

Supplemental material for

Sweeney SM, Baron A, Hall JD, et al. Effective facilitator strategies for supporting primary care practice change: a mixed methods study. *Ann Fam Med.* 2022;20(5):414-422.

Supplemental Table 1. EvidenceNOW Clinical Quality Outcome Measures

Measure	Description (CMS e-quality measure, National Quality Forum measure)	Source of data
<p>Proportion of patients in a practice at risk for CVD receiving guideline-concordant care (ABS) Data will be reported for the practice overall, and stratified by gender, race, ethnicity, age, and insurance type.</p>	<p>(Aspirin, A, CMS164v4, NQF0068) Patients within each practice who are: 18 years of age and older who were discharged alive for acute myocardial infarction, coronary artery bypass graft or percutaneous coronary interventions in the 12 months prior to the measurement period, or who had an active diagnosis of ischemic vascular disease during the measurement period, and who had documentation of use of aspirin or another antithrombotic during the measurement period.</p>	<p>Medical Record (EHR extraction/chart reviews); collected by Cooperatives; shared with ESCALATES</p>
	<p>(Blood Pressure, B, CMS165v4, NQF0018) 18-85 years of age who had a diagnosis of hypertension and whose blood pressure was adequately controlled (<140/90 mmHg) during the measurement period.</p>	
	<p>(Smoking, S, CMS138v4, NQF0028) 18 years and older, who were screened for tobacco use 1 or more times within 24 months AND who received cessation counseling intervention if identified as a tobacco user.</p>	

Supplemental Appendix 1

Practice Facilitator In-Person Interview

- First, would you walk me through a typical day working on EvidenceNOW?

Probes:

- How many practices do you work with?
- How do you prepare for a visit?
- What are you doing when not in a practice?

- In the context of EvidenceNOW, could you tell me about the strategies you use and the thought process you have when working with practices?

Probes:

- How much flexibility is there in the work?
- What is the process by which improvisation is happening?
- How do you and the practice decide what to work on?
- When you think about your work, what are the most important things that you do?
- Can you tell me about any role for data (quality measures, patient lists, etc.) in the work you do?

- Think about the practice(s) that we visited together, how does this/these practice(s) compare to other EvidenceNOW practices you work with?

Probes:

- Similarities? Differences?
- How do you adapt your approach for different kinds of practices?
 - Can you provide some examples or a story to illustrate this?

- Tell me about how your role functions with the other roles in the EvidenceNOW care team (HIT, Extension Agent)?

Probes:

- How do you work with these other roles?
- How are these roles delineated?

- What advice would you give to other people in your position trying to support practices in similar ways?

Probes:

- *What information would be helpful in thinking about implementing this work in other regions?*
- *How do you envision this work happening in this region in the future?*

Supplemental Appendix 2

Practice Facilitator Phone Interview

1. Would you please tell us about your background and experience working as a practice coach/facilitator?

- What facilitator training did you have prior to [Cooperative EN project name]?
- How many practices did you work with on [Cooperative EN project name]?
 - Across how many waves/over what time frame?
- How many years of experience have you had as a facilitator or coach?*

2. Can you tell me a little bit of background about the particular practice we're talking about today?

- How long have you worked with this particular practice?*
- Did you work with this practice prior to [Cooperative EN project name]?*
- How experienced were they in terms of QI when they joined [Cooperative EN project name]?
- What is the practice's culture and leadership like?
- What is the level of burnout among practice members?
 - a. Was this a factor in their ability to work with you and make changes?
- What is/was your role in working with this practice? (e.g. consultant, coach, etc.)

3. What work did you do in this practice as part of [Cooperative EN project name]?*

- How did you approach this work?
- How did the practice react to the intervention and your suggestions?
- What changes did they ultimately make?
- How do you think these changes helped improve cardiovascular preventive care in this practice?
- How do you think these changes improved the practice overall?

4. What did you work on specifically for....?

- Aspirin?
- Blood pressure control?
- Smoking cessation screening and counseling?
- Cholesterol management?
- Did they work on ABCS together or one at a time? How were decisions made on what to work on?

5. Could you walk me through *how* you worked with this practice? For example:

- Who did you work with?
- How did they decide who would work with you?
 - Did you work with any others?
- Did they have a formal QI team or specific individuals with the responsibility for working with [Cooperative EN project name]?
 - Tell me about the types of meetings you had, what you did in these different kinds of meetings

6. How did you use data in the quality improvement process?

- What was their ability to extract measures from their EHR and use them for QI?
- How did you get data for QI?
- What did the practice do with these data?
 - [If relevant] Were they able to use a dashboard?
 - What kind of feedback did you provide? How often?

7. We have ABCS data for this practice at baseline and at a third quarter data point. Aspirin went from X to X; BP went from X to X and Smoking went from X to X. What are your thoughts about these data? How might you make sense of these changes based on your work with the practice?

8. EvidenceNOW was both about improving ABCS and improving the practice's skills to make other quality improvements. In what ways do you feel that you helped this practice build its skillset beyond working on the ABCS?

9. What strengths did this practice bring to working with you?

10. What were the challenges this practice experienced during the change process?

- How motivated was this practice to change?
- How responsive were they to your suggestions?

11. We understand that [Cooperative EN project name] offered practice support beyond facilitation, including [customize to Cooperative: expert consulting, peer-to-peer events, learning collaboratives, etc.] can you tell me if this practice participated in those other types of support?

- If so, what do you feel the practice may have gained from those other types of support based on your experience working with them?

12. What else, in your opinion, is important to know about this practice in order to understand their experience with EvidenceNOW and what helped them accomplish the care changes they made?