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Using Power Mapping to Build Effective Collaboration in a Clinical Setting: A Quick Course

Community Health Systems
Development

Georgia Health Policy Center

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QUICK COURSE OUTLINE

i. Welcome

ii. What is effective collaboration?

iii. Why bother with collaboration?

iv. Power Mapping: A strategy to get started

WELCOME

Welcome to the **Self-Directed Quick Course: Using Power Mapping to Build Effective Collaboration in a Clinical Setting**

This course is designed to be self-led by your project team. By completing this course, your team will:

➔ Recognize the benefits of effective collaboration

➔ Maximize the involvement of stakeholders currently included in your efforts

➔ Identify others within your clinical practice that you need to engage

In the current healthcare context all signs point to the end of a siloed approach to healthcare delivery. Healthcare is an increasingly complex endeavor that requires input from multiple disciplines, a myriad of providers and often numerous facilities. New healthcare payment reform models focus on provider performance, especially the quality and safety of care that providers deliver. There is a strong focus on, and support for, collaboration among providers as a way to enhance the quality of patient experience and improve health outcomes. These models are designed to incentivize efficiency through better coordinated care at the facility, system and community levels.

Like many professionals, time is likely your most precious resource. Collaboration takes both time and effort, and when both are in short supply, many default to a "go it alone" approach to health care delivery. However, programs implemented in a clinical setting that share best practices, communicate lessons learned, and use data to drive improvement efforts across the practice community are more likely to improve quality of care and patient outcomes.
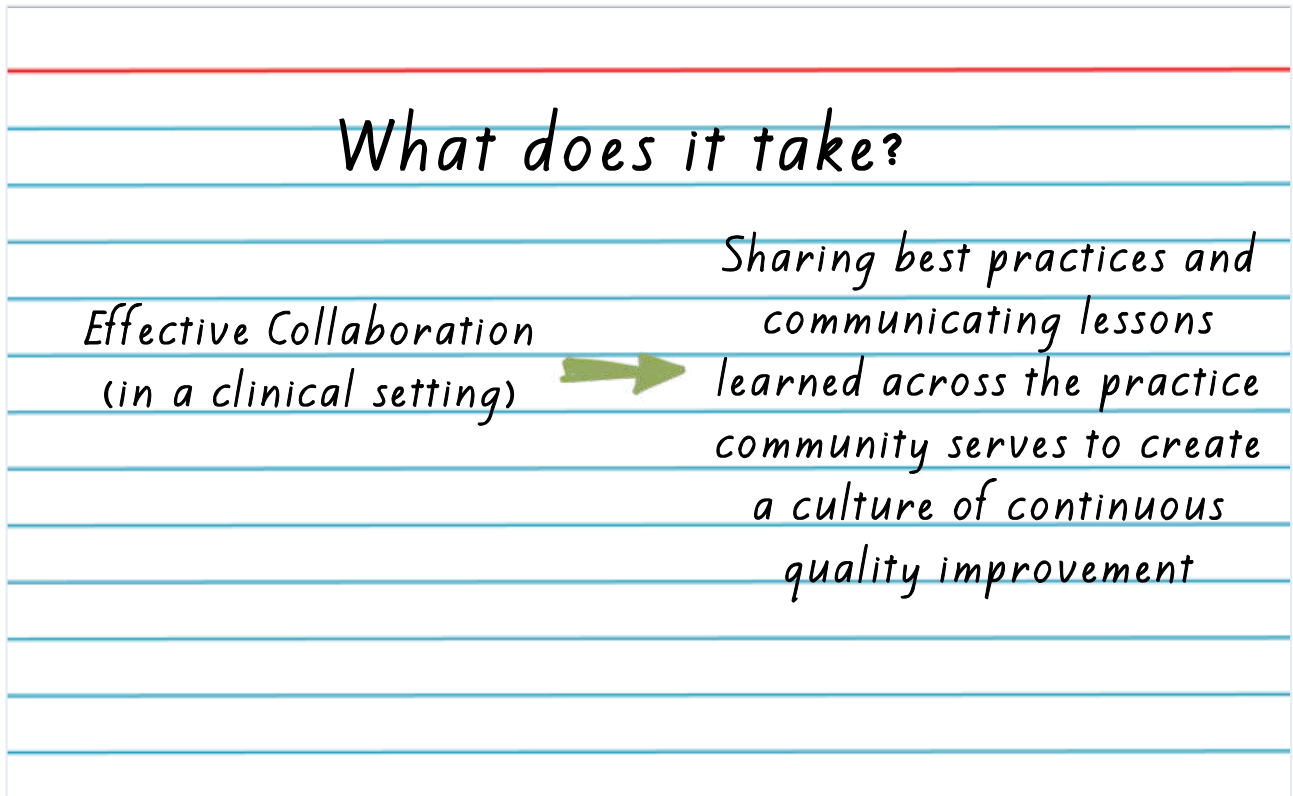
In order to build effective collaboration in a clinical setting, **ask yourselves**:

➔ How can better collaboration help us deliver care that is more coordinated and consistent across the clinical practice?

➔ How can collaboration help us create a culture open to continuous improvement?

WHAT IS EFFECTIVE COLLABORATION?

Effective Collaboration can mean many different things. For our purposes, let's start by setting up a standard definition to keep everyone on the same page:

Effective Collaboration engages stakeholders in meaningful ways to improve patient outcomes.

What does it take?

*Effective Collaboration
(in a clinical setting)* ➡ *Sharing best practices and communicating lessons learned across the practice community serves to create a culture of continuous quality improvement*

WHY BOTHER TO COLLABORATE?

In order to achieve a high quality of care and an improved patient experience, health care facilities must pay attention to the Three Cs:

Consistency of Care

Low variation in the way care is provided, regardless of the clinician

Continuity of Care

The patient experiences a smooth handoff as a result of everyone the patient encounters being well-informed about what has been done and what will need attention next

Coordination

Physicians, nurses, and allied professionals work together to clarify responsibilities, care objectives, and treatment plans

Consistency, continuity, and coordination of care require collaboration between individual providers, among departments, and across a system of care. In order to achieve the Three Cs, new lines of communication must be built, and existing ones strengthened; and new administrative and health information technology processes will likely be developed. This quick course presents a method for identifying the key players necessary for making these changes in the way that care is organized and delivered.

A STRATEGY TO GET YOU STARTED

Identifying the stakeholders you have or you would like to have is fairly easy. Establishing collaborative relationships can feel daunting. **Power Mapping** is a strategy to help you get started. For our purposes, we'll break Power Mapping into six steps, which are explained in the following pages:

→ Identify an area for improvement in your clinical setting and determine an outcome you would like to achieve

→ List the roles and/or individuals that will be needed to achieve your desired outcome

→ Label and define the X and Y-axes

→ Plot the roles/individuals along a simple matrix according to influence and level of support

→ Identify a few key people your team should target to build collaborative relationships

→ Repeat this process for each new area of improvement

Materials you'll need?

One sheet of flip chart paper per outcome

One marker per person

About 10-20 sticky notes per person

POWER MAPPING: DETAILS OF THE GRAPH

So that you can start with the end in mind, here is a preview of the Power Mapping concept. Explanations of the four quadrants are provided below.

Highly Influential

High Influence
Low Support

High Influence
High Support

Least Supportive

Most Supportive

Low Influence
Low Support

Low Influence
High Support

Not Influential

Quadrant Key
→ Green (High Influence/High Support) - The individuals/roles in this quadrant are your strongest champions. They support the proposed initiative and have the authority and/or influence to set change in motion.

→ Purple (Low Influence/High Support) - Although those in this quadrant demonstrate strong support for your initiative, they may not have the standing in the organization to set change in motion. However, they can be key to ensuring that the process changes and activities you propose to enact are implemented and adopted across your organization or system of care. They can be champions among their colleagues and peers.

→ Blue (Low Influence/Low Support) - The individuals/roles in this quadrant have little influence over whether a change is implemented and adopted and have shown little support for the initiative.

→ Orange (High Influence/Low Support) - Those in this quadrant can exert considerable influence over your ability to achieve the identified outcome but are not currently supportive of the proposed initiative.

POWER MAPPING: STEP 1

Identify your area(s) of improvement. For each initiative:

→ Write the desired outcome across the top of a flip chart or piece of butcher paper and display the paper where everyone can clearly see it.

⤢ We have identified an outcome of reducing hospital readmission rates as an example. We will build on this example in each step of the Power Mapping Process.

POWER MAPPING: STEP 2

List the roles and/or individuals that you need to engage in order to achieve the outcome:

Identifying the right stakeholders is crucial for building your collaboration. Assuming that your organization's administrative leadership has bought into the initiative, there are others you will need to engage to achieve your desired outcome.

To determine who to engage, **ask yourselves** the following questions:
→ What roles are essential to achieve our desired outcome?

↗ Who has the expertise required to fill this role?

→ Who else has to buy-in to our initiative to make it successful?

→ What other roles/individuals will be impacted by our initiative?

Once you have the list, transfer each role/individual necessary to achieve the desired outcome to a sticky note. Use as many sticky notes as necessary to identify all the names/roles that are needed.

The list below shows some of the roles/individuals within our example hospital that are key stakeholders in achieving the identified outcome of reducing hospital readmission rates through better coordinated in-hospital care.

List

Dr. Bellingham- Chief Medical Officer	Referral Coordinator	Nurse
Social Worker	Marcus Davis- Discharge Planner	Health IT
Case Manager	Sara Thomas Nurse Supervisor	Margaret Smith - QI Manager

Dr. Bellingham- Chief Medical Officer

Health IT

Margaret Smith- QI Manager
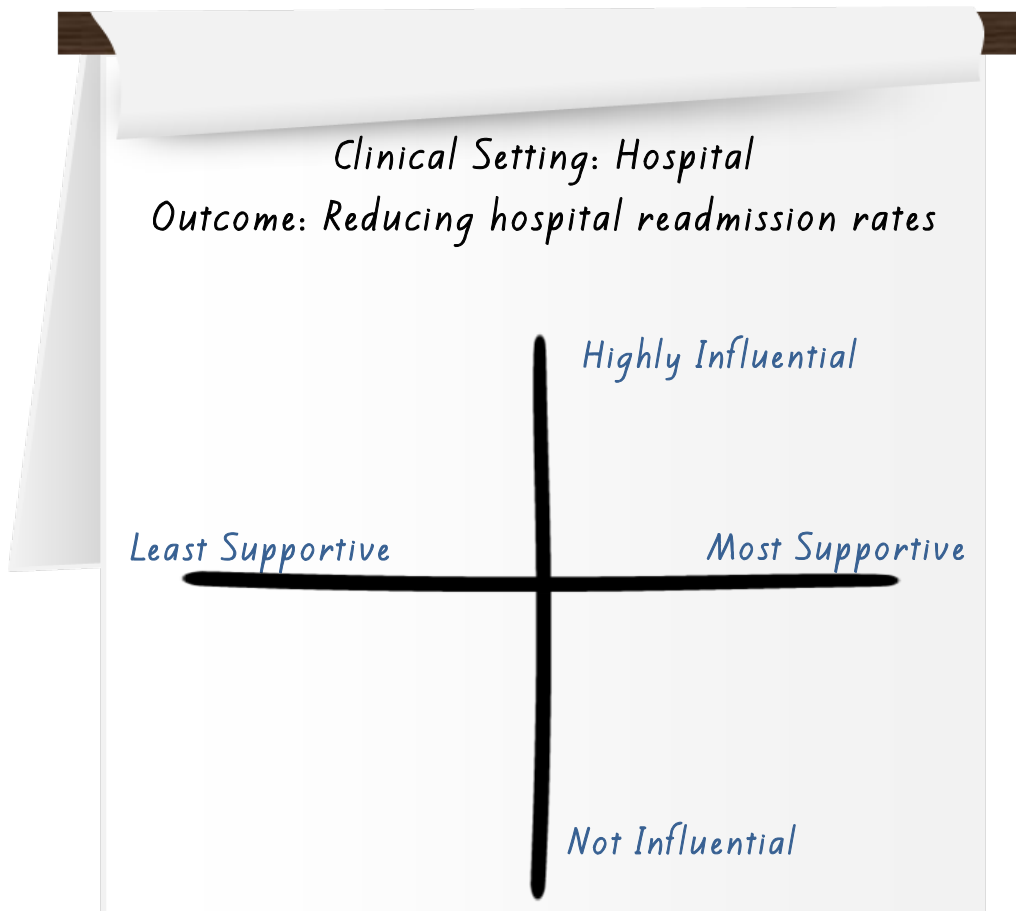
Marcus Davis- Discharge Planner
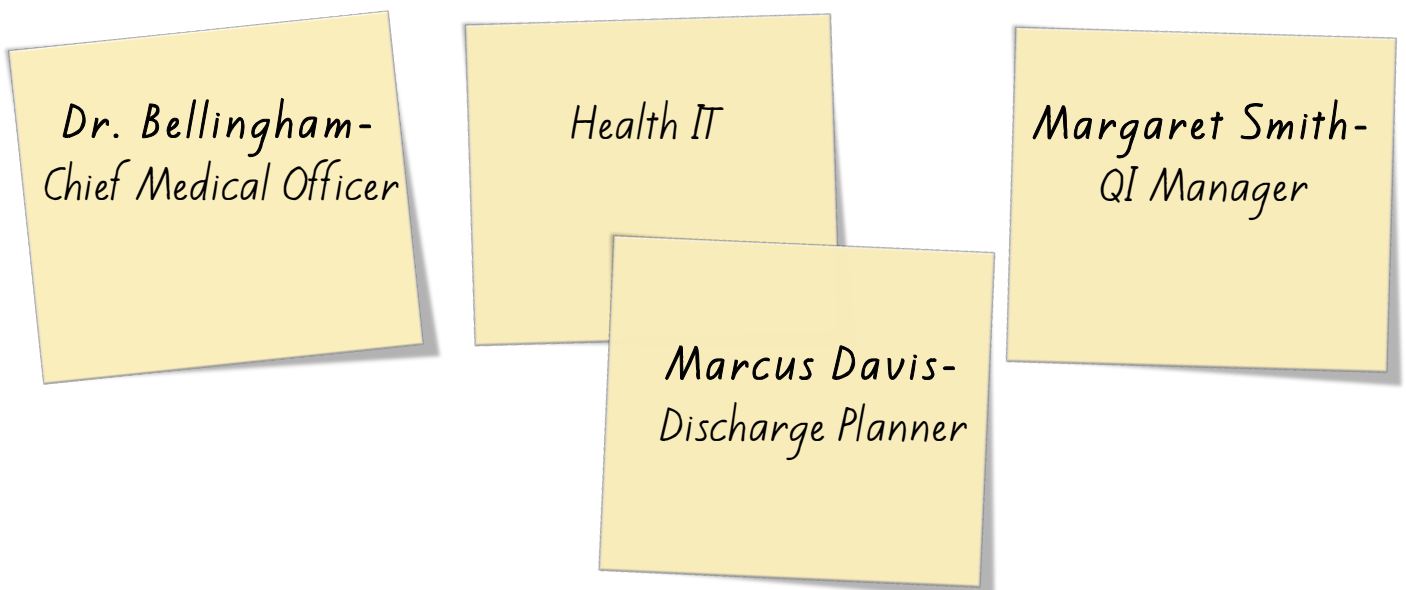
POWER MAPPING: STEP 3

Label the X-axis and Y-axis:

The **X-axis** represents the level of **support**, or investment in, an identified role/individual has for the desired outcome. The **Y-axis** represents the level of **influence** a role/ individual has over the ability to achieve the desired outcome you have identified.
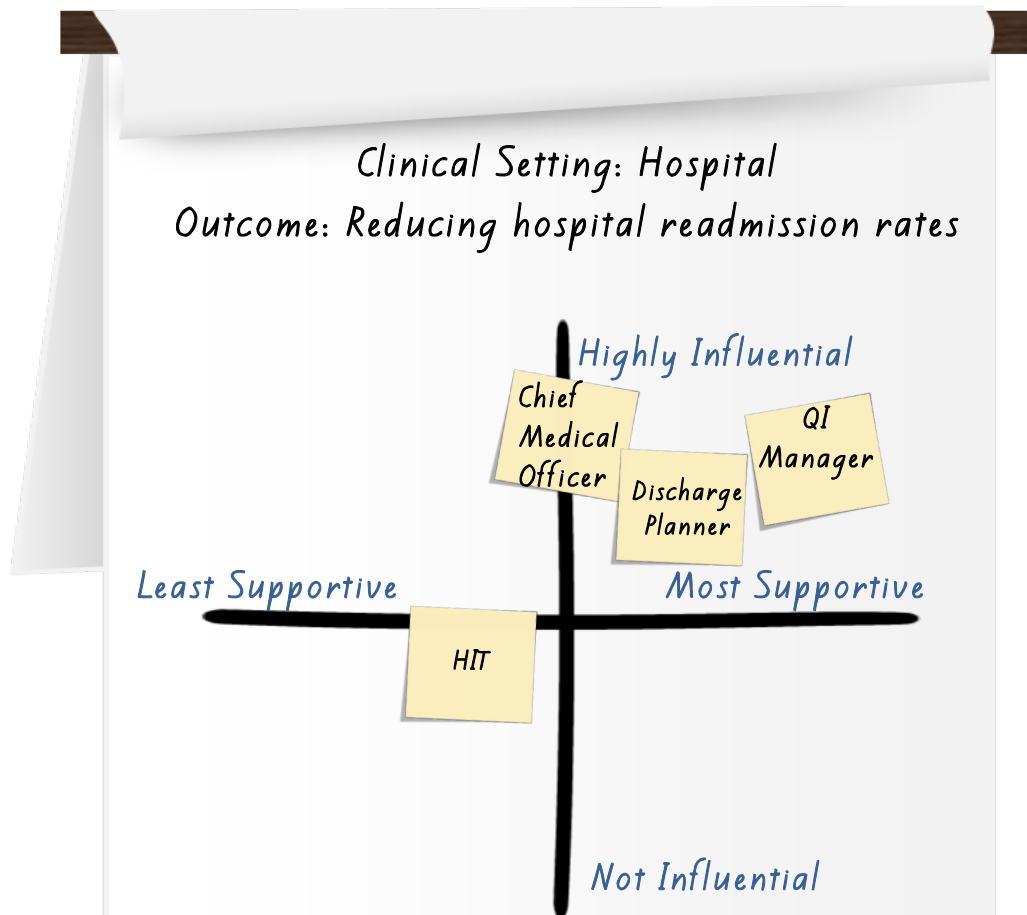
→ Label the X-axis from left to right with "Least Supportive" to "Most Supportive"

→ Label the Y-axis from bottom to top with "Highly Influential" to "Not Influential"

Clinical Setting: Hospital
Outcome: Reducing hospital readmission rates

Highly Influential

Least Supportive   Most Supportive

Not Influential

POWER MAPPING: STEP 4

Plot the roles/individuals related to your initiative along a simple matrix according to their influence and level of support:

➜ As a group, ask the following questions for each role/individual on a sticky note to determine where to plot them on the map.

  ➚ To what extent can this person **influence** others to facilitate success or generate barriers to your success?

  ➚ What is this person's level of commitment **(support)**?

➜ Continue plotting the remaining sticky notes as a group

Clinical Setting: Hospital
Outcome: Reducing hospital readmission rates

Highly Influential

Chief Medical Officer

QI Manager

Discharge Planner

Least Supportive   Most Supportive
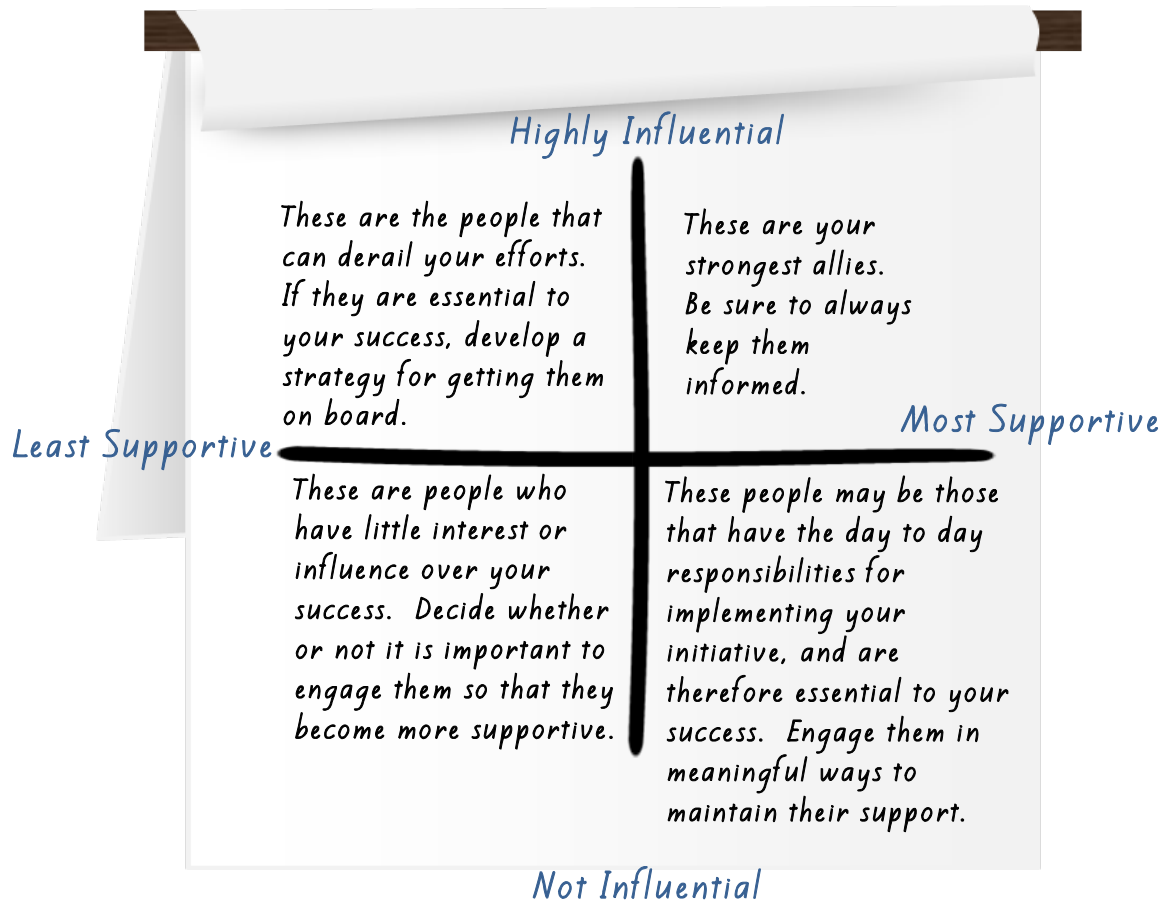
HIT

Not Influential

POWER MAPPING: STEP 5

Identify a few key people your team should target to build collaborative relationships:

After plotting the roles/individuals on the map, take time to reflect on your Power Map as a whole. Ask yourselves:

→ What action do we need to take for each person considering their placement on the map?
  ↗ Do we need to include them on our team?
  ↗ Do we have a specific "ask" of them?
  ↗ Do we need to keep them in the communication "loop?"
  ↗ Do we only need to inform them of our efforts?
  ↗ Do we "do nothing?"

→ Consider the following for each person in the following quadrants:

Highly Influential

These are the people that can derail your efforts. If they are essential to your success, develop a strategy for getting them on board.

These are your strongest allies. Be sure to always keep them informed.

Least Supportive

Most Supportive

These are people who have little interest or influence over your success. Decide whether or not it is important to engage them so that they become more supportive.

These people may be those that have the day to day responsibilities for implementing your initiative, and are therefore essential to your success. Engage them in meaningful ways to maintain their support.

Not Influential

→ Decide as a team how to prioritize the individuals you need to build the collaborative relationships necessary for the success of your initiative. The table below can help you strategize your approach to engaging them.

Stakeholder to Engage	Key Message	Method of Communication	Frequency of Communication	Person Responsible for Delivering the Message

POWER MAPPING: STEP 6

Repeat this process when you identify new areas for improvement.

Included on the next few pages is an abbreviated **facilitator's guide** that you can use to help you guide your team through the Power Mapping Process.

RESOURCES

"Power Mapping." The Change Agency. Available at www.thechangeagency.org.

Power Mapping: A Tool For Utilizing Networks. Bonner Curriculum. Available at www.bonner.org.

Quality Matters. Innovations in Health Care Quality Improvement. The Commonwealth Fund. Available at: www.commonwealthfund.org

POWER MAPPING: FACILITATOR'S GUIDE*

PURPOSE:
This guide is designed to help you conduct Power Mapping to build effective collaborations by utilizing the step-by-step process outlined below.

OUTCOME:
After completing Power Mapping, you will have developed a new way of engaging stakeholders within your facility in order to bring them along in their support of and commitment to your initiative.

BEFORE BEGINNING:
It is assumed that your organization's leadership is in full support of your quality improvement objectives. Successful Power Mapping will include the FULL team's participation.

MATERIALS AND LOGISTICS:
The materials needed are:

- ➔ Flip chart paper and stand (one sheet of flip chart paper per outcome)
- ➔ Markers
- ➔ Sticky Note Pads (1-2)
- ➔ Your goals and objectives

LET'S GET STARTED

Step 1: Identify an area for improvement and determine an outcome you would like to achieve. Once your team has decided on a desired outcome, **write the outcome** across the top of the flip chart paper. *Your goals and objectives will be helpful here.*

Step 2: As a team, brainstorm roles needed to achieve the desired outcome. To determine who to engage, ask yourselves:

- ➔ What roles are essential to achieve our desired outcome? Who has the expertise required to fill this role?
- ➔ Who else has to buy-in to our initiative to make it successful?
- ➔ What other roles will be impacted by this initiative?

Roles/individuals will include current team members and others that may not have been engaged yet. Create an exhaustive list that answers the questions above. Write one role/individual per sticky note

Step 3: **Draw your X & Y- axis** on the flip chart paper under your outcome. Label the X-axis from left to right (**Least Supportive, Most Supportive**). Label your Y-axis from top to bottom (**Highly Influential, Not Influential**).

Step 4: Plot the roles/individuals on the map according to their levels of influence and support. To help determine where to plot each role/individual, ask yourselves:

➜ To what extent can this person <u>influence</u> others to facilitate success or generate barriers to our success? *(Y-axis)*

➜ What is this person's level of commitment (<u>support</u>)? *(X-axis)*

Repeat these questions for each role/individual until all the sticky notes have been plotted.

Step 5: Identify key people that your team should target to build collaborative relationships. Ask yourselves:

➜ What action do we need to take for each person considering their placement on the map?

⟡ Do we need to include them on our team?

⟡ Do we have a specific "ask" of them?

⟡ Do we need to keep them in the communication "loop?"

⟡ Do we only need to inform them of our efforts?

⟡ Do we "do nothing?"

➜ Also consider the quadrants where they are placed.

⟡ High Influence/High Support

⇨ These are your strongest allies. Be sure to always keep them Informed.

⟡ Low Influence/High Support

⇨ These people may be those that have the day-to-day responsibilities for implementing your initiative, and are therefore essential to your success. Engage them in meaningful ways to maintain their support.

⟡ Low Influence/Low Support

⇨ These are people who have little interest or influence over your success. Decide whether or not it is important to engage them so that they become more supportive.

⟡ High Influence/Low Support

⇨ These are the people that can derail your efforts. If they are essential to your success, develop a strategy for getting them on board.

Decide as a team how to prioritize the individuals you need to build the collaborative relationships necessary for the success of your initiative. The table below can help you strategize your approach to engaging them.

Stakeholder to Engage	Key Message	Method of Communication	Frequency of Communication	Person Responsible for Delivering the Message

Step 6: Repeat process for each new area of improvement.

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