

***LEARNING
COLLABORATIVE***

**RHP
10**



Welcome and
Introduction

***LEARNING
COLLABORATIVE***

**RHP
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Behavioral Health – Primary Care Integration

**RHP 10 Learning Collaborative
September 29, 2015**

Agenda

- **Learning Collaborative metrics review**
- **How we did it: Teams describe changes that resulted in improvement**
- **Story Starters**
- **Break**
- **Regional Updates**
- **Expert Panel: HIE Interoperability**
- **Lunch**
- **Keynote Presentation**
- **Troika activity**
- **Break**
- **Sharing your story: Videos**
- **Wrap-up**

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Improvement progress, Behavioral Health shared measures

Hunter Gatewood, MSW, LCSW

The role of shared measures reporting

Learning Collaborative

=

Best practices

+

measurable improvement

+

cross-organization learning

What we will cover

- Update on Collaborative teams
- Wins
- Reporting progress of LC overall
- Plan for shared measures

Number of teams reporting

- » **Behavioral Health** – 4 teams
 - > MHMR Tarrant County
 - > Baylor Health Care System
 - > JPS Health Network
 - > Wise Regional Health System

Wins

» Total interventions achieved for 2014 and 2015

> Behavioral Health: **162,348**



Wins

» Intervention rate for 2014 and 2015 YTD

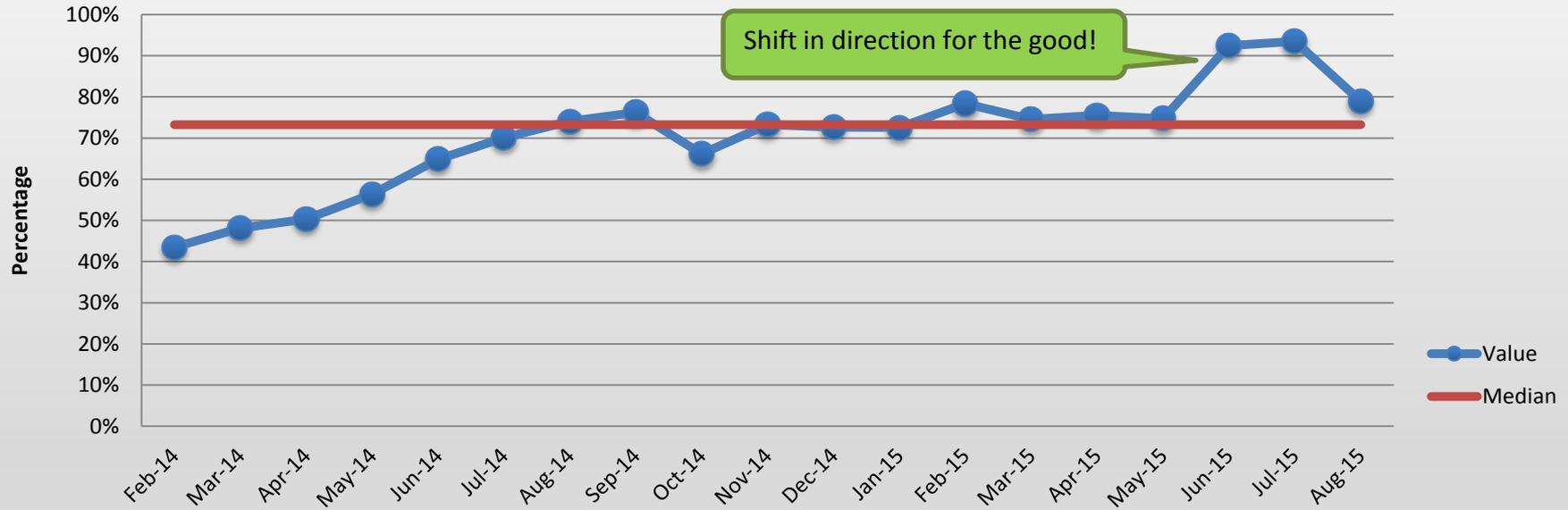
> Behavioral Health:

+ Increase from 46% to 48% ↑



Behavioral Health

Collaborative (4 Teams): Percentage patients screened with cross-specialty tool

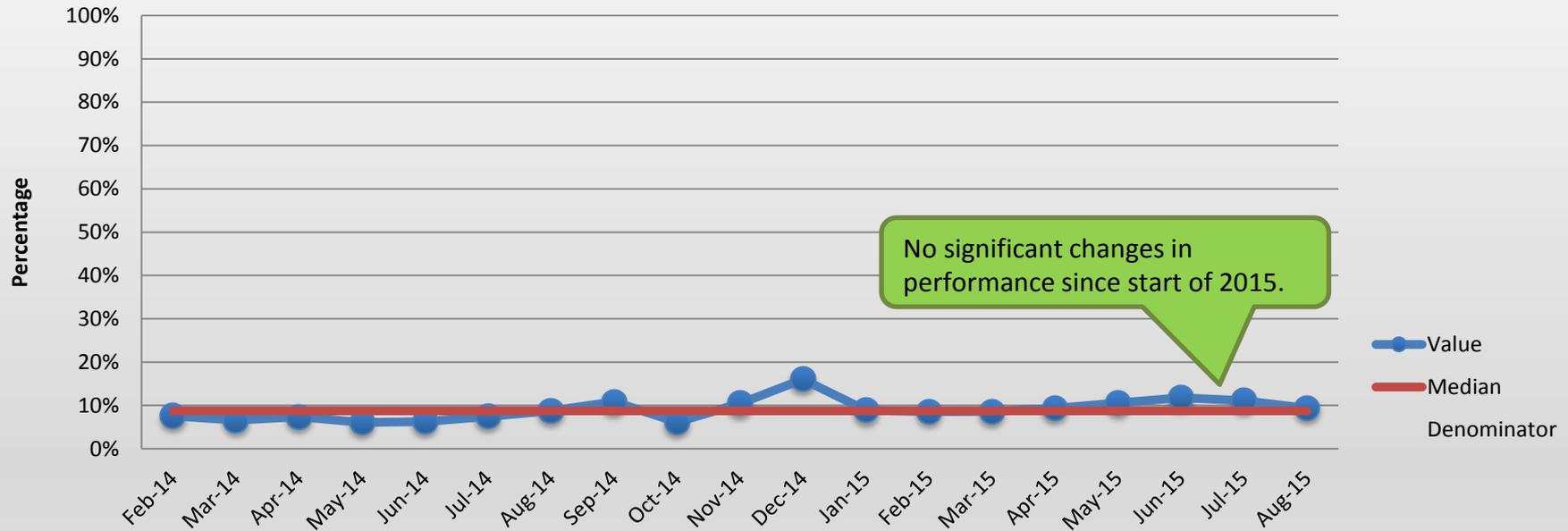


	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Value	43%	48%	50%	56%	65%	70%	74%	76%	66%	73%	73%	73%	78%	75%	76%	75%	92%	93%	79%
Median	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%
Numerator	1213	1517	1734	2041	2832	3990	4678	5519	4937	5428	6599	6277	5942	6746	7093	6259	5704	7401	6970
Denominator	2790	3151	3445	3622	4366	5696	6318	7240	7464	7409	9083	8654	7583	9048	9394	8379	6170	7918	8827

	2014 Performance	2015 YTD Performance	2014 Interventions	2015 Interventions YTD	Total Interventions: 2014 - 2015 YTD
→	67%	79%	40,488	52,392	92,880

Behavioral Health

Collaborative (4 Teams): Percentage of patients who received integrated care intervention in past 12 months



	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Value	8%	7%	7%	6%	6%	7%	9%	11%	6%	10%	16%	9%	9%	9%	9%	11%	12%	11%	9%
Median	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Numerator	202	197	249	217	271	423	547	770	452	763	1435	759	642	821	891	880	718	872	820
Denominator	2656	2996	3375	3562	4304	5659	6253	7103	7362	7290	8941	8552	7495	9521	9536	8301	6092	7836	8763

2014 Performance	2015 YTD Performance	2014 Interventions	2015 Interventions YTD	Total Interventions: 2014 - 2015 YTD
9%	10%	5,526	6,403	11,929

Behavioral Health

Collaborative (3 Teams): Percentage patients whose condition improved with intervention



	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15
Value	62%	66%	65%	69%	70%	67%	52%	52%	54%	56%	59%	62%	59%	62%	69%	71%
Median	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%
Goal																
Numerator	3098	3339	3314	3674	3696	3521	2595	2560	3025	2814	2818	2851	2953	3078	3579	3719
Denominator	5001	5097	5113	5340	5244	5234	5037	4956	5582	5044	4749	4629	5032	4960	5203	5230

2014 Performance	2015 YTD Performance	2014 Patients Impacted	2015 Patients Impacted YTD	Total Patients Impacted 2014 - 2015 YTD
61%	57%	34,454	23,085	57,539

Plan for shared measures

- Continue monthly reporting
- LCC will continue to have 1:1 with collaborative for best practice sharing
- JPS anchor offers data TA as requested

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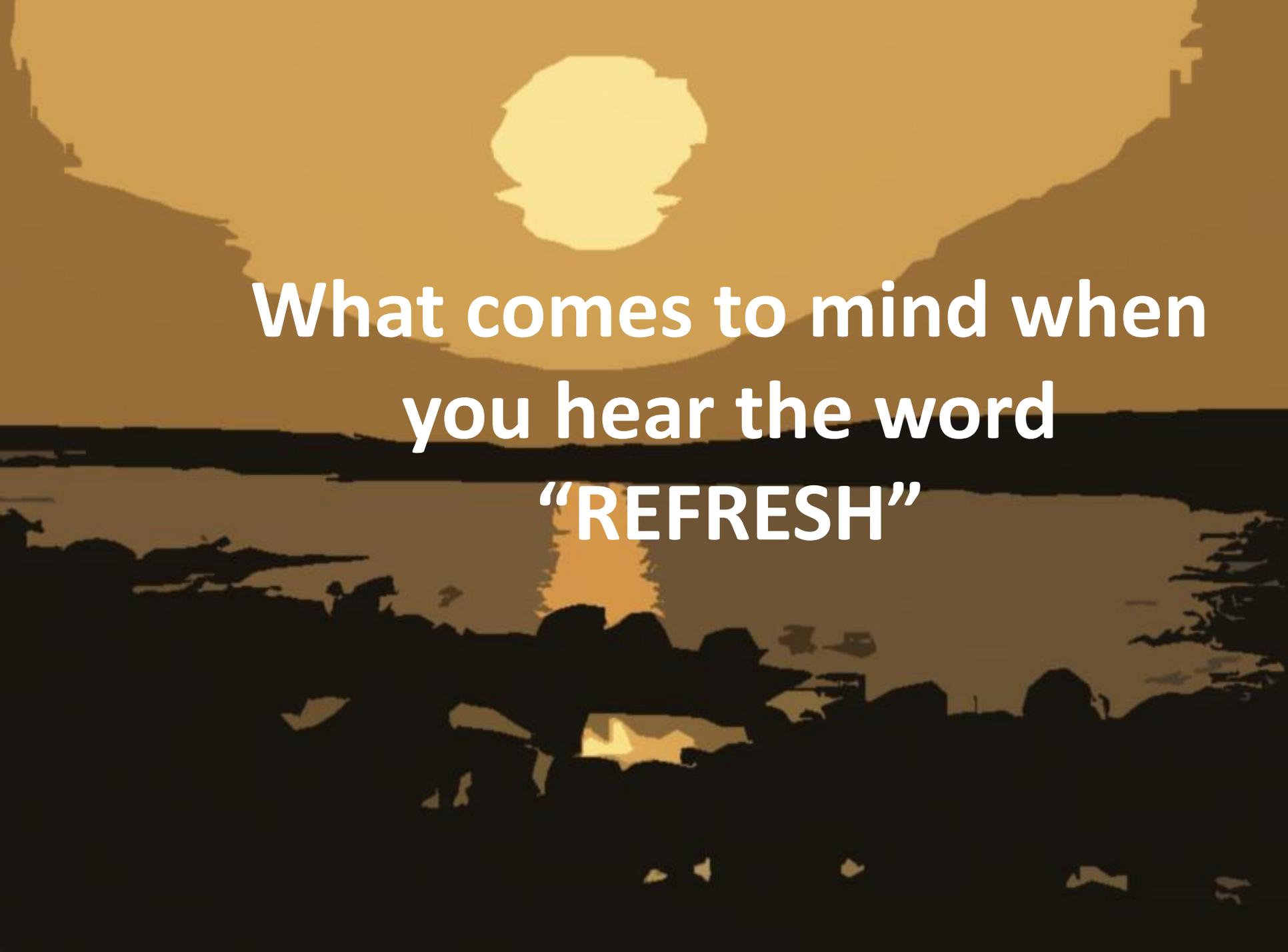
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Effective Interventions of RHP 10 Providers

A scenic photograph of a coastal town at sunset. The sun is low on the horizon, casting a bright, shimmering reflection on the water. The town's buildings and docks are silhouetted against the darkening sky. The word "REFRESH!" is overlaid in a bold, blue, sans-serif font across the middle of the image.

REFRESH!

A sunset scene with a large, bright sun in the center of the sky. The sun is reflected in a body of water below. In the foreground, there are dark silhouettes of people and structures, possibly a crowd or a festival. The overall color palette is warm, dominated by oranges, yellows, and dark silhouettes.

**What comes to mind when
you hear the word
“REFRESH”**



REFRESH



» VISION

» THINKING

» CLARITY

A sunset scene with a large, bright sun in the center of the sky. The sun is reflected in a body of water below. In the foreground, a crowd of people is silhouetted against the water and the sunset. The background shows dark, silhouetted mountains. The overall color palette is dominated by warm, golden-yellow and orange tones.

**Successful Transformation is 70-90 percent leadership
and only 10-30 percent management**



REFRESH VISION

THE POWER OF VISION

- > Vision drives people to **CHANGE**
 - + Vision plays a key role in producing useful change by helping to **direct, align, and inspire action.**
- > Vision drives people to **SACRIFICE**
 - + People will sacrifice if the potential *benefits* of the vision are **attractive** and they really believe that a transformation is **possible.**
- > Vision drives people to have **PASSION**
 - + Vision communicated well captures the **hearts** and **minds** of employees.



» VISIONARY LEADERS

> Step Out of Their Own Comfort Zone

> Invite and Welcome Critique

> Stay Close to Those They Lead

> Change for the sake of *REFRESHING*

REFRESH THINKING



REFRESH THINKING

“Nothing is so embarrassing as watching someone do something that you said could not be done.”

Sam Ewing

The way we THINK is the way we ACT



REFRESH THINKING

» *Possibility Thinking*

- > Creates ENERGY
- > Increases Possibilities
- > Draws Opportunities
- > Brings the right People to You
- > Creates positive momentum



» Refresh the *Environment* of Possibility Thinking:

- > Don't Focus on Impossibilities
- > Look for Possibilities in Every Situation
- > Dream One Size Bigger
- > Question the Status Quo





REFRESH CLARITY

**THE TOP CHALLENGE FACING BUSINESSES TODAY
IS CLARITY**

REFRESH CLARITY

“More important than the quest for certainty is the quest for clarity.”

Francois Gautier

CLARITY: Information and communication that is relevant, unambiguous and honest



» Refresh Clarity:

- > Communicate in **Simplest** possible terms
 - + Make the complex simple
 - + Acronyms kill clarity
- > Communicate in **clear** language
 - + No Fuzzy Words



***“Measure what is measurable and
make measurable what is not so.” –Galileo***

- » Near/close/far
- » Short/long
- » A lot/a little
- » Many/few/much
- » Bad/good
- » Heavy/light
- » High/low
- » Significant
- » Fast/slow
- » Young/new/old/aged
- » Expensive/cheap
- » Almost/nearly/every

Fuzzy Words



» Refresh Clarity:

- > Communicate the **true** condition...



“A life lived with integrity – even if it lacks the trappings of fame and fortune is a shining Star in whose light others may follow in the years to come.” Denis Waitley

CLARITY

- » Soften truth...“Opportunity” instead of “Problem”
 - > **A problem is a gap**...something that stands in the way, between where you are and where you need to be.
 - > **An opportunity is a path** that will move you from where you are to where you'd like to be.
- » A problem is urgent matter; an opportunity is not.
You can take an opportunity or leave it

“Having no problems is the biggest problem of all.” Taaichi Ohno,



VICTORY



Keeping Score

- » Generates excitement
- » Early warning signals
- » Break goals into bite-sized chunks
- » Provides trends and direction
- » Celebrate successes
- » Take corrective action
- » Enhances change
- » Improves accountability

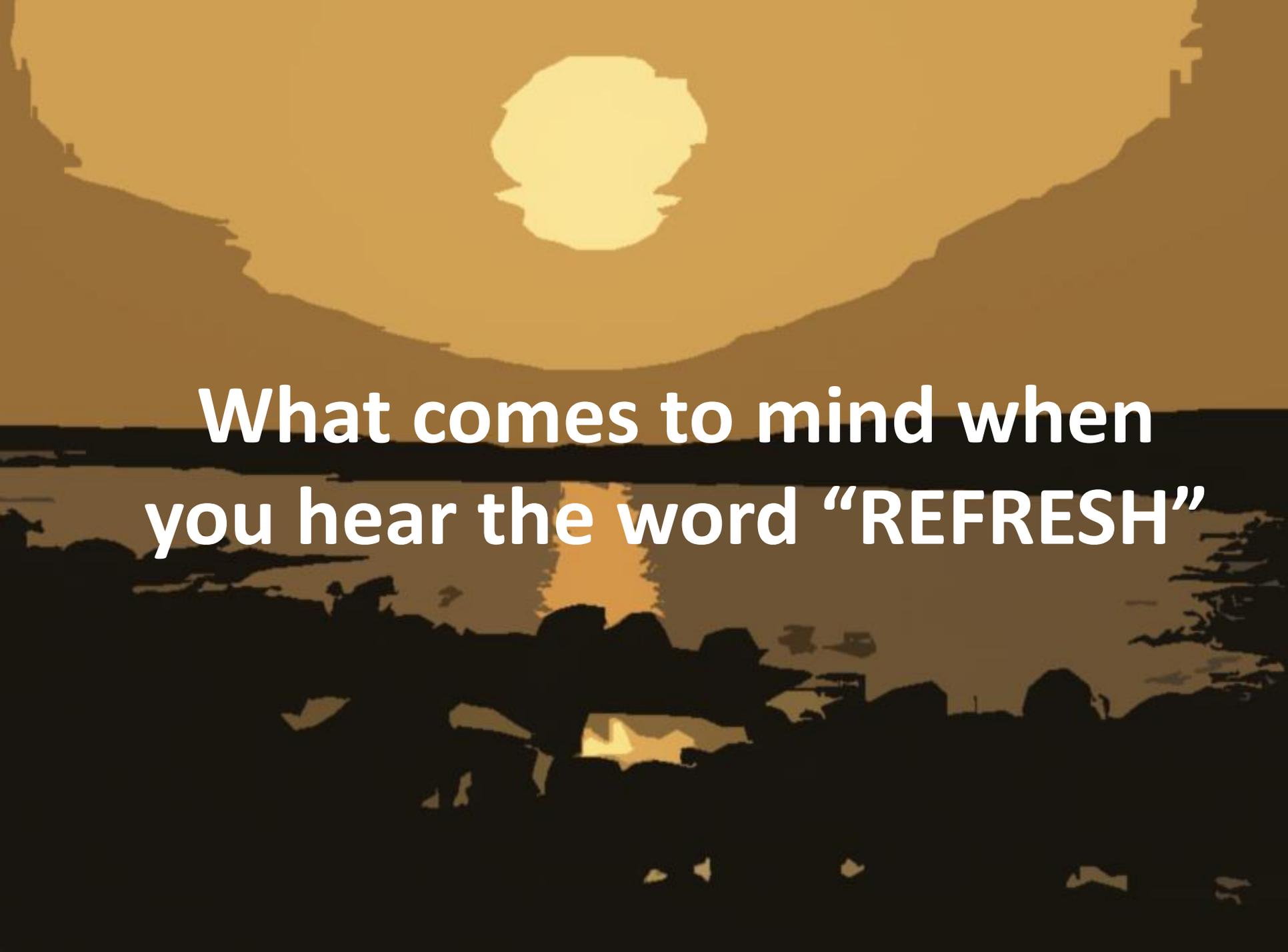






A scenic photograph of a coastal town at sunset. The sun is low on the horizon, casting a bright, golden glow across the sky and reflecting on the water. The town below is mostly in silhouette, with some buildings and docks visible. The overall mood is peaceful and serene.

REFRESH!

A sunset scene with a large, bright sun in the center of the sky. The sun is reflected in a body of water below. In the foreground, a crowd of people is silhouetted against the water, looking towards the sunset. The background shows mountains or hills. The overall color palette is warm, dominated by oranges, yellows, and dark silhouettes.

**What comes to mind when
you hear the word “REFRESH”**



REFRESH

A sunset scene over a large body of water, likely a lake or bay. The sun is low on the horizon, creating a bright orange glow and a shimmering reflection on the water. In the foreground, there are silhouettes of houses and buildings, suggesting a residential area. The overall atmosphere is calm and serene.

- VISION

- THINKING

- CLARITY

A sunset scene with a large, bright sun in the center, casting a long, shimmering reflection on a body of water below. The sun is partially obscured by a dark, jagged silhouette of a mountain range. In the foreground, a crowd of people is silhouetted against the water, looking towards the sunset. The overall color palette is dominated by warm, golden-yellow and orange tones, with deep blacks and greys in the silhouettes.

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METRICS DRIVE VICTORY



Keeping Score

- Generates excitement
- Early warning signals
- Break goals into bite-sized chunks
- Provides trends and direction
- Celebrate successes
- Take corrective action
- Enhances change
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**Behavioral Health and Primary Care
Learning Collaborative**
Health Care Transformation Initiative



**Behavioral Health and Primary Care
Learning Collaborative**
Health Care Transformation Initiative



DSRIP Projects That Relate to Behavioral Health and Primary Care Integration

Expand Behavioral Health

- Addition of a new location and expanded hours

Integrated Health Care

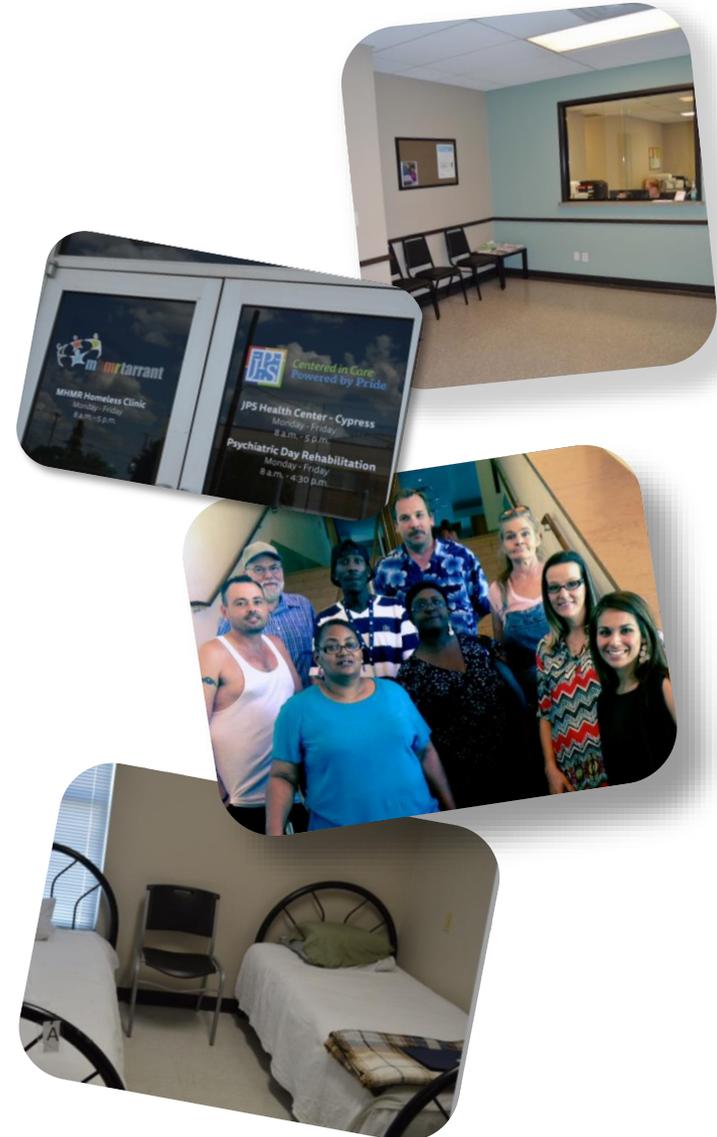
- Primary health care services and behavioral health care services under one roof

Substance Use Disorder (SUD) Outpatient Integration

- Addition of Licensed Chemical Dependency Counselors (LCDCs) and Peer Support Specialists into all mental health clinics

Detoxification Expansion

- Expansion of facility beds from 12 to 20 and augmentation of current services with addition of Peer Support Specialists



Tobacco Use & Behavioral Health

- According to the CDC, **people with behavioral health diagnoses are about twice as likely to smoke**
- The prevalence rates are extremely high for individuals with behavioral health conditions:
 - **60%** of people with lifetime depression are either current or former smokers
 - **70%** of people with bipolar disorder smoke
 - **88%** of people with schizophrenia are smokers
- Among MHMR substance use services population:
 - **81%** smokers as opposed to **20%** smokers in the general population

Physical Health Benefits of Smoking Cessation



After

20

minutes

Your heart rate and blood pressure decrease.

12

hours

Your carbon monoxide levels return to that of a non-smoker.

14

days

Your circulation and lung function improve.

1

year

Your risk of a heart attack is half that of a smoker's risk.

5

years

Your stroke risk is half that of a smoker's risk.

The Integration Project

Services: Smoking-Cessation Screening and Intervention

- Provided in a behavioral health setting

Geographic region served: Region 10

Population: Individuals with mental health, substance use and co-occurring disorders who may be homeless

Screening & Intervention

The *Fagerstrom Test for Nicotine Dependence* (*Fagerstrom*)

- 8-question survey
- Most widely used and studied measure of physical dependence on tobacco



- **Staff trained** using the University of Massachusetts Medical School Tobacco Treatment for Specialist Course
- **Nicotine Replacement Therapy**
- **Smoking Cessation Groups**
- **Referral to community resources and programs**

DY3 & DY4 Impact

- **1,716** individuals screened for nicotine dependence
- Of those who screened positive for nicotine dependence, **31%** participated in smoking cessation intervention
- **40%** of individuals had improved condition after completing intervention



Challenges

Challenge: Screening Processes

- Solution: Implement Plan-Do-Study-Act (PDSA) cycles at different program sites
 - Identify gaps in current screening process
 - Implement changes to screening and/or data tracking processes to tailor process to unique needs of project site and target population
 - Develop process maps

Challenge: Data Collection

- Solution: Implement PDSA cycle to improve quality of data collected
 - Identify gaps in data entry and retrieval process
 - Redesign process at each clinic
 - Retrain clinic staff
 - Analyze data to ensure all usable data is captured

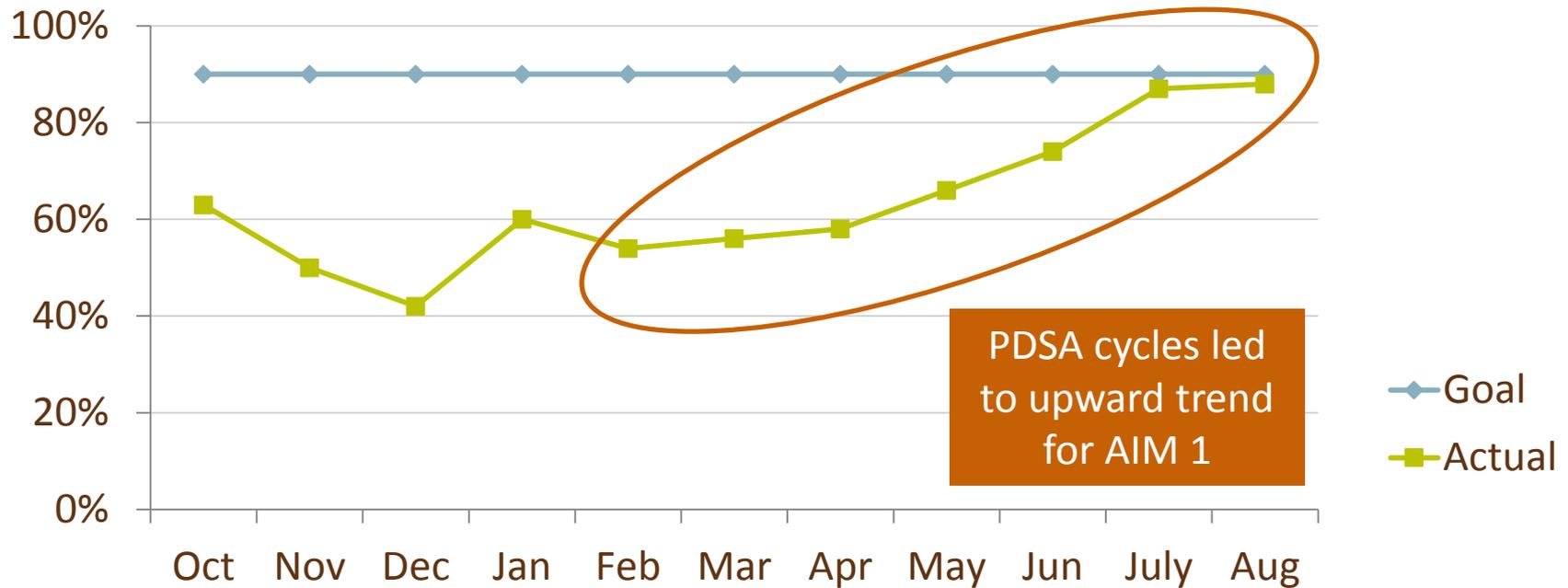
Challenge: Engaging Individuals in Intervention

- Solution: Implement PDSA cycle to increase participation rates for smoking cessation groups
 - Administer questionnaire at clinic site
 - Give brief presentation on physical health benefits of smoking cessation
 - Analyze data and determine best steps to provide more targeted smoking cessation services

AIMS Statement #1

Percentage screened with team's selected cross-specialty screening (Fagerstrom)

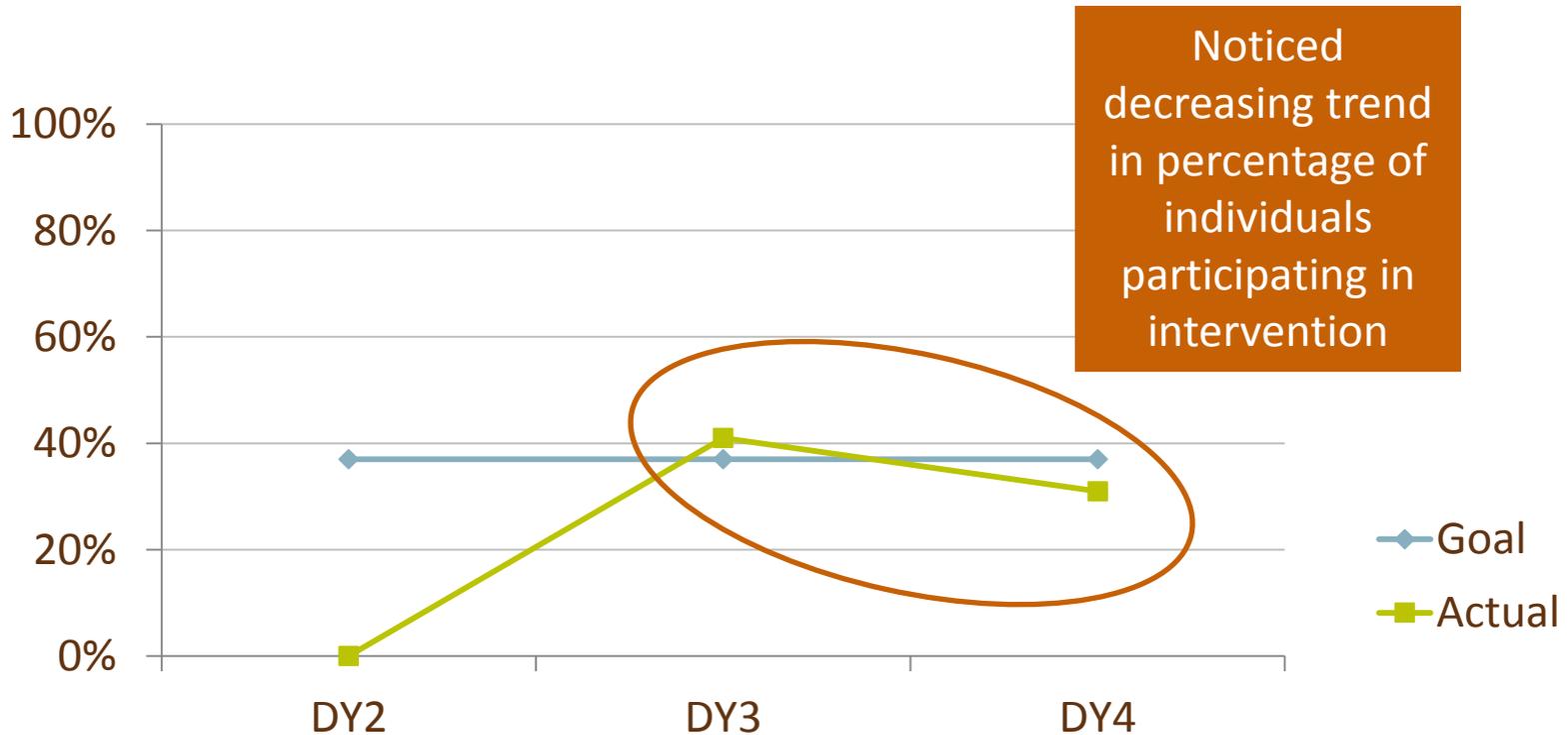
Goal: Increase from 0% to 90%



AIMS Statement #2

Percentage who received the team's selected integrated care intervention in past 12 months

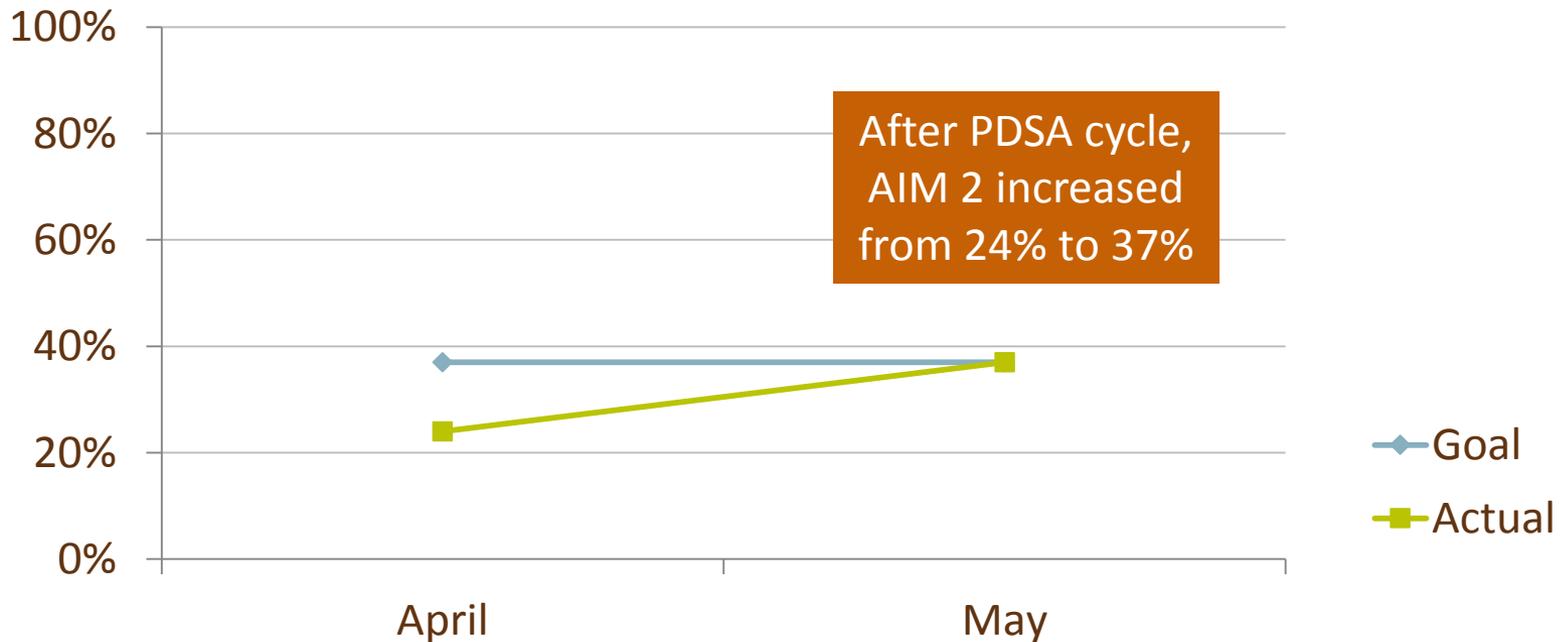
Goal: Increase from 0% to 37%



AIMS Statement #2

Percentage who received the team's selected integrated care intervention in past 12 months

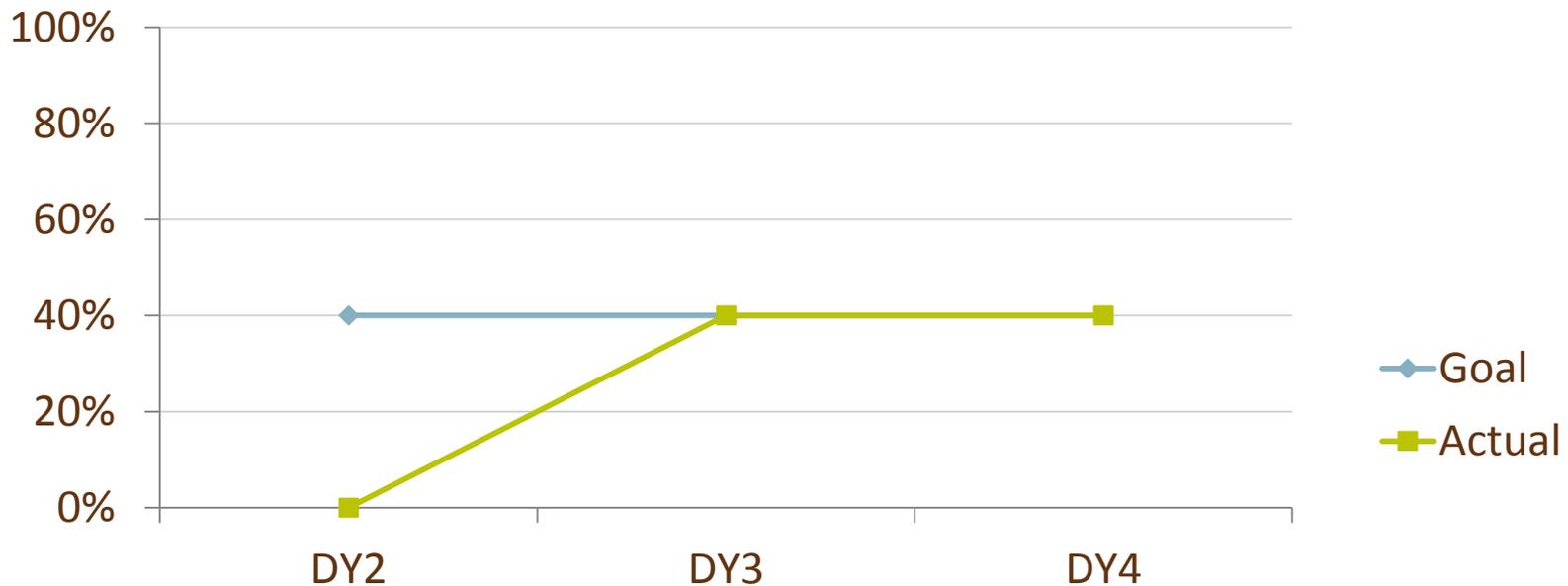
Goal: Increase from 0% to 37%



AIMS Statement #3

Percentage receiving integrated care whose condition improved

Goal: Increase from 0% to 40%



Lessons Learned

- Benefit of regular team meetings to analyze data and to implement PDSA cycles
- Importance of ongoing staff training to maintain high quality data entry/collection
- Need to tailor interventions to best meet needs of program site and target population
- Usefulness of feedback from program individuals to improve intervention

Thank you!
Any Questions?



Session Objectives

- Invite individual reflection and participation
- Improve collaboration between projects and organizations
- Strengthen relationships & spark partnerships
- Share ideas to improve patient engagement



Story Starters

Story starters is a good get-to-know-you icebreaker to help people share interesting stories about themselves, their projects, teams and achievements. This activity works for large and small groups. For very large groups, simply have everyone split into rounds of 8-10 people.

Participants are to complete the following sentences on the cards presented to them:

- 1. October begins DY4 reporting, I**
- 2. My greatest achievement was**
- 3. One thing I would like to achieve in DY5 is**
- 4. A best patient story is**
- 5. The silliest thing I did with my team was....**
- 6. If my team were to have a theme song, it would be....**
- 7. If my team were to have a mascot, it would be....**
- 8. My greatest challenge during my tenure regarding the 1115 Waiver was...**

Take 10 minutes for participants to complete the questions presented and then go around the table and share the results. Answer 1 question at a time going around the table.

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Break (Proceed Downstairs)

10:30-10:45am

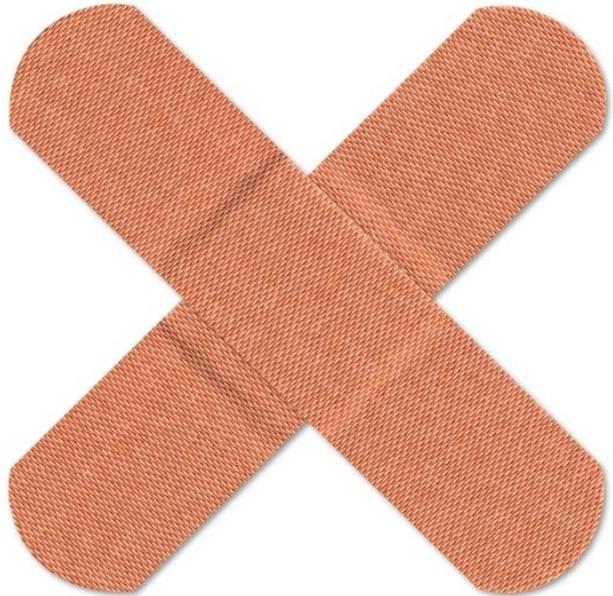
From workaround to solution

The ongoing challenge of integrating care and the promise it brings

Overview

- The two schools of thought
- Setting a vision
- Assessing where you are
- Establishing a goal
- Measuring your progress
- Advocate for change
- Celebrate

Choose your side?



Setting your vision

Advocating for a Mission and Vision Focused on Integrated Care

Shared Mission and Vision

- **Organizational mission.** Clinic members, at all levels, are able to articulate a clear organizational mission.
- **Service as mission.** The organization's mission is to serve patients by providing population-based care in an integrated care model.
- **Focusing on team approach.** Leaders are clear that providing integrated care is the way to achieve the organization's mission.
- **Clear vision.** Leaders define a clear vision for integrated care as a model of care for the clinic.
- **Ongoing improvement.** The vision for integration is a clear guiding framework, and over time, practice members at all levels help to clarify and improve the integrated care model in practice.

Assessment

- Where are you now?
- Where do you want to go?
- Basic quality improvement

Data and EHR

Oh, the details

EHR and the workaround game

- We observed 4 EHR workarounds used by practices in response to challenges:
 - 1) double documentation and duplicate data entry;
 - 2) scanning and transporting documents;
 - 3) reliance on patient or clinician recall for inaccessible clinical information; and,
 - 4) use of freestanding tracking systems.

Cifuentes, M., Davis, M., Fernald, D., Gunn, R., Dickinson, P., & Cohen, D. J. (2015). Electronic Health Record Challenges, Workarounds, and Solutions Observed in Practices Integrating Behavioral Health and Primary Care. *The Journal of the American Board of Family Medicine*, 28(Supplement 1), S63-S72. doi:10.3122/jabfm.2015.S1.150133

Set your goal

- Clinical
- Operational
- Financial
- Training/education

Measure your progress

- Minimal data
- Quality data
- Meaningful data

Advocate for change

- Consider the who (target)
- The what (stories)
- The why (data)
- The how (plan)

Celebrate

- Push for more
- Think broadly
- Share with others
- Dance

Thanks

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Troika Insights

- As simple as 1-2-3
- Learning to ask for help is a core skill
- Consulting is a core skill
- Give-and-take reciprocal action is a generative pattern

Surprising results often emerge



Troika

Get Practical and Imaginative Help from Colleagues Immediately

1. Structuring Invitation

- Invite the group to explore the questions “What is your challenge?” and “What kind of help do you need?”

2. How Space Is Arranged and Materials Needed

- Any number of small groups of 3 chairs, knee-to-knee seating preferred. No table!

3. How Participation Is Distributed

- In each round, one participant is the “client,” the others “consultants”
- Everyone has an equal opportunity to receive and give coaching

4. How Groups Are Configured

- Groups of 3
- People with diverse backgrounds and perspectives are most helpful

5. Sequence of Steps and Time Allocation

- Invite participants to reflect on the consulting question (the challenge and the help needed) they plan to ask when they are the clients. 1 min.
- Groups have first client share his or her question. 1-2 min.
- Consultants ask the client clarifying questions. 1-2 min.
- Client turns around with his or her back facing the consultants
- Together, the consultants generate ideas, suggestions, coaching advice. 4-5 min.
- Client turns around and shares what was most valuable about the experience. 1-2 min.

Groups switch to next person and repeat steps



Something that
stands out from
the discussion
today is....

I would like to follow up with....OR
I was inspired by this idea...



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**Thank You,
Please Proceed Downstairs**