

Care Team Integration: 421 Fallsway

Review of Activities—Yellow Team

Space

The Yellow Care team moved on January 14.

1. **Shared space:** Maria/Chauna created the seating chart (available on the portal at www.hchmd.org/care-team-integration). Yellow Team members were given a chance to tell Chauna if they wanted to change seats and she made adjustments accordingly.
2. **Exam/interview rooms**
 - 4 medical exam rooms
 - 1 nurse exam room
 - 2 case management interview rooms
 - 2 behavioral health therapist interview rooms
 - 1 behavioral health specialist interview room
 - CHW mostly in field, can use interview rooms when needed
3. **Lobby:** 2nd floor waiting area is unchanged—there is no designated Yellow Team waiting area.

Workflows

The Practice Transformation Team, the Yellow Team and Clinic Administration are all working together to improve and address Yellow Team workflows in a number of ways.

1. **Referrals:** We piloted having the Referrals Specialist attend huddles to discuss referrals that require prior authorization. We ended the pilot and now have the Yellow Team CAA (Maryann Rico) attend huddles. The CAA communicates with the Referrals Specialist when needed. For referrals that don't require prior authorization, the Yellow Team CAA prints them when checking out a client.
2. **Warm-handoffs:** We have increased our number of warm-handoffs, particularly with behavioral health therapists. They are added to the schedule as a walk-in.
3. **Walk-ins:** Walk-in providers assign Yellow Team clients to Yellow Team providers in same-day slots.
4. **Huddles:** Yellow Team huddles happen daily from 1-1:15 p.m. The team discusses clients scheduled that afternoon and the following morning. There is also time for announcements and coordination between providers.
5. **CAAs:** Maryann Rico is a member of the Yellow Team. She sits at the CMA desk and attends huddles.
6. **Phones:** Phone forwarding is set up. For staff with interview rooms, phones ring three times in the Yellow Team space, then ring in the interview room, then go to voicemail in the Yellow Team space. Staff can access voicemail on any computer by logging into ShoreTel.
7. **Printers:** We are piloting printers in medical exam rooms. We will measure printing of the clinic visit summary, medication list and new medication handouts.

8. **Scheduling:** The Yellow Team schedule is in Centricity. It is pulled and shared with Yellow Team members during daily huddles.

Client Communications

We collected feedback from the Practice Transformation Team, Yellow Team and the Consumer Relations Committee around care team communications. Based on this feedback, we are:

1. **Improving care team branding**
 - Signs outside shared space and exam/interview rooms
 - Buttons for care team members
 - CAAs put care team stickers on appointment cards
 - Client handbooks available in 2nd waiting areas
2. **Increasing staff-client care team discussions**
 - During every client visit, providers discuss care teams with clients. This reminder takes less than 10 seconds.
 - Providers write their names on the client's appointment card.
 - *You're on the [Insert color] Care Team. As your [NP/CM/RN/MD/CHW/LCSW/MA], I'm part of the [Insert color] Care Team and we work together to coordinate your care.*
 - Present news and updates at Consumer Relations Committee meetings every four to six weeks to provide updates.

These changes launched with the Yellow Team in February/March and will expand agency-wide in April.

Staff Communications

We've developed communications channels to empower staff with information, resources and support to manage care team changes.

1. **Portal pages/teasers:** We launched a public webpage and staff portal page with FAQs, a video, photos, research and other informational materials. Staff teasers highlight updated information.
 - Public: www.hchmd.org/team-based-care
 - Staff: www.hchmd.org/care-team-integration
2. **Staff meetings:** At least 10 minutes once a month at the all-staff meeting is dedicated to discussing updates and news. Presentations, videos and photos are shared during this time.
3. **West Baltimore Tour:** Staff, clients and Board members were invited to tour our West Baltimore clinic and learn about their care team model on March 21.

Performance Measures

Clinical Quality (PI)

1. **Increase flu immunization:** Increase the amount of clients who have received a flu shot.
2. **Improve provider communication:** Increase provider communication scores on the client experience survey.
3. **Decrease missed appointments:** Decrease the number of clients who miss an appointment.

Practice Transformation

1. **Empanelment:** Increase the number of clients empaneled to a care team.
2. **Care Coordination:** Increase the number of clients with more than one visit with a care team member in a day.
3. **External Referral:** Increase the number of clients who leave the clinic with a referral in hand.
4. **Client Continuity:** Increase the number of visits a client has with a member from their care team.
5. **Provider Continuity:** Increase the number of visits a provider has with a client empaneled to their care team.
6. **Printers:** TBD

Yellow Team Staff and Client Surveys

We are conducting Yellow Care Team surveys to:

1. Identify and address what is and isn't working
2. Give staff and clients a voice in the decision-making process
3. Assess and improve how the agency manages change

Question	January results (8 surveys)	February results (10 surveys)	April (11 surveys)
I understand why this change is happening.	2.88	3.40	3.55
The new care team structure better addresses clients' needs.	2.83 (2 "I don't know")	3.25 (2 "I don't know")	3.45
I believe organizational motivations for this change are genuine.	2.83 (2 "I don't know")	3.20	3.60 (1 "I don't know")
I know what is expected of me at work.*	3.38	3.40	3.27
Members of my team communicate well with each other.*	3.25	3.70	3.64
I am able to set limits with clients and colleagues.	3	3.10	3.18
I believe my manager is supportive of this change.	3.38	3.67 (1 "I don't know")	--
I have the supplies and equipment I need to do my job effectively.*	--	3.10	3.18
I understand the intended results of implementing this change.	3.13	--	--
I know where to go if I have problems making the change.	--	--	3.09

Staff Surveys

Yellow Team staff surveys are conducted monthly (Jan.—April). There are eight questions on a 1-4 scale.

**from staff satisfaction survey*

Additionally, there are three free-form comment questions: what went well this week, what was difficult this week, and what one suggestion do you have to improve your work environment.

Our goal is for results to continually improve. To that end, results and feedback inform workflow and other changes.

Client Surveys

Rapid surveys

The Yellow Team CAA (Maryanne) collected surveys when checking out clients over several weeks. Results were very positive (below). It was difficult to get clients to respond, leading to only a handful of respondents each week. Given the response rate and the consistent feedback, we have stopped asking these questions.

		Did your provider seem to know the important information about your medical history?		Did your provider talk with you about specific goals for your health?	
Timeframe	Respondents	Yes	No	Yes	No
Jan. 23-29	4	100%	0%	75%	25%
Jan.30 -Feb. 6	8	100%	0%	100%	0%
Feb. 7-13	5	100%	0%	100%	0%
Feb. 14-20	2	100%	0%	100%	0%

Client Experience Survey

In June 2019, we will conduct our client experience survey and look at Yellow Team results for client-provider communication questions.