eAppendix
GPM Prototype Interview

Length of Interview: 45-60 minutes   **Milieu**: Telephone
Methodology: An e-mail interview request with an overview will be sent to participants in advance of the interview to allow for proper preparation and effective use of interview time. Interviews will be recorded and notes will be taken. The interview is discreet. Results will be de-identified, and only the interviewers will have access to the transcripts.

Prompts: Prompts are supporting questions and are listed under the main questions (indented). Prompts are asked if the respondent does not seem to understand the main question address the main question as expected.

INTRODUCTIONS TO INTERVIEWERS

Thank you for setting aside time for this interview.
- _____ , it is a pleasure to speak with you.
- My name is _____ . I am with the University of Washington and currently working with the PACT National Evaluation and Demonstration Laboratory Coordinating Center to evaluate the Clinic Practice Management Model Prototype your site is participating in, and to understand your perspectives around achieving optimal access more broadly. My role is to serve as an independent expert to conduct interviews related to CPM implementation and analyze the resulting information.
- I would like to also introduce _____, from my team, who is present to listen, take notes, and interject follow-up questions at appointed times, in the event clarification is needed.

INTRODUCTION TO THE INTERVIEW (ADAPT TO WHO SPEAKING WITH AND PRIOR COMMUNICATION AND MATERIALS SENT):
   The focus of this interview is to understanding your experiences and lessons learned. We are speaking with interdisciplinary primary or specialty care leaders at all of the GPM prototype sites, so that we can provide other VA sites with information on what your site has learned as a result of the GPM prototype implementation.

THE PROCESS

- You or anyone you refer to during this interview will not be mentioned by name nor will your site be identified by name. interview results will be de-identified before provided to the VA PACT Coordinating Center, to protect confidentiality.
- _____ will serve as the lead interviewer. _____ will ask you questions about GPM, in general, as well as GPM in your facility.
- We have grouped these questions into categories to facilitate the flow of the conversation.

- _____ will break for a moment at the end of each category to see if _____ has any follow-

   up questions or would like to clarify any comments made.

- We would like to audio record the interview with your permission to ensure that we capture your thoughts accurately and allow us to fully focus on the conversation with you, rather than on note taking. If there are any comments that you do not want to have recorded, just let us know and we can postpone discussion until the recorder is turned off. <u>Do you have any problems with recording? We will now turn on a recorder to capture the interview.</u>

<u>TURN ON THE RECORDER.</u>

I am now recording with your permission.

<u>CPM STRATEGIES AND GOALS</u> (announce this and forthcoming categories to interviewee):

1. In general, how would you explain the focus of the VA Clinic Practice Management Model?
    a. To be specific, the Group Practice Manager initiative
2. Can you describe the CPM goals and strategy for your specific VA facility?
    a. What is the strategy regarding process for CPM implementation?
    b. What are some of the key CPM prototype roles and responsibilities concentrated on improving patient centered or access oriented care?
3. What are some of the primary CPM activities taking place or planned at your facility to improve patient centered or access oriented care?
    a. Have you participated in any trainings, committees, or other activities that involved discussion or education about the GPM?
    b. Can you describe your implementation activities?
4. How is the CPM effort progressing so far?
    a. What has been done to date?
    b. What are the implications and early feedback from these efforts?
    c. Do you anticipate making any changes and adjustments?

<u>GPM ROLE</u>

Let's learn a bit more about your role.

5. At this point in the process, what does your job as Group Practice Manager look like?
    a. What activities and primary responsibilities consume the majority of your work time?
    a. Who do you report to locally?
    b. Who do you report to nationally?
    c. How do you see your role changing as the program progresses?
    d. What information do you count on to get the job done?
2. Do you use metrics and dashboards in your role?
    a. Can you provide examples no how you use them?
6. How did you come to assume your GPM position?
    a. Were you already located at this VA?
    b. What was your original role and how has your role changed?
    c. What are some of your key skills and experience that are really being tapped in this role?
7. Who supports you in your role and how does each of these individuals facilitate the GPM implementation?
    a. What type of national support do you receive?
    b. Who are the key players in your facility working with you on patient access or other GPM responsibilities?
    b. Who do you work with on a regular basis to do your job as GPM?
    c. Who do you communicate with regularly?

      d.   What type of information sharing transpires?

8. We understand that you are participating in a collaborative training model (come together, break, act, come together) to provide you with training to help with this role. How is training going?
      a.   What changes have come about due to the training in your organization? Is anything different as a result of the training?
      b.   What training has been most useful to you?
      c.   What do you think about this collaborative approach to training?
      d.   What recommendations do you have for the training content or process?

9. What have your experiences been in creating a team focused on patient access?
      a.   Has turnover come into play?

CHALLENGES AND BARRIERS

10. What notable challenges have come about in implementing the CPM at your facility?
      a.   Any Technical?
      b.   Leadership/ governance structure?
      c.   Human Resources?
      d.   Information sharing? Are you getting the information that you need? In a timely fashion?

11. What recommendations do you have for addressing those major challenges?
      a.   Is there anything (tools, information, resources) that you would like to have to be successful that you do not have now?

12. What do you think could have been, or could still be, done differently in terms of structuring or implementing patient and access-focused care?

VALUES, BENEFITS AND USE CASES

13. Overall, what has the Clinic Practice Management initiative meant for your facility?
      a.   What impact has it had overall?
      b.   What benefits have resulted?
      c.   Do you have any example stories or use cases where GPM helped patient centered or access oriented care?

14. What are some examples of the wins or successes your site has experienced in implementing the CPM?
      a.   What milestones have you met?
      b.   Can you provide some examples (*if response is not grounded*)?

15. What do you think has facilitated that success?
      a.   Particular training?
      b.   Particular tools?
      c.   Particular people? Champions?

16. Each VA facility has its own set of characteristics. Given the various VA contexts, can you think of any CPM benefit or value proposition that may not apply at your facility, but could apply elsewhere?

OTHER (AS TIME ALLOWS)

17. What types of performance measures and metrics would be most useful for monitoring and assessing the GPM effort?
      a.   How would you use the metric to do your job?
      b.   What are the challenges associated with collecting or presenting these metrics?

CLOSING REFLECTIONS

18. What suggestions do you have for current and future GPM's based on what you have learned to date?
19. How do you see the future for this program?
    a. What are the critical success factors moving forward?
20. Are there topics or issues regarding GPM that we have not covered that would be important to understanding and evaluating this program?
21. Is there anyone else that you would suggest that we speak with to learn more about GPM at your facility?

CONCLUSION

- That concludes this interview.
- Thank you for taking the time out of your busy schedule to meet with us. Speaking with you was both enjoyable and informative.
- In the remote chance that I have a follow-up question to gain clarity after reviewing the notes or transcripts, would it be ok to reach out to you via email?
- Also, as the program continues, would it be ok to check back with you regarding updates and additional insights?