

Key Informant Interview Guide 2

Setting: Provider organizations (parent organizations of practice sites)

Interview Subjects: Chief Executive Officer or Chief Operating Officer and Chief Medical Officer

Introductory information/warm-up:

Review the roles of interviewer and recorder; estimated length of interview; purpose of interview; review/sign consent. Review context for interview: this provider organization.

Clarity of purpose:

1. What are your organization's leading strategic goals for this year and the next three years?

Probe (if not mentioned by subject):

- How does patient- and family-centered care fit into those goals?

Specificity of change objectives:

2. What specific organizational changes are required to achieve these strategic goals?

Barriers and facilitators of organizational change:

3. What factors (internal and external) to your organization will facilitate and/or impede implementation of those goals (described in #1 above)?

Probes:

- How are you using incentives to facilitate those specific organizational changes?
- How do health plan payment methods and/or individual provider compensation facilitate or impede implementation of those goals?

Coherence of strategic and operational plans:

4. What are the operational steps required to put those organizational changes into effect?

Availability, adoption, and diffusion of relevant technology:

5. Do you have the necessary resources or capacity in place to put those changes into effect?

Probes:

- Technology?
- Capital assets?
- Personnel?
- Work processes?

Organizational culture:

6. How would you describe the culture of your organization?

Probes:

- Some attributes that people sometimes use are things like patient-centered, innovative, cohesive, collegial, and/or financially-driven.
- Can you give me an example?

7. How does this culture support or impede organizational change?

Human resource processes:

8. What human resources structures and processes are you using to be sure that your people support your organizational vision?

Probes:

- Recruitment
- Selection
- Training
- Development

Task design for individuals, groups, and teams:

9. Have you redesigned tasks within your organization to achieve the goals referenced in question 1?

Probes:

- Have you redesigned tasks or workflows at the individual, group, or team level?
- What has been the effect of this task redesign in supporting patient- and family-centered care?

Structure - organizational design and coordination mechanisms:

10. How are you using changes in your internal organizational structure and systems to achieve those goals?

11. How are you managing your external environment and relationships – for example, with community organizations -- to achieve those goals?

Probe: What is the effect on, or how do they support, patient- and family-centered care?