

### **Key Informant Interview Guide 3**

Setting: Practice sites (clinics)

Interview Subjects: Site administrator and Medical Director or medical leader

#### **Introductory information/warm-up:**

Review the roles of interviewer and recorder; estimated length of interview; purpose of interview; review/sign consent. Review context – this clinic.

#### **Demographics:**

1. We are interviewing you today in your role at this clinic as the:

Administrator or Medical Director/Lead

2. Briefly, what are your major responsibilities at this clinic?

#### **After-hours access:**

3. How does this clinic assure access to after-hours and weekend care for patients?

#### **Innovation/improvement (objectives, capacity:**

4. What are the top three strategic objectives of this clinic?

5. What factors led to the choice of those objectives?

- Probes: What are the drivers for change (internal and external to the clinic)? What's motivating you?

6. Tell me about the clinic's strategies to accomplish those objectives.

- Probes: Barriers, challenges? What's impeding/slowing or helping?
- Overall, do you feel that you have sufficient resources to implement those strategies and achieve the objectives? We are defining 'resources' broadly, to include physical plant, capital, technology, and people.
- Tell me more about the technology you have to support your objectives. By 'technology' we mean information technology, clinical, billing, financial and practice management systems.

7. Are you thinking of making changes to job tasks/division of labor/job reorganization, for example, how work teams are organized?
  - Probes: If so, why are you doing this? What are the drivers for change? What do you hope to accomplish?
8. Wrap-up: Briefly, is there anything else you'd like to say about the objectives at this clinic?

### **Coordination and Communication:**

We have a few questions about coordination of care, communication with providers and patients, and communication between providers and with hospitals.

9. What kind of system(s) do you have for providers to communicate with their patients, and for patients to contact their providers?
  - Probes:
    - a. What clinical information do you convey, e.g., do you contact patients with test results? Send reminders for preventive care? Send reminders for routine care to manage patients with chronic conditions (e.g., eye/foot/HbA1c exams for diabetes)?
    - b. How well does the system work? For example, how easily can providers retrieve important clinical information about their patients?
    - c. Are providers compensated for non face-to-face time, such as email or phone contact with patients?
10. What kind of system(s) do you have for primary care providers to coordinate with their specialist colleagues about shared patients?
  - Probes:
    - a. How well do(es) the (those) system(s) work?
    - b. How easily can primary care providers retrieve important information about their patients?
    - c. How are primary care providers and/or specialists rewarded for good coordination?
    - d. Are there clear expectations between primary care providers and the specialists they refer to about sharing information regarding their shared patients?

11. What kind of system(s) exists for hospitals to communicate with providers when their patients are admitted or discharged?

- Probes:
  - a. How well does that system work? For example, do the providers get the critical information that they need?

12. What kind of system(s) exists for hospitals to communicate with the clinic or providers when their patients are seen in an emergency department?

- Probes:
  - a. How well does that system work? For example, do they get the critical information that they need?

13. Wrap-up: Briefly, is there anything else you'd like to say about coordination of care or communication with providers and/or their patients?

### **Role of Technology:**

Now we want to ask you about the changes the clinic is making, and the role of technology – we are defining 'technology' very broadly to include equipment, information technology, work processes, facilities...

14. When you think about the changes the clinic is making, what role(s) does technology play?

- Probes:
  - a. How does technology support innovation and change?
  - b. How does it help? How does it hurt?

### **Feedback Systems:**

15. Do you receive any data or feedback about the clinic's performance that helps you identify opportunities for improvement, and track change? If Yes, please describe.

- Probes: patient experience, utilization of services, cost

### **Practice Culture:**

Now we have a few questions about what it's like to work at this clinic – how people interact, their values, and their norms for work.

16. How would you describe the culture of this clinic?

- Probes:
  - a. Some attributes that people sometimes use are things like patient-centered, innovative, cohesive, hierarchical, collaborative, and/or financially driven.
  - b. How are conflicts managed? How are disputes resolved?
  - c. Can you give me an example?

17. Wrap-up: Briefly, is there anything else you'd like to say about the culture of this clinic?

### **Recruitment and Retention:**

18. How do you recruit, select, and retain people to work here?

19. What attributes do you look for in the people you try to recruit?

20. Wrap-up: Briefly, is there anything else you'd like to say about recruitment and retention?

### **Final wrap-up and thank you.**

21. Briefly, is there anything you'd like to add about any of the topics we've talked about?