

Documenting System Transformation: Southcentral Foundation's Integrated Care Teams Playbook

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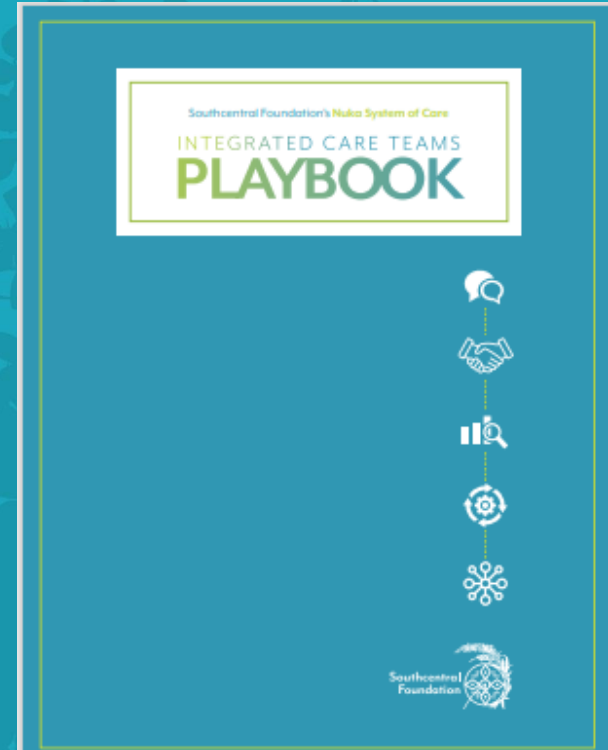


65,000 Voices

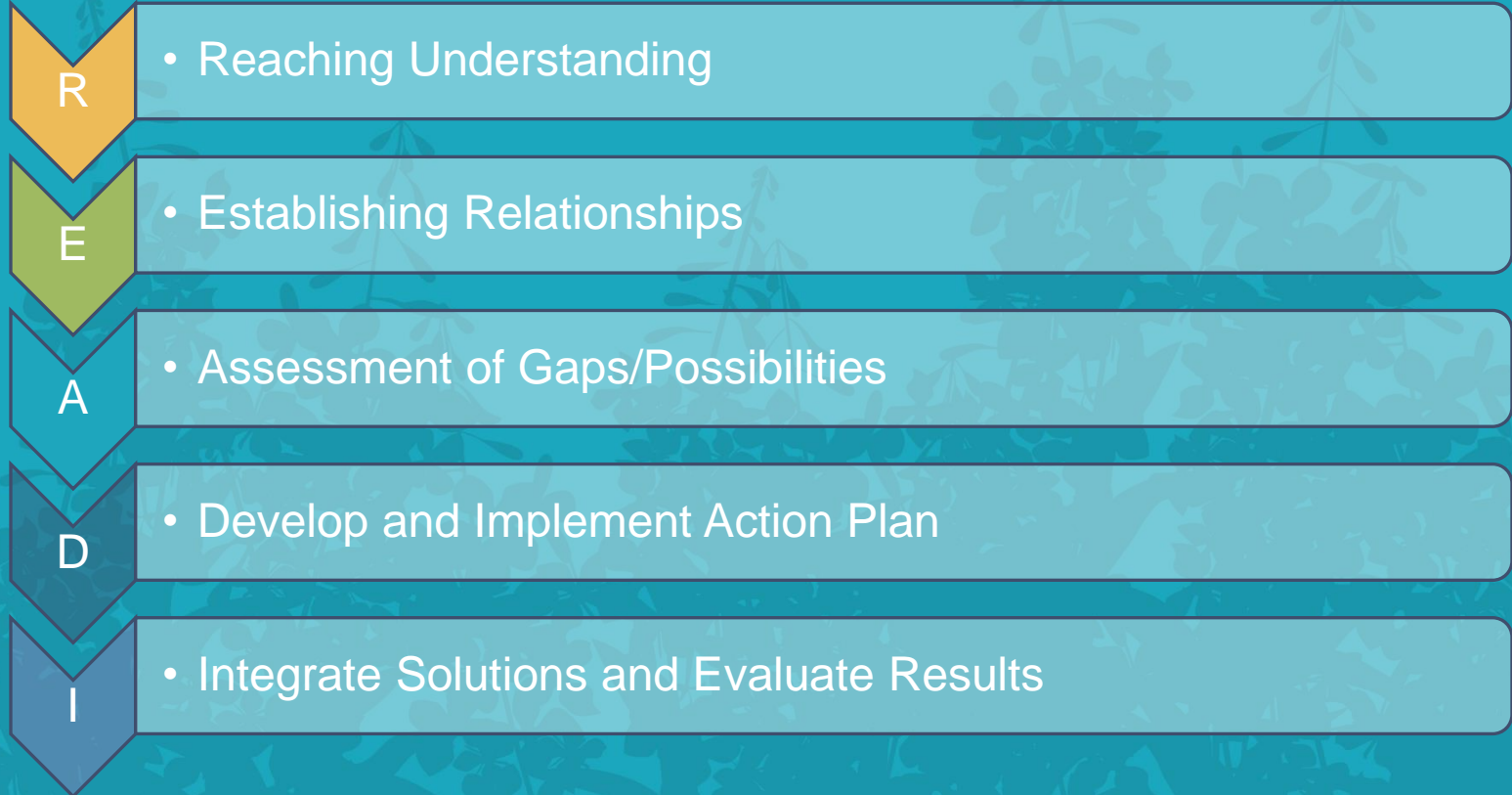


About This Playbook

- SCF created the Integrated Care Teams (ICT) Playbook primarily as an internal aid in implementing and sustaining the care teams.
- SCF continuously improves and develops new programs. Playbook supports change and innovation
- Describes how SCF implemented integrated care teams and provides tools you may use at your organization to achieve similar goals
- Worksheets are provided with practice based examples from SCF's Nuka System of care



READI Model



Step 1 – Reach Understanding

- Reach Understanding means to engage in initial conversations with relevant stakeholders.
 - Governance, community, and senior leadership, clinical and non-clinical employees who will be the primary drivers of change, with the aim of establishing the direction and overall goal of the organizational change
- Pages 8-13
 - Key points: anchor change to mission/vision
 - Develop and buy-in for aim of work



Step 1 “Try It” SCF Examples



- Governance and senior leadership involved in work sessions.
- SCF depended on input from the community and based on that feedback, determined that large systemic change was needed
- Creating a clear and measurable aim statement for the system change

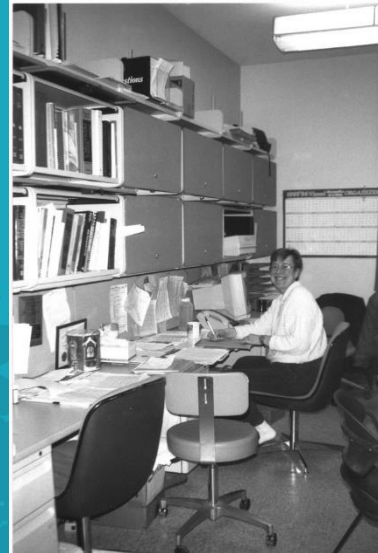
Step 1 SCF Lessons Learned

- SCF had a strong mission and vision developed by governance and senior leadership and needed “guideposts” for change – Operational Principles
- The process of listening to the customer is not a one-time occurrence, but continuous
 - Listen, confirm understanding, develop actions, test change, collect feedback, share feedback, and repeat



Step 2 – Establish Relationships

- Build relationships with the work team and other relevant stakeholders
 - This establishes and reinforces (using relational tools) the groundwork for effectively moving improvements and initiatives forward. Relationships will form the basis for effectively moving the process of change forward.
- Pages 16 – 20
 - Key points: establish project team, roles and responsibilities and project team charter



Step 2 “Try It” SCF Examples



- Project Team Charter – ensuring membership included representatives from each discipline that the work touches
- We value the voice of employees who are customer-owners to provide their perspective as customer-owners in addition to their field of expertise “does it work for my family”

Step 2 SCF Lessons Learned

- Pay attention to relationships throughout the change process
- Project team should be strong with good relationships among members and outside the team
 - This team will test changes, and “sell” the changes to the rest of the organization
- Project charter will change over time but should be clearly written with enough detail to share the story of the change



Step 3 – Assess Gaps and Possibilities



- Utilize a quality improvement toolbox and work with relevant stakeholders and teams to identify gaps between current state and future state, while considering what is currently working well
- Pages 22-34
 - Key Points: use improvement tools to assess current/future state and gaps, finalize aim and charter

Step 3 SCF “Try It” Examples



- Assess the current state of the organization
- Initially SCF’s focus was on primary care – decided to start with service with most customers. Then SCF worked to improve and expand care offerings. For example behavioral health

Step 3 SCF Lessons Learned

- SCF had to deal with relics (people and processes) from the old system, and until buy-in for the new system was achieved, it was difficult to make progress on improvements
- Managing change for people is a key competency for change



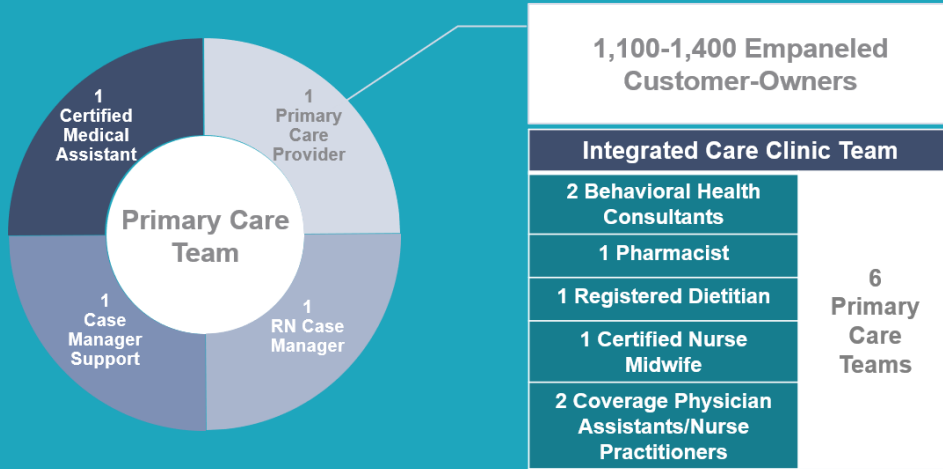
Step 4 – Develop and Implement Action Plans

- Utilize improvement tools and work with relevant stakeholders and teams to identify, test (when appropriate), and implement changes that result in improvement
- Pages 36-90
 - Key points: you must change everything, design to philosophy



ACTION ITEM Please bullet tasks under each action item	REFERENCE Corporate Goal(s) or Objective(s)	MEASUREMENT One measurement for action item OR a measurement for each task	RESPONSIBLE PERSON	DATE DUE	COMPLETION DATE (REPORTING ONLY)	COMMENTS (REPORTING ONLY)
Define nursing practice standards and processes for case management in the primary care system	Commitment to Quality, 2nd objective: Ensure continuous improvement of systems and processes	1. Define list of Nursing Standards specific to family medicine clinic (FMC) department (47 defined)	Nurse Director	1. 1/9/04	1. 1/9/04	As of 8/5/04: Goal met. 9/47 Nursing Practice Standards and process defined for primary care case managers in the following areas: HTN, Chemical Dependency, COPD, Liver Disease, CAD, Village Issues. These standards have been approved by RN peers in the FMC and posted on the FMC Shared Drive for accessibility.
		2. Identify nursing staff to collect best practice information on selecting nursing standards and define process for family medicine clinic use		2. 5/5/04	2. 5/5/04	
		3. Nursing standards defined and written on a document and stored on the FMC Shared Drive		3. 7/1/04	3. 7/1/04	
		4. Nursing standards defined and written on a document and stored on the FMC Shared Drive		4. 7/1/04	4. 7/1/04	
		Goal: 5 Nursing Standards developed per 2 months				On track for future goal

Step 4 SCF “Try It” Examples



- Core primary care team, roles and responsibilities
- Workload balance – determining what the work was and who was doing it
- Empanelment and panel management
- Access – determining supply and demand

Step 4 SCF Lessons Learned

- Leadership visibility during implementation phase
- Core team members sit together in an open workspace and communicate constantly
- Data support
- Training support
- Human support



Step 5 – Integrate Solutions & Evaluate Results

- Identifying key activities and deliverables and assigning responsibility to keep the project team accountable and on track. In this phase, the project is seen through to conclusion.
- Pages 92-106
 - Key points: not completed until it is the standard for how work is done.

Step 5 SCF “Try It” Examples



- Policies and procedures
- Onboarding and training
- Data mall
- Job descriptions
- Performance management

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Feedback

Step 5 SCF Lessons Learned



- Team dynamics and how differently teams can operate
- Documentation, such as desk manuals

The background is a solid teal color with a pattern of dark teal silhouettes of various plants and flowers, including what appears to be a clover-like plant and some taller, thin-stemmed plants with small leaves.

Questions?

Thank You!

Qāgaasakung

Aleut

Quyanaa

Alutiiq

Quyanaq

Inupiaq

AwA'ahdah

Eyak

Mahsi'

Gwich'in Athabascan

Igamsiqanaghalek

Siberian Yupik

Háw'aa

Haida

Quyana

Yup'ik

T'oyaxsm

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Gunalchéesh

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