ACO Implementation: A Team Sport

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Value Based Care and Physician Engagement

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Objectives

- Describe the steps to engage your team
- Name the qualities necessary for a successful Physician Champion
- Explain the process of involving the team in planning
- Identify the role each team member plays in success
- Describe ways to celebrate and reward changes needed for success

Steps to Success

- Executive leadership support and involvement
- A physician and nursing champion
- Other champions from among your staff
- Champions understand the value and scope of the undertaking
- Champions are involved in the implementation and workflow design
- Start with bite-sized pieces and reward small wins
- Review and aim to continuously improve

Executive Leadership

- Understands the scope of the change
- Is fully behind the implementation
- Is prepared to devote the resources necessary for success
- Knows how to work collaboratively to identify the team champions
- Provides support to the team
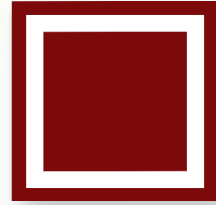
Selecting a Your Champions

Role of the Physician Champion

- Is an example to their peers
- Assists in reinforcing the value of the transition to staff and peers
- Exists as the clinical voice on the leadership team
- Demonstrates how it can be done
- Does not need to be an MD/DO

What Makes an Effective Physician Champion?

- A respected leader in active practice
- Someone who "gets it"
- Willingness and ability to devote the necessary time
- Is supported
- Provides quality care
- A good listener and problem solver
- Open to feedback

Common Mistakes in Selecting a Physician Champion

- Choosing the new physician

- Choosing the busy Medical Director

- Choosing somebody solely because they appear to have extra time

Nursing Champion

- Many of the same qualities as a physician and is familiar with the staff flow
    - Assists in reinforcing the value of the transition to staff and peers
    - Viewed as the nursing voice on the leadership team
    - Accepting to incorporate new ideas
    - Is supported by leadership

Other Champions

- Front desk
- Scheduling team
- Coding
- Care coordinators
- Data collectors/Integrators
- And others depending on your structure and network
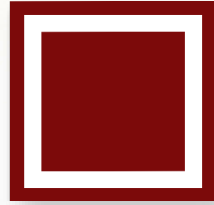
Involving the Whole Team

Why Involve the Team?

- The implementation of this transition is complex
- No one person in an organization knows all the dimensions of an issue
- The process involves more than one discipline or work area
- Solutions require creativity
- Staff commitment and buy-in are necessary

High Performing Teams

- Have a clear and shared vision (a shared "mental model")
- Have clear roles and responsibilities
- Have strong team leadership
- Engage in the discipline of regular feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes
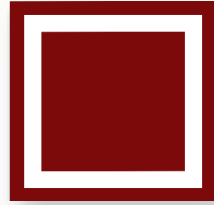
Understanding the Scope and Value of the Undertaking

Scope and Value: Constant Reinforcement

- The entire staff must understand the scope and value of the undertaking
- Some processes will be modified
- Some processes will be added
- Everyone will need to participate on some level

The Team Understands the Value of…

- Annual Wellness Visits
- Accurate risk coding
- Chronic Care Management
- Transitional Care Management
- Emergency Department follow-up

The Team Believes it Can Be Done

- This component is critical
- It starts with your Champions
- The team see how it can be worked into the current workflow
- The champions share this belief with the staff

Evangelize

- Once the team believes it can be done, it is time to spread the word.
- Examples of ways to spread the word include:
  - Reinforcing the value
  - Assisting with the workflow
  - Listening to challenges
  - Providing feedback to the champions

Making it work

Choosing Where to Start

- Identify what you are already doing
- Determine what areas do you have the greatest opportunity
- Decide what could provide the greatest bang for the buck
- Identify small successes in order to build momentum
- Start with bite sized pieces

Example: Annual Wellness Visits

- Data person
  - Keep track of patients that are due
- Care Manager
  - Reach out to patients that are due for a wellness visit
- Front desk
  - Identify those who need a AWV when they come in for any reason
- Rooming staff
  - Talk of the benefit of the wellness visit if one is due
  - Collect the information needed to complete the wellness visit
- Nurse
  - Review the clinical information and prepare recommendations for the care plan
- Provider
  - Review and sign off on the care plan for the patient

Example: Risk Coding

- Nursing staff
  - Review for missing diagnoses during the AWV
- Care manager
  - Use specific codes when billing for care management services
- Coding staff
  - Identify unweighted codes that would carry weight if more specific and start with common ones like
    - Major Depression, single episode unspecified
    - Diabetes without complications
  - Sort codes before submission to assure weighted codes come first
- Provider
  - Use information on specific codes that are appropriate and carry weight

Example: Care Management

- Data staff
  - Identify patients that are high risk
- Provider
  - Identify patients that would benefit
  - Warm handoff to the care manager
- Care Manager
  - Get patient permission
  - Document time spent
  - Code for issues managed

Example: Transitional Care

- Staff person
  - Watch for hospital or skilled nursing discharges
- Scheduling
  - Reach out to patient
  - Schedule either an in-office or virtual visit
- Medical records
  - Collect the discharge information from the stay
- Nurse
  - Review medication list and prepare the patient for the provider
- Provider
  - Assess the patient and create a care plan

ED Follow-up

- Staff person
  - Watch for discharges from the ED
  - Contact patient to see if their needs were met
  - Understand why they went to the ED
  - Ask if they wish to talk to one of the clinical staff
- Medical records
  - Collect the discharge information from the ED visit and put it in the chart
- Clinical staff
  - If necessary, contact the patient to answer questions and review medication list
  - If appropriate, recommend a visit with a provider and collect the information for the provider

Celebrate Small Wins

- Creates a sense of victory early in the process and creates momentum

- Create many short-term targets which
  - Are achievable
  - Are less expensive
  - Have lesser possibilities of failure
  - Contribute to the long-term goal

- Recognize and reward those who contributed to the success

Making it Stick

- Drive for continuous improvement by monitoring benchmarks learning from individual experiences
- Discuss success stories related to change initiatives on every given opportunity and use these to further foster change
- Ensure that the changes become an integral parts in your organizational culture
- Continued executive support of the champions
- Provide examples of and reward success

In Review

- Executive leadership
- Physician champion, nursing champion and other team champions
- Clarify the value of the undertaking and proceed when the team believes it can be done
- Involve champions in the implementation and workflow design
- Start with bite-sized pieces
- Celebrate small wins
- Continuously review and revise your processes

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Questions?

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