Developing High Functioning Teams
Innovation Community

Webinar #4
March 13, 2015
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

• Implementation Planning
• Hear from colleagues
• CIHS Resources
In February

Seven Ways to Build High Functioning Healthcare Teams
Paul Ciechanowski, MD, MPH

- Conduct systematic case reviews
- Make data a team member
- Invest in the team to build relationships
## Implementation Plans

### Implementation Objective #1:

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<th>Action Steps</th>
<th>Champion</th>
<th>Timeline</th>
<th>Learnings, challenges &amp; opportunities</th>
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You Said…

- Define goals and milestones
- Test care coordination workflows
- Try huddles and hand-offs
- Identify population and do risk stratification
- Conduct staff training on medical / MH conditions
- Choose measures and work on IT capability for tracking
- Administer team process & satisfaction tools
What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act

Plan

Study

Do
An Iterative Process

Changes That Result in Improvement

Predictions, Theories, Ideas

Data

Learning & Improvement
Hearing from Colleagues
<table>
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<td>Canyon Pediatrics, AZ</td>
<td>Florida Dept of Health in Sarasota Co / CHC of North Port, FL</td>
<td>Jewish Family &amp; Children’s Services, AZ</td>
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<td>CODAC BH Services, AZ</td>
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<td>Connections, DE</td>
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<td>Midtown Community Mental Health, IN</td>
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<td>Family First Health, PA</td>
<td>JeffCare, a program of JPHSA, LA</td>
<td>Myrtle Hilliard Davis Health Centers, MO</td>
<td>Will County CHC, IL</td>
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Measuring Team Process: Hitting the bulls eye in setting up a model of a subspecialty medical home

Eva Szigethy  MD, PhD
Associate Professor of Psychiatry, Pediatrics and Medicine
Director, Visceral Inflammation and Pain (VIP) Center
Division of Gastroenterology
szigethye@upmc.edu
What is a patient centered medical home?

Prominent Component of Health Care Reform Law

Combines **primary care** with systematic improvement of care of a patient population

- **Personal physician providing first contact and continuous care**
- Implementation of **information technology**
- New operations for **communication** between physicians and patients
Why a medical subspecialty medical home?

Subspecialty care (e.g. cardiology, endocrinology, gastroenterology) is expensive and approximately 15% of patients have high medical utilization but lack of improvement in their medical condition.

> 50% of IBD patients have pain, stress, coping difficulties, anxiety/depression, and fatigue that lead to worsening inflammation and increased healthcare utilization.

IBD ranks as top three expensive medical diseases in most tertiary care medical centers due to relapsing remitting course, expensive medications and surgery with 15% patients accounting for over 50% of the medical costs.
What is our patient centered subspecialty medical home?

Use a team-approach to provide high quality, comprehensive, cost-effective healthcare to patients with one such chronic disease, inflammatory bowel disease (IBD)

Integrated medical and behavioral care at medical point of service

Collaborating with our UPMC Health plan (insurance payor) to couple a new collaborative model with health care payment reform strategies
Importance of team process

“Team-based care is key tenet to transform primary care practices into primary care medical homes”

Conditions for Team Effectiveness

Shared Understanding

Supportive processes

Acting and Feeling like a Team

Perceived team effectiveness

Song et al.
Primary Care Team Dynamics Process Survey (Song et al. 2014, Health Services Research)

Conditions for Team Effectiveness
- Enable structure
- Supportive organizational context

Shared Understanding
- Team Goals
- Member roles and responsibilities
- Patient involvement

Supportive processes
- Accountability
- Decision-making and conflict resolution
- Communication and information exchange

Acting and Feeling like a Team
- Using team skills and knowledge
- Giving/using information from others
- Trusting/Respecting others

Perceived team effectiveness
- For patients
- For providers
- For efficiency
Characteristics of “smart” teams (Pentland & Hashimi, Science 2010)

Members contributed equally to team discussions (versus letting a few dominate discussion)

Members scored higher on test which measures how well people can read complex emotional states from images of faces with only eyes visible.

Having more women members of the team.
“Mind in the Eyes Test”
“Mind in the Eyes Test”

Reading the Mind in the Eyes Test (Revised, Adult)

Practice Question

Which word best describes what the person in the picture is thinking or feeling?

- hateful
- jealous
- arrogant
- panicked
TEAM APPROACH
- Weekly team huddles with coordination among providers and review of electronic records
- Coordination with other key collaborators - pain service
- Social worker-nurse team as primary patient liaisons

QUALITY
- Team members with expertise and high empathy scores
- Coordinated use of tools offered by Health Plan
- Empirically supported behavioral interventions
- PATIENT centered care with goal of self disease management
IBD Subspecialty Medical Home Team

- Nurse practitioner
- Nurses
- Social worker
- Dietician
- Patient Peer support team
- Schedulers
- Research coordinator
- Psychiatrist
- Gastroenterologist (missing from photo)
Resources!

Resources on High Functioning Teams:

• Essential Elements of an Integrated Team

• Core Competencies for Integrated Care

For next month’s webinar:

• AIMS Center Team Building Tool
Next Steps

• Late March – Early April: Small group calls
  Max: 7 attendees each

• April 14 3 - 4pm EST: Webinar #5
  Anna Ratzliff, MD, PhD
  University of Washington, AIMS Center
Slides for today’s webinar are available on the CIHS website at:

www.Integration.samhsa.gov

under About Us/Innovation Communities
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.