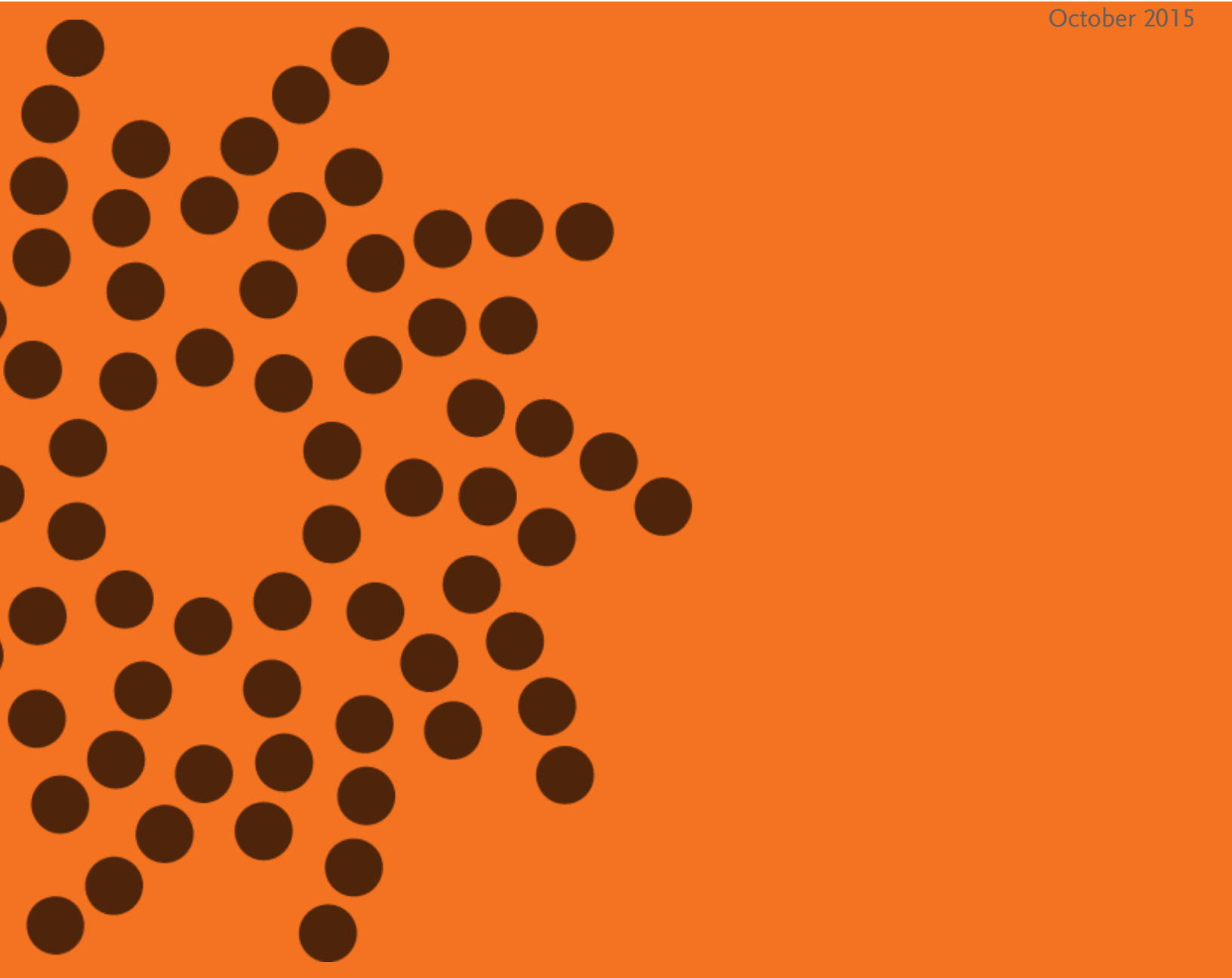




CCI
CENTER FOR CARE
INNOVATIONS

Strengthening Clinics through Aligned Leadership

October 2015



A joint effort of the Center for Care Innovations & Blue Shield of California Foundation

IMPORTANT DATES

Informational Webinar

Nov 16, 2015, 12-1 pm PT

Application Deadline

Dec 11, 2015, 5 pm PT

Awards Announced

Feb 1, 2016

Kick-Off Alignment Workshop

Feb 18, 2016

Application at a Glance

How do I apply?

Submit an application [online here](#) by 5:00 pm PT on **Friday, December 11, 2015**. Applicants will be required to upload a response to the proposal questions, CEO letter of support, and a preliminary budget worksheet.

Who is eligible to apply?

Clinic corporations, ambulatory care clinics at public hospitals, and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply.

Organizations must be a nonprofit and tax-exempt organization under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity. Examples of eligible organizations that comprise the safety net include:

- ❖ Free-standing community clinics and health centers
- ❖ Ambulatory care clinics which are part of public hospital systems
- ❖ Primary care health centers (including those sponsored by Public Health departments)
- ❖ American Indian Health Centers

Due to the complexity of the leadership structure within the public hospital system, we strongly encourage clinics that are associated with a public hospital system to contact CCI before submitting an application to discuss the feasibility of participation in this program.

Organizations are only permitted to apply to **one** of the patient engagement programs announced in October 2015. These two programs are the Strengthening Clinics through Aligned Leadership program and The New Agenda: Patient-Centered Strategies for the Exam Room program.

Where can I find more information?

Attend the Strengthening Clinics through Aligned Leadership Informational Webinar on November 16, 12-1 pm PT to hear a detailed description of the program and ask questions. [Register here](#) for the webinar.

For any other questions, please contact:

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REQUEST FOR PROPOSALS

Strengthening Clinics through Aligned Leadership

A joint effort of the Center for Care Innovations and Blue Shield of California Foundation

Program Background

A highly engaged and motivated workforce is an organization's most powerful asset. Employee engagement is not an improvement tactic, but rather the byproduct of an organization guided by skilled leaders who prioritize shared decision-making, strong communication, trust and empowered employees. In health care, such organizations consistently demonstrate high performance in both patient and employee satisfaction ratings. Building this kind of trust and shared purpose into organizational culture takes deliberate, sustained effort by leaders and managers—and requires additional attention during times of change and transformation.

In partnership with Blue Shield of California Foundation, the Center for Care Innovations (CCI) is excited to offer a new program to address the critical dimensions of organizational alignment that build an engaged workforce. The goal of the Strengthening Clinics through Aligned Leadership program is to support organizations as they discover what matters most to their staff, and then help them implement high impact, sustainable changes to strengthen the employee experience and build a high-trust workplace.

The stages of transformation covered in this program include: aligning leadership at all levels to commit to building a high-trust workplace; assessing staff experience to understand the current state of the workplace; designing an action plan based on the assessment results; aligning leadership goals with staff priorities; implementing changes for long-term sustainability; and consistently measuring these changes over time. In this program, executive participation goes beyond mere sponsorship—it vital for action and accountability.

Program Structure and Support

CCI has partnered with [Great Place to Work](#) (GPTW), a human resources research and culture consulting firm, to bring their expertise to community health organizations. The Great Place to Work model of performance improvement is built on 25 years of research and data collected through their Trust Index® Employee Survey, which is taken by over ten million employees annually worldwide. They have worked with large and small organizations in the private, public and non-profit sectors, including extensive work in healthcare. In the United States, GPTW also produces the annual FORTUNE 100 Best Companies to Work For® list, as well as the Great Place to Work® Best Small & Medium Workplaces list, also published by FORTUNE. These rankings form the foundation of their Best Companies benchmarks and best practices.

GPTW's expert guidance will support executive teams and key managers through a partnership that helps clinics recognize and build on their staff and culture's inherent strengths, while identifying the best opportunities for improvement. Organizations selected for the Strengthening Clinics through Aligned Leadership program will go through this process in four phases.

PROGRAM ALIGNMENT PHASE

The first month will introduce participating health centers to the goals and structure of the program.

- ❖ **Executive and Core Team Alignment Workshop** – The program begins with a convening of the participating organizations’ executive teams and “Core Teams” (the key managers and leaders who will provide guidance and implementation support for program activities within each organization). This meeting is designed to help senior leaders and the core project teams align on the vision and understand the business drivers for creating a great place to work. It is also an opportunity to discuss the initiative’s goals and scope, from data collection and reporting needs to what to expect from the coming journey. This full-day workshop will be held on **February 18, 2016** in the San Francisco or Los Angeles area.
- ❖ **Core Team Launch Webinar** – After the workshop, this webinar will launch the Core Teams’ efforts by identifying the purpose, roles, responsibilities, working agreements and meeting schedule for the Core Teams.

ORGANIZATIONAL ASSESSMENT PHASE

During a three-to-four month period following the program launch events, GPTW will administer the Trust Index® survey at participating organizations and share their findings with the executive and Core Teams from each organization.

- ❖ **Trust Index® Assessment** – GPTW will administer their industry leading Trust Index Assessment, which measures the level of trust among employees within an organization. The survey consists of 58 standard statements, as well as up to 15 additional statements customized to the specific interests of the participating organizations. The survey is administered as a dual perspective assessment, which gives you a view into employee experiences with the organization overall, as well as experiences within their immediate work groups. This depth of data allows for specific and targeted insights and action planning. The survey will be administered at every clinic site for multi-site organizations.

DESIGN AND EVOLUTION PHASE

For the remainder of the 12-month program, the executive and Core Teams will use the survey findings to prioritize areas of opportunity. They will design and implement a transformation plan to address those focus areas.

- ❖ **Trust Index® Findings** – GPTW’s organizational culture consultant will conduct an in-depth analysis of the survey findings and review them at each clinic organization, providing detailed insight into data-driven storylines, existing strengths and opportunities for improvement. These on-site sessions are designed to communicate the findings most relevant to each organization. The Trust Index Findings analysis aggregates data and provides an insightful, organization-wide analysis. There will also be the opportunity for each clinic to request a limited number of site-specific comprehensive data breakdowns to accompany the aggregate organization-wide report and provide insight into deeper demographic trends.
- ❖ **Executive Objectives Planning Workshop** – In a half-day workshop immediately following the Trust Index Findings session, the GPTW consultant will work with senior leaders to identify and agree to organization-wide focus areas to improve employees’ experiences of workplace culture. Your senior leaders will investigate existing successful practices to duplicate successes in opportunity areas; will self-reflect on the role their own leadership plays in employee perceptions; and will determine specific actions they will take, as a team and as individual leaders, to create meaningful and sustainable workplace change. The Findings and Executive Objectives Planning Workshop will be combined into a day-long interactive, tailored session held on-site at each clinic to help executives absorb the data and plan next steps.

- ❖ **Ongoing Advisory Services** – As each clinic organization embarks their transformation journey, GPTW expertise will support participating clinics in a way that matches both their individual needs and the needs of the program cohort overall. These advisory services, available based on need through the end of the program year, may include leadership coaching or training, action planning workshops for managers, and focus groups.

REINFORCEMENT PHASE

During the latter part of the program year, the program will focus on supporting changes and ensuring the sustainability of the improvement methods and change ideas discussed in the workshops.

- ❖ **Ongoing Web-Based Workshops and Knowledge Sharing** – CCI and GPTW will host bi-monthly webinars and group coaching sessions for participating clinics. These sessions will provide a facilitated opportunity for participating clinics to get expert advice and share lessons learned.
- ❖ **Pulse Survey** – Designed to be administered between regular Trust Index[®] surveys or at the end of a program cycle, the Pulse Survey enables organizations to effectively judge their short-term progress toward long-term goals. The pulse consists of 20-statements, validated to reflect the overall Trust Index[®]. This survey should be used to check progress on chosen focus areas and shape ongoing organization-wide goals. The Pulse Survey will be administered in the final 1-2 months of the program.

Successful applicants will receive a \$25,000 grant to support their participation and the implementation of this program during and beyond the grant year. Accepted applicants will receive \$20,000 at the beginning of the program to offset the cost of their participation and travel expenses. A second installment of \$5,000 will be distributed at the end of the program to be used in sustaining the progress achieved in the program year.

Program Requirements

Each organization selected will be expected to make the following commitments:

- ❖ Ensure full leadership participation throughout the entire program. The participating executive team should consist of the CEO and his or her direct reports, including the head of Human Resources. This team is expected to attend the kick-off Executive and Core Team Alignment Workshop, the Findings and Executive Planning Meeting (on-site at clinic), on-going support webinars, and fully engage in the internal planning and implementation components of the program.
- ❖ Designate 3-5 individuals to be part of the Core Team to work in tandem with the executive team on this improvement program. The Core Team should consist of at least an executive champion (also on executive team), human resources lead, and project manager. If an Organization Development function exists, this individual or group should also be included. Core Team members should have influence in the organization (through role and/or informal influence) and be respected high-performers. The core project team is expected to attend the kick-off Executive and Core Team Alignment Workshop, Core Team Launch Webinar, on-going support webinars, and fully engage in the internal planning and implementation components of the program.
- ❖ Partner with GPTW Client Relationship Manager to facilitate the design and administration of the Trust Index[®] Assessment for all staff in the organization.
- ❖ Actively engage in the ongoing support webinars throughout the project to share experiences, lessons-learned and challenges.

- ❖ Commit to continue the measurement and improvement work around building a high-quality workplace past the program year. This could include partnering independently with GPTW or other external companies to conduct yearly assessments and findings meetings. A sustainability plan may also mean building an internal measurement and alignment process using the knowledge and skills gained during the program. The \$5,000 installment at the end of the program year is meant to be a seed fund for continuing this work after the program year.

What are we looking for?

This program is best suited for primary care health centers and clinics that demonstrate the following:

- ❖ Committed and engaged senior leadership team working together to strengthen the employee experience and build a high-quality workplace. This commitment includes the willingness and ability to actively participate in the activities outlined in the program structure.
- ❖ Demonstrable experience in patient *and* employee engagement measurement and improvement efforts.
- ❖ Ability to identify members of a dedicated core project team that will guide the survey implementation process, lead communication efforts clinic-wide regarding this project, and influence and support the executive team in creating change in the the high priority areas identified in the objectives planning.
- ❖ Commitment to convene ongoing executive and core team meetings and implement change ideas. In addition to the full-day kickoff meeting, findings meetings and ongoing webinars, the core team should plan to meeting at least once a month, preferably more often, and executives should add the program topic to their regular management meeting agendas (sometimes inviting the core team to join).
- ❖ Demonstrated commitment to ongoing measurement and improvement of both patient and employee engagement and willingness to continue these efforts beyond the grant period.

Eligibility

Clinic corporations, ambulatory care clinics at public hospitals, and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply.

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How to Apply

STEP 1 | ATTEND AN INFORMATIONAL WEBINAR

Interested organizations are encouraged to participate in an informational webinar on **November 16, 2015, 12-1 pm PT**. Register here: <https://cc.readytalk.com/r/mhg4xl9cpfap&eom>

STEP 2 | APPLY ONLINE

Applications must be submitted online by **5 pm PT on Friday, December 11, 2015** using the application submission form here: <https://www.tfaforms.com/395300>

Applications should include the following:

- ❖ Application submission form information
- ❖ Responses to application questions
- ❖ Program budget— download budget template [here](#).
- ❖ Letter of commitment from your organization’s Chief Executive Officer or Executive Director. This letter should specify why participation in this program is a priority for your organization and confirm that the entire executive team is fully committed to engage in the process to build a high-trust workplace.

Proposals will be reviewed by CCI and an external review committee and awards will be announced by February 1, 2016.

The program duration is **February 1, 2016- February 1, 2017**. The kick-off Executive and Core Team Alignment Workshop will be held on **February 18, 2016** in the Los Angeles or San Francisco Bay Area.

Application Questions

Please answer the following questions in five pages or less using at least 11-point font.

1. Tell us about any prior or current participation in initiatives focused on employee engagement and how this program would complement these efforts. What has been the organization’s experience in soliciting and responding to employee feedback about the work environment?
2. How does the goal of building a great workplace fit into your business objectives? Are you currently working on any efforts to attract and retain talent?
3. Describe what you hope that your organization will learn and achieve in this program. How does this goal build on past efforts to strengthen your organization’s workplace?
4. Describe how you envision sustaining the work of this program past the program year. While we understand that commitment to contracting with a company like GPTW is highly contingent on cost, tell us about how continuing to measure and transform the employee experience fits into your organization’s long-term improvement goals.
5. Clinics must commit to full participation of an executive team, including the CEO and his or her direct reports, as well as the head of Human Resources. Please list the name and title of each person on the executive team and briefly describe why their involvement in this program is essential to building a high-trust workplace.
6. Clinics must also designate a Core Team to act as a guide to the executive team throughout each phase of the program. Please list the name, title and project role of each member of this team. At a minimum, the team should include a project lead, executive champion, and human resources lead.

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Center for Care Innovations (CCI) partners with health care safety net providers to help them transform care for underserved populations. CCI is a vital source of ideas, best practices and funding to support the adoption and spread of innovations to improve health, reduce costs and improve the patient experience of care. By bringing people and resources together, we accelerate innovations for healthy people and healthy communities.

www.careinnovations.org



Blue Shield of California Foundation is an Independent Licensee of the Blue Shield Association

Blue Shield of California Foundation (BSCF) is committed to making health care effective, safe and accessible for all Californians, particularly underserved people, and to ending domestic violence. BSCF believes safety and access to health care are fundamental rights of everyone and that ensuring Californian's health and safety requires the involvement of individuals, employers and government agencies.

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