

Your Health Home Digest



NATIONAL COUNCIL
FOR COMMUNITY BEHAVIORAL HEALTHCARE

The monthly newsletter of the Ohio Health Home
Implementation Office Training and Technical
Assistance Center (OHIO-TTAC)

Developing Your Health Home Work Plan

A work plan is an outline of a set of goals and processes by which a team can accomplish those goals, offering everyone a better understanding of the scope of the project. Work plans help you stay organized while working on projects through breaking down a process into small, achievable tasks and identifying the things you need to accomplish. Given the extent of system level change involved in setting up a Health Home, a written work plan that is shared with the entire organization is an essential tool. The following 5 steps can help you to create a successful Health Home Work Plan.

STEP 1: Define the Vision

Leadership is the process of creating a vision that each staff person can embrace as their own. For your organization the vision of “Health Home” must have resonant clarity with every staff person so it can become how they behave and what consumers of services believe. If your agency is partnering with other organizations, the vision must be created, clearly understood, and executed together.

STEP 2: Develop a Leadership Communication Plan

It is difficult for leadership to “over message” a system level change initiative. Leadership must be of one voice and constantly “on message” when discussing the Health Home initiative, otherwise staff will see this as “the next big thing from management” and assume that it will fizzle over time. The Executive Leadership must embrace being the communicators while providing guidance & resources to the staff that are implementing the work plan execution. The Leadership Communication Plan must drive the Implementation Plan.

TIP: The Leadership Communication Plan should include

- Some level of urgency driving the business case for the change and emphasizing the downside of not changing.
- Explanations of how the changes will impact staff day-to-day work (i.e., keep doing, stop doing, change doing).
- Messaging that is honest, consistent, & clear...
- Face-to-Face communication with each staff person by executive leadership staff (ideally within 24 hours of the vision being defined) in order to gauge staff uptake and to answer questions.
- Messaging in the office (e.g., lobbies, waiting rooms, office areas, bathrooms, etc.) & in the community (e.g., newspapers, presentations at community meetings, etc.).
- Weekly updates on progress made using metrics.
- A means for staff to voice their feedback, concerns, or questions (e.g., blogs, a Friday CEO email).
- Team leaders/supervisors must be communicating at each staff meeting & during individual supervision about the changes.
- Leadership must regularly check-in with each other to discuss the communication plan.



STEP 3: Define the Components of the Health Home Work Plan:

The Health Home Implementation Work Plan must address all the aspects of healthcare integration. The Work Plan must be created by the leadership team & handed off/charged to the appropriate workgroups. The Work Groups must be staffed with champions who help create the work plan & understand their role. The Work Plan must have clearly stated objectives, tasks, measures, timelines, & accountabilities. Be sure to include short-term action steps that are observable and meaningful.

THE REQUIRED HEALTH HOME WORK PLAN COMPONENTS ARE:

- Access to Care
- Clinical Services
- Financing
- Network Management
- Management & Use of Data
- Human Resources
- Consumer/Family Inclusion & Support

	Objective 1	Objective 2	Objective 3	Who is Accountable?
Access to Care				
Clinical Services				
Financing				
Network Management				
Management & Use of Data				
Human Resources				
Consumer/Family Inclusion & Support				

Consider using “SMART” objectives. SMART is an acronym for Specific, Measureable, Achievable, Realistic, Timely. SMART objectives are used to create more tangible, actionable outcomes in work plans.

- **SPECIFIC:** *What exactly are we going to do for whom?* Lay out what population you are going to serve and any specific actions you will use to help that population.
- **MEASURABLE:** *Is it quantifiable and can we measure it?* Can you count the results? Did you structure the work plan so that “Diabetes will be better managed in our population in 2013” or did you structure it so that “50% of the diabetics in our population will have a HbA1C \leq 8 by July 2014”? Remember that a baseline number needs to be established to quantify change. If you don't know the incidence rate of diabetes and the average HbA1C among your population, it's going to be impossible to reliably say that you improved diabetes management.
- **ACHIEVABLE:** *Can we get it done in the time allotted with the resources we have available?* The objective needs to be realistic given the constraints. In some cases, an expert or authority, such as a medical provider, may need to be consulted to figure out if your work plan objectives are achievable.
- **RELEVANT:** *Will this objective have an effect on the desired goal or strategy?* Make sure your objectives and methods have a clear, intuitive relationship.
- **TIME SPECIFIC:** *When will this objective be accomplished, and/or when will we know we are done?*

How SMART is your objective?

OBJECTIVE	SPECIFIC	MEASUREABLE	ACHIEVABLE	RELEVANT	TIME SPECIFIC
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Smart Score: _____ Your SMART Score should be at least 4. If your score is 3 or less, go back and redefine your objective.

TIPS

- **LIST YOUR RESOURCES.** Include anything that will be necessary for you to achieve your goals and objectives.
- **IDENTIFY ANY CONSTRAINTS.** Constraints are obstacles that may get in the way of achieving your goals and objectives and brainstorm possible workarounds.
- **ASK: WHO IS ACCOUNTABLE.** Accountability is essential for a good plan. Who is responsible for completing each task? There can be a team of people working on a task, but one person has to be answerable to a task being completed on time.

STEP 4: Effectively Implement the Work Plan

Once the work plans are developed, encourage staff to start where you can make fast gains. Do not let the perfect be the enemy of the good! Get something in place and let the staff start doing the work. Involve staff in work flow analysis for complex changes and make sure to regularly communicate about the work plan progress across the organization. Pay attention to & reinforce timelines so staff knows the changes are real.

TIPS

- Share data as well as the human stories behind the data
- Reinforce positive changes, celebrate successes, & acknowledge how everyone contributes to positive outcomes.
- Act quickly to contain negative messaging, misunderstandings, or staff who are actively resisting progress.
- Synch training with work place changes so there isn't a lag time between being trained & using the skills staff learned.

STEP 5: Maintain Gains to Ensure Sustainability

Use data to inform care & the bottom line. Aggressively reduce waste (e.g., "no-shows") through training all staff in waste recognition & process mapping (e.g., embrace LEAN & Open Book Management). Make sure you have a robust EMR that supports your data needs.

TIPS

- Tout your agency early/often using outcome & cost data.
- Become entrepreneurial in your approach to business planning.
- Constantly assess workforce needs & recruit staff.
- Reach out to local universities & colleges to help them understand what skills graduates need to have to work in your agency.

RESOURCES

- Waterman Jr., Robert H., Peters, Thomas J., and Julien R. Phillips. (1980). "Structure is not organization." Business Horizons 23, no. 3: 14.
- Managing Transitions: Making the Most of Change, 2nd Edition (2003). William Bridges.
- The Advantage (2012). Patrick Lencioni.
- Our Iceberg is Melting: Changing & Succeeding Under Any Conditions (2005). John P. Kotter & Holger Rathgeber.
- A Sense of Urgency (2008). John P. Kotter
- The Heart of Change (2002). John. P. Kotter
- Thinking for a Change. (2003). John C. Maxwell
- Why Some Ideas Die and Other Stick: Made to Stick. (2008). Chip & Dan Heath