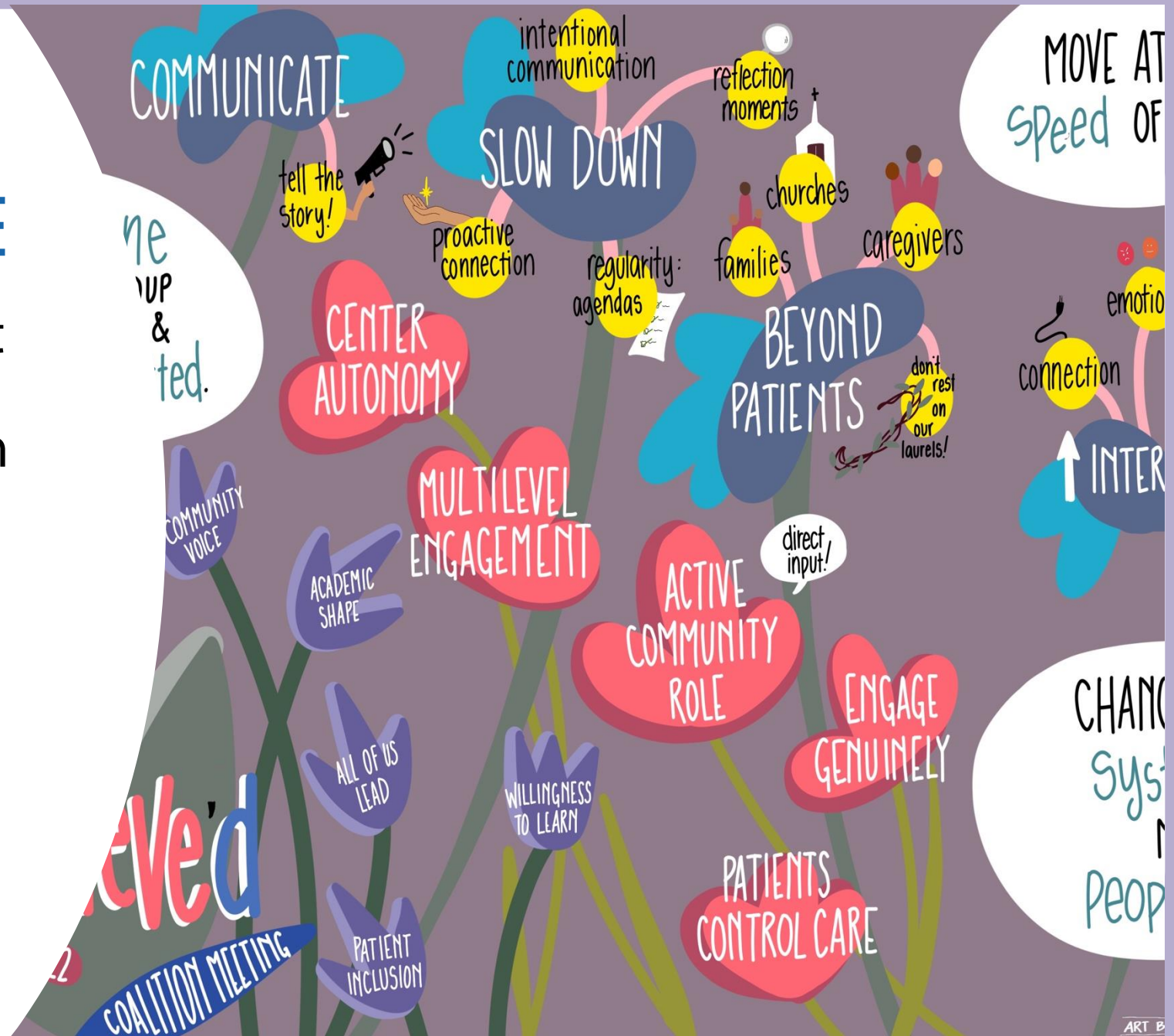
Defining the ACHIEVE Bundle

5 mins in this section



Goal of ACHIEVE

To demonstrate the impact of **implementation strategies** on the adoption and implementation of the **outpatient hypertension bundle** in settings that reach birthing people at the greatest risk for maternal morbidity and mortality



ACHIEVE Outpatient HTN Bundle



READINESS



RECOGNITION



RESPONSE



REPORTING



*RESPECTFUL
CARE*

ACHIEVE Implementation Strategies

Trainings

Coaching Sessions

Distributing Education Materials

Simulations

Community Engagement

DATA



Areas of Focus



BP Measurement Technique



Recognition and Response to
Severe HTN

Including Escalation of Care



Patient Education

ACHIEVE IMPLEMENTATION YEAR AT A GLANCE



MONTH 1	MONTH 2	MONTH 3	MONTH 4
Implementation Team Coaching Session Blood Pressure Observations	Implementation Team Coaching Session Simulations	Implementation Team Coaching Session Blood Pressure Measurement Training (for MSPs)	Implementation Team Coaching Session
MONTH 5	MONTH 6	MONTH 7	MONTH 8
Implementation Team Coaching Session Severe Hypertension Recognition & Response Training (all clinical staff)	Implementation Team Coaching Session	Implementation Team Coaching Session Blood Pressure Observations	Implementation Team Coaching Session Simulations
MONTH 9	MONTH 10	MONTH 11	MONTH 12
Implementation Team Coaching Session	Implementation Team Coaching Session	Implementation Team Coaching Session	Implementation Team Coaching Session
SUSTAINMENT			
MONTH 13	MONTH 14	MONTH 15	MONTH 16
Blood Pressure Observations	Simulations	Blood Pressure Observations	Blood Pressure Observations

Blood Pressure Observations require all medical support personnel (MSPs) or all clinic staff members who assess blood pressure on pregnant or postpartum patients

Simulations require attendance from all members of the clinical team, including providers, nurses, medical assistants and pharmacists

Implementation Team Coaching Sessions should include the smaller implementation team formed to focus on implementing the ACHIEVE project (MD, RN and MA/MSP at minimum)

Timeline of Activities



ACHIEVE Coaching

10 mins in this section



Role of a Coach

Coaching IS:

- The act (and art!) of activating others' agency
- Helping others develop insight, skills and capabilities to improve
- To transfer QI knowledge and skill
- To help achieve team self-sufficiency over time

Coaching IS NOT:

- Telling
- Fixing
- Monitoring
- Solving
- Acting with authority
- Being solely accountable
- Praising falsely

Roles in the Implementation Team

Project Champion

Consider: Can this person remove barriers to your work or advocate for resources that you need? Do they have power to make decisions within the organization?

Clinical Expertise

Consider: Does the person have subject matter expertise in maternity care and hypertensive disorders of pregnancy?

Customer/Patient Expertise

Consider: Does this person represent the point of view of the patient or the customer? Can they provide input on respectful care?

Day-to-Day Process Owner

Consider: After the QI process is over, will this person continue to be involved in implementing and sustaining the program?

Knowledge of the System/Process

Consider: Does this person have a deep understanding of current operations and how systems work inside the organization? Are they affected by proposed changes to the system?

Other roles to consider?

Team Homework

Complete the QI Team Member Matrix for your Implementation Team and determine if there is anyone missing from the table who is needed to make lasting change

QI Team Member Matrix

Effective QI teams are multidisciplinary and include different areas of expertise. Write the names of your team members along the top row. Check off the boxes below to reflect the expertise they bring or perspective they are representing.

What will each person bring to your QI project team	Physician Champion	Nurse Manager	Medical Assistant	Front Desk Staff	Other (Health Educator, social worker etc.)
<p>Project Champion</p> <p>Consider: Can this person remove barriers to your work or advocate for resources that you need? Do they have power to make decisions within the organization?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Day-to-day Process Owner (ex/ nurse manager or office manager)</p> <p>Consider: After the QI process is over, will this person continue to be involved in implementing and sustaining the program?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Knowledge of the System/Process</p> <p>Consider: Does this person have a deep</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communication Protocols

10 mins in this section



Communication Protocol for Team and Coach

WHO:	Who are the partners who need to communicate? Who is responsible for facilitating communication?
WHY:	What is the communication goal?
WHAT:	What needs to be communicated (e.g., updates, successes, challenges)? What data will be shared in communication? What actions will be expected in response?
HOW:	How often should communication occur? What method/s of communication will be used? What communication format will be used? What response is expected?
IMPROVEMENT	What communication barriers are anticipated? What processes can be put in place to circumvent these barriers? How will our group assess whether communication is working?

Discuss and Deliberate

5 minutes



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Clinic Inventory

30 mins in this section



Clinic Inventory (30 mins)

- Assessment of practices currently in place at the practice level
- This activity will help us to guide the next year of work and decide how to prioritize different topics

Team Homework:

Please email or provide paper copies of all current policies/procedures that are discussed today to your coach

Staff



How many positions (FTEs) do you have at your clinic for providers that see prenatal and/or postpartum patients?

Nurses?

MAs?

Pharmacists?

Admin/Front Desk?

Clinic Inventory – BP Measurement

Equipment

- Manual vs. Automatic
- Calibration
- Cuff sizes
- Measuring tape?

Clinical Practice

- How is BP taken?

- Are there current policies/procedure
- What are the current policies/procedures? (provide copies)
- How do you train staff on those procedures?
- How do you ensure ongoing competency to those procedures?

Clinic Inventory – Recognition/Response to Severe HTN

- Identifying and treating severe HTN for pregnancy and postpartum
- Does your clinic have access to nifedipine IR 10mg to treat pregnancy related HTN?
- Front desk knowledge of severe HTN warning signs

- Are there current policies/procedure
- What are the current policies/procedures? (provide copies)
- How do you train staff on those procedures?
- How do you ensure ongoing competency to those procedures?

Clinic Inventory – Escalation of Care

- Is there a policy/procedure for patient transport to higher-level care facilities?
- How do you address obstacles and ensure patients are able to follow guidance from providers when escalating care?
- How long does it take for patients to arrive at the higher-level care facility?

- Are there current policies/procedure
- What are the current policies/procedures? (provide copies)
- How do you train staff on those procedures?
- How do you ensure ongoing competency to those procedures?

Clinic Inventory – Patient Education

- Education on warning signs of pregnancy related HTN (including pre-eclampsia)
- Who provides education? What format and when is education provided?
- Education on how to seek care when patients have urgent concerns

- Are there current policies/procedures?
- What are the current policies/procedures? (provide copies)
- How do you train staff on those procedures?
- How do you ensure ongoing competency to those procedures?

Recap

- By the end of this session the Implementation Team will have
 - *A clear understanding of the ACHIEVE project and the role of your coach*
 - *A framework for structuring the roles within your implementation team*
 - *A clear communication protocol between your team and the coach*
- Did we hit our objective?
- What went well today?
- What would help improve the next meeting?

Next Steps

To Do before next Coaching Session:

- Complete the following documents/tasks:
 - *Team Matrix*
 - *Send Policies, procedures, and patient education*
- Complete the Implementation Climate Survey sent to you by email
- Schedule next meeting (May)
- Questions?

THANK YOU!



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Email

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Clinic Password (to access slides and materials): **ACHIEVE123!**