Motivational Interviewing from Theory to Practice:
Engaging the Patient Throughout the MTM Encounter

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Today’s Objectives

• Explain the “spirit” and guiding principles of Motivational Interviewing (MI)
• Summarize the purpose and impact of MI in health care settings
• Apply skills for incorporating MI during a medication therapy management (MTM) encounter
• Propose strategies to encourage and sustain MI in MTM encounters within your program
Ambivalence

• Uncertainty or indecisiveness as to which course to follow

• All change contains an element of ambivalence
## History of Motivational Interviewing

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</table>
| 1983  | - Brief intervention for problem drinking  
|       | - Active + Empathetic >> Passive + Confrontational |
| 1991  | - First edition of MI published (Miller & Rollnick) |
| 1990s | - Used for other health problems, including chronic diseases |
Traditional Counseling

- Patient = passive in decision-making
- Pharmacists give advice; patient listens and is expected to follow instructions
- Pharmacists have a goal for the patient
“Spirit” of MI

• Collaboration
  – Partnership with the patient
  – Gain patient’s trust
  – Joint decision-making process

• Evocation
  – Elicit internal motivation from the patient
  – Request information from the patient

• Autonomy
  – Responsibility lies with the patient
  – Patient identifies solutions and ways to change behavior
RULE – Principles of MI

- Resist the righting reflex
- Understand patient’s own motivations
- Listen with empathy
- Empower the patient
Resist the righting reflex

- First inclination of a pharmacist is to set things right
  - This can have a paradoxical effect
  - Natural human tendency to resist persuasion

- Roll with resistance

- Avoid argumentation
Resist the righting reflex

• **Pharmacist:** Well, if you did decide to exercise more, that would not only help your knee but also help you lose weight and improve your mood, you know.

• **Patient:** Yes, I know all that. But I can’t help thinking that if I exercise while my knee hurts, even with gentle things like swimming, that I am doing more damage to it, despite what you say.
Understand patient’s own motivations

- Take interest in patient’s own motivations and what they believe in
- Evoke and explore patients’ perceptions about their current situations and their motivations for change
- Develop discrepancy
  - Change is motivated by a perceived discrepancy between present behavior and patient’s goals and values
RULE – Principles of MI

Understand patient’s own motivations

• What do your friends and family think about you smoking?
• How do you feel when your blood sugar is high?
RULE – Principles of MI

Listen with empathy

• Demonstrates informed recognition of, and respect for, the patient’s personal circumstances without judgement

• Answers are with the patient
  – It’s more about listening than telling
RULE – Principles of MI

Listen with empathy

- **Patient:** I haven’t been feeling that good. I am working too hard and haven’t been exercising enough, you know what I mean?
- **Pharmacist:** You’re working a lot and haven’t been feeling quite right.
- **Patient:** Well, I thought it was just that, but then I started feeling tired and weak and short of breath. I feel like things are getting out of control.
- **Pharmacist:** Like there’s not enough time to look after yourself.
- **Patient:** That’s exactly right. I have to sort this out and get back to my exercise routine.
Empower the patient

• Support patient’s hope that change is possible and that they can make a difference in their health
• Patient should be active in the consultation
• Patient is the expert
  – Enable the patient to use their own knowledge, experiences, and skills to identify ways to create change
Empower the patient

- **Patient:** I am going to start walking 30 minutes twice a week but I don’t think that I am doing enough. I feel like my health is going on a downward slope.

- **Pharmacist:** Ms. C, you are well on your way to better health because you are thinking about lowering your cholesterol and committing to walking will help you achieve this goal.
“People are generally better persuaded by the reasons which they have themselves discovered than by those which have come in to the mind of others.”

- Blaise Pascal, 17th century French polymath
MI Literature
# Articles

<table>
<thead>
<tr>
<th>Health Category</th>
<th>Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol/Drug Abuse/Tobacco/Gambling/Mental Health</td>
<td>210</td>
</tr>
<tr>
<td>Health Promotion/Exercise/Fitness</td>
<td>18</td>
</tr>
<tr>
<td>Human Immunodeficiency Virus.Acquired Immunodeficiency Syndrome</td>
<td>17</td>
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<tr>
<td>Diet/Lipids</td>
<td>15</td>
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<tr>
<td>Cardiovascular Health/Hypertension</td>
<td>12</td>
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<tr>
<td>Diabetes</td>
<td>9</td>
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<tr>
<td>Medical Adherence</td>
<td>8</td>
</tr>
<tr>
<td>Eating Disorders/Obesity</td>
<td>6</td>
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<tr>
<td>Emergency Room/Trauma/Injury Prevention</td>
<td>4</td>
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<tr>
<td>Asthma/Chronic Obstructive Pulmonary Disease</td>
<td>3</td>
</tr>
<tr>
<td>Brain Injury</td>
<td>2</td>
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</tbody>
</table>

*As of 2008*
Impact of MI in Health Care Settings

- **Settings:** ED, HIV clinic, home health, hospital, primary care
- **MI Providers:** physicians, nurses, dieticians, mental health professionals

<table>
<thead>
<tr>
<th></th>
<th>$K$</th>
<th>Mean (SD)</th>
<th>Min/max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total minutes in treatment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MI</td>
<td>43</td>
<td>106.01 (92.39)</td>
<td>15–480 min</td>
</tr>
<tr>
<td>Comparison/waitlist</td>
<td>40</td>
<td>29.98 (72.39)</td>
<td>0–300 min</td>
</tr>
<tr>
<td>Face-to-face sessions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MI</td>
<td>45</td>
<td>2.60 (1.95)</td>
<td>1–10 sessions</td>
</tr>
<tr>
<td>Phone sessions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MI</td>
<td>20</td>
<td>3.00 (1.92)</td>
<td>0–7 sessions</td>
</tr>
<tr>
<td>Hours to train providers in MI</td>
<td>24</td>
<td>17.92 (11.39)</td>
<td>4–40 h</td>
</tr>
<tr>
<td>Rigor rating of studies</td>
<td>51</td>
<td>12.51 (2.59)</td>
<td>7–17</td>
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</table>

$K =$ number of studies contributing data; Three studies delivered MI via phone w/o face-to-face interactions; 17 studies utilized a combination of phone and face-to-face delivery
Impact of MI in Health Care Settings

OR = 1.55 (1.40 – 1.71); P<0.001 \( \rightarrow \) represents a 55% increased chance of MI producing a positive outcome relative to comparison interventions

**Beneficial effects**
- HIV viral load
- Dental outcomes
- Death rate
- Body weight
- Alcohol/tobacco use
- Sedentary behavior
- Self-monitoring
- Confidence in change
- Approach to treatment

**No significant benefits**
- Eating disorder
- Self-care behaviors
- Heart rate

OR = Odds Ratio
Impact of Telephone-based MI on Medication Adherence

• **Delivery methods:** in-person + telephone, telephone with educational materials, telephone with cognitive-behavioral techniques

**Beneficial effects**

• HIV
• Osteoporosis
• CV disease and/or diabetes
• Kidney disease and diabetes
• Ulcerative colitis, and
• Mental illness

**No significant benefits**

• Osteoporosis
• High blood pressure, and
• HIV
## Telephonic Intervention for Multiple Sclerosis Patients

<table>
<thead>
<tr>
<th>Intervention</th>
<th>% discontinuation of interferon beta-1α at 3 months*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephonic counseling</strong> (n=172)</td>
<td></td>
</tr>
<tr>
<td>• Received call every 2 or 4 weeks</td>
<td></td>
</tr>
<tr>
<td>• Software-supported counseling intervention</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Standard of care</strong> (n=195)</td>
<td></td>
</tr>
<tr>
<td>• Access to call center via toll free number</td>
<td></td>
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<tr>
<td></td>
<td>8.7</td>
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</tbody>
</table>

*P=0.001
Why MI in MTM Encounters?

• **Goals of MTM** (Medicare Modernization Act of 2003)
  – Detect adverse events
  – Improve medication adherence
  – Detect patterns of inappropriate medication use
  – Provision of education and counseling to improve understanding of medications

• Implementing MI in your MTM encounters can make your MTM encounters more successful and help achieve the goals mentioned above
Pillars of Improved Adherence

- Design right medication regimen
- Address behaviors & preferences of individuals
- Reduce drug cost barriers
No matter what your professional training or where you work, if you can devote a small amount of extra time with your patients to build relationship and evoke change talk, you can expect 10 – 15% additional improvement across a wide variety of behaviors and medical outcomes.

Incorporating MI Skills During an MTM Encounter
MI Skills Overview

• Resolve ambivalence
• OARS
• Change talk
  – DARN-C
  – Guide motivation for change
• Elicit – Provide – Elicit
Core Communication Skills

- Allows for flexibility within a consultation
- Use of one style versus another may depend on your purpose
- Shift styles as needed
- Use expertise effectively

Effective directing, guiding and following

- Listening
- Asking
- Informing
Ambivalence

Key element of MI is resolving ambivalence in the direction of change!

OARS of MI

Open-ended questions

• Cannot be answered with a “yes” or “no”
• Fosters sharing of information
• Encourage the patient to do most of the talking
• Questions that begin with: who, what, where, when, why, how….
OARS of MI

Open-ended questions

• What concerns do you have about your medications?
• How do you think your medications are working for you?
• Tell me what you like about smoking.
OARS of MI

Affirmations

• Genuine statements of recognition of patient’s efforts/perspective
• Acknowledge the efforts – no matter the ‘size’
• Recognize and respect difficulties faced by the patient
• Helps patient not to focus on “failures”
Affirmations

• Congratulations on cutting down on smoking from 2 packs/day to 5 to 6 cigarettes/day.

• I’m truly impressed with your ability to take your medications with all the other things you have going on in your life.

• I appreciate your honesty in telling me that you do not want to discuss ways to help you quit smoking at this time.
OARS of MI

Reflective Listening

• Active listening and summarization based on your interpretation (in a non-judgmental way)
• Helps understand patient’s perspective
• Gives the patient a chance to correct any misinterpretations
• Helps reinforce patient’s own positive statements about change
OARS of MI

Reflective Listening

“It sounds like….”

“If I hear what you are saying…”

- **Patient:** *I am so sick of being told that I need to quit smoking. Well I don't want to, and I am not going to.*

- **Pharmacist:** *It sounds like you're tired of being told to quit smoking.*
OARS of MI

Summary Statements

• Given as part of reflective listening
• Helps to recap the discussion
• Transition to another topic allows the patient to review both sides of their argument/ambivalence about the change
Ok, good. I’ll follow-up with your doctor regarding your current smoking status. To summarize, you feel like you are doing well with smoking 5 to 6 cigarettes/day and that decreasing further is not an option at this time. However, you may be amenable to discussing some treatment options in the future. Did I miss anything?
“Change talk”: DARN-C

<table>
<thead>
<tr>
<th><strong>Desire</strong></th>
<th>Preference to change versus status quo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ability</strong></td>
<td>Ability to take action</td>
</tr>
<tr>
<td><strong>Reasons</strong></td>
<td>Specific reason(s) for why change would be helpful</td>
</tr>
<tr>
<td><strong>Need</strong></td>
<td>‘importance’ for why change is being sought after</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>Likelihood to follow-through on the identified ‘change’</td>
</tr>
</tbody>
</table>
### “Change talk”: DARN-C

<table>
<thead>
<tr>
<th>Desire</th>
<th>– I want to manage my diabetes better.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability</td>
<td>– I can start taking my medication twice daily.</td>
</tr>
<tr>
<td>Reasons</td>
<td>– I know that lowering my blood sugar will reduce my risk of heart attack, blindness, and kidney problems.</td>
</tr>
<tr>
<td>Need</td>
<td>– I need to take my diabetes medicine so that I stay healthy.</td>
</tr>
<tr>
<td>Commitment</td>
<td>– I will get a pillbox so I can make sure to take my medication twice daily.</td>
</tr>
</tbody>
</table>
“Change talk”: DARN-C

Commitment level may vary

- **Low commitment** statements
  “I will try…” or “I hope to…” or “I will think about…”

- **High commitment** statements
  “I will…” or “I am going to…” or “I promise…”
Guiding Motivation for Change

• Assess importance, confidence and readiness to change

Examples:
– How important is it for you to quit smoking using a scale of 1 to 10 where 1 is not important at all and 10 is very important?
– Why did you give a rating of a four and not one?
– What would it take for you to give a rating of a 5 instead?
– If you decide that you are going to cut down on the number of cigarettes you smoke, how confident are you that you could achieve that goal?
Guiding Motivation for Change

• Explore ambivalence: the pros and cons of change

Examples:
– What do you think will be the benefits of quitting smoking?
– What are some of your hesitations about quitting smoking?
– What are your thoughts about the two sides of argument that you present?
Elicit – Provide – Elicit

• **Set the agenda** – determine what the patient may want to work on

• **Listen/reflect** on patient’s response

• **Elicit permission** before giving information

• **Provide information** in a neutral way

• **Elicit patient’s understanding** of information provided

• **Listen/reflect** on patient’s response

• **Summarize and guide** a plan for change, if patient is ready
Don’t Fall Into Traps

• **Expert trap**
  – Providing information without patient asking for it
  – Ignoring patient’s views/perspective
  – Removing patient from being an active partner in decision-making

• **Premature focus trap**
  – Describing your view of the problem
  – Addressing behaviors that need changing
Don’t Fall Into Traps

• Question-Answer trap
  – Being the leader of the conversation
  – One question after another
  – Takes away patient autonomy

• Confrontation-Denial trap
  – Ignoring the patient’s point of view why they think change would be beneficial
  – Present reasons why a change should occur
MI Skills Summary

• It is not necessary to use all MI skills during an MTM encounter

• **Use MI skills**
  – Based on patient’s personal situation
  – Should be a part of the overall flow of the MTM encounter

Keep the “spirit” and principles of MI in mind for your MTM encounters!
How to Incorporate MI in your Program?
Implementing MI in Your Program

- Vision & Leadership
- Resources & Time
- Quality Assurance/Quality Improvement
- Staff and Management Training
- Staff Buy-In
Staff Buy-In

• **Address ambivalence**
  – Established workflow/process/style *versus* implementing a new strategy for patient encounters

• **Ask open-ended questions**
  – “What are some of your thoughts about MI?”

• **Offer affirmations**
  – “You have embraced the MI idea and are utilizing it in your patient encounters…”

• **Reflect**
  – “It sounds like you are finding it difficult to get the patient to make a commitment; tell me more about this. What strategies have you tried in the past that have worked for you?”
Staff Buy-In

• Roll with resistance
  – Avoid power struggle
  – Arguing for change needs to occur on both ends: management and staff

• There is no one “right” answer
  – Menu of options available
  – Role-play can help

• End goal = patient goal
  – Empowering the patient to identify and make a behavior change in the interest of their health
Staff Training

• Motivational Interviewing Network of Trainers (MINT)
  – International organization committed to promoting MI practice and training

• comMIIt
  – Comprehensive Motivational Interviewing Training for health care providers

• University of Massachusetts Medical School
  – Certificate of Intensive Training in Motivational Interviewing
Quality Assurance/Quality Improvement

• Listen to telephone calls
• Direct observation of a telephonic encounter
• Empower the pharmacist to come up with their own ideas on how to improve their MI practice
• Share best practices among staff
Evaluate…

- MI skills (open-ended questions, affirmations, summaries, reflections) used?
- Questions transformed into reflections?
- Change talk recognized?
- Elicit-Provide-Elicit model utilized?
- Patient’s ambivalence addressed?
- Change talk being strengthened/responded to create commitment language?
Win-Win

Healthier Patient → Positive Health Outcomes

Reduced Health Care Costs
Win-Win

• Implementing MI in your MTM encounters can increase member satisfaction which would positively impact Star Ratings
  – Patient is more likely to complete CMR next calendar year
  – Positive outcomes when completing TMRs

• Rewarding/fulfilling experience for a pharmacist

CMR=Comprehensive medication review
TMR=Targeted medication review
Take Home Points

• Applying principles of MI to your patient encounters has the potential to elicit behavior change that contributes to positive health outcomes.

• Remember to resolve ambivalence, use your OARS, listen for Change Talk, and guide through information exchange using the Elicit-Provide-Elicit approach.

• Effective integration and implementation of MI in your program involves vision/leadership, resources/time, staff buy-in, staff training and ongoing QA/QI.
“[Motivational Interviewing] involves guiding more than directing, dancing rather than wrestling, listening at least as much as telling.”
Resources

• Books
  – Motivational Interviewing in Health Care: Helping Patients Change Behavior by Stephen Rollnick and William R. Miller
  – Motivational Interviewing for Health Care Professionals: A Sensible Approach by Bruce A. Berger and William A. Villaume (Published by APhA)

• Training Program Web Links
  – http://www.motivationalinterviewing.org/
  – http://www.umassmed.edu/cipc/certificate-programs/motivational-interviewing/overview/
References

References

