Slides for today’s webinar are available on the CIHS website at:

www.Integration.samhsa.gov

under About Us/Innovation Communities
Our format...

**Structure**
Short comments from experts
Specifics from their point of view

**Polling You**
Every 20-minutes
Finding the “temperature” of the group

**Asking Questions**
Watching for your written questions

**Follow-up and Evaluation**
Ask for what YOU want or expect
Ideas and examples added to the AOS Resource Center
How to ask a question during the webinar

If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. *(left)*

If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. *(right)*
Today’s Agenda

- Where are we now
- Guest speaker
- Next steps
Last month

Learning from Integrated Care Teams

Types
• Pooled
• Sequential
• Reciprocal
• Intensive

Principles
• Clear Roles
• Shared Values
• Shared Goals
• Mutual Trust
• Effective Communication
• Measureable Processes & Outcomes
Team Assessment

**Step 2: AIMS TEAM BUILDING**

**Task Summary by Staff**

<table>
<thead>
<tr>
<th>Integrated Care Tasks</th>
<th>Staff 1</th>
<th>Staff 2</th>
<th>Staff 3</th>
<th>Staff 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify and Engage Patients</strong></td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Identify People Who May Need Help</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Screen for Behavioral Health Problems Using Valid Measures</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Diagnose Behavioral Health Disorders</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Engage Patient in Integrated Care Program</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td><strong>Initiate and Provide Treatment</strong></td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Perform Behavioral Health Assessment</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
</tbody>
</table>

**NAME:**

**ROLE/TITLE:**
### Implementation Plan

**Implementation Objective #1:**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Champion</th>
<th>Timeline</th>
<th>Learnings, challenges &amp; opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/1/15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/1/15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7/1/15</td>
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</table>
Next several months

<table>
<thead>
<tr>
<th>Mar – Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building your implementation plan</td>
</tr>
<tr>
<td>Identifying first PDSA cycles</td>
</tr>
<tr>
<td>Team presentations</td>
</tr>
<tr>
<td>Small group calls for subtopics</td>
</tr>
</tbody>
</table>
Today’s Presenter

Paul Ciechanowski, MD, MPH
CEO, Samepage
(samepagehealth.com)
Clinical Associate Professor,
University of Washington
Seattle, Washington

Seven Ways to Build High Functioning Healthcare Teams
What and “so what”

Effective teams:

- Organized
- Efficient
- Effective
- Progressive
- Flexible

- Sustainable
- Motivated
- Enjoyable
- “Practice what you preach”
Challenges with patients:

- Poor collaboration
- Non-adherence
- Missed appointments
- Dissatisfaction with care
- Go-it-alone approach
- Poor self-care
- Stress, anxiety and depression
Challenges with patients:

- Poor collaboration
- Non-adherence
- Missed appointments
- Dissatisfaction with care
- Go-it-alone approach
- Poor self-care
- Stress, anxiety and depression
Clarify tasks and roles

- Agreed-upon set of tasks
- Agreed-upon set of roles
- Ensures efficient operations even when there are bumps in the road
- Creates a tolerable working environment
- Helps team members stay motivated and work at their full potential
- Creates **interdependency** in team and allows for emerging properties (e.g. holon)
Clarify tasks and roles

• Core team members may be expected to wear more hats than peripheral team members
• Planning meetings vs. “work” meetings
• Cross-train
• Create redundancy
• Create contingency plans
• Periodically readjust/revise
• Use a matrix
<table>
<thead>
<tr>
<th>Task</th>
<th>Primary role</th>
<th>Secondary role</th>
<th>Care manager</th>
<th>PCP</th>
<th>Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Screen for hypertension and depression</td>
<td>AN</td>
<td>BY</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify treatment goals</td>
<td>AN</td>
<td>BY</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Support self-care</td>
<td>RB</td>
<td>TH</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review medication tx</td>
<td>GH</td>
<td>AN</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Order labs</td>
<td>PCP</td>
<td>AN</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define treatment algorithm</td>
<td>PCP</td>
<td>RB</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Define goals and a vision

• A mission, goal and/or vision are critical especially in times of change
• Goal(s) can be broad or specific
• Leaders may set the goals and vision, but soon the team members should integrate – work for shift in culture
• All members should resonate with goals
• Work backwards and align goals with organizational mission but also with model that ensures sustainability
Make data a team member

• Working “In the business” vs. “On the business” (e-Myth – Michael E. Gerber)
• Content vs. process data
• Allows for growth and continual assessment
• Helps to optimize operations (e.g. PDSA)
• Collect data in real time as often as possible
• Have data ready for meetings
<table>
<thead>
<tr>
<th>Initial</th>
<th>Clinic</th>
<th>Enroll Date</th>
<th>PHQ</th>
<th>BP</th>
<th>HbA&lt;sub&gt;1c&lt;/sub&gt;</th>
<th>LDL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>BL</td>
<td>Now</td>
<td>BL</td>
<td>Now</td>
</tr>
<tr>
<td>BRN</td>
<td>8/11/2008</td>
<td>19</td>
<td>14*</td>
<td>152/86</td>
<td>140/100*</td>
<td>10.1</td>
</tr>
<tr>
<td>OLY</td>
<td>5/19/08</td>
<td>19</td>
<td>19*</td>
<td>141/69</td>
<td>127/77</td>
<td>7.3</td>
</tr>
<tr>
<td>EVM</td>
<td>11/12/07</td>
<td>14</td>
<td>9*</td>
<td>160/98</td>
<td>150/85*</td>
<td>6.4</td>
</tr>
<tr>
<td>NGT</td>
<td>10/30/07</td>
<td>13</td>
<td>2</td>
<td>209/119</td>
<td>126/76</td>
<td>9.2</td>
</tr>
<tr>
<td>LYN</td>
<td>8/23/07</td>
<td>14</td>
<td>3</td>
<td>149/71</td>
<td>111/58</td>
<td>8.1</td>
</tr>
</tbody>
</table>
PDSA Cycle

Plan

Do

Act

Study

SAMHSA-HRSA
Center for Integrated Health Solutions

www.integration.samhsa.gov
Optimize communication at all levels/all times

• Ensures there is efficient transfer of information
• Reduce room for misunderstanding and encourage a team approach
• How: good listening skills (e.g. respect, clarification, teach back, “compliment sandwich”)
Optimize communication at all levels/all times

- Multiple ways of engagement
- Regular communication
- Team meetings (“working in and on the business”)
- Availability outside of working meetings
  - email, phone, text, instant messaging
  - impromptu meetings
Create successful meetings

- Regular and ad hoc meetings (for regular work AND “process” meetings)
- Long enough
- Time to celebrate achievements however small
- Time to support each other
- Face-to-face prioritized
- Requires preparation
Create successful meetings

• Agreed-upon format
• Use shared data sheet
• Structured input/structured output – need both
• Alternate as “scribes” for each other
<table>
<thead>
<tr>
<th>Suggested actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medication changes:</strong></td>
</tr>
<tr>
<td>• Simplify, consolidate</td>
</tr>
<tr>
<td>• Check formulary</td>
</tr>
<tr>
<td>• Check lowest prices/generics</td>
</tr>
<tr>
<td>• Assess adherence, side effects</td>
</tr>
<tr>
<td><strong>Behavioral activation:</strong></td>
</tr>
<tr>
<td>• Problem solving treatment</td>
</tr>
<tr>
<td>• Physical activation</td>
</tr>
<tr>
<td>• Social activation</td>
</tr>
<tr>
<td>• Pleasant events</td>
</tr>
<tr>
<td><strong>Motivational issues:</strong></td>
</tr>
<tr>
<td>• Decisional balance</td>
</tr>
<tr>
<td><strong>Disease self-management:</strong></td>
</tr>
<tr>
<td>• BP cuff, BP record</td>
</tr>
<tr>
<td>• Pedometer</td>
</tr>
<tr>
<td>• Glucometer (new or 2^nd)</td>
</tr>
<tr>
<td>• Sleep hygiene</td>
</tr>
<tr>
<td>• Nutritionist/Dietician</td>
</tr>
<tr>
<td>• Pill boxes</td>
</tr>
<tr>
<td><strong>Strategies for hard-to-reach:</strong></td>
</tr>
<tr>
<td>• Contact PCP</td>
</tr>
<tr>
<td>• Review upcoming visits</td>
</tr>
<tr>
<td>• Voicemail</td>
</tr>
<tr>
<td>• Letter</td>
</tr>
</tbody>
</table>
Mold a successful team

- Interdependency
- Self-actualization
- Support
- Get to know each other with/without role(s)
- Working toward a common goal
- Flexibility to redefine roles with change, new goals
- Make the patient part of the team!
Deal with stress and burnout

Busy work settings:

• Poor collaboration
• Non-adherence
• Missed appointments
• Dissatisfaction with care
• Go-it-alone approach
• Poor self-care
• Stress, anxiety and depression
Deal with stress and burnout

Maslach:

• Emotional exhaustion
• Lack of personal accomplishment
• Depersonalization
• Over-involvement
What Causes Workplace Stress?

- Low salaries 43%
- Heavy workloads 43%
- Lack of growth & advancement 43%
- Unrealistic job expectations 40%
- Job security 34%

Source: American Psychological Association
What Causes Workplace Stress?

• Lack of participation in decision-making

• Ineffective management style

• Long hours leading to:
  • less life balance
  • less personal time
  • less attention to family duties.

Source: American Psychological Association
Stress Management Strategies

• Know yourself. Be aware of your stress level and know what stresses you out
• Recognize how you deal with stress
• Turn off and tune in
• Keep a "To-Do" list
• Take short breaks
• Find healthy ways to manage stress
• Take care of yourself
• Ask for professional support

Source: American Psychological Association
Stress Management Strategies

- “Logotherapy”
- Time management strategies
- Bolster social support
- Pleasant activities scheduling
- Relaxation exercises
- Behavioral activation
Organizational Stress Prevention

- Ensure workloads are in line with workers' capabilities and resources.
- Design jobs to provide meaning, stimulation, and opportunities for workers to use their skills.
- Clearly define workers' roles and responsibilities.
- Give workers opportunities to participate in decisions and actions affecting their jobs.
- Improve communications to reduce uncertainty about career development and future employment prospects.

Source: Sauter SL et al., American Psychologist
Organizational Stress Prevention

- Flex time
- Job sharing
- Work from home
- Longer lunch hours
- Eldercare support
- Healthcare advocacy (Health Risk Assessment)
- Employee Assistance Program
- Exercise at work
- Stress management workshops
- Onsite support
Summary

- Clarify tasks and roles
- Define goals and a vision
- Make data a team member
- Optimize communication at all levels/all times
- Create successful meetings
- Mold a successful team
- Deal with stress and burnout
Next Steps

• March 1: First Implementation Plan submission

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For More Information

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Thank you for joining us today.

Please take a moment to provide your feedback by completing the survey at the end of today’s webinar.