PARTICIPANT HANDBOUTS
Distance Learning Event:
The Role of Place in Team-Based Care

Presented by:
Cindy Barr, RN EDAC, Operations & Facilities Planner Capital Link Inc.

Live Broadcast Date/Time:
Wednesday, June 27, 2018
12:00–1:30pm Mountain Time / 1:00–2:30pm Central Time

Event Overview:
FQHCs continue to devote significant resources to the transition from a provider-based to a team-based model of primary care delivery. Patient engagement and empanelment, staff recruitment, retention and development, and continuous process improvement are all necessary to that transition. However, a sustainable and effective operation can only be achieved when there is alignment between people, process and place. This webinar will focus on “the place” for the work of the primary care team.

Learning Objectives:
At the end of this webinar participants will be able to:
• Understand the impact of physical space on the function of the team
• Identify strengths and weaknesses in the current layout of their team work spaces
• Pilot alternative arrangements for spaces to engage with patients
• Address the challenge of noise within team spaces
• Provide teams with appropriate respite spaces

CONTENTS
Page 2: Descriptions of CCHN & CHAMPS
Speaker Biographies
Pages 3-30: Slides

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**
As an Operations and Facilities Planner with Capital Link since 2005, Cindy Barr works nationally with community health centers to translate their program objectives into sustainable operations within functional spaces. During the last seven years, a particular focus has been facilitating the change process necessary to transform to the Patient Centered Medical Home (PCMH) model of clinical care delivery and develop facilities that support team-based, technology-enhanced operations. Cindy works with health centers remotely and on-site to maximize existing facilities during operational change and system growth; as well as align people, process and place during the design of capital projects.
The Role of Place in Team Based Care

Cindy Barr RN, EDAC
Operations and Facilities Planner
Colorado Community Health Network
Team-Based Care Webinar Series - Spring 2018

Interactive Question

In your opinion, is your health center’s clinic space support implementation of team-based care?

• Yes, definitely.
• Somewhat, it could be improved.
• No, but we would like for it to.
• Unsure
Interactive Question

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

Learning Objectives

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The Role of “Place”

**Sustainable Operations** that support effective engagement, build relationship and make an impact are a function of the alignment of...

- **People**
  Engaged staff in the right number, with the right skills, with the right leadership

- **Process**
  Working as teams to complete tasks efficiently and effectively

- **Place**
  Within spaces that support processes, facilitate relationships and communicate vision and values

“It is often not how much you have, but how you use what you have ....”

Resource: 120 Square Feet

How do you function now?

How do you need to function tomorrow?
Facilitating Alignment

- Engagement with Patients and Families:
  - Individual
  - Family
  - Group

- Team Work:
  - Focused Work
  - Collaborative Work
  - Group Work

- Team Function:
  - Common Stressors
  - The Role of Respite

Creating a Place to Engage with Patients and Families
“Welcome to your Patient Centered ...Home”

- Engagement
  - Promote continuous stress reduction
    - Create a door-to-door experience
    - Organize activities logically

- Relationship
  - Optimize a “Sense of Place”
    - Share control
    - Foster relationship
    - Care for mine

- Impact

“Still just sitting here waiting...”

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Do you have enough exam rooms to support your patient visit volume?

A. Always  B. Usually  C. Sometimes  D. Never
Right-Sizing the Exam Room

“Not just a patient and provider in a room”

Occupancy Data
- Visit Process Model: Conveyor Belt or Magnet?
- Expanded Visits: Who / What / Where?
- Patient Plus...: What are the demographics of the visit?

Utilization Data
- Room Turn Around Time: Patient A to Patient B
- High Use Rooms: Location? Equipment? Size?

Try This...

Before making changes, run a two week Utilization Study

Thinking Beyond the Table

FQHC Primary Care LEAN Study: “showed that 50% of the patients did not require exam tables” ...

Shepley Bulfinch – Community Health Centers: Today through Tomorrow
Thinking Outside the Box

- Zoned Exam Rooms
- Jack and Jill Rooms

Multi-Purpose Engagement Rooms

A Place for Interdisciplinary Family Care

*Try This...*

Transform a procedure room into a zoned consultation and exam room
The Office/Consultation Room

Align Place with Purpose (People/Process)
then
Encourage Re-Alignment!

A Place for Groups

Elements for Success

1. Clean and attractive!
2. Direct access from common area
   Ante-room or zone: registration / short wait
   Two egress options
3. Multiple seating options
4. Internal refreshment bar
5. Directly accessible exam/consult room
   Adjacent rest rooms
   Basic specimen handling counter
6. Storage
7. Presentation technology and equipment
8. Multiple lighting options
Right-Sizing Group Spaces

• **General Planning:**
  - General Rule per participant (pp) 15 to 20 sqft pp

• **Flexing Your Spaces:**
  - Theater Style (rows of chairs) 12 sqft pp
  - Classroom Style (narrow tables) 22 sqft pp
  - Conference Style (large table) 30 sqft pp
  - Conference Style (u-shaped) 35 sqft pp
The Team Work Experience

To be effective, team work spaces must support:

- Focused Work
- Stress Reduction
- Group Work
- Collaborative Work

First Rule of Real Estate

Location, Location, Location

Onstage vs. Offstage
Distributed vs. Consolidated
Basic Layout: **On-Stage Team Room**

- Engagement
- Engagement
- Team Work
- Engagement
- Engagement

**Patient Entry**

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**Onstage Teams – Basic Ballroom**

- [Floor Plan Image]
- [Photo of Asian Health Services - CA]
Onstage Teams - Collocated

Are reception and scheduling staff part of your patient care team?

*Onstage allows the team to be collocated.*

From Front vs. Back to Side by Side

*Try This...*
Re-evaluate Medical Record Spaces
Basic Layout: **Off-Stage Team Room**

- **Team Work**
- **Team-Patient Engagement**
- **Patient Entry**

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**All Together – Off-Stage**

Petaluma Health Center - CA
Are your team work zones...

A. On Stage  B. Off Stage  C. Some of Both  D. N/A

On-stage and Off-stage Team Work

Watson Health Center, Lincoln Health, ME
Design Development Stage
HealthCare Design, 9.6.2017

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Layout Options for Engagement Zones

Dual Access – Patient Perspective

Midmark Dual Access Workflow E
Dual Access Off-Stage Team Room

PACT (Patient Aligned Care Team)
Space Module Design Guide 2015
Dept. of Veteran’s Affairs

Legacy Community Health – Houston
Healthcare Design August 11, 2017
Preserving Places for Group Work

- Accessible
- Inclusive
- Light-filled
- IT strong
- Right–sized
- Flexible
- Sustainable

Try This …

Document Utilization

Birch - MI
Do your team members have a designated place for quiet work?
A. Yes       B. No       C. Sometimes

Finding Places for Quiet Work

Create Quiet Spaces Adjacent to the Team Room

- Internal Access from/to Team Room
  - May be dual-access
- Not included in the work station count
- Offer line of sight to team activity
- Outfit with Internet and Phone
- Accommodate 1-3 persons
- Walls can be fixed or movable
- Yes, it needs a door!
Sharing Natural Light

Minimizing Noise

- **Absorb Sound**
  - Incorporate carpet - ceiling tiles - buffer boards

- **Mask Discrete Sounds**
  - [www.mc2method.org/white-noise/](http://www.mc2method.org/white-noise/)
  - [www.youtube.com/watch?v=e35DRU2R53E](http://www.youtube.com/watch?v=e35DRU2R53E)
  - Correctly locate sound masking machines

- **Support Low Volume Conversation**
  - Create printer/scanner / copier alcoves
  - Provide “talking rooms”
  - Position workstations to enhance eye contact
Optimizing Lines of Sight

*Change this* ........................................... *To this*

![Diagram of table layouts showing before and after changes.]

Embracing the Team

*Change this* ........................................... *To this*

![Diagram of table layouts showing before and after changes.]

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Defining the Need

What is Respite?

* A time away for renewal and refreshment
do support personal health and maximize effectiveness

- The Restorative Escape
  - “I just need to clear my head...”

- The Reality Check
  - “Can you believe...”

- The Personal Connection
  - “How is your son doing in...”
When you created team work zones, did you also make changes to the staff break areas?
A. Yes       B. No       C. Not yet applicable

Create Spaces that Complement Work Zones

Define the Right....

- **Number**
  The “one third” rule of thumb

- **Placement**
  Here and there vs. All in one place

- **Size**
  The Break Room:
  - 20 sqft per staff person at one time
  The Beverage Alcove:
  - 10 x 6 ... 10 x 8 ... 5 x 6

- **Atmosphere**
A Place for Respite –
Staff Exercise: Choose - Left or Right?

A Place for Respite –
Going Beyond Your Site

Case Study A
The Stretch Break

Case Study B
Respite meets Reward
Putting It All Together

Look at Old Spaces in New Ways

Replace – Renovate - Repurpose – Reorganize
Foster Balance for Effective Team Work

Align Operations

Primary Care Team

People

Process

Place
Questions?

Contact

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

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