

Appendix 2

We are working to determine if health centers can implement a policy that will increase the likelihood and the ease with which cost of care conversations with patients will be initiated by a member of the health center staff. We are conducting a readiness assessment.

Readiness Questions	Response
Defined Need	
<p>1. Has your health center clearly defined the need to improve the understanding of their users as to the costs of various health care services?</p> <p>An organization is likely to be ready to be part of this initiative when it has objective information to support the need for improving patient cost understanding. Objective information can come from analysis of utilization/billing data, patient satisfaction data, and staff recommendations.</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
Readiness for Change in Culture	
<p>3. Is now the right time for implementing a performance improvement project (i.e., it will not compete with other major changes currently being made at your institution)?</p> <p>If your organization is currently experiencing many changes, it may not be the ideal moment to begin integrating a practice change into the health center setting. Attempting to manage multiple change efforts at the same time can jeopardize the effectiveness of the organization's ability and employees' willingness to implement and sustain the effort. The program may be viewed as a distraction rather than a solution.</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
<p>4. Is a culture change that emphasizes the importance of cost of care conversations with the health center users feasible and acceptable?</p> <p>The goal of this initiative to engage in dialogue with the patient to improve care cost understanding and developing a culture that will accept change. This change may involve giving people freedom and discretion, encouraging risk-taking and speaking up, giving permission to find team-driven solutions. Your institution must be willing to change its culture and processes.</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
<p>5. Will your institution's leaders support culture change and the effort required to implement and sustain this initiative?</p>	<p><input type="radio"/> Yes</p>

<p>It is critical that the leadership of the organization actively support and champion the practice change. Leaders need to understand the requirements of the initiative and be willing to provide the personnel, time, and resources required to successfully implement and sustain the change. In addition, it is important for leaders to understand their role in sponsoring, evaluating, enabling, or modifying the behaviors necessary to shape and maintain the practice or teamwork behavior changes.</p>	<input type="radio"/> No
<p>Sustainment of the Change</p>	
<p>9. Will your organization be willing to measure and assess progress and continuously improve processes?</p> <p>For continued success, the organization needs to view the practice change as a process rather than an event. It is important that your organization continually measure the ongoing effectiveness of the initiative. This enables the site to know whether the initiative is successful and to publicize that success to gain additional staff buy-in or to make changes to the initiative.</p>	<input type="radio"/> Yes <input type="radio"/> No
<p>10. Will your organization be able to reinforce and reward positive teamwork behaviors and improvements in processes?</p> <p>To become accepted practice, positive teamwork behaviors and improvements in processes and outcomes need to be reinforced and rewarded. Leaders, champions, and coaches should be willing to provide ongoing feedback to others within the organization. Successes need to be formally recognized and showcased throughout the agency. These activities help maintain the momentum needed to sustain a culture of teamwork and broadened team membership.</p>	<input type="radio"/> Yes <input type="radio"/> No

*Adapted from TeamSTEPPS®: Strategies and Tools to Enhance Performance and Patient Safety
<http://teamstepps.ahrq.gov/ahrqchecklist.aspx>