

PARTICIPANT HANDOUTS

Distance Learning Event:

Sustaining Team Based Care Innovations

Presented by:

Carolyn Shepherd, M.D. Principal, Leibig-Shepherd LLC.

Live Broadcast Date/Time:

Wednesday, May 23, 2018

12:00–1:30pm Mountain Time / 1:00–2:30pm Central Time

Event Overview:

Designing and building a team-based care model can be challenging but transformational for primary care practices. Pressure to regress to the old way of doing things is naturally present in an office culture so planning and leadership are required to ensure the changes stay in place. Spreading and sustaining change in a busy practice is a competency that organizations can build. We will talk about strategic and tactical steps a team can take to build this competency.

Learning Objectives:

At the end of this webinar participants will be able to:

- Identify strategic steps to spread successful team-based care concepts
- Utilize tactical steps to spread successful team-based care changes
- Leverage leadership to assure uptake of innovations
- Identify potential partnerships to sustain comprehensive team-based care

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CCHN ARCHIVE

This event will be archived online. The online version will be available within two weeks of the live event. For information about all CCHN archives, please visit <http://cchn.org/webinar-archive/>.

DESCRIPTION OF CCHN

Colorado Community Health Network (CCHN) is a non-profit organization representing the 20 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHY

Carolyn Shepherd, MD, family medicine physician, has worked for 36+ years providing health care in the safety net that serves at risk and underserved populations. Her interest has been in redesigning systems of delivering primary health care. She joined Clinica Family Health Services in 1988 and served as the organization's Senior Vice-president for Clinical Affairs for 26 years until her retirement in October 2013. She is a frequent national and international speaker on clinical quality improvement and team based care. She served as the national Co-chair of the 2010 IHI International Summit on Redesigning the Clinical Office Practice. Dr. Shepherd is a member of the National Advisory Committee for the Robert Wood Johnson Foundation "Primary Care Teams-Learning from Effective Ambulatory Practices" project with the MacColl Center for Health Care Innovation and has worked with teams across the country on practice transformation. She is currently working with health centers in California, Washington, and Maryland on innovative team based population health and planned care.

Spread and Sustaining Change-Audience Prioritization Matrix



Adapted from: The Heart of Change Field Guide Dan S. Cohen

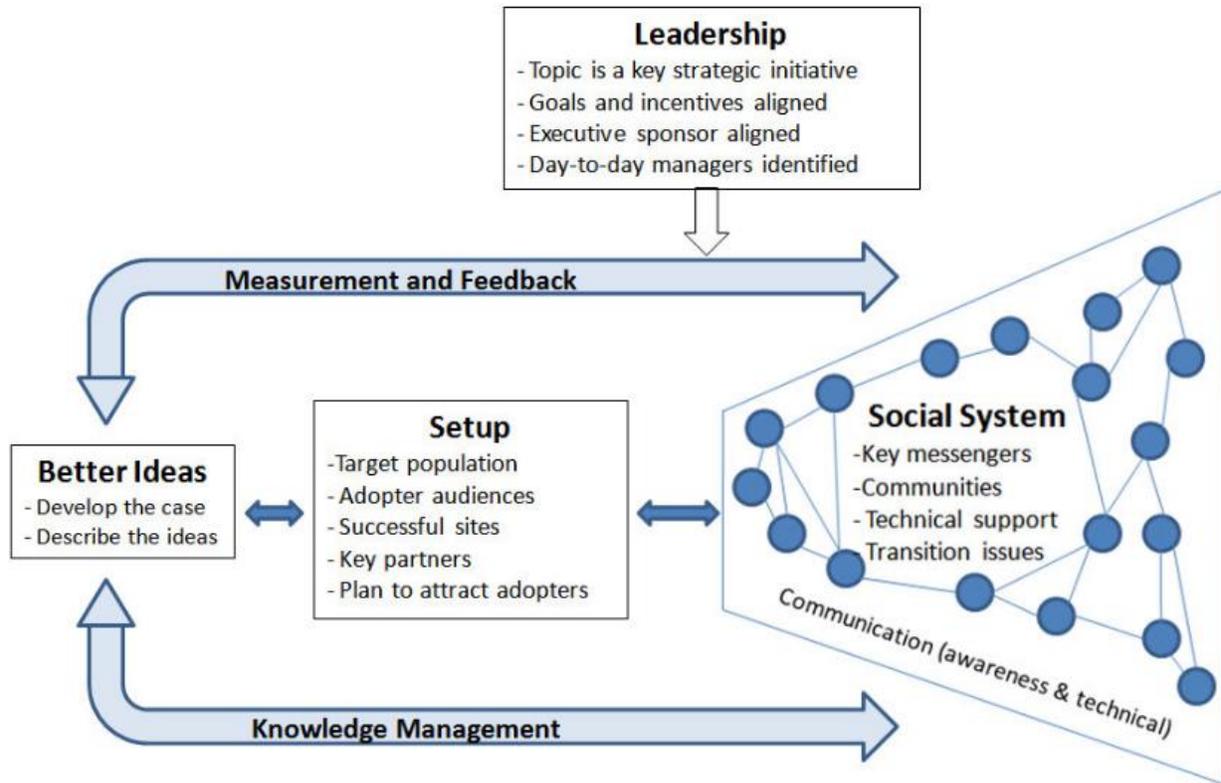
IHI Framework for Spread

(To learn more about these seven components for spreading innovations — the strategies and methods that have been shown to contribute to the effective spread of new ideas or operational systems both within and across organizations — see [QI 104: The Life Cycle of a Quality Improvement Project.](#))

Spread Component	Explanation	Tasks
<p>Leadership Click here to learn more.</p>	<p>Executive leaders in an organization play an important role in spread initiatives by supporting and facilitating the efforts. (Sociologist Everett Rogers refers to this as “agenda-setting.”) Effective leaders perceive a need for innovation in a specific area, prioritize it as one of the organization’s few strategic initiatives, communicate that need for change, and align the goals and incentives within the organization to support it.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Designate an executive sponsor for spread. <input checked="" type="checkbox"/> Assign a day-to-day manager for spread. <input checked="" type="checkbox"/> Ensure the topic to be spread is a key strategic initiative of the organization. <input checked="" type="checkbox"/> Align the goals and incentives of the organization with the spread topic.
<p>Setup Click here to learn more.</p>	<p>Organizational leaders can take certain actions and put specific structures in place that will enable the spread of selected improvements within the organization. Laying a solid foundation for the spread effort from the beginning helps create a pull system that attracts the intended adopters to first test and then embrace the improvements.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Select the target population for spread. <input checked="" type="checkbox"/> Identify the adopter audiences. <input checked="" type="checkbox"/> Identify successful internal and external sites. <input checked="" type="checkbox"/> Develop a plan to attract adopters.
<p>Better Ideas Click here to learn more.</p>	<p>The term “better ideas” refers to the set of changes or improvements that have been shown to be successful (i.e., achieved desired results) in a single site or local area within an organization and are now being spread more broadly. The process of sharing the “better ideas” involves not only explaining the new ideas in a way that potential adopters can easily understand, but also demonstrating why the new ideas are better than the old.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Describe the better ideas. <input checked="" type="checkbox"/> Develop the case for better ideas.
<p>Social System Click here to learn more.</p>	<p>The social system for spread includes the individuals and groups in the target population (i.e., the locations where the transition from the old system to the new one take place). Because individuals in a social system do not adopt changes at the same time, moving new ideas from the successful site to the target population is not always a simple process; spread agents should take an active role in “listening” to the target population to understand barriers to adoption and develop ways to overcome them.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop and use key messengers. <input checked="" type="checkbox"/> Build communities to spread improvements. <input checked="" type="checkbox"/> Identify people and mechanisms to provide technical support. <input checked="" type="checkbox"/> Remove obstacles to spreading improvements.

<p>Communication Click here to learn more.</p>	<p>The purposes of the communication campaign are to build awareness of the new ideas and provide technical support to those ready to adopt the ideas. The spread agents and the key messengers should match their purposes with appropriate methods of communication; although many types of communication are appropriate to raise awareness, face-to-face interactions are best for sharing technical knowledge.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Select appropriate communication methods to provide technical information. <input checked="" type="checkbox"/> Use appropriate communication methods and messages to build awareness about the improvements.
<p>Knowledge Management Click here to learn more.</p>	<p>Knowledge management is the process of gathering information about the spread process as it unfolds in the organization and recommending adjustments as needed to ensure that the spread goals are met. The spread agent can use a number of mechanisms to gather information about the spread process including: Formal surveys or questionnaires, talking and listening to key messengers and adopters, and/or websites that not only provide information about the improvements to be spread, but also enable adopters to share their activities and lessons about the process.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Capture and transfer spread knowledge.
<p>Measurement and Feedback Click here to learn more.</p>	<p>A measurement system for spread includes two different types of measures: the main outcome measures (e.g., the data that shows the effects of the change) and the rate of spread of the specific improvements (e.g., number of units using the change). In addition to the measurement system, a feedback system provides information on progress in reaching the organization's spread goals to the executive leadership, the spread agent and the spread team, and the adopters in the target population.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Track and monitor progress. <input checked="" type="checkbox"/> Develop an Outcome Measure and a Measure for the Rate of Spread.

A Framework for Spread



Sustaining Team Based Care (TBC)-Monitoring Key Organizational Areas

Key Area	Questions to uncover possible conflicts	Yes or No	Possible actions:
Work design and infrastructure	• Are clear roles and responsibilities aligned with the new TBC processes?		
	• Are the roles and responsibilities flexible enough to allow people to adjust to the new ways of doing things?		
	• Does the work environment infrastructure encourage sustaining the change?		
Demands from managers	• Are the new TBC expectations clear to managers?		
	• Do they understand what's new, changed or not required anymore?		
	• Are they clear about their boundaries?		
Performance measurement	• Do performance measures track desired TBC behaviors?		
Recognition systems	• What gets noticed by leaders and influencers in the organization?		
	• What gets mentioned in formal and informal situations?		
	• On what achievements and conditions are promotions based?		
	• Do employees value current means of recognition?		
Goal setting	• Are individual goals consistent with overall TBC objectives?		
Skills and competencies	• What new skills and competencies are needed for TBC?		
	• What skills and competencies are now redundant?		
Management systems	• Do management systems measure the elements of TBC we wish to pay attention to?		
	• Have new processes been introduced? How will they be measured?		
Communication processes	• What new information and feedback needs to circulate freely?		
Relationships	• Is the new TBC working environment creating new patterns of interaction among individuals and departments?		
Leadership	• Does leadership continue to support and communicate the urgency for TBC?		

Adapted from: The Heart of Change Field Guide Dan S. Cohen



Spreading and Sustaining Team Based Care

Carolyn Shepherd, M.D.

May 23, 2018



Interactive Question

How confident do you feel about the ability to continue to implement team-based care at your Community Health Center?

- Not at all confident
- Somewhat confident
- Confident
- Pretty confident
- Completely confident



Interactive Question

How many total people are watching this event at your computer (yourself included)?



Learning Objectives

- Identify strategic steps to spread successful team-based care concepts
- Utilize tactical steps to spread successful team-based care changes
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- Identify potential partnerships to sustain comprehensive team-based care





It's not the innovation that matters most...

Dr. Rob Reid, SNMHI



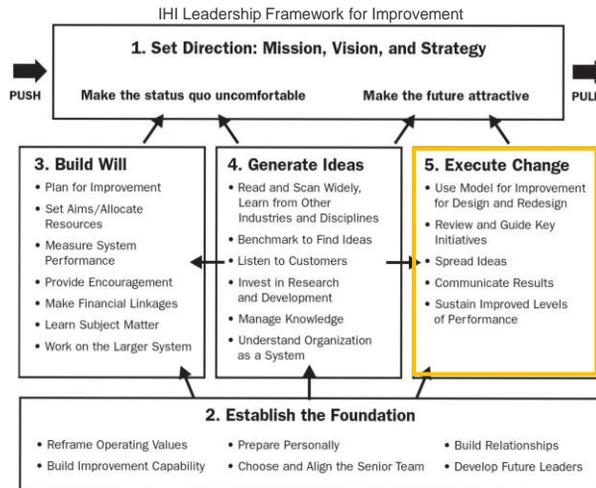
**It's not the innovation that matters most,
it's what happens after the innovation.**

Dr. Rob Reid, SNMHI



What's the Problem?

3. Will
4. Ideas
5. Execution



Reinertsen JL, Bisognano M, Pugh MD. *Seven Leadership Leverage Points for Organization-Level Improvement in Health Care (Second Edition)*. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2008.

Interactive Question

In the past, has your organization begun a key initiative only to have it disappear completely after 1 year?

- Yes
- No
- Unsure



What's the Problem?

- Start with large projects
- Find one person willing to do it all
- Expect heroics to overcome poor processes
- If a pilot project works once then spread it unchanged
- Look at process and outcome measures quarterly
- Fail to pay attention to process reliability
- Require innovators to create system-wide spread

Adapted from: Lloyd R. Applying the Science of Improvement to Daily Work. Chicago: HRET; 2012.



Interactive Question

Please check off the most recent spread and sustain problem that your organization has experienced:

- We tried to take on too much
- One person tried to pull it all off
- Tried to spread a process that wasn't tested enough before spreading
- We didn't have good measures to be sure it was still working
- Project fell apart because everyone was doing something different
- Project was a great idea, but no one else wanted to do it



Critical Domains for Spreading and Sustaining Innovation

Leadership	Communication	Infrastructure	Measurement
Critical role for both formal and informal clinic leaders throughout innovation.	Strategy for reinforcing vision, information gathering and sharing & supporting behavior changes.	Creating policies, processes, staffing & physical space for enhancing innovation.	Assessing progress in adopting innovation & avoiding regressing to the past.



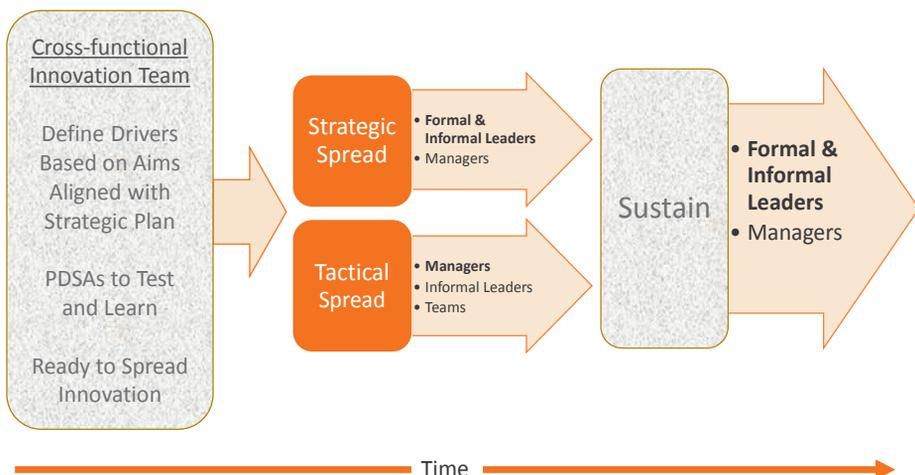
Who Takes the Lead on Spreading and Sustaining Innovations?



Innovation Leadership Timeline



Innovation Leadership Timeline



Strategic Steps for Spread of TBC



1. Revisit and clarify strategic plan, goals and aims



2. Test changes thoroughly



Strategic Steps for Spread of TBC



3. Build a change culture to improve rate of adoption

- Push vs Pull
- Short term wins
- More change, not less
- Management role
- Sometimes includes turnover



Strategic Steps for Spread of TBC



4. Develop a spread plan and process



5. Dismantle barriers

- Behaviors
- Old policies, processes, procedures



Strategic Steps for Spread of TBC



6. Communication

- Leadership and management support



Strategic Steps for Spread of Team Based Care

- 1 Revisit and clarify strategic plan, goals, and aim.
- 2 Test changes thoroughly.
- 3 Build a change culture to improve rate of adoption
- 4 Develop a spread plan and process.
- 5 Identify and dismantle barriers.
- 6 Employ communication.



Tactical Steps for Spread of TBC



1. Ensure local leadership



2. Share proven changes (PDSAs)



Tactical Steps for Spread of TBC



3. Review infrastructure

- Resources
- Education-training and retraining
- Technology
- Community partnerships



Tactical Steps for Spread of TBC



4. Measurement and feedback



5. Communication

- PDSA learning from successes & failures
- Patient experience
- Staff experience



Tactical Steps for Spread of TBC



6. Process for added innovation



7. Follow-up to minimize variation



Tactical Steps for Spread of Team Based Care

- 1 Ensure local leadership.
- 2 Share all learning from tested changes.
- 3 Review infrastructure needs.
- 4 Measurement and feedback
- 5 Rigorous, bi-directional communication.
- 6 Process for added innovation.
- 7 Follow-up to minimize variation.



Spreading TBC



Strategic Steps

- Communicate** vision and goal
 - Revisit & clarify strategic plan
- Follow system **measurement**
- Ensure **testing** of changes
- Leadership** builds a change culture
- Dismantle **infrastructure** barriers
- Develop a plan and a process for spreading innovations



Tactical Steps

- Communicate** learning
 - Share PDSA results
- Focused **measurement** and feedback
- Document all **testing** of changes
- Ensure continued local **leadership**
- Provide **infrastructure** needs
- Develop process for added innovation
- Follow-up to minimize variation



IHI Framework for Spread

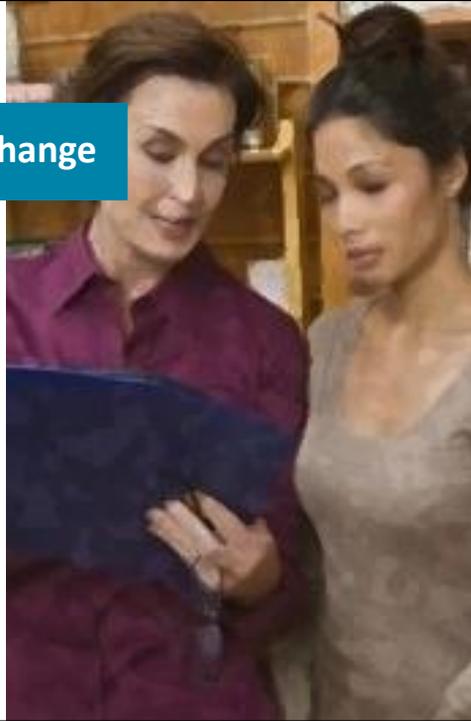
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Setup Click here to learn more.	Organization... and put speci... enable the sp... within the organization. Laying a solid foundation for the spread effort from the beginning helps create a pull system that attracts the intended adopters to first test and then embrace the improvements.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify successful internal and external sites. <input checked="" type="checkbox"/> Develop a plan to attract adopters.

IHI Framework for Spread

Leadership for Sustaining Change

- Create vision
- Lead by example
- Motivate
- Inspire
- Coach
- Build teamwork
- Leverage history



Sustaining TBC Innovations



1. Build infrastructure supports

- Job descriptions
- Staffing resources, skills and competencies
- Career ladders
- Succession planning
- Technology
- Community partnerships



Sustaining TBC Innovations



2. Communication

- Explicit reinforcement of TBC changes
 - Share how the changes are working
 - Reiterate why old ways didn't work
- Alignment with organizational goals and values
- Continue to solicit feedback
- Question how new initiatives will support TBC



Beware of *symbolic* vs substantive implementation

Determinants and consequences of employee attributions of corporate social responsibility as substantive or symbolic

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Symbolic CSR

Employee attitudes

Employee behaviors

ABSTRACT

Interest in corporate social responsibility (CSR) has grown beyond traditional macro-level research to also consider employee-level outcomes of CSR. This nascent stream has focused on the relationship between organizational CSR initiatives and employee outcomes within the organization. Distinguishing between substantive and symbolic CSR (i.e. *genuine* CSR vs. *greenwashing*), we argue that to understand employee outcomes requires identifying their underlying attributions of their organizations' CSR initiatives and the process by which these differential attributions are formed. Integrating theorizing and findings from the organizational behavior, marketing, and strategy literature, we propose a model of employee attribution formation of organizational CSR initiatives as substantive versus symbolic to differentiate the positive outcomes to organizations when causally evaluated as engaging in substantive CSR, from the null or possibly negative employee outcomes when these initiatives are attributed as symbolic. Implications for practice and applications to management are also discussed.

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Sustaining TBC Innovations



3. Building change competencies

- Use data to measure TBC patient-centered and system outcomes
- More change, reset goals and aims
- Managers are critical to the continued execution of TBC
- Recognize desired behaviors



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Sustaining Change Assessment			
Management systems	• Do management systems measure the elements of TBC we wish to pay attention to?		
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Relationships	• Is the new TBC working environment creating new patterns of interaction among individuals and departments?		
Leadership	• Does leadership continue to support and communicate the urgency for TBC?		

Adapted from: The Heart of Change Field Guide, Dan S. Cohen

Execute Your Spread and Sustain Plans



It's not the innovation that matters most, it's what happens after the innovation.

Dr. Rob Reid



QUESTIONS?



Thank you for joining us!



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Thank you!

Your opinions are very important to us.

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Each person should fill out their own Evaluation Survey.

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www.CCHN.org/training-and-events

