BEHAVIORAL HEALTH INTEGRATION LEARNING COLLABORATIVE

Learning Webinar Series:

A Closer Look At Implementing Change: Implementation

March 5, 2020

Webinar Series:
A Closer Look At Implementing Change

Part I: Readiness

Recording available on UNH Media

Part II: Implementation

Part III: Sustainability

Thursday, March 19th, 12:00 PM

TODAY'S SPEAKERS

Katherine Cox, MSW
Project Director & Practice Facilitator

Hwasun Garin, MEd
Project Director

Dee Watts, LSSBB
Practice Facilitator

DISCLOSURE

The speakers and the planning committee for today's webinar do not have any relevant financial relationship(s) to disclose.

OBJECTIVES

- ✓ Describe the importance of utilizing implementation and quality improvement tools and strategies.
- ✓ Discuss the implementation process.
- ✓ Understand the key components of project implementation.
- ✓ Identify useful implementation and quality improvement tools, skills, and concepts.

AGENDA

I. Introduction

II. Understanding the Key Components of Implementation

III. Utilizing Implementation Tools

IV. Q&A

Continuous Improvement Culture

IDENTIFY

Opportunities in the process workflow.

PLAN

How can the current process be improved?

EXECUTE

Implement changes.

REVIEW

How changes workings for the team?

Continuous Improvement Cycle

Improvement & Implementation Synergy

Improvement science: systems-level work to improve the quality, safety, and value of health care.

Implementation science: work to promote the systematic uptake of evidence-based interventions into practice and policy.

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Effective Improvement/Implementation

Systems & Processes	Gathering Information	Organizing Information
Understanding Variation	Understanding Relationships	Project Management

Team Charter – When? Why?

When?

- In the beginning…!

Why?

- Identifies Risk, Communication, Goals, Stakeholders, Bookends, Resources, In Scope, Not in Scope.
- Focuses your planning and provides categories that you should be using for implementing
  - Roadmap
- When you start to feel lost; project/team contract
- Accountability

Team Charter – Who?

Accountability to whom?

- To Sponsors
- To Stakeholders
- To Team Members
- To the goal itself
  - Migrate your SMART Goals from Readiness Planning...
  - Migrate the goals of the grant; application...

Team Charter – How?

- Numerous templates available
- Should include:
  - Basic Information about the project
  - Goals
  - Team Members
  - Scope
  - Budget
  - Risks
  - Tasks/Schedule
  - Communication Plan

Project Charter			
Project Title			
Practice Name		Practice Location	
Start Date	End Date	Sponsor	Leader
Project Goals		Stakeholders	
Project Team			
Team Member	Role	Organization	Contact Information

Risk Analysis – Why?

Utilizing risk analysis is where a team can identify potential pit-falls and struggles and can develop a plan to mitigate the findings.

Categories:

- Content
- Resources
- Data
- Training
- Communication
- Conflicting Projects
- Recruitment
- Engagement

Scored on:

- Likelihood that the risk can happen
- Impact it will have
- How difficult it is to detect

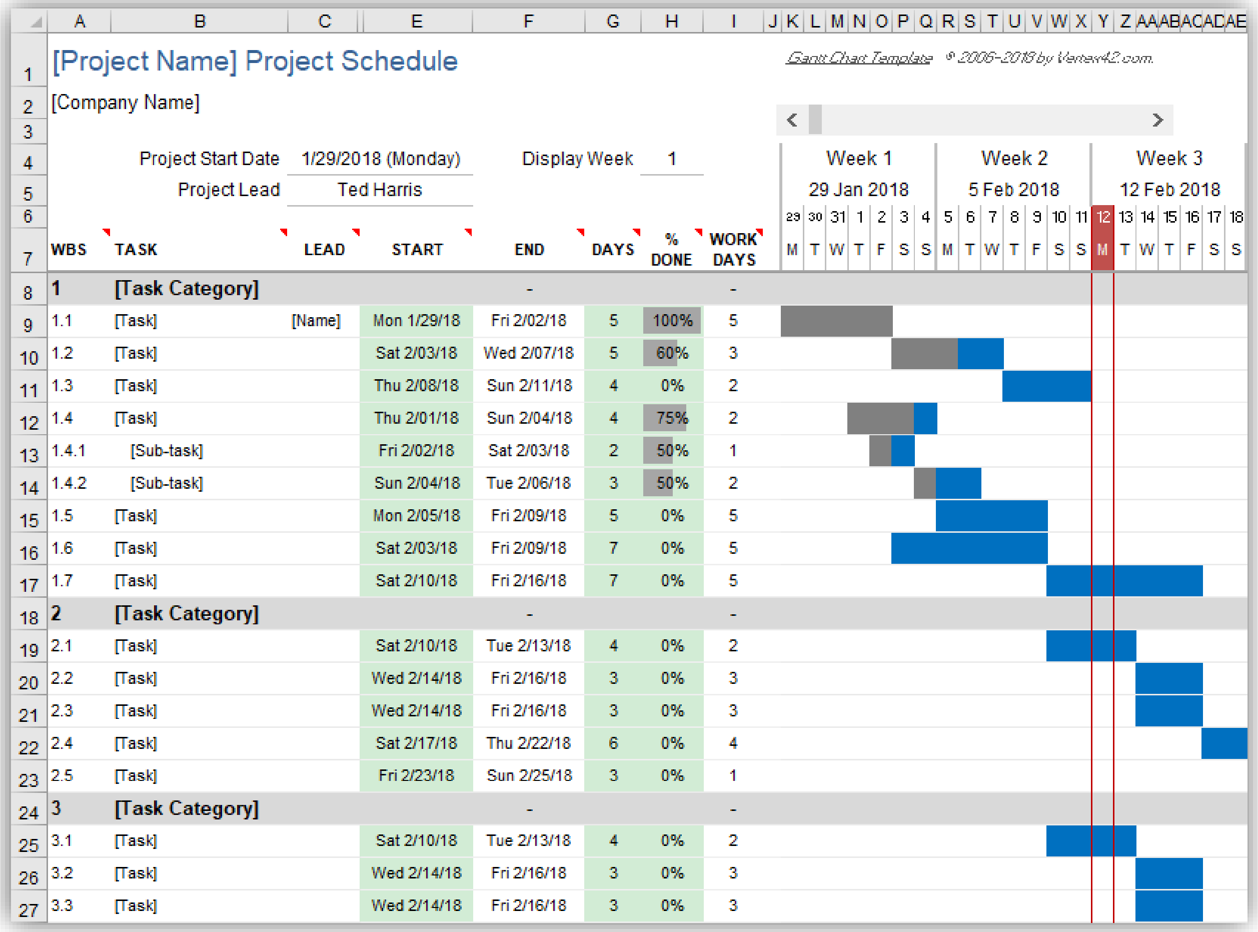
Risk Analysis – How?

Risk	Likelihood of occurance 0-10	Impact on project 0-10	Difficulty of detection 0-10	Risk Priority Number 0-30
Staff turnover	7	5	1	13
New EHR implementation	10	6	0	16
Missed charges for new service	7	9	8	24

Risk Threshold
15

RPN > Threshold = Action

GANTT/Scheduling Chart – Why?



[Project Name] Project Schedule

[Company Name]

Gantt Chart Template © 2006-2018 by Vertex42.com

Project Start Date 1/29/2018 (Monday) | Display Week 1

Project Lead Ted Harris

Week 1 29 Jan 2018 | Week 2 5 Feb 2018 | Week 3 12 Feb 2018

WBS	TASK	LEAD	START	END	DAYS	% DONE	WORK DAYS
1	[Task Category]			-			-
1.1	[Task]	[Name]	Mon 1/29/18	Fri 2/02/18	5	100%	5
1.2	[Task]		Sat 2/03/18	Wed 2/07/18	5	60%	3
1.3	[Task]		Thu 2/08/18	Sun 2/11/18	4	0%	2
1.4	[Task]		Thu 2/01/18	Sun 2/04/18	4	75%	2
1.4.1	[Sub-task]		Fri 2/02/18	Sat 2/03/18	2	50%	1
1.4.2	[Sub-task]		Sun 2/04/18	Tue 2/06/18	3	50%	2
1.5	[Task]		Mon 2/05/18	Fri 2/09/18	5	0%	5
1.6	[Task]		Sat 2/03/18	Fri 2/09/18	7	0%	5
1.7	[Task]		Sat 2/10/18	Fri 2/16/18	7	0%	5
2	[Task Category]			-			-
2.1	[Task]		Sat 2/10/18	Tue 2/13/18	4	0%	2
2.2	[Task]		Wed 2/14/18	Fri 2/16/18	3	0%	3
2.3	[Task]		Wed 2/14/18	Fri 2/16/18	3	0%	3
2.4	[Task]		Sat 2/17/18	Thu 2/22/18	6	0%	4
2.5	[Task]		Fri 2/23/18	Sun 2/25/18	3	0%	1
3	[Task Category]			-			-
3.1	[Task]		Sat 2/10/18	Tue 2/13/18	4	0%	2
3.2	[Task]		Wed 2/14/18	Fri 2/16/18	3	0%	3
3.3	[Task]		Wed 2/14/18	Fri 2/16/18	3	0%	3

VISUALIZE!

- Commitments are in one place
- At-a-glance what is falling behind, what is ahead of schedule, how to reallocate resources to get things back on track, shift focus to areas that need attention
- Key to communication with leadership
- Stakeholders/Sponsors want to know that the project is continuing as planned.

Sets target timeframes/due dates

- Tasks that need to be accomplished to achieve goals
- Knowing your report due dates; milestones to include prep work into the chart

Keeps you on schedule

GANTT/Scheduling Chart – How?

Project Schedule & Gantt Chart

Project Start Date	1/15/2020
Project End Date	6/12/2020
Duration	21.3Weeks

Task Number	Task Description	Expected Start Date	Task Duration (Days)	Expected Finish Date	Actual Start Date	Actual Finish Date	
1	Task: Recruit provider champion Owner: Leader	1/15/2020	10	1/25/2020	1/22/2020	2/5/2020	Expected Actual
2	Task: Recruit team members Owner: Leader	1/15/2020	14	1/29/2020	1/20/2020	2/5/2020	Expected Actual
3	Task: Create and present kick off presentation to department Owner: Team	1/15/2020	30	2/14/2020	1/15/2020	2/14/2020	Expected Actual
4	Task: Collect baseline data Owner: IT	1/30/2020	14	2/13/2020	2/10/2020	2/25/2020	Expected Actual
5	Task: Make changes to EHR Owner: IT	2/15/2020	30	3/16/2020			Expected Actual
6	Task: Test changes in EHR Owner: Team	3/16/2020	5	3/21/2020			Expected Actual

Communication Plan – Why?

Shared Resource and Shared Responsibility

- Meetings
- Reports
- Presentations
- Trainings

Communication Plan – How?

Dates	Deliverables	Description	Frequency	Owner	Contact Information	Audience
Meetings						
Reports						
Presentations						
Trainings						

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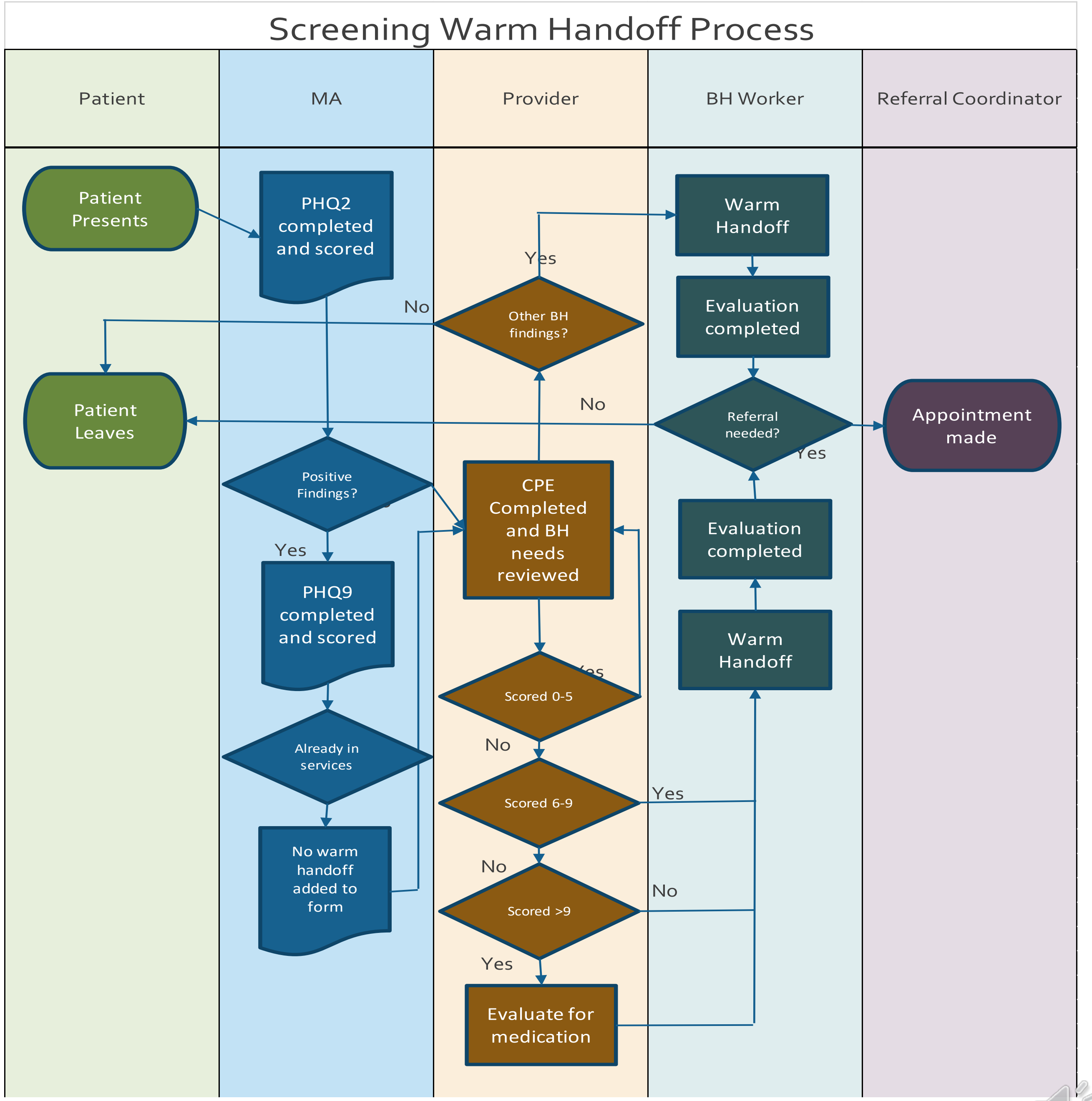
Plan-Do-Study-Act (PDSA)

PDSA Template	
Improvement Name:	
Start Data:	
Team Members:	
Aim Use numerical goals, specific dates, and specific measures. What is the area of focus?	
Measures How will we know that a change is an improvement? List measures to track for project.	
Plan How should we PLAN the pilot? Who? Does what? By when?	
Do How is it going? What are we learning? Any surprises?	
Study What do the measures show? Has anything changed?	
Act Based on our results, how will we ACT? 1) Re-test with a modified plan, 2) expand to a wider test group, 3) abandon altogether, 4) adopt the new pilot and monitor?	

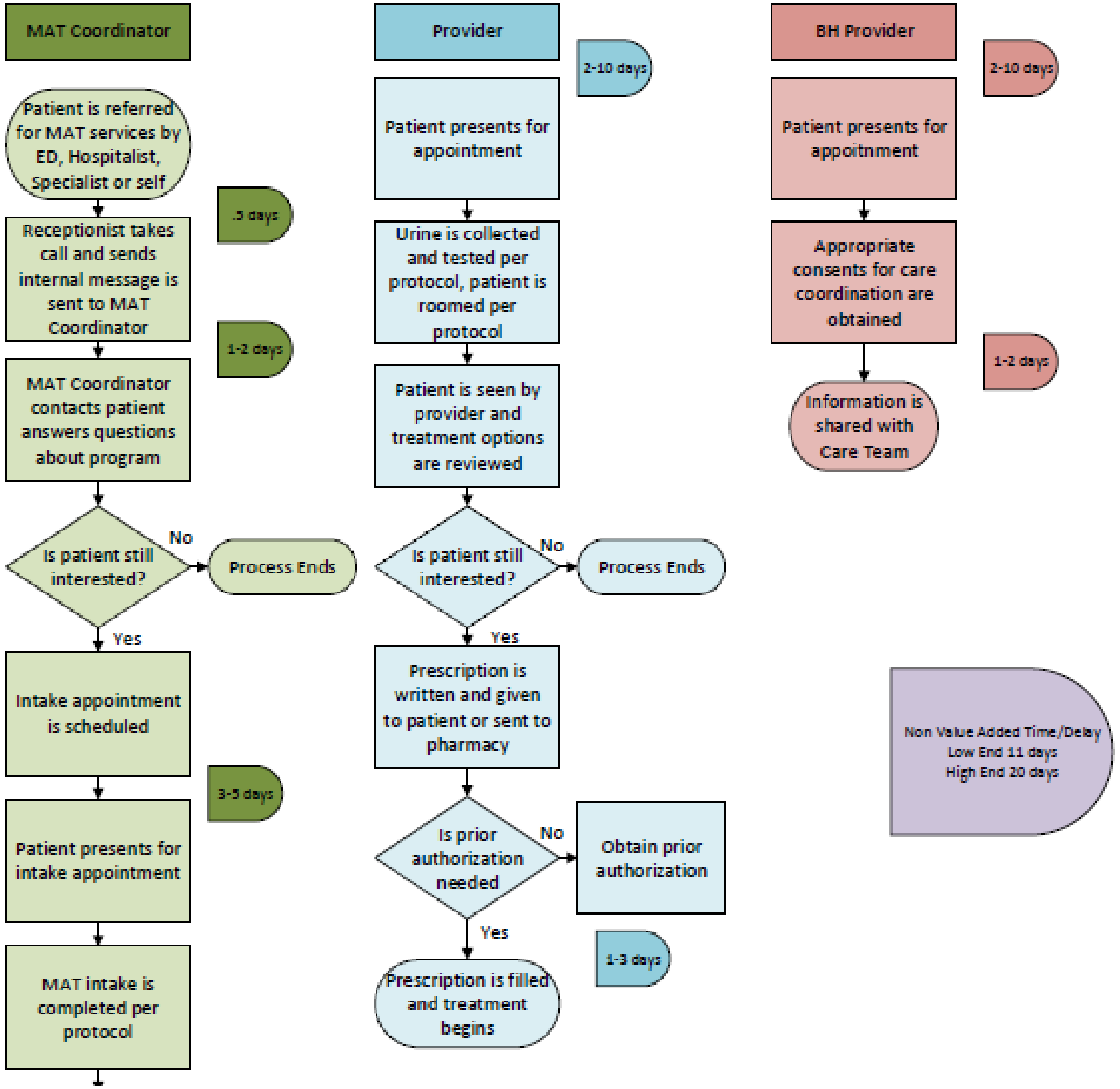
Process Mapping

- A visual representation
- Industry standardized symbols
- Various Options



Value Stream Mapping

- Next level up from a process map
- Useful in identifying and quantifying wastes



Data Collection

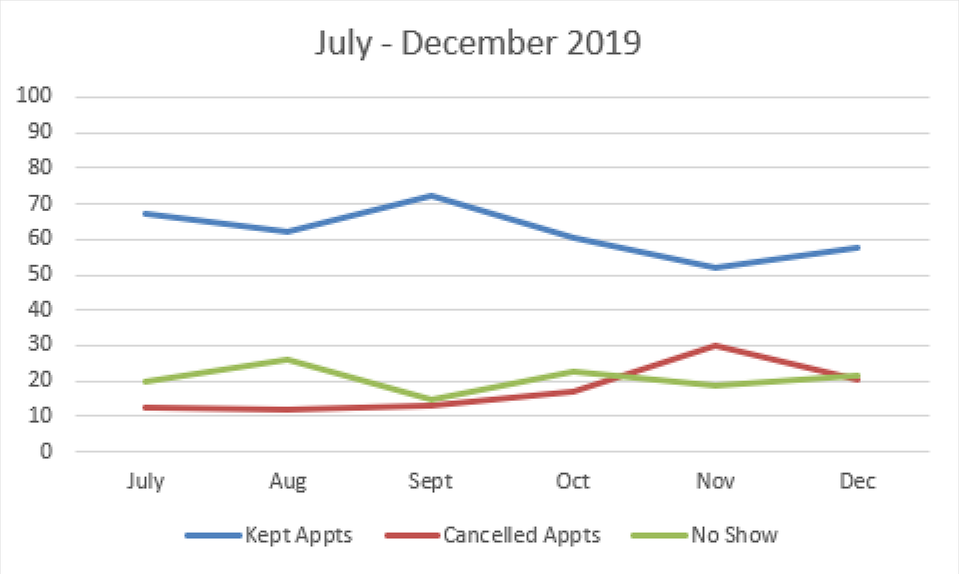
- Identifying Metrics

- Collecting/Tracking Data
  - <u>Who</u> will collect the data? Do we have the capability to collect what we need?
  - <u>What</u> data, specifically, are we collecting and tracking?
  - <u>Where</u> can this data be found?
  - <u>When</u> do we need to collect the data? At what intervals over time?
  - <u>How</u> do we obtain the data?

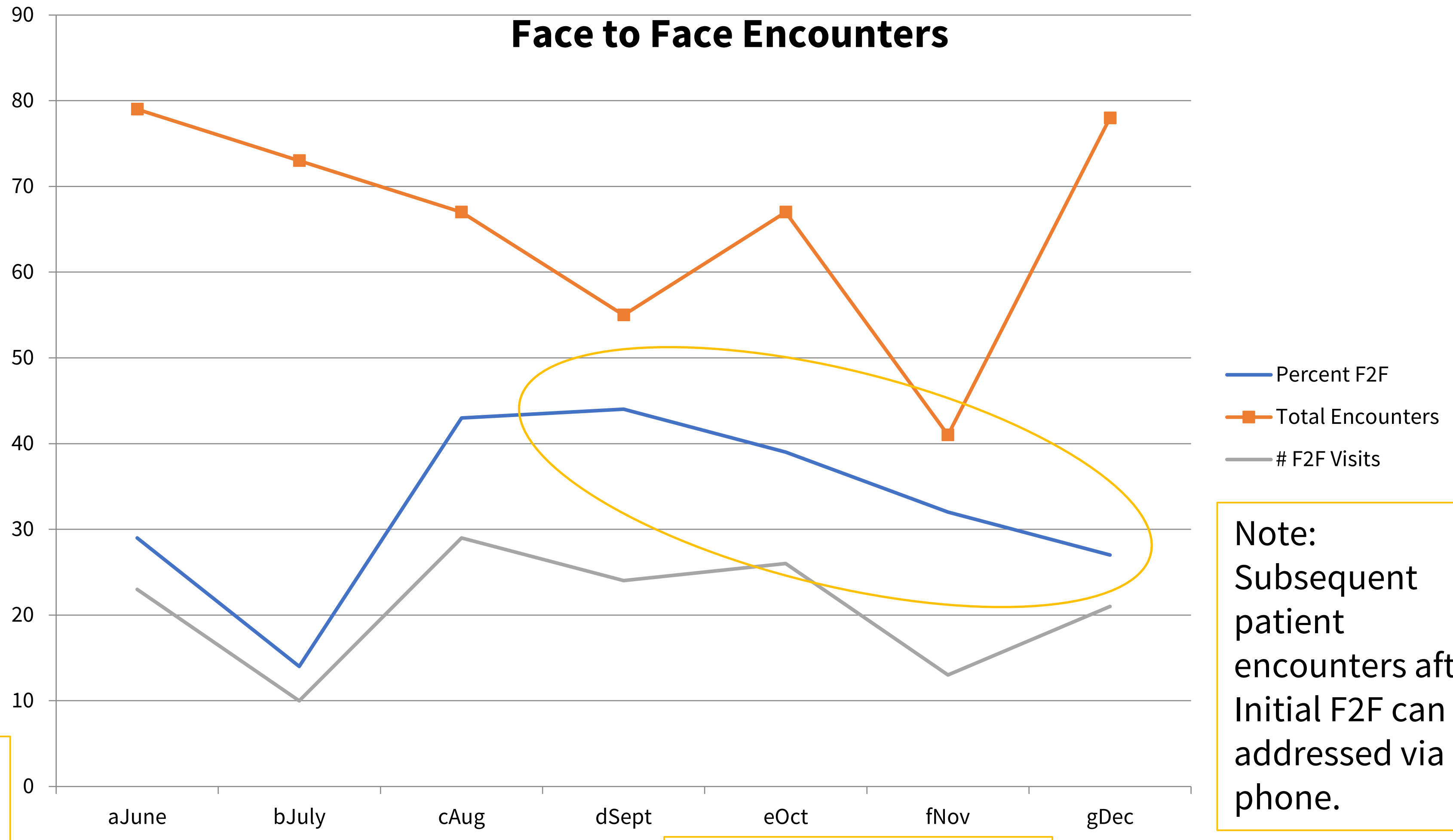
Other Considerations: Do we have the right people at the table? How do we share the data?

Data Visualization

Date	# Sched	# Kept	# Kept	# Canc	# Canc	# NS	# NS
July	40	27	67.5	5	12.5	8	20
Aug	66	41	62.12	8	12.12	17	25.76
Sept	69	50	72.46	9	13.04	10	14.49
Oct	111	67	60.36	19	17.12	25	22.52
Nov	87	45	51.72	26	29.89	16	18.39
Dec	83	48	57.83	17	20.48	18	21.69
TOTAL	456	278	62	84	17.5	94	20.48



Data Visualization



Employee Start Date: May 2019

Transition to new building

Note: Subsequent patient encounters after Initial F2F can be addressed via phone.

Other Considerations:

- Understanding of how/when to use IBH services is emerging across other providers
- # of encounters may be on the rise (re: Dec #s) – more data can confirm for Jan/Feb

THANK YOU!

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