

Optimizing the Team for PCMH Development

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A Strategic Challenge



- *How can we work together as a team to build and sustain our culture and capability for PCMH?*

Case Example 1



- The Center that tried to have one person manage PCMH development

Case Example 2



- The Center that thought PCMH was a side project that would be finished when they received recognition

Case Example 3

- The Center that elevated their whole operation by adopting and supporting PCMH as a priority strategy for the organization

An Approach to Optimizing the Team



- Be Strategic
- Start with Leadership Support
- Convene a PCMH Team
- PCMH On-Boarding
- Hold Weekly Meetings
- Use a Standard Set of Questions
- Use Positive Leadership Principles
- Use Tools to Enable Team Problem Solving
- Celebrate the Action and the Learning!
- Support Continuous Learning and Development

Start with Leadership Support



- Leadership support is essential for:
 - Defining the strategic purpose of PCMH
 - Fostering a culture of PCMH
 - Allocating resources for PCMH
 - Authorizing people to work on PCMH
 - Enabling people to take action for improving policy, process, practice, and culture
 - Equipping people with training and technical assistance

Convene a PCMH Team



- The PCMH Team should include people that:
 - Touch patients in some fashion
 - Influence policy, process, or practice
 - Are knowledgeable about data and how it can be extracted
 - Are committed to PCMH development
 - Are committed to learning and sharing knowledge
 - Are committed to rolling up their sleeves and getting it done
- The PCMH Team should have a designated Coordinator or Manager who has the explicit support of the leadership team
- Think about a bench of staff with certain expertise/insight who could participate in meetings as needed
- PCMH cannot be just one person's "job"
 - PCMH must be sustained by a team of people over time
 - There is more collective know-how and energy in the team than in any single person

PCMH On-Boarding



- The PCMH Model is a language
- PCMH is a team sport
- It requires education and training of the team
- Videos can be helpful as a starting point
 - Cleveland Clinic: https://www.youtube.com/watch?v=_31k2gotfB8
 - AAFP: <https://www.youtube.com/watch?v=2j5ImY8yvtA>
- NCQA posted some information on “Why PCMH?”
<https://www.ncqa.org/programs/health-care-providers-practices/patient-centered-medical-home-pcmh/>
- Start with the broad concepts then move to the detailed criteria

Hold Weekly Meetings

- Meet at least once a week
- Have a focused agenda
- Begin and end on time
- Designate a meeting facilitator
- Review the focus and objectives for the meeting
- Invite everyone to participate
- Assign responsibilities for action steps
- Confirm and document significant decisions and commitments

Use a Standard Set of Questions

- What is our PCMH focus (criteria)?
- What are the PCMH requirements (policy, process, practice)?
- What is our current capability?
- What are our gaps?
- What are our possible solutions?
- What is our ideal solution?
- Whose help do we need?
- Who will be the development lead?
- What are our development milestones?
- When will we report back on progress?

Use Positive Leadership Principles



A culture and a process in which we:

1. Commit to achieving a defined objective
2. View ourselves as learners
3. View others as teachers
4. Ask for help when we need it
5. Practice mindful listening
6. Use questions more than directives
7. Welcome questions as opportunities
8. Value insight more than position
9. Let the best ideas win
10. Stay focused and efficient

Use Tools to Enable Team Problem Solving



- Gap Analysis to Identify Needs
- Team Brainstorming to Generate Solutions
- PDCA Cycles to Test Solutions
- Process Analysis Tools to Optimize Process Flows
 - The Five Whys to Identify Root Causes
 - Fishbone Diagrams to Illustrate Root Causes
 - Swim Lane Diagrams to Illustrate and Optimize Process Flows

Celebrate the Action and the Learning



- Celebrate victories large and small
- Recognize people for their contributions
- Periodically share what you are learning:
 - About PCMH
 - About the organization
 - About teamwork
 - About yourselves
- Turn learning into momentum for meeting the next challenge
- Remember – learning organizations win!

Support Continuous Learning and Development



- Optimizing the team also involves engaging individually in professional development
- **Elevation** is the CHS learning community on leading for positive impact. The *Elevation Learning Streams* provide quick practice guides and learning resources you can explore in just a few minutes at a time. Click any link to get started.
 - [Elevation Home Page](#)
 - [Positive Impact](#)
 - [Leadership](#)
 - [Strategy](#)
 - [Management](#)
 - [Teamwork](#)
 - [Self Direction](#)
 - [Key Skills](#)

This article on the Power of Positive Leadership is a great starting point.

Summary Points for Optimizing the Team



- Start with Leadership Support
- Convene a PCMH Team
- PCMH On-Boarding
- Hold Efficient Meetings
- Use a Standard Set of Questions
- Use Positive Leadership Principles
- Use Tools to Enable Team Problem Solving
- Celebrate the Action and the Learning!
- Support Continuous Learning and Development