



WACMHC

Washington Association of
Community & Migrant Health Centers

Lean Boot Camp

Office Hours

September 17, 2018

Welcome



Seattle Indian Health Board
For the Love of Native People



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Housekeeping

- Please keep your lines muted if you are not speaking
- We'll open up for discussion and questions throughout the session
- Please participate in the following ways:



RAISE YOUR HAND FUNCTION - your line will be unmuted



QUESTIONS FUNCTION – type your question or comment in the box

- This session is being recorded. A recording will be sent to you in a follow-up email.



Care Team Engagement & Communication

Jennifer Calohan, RN, TQMP, PCMH-CCE

Principal Consultant

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Connection to the Big Picture...

- “When employees feel part of the bigger picture, and a part of the strategy, we all work harder. We do more. We put more effort into everything and do better work.”

-Curtis Kessler, Human Resources Operations Service Line Leader, Dow Chemical

Engaged employees look at the whole of the company and understand their purpose, where, and how they fit in.



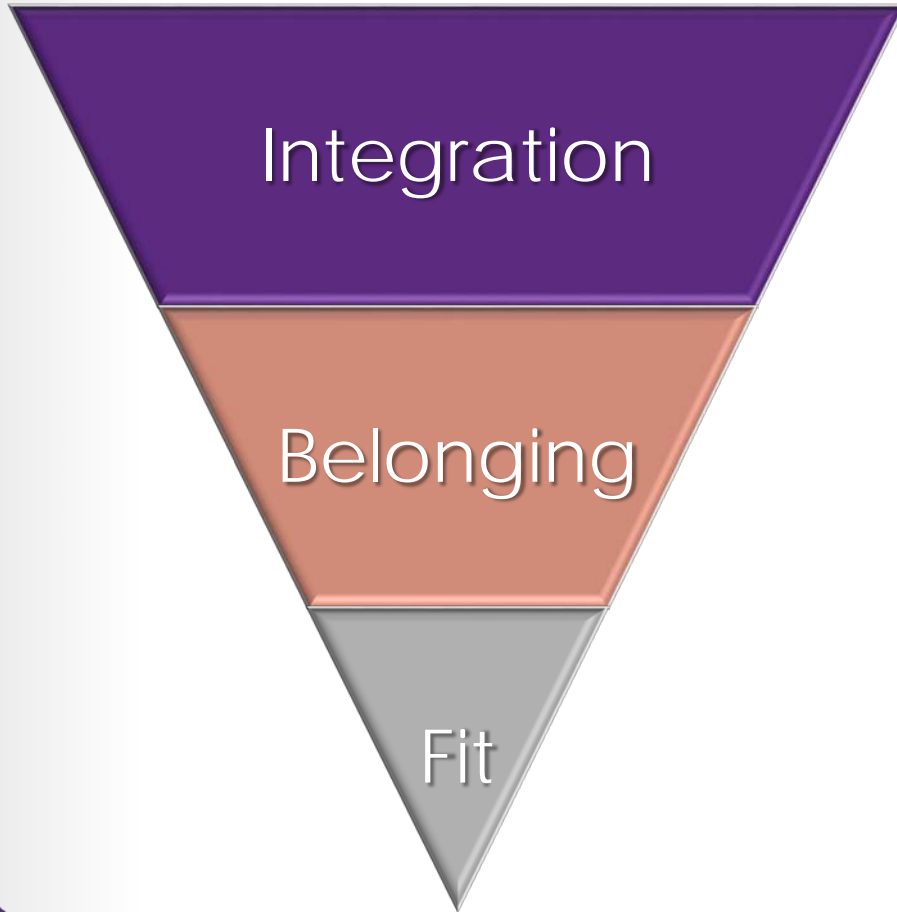
Engagement is All About Connection

- *“Connection is the feeling that being part of your organization makes you part of a community of people who are engaged in something that’s bigger than any one person. There’s a sense of belonging to the organization and the people around you. There’s a deep sense not only of social camaraderie but of kinship, of shared culture, values, customers and a mission. Connection manifests as the sense that a place is “special,” that you and your colleagues are a “band of brothers” who have each other’s backs unconditionally.”*

<https://www.decision-wise.com/how-connection-drives-employee-engagement/>



The Trifecta of Connection



- **Fit** - similarity to, or a congruence with, an employer's culture or environment.
- **Belonging** - a place shares one's values, where one can enjoy their work, find motivation and reward.
- **Integration** - rather than being just a part of the organization, the organization is a part of who they are.

<https://www.decision-wise.com/how-connection-drives-employee-engagement/>



“Culture” & “Engagement” ... What Do We Mean?

- Culture:

Culture is the beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

- Culture is complex...it drives what happens when no one is looking!

- Engagement:

Engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put effort into their work.

- Engagement is the emotional commitment that employees give to the organization and its goals.

Levels of Organizational Culture

Level 1 – Artifacts:

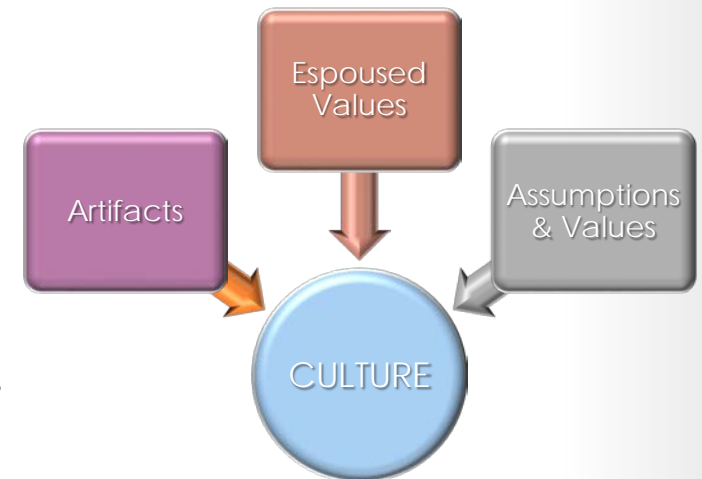
- Things that are at the surface...usually overt and obvious clues about what matters to the organization
- Typically these are the things even an outsider (our patients) can see:
 - furniture, office décor & layout, dress, cleanliness, clutter, presence of awards, visible technical resources, etc

Level 2 – Espoused Values:

- Our organizational goals, strategies, and philosophies
- How we do business

Level 3 – Basic Assumptions & Values:

- Underlying perceptions, thoughts and feelings that drive tendencies and behavior
- Thoughts and ideas that reside beneath the surface - that are subconscious or unconscious



http://www.valuebasedmanagement.net/methods_schein_three_levels_culture.htm

Barriers to Success?

- As a team, we must identify and assess the **barriers** that could potentially have negative impact on organizational culture and level of engagement - or impede our progress and success.
- Most Common Barriers –
 1. Lack of support from leadership/management
 2. Employee resistance
 3. Lack of adequate resources



Build a Culture That Supports Strategy & Engages Teams



The Role of Change Management

- Change management is both an art and a science...at its core are 3 basic, yet critical, elements:
 1. Engaged Leadership
 - engagement from organizational leadership who both understands and supports the proposed change
 2. Stakeholder Buy In
 - buy in of the necessary stakeholders and those who will be impacted by the change
 3. Open/Ongoing Communication
 - open and ongoing bidirectional communication (leaders must communicate with their teams, and teams must reciprocate)



When these three elements are present, the risk of failure will be heavily mitigated and the likelihood of success will be exponentially higher



Relational Leadership

- 5 Primary Components:
 1. Inclusive of people and diverse points of view
 2. Empowering to those that are involved
 3. Purposeful and commitment toward a common goal
 4. Ethical
 5. Process oriented



Engaging our Staff

- Provide consistent, fair, highly accountable & supportive leadership
- Allow for staff involvement in decision making (shared governance)
- Provide ongoing professional development and training
- Provide role clarity
- Promote staff health, well being and safety
- Connect to purpose



Strategies to Drive Engagement

Company Events/
Social Events/
Team Building

Promote Team
Based Environment

Recognition
Programs

- Performance
- Years of Service
- Birthdays

Awards & Incentives

Wellness Programs

Set Goals

Share Data

Open & Ongoing
Communication

Provide Role Clarity

Connect to Purpose

Routine Meetings –
(add value for all)

Training &
Professional
Development -
(to meet req's AND to
promote growth)

Develop Team Based Care

- “Team-based care is a **strategic redistribution of work among members of a practice team.**”

<https://www.stepsforward.org/modules/team-based-care>

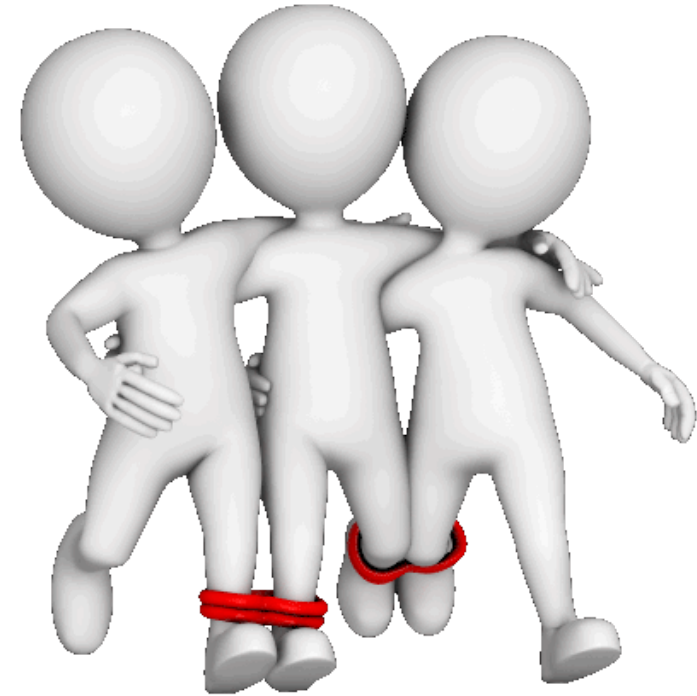
- All members of the provider led team play an essential role in providing patient-centered care.



Team Based Inclusion...

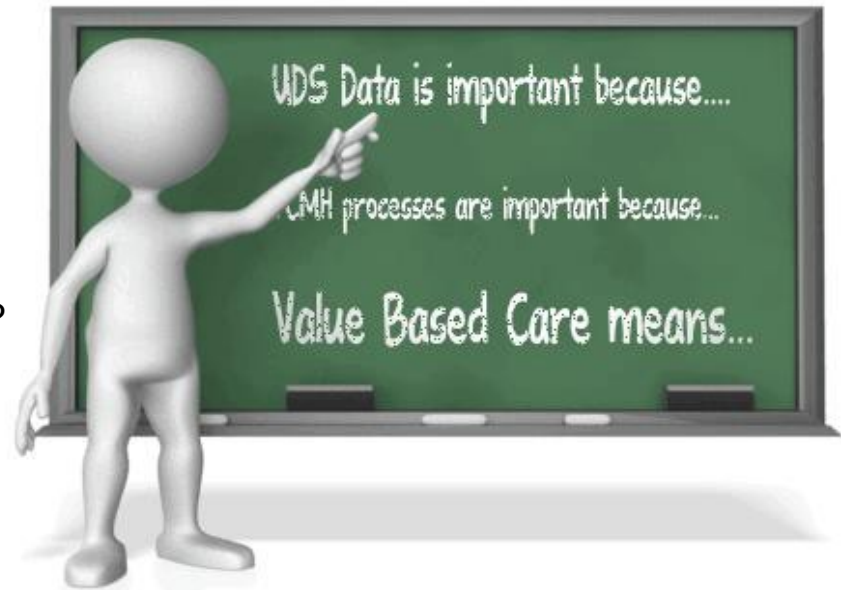
You + Me = WE!

- Each individual has an opportunity to contribute and participate in team activities/ team duties
- Common work spaces and shared resources
- Open and ongoing communication
- **Avoid silos but respect boundaries/scope**
- Avoid stereotyping or making assumptions
- Recognize and respect individual viewpoints, perspectives, experiences and level of expertise



Close the Gap of “Why?”

- When our teams understand the “why” behind what we ask of them...they are increasingly more likely adhere to expectations.
 - How thorough is your team trained around health center funding, regulations, UDS data, PCMH, Value Based Care, etc?
 - How frequently is training updated or repeated?
 - Does your team know about your Value Based contracts and understand their role in maximizing reimbursements?

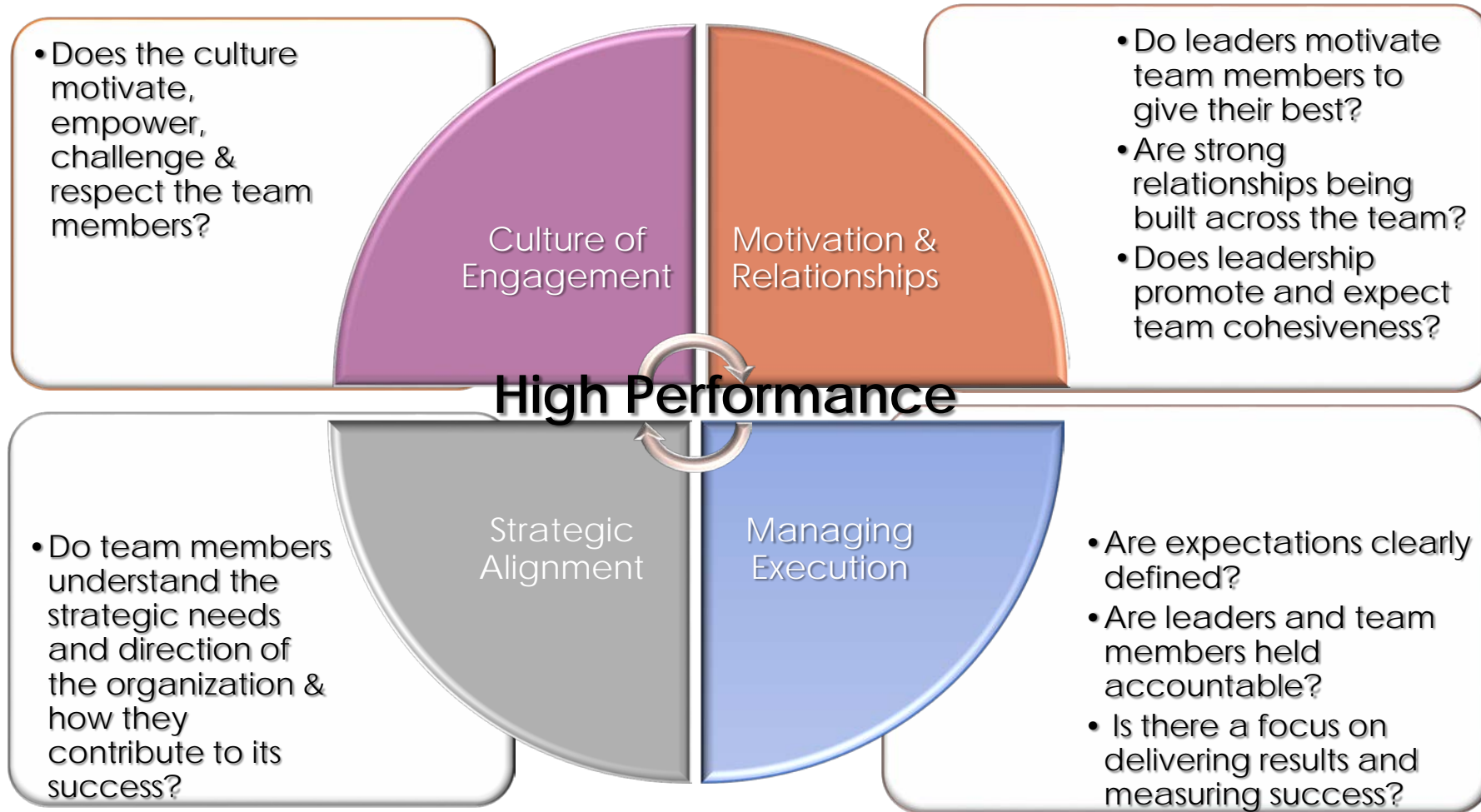


Set SMART Goals!

- SMART goal setting brings structure and accountability to your goals and objectives. SMART goal setting creates a distinct path toward an objective, with clear milestones and specific tracking of the progression toward success within a defined period of time.



Engagement = High Performance



What Defines a High Performance?

1. Shared Commitment to Common Goal
2. Agreement Through Consensus
3. Healthy Conflict & Creativity
4. Communication
5. Empowerment
6. Benefits to:
 - Patients
 - Individuals
 - Team as a Unit
 - Leadership
 - Organization as a Whole



Clearly Defined Roles & Goals

- In order to develop process and standardize work - there must be clearly defined roles and goals for **each individual team member and for the team as a whole!**
 - Each care team member must receive clear communication around the function of the team as a whole, their function within the team, and the function of their team members.



Communication!

- *Communication in the workplace should support adding value to stakeholders/customers (internal & external)
- *Strong communication requires careful and intentional sharing of information with the right people at the right time in the right way.

com·mu·ni·ca·tion

/kəˌmyʊnᵻˈkɑːʃ(ə)n/ 

noun

1. the imparting or exchanging of information or news.
"direct communication between the two countries will produce greater understanding"
synonyms: transmission, conveyance, divulgence, disclosure; [More](#)
2. means of connection between people or places, in particular.



Communication is Essential!

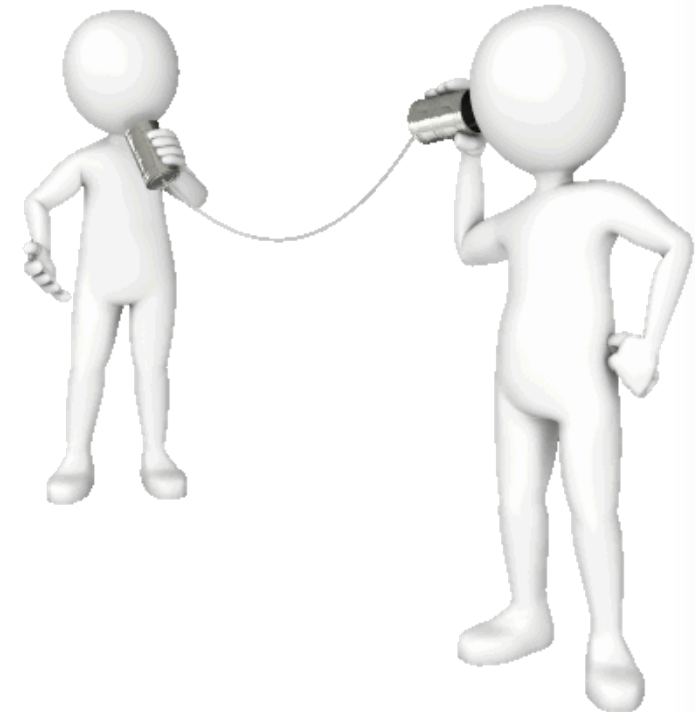
- **Open and Ongoing Communication**

- Bidirectional...talk to one another – not at one another – or around one another
- Allow for exchange of information and sharing of ideas, thoughts, expertise

**This applies to peers AND patients!*

**Keep patients informed – this will decrease frustration, especially when waiting is required!*

❖ *When there is a lack of communication, we make assumptions – which leads to a breakdown of the team and its ability to function effectively*



Communication - Whose Job is it?

- Communication is Everyone's job!
- Communication must be bidirectional!
- If you have a question – Ask it!
- If you hear a rumor – talk to your supervisor and validate before making assumptions
- Assume that intentions around communication are good in nature
- Transparency is important for trust
- Not all information is able to be shared with all teams immediately – timing is essential



Communication Skills

- **Keeping Yourself Current –**

- Read the newsletters, check your emails, pay attention to postings

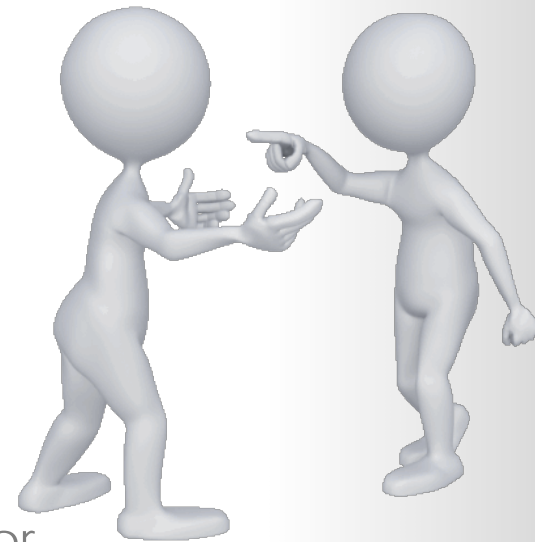
- **Get Involved –**

- Join committees, attend meetings, actively seek and receive information contribute to communication efforts

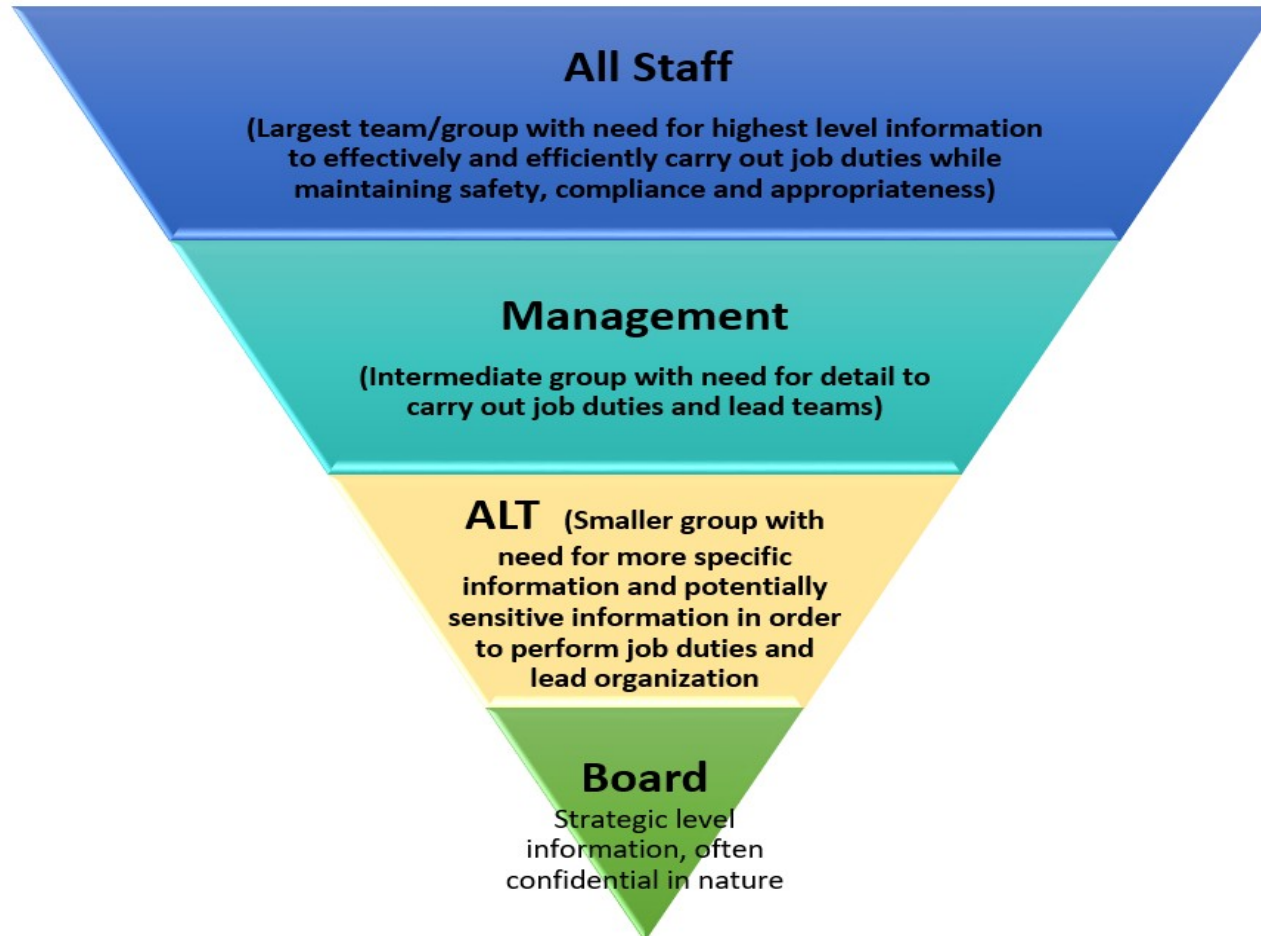


Ability to Disagree – It's a Good Thing

- Check your ego at the door!
- Disagreement is a good sign of active communication
- Conflicts are managed appropriately and respectfully
- Criticism remains constructive and focused on problem solving – no personal attacks
- Team decision making happens with consensus and by reaching an agreement – compromise
 - If a consensus cannot be reached, the team leader must make decision based on objective information and be focused on reaching the common goal
 - ❖ If leadership intervention is required – avoid lingering discussion or second guessing



Information Flow – A Whole New Way to Think About Communication



Healthy Competition

- Once we have:
 1. *provided training and education*
 2. *set goals*
 3. *established communication guidelines*
 4. *shared data*

then we can plan and facilitate healthy competition!

- Prizes can be small and simple...but fun!
- Be creative!
- Ask your teams for input!
- Generate enthusiasm!



Connect To Purpose

- In the Health Center world, we have a unique opportunity to connect our work to a mission driven purpose!
- Share the mission!
- Connect the work to the purpose!
- Recognize those who exemplify the values!





Thank You!

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360-470-8378

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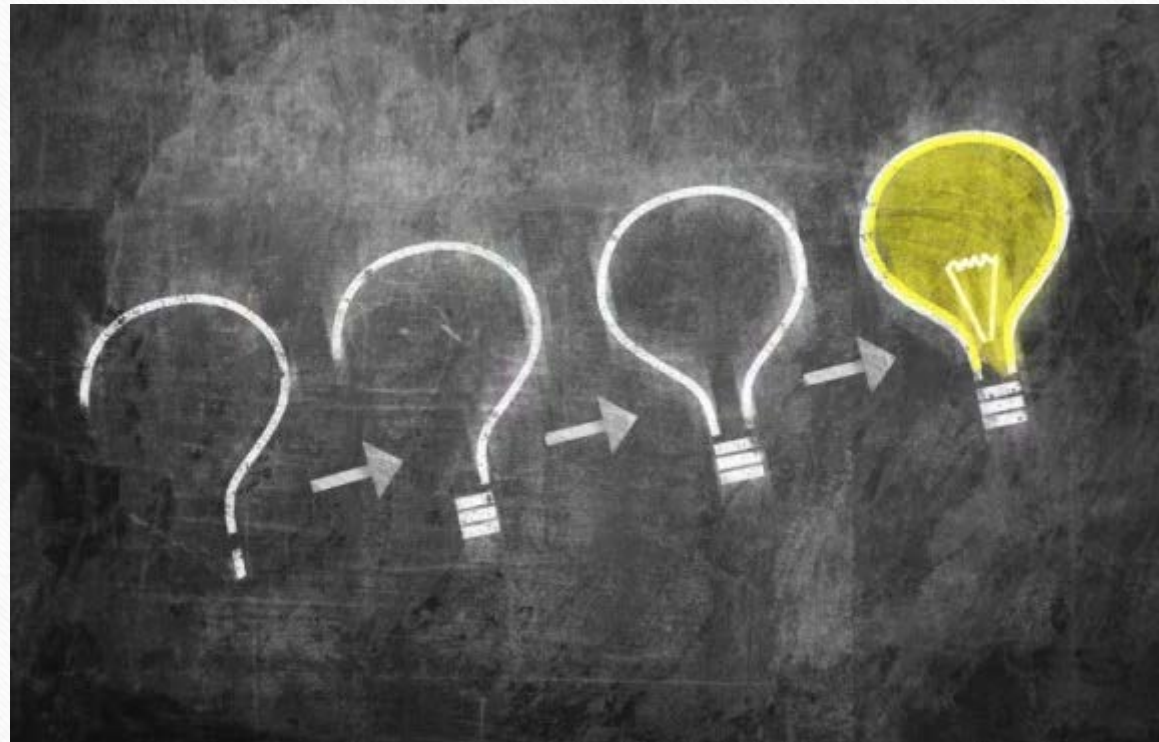
Questions

Discussion

Challenges

Successes

Insights



Upcoming WACMHC Training

**Social Determinants of Health:
A Washington Roundtable for FQHCs**

September 26 | 9:00 am – 4:00 pm
Seattle, WA

[REGISTER HERE](#)

SAVE THE DATE

Quality Improvement Roundtable
Change Management
November 5

**Please complete the evaluation after the end of the session.
Your feedback is appreciated!**

Questions? Contact the WACMHC Practice Transformation Team at QualityImprove@wacmhc.org