Leveraging Effective Team-based Care

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Bodenheimer, Tom et al. 2014 10  
Building blocks of high performing primary care  
*Ann Fam Med* 166-171
Fundamentals Matter

The standard work functions of primary care
High Performing Primary Care Teams

TEAM WORK

Build the Team

Build Team Culture

Excellent Performance of Critical Functions
Team Work-Build the Team

1. Identify organizational leadership for teams and start building a team culture

2. Develop a core care team structure or structures
   - Centralized vs core team
   - What are the needs of our patients now?
   - Start with what you have
   - Consider what you can add
   - TEST IT
   - Reduce variation
3. Develop clear roles and responsibilities for every member of the team
   – Work at the top of the skillset and credentials
   – Expand the roles of additional staff members
   – Research state policies regarding licensure and scope of practice
   – Partner with union personnel.
Team Work-Build the Team

1. Identify organizational leadership
2. Develop a core team structure
3. Develop clear roles and responsibilities

How can your leadership and present team structure support your aim of providing Value Based Care? How are roles and responsibilities documented? (#1)
4. Encourage and enable staff to work independently.
   – Culture of independence of the team
   – Develop standard work processes for the delivery of common services
   – Maximize the use of standing orders
5. Engage patients as a member of the care team and help them understand what they can expect in a team-based model of care.

- Introduction to practice for new patients
- Help established patients understand what to expect in a team-based care model
- Develop simple scripting that reinforces the model
Team Work-Build the Team

4. Enable staff to work independently
5. Engage patients as members of the care team

Do you have the right people on your team, including patients to reach your aim? Can they initiate the work of your aim independently? (#2)
Team Work-Build the Team

6. Provide team members with regular, dedicated time and support
   - Meet about patient care and quality improvement
   - Facilitate strong team relationships
   - Provide USEFUL timely information for improvement
   - Provide tools and resources
7. Provide training so that staff members learn new tasks and learn how to coordinate with team members.

- Staff members learn new tasks
- Team members learn how to coordinate care delivery
Team Work-Build the Team

8. Develop career ladders for staff
   – Recruitment
   – Retention
   – Justice
Team Work-Build the Team

6. Provide team members with time and support
7. Provide training on tasks and how to coordinate to get the work done
8. Develop career ladders for staff

Do you have the necessary support structures (time, information, training, opportunity) to ensure your Team Work is effective in addressing your aim? (#3)
Team Work-Build the Culture

- Shared Goals
- Clear Roles
- Mutual Trust
- Effective Communication
- Measurable Processes and Outcomes

Mitchell, Pamela et al October 2012 IOM Roundtable on Value and Science-Driven Health Care. Core Principles and Values of Effective Team-Based Health Care
High Performing Primary Care Teams

TEAM WORK

Build the Team

Build Team Culture

TASK WORK

Excellent Performance of Critical Functions
1. Assess performance.
   - Evaluate practice systems and ability to execute key functions with ambulatory guide assessments such as PCMH-A, BBPCA or PCTGA.
Task Work

2. Build and maintain effective core teams.
   – Plan for reassessment of core team
   – Build relationship with the patient
   – Include resources and time.
3. Use rapid cycle tests of change to evaluate process changes
   – Improving key functions is complex disruptive change management
   – Be rigorous about applying improvement science
4. Make new or improved functions standard work and sustainable.
   - Leadership critical
   - Dismantle old systems
   - Incorporate change in training, HR (pay structure, promotions, recruitment…)
Be a Learning Organization…

• Make the fundamentals solid-leadership, data-driven improvement, empanelment and team-based care

• Study and understand what worked and what didn’t work

• Apply this knowledge to the next challenge

• Develop a standardized process that centers on the patient and works for your clinic