

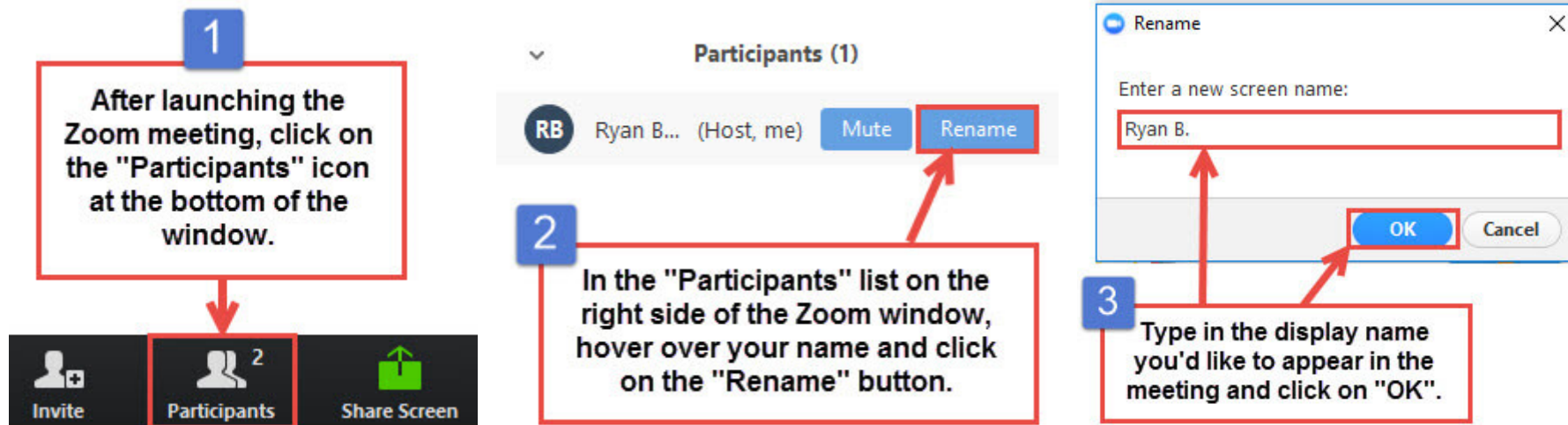
# Postgraduate NP and/or PA Training Programs Community of Practice (CoP)

## Quality Improvement Training: Friday October 10<sup>th</sup>, 2025

*This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$550,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov).*

# Get the Most Out of Your Zoom Experience

- Please keep yourself on MUTE to avoid background/distracting sounds
- Use the CHAT function or UNMUTE to ask questions or make comments
- Please change your participant name to your full name and organization
  - “Meaghan Angers CHCI”



# Quality Improvement Training Agenda

2:00-2:05pm	Welcome and Review Agenda
2:05-2:25pm	Foundation for Effective Meetings
2:25-2:45pm	How to Make Your Team Work
2:45-3:00pm	Stakeholder Analysis and Communication Plan
3:00-3:10pm	Activity: Stakeholder Analysis and Communication Plan
3:10-3:15pm	Wrap Up, Next Steps, and Evaluation

# Quality Improvement Trainers

- Deborah Ward, RN, Quality Improvement Consultant  
[WardD@mwhs1.com](mailto:WardD@mwhs1.com)
- Kathleen Thies, PhD, RN, Consultant, Researcher  
[ThiesK@mwhs1.com](mailto:ThiesK@mwhs1.com)



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## **MOSES/WEITZMAN** Health System

*Always groundbreaking. Always grounded.*

### **Community Health Center, Inc.**

A leading Federally Qualified Health Center based in Connecticut.

### **ConferMED**

A national eConsult platform improving patient access to specialty care.

### **The Consortium for Advanced Practice Providers**

A membership, education, advocacy, and accreditation organization for APP postgraduate training.

### **National Institute for Medical Assistant Advancement**

An accredited educational institution that trains medical assistants for a career in team-based care environments.

### **The Weitzman Institute**

A center for innovative research, education, and policy.

### **Center for Key Populations**

A health program with international reach, focused on the most vulnerable among us.

# Locations & Service Sites



## THREE FOUNDATIONAL PILLARS

<b>1</b> Clinical Excellence	<b>2</b> Research and Development	<b>3</b> Training the Next Generation
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## Overview

- Founded: May 1, 1972
- Staff: 1,400
- Active Patients: 150,000
- Patients CY: 107,225
- SBHCs across CT: 152

Year	2022	2023	2024
Patients Seen	102,275	104,917	107,225

# National Training and Technical Assistance Partners (NTTAP) Clinical Workforce Development

Provides **free** training and technical assistance to federally funded health centers and look-alikes across the nation through webinars, activity sessions, communities of practice, trainings, publications, and more!

To learn more, please visit <https://www.weitzmaninstitute.org/nca>.

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# Foundation for Effective Meetings





## Discussion Question

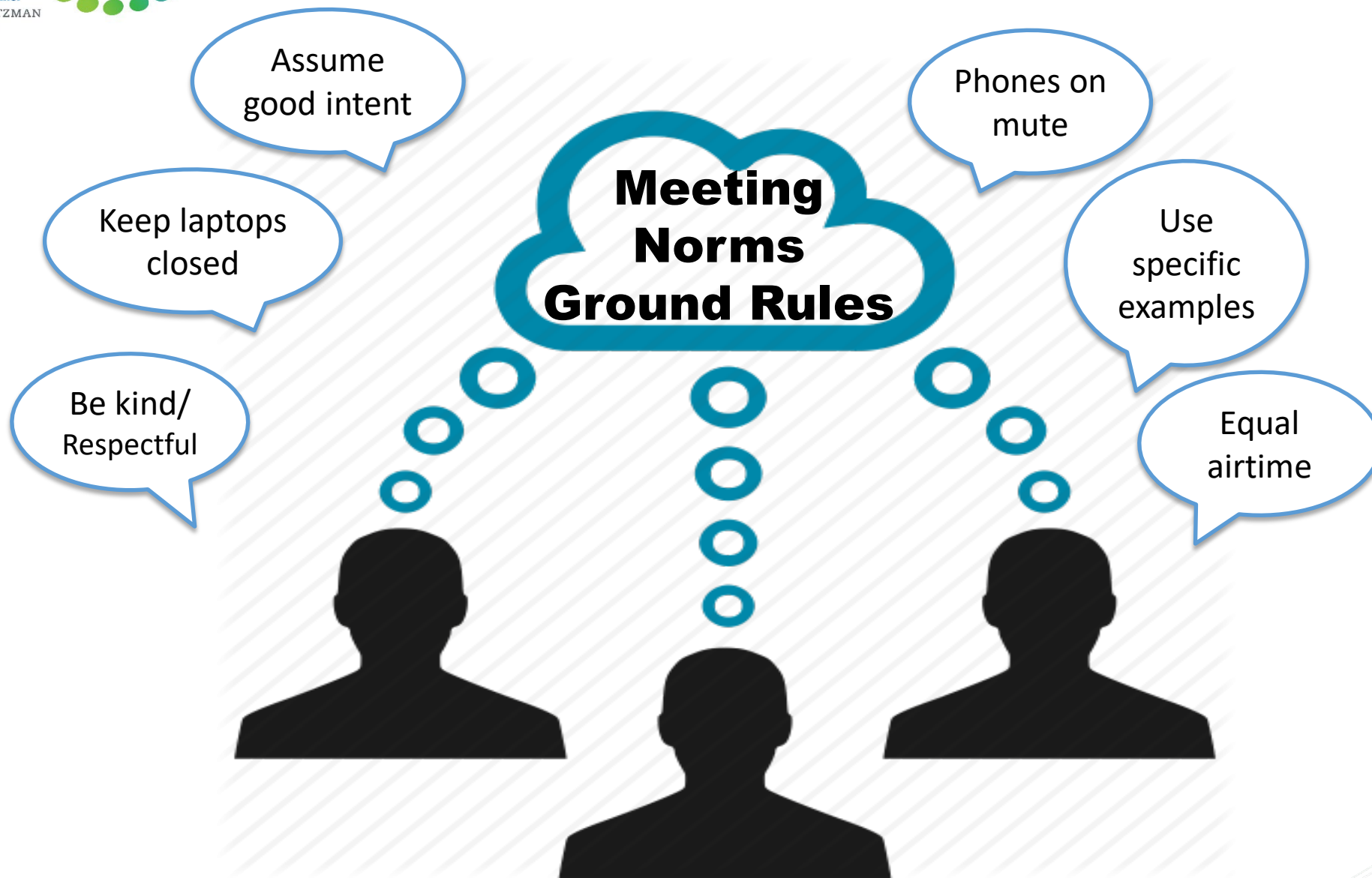
What are some common frustrations you've experience during a group meeting?

*Insert answer in the chat or unmute yourself*

# Define Teams and Roles

- ✓ Who should be on the team?
- ✓ Establish meeting times and days
- ✓ Video or in-person?





# Meeting Roles

- **Facilitator/Team Leader**
- **Time Keeper**
- **Recorder**
- **Leader**





# Knowing the Difference

**What**  
**Topics**  
**Agenda**  
**Outcomes**



**How**  
**Tools**  
**Flow**  
**Interaction**

# Questions to ask yourself BEFORE every meeting:

- ✓ What do I need from this meeting?
- ✓ What do I already know about this topic?
- ✓ What do I expect I/we can do/have after the meeting that I cannot do/have now?
- ✓ What do I need from other members from this team?
- ✓ What can I personally contribute to this team/project?

# Questions to ask yourself AFTER every meeting:

- ✓ My expectations were met by...
- ✓ These are the things I can improve for the next meeting...
- ✓ I was surprised to discover...
- ✓ I commit to improving these skills...
- ✓ My personal action items to improve future meetings...

# Agenda

**Department:**

**Time of Meeting:**

**Meeting Location:**

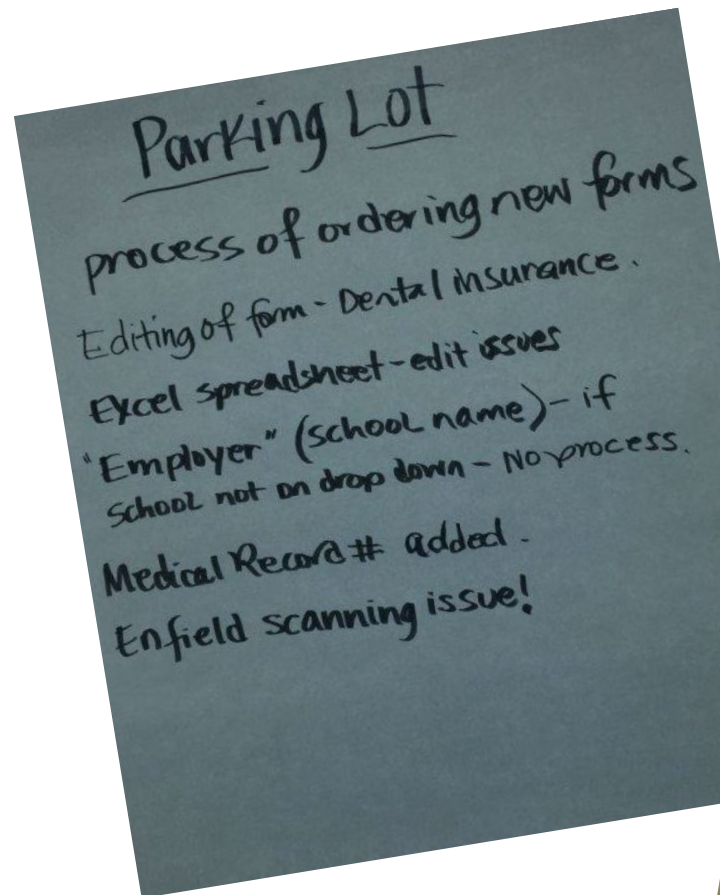
**Participants:**

## Aim of Team or Project:

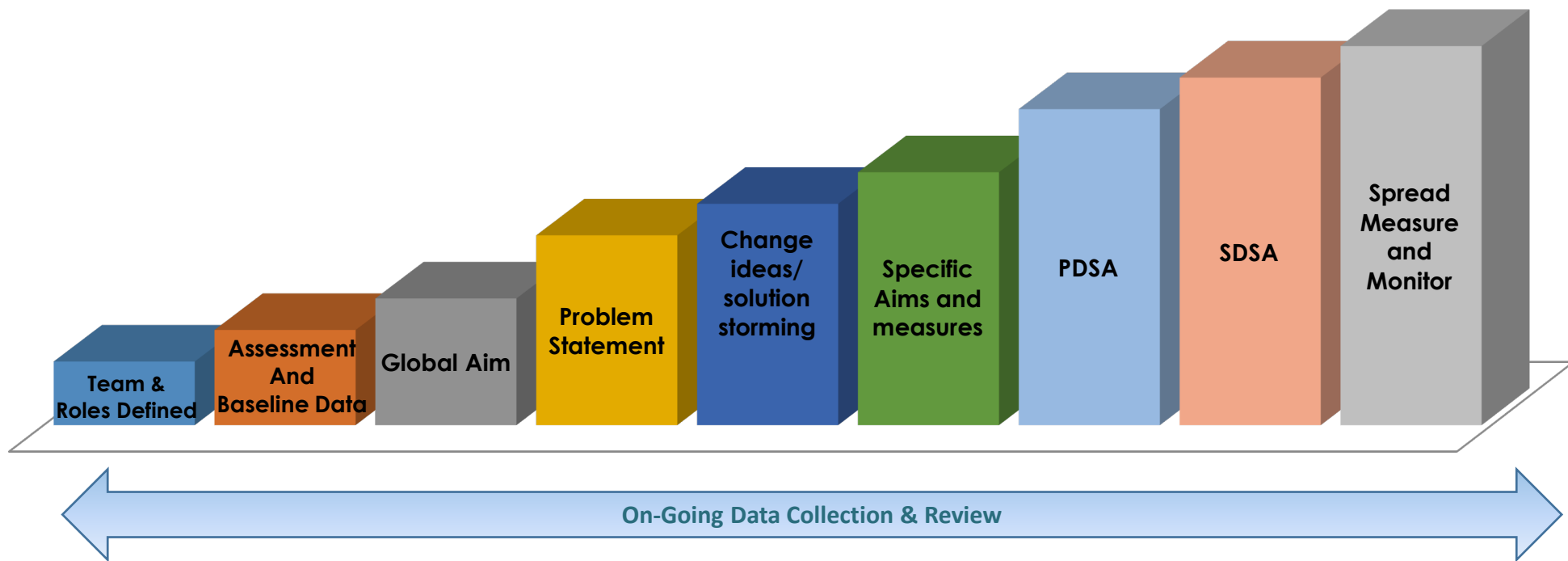
Time	Item	Aim/Action
	Clarify objectives	Leader reviews objectives
	Confirm meeting roles	Use meeting role cards to assist each member on expectation of that role
	Review agenda	Leader quickly reviews agenda items. Time keeper tracks time for each item. Recorder tracks action items.
	Work through each agenda item	Track action steps for each item to be completed (use action planning template)
	Review meeting record and action plan	Recorder reviews with team
	Plan next agenda	Leader and/or facilitator helps group create agenda items based on action plan and next steps
	Team assigns meeting roles for next meeting	Team members decide on which roles they will take on for next meeting



## Other Helpful Tools



# The Stages of Improvement



# How to Make Your Team Work



## Discussion Question

What committees/teams have you been  
on that worked well and why?

*Insert answer in the chat or unmute yourself*



# Baseball Teams

- Know the roles of the pitcher, catcher, basemen, outfielders...and the umpire.
- They have a manager.
- They have a coach.
- Batters have studied how pitchers pitch; pitchers have studied how batters bat.
- They know their scores. And the scores of other teams.
- They know different ball parks and where the boundaries for a home run are.
- They know their fans.
- They practice....a lot.
- They stay in shape.



# Normalizing Change: What We Know

*Before you can change practice, you must change the individuals who work in the organization--that is, their values, attitudes, relationships, skills, and behavior. NOT a linear process!*

- Start with changing their minds [values, attitudes] about the work ahead....*coherence*.
- Build relationships and ownership about how the work will be done....*cognitive participation*.
- Get into the weeds of the work together, develop new skills, try new ways of working....*collective action*.
- Track your progress and revise as needed....*reflexive appraisal*.

# Establish *Coherence* About Work Ahead

**Coherence** is about clarity of purpose, expectations and value.

- *Why are we here? How is the community of practice (CoP) different from other projects? Who is in charge? What is expected? Is this worth my time?*
- The CoP is only a **kick start** to implementing your program; you will continue to meet after the CoP.
- **Differentiate** “meeting role leader” and “project leader”
- **Clarify** expectations, explain **meeting rules** and role of team leader, set regular time to meet, expect members to be participate
- **Build value. Create a vision. Earn trust.**



*Failure to build coherence from the start leads to conflict, and will make it impossible to move forward. People will stop coming to meetings.*



# Promote *Cognitive Participation*

**Cognitive participation** (relational participation) is the **relational work** of team-work.

- Do we have **the right people**? How do I fit in?
- **Ownership** not “buy-in.” Looking for “buy-in” is to sell an idea people may not want to “buy.” *Do we all want the same thing?*
- **Everyone has something to offer** or help them develop new skills.
- **Manage conflict** in the meeting. No “hall meetings.”
- Use a **shared mental model** for how the work will be done: Improvement Process is a highly effective systematic approach.

Without ownership and a shared mental model for how to do the work, the team lacks direction and gets frustrated. The loudest voice wins.



# Engage in *Collective Action*

**Collective action** is the operational work of teams: important to have a shared mental model, a systematic approach— Improvement Ramp!

- Do we have the necessary **resources**? Data? Time?
- The team is delving into the work, “**in the weeds**” of change, which is always more detailed oriented than people expect.
- *What does the data tell us? Is it valid? Is this the right specific aim?*
- **Trust each other’s expertise** and commitment, are accountable for assigned tasks. Progress is being made. *Is everyone engaged?*
- **Split up the work as needed:** *Are the right people doing the right tasks?*
- **Develop new skills as needed.** The team has access to resources: technology, time, data, key personnel (like IT) — managing up to get it.

## Engage in *Collective Action*

If some people are doing all of the work, some are not doing their share, if the systematic approach isn't used, if resources are not available—trust erodes and work doesn't get done.

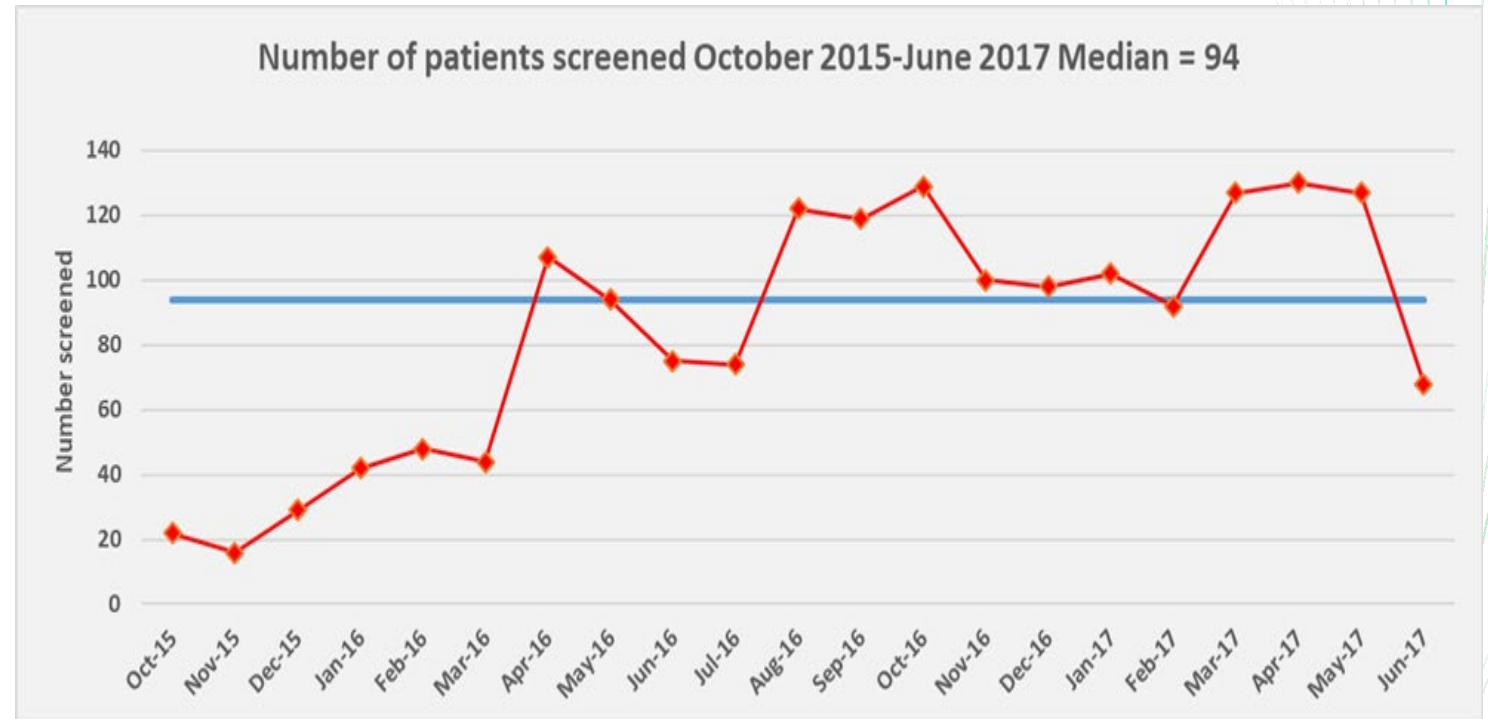


## Practice *Reflexive Monitoring*

- **Reflexive Monitoring** is the **appraisal work** that people do to assess and understand how change is working. It does not end.
- The team measures and tracks results, talk about spread to other parts of the organization. *Is this working out?*
- As they evaluate the work, they may make changes to refine it, or to adapt it to other settings. *What fine-tuning do we need to do to make sure it is sustainable?*
- The appraisal is both personal as well as collective. Individuals may express personal pride in what they've learned, the team as a whole might feel good, and see growth in their ability to work as a team. Their efforts were worthwhile. *We make a good team. I got a lot out of this.*

# Practice *Reflexive Monitoring*

Without reflexive monitoring, the work cannot spread, be sustained, or be revised/improved as needed.



# Developing a Stakeholder Analysis & Communication Plan





# Why do you need a plan to engage and communicate with stakeholders?

- ✓ Control the narrative: drive the story of the work you are doing by being proactive; don't leave it to others to guess.
- ✓ Communicate on a regular basis with stakeholders in different parts of your organization.
- ✓ Make sure that the group implementing the innovation shares a consistent message.
- ✓ Anticipate/address concerns, questions and challenges.

# Step 1. Identify stakeholders

A stakeholder is someone/some department who has something to gain or lose when change is introduced.

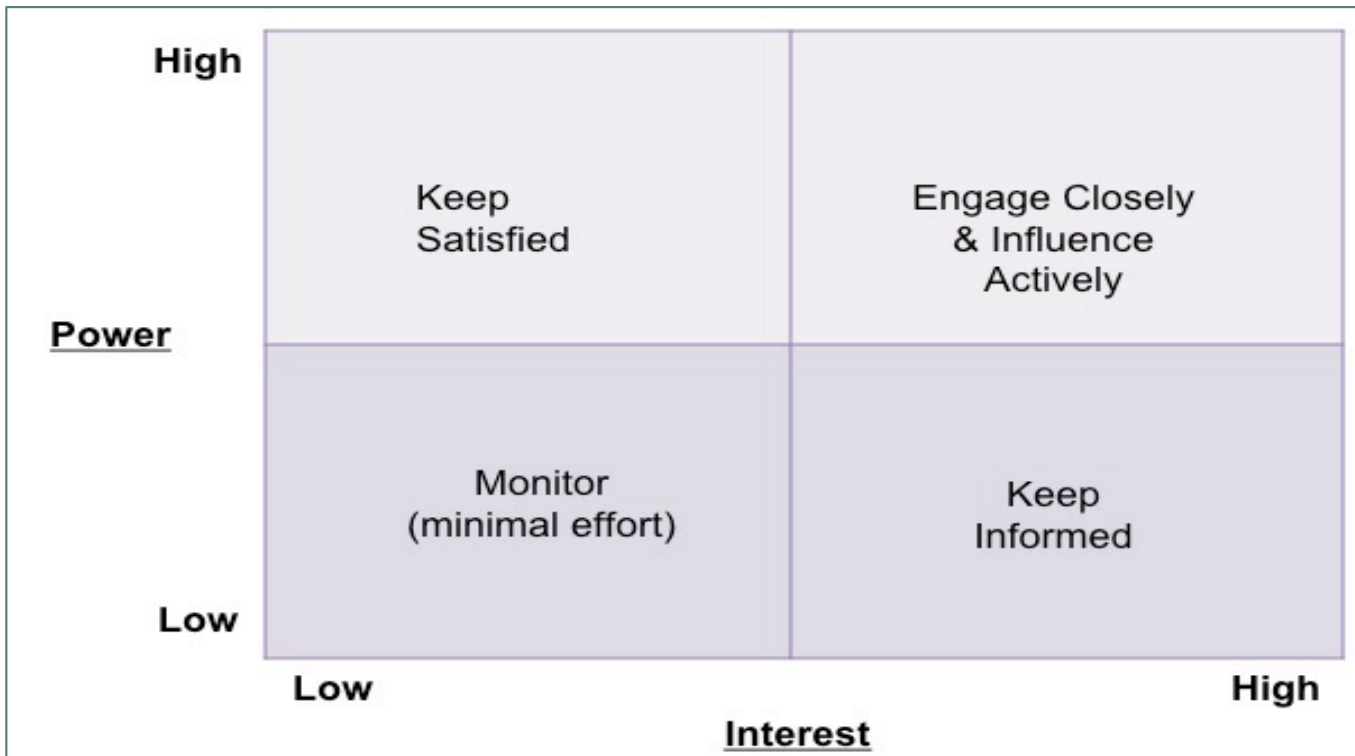
- Who is currently involved in the work that will change?
- Who currently oversees this work? Who currently is accountable for the outcomes of the work?
- Who will be affected by changing how this work is done and how? New roles? New workflows? New responsibilities?
- What departments or sites need to be involved? Who are their leaders and how do you get to them? (Site Directors, HR, IT, etc.)
- What is the opinion of the stakeholders regarding the planned change: Against? Supportive? Doesn't matter one way or the other.

Table 1. Example of identifying stakeholders

<u>Stakeholder</u>	<u>Strongly against</u>	<u>Moderately against</u>	<u>Neutral</u>	<u>Moderately supportive</u>	<u>Strongly supportive</u>
<u>Providers</u>				<u>C</u>	<u>D</u>
<u>IT</u>		<u>C</u>		<u>D</u>	
<u>HR</u>			<u>C D</u>		
<u>Nursing</u>			<u>C</u>		<u>D</u>
<u>Reception</u>	<u>C</u>			<u>D</u>	
<u>Other stakeholder</u>					

C= current position    D= desired position    Who do you need to influence in what direction?

## Step 2. Analyze the position of stakeholders relative to their power and interest.



*What are the formal channels through which each stakeholder gets important information?  
The informal channels?*

## Step 3. Communication plan: Who, what, when, where, why, how

### COMMUNICATION PLAN FOR IMPORTANT PROJECT

DATE: November 2023

PROJECT LEAD: Mrs. Peacock

Who: Stakeholder	Why communicate with this person?	What: Message(s) for this person	Who: Who in your project group is in the best position to communicate with this person?	When and how often?	How: What venues or media will be used?
Mr. Green, CEO	Has invested in time for us to meet. Will need his/her support to implement the innovation.	Assure him/her that we are using time well. Update on progress of group, lessons learned from other groups, ideas for implementation and application. Keep good energy.	Colonel Mustard, Director of Big Department and Project Lead	Monthly meeting of directors.  One-on-one meetings as appropriate to request resources as needed or ask advice.	Oral report monthly but written report added to meeting minutes.



# Final Advice

- ✓ Managing up: communicating with someone above you in leadership.
- ✓ Be clear about expectations.
- ✓ Manage their expectations about your work.
- ✓ Manage the relationship between this leader and your work group.
- ✓ Leaders often move on to the next BIG Thing and suddenly promised resources disappear.
- ✓ Leaders want things to move more quickly and are convinced they have the solutions—you need to explain how your group works and why.
- ✓ Your boss has a boss: don't leave your boss out on a limb.
- ✓ Speak with one voice and stay on message.
- ✓ Don't gossip or complain about your work group: it erodes trust.
- ✓ Ask for advice, suggest solutions.

# Activity

## Stakeholder Analysis & Communication Plan

# Questions?

# Wrap-Up

# Next Steps

## Pre-Work:

- As a team, review and complete Readiness to Train Assessment Tool (RTAT):  
[https://Qualtrics.ca1.qualtrics.com/jfe/form/SV\\_ab21FTslneBol2C](https://Qualtrics.ca1.qualtrics.com/jfe/form/SV_ab21FTslneBol2C)
  - Ask each team member to complete the Organizational Readiness to Implement Change (ORIC): [https://Qualtrics.ca1.qualtrics.com/jfe/form/SV\\_55RVJ2xlMSpK4eO](https://Qualtrics.ca1.qualtrics.com/jfe/form/SV_55RVJ2xlMSpK4eO)
  - Learning Session: Tuesday October 14<sup>th</sup> 1:00-2:30pm ET | 10:00-11:30am PT
  - Team Leader Check-In Call: Tuesday October 21<sup>st</sup> 1:00-2:00pm ET | 10:00-11:00am PT
- \*if you did not receive Outlook calendar invites for the meetings, please contact [angersm@mwhs1.com](mailto:angersm@mwhs1.com)



# Weitzman Education Platform

**Weitzman Education Platform** – this will serve as the platform to receive CE credits for each learning session and access recordings/slide decks/resources:

- Register for the course here: <https://education.weitzmaninstitute.org/content/nttap-postgraduate-nurse-practitioner-np-andor-physician-associate-pa-training-programs-5>
  - Access Code: PGR2025
- If you do not have an account, follow these instructions:  
<https://education.weitzmaninstitute.org/user/register>
  - Choose a username, password (save it somewhere safe so you can continue to use it!), and fill out some basic user information.
  - Click Create New Account.
  - If you encounter any technical difficulties, please reach out to myself or [submit a ticket](#).

# Explore more resources!

## National Learning Library: Resources for Clinical Workforce Development

National Learning Library



CHC has curated a series of resources, including webinars to support your health center through education, assistance and training.

[Learn More](#)

### **CLINICAL WORKFORCE DEVELOPMENT** Transforming Teams, Training the Next Generation

The National Training and Technical Assistance Cooperative Agreements (NCAs) provide free training and technical assistance that is data driven, cutting edge and focused on quality and operational improvement to support health centers and look-alikes. Community Health Center, Inc. (CHC, Inc.) and its Weitzman Institute specialize in providing education and training to interested health centers in Transforming Teams and Training the Next Generation through;

**National Webinars** on advancing team based care, implementing post-graduate residency training programs, and health professions student training in FQHCs.

**Invited participation in Learning Collaboratives** to advance team based care or implement a post-graduate residency training program at your health center.

Please keep watching this space for information on future sessions. To request technical assistance from our NCA, please email [NCA@chc1.com](mailto:NCA@chc1.com) for more information.

<https://www.weitzmaninstitute.org/ncaresources>

## Health Center Resource Clearinghouse

### **HEALTH CENTER RESOURCE CLEARINGHOUSE**

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 Emerging Issues: COVID-19, More...

 Patient Materials

 Telehealth

<https://www.healthcenterinfo.org/>

## Contact Us!

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## REMINDER: Complete evaluation in the poll!

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