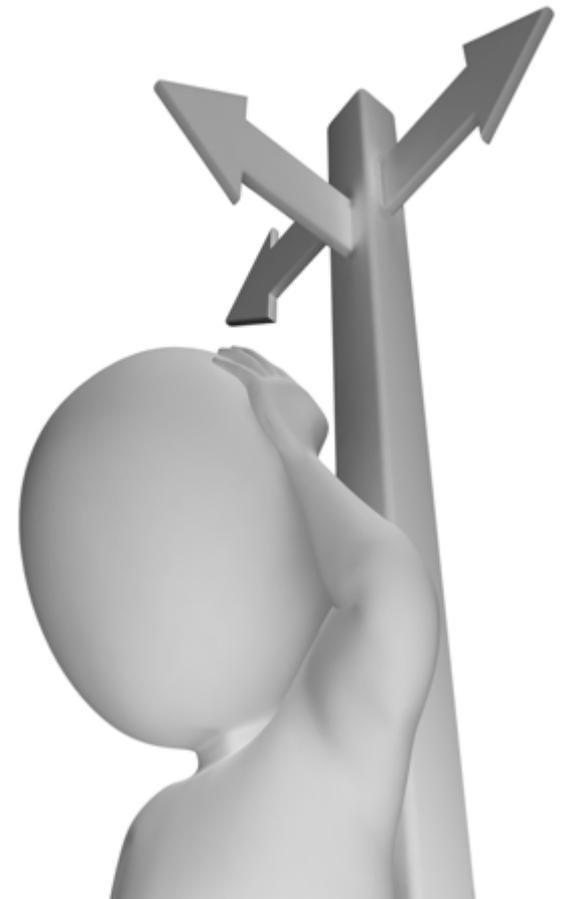


Practice Transformation

Lessons learned and effective tools for
quality improvement and clinic efficiency

Practice Transformation

“The US health care system is at a dramatic crossroad. The current model, based on volume rather than value, is unsustainable. The alternative is a system that fosters a shared sense of responsibility for cost, quality, and service.”



About us

- Christen - Health Informatics
- Kelly - Health Systems
- Kristina - Family Planning

CDPHE Projects:

- Clinic quality improvement project for chronic disease
- Family planning clinic efficiency

About you

- Representing local public health?
- Representing primary care?
- Are on the care team (clinician, medical assistant)?
- Are an administrator?
- Familiar with quality improvement?
- Familiar with clinic efficiency?
- Familiar with practice transformation?

What is practice transformation?

- Practice transformation (PT) is the continuous process of bringing systems in a physician practice to fully support quality improvement and patient-centered care.
- Supports team-based models of care delivery that involve:
 - Goal-setting
 - Leadership
 - Practice facilitation
 - Workflow changes
 - Measuring outcomes
 - Adapting organizational tools and processes



Role of public health in PT

- Mobilize community partnerships and action to identify and solve health problems
- Align and leverage resources to increase the health of patients in the community clinic serves
- Implement targeted quality improvement and clinic efficiency activities



Need for practice transformation

- Models of Care Changing
 - PCMH, ACOs, Bundled Payments
- Maintain/improve quality of care and meet patient needs
- Improve population health outcomes
- Funds increasingly tied to productivity and clinical outcomes

Benefits of practice transformation

- Fosters change
 - Improved satisfaction, reduced costs, improved quality of care
- Provides evidence of program success
- Disseminates ideas and strategies that are effective
- Improves outcomes
 - Clinical, customer and staff satisfaction
- Increases efficiency
 - Streamline systems, eliminate waste and control cost
- Builds sustainability
 - Increases opportunities for partnerships and funding



Accelerators of practice transformation

- 1) Demonstrating effective leadership
- 2) Integrating data systems to support performance management
- 3) Building robust improvement infrastructure
- 4) Engaging providers and community stakeholders in care redesign
- 5) Leveraging payment models to achieve clinical and financial targets



Today we'll cover

- Best practices and lessons learned accelerators from public health lens
- Toolkits and resources you can follow
- Programs supporting clinics with PT in Colorado



1. DEMONSTRATING EFFECTIVE LEADERSHIP



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Demonstrating effective leadership

- High-impact leadership behaviors

Person-centeredness	Be consistently person-centered in word and deed
Front line engagement	Be a regular authentic presence at the front line and a visible champion of improvement
Relentless focus	Remain focused on the vision and strategy
Transparency	Require transparency about results, progress, aims, and deficits
Boundarilessness	Encourage and practice systems thinking and collaboration across boundaries



Demonstrating effective leadership

- Best practice
 - Identify a clinic champion for area of focus
 - Create clear roles and responsibilities

Success story & your turn!

2. INTEGRATING DATA SYSTEMS TO SUPPORT PERFORMANCE IMPROVEMENT



Integrating data systems

- Our love-hate relationship with data
 - When it's right, it's easy and truly helpful.
 - When it's not (and often it's not), it's a pain!



Integrating data systems

- Best practice - Know where you are and where you're going
 - Assessment and feedback are critical to:
 - Knowing your clinic's strengths and weaknesses
 - Making changes that stick (especially with staff turnover)
 - Knowing what's working and what's not through implementation process



Integrating data systems

- Best practice -Create standard processes to:
 - Measure and monitor performance
 - Use a central location (summary screen) and discrete fields to document information
 - Populate and use patient registries
 - Implement provider reminder systems
 - Collect critical information to determine high risk patients

Integrating data systems

- Using data from outside your clinic walls to identify area(s) of community need:
 - Behavioral Risk Factor Surveillance System (BRFSS)
 - Pregnancy Risk Assessment Monitoring System (PRAMS)
 - Colorado's All Payor Claims Database (CIVHC)
 - Census
 - What else?
 - CDPHE staff can help!



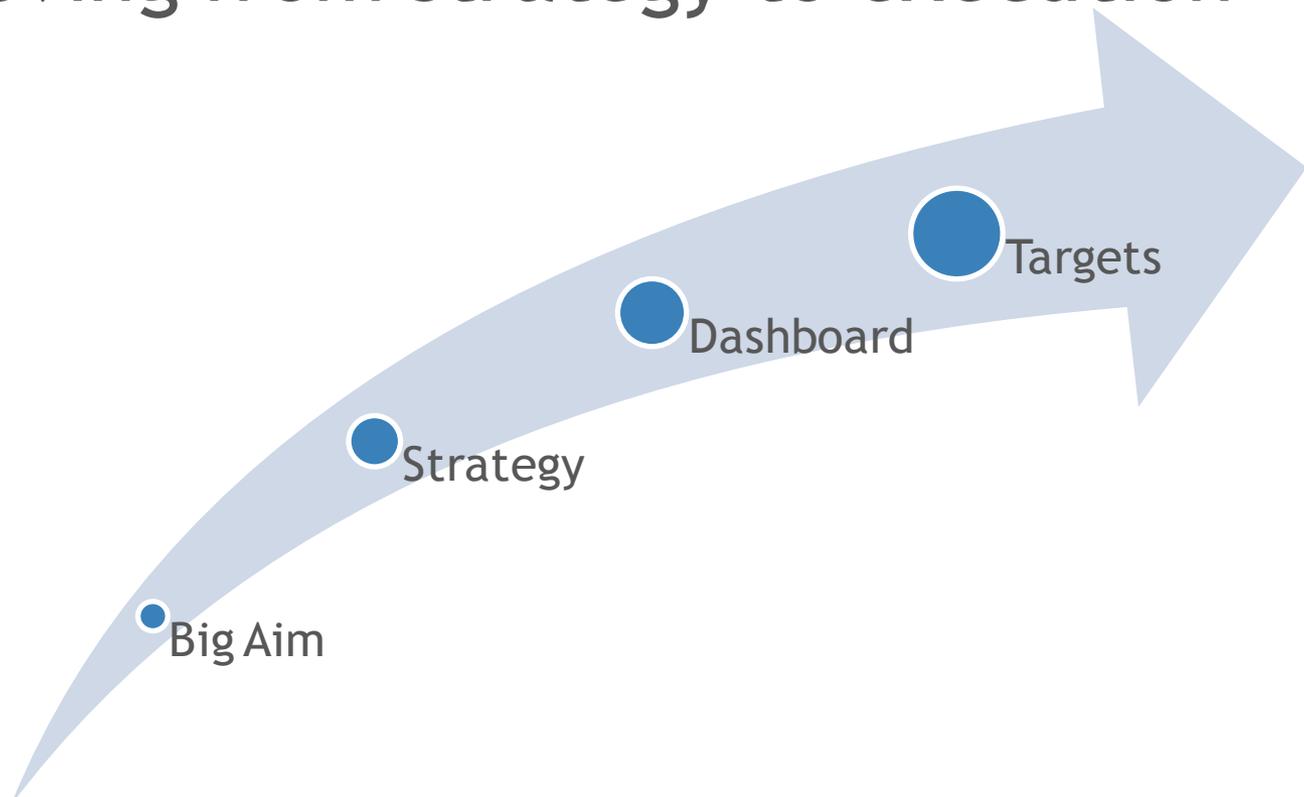
Success story & your turn!

3. BUILDING ROBUST IMPROVEMENT INFRASTRUCTURE



Building improvement infrastructure

- Creating will for improvement
 - Moving from strategy to execution

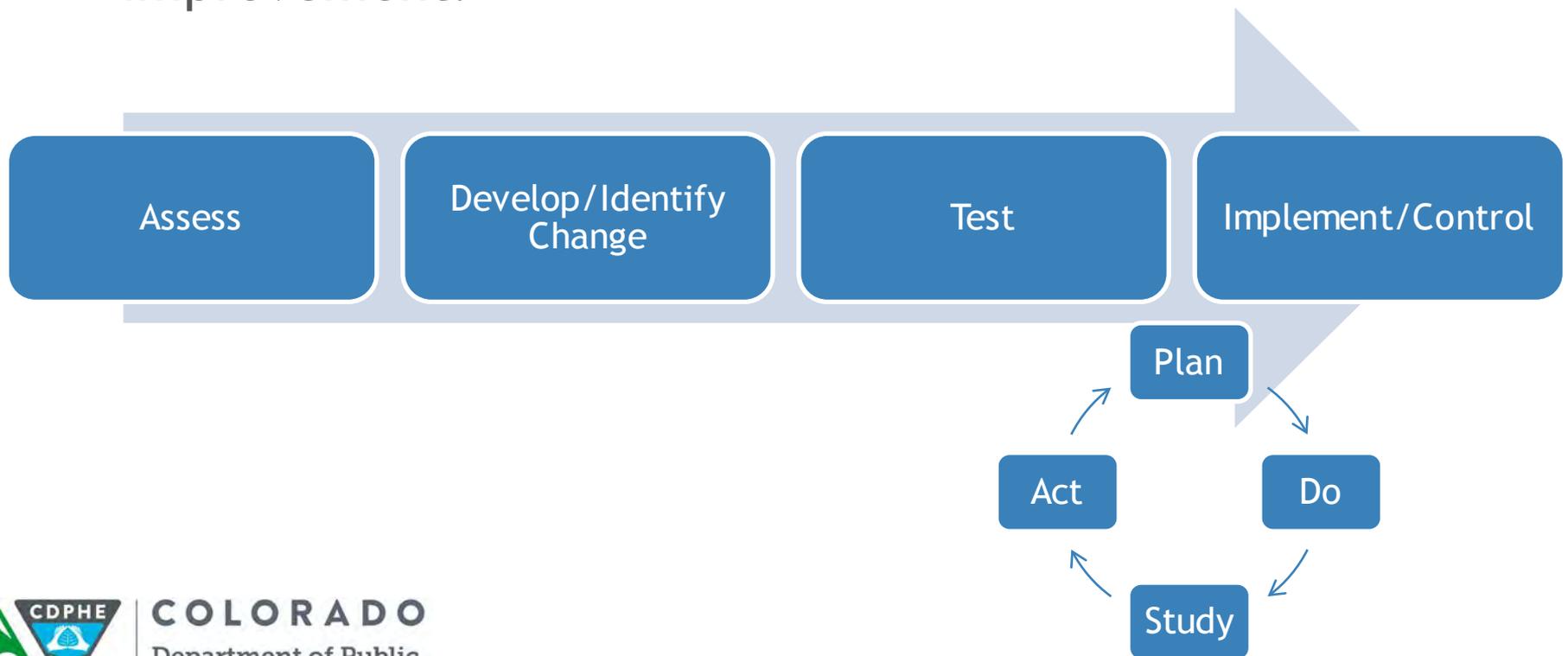


Building improvement infrastructure

- Transition from episodic to continuous care
- Clear roles and responsibilities for each staff member
- Creating a culture of improvement:
 - \sqrt{n} rule: Square root of staff size is tipping point for creating culture change

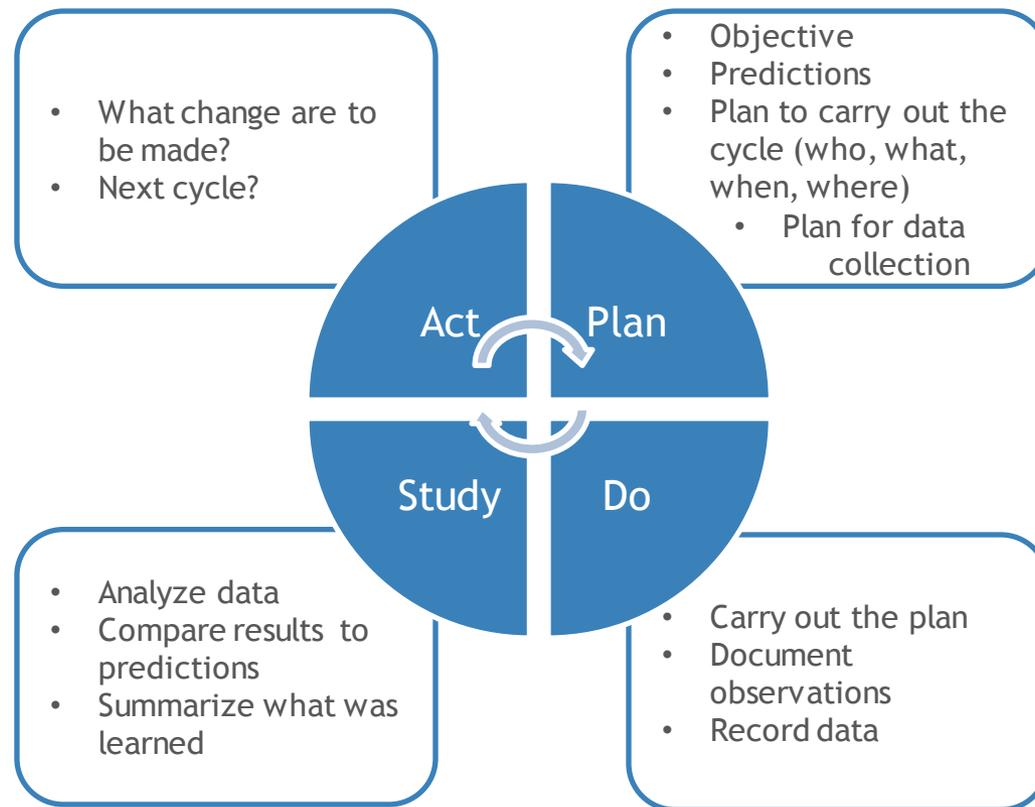
Building improvement infrastructure

- What are we trying to accomplish?
- How will we know that change is an improvement?
- What change can we make that will result in improvement?



Building improvement infrastructure

● Plan-Do-Study-Act Cycle



Building improvement infrastructure

- Clinic efficiency/improvement
- Domains of clinic efficiency:
 - Capacity and demand
 - Staff utilization and productivity
 - Appointment scheduling
 - Clinic flow
 - Evidence-based practices



Building improvement infrastructure

- Clinic efficiency/improvement:
Capacity and demand
 - Aim: identify your capacity and match it to your demand

Building improvement infrastructure

- Clinic efficiency/improvement:
Staff utilization and productivity
 - Aim: increase clinician support

Building improvement infrastructure

- Clinic efficiency/improvement:
Appointment scheduling
 - Aim: do today's work today - same day / next day scheduling

Building improvement infrastructure

- Clinic efficiency/improvement: Clinic flow
 - Aim: move around your patient instead of moving them
 - Aim: start all visit on time, every time
 - Aim: come prepared with all the tools you need



Building improvement infrastructure

- Clinic efficiency/improvement:
Evidence Based Practices
 - Aim: ruthlessly eliminate all unnecessary work and adhere to evidence based practices
 - National guidelines at point of care
 - Chronic disease care team model
 - Decision tools to education patients
 - Patient reminders



Success story & your turn!

4. ENGAGING PROVIDER AND COMMUNITY STAKEHOLDERS IN CARE REDESIGN



Engaging providers & stakeholders

- Internal engagement
 - Best practices:
 - All staff (Physicians, MAs, admin staff) should be active participants
 - Having the right people in the room makes all the difference
 - Make your work infectious (Start small with engaged teams)



Engaging providers & stakeholders

- External engagement
 - Community partners
 - Clinics in your community or using same technology
 - Community Health Workers
 - Local Public Health Agencies
 - Referrals for community services (i.e. lifestyle interventions)
 - Local leaders in targeted practice transformation (CDPHE toolkit available)
 - Payors/managed care organizations
 - Clinic networks



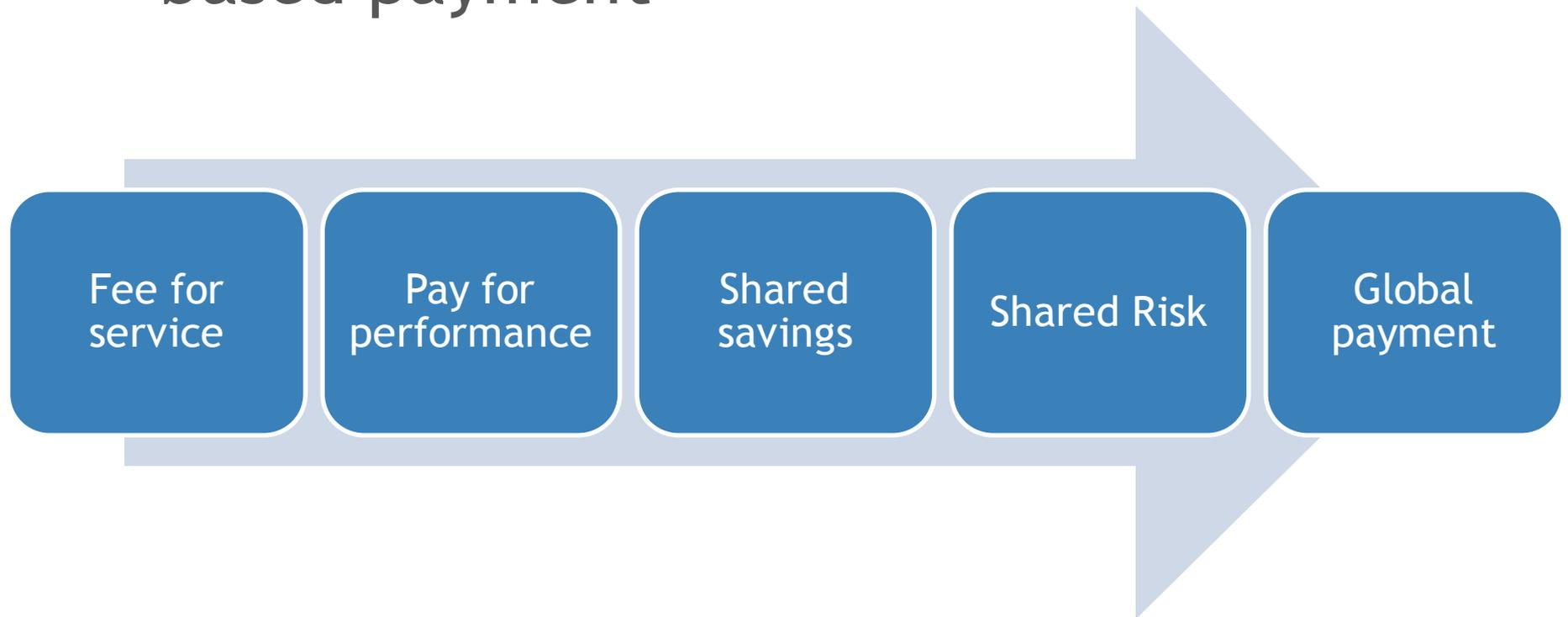
Success story & your turn!

5. LEVERAGING PAYMENT MODELS TO ACHIEVE CLINICAL AND FINANCIAL TARGETS



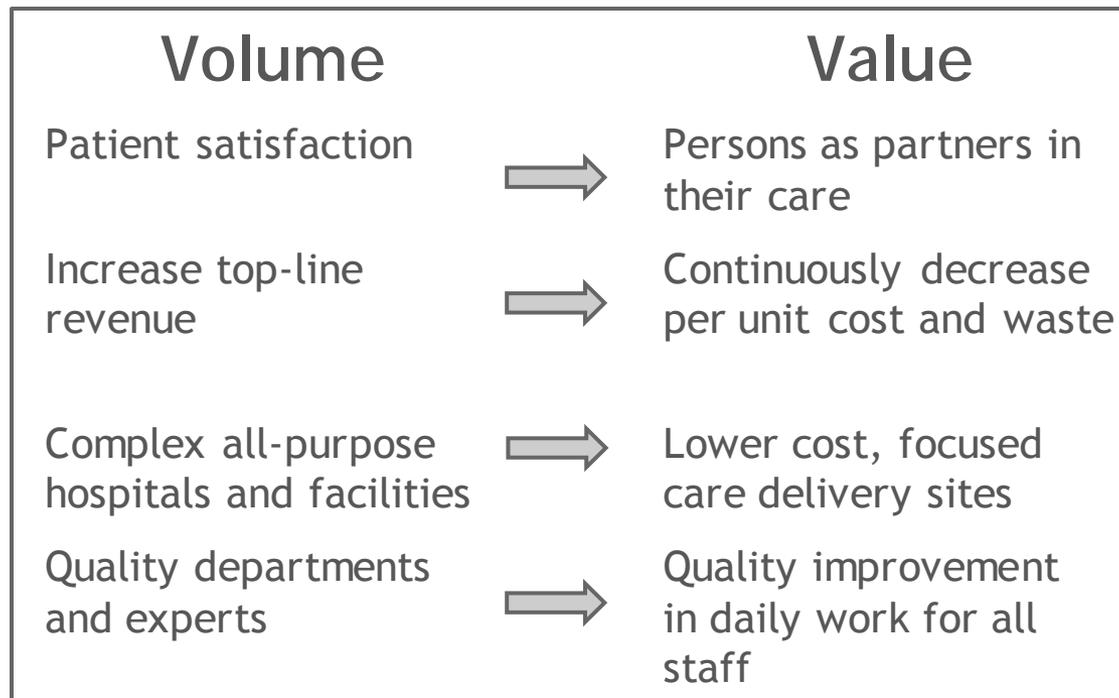
Leveraging payment models

- Transitioning from volume- to value-based payment



Leveraging payment models

- Transitioning from volume- to value-based payment

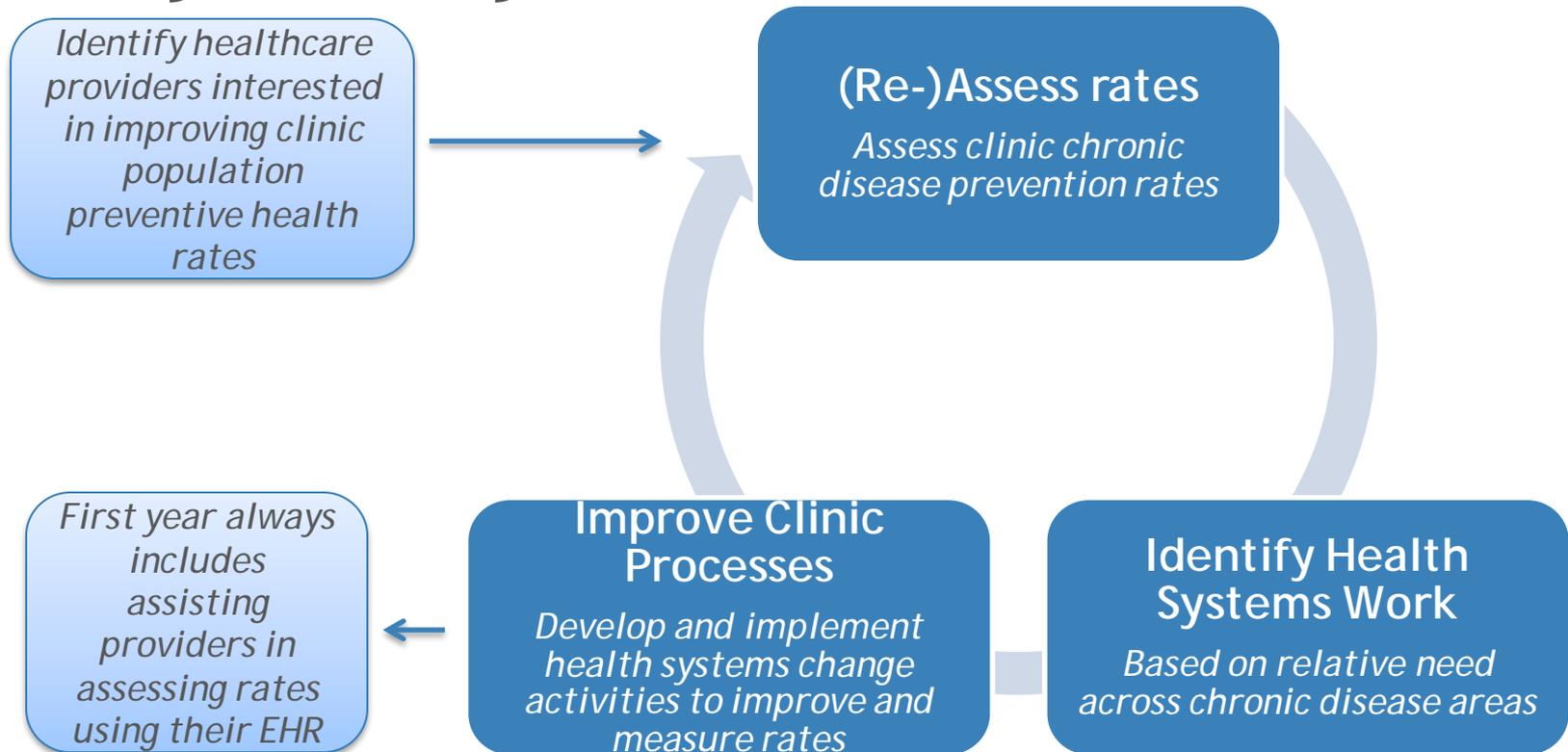


Leveraging payment models

- Organizations offering PT programs in CO
 - ClinicNET
 - Colorado Community Health Network (CCHN)
 - CO Department of Public Health and Environment
 - Colorado Rural Health Center (CRHC)
 - COHRIO/QHN
 - HealthTeamWorks
 - Rocky Mountain Health Plan
 - State Innovation Model
 - Telligen
 - University of Colorado Denver

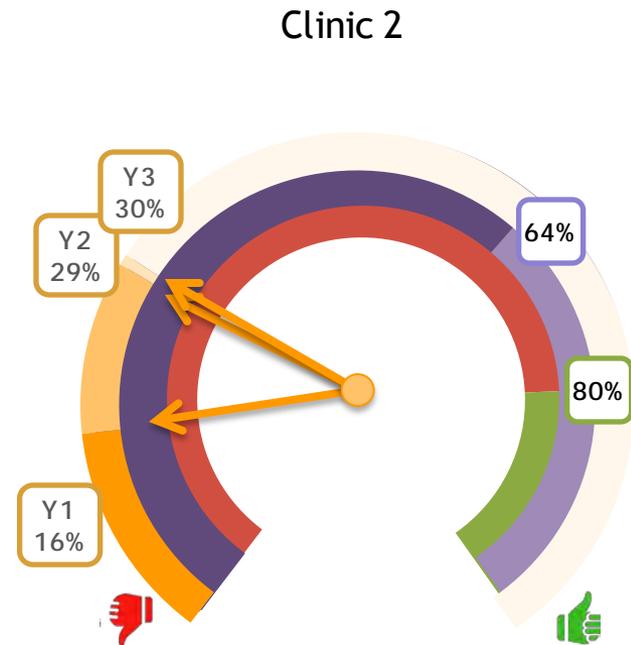
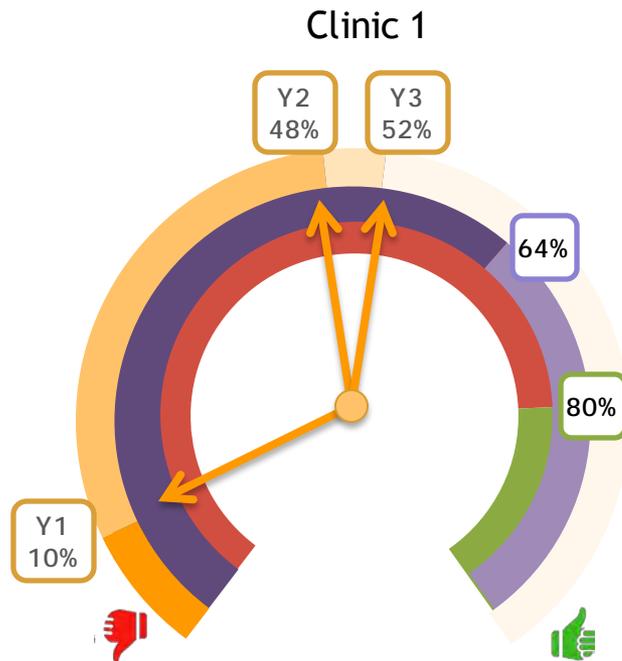
Leveraging payment models

- CDPHE Clinic Quality Improvement Project: Project model



CQI project results from pilot clinics

Colorectal Cancer Screening Rates



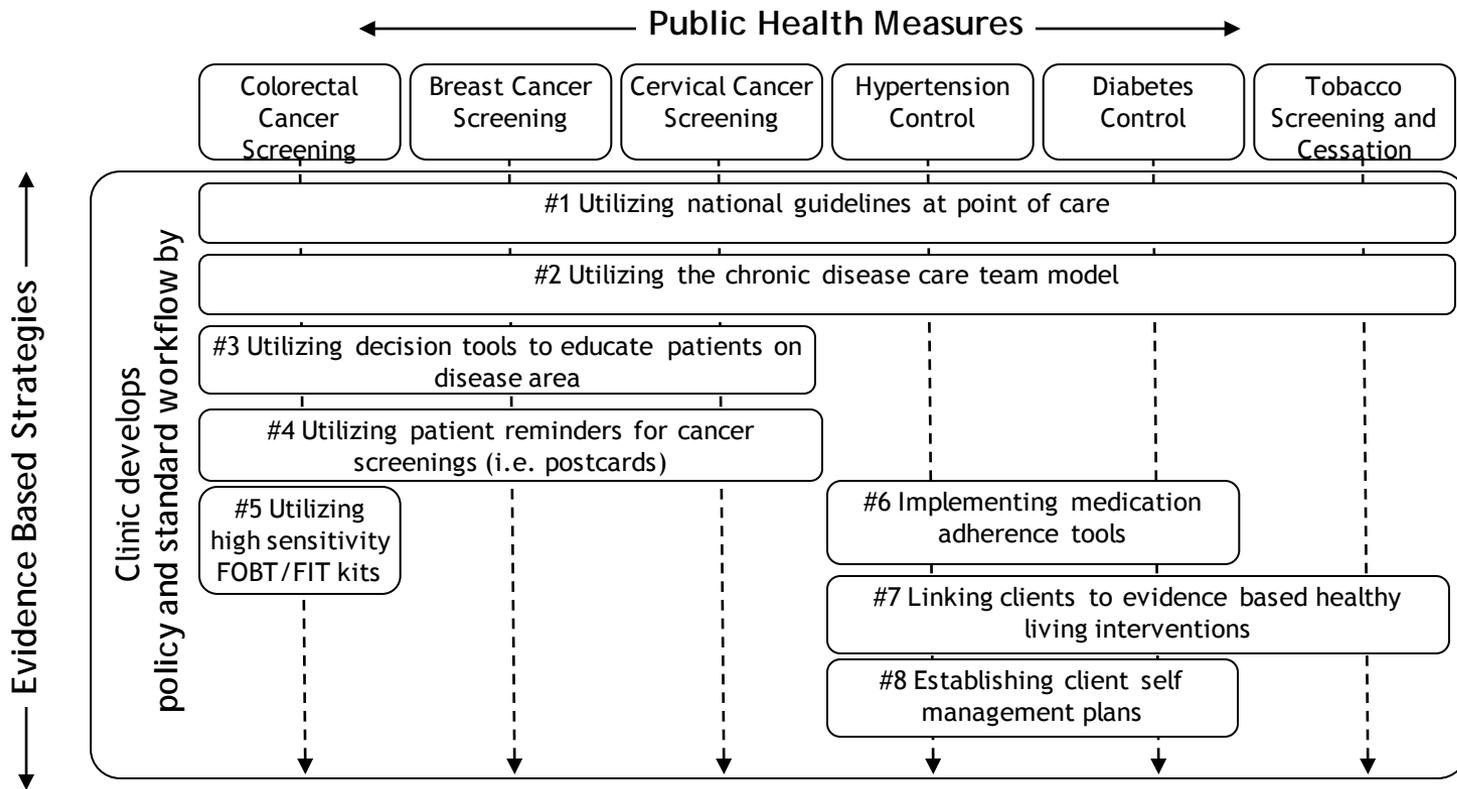
Orange: Clinic screening rate
Red/Green: NCCRT 80% by 2018 Goal

Purple: Colorado BRFSS screening rate, 2008/10
Red thumbs down / Green thumbs up: Desired direction

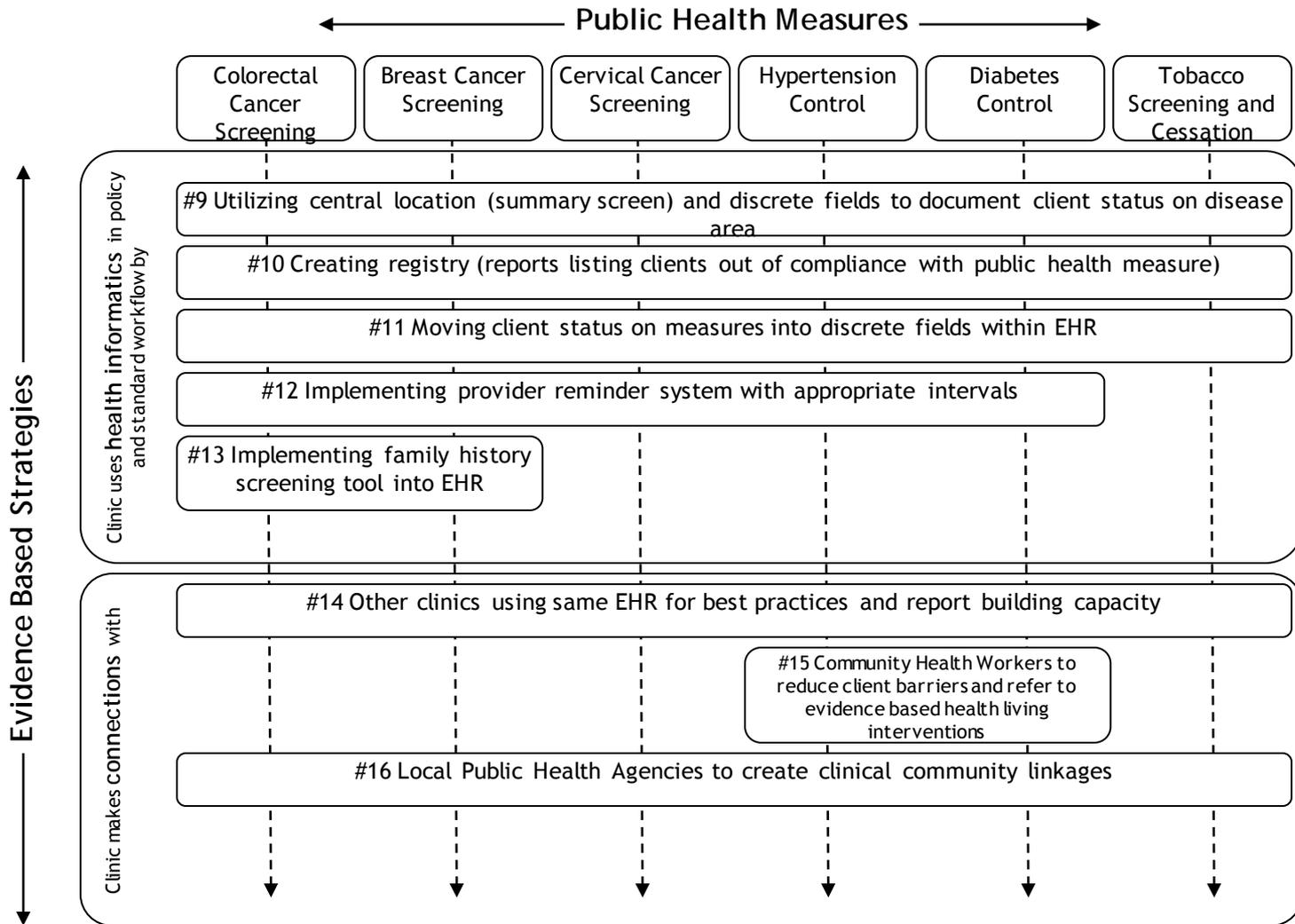


Leveraging payment models

- CDPHE Clinic Quality Improvement Project: Intervention portfolio
 - Covered many today!



Leveraging payment models



Success story & your turn!

FAMILY PLANNING REOURCES



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Family Planning resources for practice transformation

- Family Planning Program at CDPHE will be convening a work group
- Purpose of work group to develop QI measures for FP
- Interested contact Karen Artell,
(karen.artell@state.co.us or 303-692-2486)

Family Planning resources for practice transformation

- Family Planning National Training Center (FPNTC.org) has a e-learning course that describes quality improvement methods that can be used to improve services and infrastructure: *Quality Improvement Methodologies: Using the Model for Improvement*
- Location:
 - <https://vimeo.com/ntcquality/review/128171448/89f21be502>
 - <http://fpntc.org/training-and-resources/quality-improvement-methodologies-using-the-model-for-improvement>

Family Planning resources for practice transformation

- *FPNTC Quality Improvement Methodologies: Using the Model for Improvement Resources:*
 - Prioritization matrix
 - Aim statement worksheet
 - Identifying root cause worksheets
 - Plan-Study-Do-Act worksheet for testing change
 - Tips and other resources
- Location:
 - <http://ntcqaquie.jsi.com/fpqi-mod2/docs/worksheets-resources.pdf>

Family Planning resources for practice transformation

- FPNTC: Quality Improvement Community of Practice
 - Provides a space for staff of Title X-funded agencies to engage in online discussions with their peers to share QI strategies, challenges, and successes. The COP will feature helpful resources and expert consultation on specific QI topics to help agencies initiate, implement, and sustain improvement efforts.
- Location:
 - <http://fpntc.org/cop/quality-improvement>

Family Planning resources for practice transformation

- FPNTC: Patient Experience Improvement Toolkit
- Location:
 - http://fpntc.org/sites/default/files/resource-library-files/Patient%20Experience%20Improvement%20Toolkit%20-%20A%20Guide%20for%20Family%20Planning%20Agencies_508c.pdf

Family Planning resources for practice transformation

Resources:

<https://sites.google.com/site/titlexhub/resource-s-1/quality-improvement-practice-transformation>

Colorado Title X Hub

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Welcome

Welcome to the Title X Contractor Hub, a place where Title X agencies in Colorado can keep up to date on events, trainings, and news. If you have any questions or suggestions for this site, please contact us at cdphe_familyplanning@state.co.us. We'd love to hear from you!

Link to iCare

iCare
Click Here

Email Us

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Resources >

Quality Improvement / Practice Transformation

The QFP states "Service sites that offer family planning services should have a system for conducting quality improvement, which is designed to review and strengthen the quality of services on a ongoing basis. Quality improvement is the use of a deliberate and continuous effort to achieve measurable improvements in the identified indicators of quality of care, which improve the health of the community."

Below are resources to help your service site(s) with implementing quality improvement measures. Please contact Kristina Green (kristina.green@state.co.us or 303-692-2496) if you have any questions about any of the resources provided below.

E-LEARNING COURSES

- Module 1: [Introduction to Quality Improvement for Family Planning](#)
- Module 2: [Quality Improvement Methodologies](#)

VIDEOS:

- Hear from your Title X peers and what they are doing related to Quality Improvement:
 - Fremont Tiger Clinic: Quality Improvement - <https://vimeo.com/127957112>
 - Haven Health: Our Quality Improvement Experience - <https://vimeo.com/125833547>
- Introduction to Quality Improvement for Family Planning - <https://vimeo.com/116106146>
- LARC FIRST - <http://www.larcfirst.com/>
- Prioritizing the Patient Experience: Strategies for Family Planning- <https://vimeo.com/74631052>
- Quality Improvement Methodologies: Using the Model for Improvement - <https://vimeo.com/128171448>
- The Family Planning Patient Experience: Skills to Improve Every Visit - <https://vimeo.com/74630789>
- Why QI? - <https://vimeo.com/106997031>

QUESTIONS/DISCUSSION



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