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# Guide for Staff Interactive Participatory Audit - Feedback



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## Use of the Toolkit



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## Background

Audit and feedback (A&F) is an established implementation strategy to improve uptake of evidence-based practices. A&F can promote guideline-concordant care by improving how staff follow clinical practice protocols.

While most healthcare literature has focused on A&F for clinicians, we sought to develop processes to support frontline clinic staff like medical assistants (MAs). We developed theory-based Interactive Participatory Audit – Feedback (IPAF) as an implementation strategy to improve staff’s implementation of evidence-based cardiovascular disease prevention protocols. We have studied this process across over 300 encounters.

### Key References

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## What does the toolkit contain?

This toolkit contains a script that can be used during feedback meetings regarding clinicians’ and healthcare staff members’ performance in the context of audit and feedback.

It can be used in a variety of settings and covers the following topics:

- I. Introduction
- II. Clarifying Purpose of meeting
- III. Offering Choice
- IV. Feedback on How Things are Going
- V. Data Review and Goal Setting
- VI. Planning Action Steps

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## Who should use this toolkit?

This toolkit is intended for clinicians, researchers, or health care administrators who will be administering an audit and feedback implementation science or quality improvement project.

## Developers of this toolkit

The Guide for Staff Interactive Participatory Audit - Feedback was developed by researchers and clinicians (Principal Investigator: Christie Bartels) at the University of Wisconsin School of Medicine & Public Health, Department of Medicine and Department of Family Medicine and Community Health, and University of Wisconsin-Madison School of Nursing.

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Please send questions, comments and suggestions to [HIPxChange@hip.wisc.edu](mailto:HIPxChange@hip.wisc.edu).

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# The Interactive Participatory Audit – Feedback Process

## Overview

A leader or team member provides staff with monthly one-on-one performance feedback to share EHR data using a templated strategy. Interactive Participatory Audit – Feedback (IPAF) and action planning are conducted with individual nurses and MAs.

We developed this process using principles from a Cochrane review on audit and feedback and Self Determination Theory to interact with staff in a way that supports their psychological needs for relationships, autonomy, and perceived competence in their roles for the following month, consistent with the protocol. This helps to identify their plans to reach goals in light of their identified individual challenges.

## Steps

The steps in this process are as follows:

1. First, staff are offered a choice to discuss how things are going or to view their data.
2. They are shown individual data, clinic data, and anonymized peer data regarding re-measurement and follow-up orders.
3. Individuals are then asked to set goals for the following month and to identify a plan to reach goals in light of identified individual challenges.

In-person individual sessions, averaging seven minutes each, are conducted during months 1-5, then monthly emails are sent after.

In our implementation of this process, we conducted approximately 150 in-person and >200 email A&F sessions, which supported sustainability over 3 years.

## Templates

A generic template script to guide these conversations is provided starting on the next page. After that is a template adapted for the [BP Connect](#) and [Quit Connect](#) projects.

You can revise these scripts as needed for your organization's projects and goals.

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# Guide for Staff Interactive Participatory Audit - Feedback (Long Form)

Individual: \_\_\_\_\_ Time Period: \_\_\_\_\_

## I. Introduction

- A. Is now a good time? I think it will take about 10 minutes depending on how long we talk.
- B. Please understand that I may refer to this script for consistency.

## II. Clarifying Purpose of Meeting

- A. I/We are coming to staff members like you because you have information and valuable feedback for our project. Your individual data is for you to learn from; it has not and will not be shared with clinic managers, physicians, or human resources. We are not here to judge your job performance.

- B. As you know, our project goal is

\_\_\_\_\_  
Even with committed staff like you, there are systems issues that also influence clinic activities and protocol proceedings. These systems issues could affect how we follow our protocols. So, because of these issues, we are trying to come up with ways to address your needs to overcome barriers that affect our system and its staff.

- C. Today, I would like to do 3 things:

- 1) **Hear how things are going overall** at your clinic and **brainstorm improvements**;
- 2) **Hear how YOU think things are going for YOU** in this project. You are on the “front lines” here and can give me an inside look at what is working well and what is not; and
- 3) **Share new personal and clinic data** we have about the project with you.

## III. Offering Choice

**Which** would you like to do first: **review data** or talk about **how things are going?**

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## IV. Feedback on How Things are Going

### A. Facilitators:

1. When you were able to follow the protocol for the project *successfully*, what made it possible?

### B. Barriers:

1. Last period you mentioned the barrier of \_\_\_\_\_.  
How are things going in light of that?

2. What else stood in your way or made it difficult for you to achieve your goals for this project, in the last period?

(New barrier) \_\_\_\_\_

3. Has there been a situation when you did \_\_\_\_\_  
(recommended behavior) consistently, but then quit doing it for a little while?

\_\_\_\_\_

What do you think influenced the times that you did not, or could not, follow the protocol?

- When did it go well?
- When was it difficult?
- What else got in your way there?

### C. Resources:

1. What would make it easier for you to be more successful in following the protocol?
2. Are there resources that you need from the system to pull this off?

## V. Data Review and Goal Setting

- A. Here are your data for past \_\_\_\_\_ (time period).

The data for your clinic(s) shows \_\_\_\_\_.

- B. Would you be willing to set a new goal for the next period?



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		Time Period	Time Period	Time Period	Next Time Period
<b>Behavior 1</b>	Goal	%	%	%	%
	Actual	%	%	%	%
<b>Behavior 2</b>	Goal	%	%	%	%
	Actual	%	%	%	%

## VI. Planning Action Steps

- A. With your new goals in mind and in light of challenges with \_\_\_\_\_  
 (new barrier), what would help you to reach your goals this coming period?

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## Guide for Staff Interactive Participatory Audit – Feedback (Adapted for BP Connect and Quit Connect)

Individual: \_\_\_\_\_

Time Period: \_\_\_\_\_

### I. Introduction

- A. Is now a good time? I think it will take about 10 minutes depending on how long we talk.
- B. Please understand that I may refer to this script for consistency.

### II. Clarifying Purpose of Meeting

- A. We are coming to staff members like you because you have information and valuable feedback for our project. Your individual data is for you to learn; it will not be shared with clinic managers, physicians, or human resources. We are not here to judge your job performance.
- B. **As you know, our project goal is CVD prevention.**  
Even with committed staff like you, there are systems issues that also influence clinic activities and how we follow our protocols. So, because of these issues, we are trying to come up with ways to address your needs to overcome barriers that affect our system and its staff.

Today, I would like to do 3 things:

- 1) **Hear how things are going overall at your clinic and brainstorm improvements;**
- 2) **Hear how YOU think things are going for YOU** on this project. You are “front line” here and can give us an inside look at what is working well and what is not; and
- 3) **Share new personal data** we have about the project with you.

### III. Offering Choice

- A. **What would you like to do 1<sup>st</sup>?**

**Review data** or **give feedback on how things are going?**

### IV. Feedback on How Things are Going

- A. **Barriers:**

1. Last period you mentioned [prior barrier]. How are things going in light of that?

2. What else stood in your way or made it difficult for you to achieve your goals for this project, in the last period? (New barrier)

**B. Resources:**

1. What would make it easier for you to be more successful in following the protocol?
2. Are there resources that you need from the system to pull this off?

## V. Data Review and Goal Setting

A. Here are your data for the past **three months**.

		Time Period	Time Period	Time Period	Next Time Period
Re-measuring BP*	Goal				%
	Actual	%	%	%	
Offering BP Follow Up*	Goal				%
	Actual	%	%	%	
Documenting Tobacco status	Goal				%
	Actual	%	%	%	
Assessing readiness to quit	Goal				%
	Actual	% n=	% n=	% n=	
Offering Quit line referral	Goal				n =
	Actual	n=	n=	n=	

B. Would you be willing to set new goals for the next period? (Add in right column ↑)

## VI. Planning Action Steps

A. With your new goals in mind and in light of challenges with \_\_\_\_\_ (personal barrier), what would help you to reach your goals this coming period?