



# Spreading and Sustaining TBC

Carolyn Shepherd, MD

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It's not the innovation that matters most, it's what happens after the innovation.  
Dr. Rob Reid

# Spreading and Sustaining TBC



## Spreading TBC innovations

- Strategic steps for spread of TBC
- Tactics for spread of TBC



## Sustaining TBC innovations

- Leadership and champion roles

# Strategic Steps for Spread of TBC



## 1. Revisit and clarify strategic plan goals and aims

**Aim:** Improve patient outcomes and process performance by 15% based on system-wide implementation of team based care by 8/31/2018.



## 2. Test changes thoroughly

**System Measures:** Patient outcomes, clinical process reliability, joy in work and staff satisfaction, cost of care

# Strategic Steps for Spread of TBC



## **3. Build a change culture to improve rate of adoption**

- Push vs Pull
- Short term wins
- Management role
- More change, not less
- Sometimes includes turnover

# Strategic Steps for Spread of TBC



## **4. Develop a spread plan and process**



## **5. Dismantle barriers**

- Behaviors
- Old policies, processes, procedures



# Strategic Steps for Spread of TBC



## **6. Communication**

- Leadership and management support

**Aim**

Implement & Spread TBC Practices to all sites & Departments within 1 year

Continue to evaluate innovative practice transformation to remain sustainable

## Educate

## Communicate

measure

## Strategic Plan

100%



Identifying  
Parents &  
Siblings



**Onboard Training**

Wendy  
No longer  
the same!

Ongoing Trainings





# Summit Community Care Clinic

Team Based Care





- Started Team Based Care initiative started in 2016
- Morning and/or afternoon huddles
- Formed colored teams- expanded across all service lines (medical, dental, behavioral health)
- Recipe for success: high level of upper level management excitement around TBC and culture of “how may I help you?”





- Communication Plan and Knowledge Transfer based on IHI framework:
  - TBC was communicated at an all staff retreat (December 2017)
  - TBC is integrated into the hiring process and new staff orientation process
- Plan:
  - Team Based Care champion at CMO level
  - TBC Pod Champions appointed to facilitate peer to peer knowledge sharing and facilitate further adoption of change





- Challenges:
  - Turnover
  - Need for a standardized TBC training program to orientate new staff on TBC building blocks
- Continue to work on a systematic way to share comparative data
  - Dental clinic staff need more orientation to TBC (have multiple challenges)





- Measurement/Feedback:
  - Currently using Azara throughout the organization for population health management.
  - Responsible person for collecting and sharing data is the QI Director
  - Data is shared with all staff.
  - Currently no population health is done in the Dental Clinic.



# Strategic Steps for Spread of TBC



## Communication Table Exercise



# Strategic Steps for Spread of TBC



Criticality  
to success



# Tactical Steps for Spread of TBC



**1. Ensure local leadership**



**2. Share proven changes  
(PDSAs)**

# Tactical Steps for Spread of TBC



## 3. Review infrastructure

- Resources
- Education-training and retraining
- Technology



# Denver Health: Starting Small and Preparing for Future Spread





# Lowry Family Health Center

- One of 7 Family Medicine model FQHC's at Denver Health.
  - Other models within DH include specialty specific (IM, Peds, Women's health, School Based)
- Unique features—refugee population and family medicine residency training site

# Lowry Family Health Center



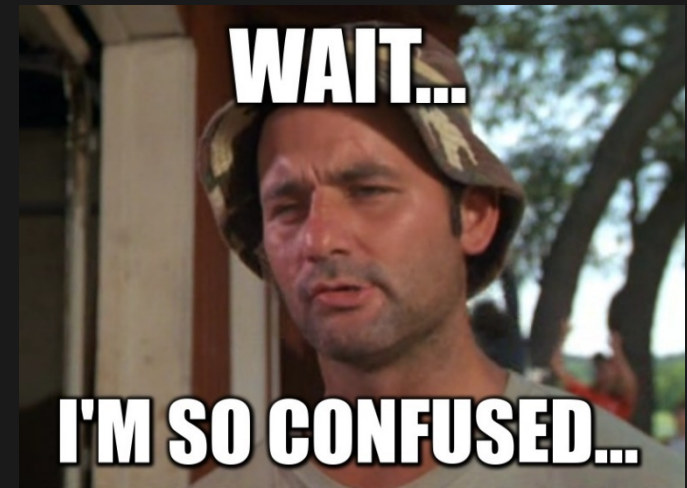


# What we did well before

- QI data collection
- Some team roles
- Integration of BH
- Self Management Support
- Engaged leaders
- Some planned care

# TBC Challenges at DH

- **Centralized scheduling**
  - TBC, what? Teams weren't obvious outside our own clinic, so a lot of mixed team scheduling .
- **Data collection not easy to get at team level**
- Multiple MAs and multiple clerks on each team.
  - Who gets what and how do we make sure it gets taken care of and not duplicated?



# AQIDC

- Gesundheit!
- Presented our journey
- Asked for 3 changes
  - Team Based Schedules
  - Team level pools for some roles
  - Team ID with PCP and Medical Home (subgroup)







# Turning the battleship... in a swimming pool

- Working on empanelment meant working with the system for all practices
- Implementing EPIC, a new EMR, in the midst of this
- Learning about priorities for the system and how to work with them, how to fit this project into them, and how to influence them

# IT Steps: How to Benefit the Whole System

- Epic request to create subgroups
  - Multiple color options to maximize spread to other clinics
  - Allows Medical Home/PCP with Team color
    - Easier for scheduling
- Request for in basket pools for MAs and clerks based on team





Make Appointment

Department: LOWRY FAM MED [10204003]Appt notes: f/uExpand notesShare notes

Visit type:Px/DxSubgroup:lowry

Recent  
Lowry Green Team [96]  
Lowry Red Team [98]  
Lowry Orange Team [97]  
Lowry Blue Team [95]

Prov/res  
Subgroup  
Dept search  
Specialty  
In network  
PCP  
Team

Patient Options  
Start search on: 3/30/2018  
March 2018  
SMTWTFSS  
25262728123  
45678910  
11121314151617  
18192021222324  
25262728293031  
Today

Advanced Options  
View: All Times, Single Provider  
RecurNo interpreter  
Auto search  
Visits in any order  
Schedule at: {Any center}  
Use patient prefsJoint times  
Combine deptsResource requests

Schedule Scanner:

Provider/Resource	Fri 3/30	Sat 3/31	Sun 4/1	Mon 4/2	Tue 4/3	Wed 4/4	Thu 4/5

Display

SearchWait ListClearCancel

Pt Type: None  
Private: No  
PCP: Stacy N Morsch, NP  
Infection: None

Pt Ver Status: Elapsed  
Pt Prim Payor: MEDICAID

MyChart: Code expired  
Tier: None  
Acct Status: None  
Medical Home: Lowry Fam Med Medic...



Appt notes: f/u

Px/Dx



Subgroup:

lowry

Recent

Lowry Green Team [96]

Lowry Red Team [98]

Lowry Orange Team [97]

Lowry Blue Team [95]

# Next steps

- Transitions of Care—inpatient follow up
- How can we maximize the use of the Medical Home team field?
- Ease of data collection

# Tactical Steps for Spread of TBC



## **4. Measurement and feedback**



## **5. Communication**

- PDSA learning from successes and failures
- Patient experience
- Staff experience

# Tactical Steps for Spread of TBC



## **6. Process for added innovation**



## **7. Follow-up to minimize variation**

# Spreading TBC Checklist



## Strategic Steps

- ☐ Communicate vision and goal
  - ☐ Revisit & clarify strategic plan
- ☐ Follow system measures
- ☐ Ensure testing of changes
- ☐ Build a change culture
- ☐ Dismantle barriers
- ☐ Develop a plan and a process



## Tactical Steps

- ☐ Communicate learning
  - ☐ Document and share PDSA results
- ☐ Focused measurement and feedback
- ☐ Provide infrastructure needs
- ☐ Ensure continued local leadership
- ☐ Provide infrastructure needs
- ☐ Develop process for added innovation
- ☐ Follow-up to minimize variation



# Sustaining TBC Innovations



## **1. Build infrastructure supports**

- Career ladders
- Succession planning
- Job descriptions
- Staffing resources, skills and competencies
- Technology

# Sustaining TBC Innovations

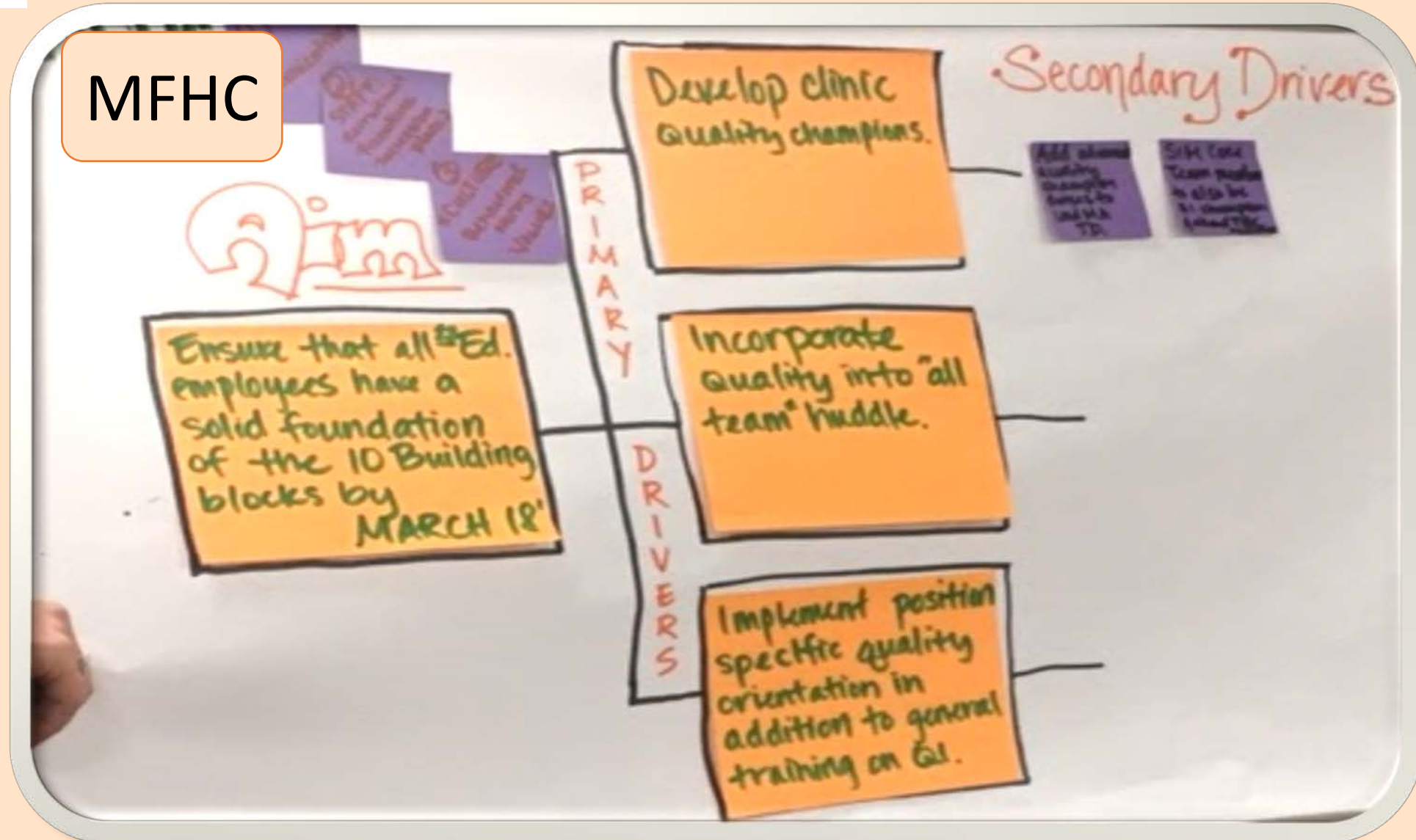


## 2. Communication

- Explicit reinforcement of TBC changes
- Alignment with organizational goals and values
  - Show how the changes are working
  - Reiterate why the old ways didn't work
  - Question how new initiatives support TBC

# Spreading and Sustaining TBC Innovations

MFHC





# Creating a culture of Team- Based Care

Mountain Family Health Centers

April 2018



# The Journey

- ◆ PCMH and creating the foundation
  - ◆ Participation in advanced education and practice transformation initiatives
  - ◆ Practice facilitators – holding accountability
  - ◆ Assessing progress
  - ◆ Realigning organization strategic and QI Plans to the quadruple aim
- ◆ Challenges
    - ◆ Turnover, scheduling and buy in to staffing changes
    - ◆ Financial sustainability
    - ◆ Making the switch from volume to value
    - ◆ Interpretation of what Team-Based Care really is
    - ◆ Time in clinic to work on QI
    - ◆ The idea of “being done”
    - ◆ Working on too many different things at different sites



# Moving Forward

## Starting “Advanced Team-Based Care”

- Remapping all workflows and including teams in changes
- Utilizing job descriptions to address where we are not utilizing staff to the best of their ability
  - Team-Based Care Workgroup!

## ◇ More about the TBC workgroup

### ◇ The right people

- ◇ Practice Managers, HRM/Call Center/Referral Manager, Billing and Front Desk Manager, Care Coordination, Behavioral health

### ◇ The right places

- ◇ These groups represent every site, including our admin sites
- ◇ No groups left behind
- ◇ QI to assist and follow-up with individual sites and groups between meetings as needed

### ◇ The right times

- ◇ Increased meeting times to every other week for an hour and a half.

### ◇ Learning from each other and prioritizing projects

- ◇ Accountability – reports progress and status of projects to the Quality Committee

- ◇ Ultimately, improved communication and follow-through

# Utilizing assessment tools

- ◆ Primary Care Team Guide Assessment
  - ◆ Current state
  - ◆ Using as a tool to educate about TBC
  - ◆ Using for project selection
  - ◆ Aligning with QI plan, 10 building blocks and the quadruple aim
- ◆ Beginning with current state of each site
  - ◆ Assess all staff at site individually with roles if possible
  - ◆ Complete as a group with discussion
    - ◆ This is often where you identify project champions
- ◆ Reassess and adjust as needed
- ◆ Engage and assess organization leadership
  - ◆ Use for comparison and gaps in interpretation
  - ◆ What we found with the first comparison



**Thank you!**

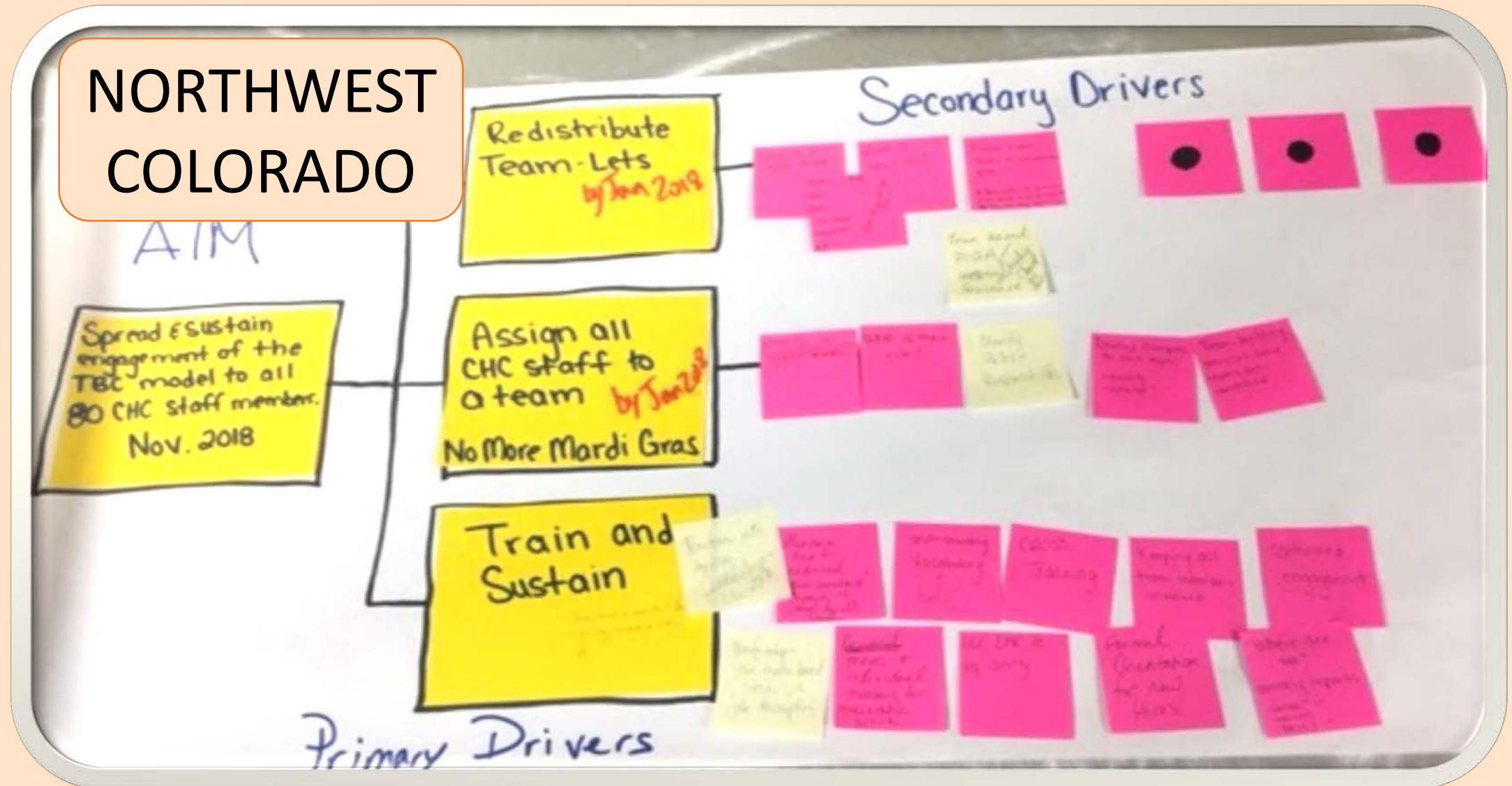
# Sustaining TBC Innovations



## **3. Building change competencies**

- Use data to measure TBC patient-centered and system outcomes
- More change, reset goals and aims
- Managers are critical to the continued execution of TBC
- Recognize desired behaviors

# AIM





# Team Based Care

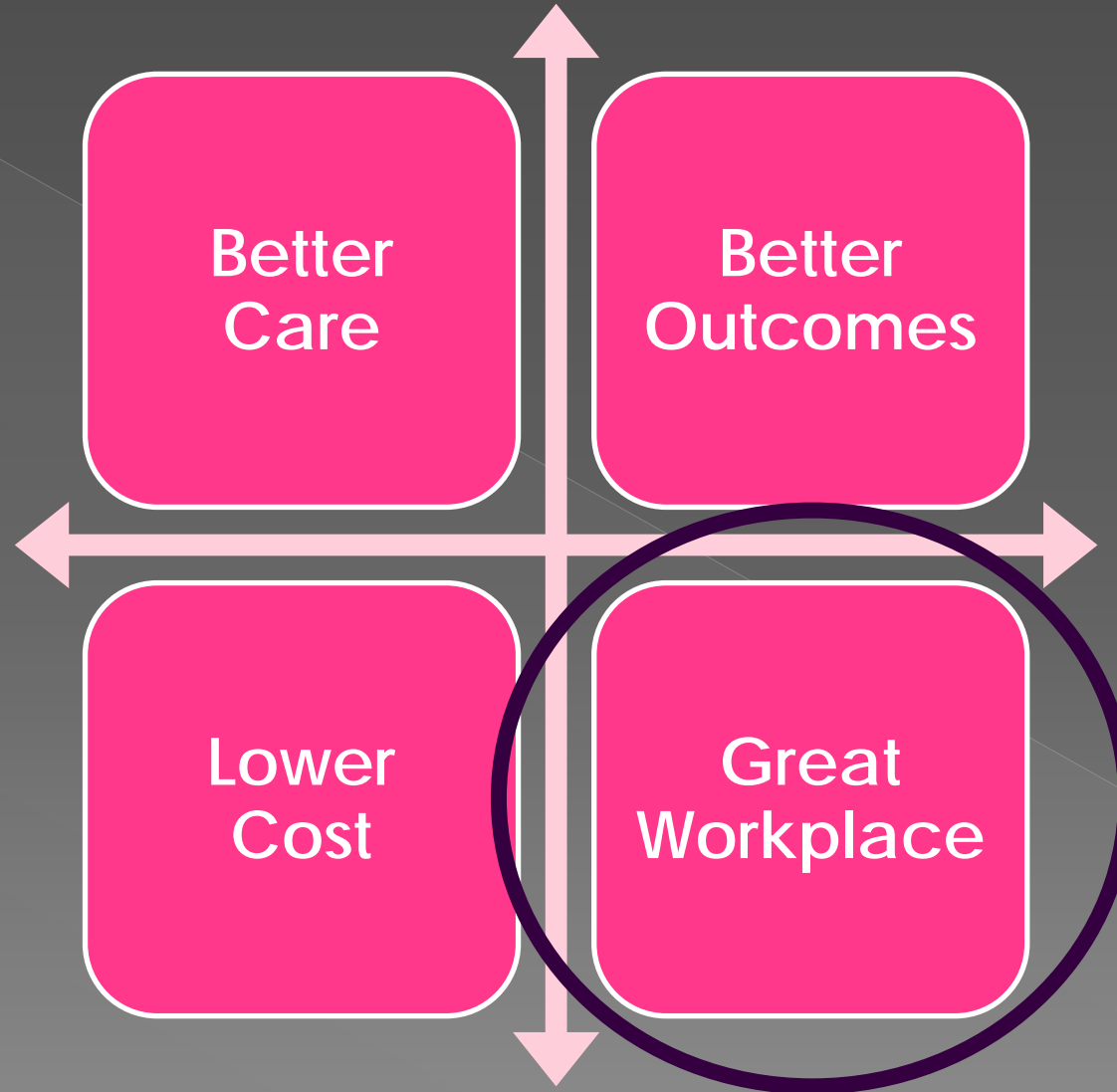
Working Together in 2018

Northwest Colorado Health  
Community Health Center  
Craig and Steamboat Springs, CO

# Is Team Based Care a Priority?



# Quadruple Aim



# Together We Are Stronger



## TEAM

<b>T</b>	Together
<b>E</b>	Everyone
<b>A</b>	Achieves
<b>M</b>	More

**2018**

# **Solidifying the Team – Introducing the Team Huddle**



# Team Huddles

- First Tuesday of the month from 8:30-11:00 in Hayden

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- First Tuesday of the month from 8:30-11:00 in Hayden
- Full team presence

# Team Huddles

- ⦿ First Tuesday of the month from 8:30-11:00 in Hayden
- ⦿ Full team presence
- ⦿ Each team champions a quality measure
  - › Yellow champions chronic pain
  - › Purple champions diabetes
  - › Green champions family planning

# What Makes a Good Day?



- ◉ Timeliness
- ◉ Everything works
- ◉ Communication
- ◉ Attitudes of others
- ◉ Everyone pulling their weight
- ◉ Making a difference for a patient
- ◉ Making a difference for a co-worker

# What Gets in the Way of a Good Day?



Often it isn't the mountains ahead that wear you out, it's the little pebble in your shoe.

Muhammad Ali

quote fancy

- ◉ Lateness – patients, ourselves
- ◉ IT breakdowns – phones, ECW, fax
- ◉ Poor communication – rumors, facts vs. opinions
- ◉ Negativity – patients, co-workers
- ◉ Feeling overwhelmed – plate too full



# One Change For More Good Days



- Purple Team – Everyone promised to start each day with Gratitude – 1 good thing

# One Change For More Good Days



- Yellow Team – Everyone promised to say hello to someone that they don't typically encounter in their typical work day

# One Change For More Good Days



- Green Team – Everyone promised to say “thank you” to another person at least once per day for something specific

A photograph of a wooden table with a blue and white painted pattern. On the table is a purple ceramic mug filled with dark coffee. Next to the mug is a white paper napkin with the words "Gratitude changes everything" written in a blue, cursive-style font. A silver and black ballpoint pen lies diagonally across the napkin to the right of the text.

Gratitude  
changes  
everything







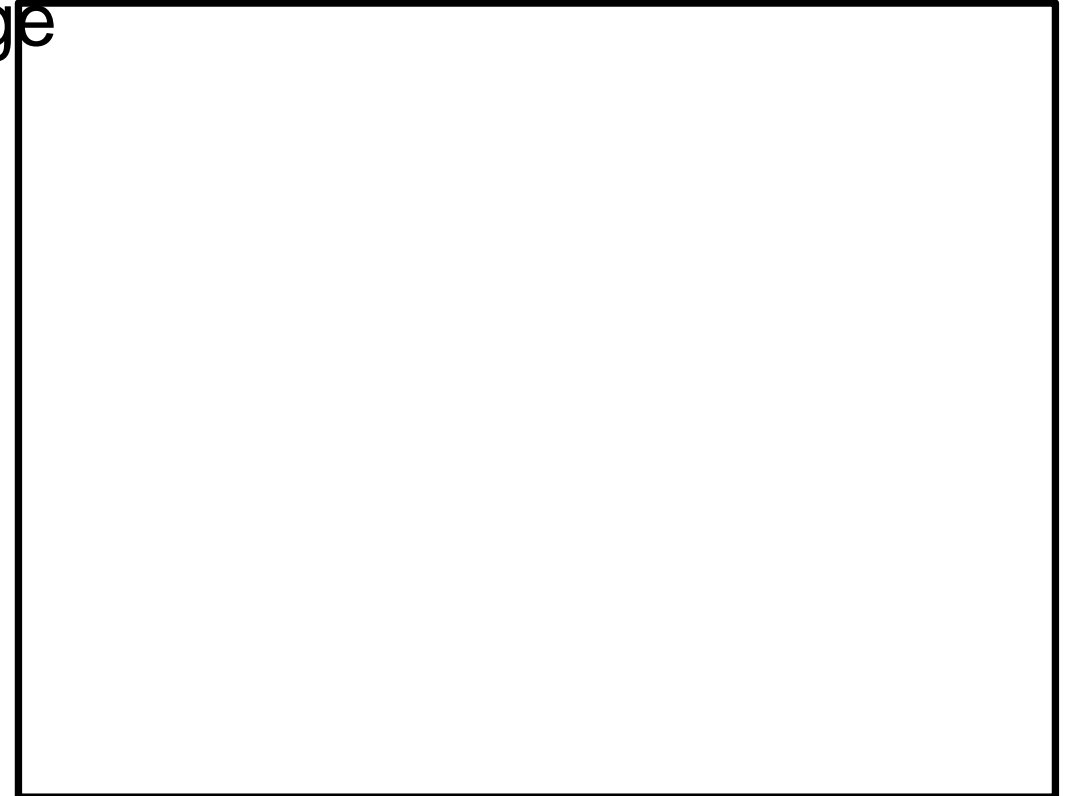


# Sustaining TBC Checklist



## Sustaining TBC Throughout Your Organization

- ☐ Build support for behavior change
- ☐ Explicit reinforcement of organizational values
- ☐ Communication
- ☐ Build change competencies
  - ☐ Testing and measuring
  - ☐ Learning
  - ☐ Adopting
  - ☐ Decreasing variation





# Coach Transition



Jeremy



Johanna



Lauren



Patrice



Taylor

## **Beginning May 1 teams will pick up:**

### Strategies:

- Encouraging leadership and team members to try new innovations
- Sharing successes and challenges with leaders and managers
- Benchmarking with other TBC teams
- Aligning TBC work with other priorities



TBC Teams



# Coach Transition



Jeremy



Johanna



Lauren



Patrice



Taylor

## Tactics:

Discussing and updating your work plan

Action planning

Creating PDSAs for testing changes

Providing feedback on documents produced

Scheduling and setting agendas for monthly meetings

Sharing examples of tools and when to use them



TBC Teams

**Until the end of August: Coaches will still be coaching/supporting the team lead and will conduct the final TBC PCTGA in August.**



# Sustaining TBC



## Sustaining Change Key Areas



# Execute Your Spread and Sustain Plans



It's not the innovation that matters most, it's what happens after the innovation.  
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