



# Using behavior change to implement productive P4P programs for quality improvement

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# Goals for Today

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- Overview on pay-for-performance
- Understanding behavior change theory
- Applying behavior change theory
- 8 steps to organizational behavior change

# Pay-for-Performance in 2006

- Pay-for-performance is growing in the US each year and it is estimated that one-third of commercial plans now implement some P4P methods.
  - 2003: 35 provider P4P programs
  - 2004: 84 programs covering 39 million beneficiaries
  - 2005: 104 programs in the US
  - 2006: ~ 160 programs
- Medstat surveyed 300 healthcare managers and executives and found that out of the 154 who responded:
  - 42% said their organizations are currently involved in P4P
  - 85% said P4P is, or could be, valuable to their organization
- But, there is a lack of objective and impartial research on pay-for-performance.



- Quality is a core value
- Resources are dedicated
- Team members are engaged
- Improvement and prioritization methodologies are employed
- Participants have a willingness to learn and adopt best practices

# Paving the way for success

- What if you don't have these characteristics?
- Can you still have successful performance improvement?
- How do you pave the way for success?

- Tools and information technology
- Paying-for-participation
- Changing systems
- Promoting best practices
- Understanding motivators and likely impact

# Stages of Change



## CONFORMITY

WHEN PEOPLE ARE FREE TO DO AS THEY PLEASE,  
THEY USUALLY IMITATE EACH OTHER.

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## CHANGE

IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO  
BEING TORN APART BY THE JAWS OF DEFEAT.

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- Pre-contemplation
- Contemplation
- Preparation
- Action
- Maintenance

By gauging where stakeholders are located along this continuum for a given behavior, leaders are more likely to be successful in identifying motivators that encourage behavior change.

# Using Stages of Change

| Stage of behavior change   | Typical statements made by individuals at this stage  | Needs assessment   |
|--|---|--|
| <p><b>Pre-contemplation</b><br/>Not aware of the behavior and/or have no intention of taking action in the next six months</p>                     | <p>"We don't need computerized order entry; our current system is just fine."</p>   | <p>May need more education, peer-pressure, increased incentives, and more engagement to consider adopting the behavior</p> |
| <p><b>Contemplation</b><br/>Intend to change their behavior in the next six months, but there may still be some barriers to taking that action</p> | <p>"I think computerized order entry may be a good thing for us in the next six months, but it seems too expensive and difficult to implement."<br/><br/>"We have started to look at the different CPOE systems that are available in the market and plan to implement in the next couple of months."</p> | <p>May need additional information, tools, and other resources to help adopt the new behavior</p>                          |
| <p><b>Preparation</b><br/>Have started to make changes and plan to adopt the behavior in the immediate future</p>                                  | <p>"Our CPOE system is going live at the end of the month."<br/><br/>"I went to the CPOE training last week and plan to start using it soon."</p>   | <p></p>  |
| <p><b>Action</b><br/>Have adopted the behavior</p>   | <p>"We have started using CPOE in our office."</p>  | <p></p>  |
| <p><b>Maintenance</b><br/>Have adopted the behavior for at least six months</p>  | <p>"We have been using CPOE for the last year and have 100% adoption by the physicians in our department."</p>  | <p>May be well suited to communicate best practices and serve as models for others</p>                                     |

# Theory of Planned Behavior



## ACHIEVEMENT

YOU CAN DO ANYTHING YOU SET YOUR MIND TO WHEN YOU HAVE VISION,  
DETERMINATION, AND AN ENDLESS SUPPLY OF EXPENDABLE LABOR.

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## MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU,  
YOU PROBABLY HAVE A VERY EASY JOB. THE KIND ROBOTS WILL BE DOING SOON.

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# Theory of Planned Behavior

- Attitude/beliefs
- Subjective norm
- Motivation to comply
- Perceived behavioral control
- Behavioral outcome
- Self-efficacy

Using the Theory of Planned Behavior can provide a snapshot of an organization's culture and allows healthcare executives to hone in on areas in need of refinement or improvement.

# Using Theory of Planned Behavior

| TPB element                         | Sample survey questions   | Please indicate your level of agreement |       |         |          |                   |
|-------------------------------------|---|---|-------|---------|----------|-------------------|
| <b>Attitude/ Beliefs</b>            | Using evidence-based order sets for CAP will improve the quality of care that I provide.  | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
| <b>Subjective norm</b>              | My colleagues feel that using evidence-based order sets for CAP improves quality of care.   | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
|                                     | I value and trust the opinion of these colleagues.  | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
| <b>Motivation to comply</b>         | The P4P reimbursement and other incentives I receive from following the guidelines in the CAP order set are significant enough for me to participate. | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
| <b>Perceived behavioral control</b> | I have the tools and skills that I need to start using the CAP order sets at the point of care.   | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
| <b>Behavioral outcome</b>           | If I use these standard order sets, CAP patients will have better health outcomes.  | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |
| <b>Self-efficacy</b>                | If I use these standard order sets, my job will be easier and more predictable.   | Strongly Agree                          | Agree | Neutral | Disagree | Strongly Disagree |

# 8 steps to organizational behavior change

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1. Know your place in the quality landscape
2. Understand your organization's culture and true motivators
3. Position “quality” as an institutional core value and an executive priority
4. Grab the attention of other board members and executives by making a business case for quality

## 8 steps cont...

5. Dedicate specific resources to quality improvement
6. Employ improvement and prioritization methodology
7. Engage physicians and other care team members
8. Use knowledge transfer and effective communication to promote learning and adoption of best practices

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# Discussion

# Contact Information



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