
State Leadership Call Peer Mentors ~ Iowa's Experience and States Discussion

June 14, 2007

Gena Hodges – Iowa STAR-SI Program Coordinator
Iowa Dept. of Public Health

Evolution of Peer Mentoring for STAR-SI Grant

- More Experience
- Peer to Peer Learning
- Another Layer of Support
- More Story Tellers
- Builds Network and Spread

How Peer Mentors Were Chosen?

Past Experience with NIATx Principles

- ★ Trainings

- Governor's Conference on Substance Abuse
- National Meetings
- NIATx. website, Interest Circle calls and Change Leader Academy

- ★ Experience with RWJF/Magellan projects

- ★ Completion of prior change projects

- ★ Experience with walkthroughs

Passion for Process Improvement

Getting Peer Mentors off to a Good Started

- ★ Scheduled January 11, 2007, Peer Mentor Training
- ★ Required all Peer Mentors to attend
- ★ Toolkits given to Peer Mentors
- ★ No Change Projects at provider level until peer mentor had been trained

Iowa's Peer Mentor Team



Training *Key Principle* – **LISTEN!!!!**

**GOLDEN RULE: Focus on fixing system,
not individuals (no blame)**

See attachments:

- Peer Mentor Training IA Combined Agenda and Materials
- Peer Mentor Training IA 1-11-07
- Project Monitoring
- Reflections as a Peer Mentor
- Motivational Interviewing (MI) Ideas for Peer Mentors
Mark Dodd – Iowa Peer Mentor presented on:
“Listening using Motivational Interviewing (MI) Principles”
- IA STAR-SI Peer Mentor Tri-annual Report

Training...continued

Consistency amongst all of the mentors

We reviewed –

- ★ What worked
- ★ What didn't

Attachment: Reflections of a Peer Mentor

How to begin work with Provider:

1. Review walk-through results - two salient findings
2. Create project charter
3. Confirm that Change Leader is appropriate and has time to devote to PI
4. Confirm that Provider's Change Team has been established
5. Involve Executive Sponsor and get sign off on Project Charter

Develop a Business Case

Focused training on teaching provider about how to develop a business case.

- ★ Financial Bottom Line
- ★ Efficiency and productivity
- ★ Relationships with referral sources

Impacting the Financial Bottom Line

Change Team Development

- ★ Confirm that Change Leader is influential, experienced and knowledgeable
- ★ No more than 7 people
- ★ Include staff from different areas of the agency
- ★ Confirm that provider has scheduled change team meetings

Peer Mentor Tools

- ★ Reviewed the Nominal Group Process
- ★ Flowcharting
- ★ NIATX website- Promising Practices
- ★ How to measure change
 - Next available appointment tracking/graphing forms
 - No-show tracking/graphing forms
 - State Feedback
 - Bottom line

Mentoring Styles

Know when to listen, when to tell

- ★ When in doubt, listen
- ★ Respect organizational lines of authority and roles
- ★ There may be times when you need to add structure and guide them
- ★ Be prepared to help providers focus on getting buy-in from staff

Support for Peer Mentors

Monthly Conference Calls:

- ★ Within state

 - (Mentor call third Wednesday of the Month 2pm CT)

 - (All staff call fourth Wednesday of the Month 2pm CT)

- ★ STAR=SI Peer Mentor Interest Circle Call

 - (second Monday 10am CT)

- ★ Ongoing support from Iowa Program Coordinator

Site Visits for Peer Mentors

- ★ Next step – Call provider and schedule a site visit

(See Sample Initial Site Visit Agenda in Project Monitoring Presentation, slides 12-14)

- ★ Schedule ongoing site visits and phone calls with provider

Keep Peer Mentors Involved:

- ★ Include on provider phone calls
- ★ Include in trainings for providers
- ★ Include in Learning Collaborative
- ★ Include in National Summit
- ★ Include their feedback in Process Evaluation; for future trainings and for the Bi-annual Report (Mentor's turn in Tri-annual reports)
- ★ Include in Recruitment Activities

Mentoring Overview

As described by an Iowa
Peer Mentor - Mark Dodd

Know Your Role

- The Providers are the Experts & Owners of Their System
- Work through the Change Leader
 - Don't usurp his/her confidence or position
- Teach the Process
 - Don't fall into being the Problem-Solver/Expert
- Teach Trust in the Process
 - Avoiding the Expert Trap models, provide support and build rapport with the Change Leader

Emphasize K.I.S.S. (Keep It Simple Stupid)

- Baseline Data & Ongoing Data Collection
 - Must hold agencies accountable for collecting this info
 - How they'll know a change is an improvement
- One Change at a Time
- Communication, Communication, Communication

Fail, to Succeed

- The Organization willing to fail quickest, learns quickest (from Breakaway by Charles Fred)
- Not all Changes are Improvements
- All Improvements are Changes
- Success Eliminates as many Options as Failure (Tom Robbins)

Motivational Interviewing (MI) uses for Peer Mentors

- Collaboration: MI involves a partnership that honors others' expertise and perspectives.
- Evocation: The resources and motivation for change are presumed to reside within each person.
- Autonomy: MI affirms a person's right and capacity for self-direction and facilitates informed choice.

MI - Traps to Avoid

- Righting Reflex
- Expert
- Premature Focus

MI – Readiness for Change

- A key aspect of MI is to reframe resistance as ambivalence which allows for a “both/and” discussion rather than an “either/or” discussion.
- When assessing readiness for change it is important to assess both Desire/Importance and Ability/Confidence.

MI – Modeling the Skills

- A benefit to using MI in Peer Mentor work is to model the principles and skills to the
 - ~Change Team and especially the
 - ~Change Leader since s/he will be facing many of the same challenges as the Peer Mentors.



Recruiting Peer Mentors

Recruiting Year Two Peer Mentors

- Past Experience
- Come from agencies that use the process and get good results
- Served as a change leader on one or more change teams that have successfully moved at least one aim
- Have been involved with several change cycles, including some that resulted in improvement and some that did not

Recruiting-Continued

- Good facilitator (respected by management and staff alike)
- Good listener
- Comfortable with data
- Good motivator, enthusiastic about rapid cycle improvement
- Have a good working knowledge of NIATx PDSA model and 5 principles of innovation and are able to articulate them to others

Current Availability & Dedication

- Willing and able (e.g. supervisor okays) to take the time to serve as a mentor
- Track record, from past participation
- Interest in improvement: Have done a PDSA in their personal lives (to show that they routinely practice what they'll preach...)

Selecting Year Two Peer Mentors

- State Change Leader will send out a letter to all current providers soliciting for peer mentors June 27, 2007.
- All interested providers must submit application back to the State Change Leader by July 17, 2007.
- Current peer mentors, NIATx coach and state core team will review and choose year two mentors.

Peer Mentor Assignments

- Match to providers / mentees:
 - By geographic location?
 - By similarity in environment or populations served?
 - Personalities?

Lessons Learned From Other States?
