ABC’s of Practice Transformation

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Overview

• Importance of practice transformation
• Transformation alphabet soup
• Key redesign components
• Positioning for success
• Q&A
Importance of Practice Transformation
Medical Neighborhood

Source: https://www.pcpcc.org/event/2014/08/2014-mid-atlantic-medical-neighborhood-forum
NCBI Working Definition

The deliberate organization of patient care activities between two or more participants (including the patient) involved in a patient's care to facilitate the appropriate delivery of health care services. Organizing care involves the marshaling of personnel and other resources needed to carry out all required patient care activities, and is often managed by the exchange of information among participants responsible for different aspects of care.

Source: http://www.ncbi.nlm.nih.gov/books/NBK44012/
Impact of Coordinated Care

• More efficient use of services
  – Lab, imaging, ER, hospitalization

• Improved patient experience
  – Access, coordination, clinician collaboration, involvement in care

• Improved outcomes
  – CQI, evidence-based guidelines, medication management
Transformation Alphabet Soup
HEALTHCARE REFORM STRAIGHT AHEAD
Alphabet Soup of Redesign

PCMH

ACO

MU

APC

DSRIP

PQRS

TCPI

VBP
Right care

Right place

Right time

Right quality

Right cost
Key Redesign Components
Insanity is doing the same thing over and over again and expecting different results.

- Albert Einstein
Change isn’t Easy

• Don’t assume that all will embrace change - “I’m already overworked.... Now you want me to do what?”
• The transformation process can be a long and difficult journey
• Recognize that change doesn't occur overnight
• Teamwork
Key Transformation Components

- Leadership
- Awareness
- Desire and urgency
- Communicate
- Engage the team
- Educate

- Measure progress
- Coach and manage resistance
- Celebrate successes
- Continuous improvement
Transformation is not a Project
Project vs. Change Management

• Project Management
  – Task-Focused
  – Project Plan and Milestones
  – Transformation Process

• Change Management
  – People-Focused
  – Education and Coaching
  – Sustainability of Change
Current State vs. Goal

- Policies and procedures
- Culture and environment
- Team structure
- HIT functionality
- Reporting capability
- Quality improvement
Transformation Team

- Leadership
- Define roles and responsibilities
- Decision making process
Team Roles and Responsibilities

- Project Manager
- Physician Champion
- Administrative Lead
- Clinical Lead
- HIT Lead
- Quality Lead
- Documentation Lead
- Scribe
Transformation Team

- Engaged
- Dedicated
- Focused on the goal
- Support efforts
- Set the standard
Why is Culture Important?
Awareness Building

- Specific and clear
- Timing
- Expectations

Awareness is the greatest agent for change.

Eckhart Tolle
Creating Awareness

Readiness to recognize the need to change depends on:

- A person’s view of the current state
- How a person perceives the problems
- Credibility of the sender
- Misinformation or rumors
- Belief in the reasons for change
Must Have Message - WIIFM

WHAT’S IN IT FOR ME?
WHAT’S IN IT FOR ME?
WHAT’S IN IT FOR ME?
The Practice Team

What...

• Makes the staff “tick”?
• Motivates him/her?
• Is his/her learning style?
• Barriers to learning new work styles need to be considered?
Communication Strategy

- Bulletin board
- Staff meetings
- Huddles
- Retreat
- Emails
- ?
## Communication Strategy

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What To Do

• Communicate
  – Clearly, consistently, and frequently
  – Honest, open, transparent, and safe
  – Ways for team to provide feedback

• Consider WIIFM
  – Understand your team member’s motivations
  – Impact on daily activities of each team member
  – Impact of the change on job security
Engaging the Team

- Be inclusive
- Communicate
- Identify necessary skills
- Provide training
- Consistently monitor progress and compliance
Engaging the Team

• Encourage transparency
  – Invite to transformation team meeting(s)

• Subject matter experts
  – Workflow redesign
Health Information Technology

• An important part of the equation, but *not* the solution
• Redesigned workflows
• Understand data and reporting
Education

• Skills
  – People
  – Process
  – Technology

• Expectations
  – Performance
  – Measurement

• Audiences
  – Physicians and Mid-Levels
  – Clinical Staff
  – Clerical Staff
  – Administration
  – Patients
Education Topics

- Healthcare reform
- Policies and procedures
- Care coordination
- Care management
- Care planning
- Motivational interviewing
- Team-based care
- Population health
- Vulnerable populations
- Behavioral health
- Health literacy
- Social determinants of health
- Workflow redesign
- Quality improvement
Ability

- Transfer training to daily activities
- Shadowing and mentoring
- Performance in “new reality”
- Performance evaluation updates
Reinforcement

• Analyze audit results and diagnose gaps
• Implement corrective action
Preparing for Resistance

• What type of resistance can be anticipated?
• Who is likely to be resistant to change?
• How will we approach resistance?
Overcoming Resistance

• Revisit steps of change
  – Awareness
  – WIIFM
  – Knowledge and ability

• Continue to reinforce
Coaching and Feedback

• Seek to understand
  – Lack of information
  – Disagreement
  – Personal reasons
  – Emotional reasons

Source: https://culcyuw15.wordpress.com/2014/03/16/managing-resistance-to-change/
Improvement Cycles

Act Plan
Study Do
Celebrate Successes

• Why is this important?
• How will you celebrate even the smallest of successes?
Sustainability = Adaptability

A willingness to adapt to the needs of patients and their family members, and to meet those needs in an objective, non-judgmental way.
Recap - Lessons Learned

- Transformation team
- Culture
- Change management
- Leverage and involve HIT
- Celebrate small wins
- Train, reinforce, coach
- Accountability
Resources

- https://www.practiceadvisor.org/
time for questions
Questions

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