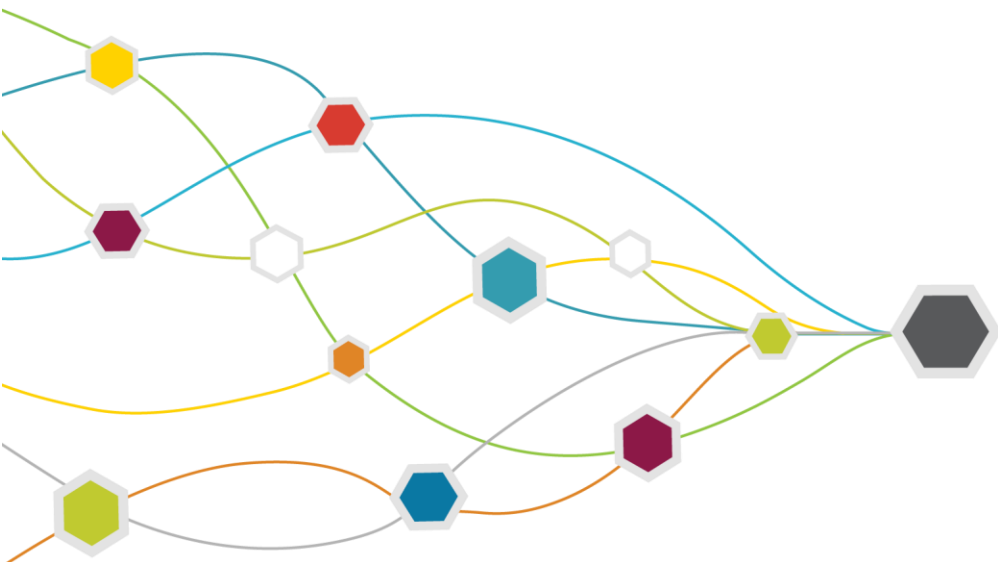




Canadian Home Care  
Association  
canadienne de soins  
et services à domicile



# **SPRINT Implementation Collaboratives<sup>TM</sup>**

## **Whole Community Palliative Rounds**

# VIRTUAL LEARNING WEBINAR

## September 9



## Agenda

1:00 -1:10

Welcome

1:10 – 1:50

Implementation Science: Motivation Tools and Tactics  
Julia Moore, Senior Director, Center for Implementation

- Senior Leadership
- Frontline Engagement

1:50 – 2:20

Benefits of WCPR: Lived Experience  
Nairne Bruce, Home Care Nurse and Long Term Case Management, Kiro Wellness Center

2:20-2:30

Next Steps: Action Period

- PDSAs, Test a Motivation Idea
- Tools and Resources:
  - Reframing value statements
  - External communication
  - Process and outcome measures
  - Facilitator support

SPRINT WCPR Implementation Collaborative

# Virtual Learning Webinar #2

Dr. Julia E. Moore, The Center for Implementation

September 9, 2019

# Use strategy. Not chance



# What are the foundations of implementation science?



## Process model

Specify steps in the process of translating research into practice



## Theory

Describe prediction and causal mechanisms

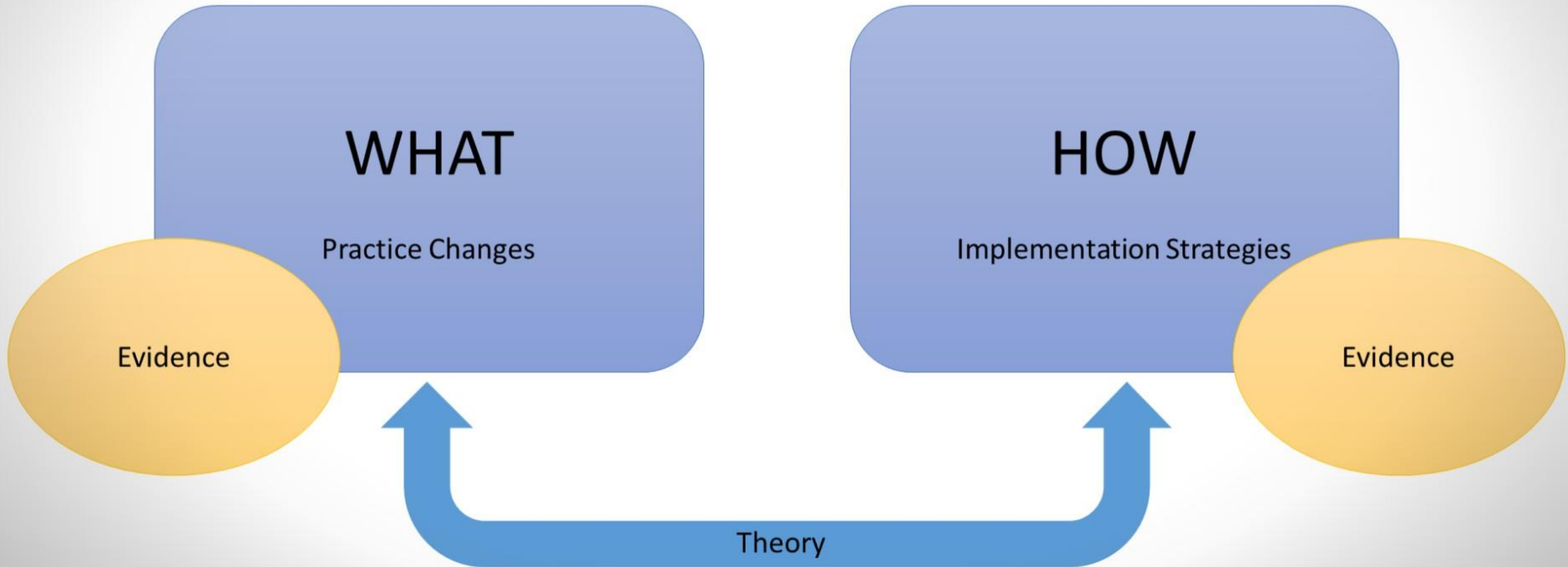


## Framework

Explain factors that influence implementation and outcomes

Nilsen. (2015). Making sense of implementation theories, models, and frameworks. Implementation Science. 10:53.

# What are you implementing?



# Example: Flu vaccine

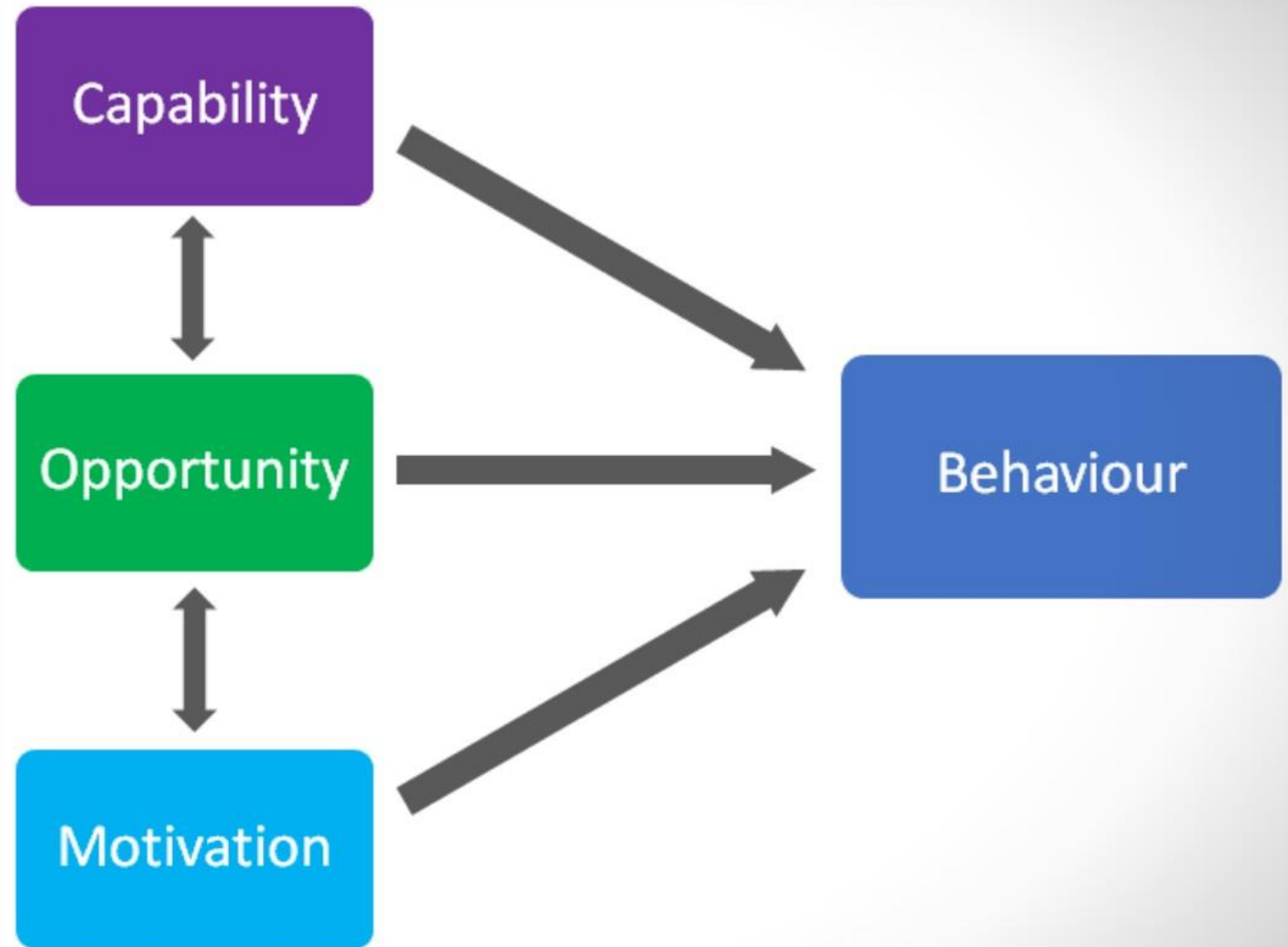


Theory  
underlies  
everything!



# Theory: COM-B

Michie, Atkins, & West (2014). The Behaviour Change Wheel: A Guide to Designing Interventions.



# Implementation strategies



Education



Modeling



Role Playing



Engaging and motivating staff



Champions

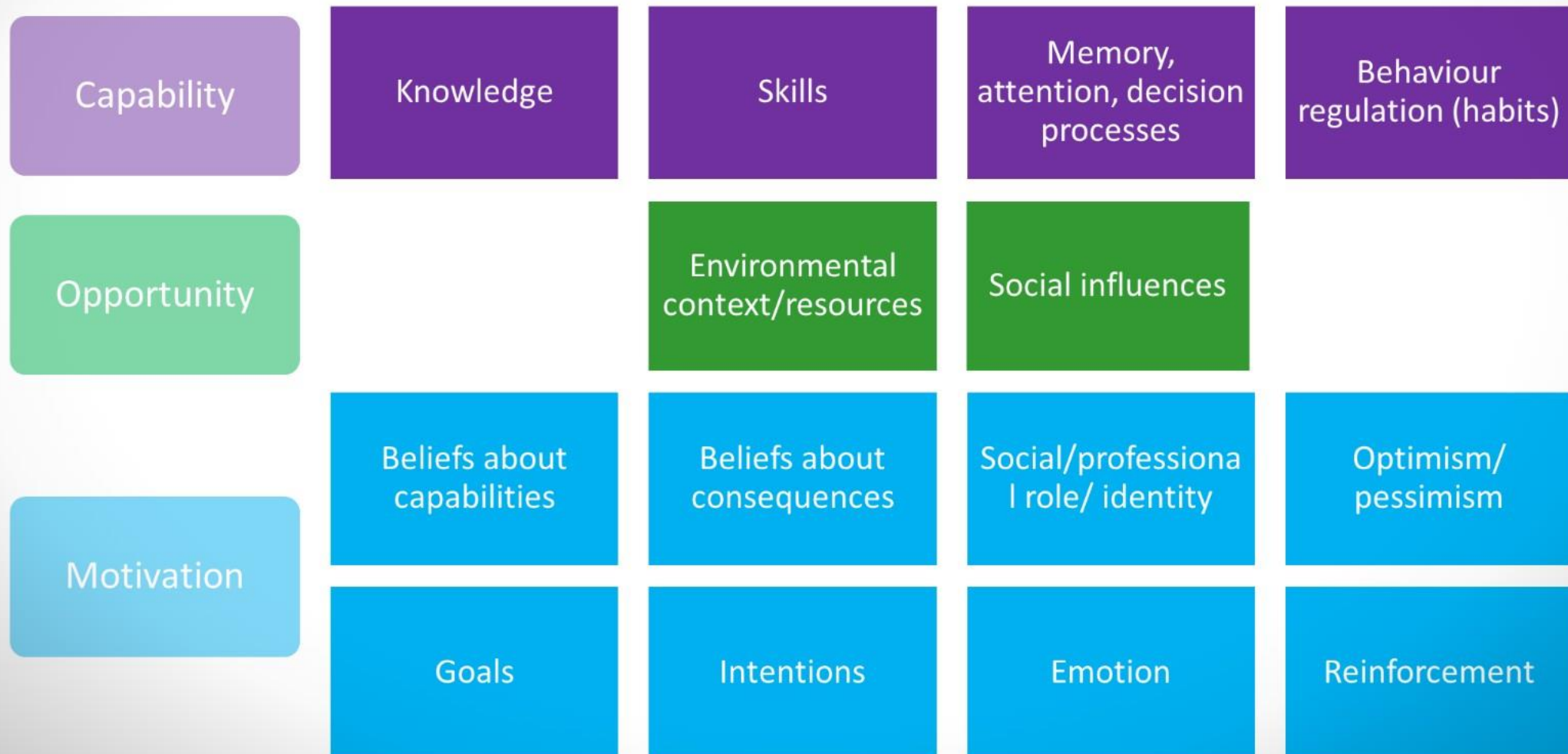


Intentions to change

# What are you sustaining?



# Encountering and addressing barriers at all levels



# Engagement and motivation

# Who are you trying to engage?



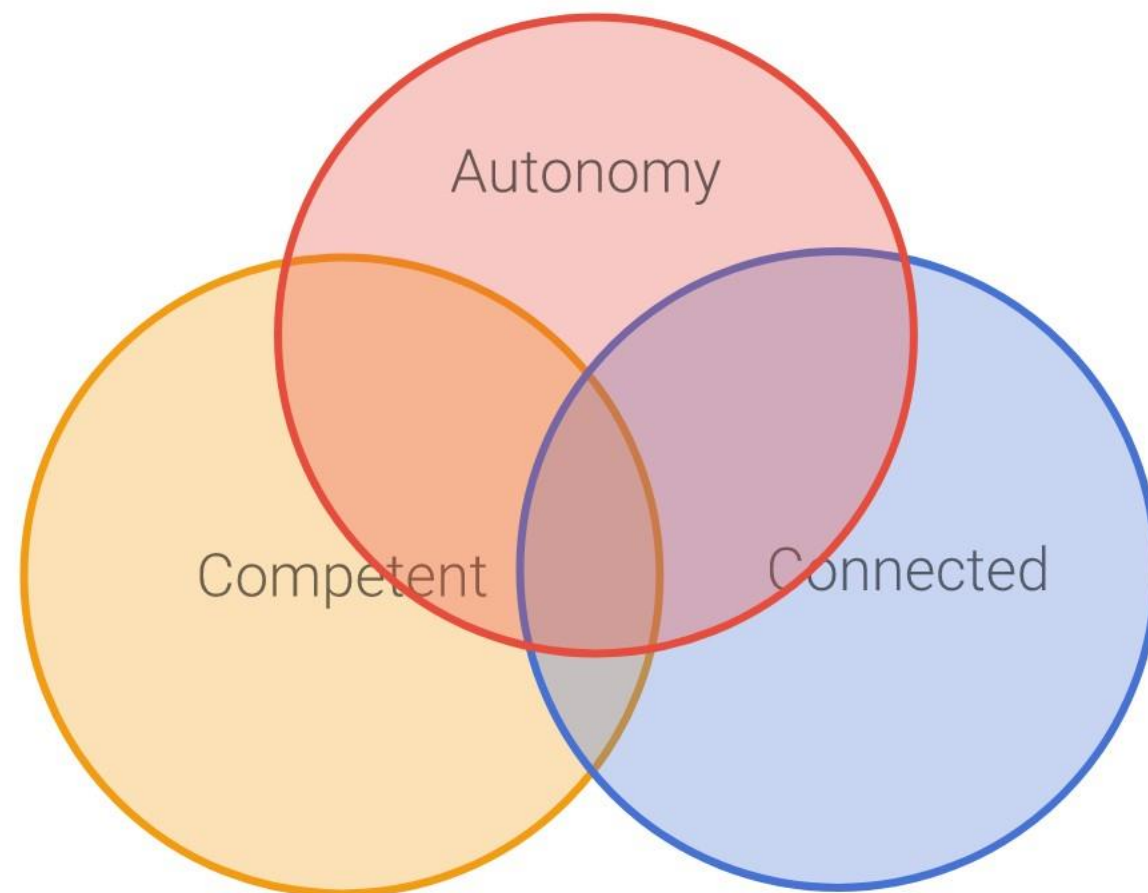
People in leadership positions



Frontline staff

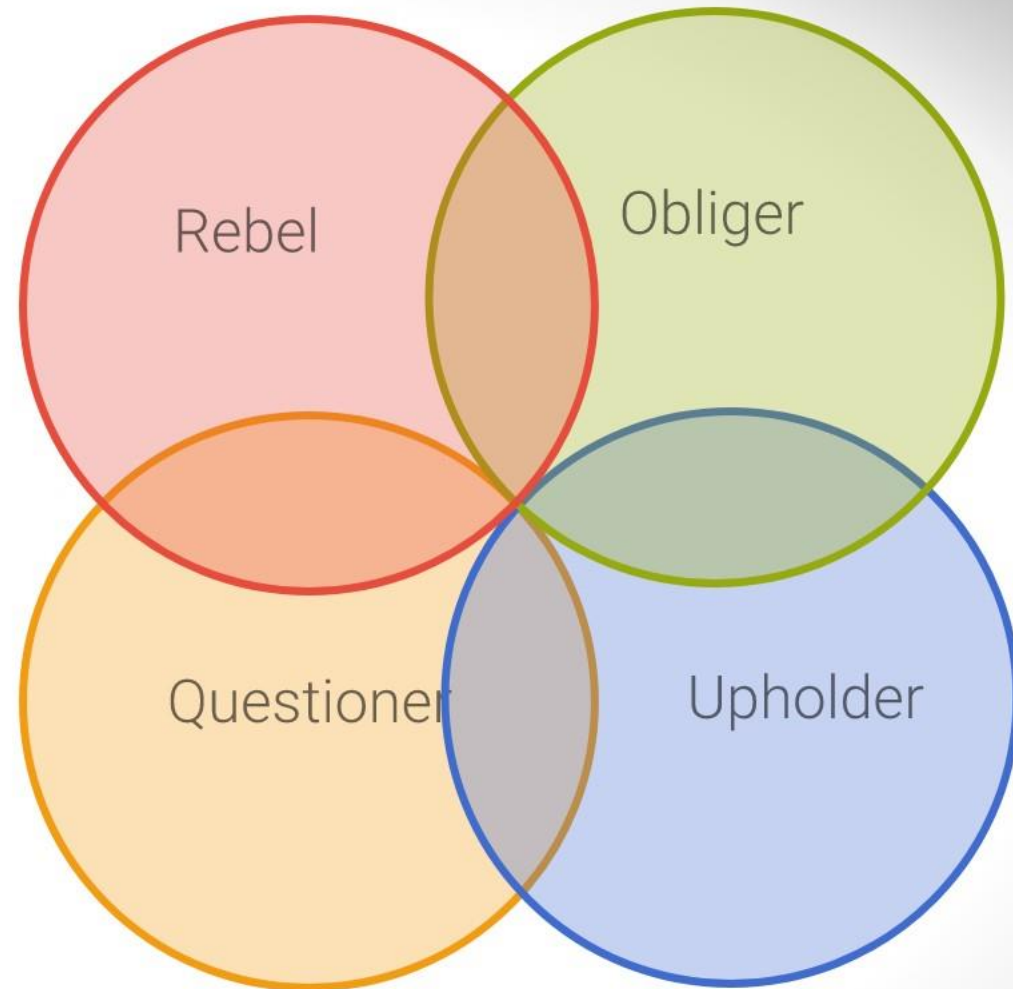
What is their perspective?

# 3 things people need to feel motivated



Rigby & Ryan. (2018). Self-Determination Theory in Human Resource Development: New Directions and Practical Considerations

# 4 Tendencies Framework



Rubin, G. (2015). The Four Tendencies. <https://gretchenrubin.com/books/the-four-tendencies/intro/>

# Let's define the 4 tendencies

## Rebel

- Resist inner and outer expectations
- Value authenticity and self-determination

## Obliger

- Meet only outer expectations
- Struggle with internal accountability

## Questionner

- Meet only inner expectations
- Question when asked to do something new, especially if it seems arbitrary

## Upholder

- Meet inner and outer expectations
- Struggle with being over-committed and letting people and themselves down

Rubin, G. (2015). The Four Tendencies. <https://gretchenrubin.com/books/the-four-tendencies/intro/>

# What would they say about change?

- “Upholder: It’s important to me to meet other people’s expectations, but my expectations for myself are just as important.
- Questioner: I’ll comply only if you convince me why.
- Obliger: Promises to other people can’t be broken, but promises to myself can be broken.
- Rebel: No one can tell me what to do.”  
— GretchenRubin.com

How can you encourage  
engagement?

# How can you support them to participate in WCPR?

## Rebel

- Link it to their identity
- Provide clarity - how does this align with values?
- Limit - accountability, monitoring, rewards

## Obliger

- Have a champion
- (and hold them accountable)
- Highlight how this helps others (or lets them down)

## Questionner

- Provide clarity - how does this align with values?
- Show them the data
- Listen and answer questions

## Upholder

- Provide clarity - how does this align with values?
- Share logistics - book it in the calendar
- Link to something they can check off a list

# Tendencies, Values, and Perspectives

## Values

A value is what the stakeholder finds important or cares about the most in relation to the work that is relevant to WCPR

## Perceived losses

A perceived loss is what the stakeholder might think they stand to lose as a result of WCPR implementation.

## Accountabilities

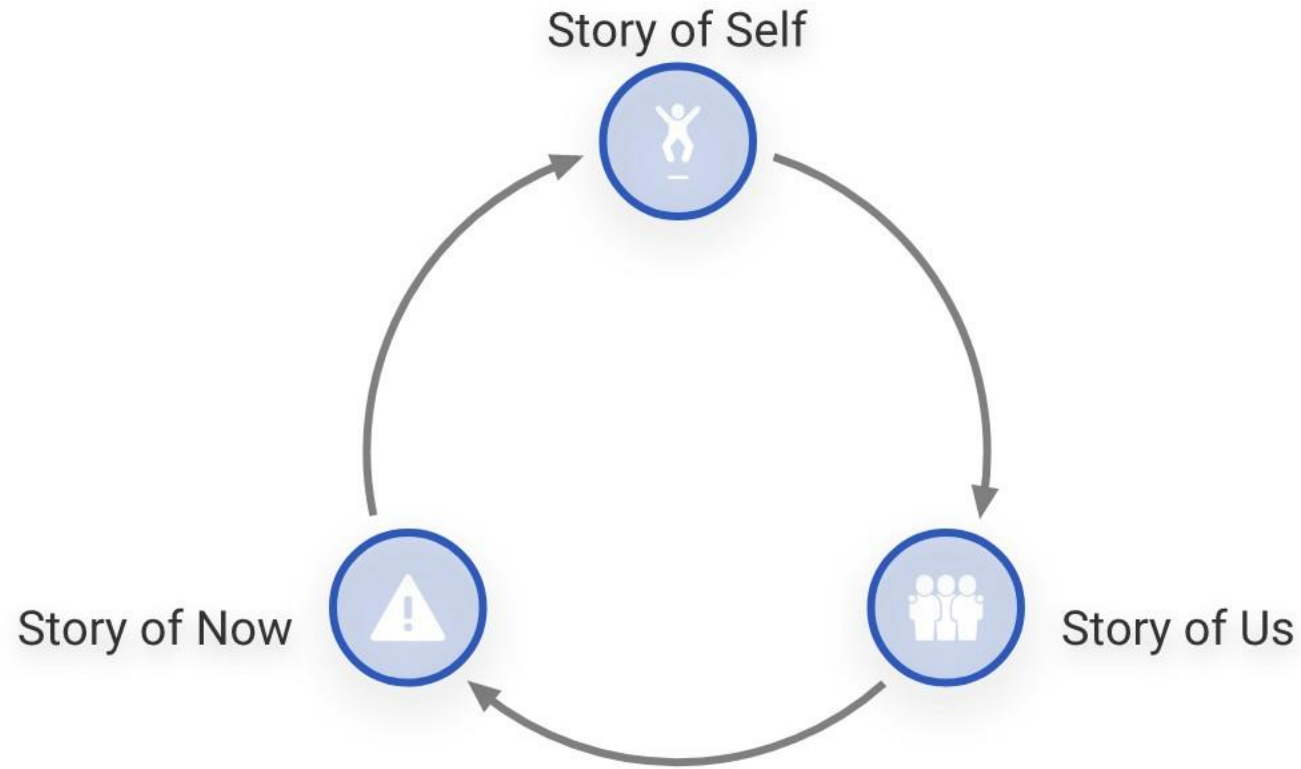
An accountability is the commitment the stakeholder has to others around them, and/or to the people behind the values that matter to them.

## Perceived benefits

A perceived benefit is what the stakeholder might think they stand to gain as a result of WCPR implementation.

Adapted from: Heifetz, R., Linsky, M. & Grashow, A. (2009). The practice of adaptive leadership. Harvard Business Press.

# How to motivate: public narrative



Hilton K, Anderson A. IHI Psychology of Change Framework to Advance and Sustain Improvement. IHI. White Paper. Boston, Massachusetts: Institute for Healthcare Improvement; 2018.

“I learn what I believe, when I hear myself speak.”

TROY MITCHELL

# Questions?



# Activity 1



# What would you say to engage this person?

- Home care nurse
- “I don’t see the value of taking the time out of my busy visiting schedule to participate in Whole Community Palliative Rounds”

# What would you say to engage this person?

- Palliative Care Physician
- “ When I have time, I respond to many questions from the palliative teams. How will WCPR be any different?”

# What would you say to engage this person?

- Meals on Wheels
- “This seems really clinical, not sure how it relates to us.”

# What would you say to engage this person?

- General practitioner
- “I have a very busy practice. I couldn’t attend”

# What would you say to engage this person?

- VP of clinical services
- “We have limited resources. I am not sure if we can invest in another meeting”

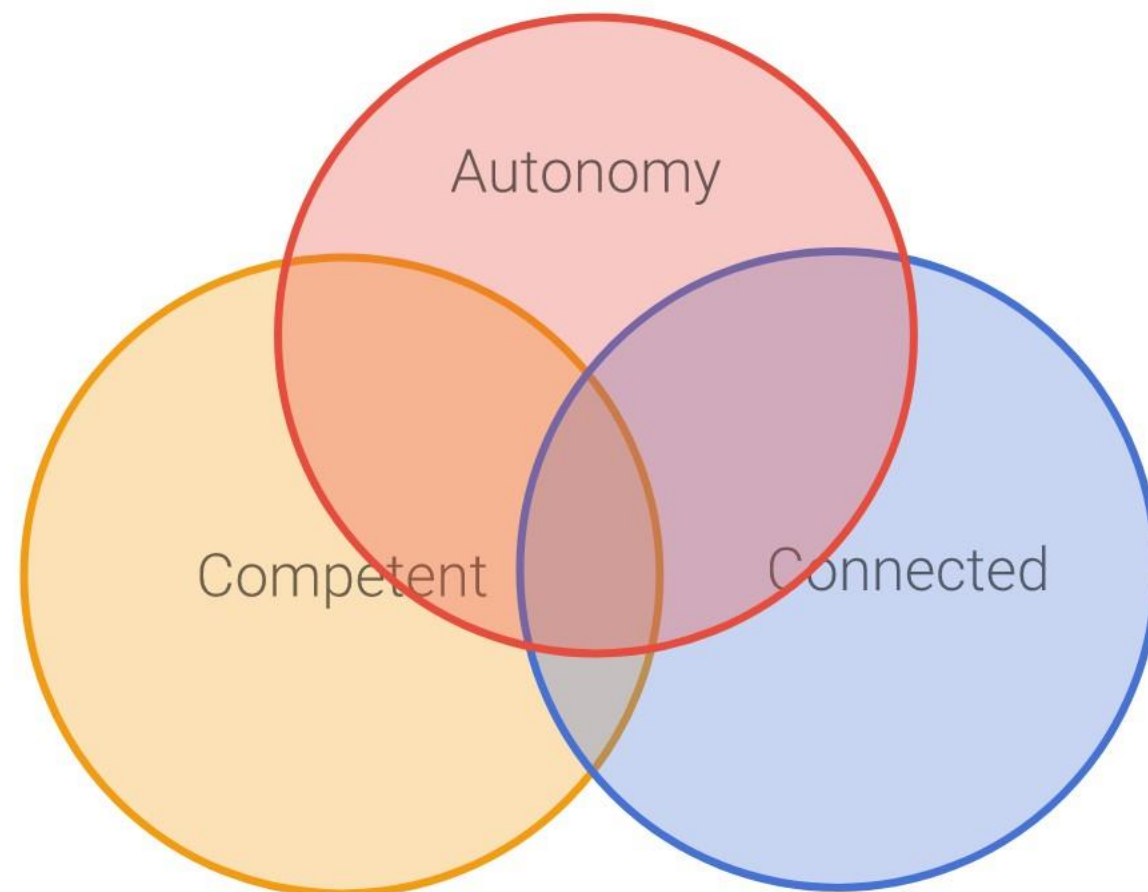
# Questions?



A photograph of a wooden boardwalk with railings winding through a dense forest. The boardwalk is made of light-colored wood and has a simple wooden railing on both sides. The forest is lush with green foliage and tall trees. The text "Next Steps..." is overlaid in white on the boardwalk.

# Next Steps...

# 3 things people need to feel motivated



Rigby & Ryan. (2018). Self-Determination Theory in Human Resource Development: New Directions and Practical Considerations

# Tendencies, Values, and Perspectives

## Values

A value is what the stakeholder finds important or cares about the most in relation to the work that is relevant to WCPR

## Perceived losses

A perceived loss is what the stakeholder might think they stand to lose as a result of WCPR implementation.

## Accountabilities

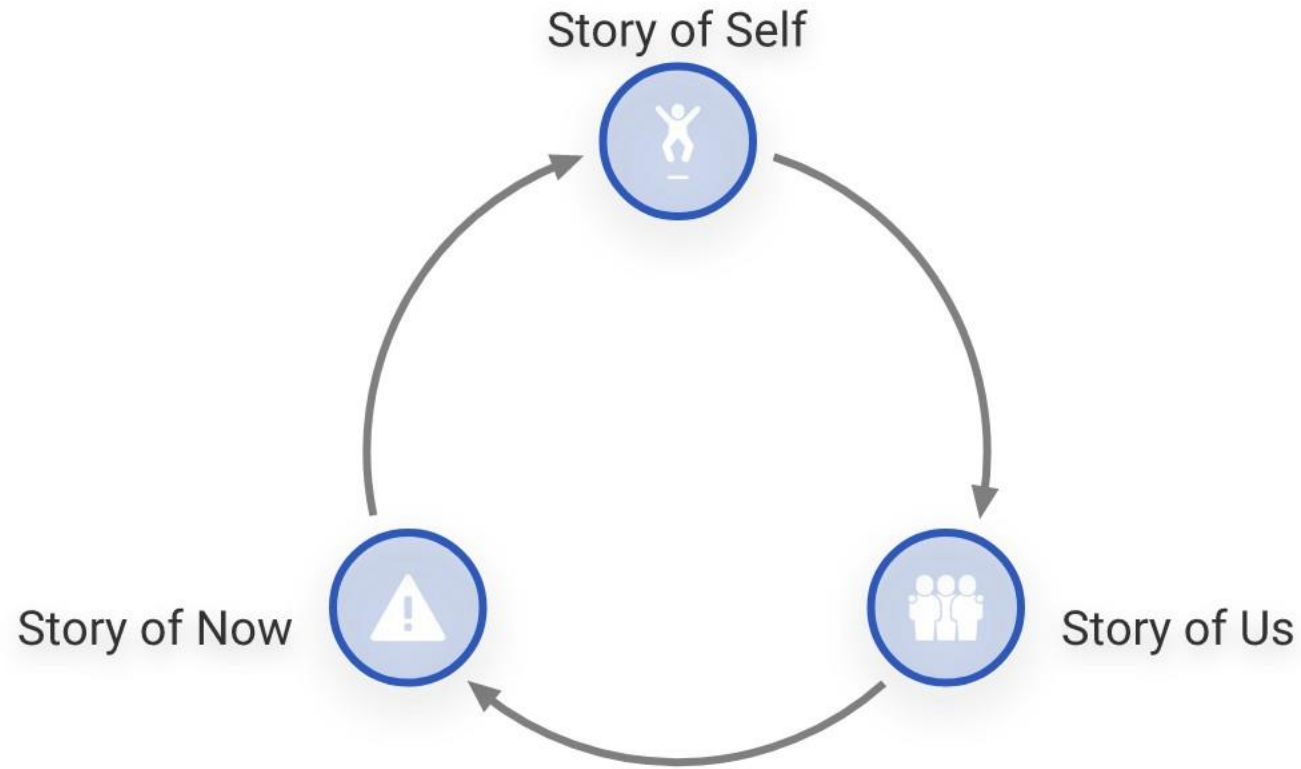
An accountability is the commitment the stakeholder has to others around them, and/or to the people behind the values that matter to them.

## Perceived benefits

A perceived benefit is what the stakeholder might think they stand to gain as a result of WCPR implementation.

Adapted from: Heifetz, R., Linsky, M. & Grashow, A. (2009). The practice of adaptive leadership. Harvard Business Press.

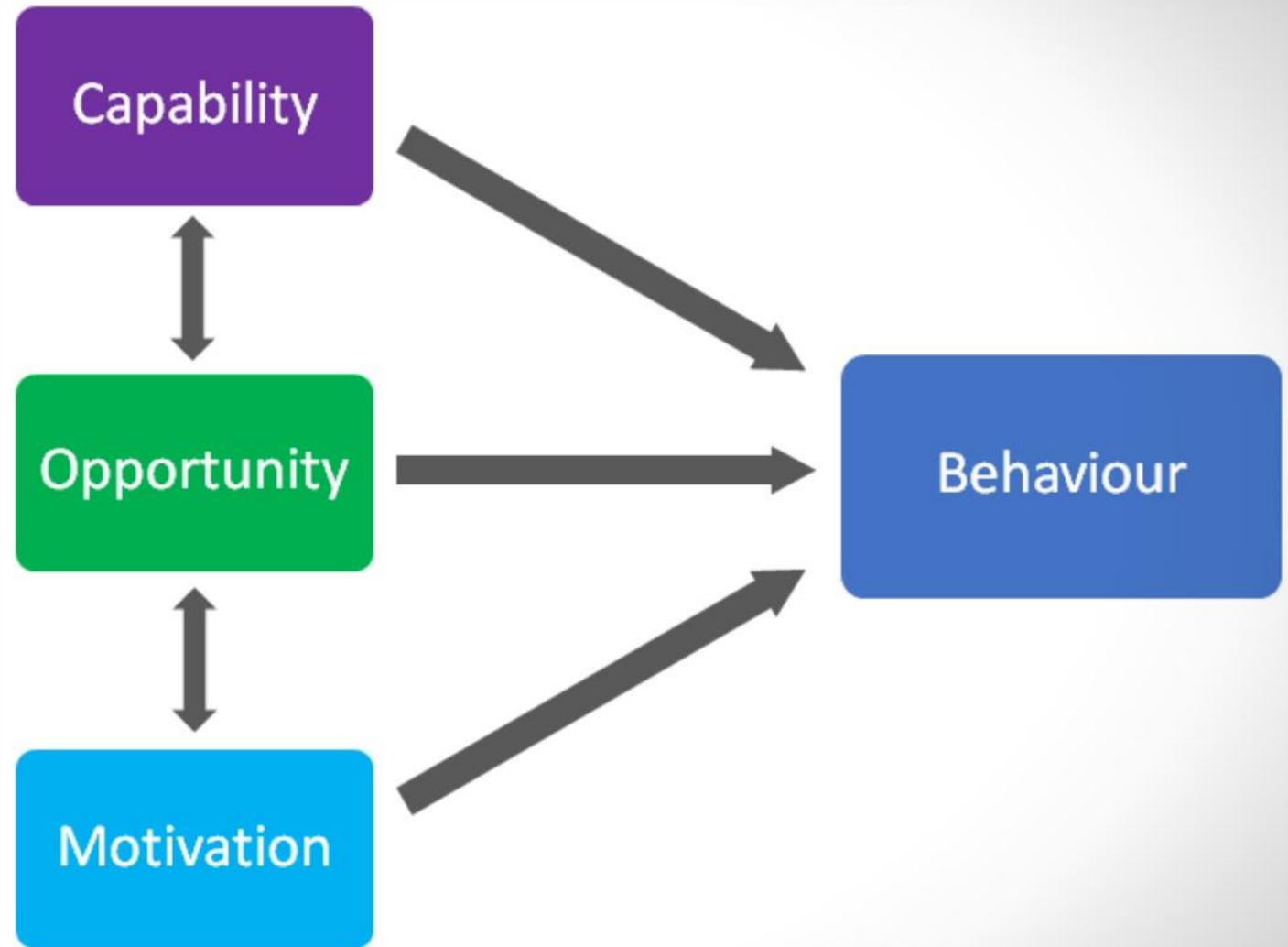
# How to motivate: public narrative



Hilton K, Anderson A. IHI Psychology of Change Framework to Advance and Sustain Improvement. IHI. White Paper. Boston, Massachusetts: Institute for Healthcare Improvement; 2018.

# Theory: COM-B

Michie, Atkins, & West (2014). The Behaviour Change Wheel: A Guide to Designing Interventions.



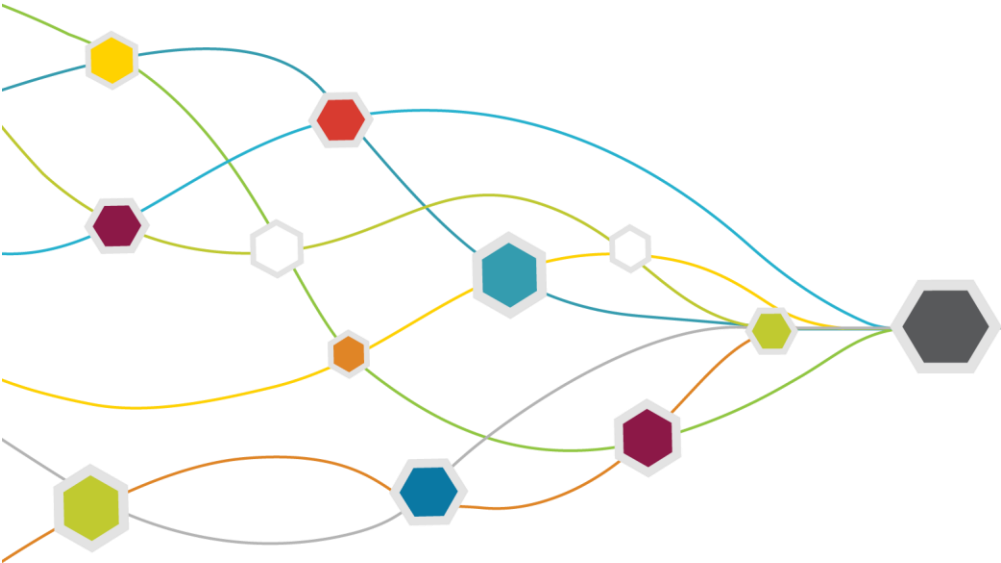
# Homework

Test a motivational strategy





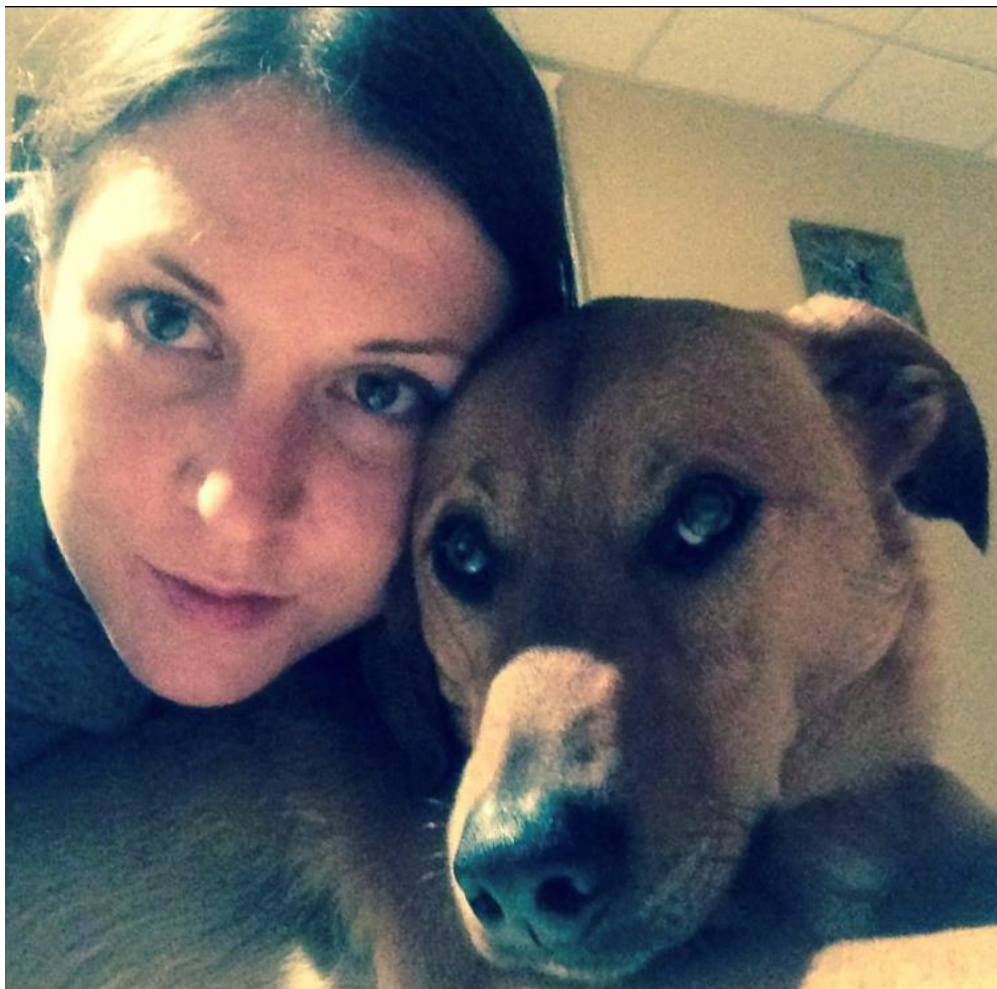
Canadian Home Care  
Association  
canadienne de soins  
et services à domicile



## **SPRINT Implementation Collaboratives™**

### **Whole Community Palliative Rounds**

# BENEFITS OF WCPR: LIVED EXPERIENCE

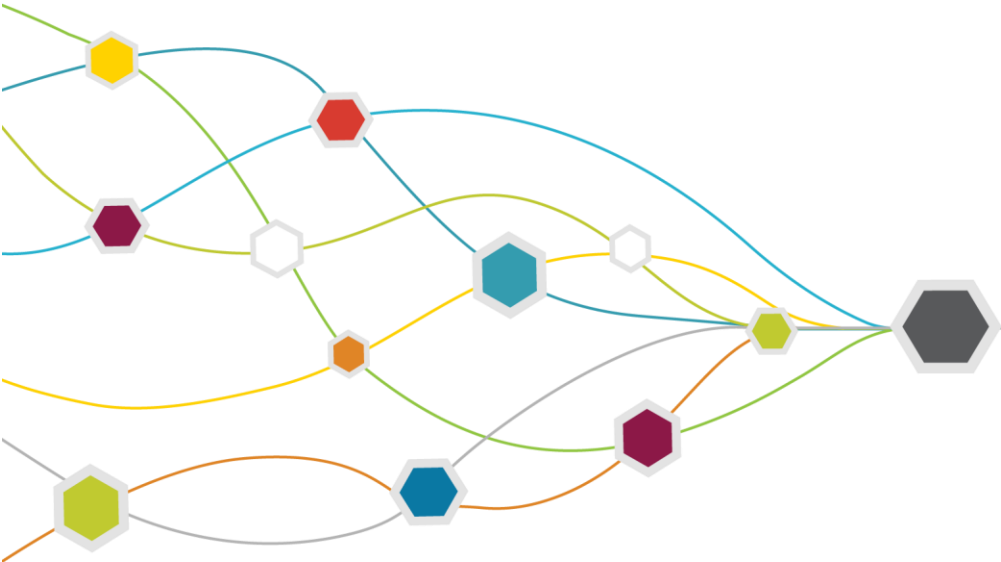


## Nairne Bruce

Home Care Nurse and Long Term Case Management  
Kiro Wellness Center



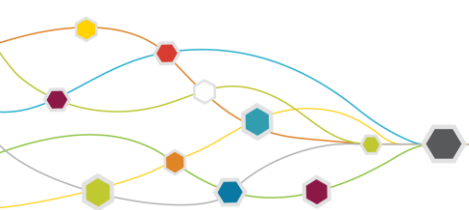
Canadian Home Care  
Association  
canadienne de soins  
et services à domicile



## **SPRINT Implementation Collaboratives<sup>TM</sup>**

### **Whole Community Palliative Rounds**

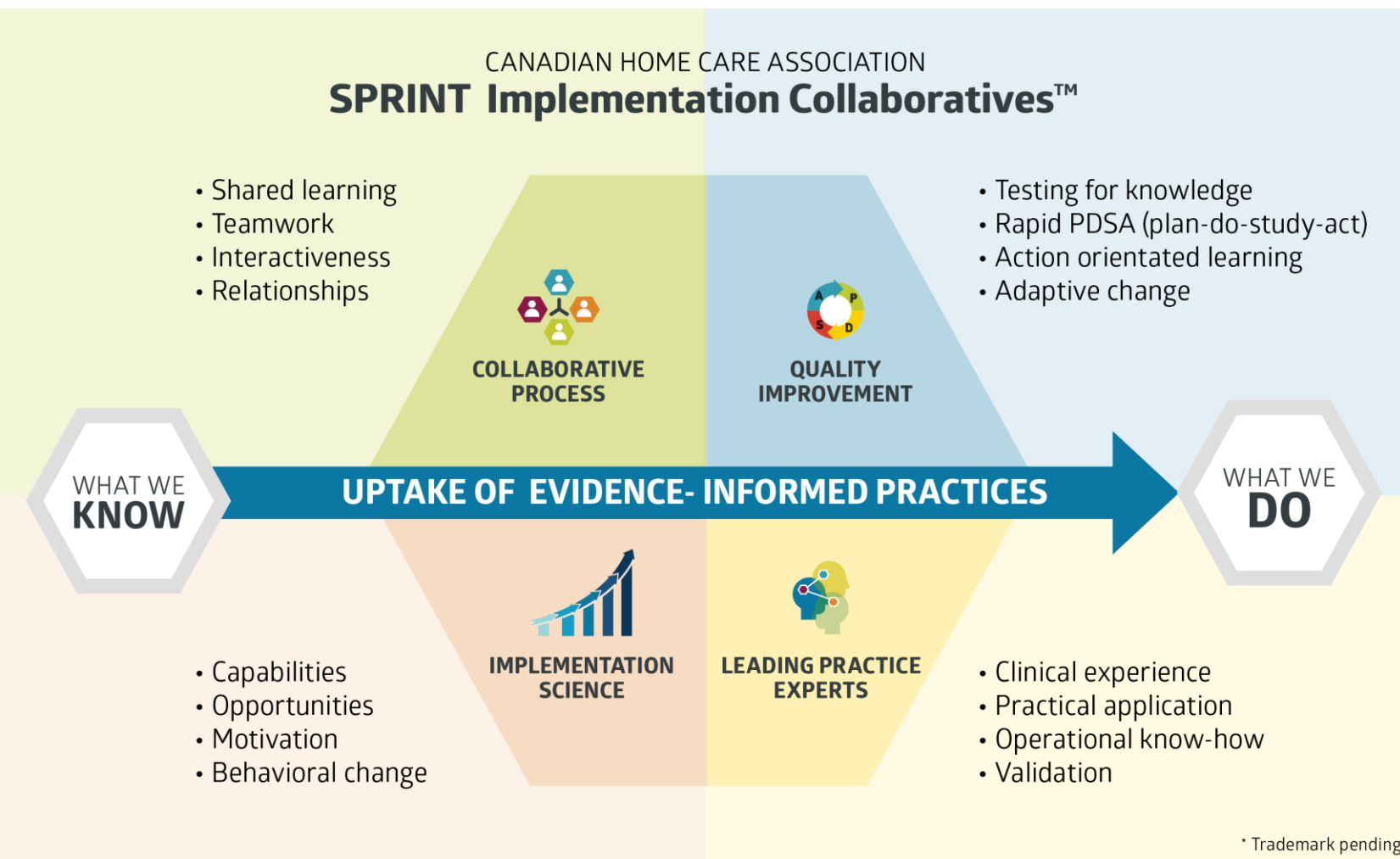
# ACTION PERIOD – NEXT STEPS



# Continue to do your PDSAs and track using the worksheet

- Identify your test ideas for each of the 5 practice changes (include a test on motivation idea!)
- Test a change quickly to see how it works
- Change as necessary based on what you learnt
- It is okay to have “just enough” data

PLAN		DO	STUDY	ACT
What are you testing?	What do you expect?	DO THE LEARNING TEST	What happened?	What did you learn?



## September - October:

Coach support

- External communications
- Reframing value statements
- Process and outcome measures
- Facilitator Support

## October 9 (13:00 – 14:30 EST):

Virtual learning webinar

--Action Period/Coaching support--

## November 4 (12:00 – 13:30 EST):

Virtual learning webinar

--Action Period/Coaching support--

## December 2 & 3:

Capstone Event (TBC: Banff)