



Welcome to HRSA-BHTA Offering: Virtual Peer-Learning Office Hours

Vision: Healthy Communities, Healthy People





Learning from Health Center Leaders: Implementing Cherokee Health Systems Integrated Care Model

January 26th, 2022 from 12:00 – 1:00pm ET

Vision: Healthy Communities, Healthy People



Today's Agenda



Welcome & Introductions



Presenter Presentation



Facilitated Discussion



Session Wrap Up & Announcements



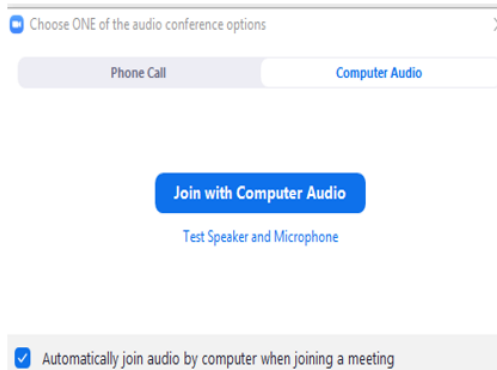
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Housekeeping

To establish an audio connection:

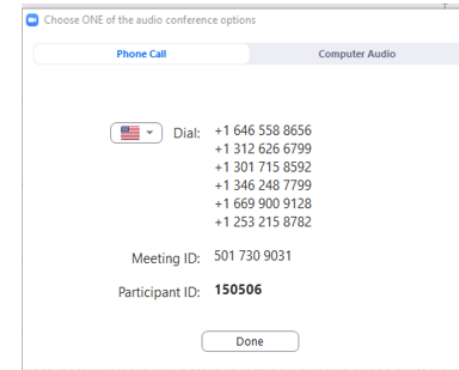
By computer:

- Click **Join with Computer Audio**.

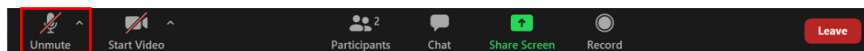


By phone:

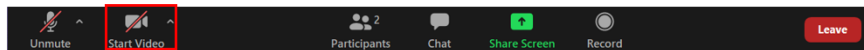
- Click the **Phone Call** tab, dial a listed phone number, and enter **Meeting ID** and **Participant ID**.



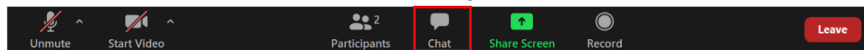
- You will begin muted. To **unmute/mute**, click the **microphone** icon located at the bottom left of your Zoom window.



- We encourage everyone to keep their video enabled. Click **Start Video** to join by webcam.



- To ask a question using the **Chat** feature, click the **Chat** icon located at the bottom center of your Zoom window.



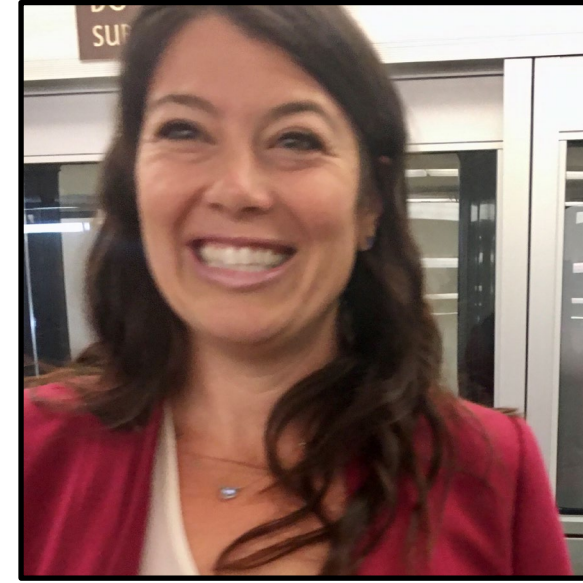
Notes:

- Please participate and, if possible, be on camera.
- Please mute your phone line if dialed in for audio and remain on mute until you would like to speak.
- This CoP is being recorded.

Virtual TA: Presenters & Facilitators



Presenter:
Eboni Winford, PhD, MPH
Director of Research and Health Equity
Cherokee Health Systems



Facilitator:
Amber Murray, BSN, MA
Technical Expert & Task Lead
JBS International, Inc.

PRESENTATION OVERVIEW

A Typical Integrated Model
Workflow

Operational Challenges &
Solutions for Integrated Care

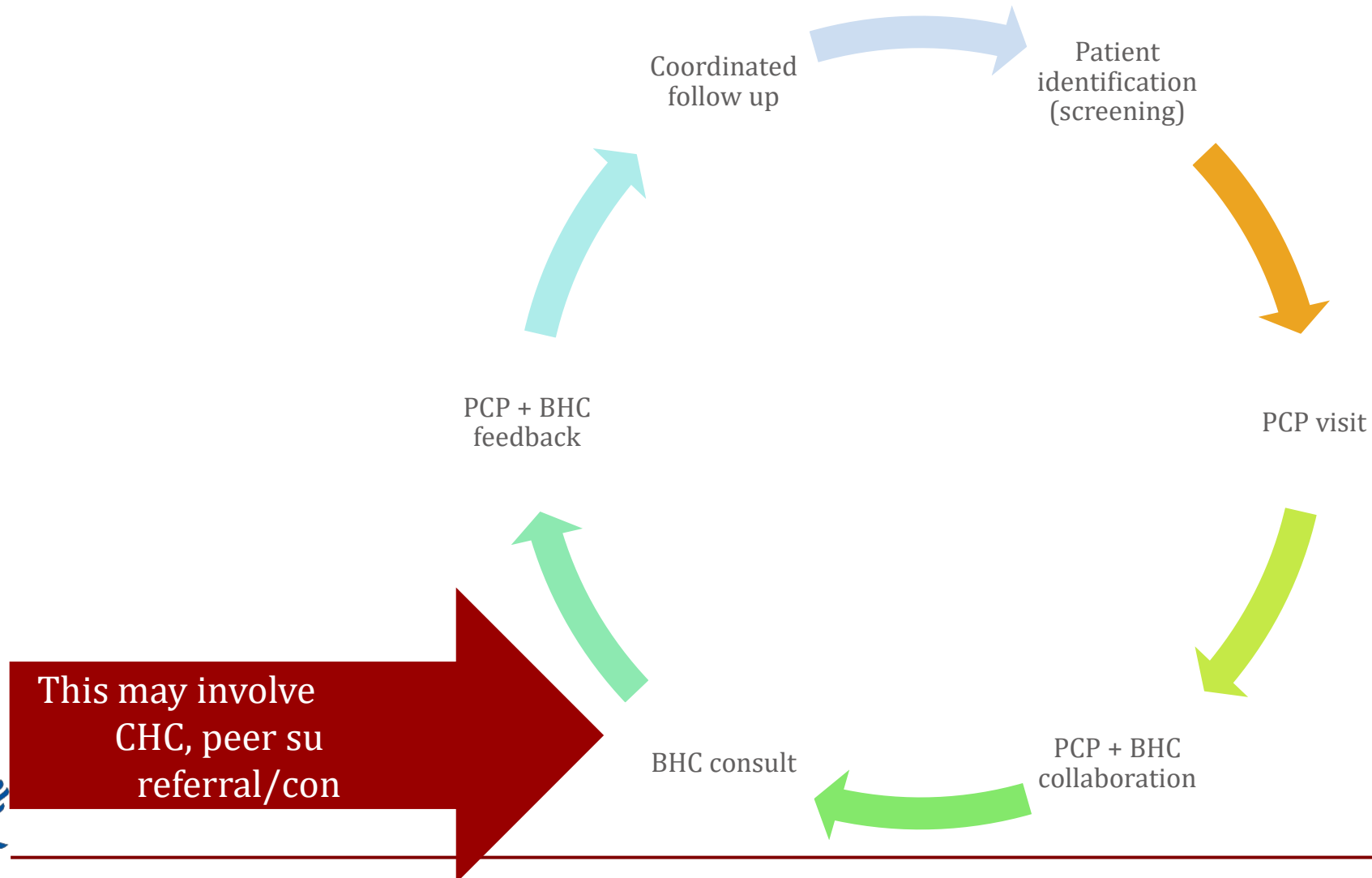
Top 10 Integrated Care
Action Steps



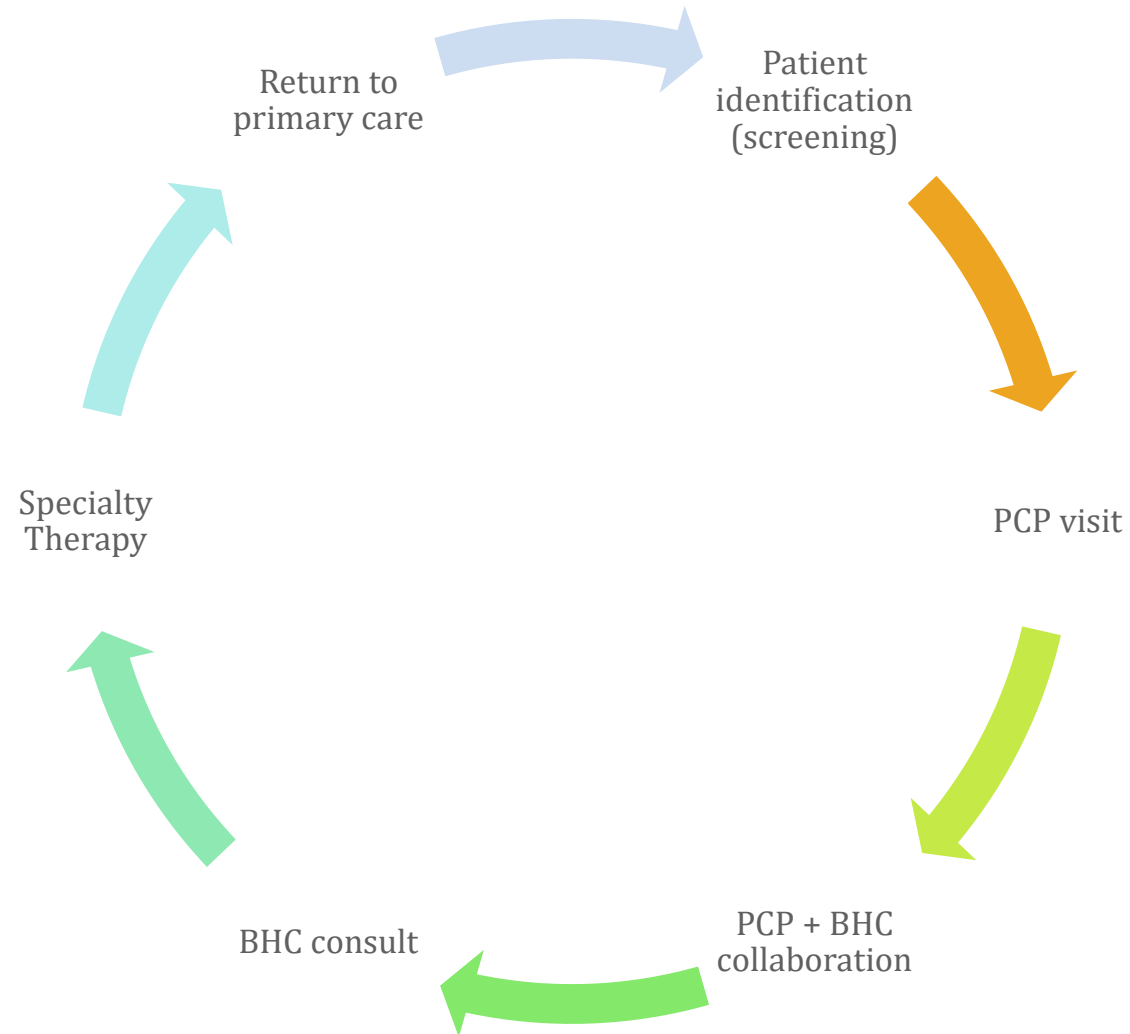
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Typical Integrated Model Workflow

A “Typical” Integrated Care Workflow



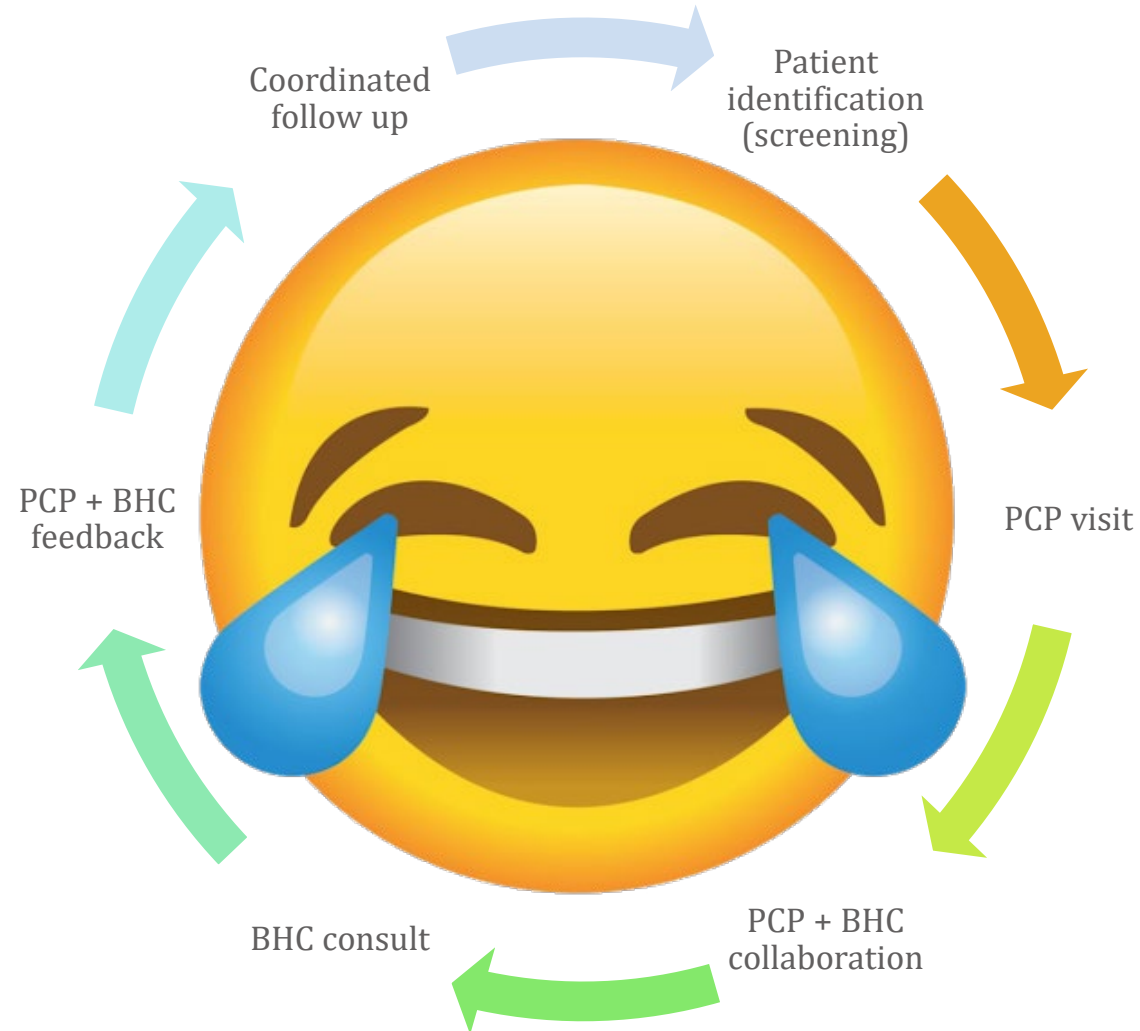
Sometimes It Looks Like This



And then...the Pandemic Happened



A “Typical” Integrated Care Workflow



Operational Challenges & Solutions

Operations Priorities

Support	Support the clinical team.
Enhance	Enhance treatment capacity and patient engagement in high-quality, integrated care.
Inculcate	Inculcate collaborative decision-making, bi-directional feedback, and communication.
Centralize	Centralize processes and decentralize authority.





Operations Priorities

Productivity is not a measure of how hard or staff are working... It's a measure of how well our systems and processes are supporting our staff!

Integrated Care Operational Challenges

1. COVID

- COVID precautions
- Patient outreach and engagement
- Multiple modalities for treatment access
 - Telehealth (Audio Only vs. Zoom)
- Bridge digital divide and provide equitable access
- Virtual care coordination strategies





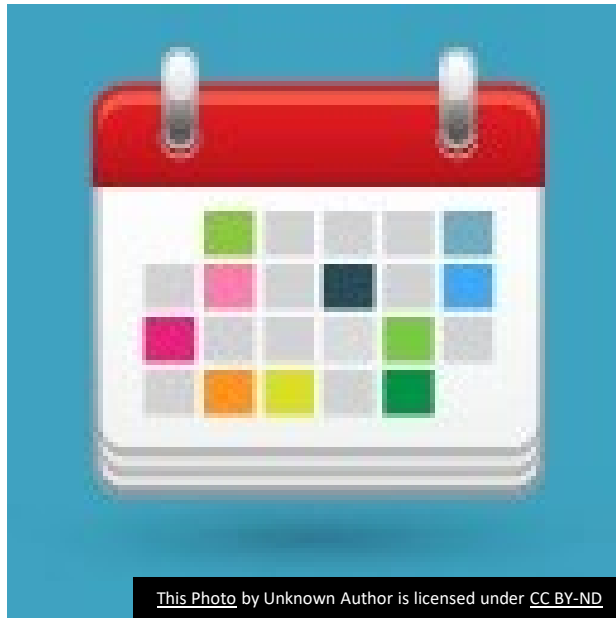
Integrated Care Operational Challenges

2. Recruiting

- PCPs (MDs, FNPs)
- BHCs (PhDs, LCSWs)
- Integrated Care Fit
- Integrated Care Paradigm
- Integrated Care Skillset



Integrated Care Operational Challenges



3. Scheduling

- The schedule is the **largest driver of patient and staff satisfaction, productivity, quality and financial results.**
 - PCPs – 15 min established/30 min new
 - BHCs – same as primary care schedule
 - Specialty BH – 30 min or 45 min. Clinician and patient decide.
 - Psychiatry – 20 min established/45 min new
 - Concurrent Visit Scheduling
 - BHC follow-up during “slow” PCP times (early AM and late PM)



Integrated Care Operational Challenges

4. Patient Contacts

- 100+ primary care physician encounters/week
- 90+ primary care NP encounters/week
- 60+ BHC encounters/week
- 35+ behavioral specialty encounters/week
- 90+ psychiatry provider encounters/week

5. Data

- Cost and Revenue per Visit
- Quality and Efficiency Metrics



Integrated Care Operational Challenges

6. Communication

- With Employees – 700+ across the entire State
- With Patients– 70,000+ across the entire State
- Apps, text messaging, videos with CR codes, 7x7
- Share Data– “You get what you measure.”
- Patient Dashboard and use of HIE data
- Team Huddles and Tasking within EHR



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Top 10 Integrated Care Action Steps

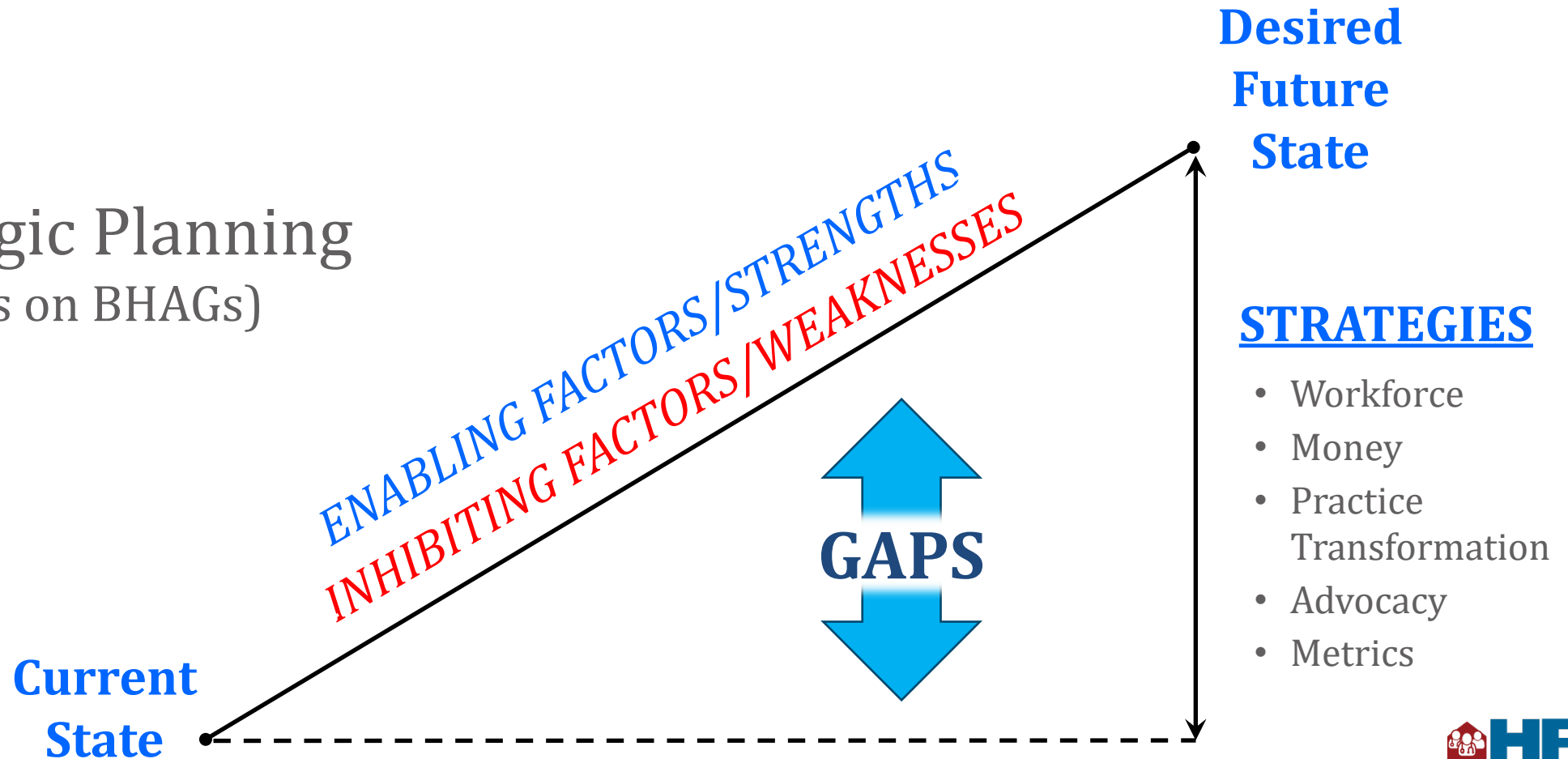
Top 10 Integrated Care Action Steps



Action Step #1:

- Plan Your Work and Work Your Plan

Strategic Planning
(Focus is on BHAGs)



Action Step #2:

- **Focus on the Clinical Model**
- **Everything Flows From It**



Integrated Care Clinical Model

1. **Design your workflow; put it on paper. Communicate it.**
2. Develop roles and responsibilities for PCPs, BHCs, Nurses, Lab staff, X-ray staff, Front Desk staff, Scheduling staff, etc.
3. Re-write job descriptions as needed. Communicate them.
4. Get the right people on board, in the right seats
Focus on hiring and retaining strong BHCs
5. Develop a flexible schedule that allows “on-demand” visits as well as follow-up visits.

Integrated Care Clinical Model



6. Decide on your screenings process (which screening tools, who does them, documentation, flow)
7. Plan your facilities (as you've heard, proximity matters!). If not ideal, improvise.
8. Consider a pilot with a few PCPs and a BHC. Tweak as needed. Get quick wins. Staff talk!
9. Implement team huddles
 - Do start of day or beginning of shift huddles
 - Block out a few minutes, no more than 10 minutes
 - Involve everyone (PCPs, BHCs, nurses, community health coordinators, front desk, etc.)
 - Review schedule, patient needs/gaps in care, dashboard, BPSA scores. Who's going to do what.
 - Use standing orders



Action Step #3:

- **Don't Try to Do Too Much at Once**
 - “Don't bite off more than you can chew”
 - “You can't boil the ocean”



Action Step #4:

- Take your time, be patient, and execute effectively

“The hurrier I go, the behinder I get.”



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DREAM
BIG

SET
GOALS

TAKE
ACTION

To Execute Effectively...

- **Focus** on 1, 2 or 3 Big Hairy Audacious Goals (BHAGs) or Wildly Important Goals (WIGs)
 - Goals and Strategies that have the greatest impact on your future.
- BHAGs/WIGs **take time**
 - Factor in the reality of our personal “whirlwinds” (The urgency of our day jobs).
- **Prioritize**
 - There will always be more good ideas than we have time to do.



Action Step #4:

- **Organize Your Implementation Team**
 - “Ikea Principle”
- **Balance of Team-member Characteristics Predicts Team Success or Failure**
 - Results-oriented / Process-oriented
 - Pragmatic / Innovative
 - Good relationship builders



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Action Step #5:

Train, Train, Train!

Who:

- PCPs
- BHCs
- All Staff
- Patients

Action Step #6:

Innovate constantly

- “If you’ve seen one integrated care practice, you’ve seen one integrated care practice”
- Develop a culture of innovation
 - Ready-Fire-Aim
 - Low risk (or no risk) of “failure”
 - CEO and leadership support experimentation, “good try’s”
 - “The status quo is a dangerous place to be”
 - Advocate with legislators, regulators, payers
- Innovate to meet the needs of:
 - Your Patients
 - Your State
 - Your Payers/MCOs
 - Your Health Center
 - Your Community





Action Step #7:

Develop a Strong Credentialing, Billing and Collections Systems

1. Develop a financial plan that creates multiple revenue streams
2. If an FQHC, get PPS dollars for both primary care *and* behavioral health visits.
3. Educate appropriate parties to get H&B codes and same day visits “turned on.”
4. Credentialing is key (getting medical AND behavioral providers credentialed)



Action Step #8: Use Technology Effectively

1. Create opportunities for IT staff and clinical staff to collaborate on EHR changes. Clinical leads the way.
2. Modify EHR templates as needed; behavioral templates are usually “specialty”-oriented.
3. Develop an electronic patient dashboard – “everything” about a patient on one screen
4. Embrace emerging mobile technologies.





Action Step #9:

Manage Risk to Increase Quality and Control Costs

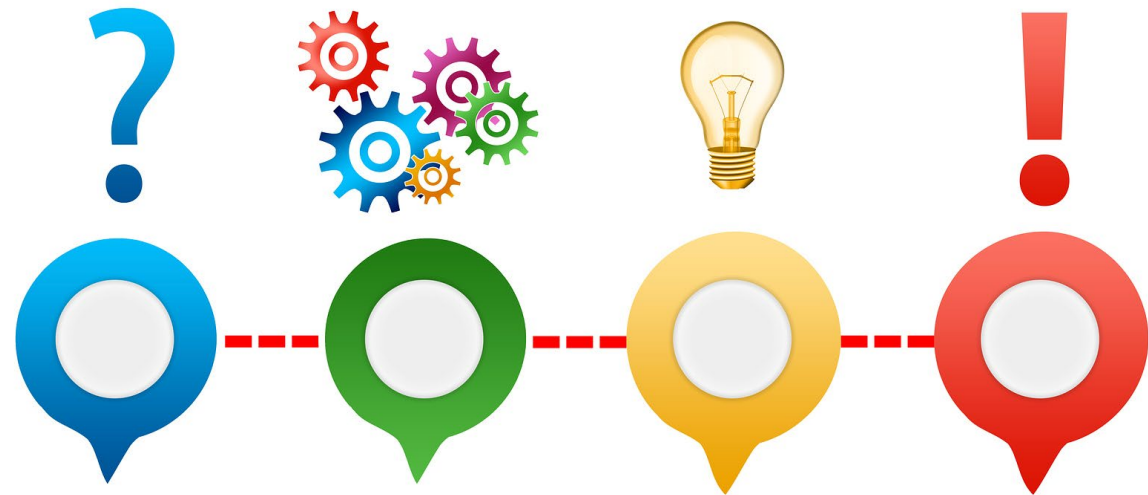
1. Develop informatics, reporting and analytics capabilities
2. Get and analyze data from EHR, Health Information Exchanges, payer reports and claims for your panel of patients
3. Develop or purchase a population health management or patient complexity tool (BPSA tool)
4. Develop skills at managing population risk and engaging patients (in both the clinic and the community)



Action Step #10: Have Fun!!

1. Positive work cultures are more productive
2. Psychological safety in the workplace
3. Make work more meaningful for your team
4. *Joy in the Workplace* – Cherokee curriculum

Questions



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Discussion Questions

Discussion Questions

How has your integrated care workflow been impacted by COVID?

Which operational challenges resonated most strongly for you? What ideas/solutions could help meet those challenges?

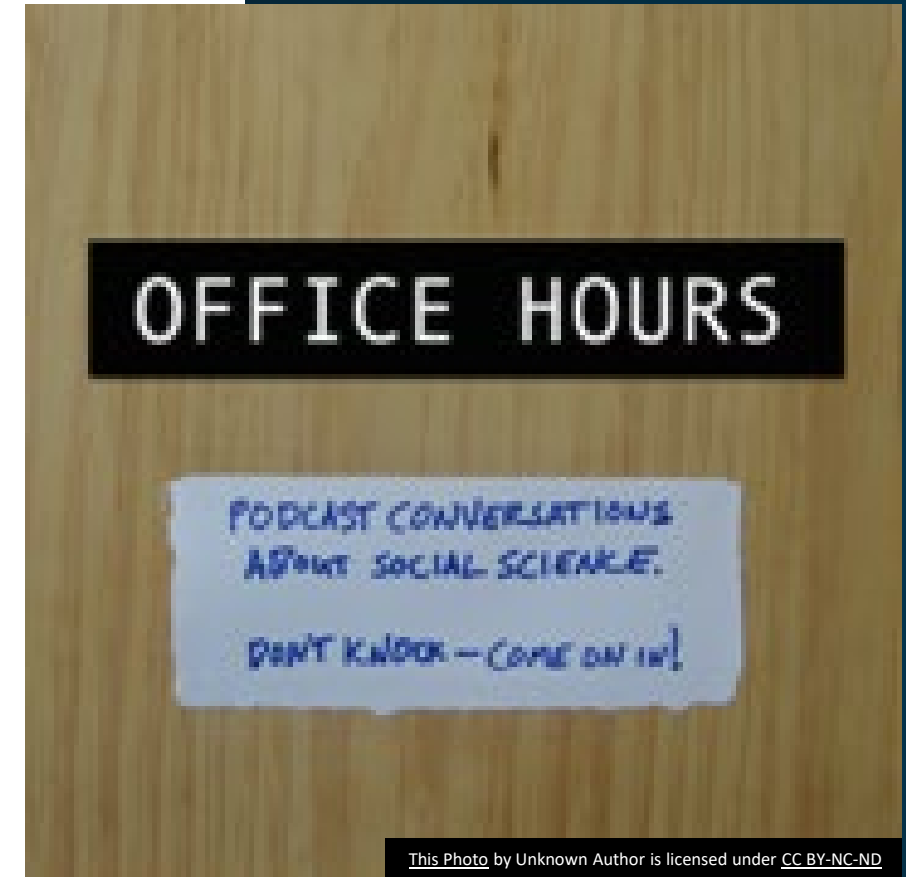
Which of the 10 integrated care action steps does your health center currently do well? How/why?

Which of the 10 integrated care action steps does your health center need additional support with?

Session Wrap-Up & Announcements

Have more questions about today's topic?

- Join us for Office Hours!
- **When:** Thursday 1/6/22
 - 1:30pm – 3:30pm EST
- **Where:** ZOOM!
 - **Insert link when available**
- **Why:** dedicated time to get your specific questions answered or concerns addressed; opportunity to engage with other health centers and the presenters in an informal, unstructured environment



BPHC-BH TA Portal

<https://bphc-ta.jbsinternational.com/>

- Request TA
- Access Learning Management System (LMS) modules
- Learn more about BH TA options
 - One-on-One Coaching
 - E-learning Webinars
 - Strategies for Community Outreach
 - Virtual Site Visits to Improve Outcomes
 - Join a Community of Practice (CoP)



The screenshot shows the homepage of the BPHC-BH TA Resource Portal. At the top, there is a logo with a colorful geometric design and the text "BPHC-BH TA" and "Bureau of Primary Health Care Behavioral Health Technical Assistance". Below the logo is a navigation bar with links: "Home", "Request Technical Assistance", "Learning Management System", "About Us", and "Contact Us". The main content area features a large heading "Welcome to the BPHC-BH TA Resource Portal!" followed by a table with buttons: "View", "Edit", "Delete", and "Revisions". Below the table, a paragraph describes the portal's purpose: "The Bureau of Primary Health Care (BPHC) Behavioral Health (BH) Technical Assistance (TA) portal is designed to meet the specific needs of HRSA health centers and shall focus on both mental health and substance use disorders (referred to jointly as 'behavioral health'), with an emphasis on the opioid epidemic." To the right, there are two sidebars. The first sidebar is titled "Learn About BH TA Options" and lists five bullet points: "One-on-One Coaching", "E-learning Webinars", "Strategies for Community Outreach", "Virtual Site Visits to Improve Outcomes", and "Join a Community of Practice (CoP)". The second sidebar is titled "Complete the Readiness Assessment".

Additional TA Opportunities

- Webinars
- SDoH Roundtable
- Communities of Practice
- 1:1 Coaching
- Intensive TA/Site Visits



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HRSA
Health Center Program

Upcoming TA Opportunities!

Webinar

- ## ■ INSERT WEBINAR #6 INFO

CoPs

- **Pediatric and Adolescent Behavioral Health**
 - Dates: **UPDATE DATES**
 - Registration Link: <https://us06web.zoom.us/join/9876543210>
- **Social Determinants of Health: Application of the PRAPARE Toolkit**
 - Dates: **UPDATE DATES**
 - Registration Link: <https://us06web.zoom.us/join/1234567890>

Virtual Peer-Learning Office Hours

- ## ■ INSERT OFFICE HOURS #3 INFO



Polling Question #1

What were the main reasons for your participation in today's event? Select all that apply.

1. To learn more about the topic from the presenter
2. To engage with other health centers
3. To raise questions about this topic as it relates to my health center
4. To learn about the experiences other health centers have related to this topic



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Polling Question #2

What parts of today's session did you find the most helpful? Select all that apply.

1. The presentation
2. The Q & A
3. The Facilitated Discussion
4. All of it
5. None of it



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Polling Question #3

Which of the TA offerings in January/February are you considering attending? Check all that apply.

1. Cherokee's Integrated Care Academy Webinar Series
2. Pediatric/Adolescent Behavioral Health CoP
3. SDoH - PRAPARE Toolkit CoP
4. Applying Lessons Learned from Cherokee's Integrated Care Model Virtual TA Office Hours



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BHTA Satisfaction Assessment

- We'd love your feedback – please complete a satisfaction assessment.
 - <https://survey.alchemer.com/s3/6624870/Health-Center-TA-Satisfaction-Assessment-Office-Hours-General>
- Remember! – if you want to obtain CEUs for your time today, you must complete a satisfaction assessment.
- There are two ways navigate to the assessment:
 1. Follow the link provided in the chat here.
 2. You will be emailed a link from us via Alchemer, our survey platform.



Continuing Education

- We will be offering **1 CE credit** for your attendance at today's event.
- You **must** complete the Health Center Satisfaction Assessment to be eligible for CEs.
- **CE credits will be distributed within 2 weeks of the event.**



This course has been approved by JBS International, Inc. as a NAADAC Approved Education Provider, for educational credits. NAADAC Provider #86832, JBS international, Inc. is responsible for all aspects of their programming.



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Thank You!

Please submit questions to
Amber Murray: amurray@jbsinternational.com

Vision: Healthy Communities, Healthy People

