Guide for Undertaking a 3-Part Data Review

Introduction

A key part of the population health journey is to understand the needs and assets of the patients and individuals in your chosen population. This understanding is core to defining aims, engaging the right partners in the work, and designing effective, equitable, and sustainable care and service delivery systems. While focusing on needs is an important part of the process, solely using this approach can focus only on deficiencies within a population. This is why it's also key to consider an assets-based approach, which suggests that all individuals and populations have multiple strengths and capacities which could be harnessed to make them thrive more fully.

Three-Part Data Review Process

One way in which you can explore the assets and needs within a population is through conducting a three-part data review. This includes looking at:

1. **Reviewing available data on the population to identify overall patterns** that impact the chosen population
2. **Engagement with care teams and professionals providing care or supporting the population** to understand their perspective on the chosen population's greatest needs and assets
3. **Patient/client/individual interviews and engagement** to understand their experience and perspective; to understand what is important to them, the real-world challenges they face in managing their health and living situations, and what might help

The following templates offer ideas for how to record your team's learning as you undertake the data review. Please feel free to adapt these templates so they work for your particular context.

Part 1: Quantitative Data Review and Distillation Guide	• Overview and questions to guide reflection and distillation of learning
Part 2: Care/Service Provider Interview and Distillation Guide	• Questions to use with care teams and professionals providing care or supporting the population • Guidance for reflection and distillation of learning
Part 3: Patient/Client Interview and Distillation Guide	• Overall guidance for interviews and informal conversations with patients, clients, and/or community residents • Interview questions and reflection templates • Guidance for reflection and distillation of learning

Adapted from tools developed by IDEO, CareOregon, the Institute for Healthcare Improvement, and East London Foundation Trust

Part 1: Quantitative Data Review

Review available data on the population to identify overall patterns that impact your chosen population. Use the worksheet to make notes. Note, this needs to be a quick and pragmatic exercise, taking no more than two weeks.

Understanding What Data is Available	
What do we know about the needs and assets of this population from existing data?	
What data do we have access to that might help us learn more about the population?	
What external data would be really useful to look at? Who could help us get access to this?	
Distilling Learning	
Summarize what you learned from this data. What themes emerged in terms of needs and assets?	
What, if anything, surprised you? What new questions do you have?	

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Part 2: Care/Service Provider Interview and Distillation Guide

Below is a worksheet with questions to have conversations with care teams or professionals that work with or support the population to understand their perspective on the chosen population's greatest needs and assets.

A. Questions

Learn about how each care team or professional supports patients or clients:

- What services do you deliver to this group?
- Who directly supports the patients/clients?
- What eligibility criteria do you have in place, and why?
- Do you see any weaknesses/problems in this?

Get people's perspectives on when things go wrong:

- What is preventing people from this group from thriving?
- What is contributing to people deteriorating or getting into crisis?
- What keeps you up at night? Where do you get stuck in supporting people in these populations?

Get people's perspective on the system:

- What do you think is missing from the broader system in the way we support people from this group?
- Do you feel the system supports people at the right time?/in the right way? If not, what changes should we make?

Get a deeper understanding of assets:

- What strengths and assets can you identify in this group that help them stay well?
- How good do you feel the system is at recognizing these strengths and assets?
- How good do you feel the system is at leveraging, supporting, and strengthening these assets?

Blue-sky thinking:

- If you could create/design a new system for this population, what would it be?
- What would the key elements be?

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B. Reflection and Distillation of Your Provider Interview Learning

What have we learned about the most important assets to people, that we may be able to strengthen/leverage in our work? What have we learned about the root causes of utilization and poor health?	What needs are unmet?
	What assets do people draw on?
What interventions have been suggested from what we have learned?	
Any other learning?	

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Part 3: Patient/Client Interview and Distillation Guide

A vital part of the 3-part data review is getting the perspectives of the people you serve. You will need to interview 10 to 15 people from the population you have identified to work with to understand their perspectives on their assets and needs. The goal of these interviews is to understand:

- People's experience and perspective;
- What is important to them;
- The real-world challenges they face in managing health and living situations;
- Determining their assets and resiliency; and
- What will help them thrive.

A. Overall Guidance

STEP 1: FIND SOMEONE YOU CAN SPEAK TO

People need to be willing to speak to you about their personal experience of a challenge. They may have been the subject of the challenge or event, or they may have been the lead caregiver or support for someone going through it. You will need to interview them for approximately 20 - 60 minutes, in a place where they feel safe to have the conversation.

STEP 2: CLARIFY HOW INFORMATION WILL BE USED

Firstly, be clear about how the information gathered will be used; for example:

- The purpose of this interview is to guide our work to improve our services and how we support (insert population group). (Provide further detail about the population health and equity work you are involved in.)
- We record your initials on the interview form, to help with our own record-keeping. These will not be shared with anyone else.
- We will also record some basic information to help understand any patterns.
- In general, we will be looking at themes, but we may want to include a specific experience/piece of feedback in materials we create – this will be anonymous. Let us know if you're not happy to have specific examples used in this way at the end of the interview.

STEP 3: HAVE A CONVERSATION & LISTEN CAREFULLY

Patients are often the most overlooked source of deep insight into the challenges and barriers that are the core root causes of health, well-being, and equity. The art of these interviews is to take off the "health care hat" and use deep listening skills. Using the principles and discussion guide included on following pages, have a free-flowing conversation with them. It is important that you approach this with an open mind, leaving your preconceptions and prior knowledge at the door, and instead being curious like someone learning about something for the first time. It is also essential that you treat your collaborator with the utmost respect - they have been kind enough to share their experience with you even though it may not be pleasant for them.

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STEP 4: REFLECT ON WHAT YOU HEARD

Following the conversation, take 15 minutes to write down 10 or so things that stood out to you, especially things that were unexpected, that you would not have guessed or thought of ahead of time. Use the guidance at the end of this document to reflect on and distill your learning.

B. Interview Tips

Here are some principles we keep in mind when conducting interviews to spur insight and innovation:

BUILD RAPPORT Don't jump straight into emotional questions. Have them talk you through the facts first and then come back to ask them how it feels/felt.	LET THEM SPEAK This is not a rushed Q&A. Let your collaborator finish their sentences even when they pause, this is about their experience. Do not correct them - this is about their understanding, opinion, and experience so there is no wrong answer. *NOTE: If you think there is a safety risk, suggest they speak to a clinician or professional service provider at the end of the interview.*
FOCUS ON "HOW" NOT "WHAT" Try to get your collaborator speaking about the nature of the experience, rather than just the steps involved. The "what" will emerge from the "how" anyway.	LOOK & LISTEN BETWEEN THE LINES If in person or by video, look for their facial expressions and probe on what you see. Listen to their tone of voice, what is that telling you about their feelings regarding this topic. Confirm your guesses with questions. Listen also for interesting comments that stop short - prompt them to complete those side-stories that may seem irrelevant.
USE OPEN-ENDED QUESTIONS Most of the conversation should be based on open questions like: "Tell me about...?" or "Describe what happened when...". Follow up with "Why?" and "How did that go?", and only occasionally confirm your understanding with "Am I understanding correctly that...?"	LET THEM WANDER (A LITTLE) Sometimes the most interesting learnings come from unexpected diversions. If they start speaking about a particular incident, or adjacent experience, that may not seem perfectly on target let it play out a little - you might gain a new perspective. On the other hand, don't let the conversation digress to baseball or what you did last weekend!
HELP THEM DEFINE THE ALTERNATIVE Prompting your collaborator to describe an improved alternative experience helps expose what they liked and didn't like about the actual experience. Ask "How could it be better?"	HAVE THEM SHOW YOU Sometimes it is useful to have them sketch things out (tangible or abstract diagrams) on a piece of paper.

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C. Client Discussion/Interview Questions Template

Date:	Initials:	Interview No:

INTRO Tell me about a typical day for you? What does a good day look like? How has this changed over the years?	**LOOKING BACK ON AREAS OF YOUR LIFE…** What did you struggle with? Who helped / did not help? What was helpful or not? How did you feel? What would you change?
AND NOW… What do you need to manage? What do you worry about? Where do you struggle now? Who helps / does not help? What do you wish for?	**OVERALL** Who are the most important people in this situation? What supports and services are most critical? What's missing? How might you help others in a similar situation? What did I not ask that I should have?

Gender:	Race/Ethnicity:
Please adapt this table if other areas of focus would be useful for your project.	

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D. Client Discussion/Interview Notes and Reflections

Interview Date:	Interview Number:
Question	Answer
What strengths and assets are reflected in the answers?	
What needs are going unmet?	
What did the system do that made it worse?	
What gaps have been identified?	
Any other themes emerging?	

E. Reflection and Distillation of Your Client Interview Learning

<table>
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