Who is Responsible for Care Coordination

Elizabeth Whitney and Sue Pickett
January 22, 2015
Slides for today’s webinar are available on the CIHS website at:

www.Integration.samhsa.gov

under About Us/Innovation Communities
Setting the Stage:
Today’s Facilitators

Sue Pickett, PhD
Senior Scientist for Behavioral Health
Advocates for Human Potential, Inc.

Elizabeth Whitney, LICSW
Senior Program Manager
Advocates for Human Potential, Inc.
Today’s Purpose

- Welcome
- Participating Organization Introductions
- Feedback on Organizational Assessments
- Change Management and Project Planning
- Next Steps
Introducing…

<table>
<thead>
<tr>
<th>Organization</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>AspenPointe, Inc.</td>
<td>CO</td>
</tr>
<tr>
<td>Brevard Health Alliance</td>
<td>FL</td>
</tr>
<tr>
<td>Capital Clinical Integrated Network</td>
<td>DC</td>
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<tr>
<td>Clinical and Support Options, Inc.</td>
<td>MA</td>
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<tr>
<td>Community Living Services</td>
<td>MI</td>
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</tbody>
</table>
Organizational Readiness Self-Assessments
Self-Assessment Results

- 61 IC participants from 18 organizations completed and submitted surveys
- 14 organizations: 2 or more IC team members submitted surveys
- 4 organizations: Only 1 IC team member submitted a survey
- “Overall” organizational results will be summarized and distributed to each organization by end of January
## Current Care Coordination Model

<table>
<thead>
<tr>
<th>Care Coordination Model</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated Care-Minimal Collaboration</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Coordinated Care-Basic Collaboration at a Distance</td>
<td>19</td>
<td>32%</td>
</tr>
<tr>
<td>Co-Located Care-Basic Collaboration Onsite</td>
<td>19</td>
<td>32%</td>
</tr>
<tr>
<td>Co-Located Care-Close Collaboration with Some System Integration</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>Integrated Care-Close Collaboration Approaching an Integrated Practice</td>
<td>9</td>
<td>15%</td>
</tr>
<tr>
<td>Integrated Care-Full Collaboration in a Transformed/Merged Practice</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>None (No Care Coordination Model in Place)</td>
<td>1</td>
<td>2%</td>
</tr>
</tbody>
</table>
Current Care Coordination Practices

- We asked you to rate the extent to which your organization is currently doing 21 various care coordination practices
  - “Not At All” – “To a Very Great Extent”
- We calculated mean (average) scores for each statement across all responses
  - We will include organizational results in your summaries
Current Care Coordination Practices: Highest Scored Items

- Top 3 practices (“we are doing this to a moderate-great extent”)
  - Clients are encouraged to communicate with and see their providers.
  - Care plans are based on clients’ preferences and treatment goals.
  - Each of our provider partners is autonomous and makes their own decisions about care.
Current Care Coordination Practices: Lowest Scored Items

• “Bottom” 3 practices (“we are doing this to a small extent”)
  • Our clients experience a one-stop, seamless experience.
  • We have a common, standard treatment planning tool that facilitates referrals and communications across providers.
  • We rely on a single set of screening tools across disciplines.
What These Results Say to Me…

WHAT ARE YOU THINKING?
Change Management

• Projects make changes to processes, systems, tools, job roles and even organizational structures

• Change management is about the people side of change

• Goal is to support individuals through the required changes – not impose change

Change Management Removes Barriers*

Change May Create Fear and Pressure …

- Incompetence
- Professional status
- Job loss
- Performance pressure
- Loss of control

Ten Principles of Change Management

1) Address change systematically and proactively
2) Start with executive level leadership
3) Involve every layer of the organization
4) Make a formal case – why and how
5) Leadership has “ownership” of the change
Principles of Change Management

6) Communicate the change plan
7) Consider the organizational culture
8) Address the organizational culture
9) Expect the unexpected
10) Engage the individual
Force-field Analysis and the Lewin* Change Model

- Forces for change
- Driving forces
- Forces resisting change
- Restraining forces

Equilibrium? No change!
Driving force MUST exceed restraining force

Question: When it Comes to Change, Which Forces Prevail in Relation to Your Plan?
Summary

- Value stakeholders
- Inform employees
- Create motivation
- Involve staff in workflow analysis and redesign
- Provide training

Considerations for Your Innovation Plan

- Define and prioritize goal(s) –
  - achievable by August 2015

- Use SMART principles
  - **S**pecific
  - **M**easureable
  - **A**chievable
  - **R**elevant
  - **T**ime Bound

Plan/Do/Study/Act (PDSA) [http://www.ihi.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx](http://www.ihi.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx)
Considerations, continued

• Identify stakeholders and roles

• Clarify success measures – indicators or metrics

• Define benchmarks or milestones - allow you to know that you are heading in the right direction

• Use and share your work plan

Plan/Do/Study/Act (PDSA) [http://www.ihi.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx](http://www.ihi.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx)
Questions.....
What to Expect

January / February
- Further exploration of definitions and components of care coordination
- Complete self-assessment
- Review assessment results for use in work plans
- Create work plan for change process with coaching calls to refine work plans

March - June
- Implement work plans / PDSA cycle
- Focus topics based on needs of the group
- Team presentations
- Small group coaching call

July - September
- Focus topics based on needs of the group
- Sustainability strategies and lessons learned from the field
- Small group coaching call
- Curated materials for dissemination in September
Next Steps

Look for LinkedIn group invitation

Next scheduled webinar:
February 19, 2015 1-2 pm EST

Homework:
Complete draft of Innovation Work Plan by February 12
email to: ewhitney@ahpnet.com
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.