**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/](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](http://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.
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1=Low  5=High  

Adapted from: The Heart of Change Field Guide  Dan S. Cohen
Spread and Sustaining Change-Audience Prioritization Matrix

Criticality to success

Effort to change

1 2 3 4 5

1 2 3 4 5

Maintain confidence
Woo and win
Monitor and respond
Keep informed

Adapted from: The Heart of Change Field Guide Dan S. Cohen
### Spread and Sustaining Change-Communication Action Plan Template

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<th>Communication/action</th>
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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.)

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<tr>
<th>Spread Component</th>
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<tr>
<td><strong>Leadership</strong></td>
<td>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.</td>
<td>☑ Designate an executive sponsor for spread.</td>
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<td>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.</td>
<td>☑ Select the target population for spread.</td>
</tr>
<tr>
<td><strong>Setup</strong></td>
<td>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.</td>
<td>☑ Describe the better ideas.</td>
</tr>
<tr>
<td><strong>Better Ideas</strong></td>
<td>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.</td>
<td>☑ Develop and use key messengers.</td>
</tr>
<tr>
<td><strong>Social System</strong></td>
<td></td>
<td>☑ Build communities to spread improvements.</td>
</tr>
</tbody>
</table>

**Click here to learn more.**
| **Communication** | 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. | **☑** Select appropriate communication methods to provide technical information.  
**☑** Use appropriate communication methods and messages to build awareness about the improvements. |
| **Knowledge Management** | 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. | **☑** Capture and transfer spread knowledge. |
| **Measurement and Feedback** | 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. | **☑** Track and monitor progress.  
**☑** Develop an Outcome Measure and a Measure for the Rate of Spread. |
A Framework for Spread

Leadership
- Topic is a key strategic initiative
- Goals and incentives aligned
- Executive sponsor aligned
- Day-to-day managers identified

Measurement and Feedback

Better Ideas
- Develop the case
- Describe the ideas

Setup
- Target population
- Adopter audiences
- Successful sites
- Key partners
- Plan to attract adopters

Social System
- Key messengers
- Communities
- Technical support
- Transition issues

Communication (awareness & technical)

Knowledge Management
<table>
<thead>
<tr>
<th>Key Area</th>
<th>Questions to uncover possible conflicts</th>
<th>Yes or No</th>
<th>Possible actions:</th>
</tr>
</thead>
</table>
| 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
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
• Leverage leadership to ensure uptake of innovations
• 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

---

**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


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

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Communication</th>
<th>Infrastructure</th>
<th>Measurement</th>
</tr>
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<tbody>
<tr>
<td>Critical role for both formal and informal clinic leaders throughout innovation.</td>
<td>Strategy for reinforcing vision, information gathering and sharing &amp; supporting behavior changes.</td>
<td>Creating polices, processes, staffing &amp; physical space for enhancing innovation.</td>
<td>Assessing progress in adopting innovation &amp; avoiding regressing to the past.</td>
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Who Takes the Lead on Spreading and Sustaining Innovations?

Strategic Spread and Sustaining

Executive Leadership

Management Leadership

Tactical Spread

Team Leadership
Innovation Leadership Timeline

Cross-functional Innovation Team

- Define Drivers Based on Aims
- Aligned with Strategic Plan
- PDSAs to Test and Learn
- Ready to Spread Innovation

Strategic Spread

- Formal & Informal Leaders
- Managers

Tactical Spread

- Managers
- Informal Leaders
- Teams

Sustain

- Formal & Informal Leaders
- Managers

Time

Cross-functional Innovation Team

- Define Drivers Based on Aims
- Aligned with Strategic Plan
- PDSAs to Test and Learn
- Ready to Spread Innovation

Strategic Spread

- Formal & Informal Leaders
- Managers

Tactical Spread

- Managers
- Informal Leaders
- Teams

Sustain

- Formal & Informal Leaders
- Managers

Time
Strategic Steps for Spread of TBC

1. Revisit and clarify strategic plan, goals and aims

2. Test changes thoroughly

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

6. Communication
   - Leadership and management support
The WAY We Communicate Is Important

SHARE INFORMATION

- General Publications
  - Flyers
  - Newsletters
  - Videos
  - Articles
  - Posters
  - Tweets

- Personal Touch
  - Letters
  - Cards
  - Postcards

- Interactive Activities
  - Telephone
  - Email
  - Visits
  - Seminars
  - Learning sets
  - Modeling

- Public Events
  - Road shows
  - Fairs
  - Conferences
  - Exhibitions
  - Mass meetings

SHAPE BEHAVIOR

- Face-to-face
  - One to one
  - Mentoring
  - Seconding
  - Shadowing

Adapted from Ashkenas, 1995 © 2001, Sarah Fraser

Spread and Sustaining Change-Audience Communication Assessment Template

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Audience Communication Assessment

1=Low 5=High

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

Spread and Sustaining Change-Audience Prioritization Matrix

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<td>5</td>
<td>Maintain confidence</td>
</tr>
<tr>
<td>4</td>
<td>Monitor and respond</td>
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Create an Action Plan

Spread and Sustaining Change-Communication Action Plan Template

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

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.
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

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 [IHI 104: The Life Cycle of a Quality Improvement Project](#).

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<td>Identify successful internal and external sites.</td>
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LEIBIG SHEPHERD LLC     | 29

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Institute for Healthcare Improvement
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

Magda R.L. Donia, A, *, Carol-Ann Tetrault Sirsly b

* University of Ottawa, Telfer School of Management, 55 Laurier Avenue East, ON K1N 6N5, Ottawa, ON, K1N 6N5, Canada
b Carleton University, School of Business, 1125 Colonel By Drive, Ottawa, ON, K1S 5B6, Canada

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 organization’s 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 at 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.
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

Adapted from: The Heart of Change Field Guide, Dan S. Cohen
It’s not the innovation that matters most, it’s what happens after the innovation.

Dr. Rob Reid
Thank you for joining us!

Carolyn Shepherd, M.D.
Principal, Leibig-Shepherd LLC.
Carolynmshepherd@gmail.com

Thank you!

Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

To learn more about trainings offered by CHAMPS and CCHN, please visit:

www.CHAMPSonline.org/Events/
www.CCHN.org/training-and-events