

## Section 1 Project Overview

---

### Current State Description/Problem Statement:

We launched our MAT program in early 2018 when our CMO became x-waivered. While the program has grown over the last year to having 15 patients receiving MAT care at our clinic, we know that we don't yet have the MAT capacity to meet the needs of our patient population. Our current MAT processes are working well for our CMO, but as we expand our MAT services, we'll need to standardize these processes to ensure that our patients are receiving timely, coordinated services.

### Project Aim Statement:

By December 2020, WeCare Health's Main Street Clinic will provide MAT services to 50 patients by getting x-waivers for 3 providers, adopting a comprehensive and efficient addiction screening process, and developing policies and procedures for MAT care delivery

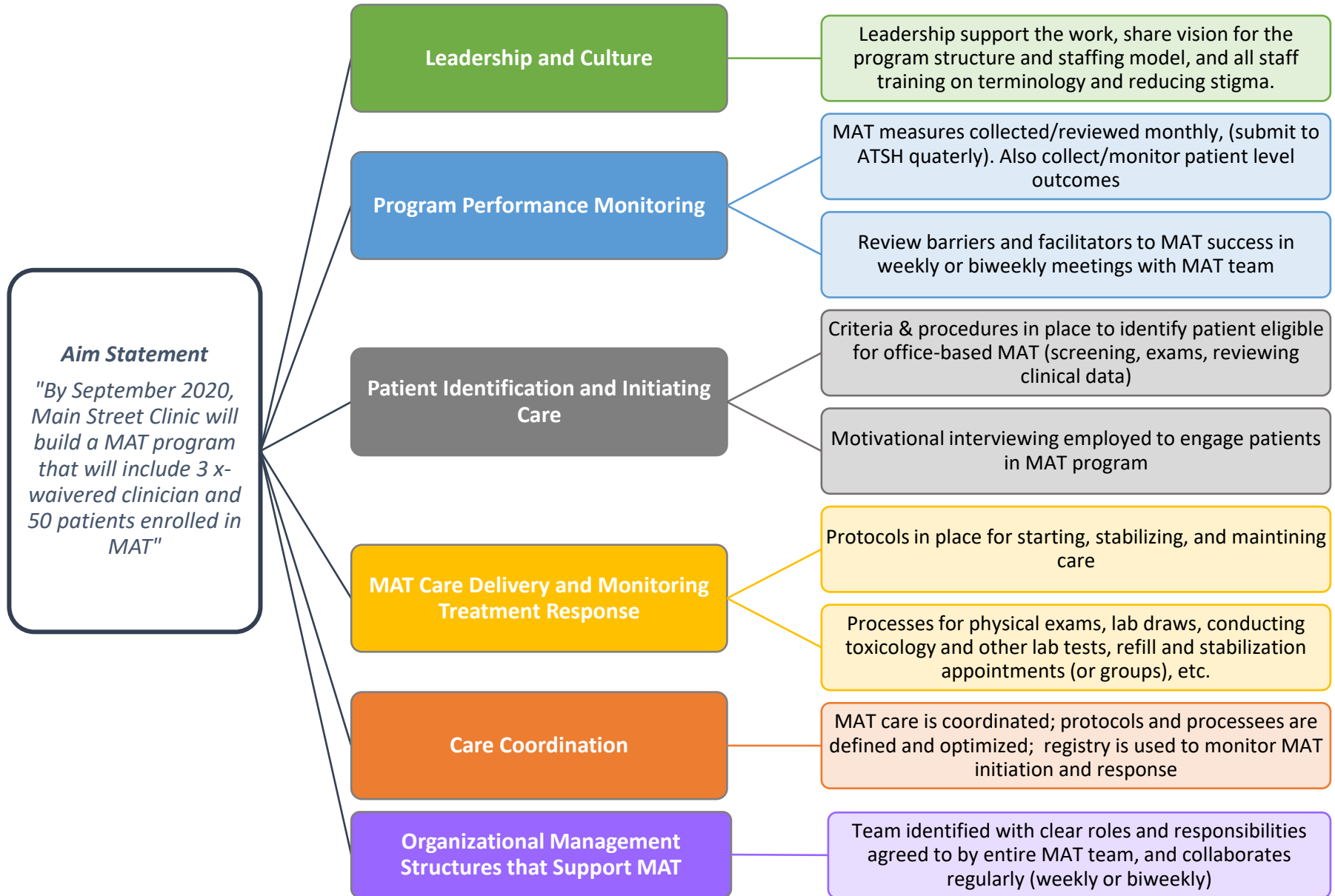
### Project Goals/Objectives (Look to your Primary and Secondary Drivers)

1. By June 2020, 60% of patient population has been appropriately screened using Drug Abuse Screening Test (DAST)
2. By January 2020, protocols will be tested and standardized for initiating, stabilizing, and maintaining MAT Care
3. By January 2020, conduct at least 3 staff trainings on stigma and motivational interviewing.
4. By Sept 2019, we will have created and implemented a MAT services registry and will be able to generate data reports for key project metrics using our IT systems.

### Project Assumptions

1. We'll be given the time, support and resources to pursue this project
2. X-waivered providers will be able to see MAT patients and continue to manage most of their paneled patients.
3. By training staff in stigma reduction and best practices in screening patients for substance abuse, patients will answer these screening questions honestly and we will be better positioned to identify and support patients who would benefit from MAT services.

## Driver Diagram



**Section 2 Team Members and Corresponding Roles and Responsibilities**

**Core Project Team Members**

<i>Team Member Name</i>	<i>Role/Responsibilities</i>
<b>Senior Executive Leader/ Sponsor</b> Abby A.	<ul style="list-style-type: none"> <li>• Define goals/objectives for the project - ensuring alignment with organizational strategic goals and priorities</li> <li>• Oversee implementation efforts</li> <li>• Share project updates with senior leaders/board</li> </ul>
<b>Project Manager</b> Beto B.	<ul style="list-style-type: none"> <li>• Coordinates, facilitates, and manages project activities</li> <li>• Follow up with staff about progress on key project deliverables</li> <li>• Runs monthly team meetings</li> </ul>
<b>X-waivered Clinician</b> Carla C.	<ul style="list-style-type: none"> <li>• Oversee and manage creation of MAT Services protocols</li> <li>• Share updates with providers during quarterly provider meetings.</li> <li>•</li> </ul>
<b>Operations Lead</b> Derek D.	<ul style="list-style-type: none"> <li>• Share project updates with staff across organization</li> <li>• Lead on working with staff to test and implement substance use screening tools</li> </ul>
<b>BH Counselor</b> Evelyn E.	<ul style="list-style-type: none"> <li>• Lead on exploring partnerships with social service organizations and draft referral procedures for MAT patients to obtain these services.</li> <li>• Identify opportunities for behavioral health team to coordinate care with the primary care team and x-waivered providers.</li> </ul>

SAMPLE PROJECT PLAN – FOR ILLUSTRATIVE PURPOSES ONLY

**Section 3 Measures**

Reference the ATSH Project Measures Definition ([Link Here](#)) for additional information about the ATSH Core/Optional Measures

**Core/Optional Measures**

MEASURE	DATA GATHERING PLAN	Baseline (as of 10/31)	Goal
<b>Core Measures</b>			
<b>1. Adoption</b> - # of x-waivered prescribers - # actively prescribing - % of providers that are x-waivered - Ratio of x-waivered	<b>Who:</b> Claudia, Project Manager  <b>How:</b> Count and upload to ATSH Data Portal  <b>When/How Often:</b> Quarterly	2 x-waivered providers actively prescribing	4 x-waivered providers actively prescribing
<b>2. Reach</b> - # patients prescribed buprenorphine - # of patients prescribed naltrexone - % of patients prescribed buprenorphine or naltrexone long acting injection of all patients with OUD	<b>Who:</b> Claudia, Project Manager  <b>How:</b> Data report from EMR and MAT Services Registry/Log  <b>When/How Often:</b> Quarterly	14 patients	50 patients
<b>3. Retention</b> - # of patients prescribed buprenorphine or naltrexone long acting injection 6 months prior who have adhered to this medication continuously for 6 consecutive months - % of patients prescribed buprenorphine or naltrexone long acting injection 6 months ago who have continued in treatment for 6 consecutive months of all patients prescribed buprenorphine or naltrexone long acting injection 6 month prior	<b>Who:</b> Provider Champion  <b>How:</b> Chart review and MAT Services Registry/Log  <b>When/How Often:</b> Quarterly	21% (3/14)	50%
<b>Optional Project Measures</b>			
<b>4. Screening</b> - % of new patient or annual visit patients screened for opioid use disorder of all new patients and annual visit patients	<b>Who:</b> MAT Coordinator  <b>How:</b> Data Report from EMR  <b>When/How Often:</b> Quarterly	10%	40%
<b>5. Initiation</b> - % of patients with 1 follow-up visit within 14 days of starting buprenorphine or naltrexone long acting injection	<b>Who:</b> MAT Coordinator  <b>How:</b> MAT Services Registry/Log (Excel)  <b>When/How Often:</b> Quarterly	50% (7/14)	80%

SAMPLE PROJECT PLAN – FOR ILLUSTRATIVE PURPOSES ONLY

**Internal Project Measures**

In addition to the core/optional measures that you'll be tracking over the course of your ATSH project, are there any other internal measures that will help you track to determine if the project has been successful? These could be process measures related to monitoring or case management activities, staff or patient satisfaction, provider panel levels, wait times, etc. Internal Measures are unique to your teams project and speak to the specific change ideas you'll be prioritizing, piloting and implementing.

MEASURE	DATA GATHERING PLAN	Baseline (as of 10/31)	Goal
<b>% of new patients seen this week that completed the addiction screening form</b>	<b>Who:</b> MAT Coordinator  <b>How:</b> Tally sheets used by MA's. Hope to create electronic report soon  <b>When/How Often:</b> Weekly	10%	80%
<b>% of all patients (new or existing) that completed an addiction screening form in the last 12 months.</b>	<b>Who:</b> MAT Coordinator  <b>How:</b> Hope to create electronic report soon  <b>When/How Often:</b> Monthly	20%	50%
<b>Timeliness of first MAT Appointment – average number of days from when MAT referral was initiated to first meeting with MAT team.</b>	<b>Who:</b> MAT Coordinator  <b>How:</b> MAT Services Registry/Log (Excel)  <b>When/How Often:</b> Bi-Weekly (every other Friday)	N/A  (MAT services will start in May 2019)	7 days

**Section 4 Key Success Factors and Project Risks**

***What are some of the potential challenges and/or risks associated with your project? Reflect on the challenges of past initiatives and discuss if any of these challenges could also impact your ATSH Project.***

Our staff and patients aren't aware that we will offer MAT services. We are still developing partnerships with community partners and social service organizations to support our OUD patients. Provider turnover has been high and we only have 2 x-waivered clinicians.

***Competing Priorities - Are there any competing priorities that might interfere with your project (e.g., new IT system implementations, site renovations, etc.)?***

We are opening a new site in Fall 2019 and renovating our Main St Clinic site in Spring 2020. Our care teams are also involved in a HRSA project on Diabetes care, which is a priority for our patients and our local health plan.

***List the top 3 challenges or risk that your project may face, and think about the steps your team could take to prevent that challenge/risk from occurring.***

*(Reference Your IMAT: PC Assessment for Potential Challenges)*

<b>Themes</b>	<b>Actions or new approaches to test</b>
<b><i>Staff time for developing MAT protocols, referral processes, etc.</i></b>	Identify Medical Assistant to help coordinate services for MAT Patient
	Hire MAT Coordinator by July 2019
	Meet with Quality team for additional support in creating and testing new processes for MAT assessments, referrals, and documentation in EMR.
<b><i>Provider and staff resistance</i></b>	Staff training on MAT Treatment, efficacy, and reducing stigma around addiction and addiction treatment
	Leadership discuss OUD treatment regularly in staff and provider meetings
<b><i>Patient Identification - Lack of a standardized process</i></b>	Conduct patient focus group to develop appropriate promotional materials for MAT program
	Medical leadership to review validated screening tools and identify which we will use. Work with teams at Main St. Clinic to test this screening tool and develop efficient, standardized ways of screening patients
	Established controlled substance committee to review cases of patients receiving controlled substances recurrently

SAMPLE PROJECT PLAN – FOR ILLUSTRATIVE PURPOSES ONLY

**Section 5 Project Deliverables, Key Activities and Timeline (60 Day Project Plan)**

Use the table below to provide an outline of the key activities over the next 60 days that you will track that kickoff your project.

Activity	Activity Lead	Team Members	Start Date	End Date	Notes (optional)
<b>[Deliverable] Assess staff training needs</b>	<b>Angela</b>	<b>Core team</b>	<b>11/1</b>	<b>1/15</b>	
- Determine whether the clinic has previously assessed staff training needs	Chris	n/a	11/1	11/19	Need to ask office manager what's been done in last 3 years
- As a team, review findings from capability assessment	Angela	Core team	11/16	11/16	Use 20 min of core team weekly meeting
- Determine method to assess staff training needs and then conduct assessment	Rich	Core team	11/16	11/19	Angela to propose options at weekly core team meeting and team decides
- Conduct assessment of staff training needs	Michelle	n/a	11/19	12/29	Will likely use Survey Monkey
<b>[Deliverable] Design a 30-minute training for all staff</b>	<b>Rich</b>	<b>Core Team</b>	<b>11/29</b>	<b>12/24</b>	
- Analyze findings from staff training needs assessment to determine the top needs	Rich	Chris, Michelle	11/29	12/3	Rich reviews findings and shares at weekly core team meeting
- Review previous trainings to determine if there is existing content that can be re-used	Chris	n/a	12/3	12/10	Chris will let us know if there's anything to be repurposed
- Post note on ATSH forum to see who can share a draft	Angela	n/a	12/3	12/10	
- Prepare first draft of training	Angela	Chris	12/10	12/17	Team reviews at weekly core team meeting
- Finalize slides	Angela	n/a	12/17	12/24	
<b>[Deliverable] Assess staff training needs</b>	<b>Angela</b>	<b>Core team</b>	<b>11/15</b>	<b>1/31</b>	
- Analyze findings from staff training needs assessment to determine the top needs	Rich	Chris, Michelle	11/29	1/3	Rich reviews findings and shares at weekly core team meeting
- Review previous trainings to determine if there is existing content that can be re-used	Chris	n/a	1/3	1/10	Chris will let us know if there's anything to be repurposed
- Post note on ATSH forum to see who can share a draft	Angela	n/a	1/3	1/10	