



ADVANCING INTEGRATED HEALTHCARE

# Healthy Happy Teams: Team Based Care

Presentation to CTC-RI Board of Directors

April 26, 2024

# Healthy Happy Teams Summary

- Project Goals:
  - Strengthen team-based care in primary care practices
  - Promote high-functioning teams through practice facilitation and QI
  - Encourage stable teams, clear roles, and effective communication
  
- Practice facilitators:

**Nelly Burdette, Psy.D.**

Senior Director, Integrated Behavioral Health (CTC-RI)  
Director of Population Behavioral Health at Boston Medical Center

**Kristin David, Psy.D.**

Practice Facilitator, Integrated Behavioral Health (CTC-RI)  
Director, Foundation for Integrated Care

*Thank you to UnitedHealthcare for sponsoring this project*



- Timeline: May 2023-March 2024

6-8 customized sessions with practice facilitator across 6 months

Individual and Group Coaching with onsite shadowing

Best Practice sharing at initial and mid-point collaboratives

Customized workshops based on needs

PDSA (Plan, Do, Study, Act) completed for all

# Participating Practices

## Cohort 1 Practices (July 2023 Start)

Atlantic Pediatrics

Santiago Medical Group

CCMA Cranston

Richard K Ohnmacht, MD

## Cohort 2 Practices (October 2023 Start)

Barrington Pediatric Associates, Inc

Hasbro Children's Hospital Pediatric Primary Care

University Internal Medicine, Inc

Wood River Health

Brown Medicine Primary Care- Warwick

*\*One practice dropped out due to organizational challenges*

1. Shared **Goals**
2. Clear **Roles**
3. Mutual **Trust**
4. Effective **Communication**
5. **Measurable** Processes and Outcomes

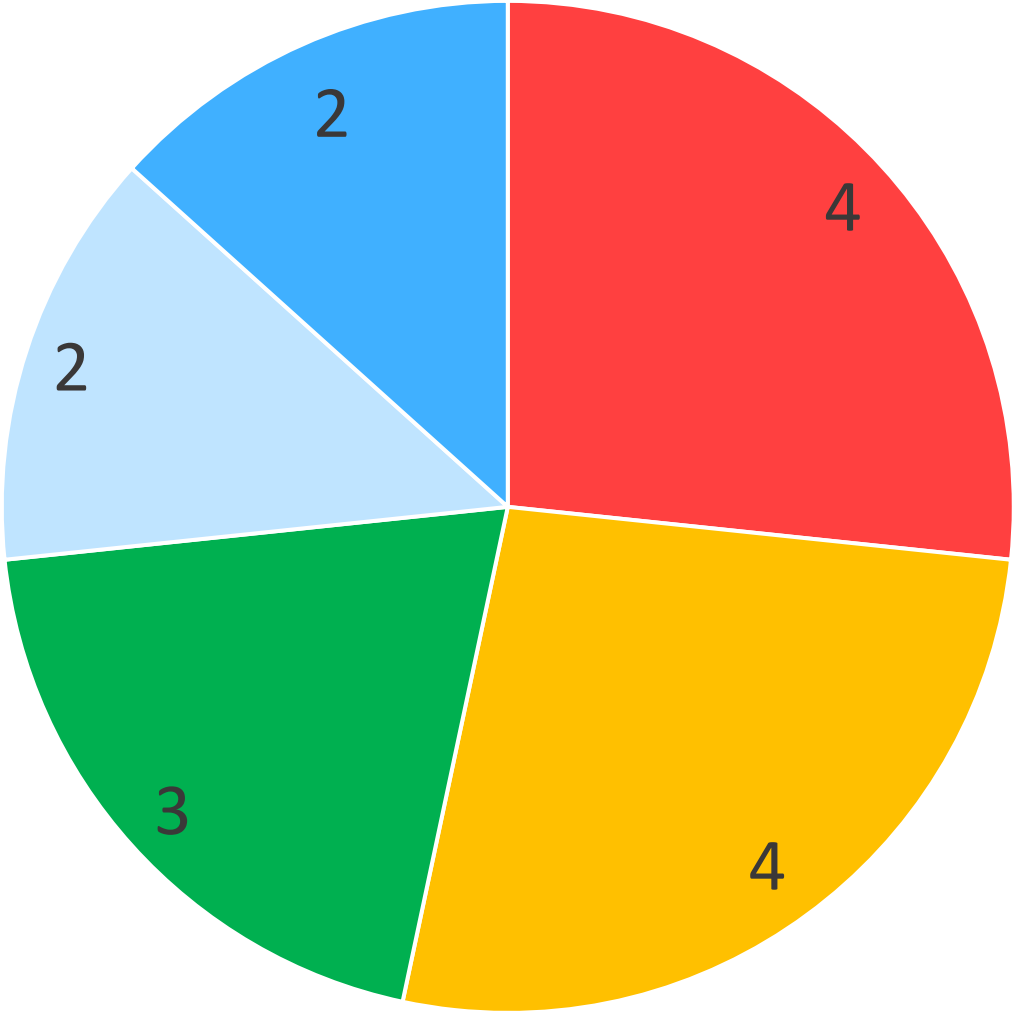
*Adapted from “Team Tune Up”, Helping Teams Work Better Together, AIMS Center, University of Washington, Psychiatry and Behavioral Sciences, (2014)*

## Pre/Post assessment

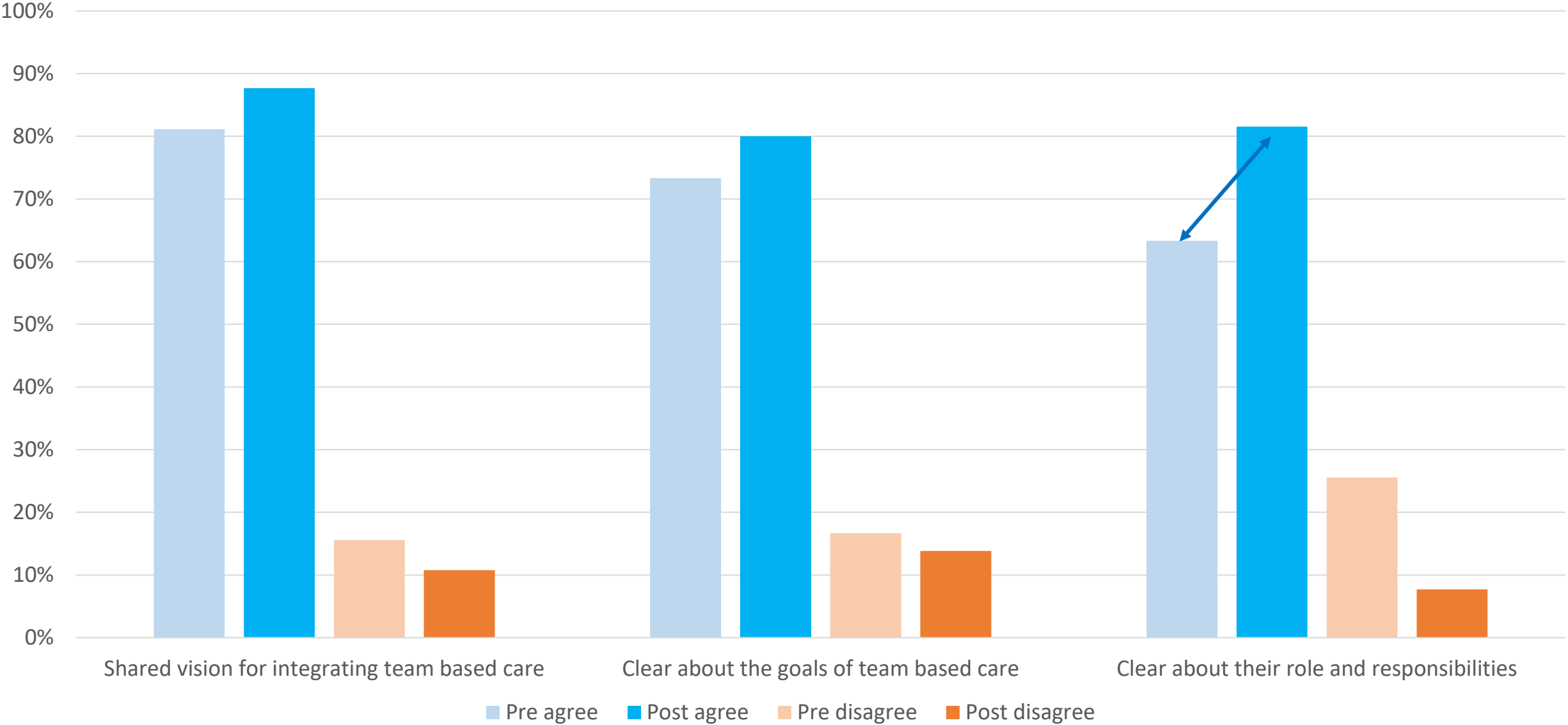
- 10 items survey
- Scored on a 5-point scale
  - 1= Strongly disagree
  - 2= Somewhat disagree
  - 3= Neither
  - 4= Somewhat agree
  - 5= Strongly agree
- % Disagreement combines 1&2
- % Agreement combines 4&5
- Neutral (3) dropped for data visualization
  - Pre assessment total: N=90
  - Post assessment: N=65

# PDSAs by assessment domains

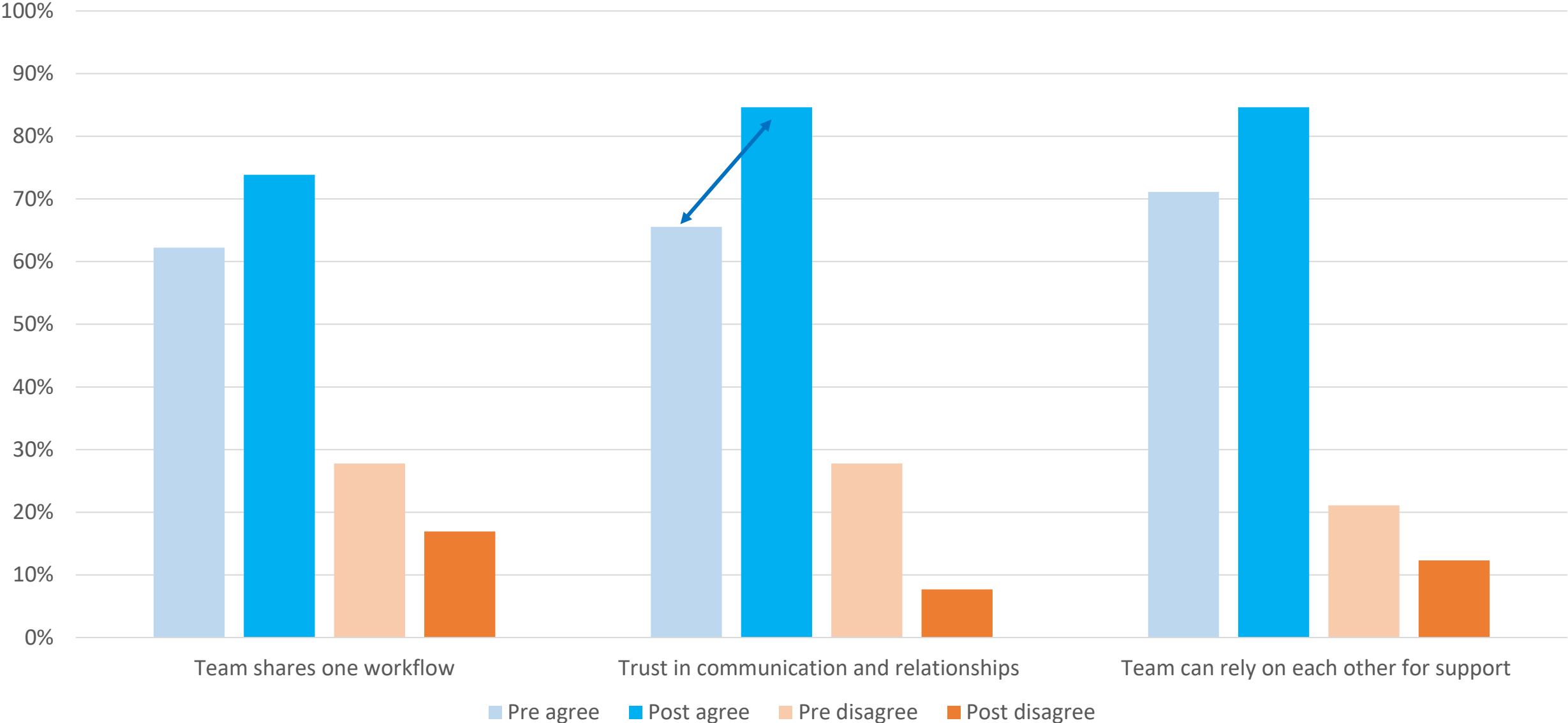
- Effective Communication**
  - Conflict Resolution training
  - Monthly staff meetings
- Clear Roles**
  - Reassess and redefine roles, responsibilities
- Mutual Trust**
- Shared Goals**
  - Develop a pre-visit procedure
- Measurable Processes and Outcomes**
  - Pilot a “Hot List” triage system



# All Practices- Pre and Post Results

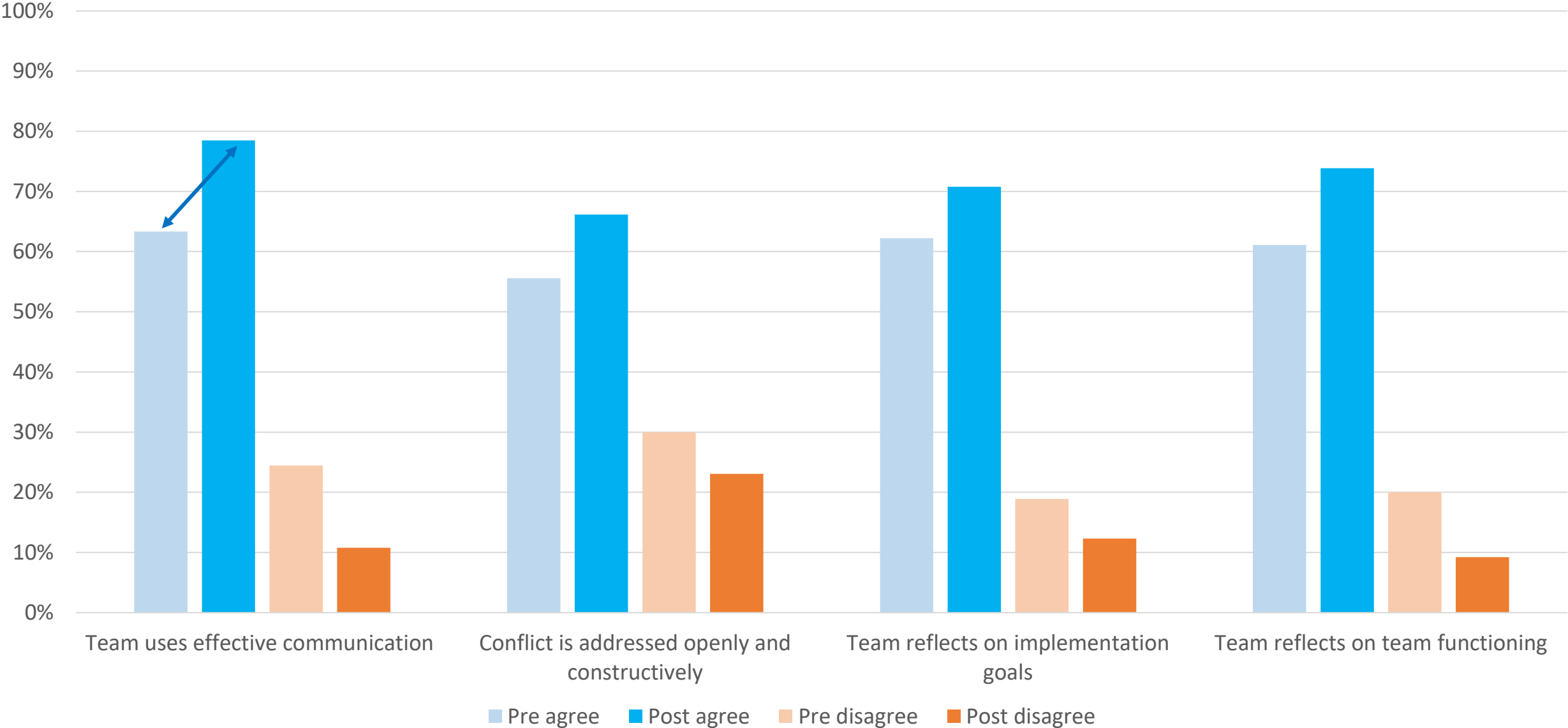


# All Practices- Pre and Post Results





# All Practices- Pre and Post Results



# Largest Changes in Agreement

Agreement pre and post	Team is clear about their role and responsibilities	There is trust in communication and relationships	Team regularly uses effective communication
% change in agreement	+ 29%	+ 29%	+ 24%

- Most **improved** domains: Clear Roles, Mutual Trust, Effective Communication
- Areas of **least** change (*all increased in agreement from 8-20%*):
  - Shared vision for integrating team-based care
  - Clear about the goals of team-based care
  - Conflict is addressed openly and constructively

# Final Reflection Questions:

**What is one thing that will change in your practice as a result of this project?**

**What do you think will be the biggest challenge to sustaining this change going forward?**

# Practice Feedback:

“We didn't have the time to really talk about what we're doing [as a practice], and we this project really got us to sort of **look at our views, how we approach things,** and it really was terrific.”

“Thank you. Dr. David, you really were a big help and letting [staff] **open up to their feelings and share with each other.** I appreciated the opportunity to be part of your team.”

“Accepting that we needed the change, and then being able to implement the change was our main goal. **Our huddles and workflow** have changed tremendously, and we're appreciative of that... being able to take that pause, step back and see where we needed to change.”

“I think what the project has done is helped us to develop ways where we can spend some time talking about that and reflect on both the challenges and the successes. And for that I think this project has been **fantastic and way beyond anything we expected.**”

“...this provided a way to **reflect, listen to the input of the staff** and maybe bring positive changes in the protocols.”

# Next Steps:

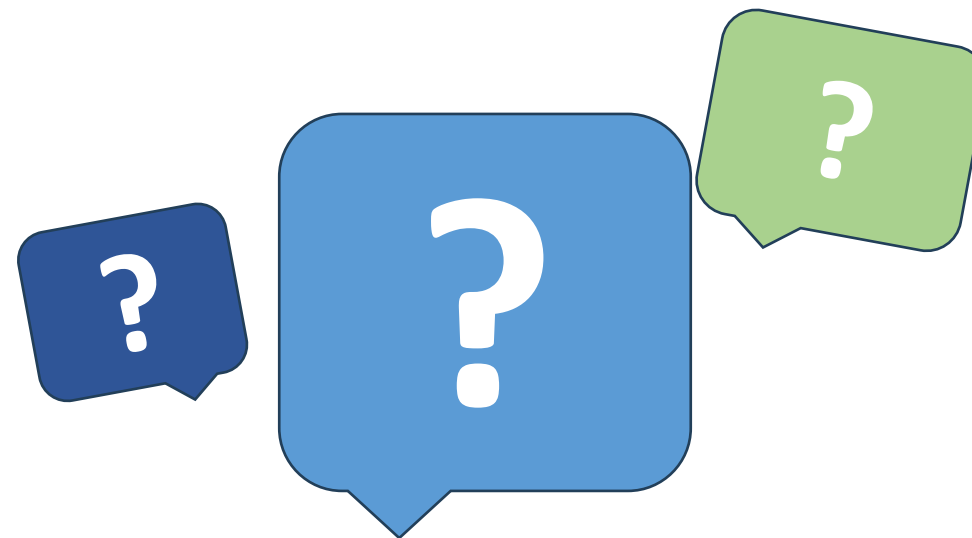
- **Reflections**

- Structured vs Unstructured facilitation
- Learning collaborative vs focused training
- Length of time for intervention (shorter duration, 6months)

- **Future Initiatives**

- Funds left-over
- Psychological Safety Bootcamp

# Questions?



# Appendix

# All Site PDSA Focus Areas

Practice	PDSA Focus
Atlantic Pediatrics	Create MA Station, and introduce office huddles
Santiago Medical Group	Introduce monthly staff meetings and Provider only meetings
CCMA Cranston	Implement monthly staff meetings
Richard K Ohnmacht, MD	Establish a reoccurring meeting with structured time for reflection
Barrington Pediatric Associates, Inc	Implement reoccurring staff meetings, reflect on roles and responsibilities
Hasbro Children's Hospital Pediatric Primary Care	Reassess and potentially redefine roles and responsibilities.
University Internal Medicine, Inc	Effective communication and conflict resolution training, discuss at staff meetings
Wood River Health	Develop and implement a pre-visit planning procedure aiming to clarify goals
Brown Medicine Primary Care-Warwick	Pilot a "Hot List" to streamline the patient triaging process



# Team Tune-Up Questions

## Shared Goals

1. All primary healthcare team members have a shared vision for integrating team-based care.
2. Each member of the primary healthcare team, including the patient, is clear about the goals of our team-based care effort.

## Clear Goals

1. Everyone on the primary healthcare team is clear about their role and responsibilities.
2. All primary healthcare team members share one workflow for team-based patient care.

## Mutual Trust

1. There is trust in communication and relationships in our primary healthcare team.
2. All primary healthcare team members can rely on each other for support in their role on the team.

### KEY RESPONSE CHOICES

1= Strongly disagree

2= Somewhat disagree

3= Neither

4= Somewhat agree

5= Strongly agree

# Team Tune-Up Questions

## Effective Communication

1. All primary healthcare team members regularly use effective communication to facilitate care.
2. Conflict on our primary healthcare team is addressed openly and constructively.

## Measurable Processes and Outcomes

1. All primary healthcare team members regularly reflect on successes and failures related to our team-based care implementation goals.
2. All primary healthcare team members regularly reflect on successes and failures in team functioning to support our team-based care implementation goals.

### KEY RESPONSE CHOICES

1= Strongly disagree

2= Somewhat disagree

3= Neither

4= Somewhat agree

5= Strongly agree