Creating Rapid-Cycle Change

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Welcome

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Learning Objectives

• Describe the role of senior, mid-level and frontline staff when implementing Rapid Cycle Change processes.

• Understand how to design a Rapid-cycle Change process that uses one or more PTN outcome measure(s) as a target.

• Describe common challenges to implementing Rapid-cycle Change and incorporating the PDSA method into the current organizational approach to process improvement.
Transforming Practice Change Initiative (TPCI)

Three Primary Drivers: Working together to impact the aims

1. Person and Family-Centered Care Design
   Focus on patient and families—Doing what is right for each, for all. This allows the practice to combine the evidence base with the voice of patient and family. It allows the practice to tailor care delivery to meet the needs of individual patients and the entire population served. Through the coordinated efforts of an expanded care team, in partnership with patients, families, and community, the practice can promise results.

2. Continuous, Data-Driven Quality Improvement
   Make quality a part of everything the practice does and innovation and improvement part of everyone’s responsibility. It’s about understanding performance at all levels and bringing systems, technology, and people together to make the practice better in many ways. It means empowering every person in the practice to innovate and improve.

3. Sustainable Business Operations
   Building, supporting, and documenting practice value. Sustainable business operations provide the Infrastructure and capabilities to support the right workforce, efficient workflows, and a high value product. Success is seen in positive patient experiences, staff that experience joy in work, and resources for investing in the practice’s future.
## Applicable Change Package Drivers

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tr>
<td><strong>Family and Patient-Centered Care Design</strong></td>
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<td><strong>Continuous, Data-Driven Quality Improvement</strong></td>
<td>2.1 Engaged and committed leadership</td>
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<td>2.2 Quality improvement strategy supporting a culture of quality and safety</td>
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<td>2.3 Transparent measurement and monitoring</td>
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<td>2.4 Optimal use of health information technology</td>
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<tr>
<td><strong>Sustainable Business Operations</strong></td>
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Webinar Overview

A. Brief Review of Health Care Market Place Change Drivers

B. Four Steps of Rapid-Cycle Change:
   • Leveraging your Strategic Plan
   • Developing and executing the Practice Transformation Plan
   • Rapid-cycle change: Using PDSA to drive population health management
   • Sustaining improvement through Continuous Quality Improvement (CQI)

C. Common Pitfalls

D. Questions/Discussion
Health Care Change Drivers

• Movement toward value-based purchasing
• The Affordable Care Act/The Triple Aim/Prevention
• Advancements in Health Information Technology
• Proliferation of Wellness/Integration Models
• Consolidation
Four Steps for Rapid-Cycle Change

1. Leveraging the Strategic Plan
2. Developing & Executing the Practice Transformation Plan
3. Rapid-cycle Change
4. Continuous Quality Improvement
The Organization’s Strategic Plan

• Details the organization’s strategies and priorities (Why & the What)
• Clarifies how the organization’s mission will be achieved, both through improvement initiatives & day-to-day operations
• Requires senior leadership link the Practice Transformation Plan to the organization’s Strategic Plan and to use the plan as a force for change
Leadership’s Role in the Practice Transformation Planning: Communicating the Charge

 Develop/Implement a Communication Plan:
  • How senior staff will consistently communicate how the organization will achieve its mission in the next 1-3 years
  • Definitions for new terms (i.e. Population Health Management)
  • Organizational goals with targets and key performance indicators

 Issues Transformation Work Group Charge:
  a) Assigns Staff Champions who will lead the change efforts
  b) Provides Goals (objectives/tasks are developed by transformation plan staff, not senior management)
  c) Gives timelines
  d) Provides resources and the means for acquisition
  e) Provides risk Identification/contingencies
  f) Provides procedures for conflict resolution
Examples

• Strategic Goals
• Communications Plan
• Work Group Charge
Four Steps for Rapid-Cycle Change

1. Leveraging the Strategic Plan
2. Developing & Executing the Practice Transformation Plan
3. Rapid-cycle Change
4. Continuous Quality Improvement
Developing & Executing the Transformation Work Plan

Champions charged with leading change effort takes senior management charge(s) and creates a detailed work plan that includes:

a) Objectives (breaks the goal into component parts)
b) Tasks (specific work assigned to staff)
c) Metrics
d) Timelines
e) Lead/Accountable & Supporting/Allocated Staff
Example

- **Strategic Area**: Integrated Health
- **Strategic Plan Goal**: By May 2017 XYZ Mental Health Provider will implement evidence-based smoking cessation services to all consumers
- **Transformation Work Plan Objectives**: a.) Research Evidence-based practice (EBP) models for people with severe & persistent mental illness; b.) Calculate cost for implementation & sustainability; c.) etc.
- **Tasks for Objective a.) Research EBP models**: Conduct Literature Review; Meet w/ other providers to discuss how they have implemented EBP’s; Clarify billing codes and report requirements for smoking cessation services; etc.
- **Metric for Objective a.) Research EBP**: Report detailing proposed EBP including details on cost strategy; etc.
- **Timeline for Objective a.) Research EBP**: Task to be completed by July 30, 2016; etc.
- **Lead Staff for Objective a.) Research EBP**: Joe S.
- **Supporting Staff for Objective a.) Research EBP**: Jim B; Cindy C; & Glenda G.
- **Resources Needed for Objective a.) Research EBP**: 2hrs wk of assigned staff
Four Steps for Rapid-Cycle Change

1. Leveraging the Strategic Plan
2. Developing & Executing the Work Plan
3. Rapid-cycle Change
4. Continuous Quality Improvement
Rapid-cycle change is a **systematic problem-solving approach** to understand client needs, restructure processes, and make the most efficient use of available resources.

Source: The Network for the Improvement of Addiction Treatment (NIATx)
Defining Population Health Management

• A set of interventions designed to maintain and improve people’s health across the full continuum of care—from low-risk, healthy individuals to high-risk individuals with one or more chronic conditions (Felt-Lisk & Higgins, 2011)

• Population management requires providers to develop the capacity to utilize data to choose which patients to select for specific evidence-based interventions and treatments (Parks, 2014)
Population Health Management as a Rapid-Cycle Change Process

Figure 1. English-Language PubMed Titles With “Population Health”

^Projected based on first 6 months of 2014.
Population Health Management (PHM) In Four Steps:

1. Know the change you want to see in your population
2. Use a data registry describing your population
3. Engage in the PDSA process to respond to the findings
4. Use dashboards to track data and make it understandable
PHM Measures Must have Specifications

The measure specifications will provide the following:

• **Brief measure description**: Preventative care and screening: tobacco use-screening and cessation intervention

• **Definition of measure numerator**: All consumers screened for tobacco use

• **Definition of measure denominator**: All consumers served

• **Exclusions to measure, if applicable**: None

• **Description of report periods**: Quarterly

• **Tables detailing the Dx** (e.g., DSM-V 305.10 Nicotine Dependence) & Billing Codes (e.g. NY Mcaid CPT codes)
Rapid-cycle Process

PLAN (i.e., the Strategic Plan & Practice Transformation Work Plan):
- Choose smoking cessation EBP
- Develop smoking cessation protocol including metrics
- Train staff in smoking cessation screening & treatment protocols
- Choose Start date for screening all consumers for smoking and referral to smoking cessation treatment based on consumers level of readiness

DO:
- For 1-3 months gather data re: screen & enroll (engage-educated or activated-enter into treatment) consumers into treatment using smoking cessation protocols

STUDY:
- After 1-3 months evaluate findings to see if all consumers were screened & engaged/activated into treatment

ACT:
- Based on findings choose next steps (e.g., adopt or change protocol)
Four Steps for Rapid-cycle Change

1. Leveraging the Strategic Plan
2. Developing & Executing the Practice Transformation Plan
3. Rapid-cycle Change
4. Continuous Quality Improvement
Sustaining Improvements through CQI

• **Dashboards** for staff, teams, supervisors, & senior leaders

• **Rapid-Cycle Plan-Do-Study-Act** for problem-solving

• **Supervisors** to coach and manage staff to maintain improvements!
Dashboards

• A dashboard translates your transformation plan into metrics
• It provides timely information & insights
• It makes it easier for staff to monitor, analyze, & manage their work

• The Care Transitions Network will debut its dashboards for enrolled practices this summer, which will include financial & utilization data derived from Medicaid claims
Organizing & Operationalizing Data w/ Dashboards

- **Individual Consumer Level**: Clinical, Risk Cutoff, & Cost Data
- **Individual Staff/Caseload Level**: Staff Work Plan, Clinical, Risk Cutoff, Benchmark, Cost, Operations, & Care Coord. Data
- **Team Level**: Clinical, Risk Cutoff, Benchmark, Cost, Operations, & Care Coord. Data
- **Division/Department Level**: Clinical, Risk Cutoff, Benchmark, Cost, Operations, & Care Coord. Data
- **Leadership/Board Level**: All Data

For People with Serious Mental Illness
Common Pitfalls

• Not understanding difference between goals, objectives and tasks
• Not balancing the level of senior management involvement in transformation plan implementation
• Lack of effective communication before and during implementation
Strategic Plan
Plan for Achieving Vision, Values, & Mission
Quarterly Targets
Budget
Communication Plan
Provide Transformation/Work Plan Charges

Midlevel Managers/Supervisors

Staff Work Plans
Detailing their accountabilities for Operations & Work Plan Activities

Transformation/Work Plan
Sr. Management Charge
Objectives
Task:
✓ Measure/targets
✓ Timeline
✓ Accountable Staff w/ Designated Lead

Day-to-Day Operational Plans
Policies
Standard Operating Procedures
Staff Work Flows
Cont. Quality Improvement

Often Overlooked
“The only thing that is constant is change.”
-Heraclitus, circa 500 B.C.E.
Questions & Comments?