Advancing Access to Team-Based Care

Executive Leadership Network Meeting – Oct. 29, 2019

Jennifer Rayner
Walter Wodchis
Elana Commisso
Jennifer Im

Alliance for Healthier Communities
Alliance pour des communautés en santé

Agenda

1. Introductions
2. Research Team Presentation
3. Participating Sites’ Presentation
4. Open Discussion / Q + A

Overview

1. Provincial and Regional Context
2. Overview of TeamCare
3. AATBC Research & Evaluation Framework
4. Preliminary Results
5. Early Lessons
6. Next Steps

Provincial Context

Existing Sites (SPiN, PCO, PINOT, etc)

New Implementation sites <u>with facilitator</u>

(4 LHINs currently)

Interprofessional Team Proposals (expansion of team-based care) 17/18, 18/19)

Advancing Access to Team-Based Care

Local Design & Adaptation

- Engage local stakeholders and end-users, including clients and providers, in defining, and planning for, change
- Build on, and enhance, existing local competencies and capacity to support ongoing collaboration, integration and improvement
- Co-design and test new operational practices and procedures that support meaningful collaboration
- Use data to inform locally-defined change and improvement goals
- Support alignment with existing initiatives at regional and sub-regional levels
- Foster the development of local change champions, and communities of practice to support continued learning, communication and partnerships

Facilitation

- Supporting change and bridging cultures
  - Facilitation helps build cross-boundary teams & communities of practice
  - Facilitation creates greater integration by bridging organizational cultures not changing them

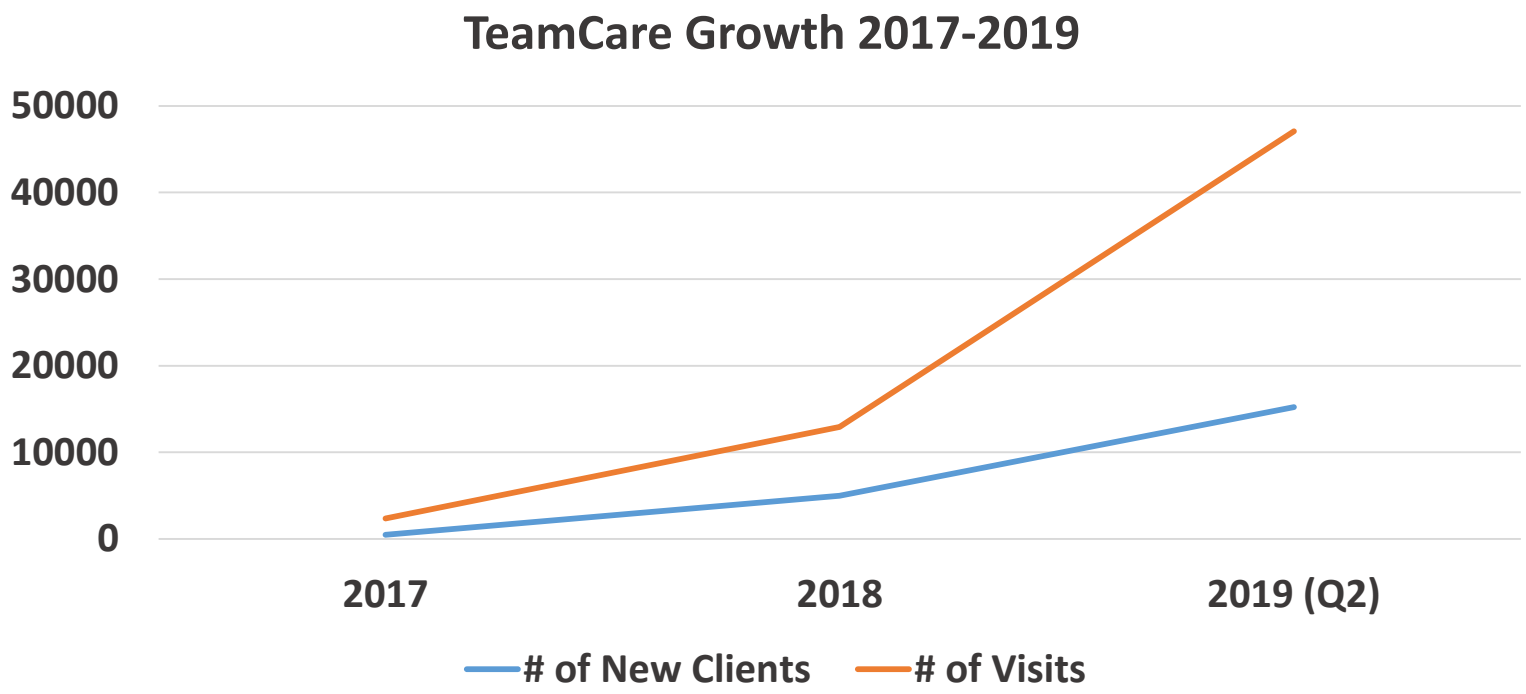
TeamCare Process

- Population Health
- Patient Experience
- Provider Experience
- Costs

Access to Team-Based Care (w/o PCO)

	2017	2018	2019	Total
# of participating sites	8	20	27	27
Total # of new clients	465	5,004	15,240	20,709
Total # of visits	2,358	12,935	47,059	62,352
# of participating PCPs and NPs	-	-	-	1,153

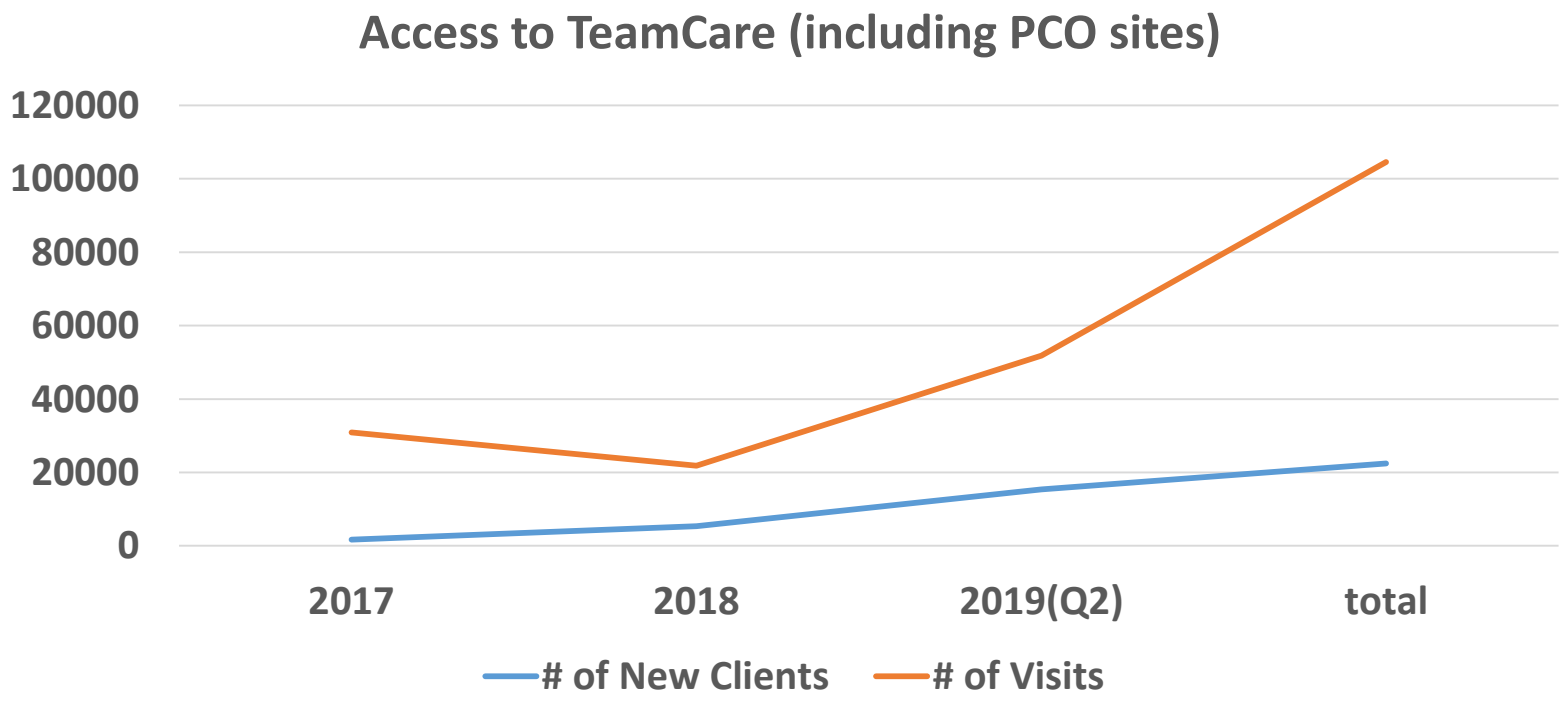
Access to Team Care



Access to Team-Based Care (w/ PCO)

	2017	2018	2019	Total
# of participating sites	13	24	29	29
Total # of new clients	1,713	5,315	15,371	20,709
Total # of visits	30,937	21,843	51,819	104,590
# of participating PCPs and NPs	-	-	-	1,323

Access to Team Care



Research & Evaluation

AATBC Research & Evaluation Program

- **Purpose**: to evaluate new locally-designed models of care collaboration/team-based care in diverse regional and sub-regional contexts across Ontario
- **Local context matters**:
  - Each model is adapted to its context, capabilities of sites, primary care collaborators, and patient needs
- **Early results**:
  - Provider Readiness, Team Climate
  - Patient Experience

Research and Evaluation Context

The six competencies for doing integrated care well are...

1/ **Framing and reframing issues to create clarity, enable shared purpose and build consensus.**

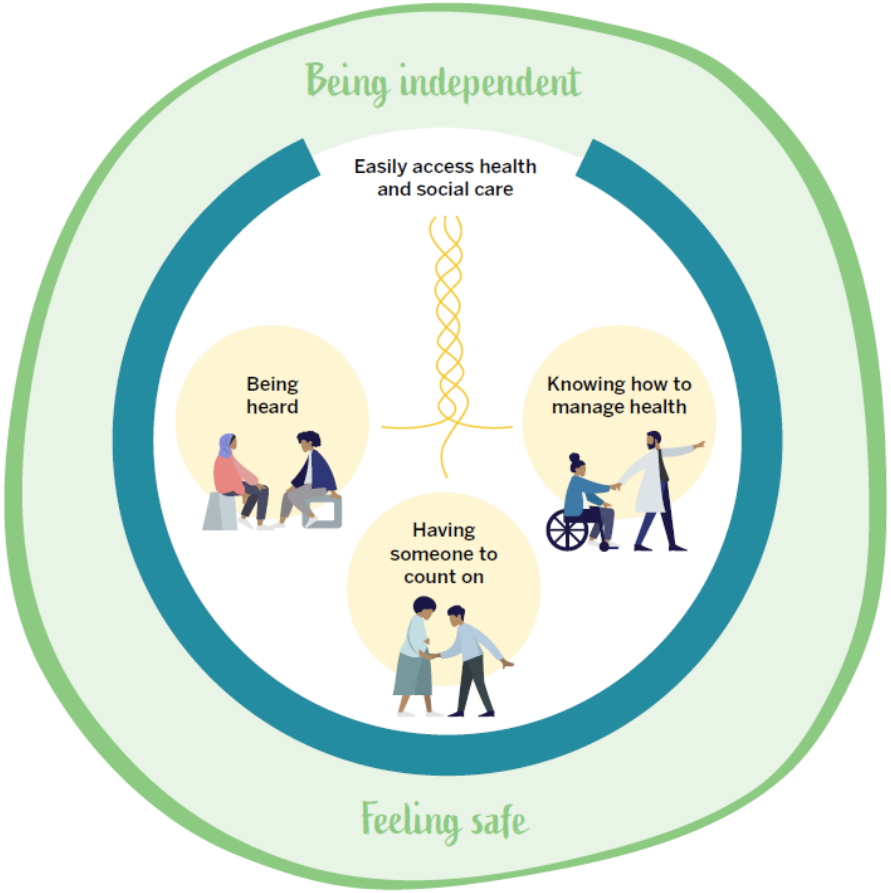
2/ **Taking the perspective of others to build trust and create safe spaces for collaboration.**

3/ **Co-designing care with patients and caregivers to ensure systems provide care that meets patients' needs.**

4/ **Systems thinking to optimize the performance of the system as a whole**

5/ **Sharing power to enable others to make decisions and act**

6/ **Reflective learning that enables learning from successes and failures.**



Quadruple Aim Framework

1) Patient Experience

Access to Care

Coordination

Communication

Continuity

Quality of Life

SDOH

2) Provider Experience

Team Climate

Knowledge Management

Leadership

Motivation

Relational Coordination

Normalization

3) Population Health

Primary & specialist care

ED Use

Hospitalizations

Post-Acute Care

4) Cost of Care

TeamCare Service Utilization

Primary Care and specialist visits

ED visits

Inpatient hospitalizations

Post-Acute Care

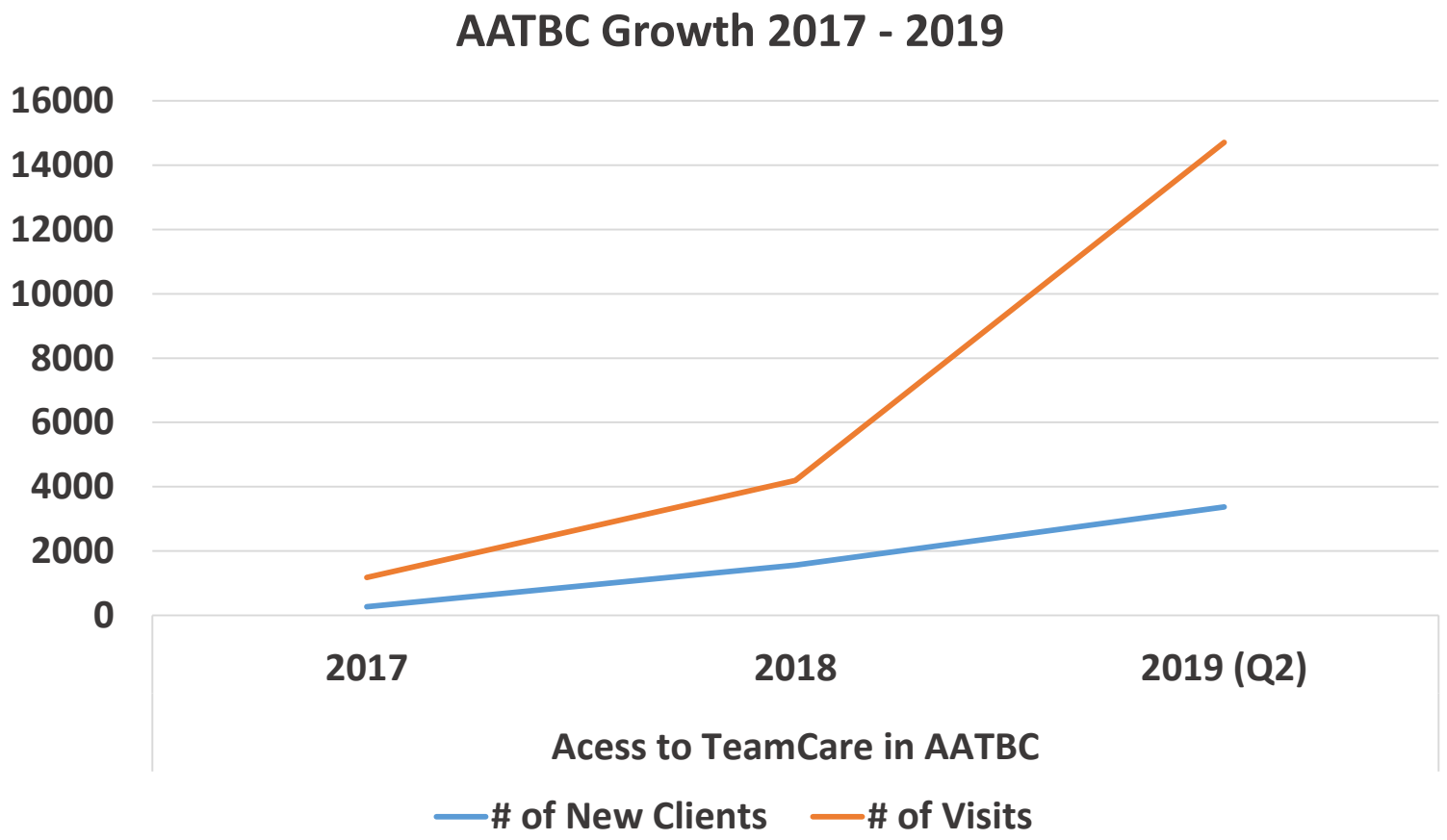
Total cost of care

Preliminary Results

Advancing Access to Team-Based Care

	2017	2018	2019	Total
# of participating sites	1	4	5	5
Total # of new clients	265	1560	3374	5199
Total # of visits	1178	4189	14709	20076
# of participating PCPs and NPs	-	-	-	464

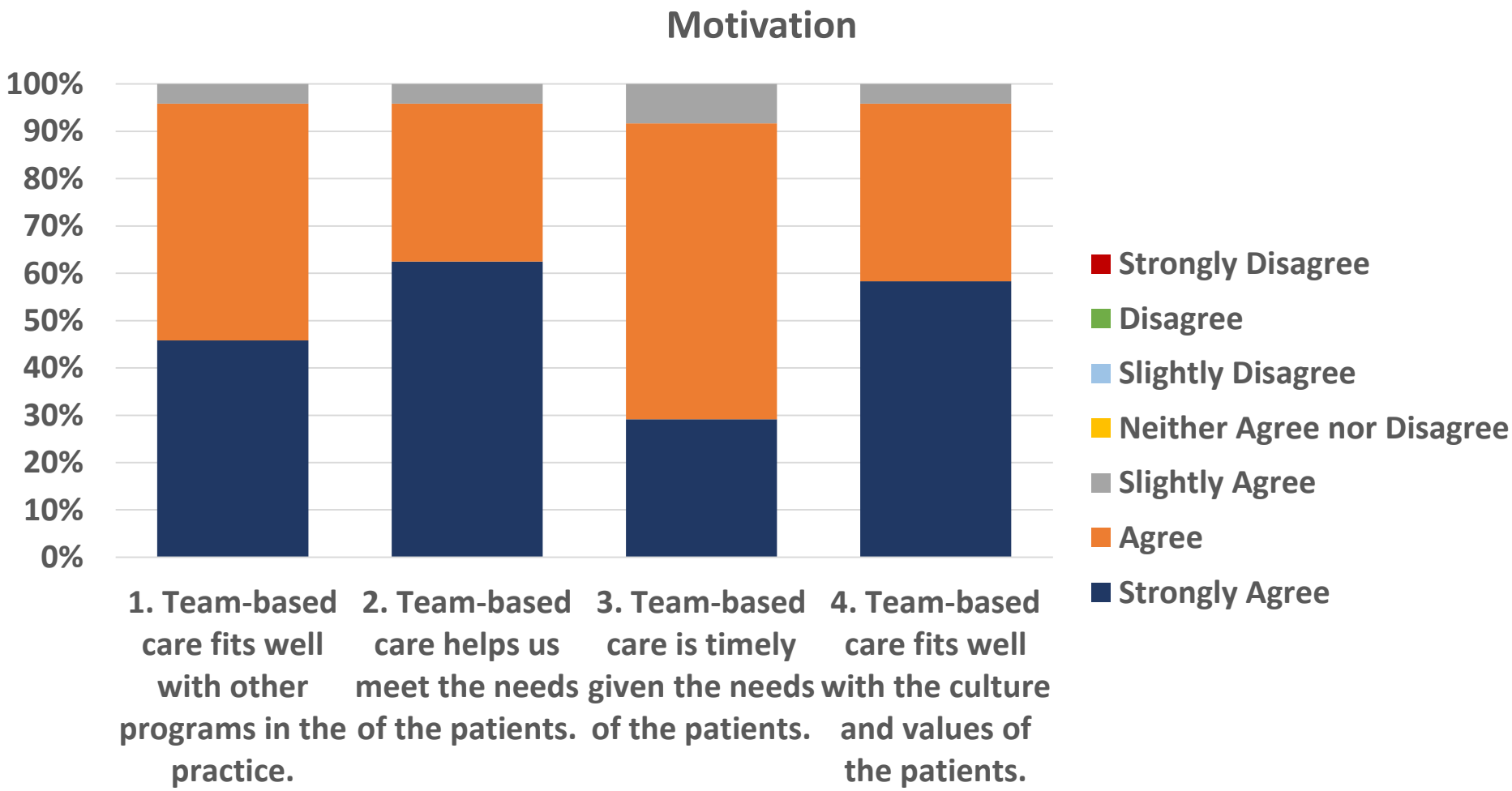
Advancing Access to Team-Based Care



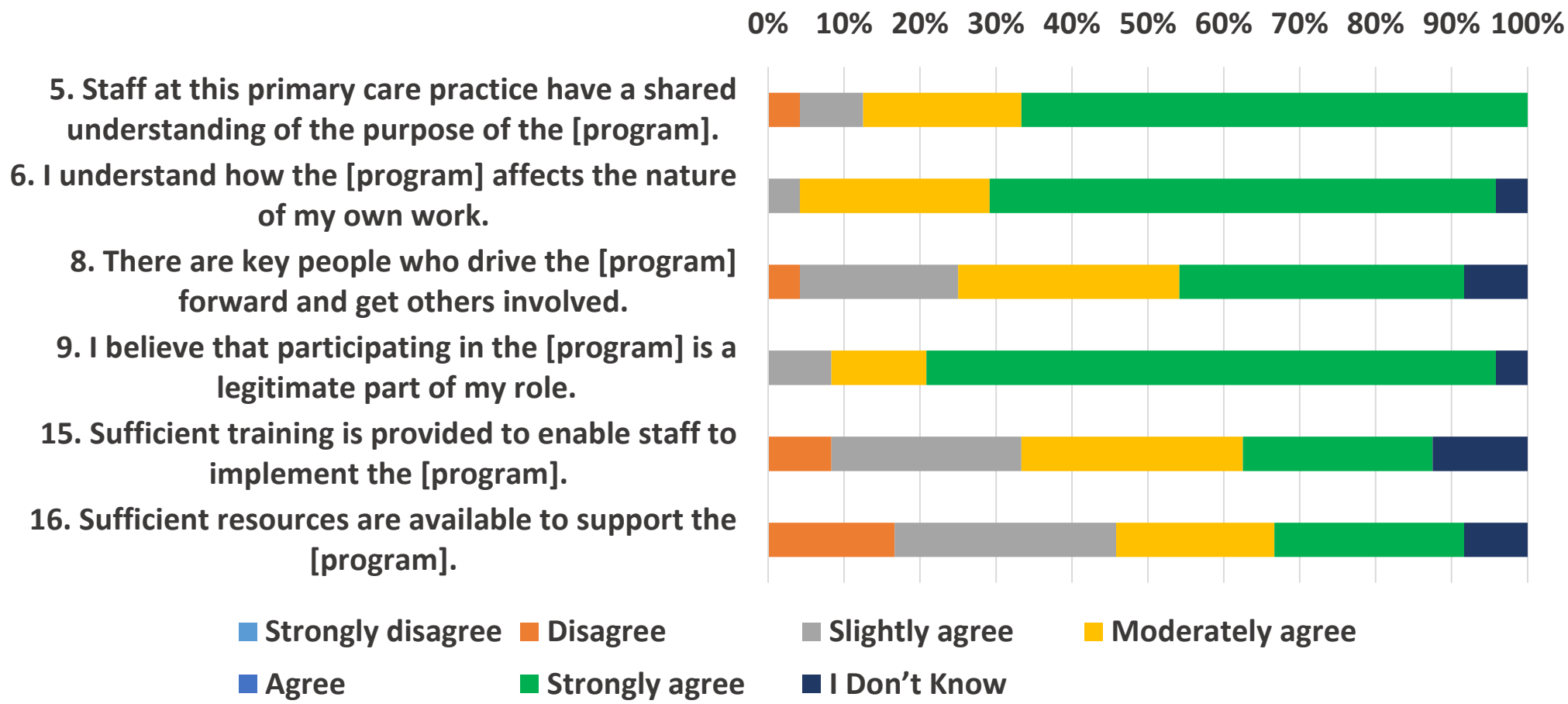
Overview of Findings

Type of Data	Number of Participants
Patient Experience	
• Surveys	2 sites; n = 38
• Interviews	1 site; n = 6
IP Team Provider Experience	
• Baseline Surveys • Follow-up Surveys	5 sites; n = 74 2 sites; n = 22
• Focus groups / interviews	5 sites; n = 77
Primary Care Provider Experience	
• Baseline surveys	3 sites; n = 24

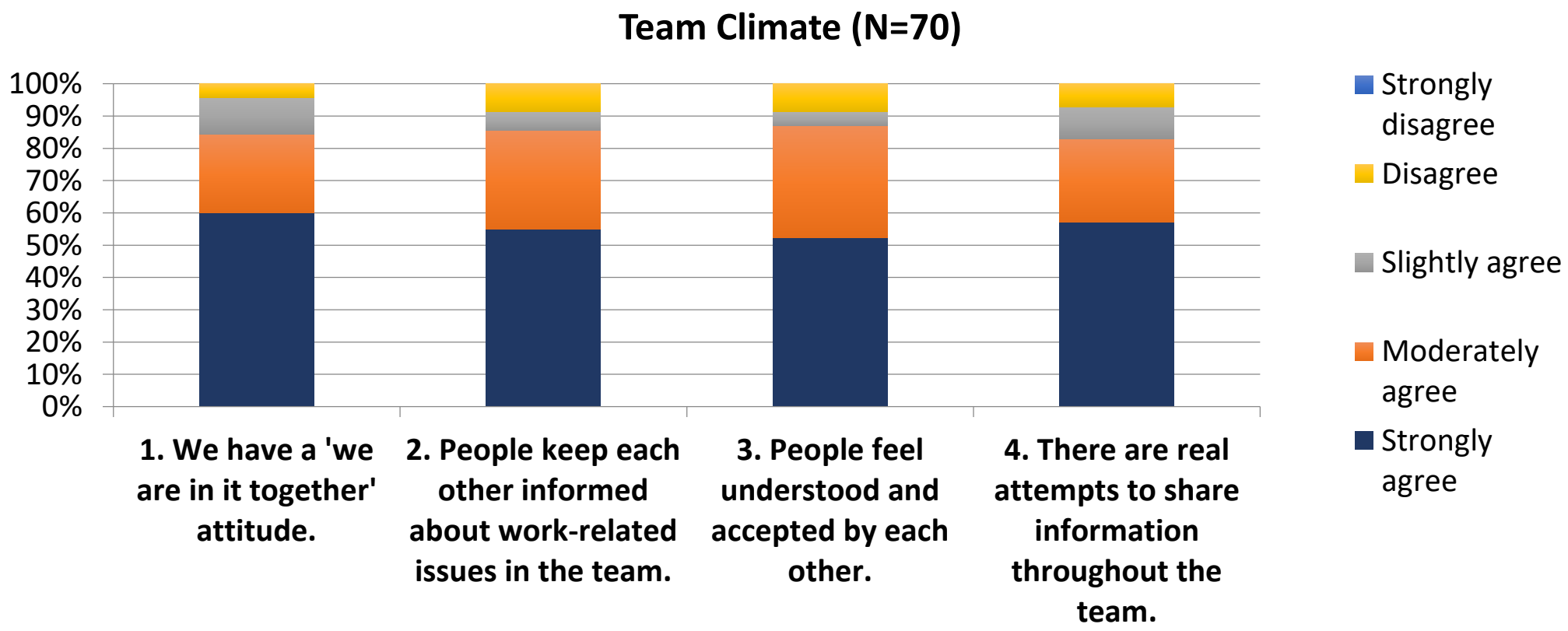
Primary Care Provider Motivation to Participate



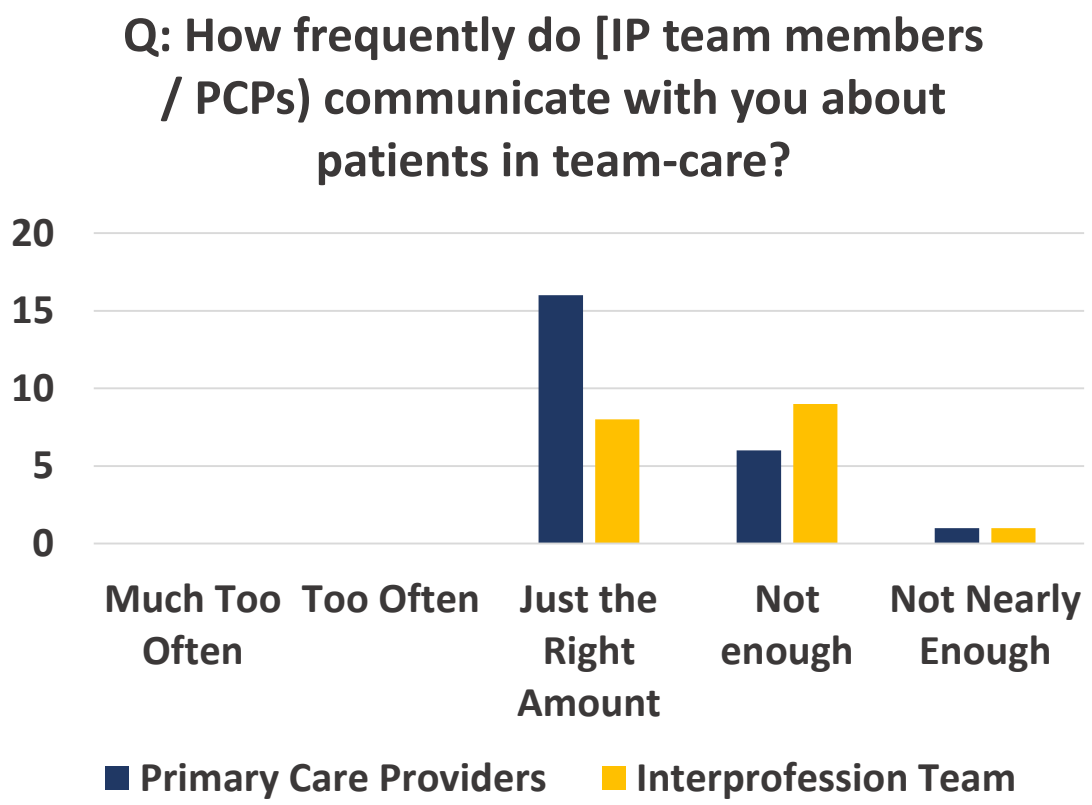
Normalization of Team-Based Care for PCPs

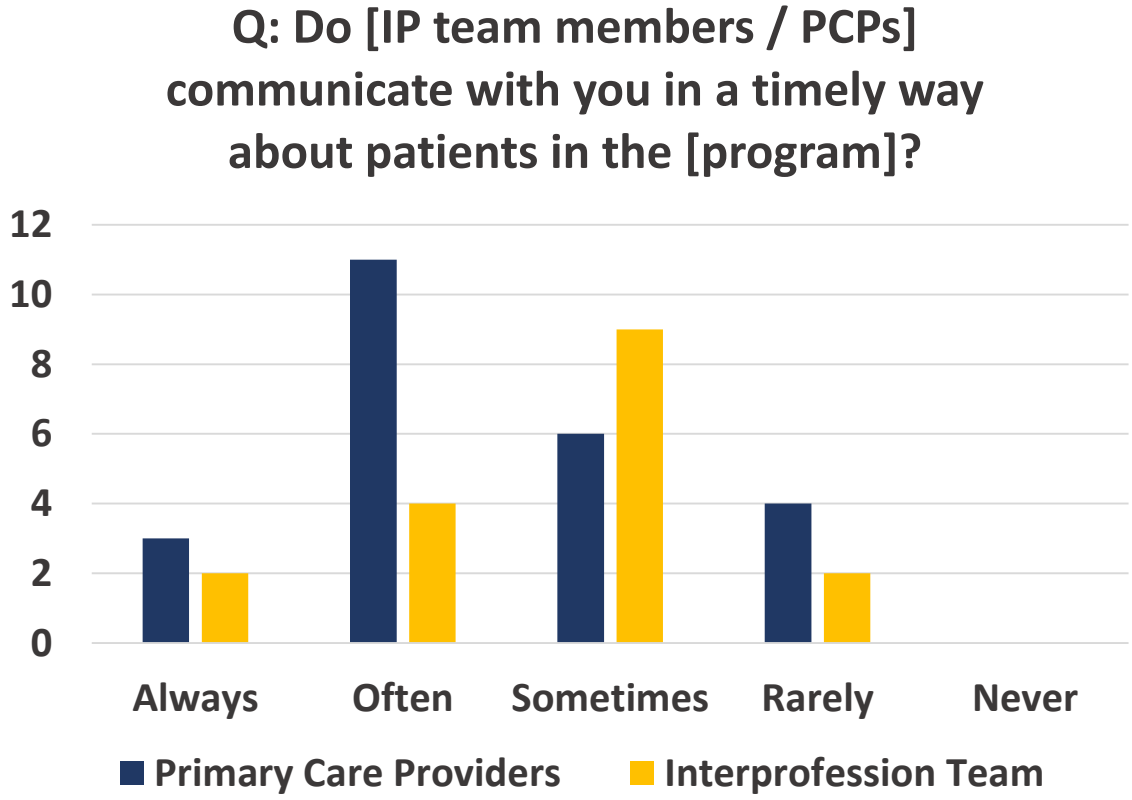


Interprofessional Team Readiness



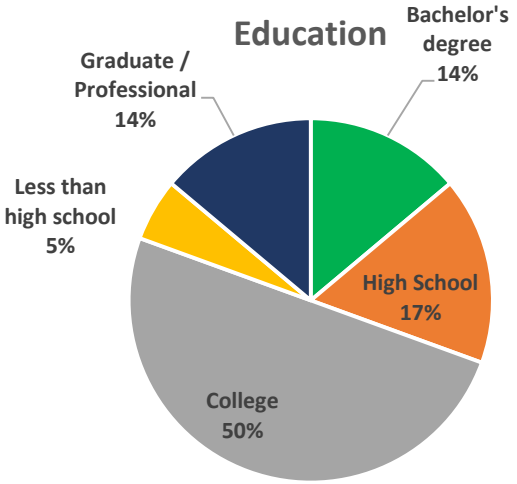
Communication

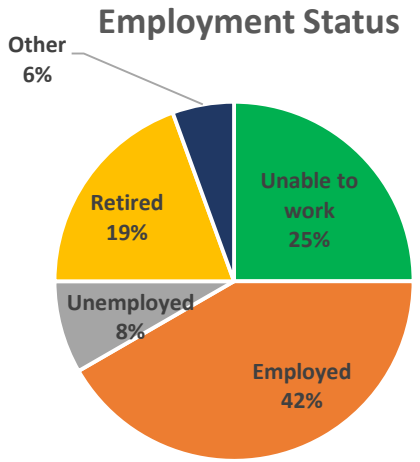


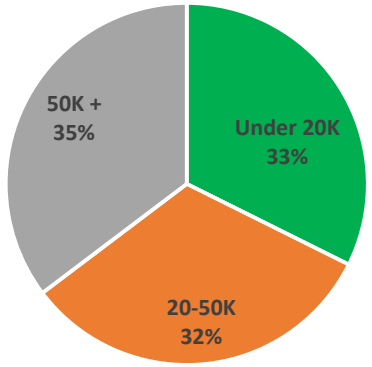


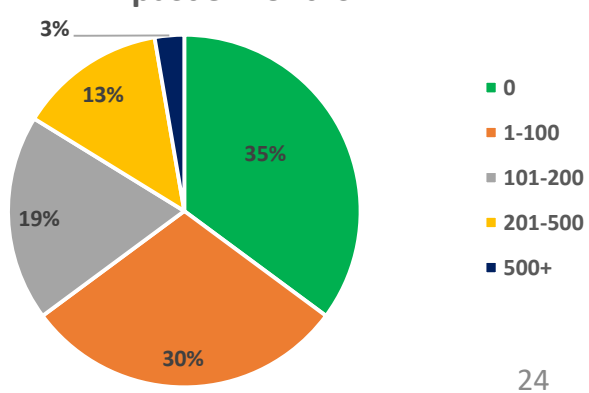
Patient Demographics

Patients	n=38
Age	
• Under 25	5
• 45-64	1
• 25-45	8
• 65 and over	7
• Did not answer	3
Sex	
• Female	14
• Male	21
• Did not answer	3

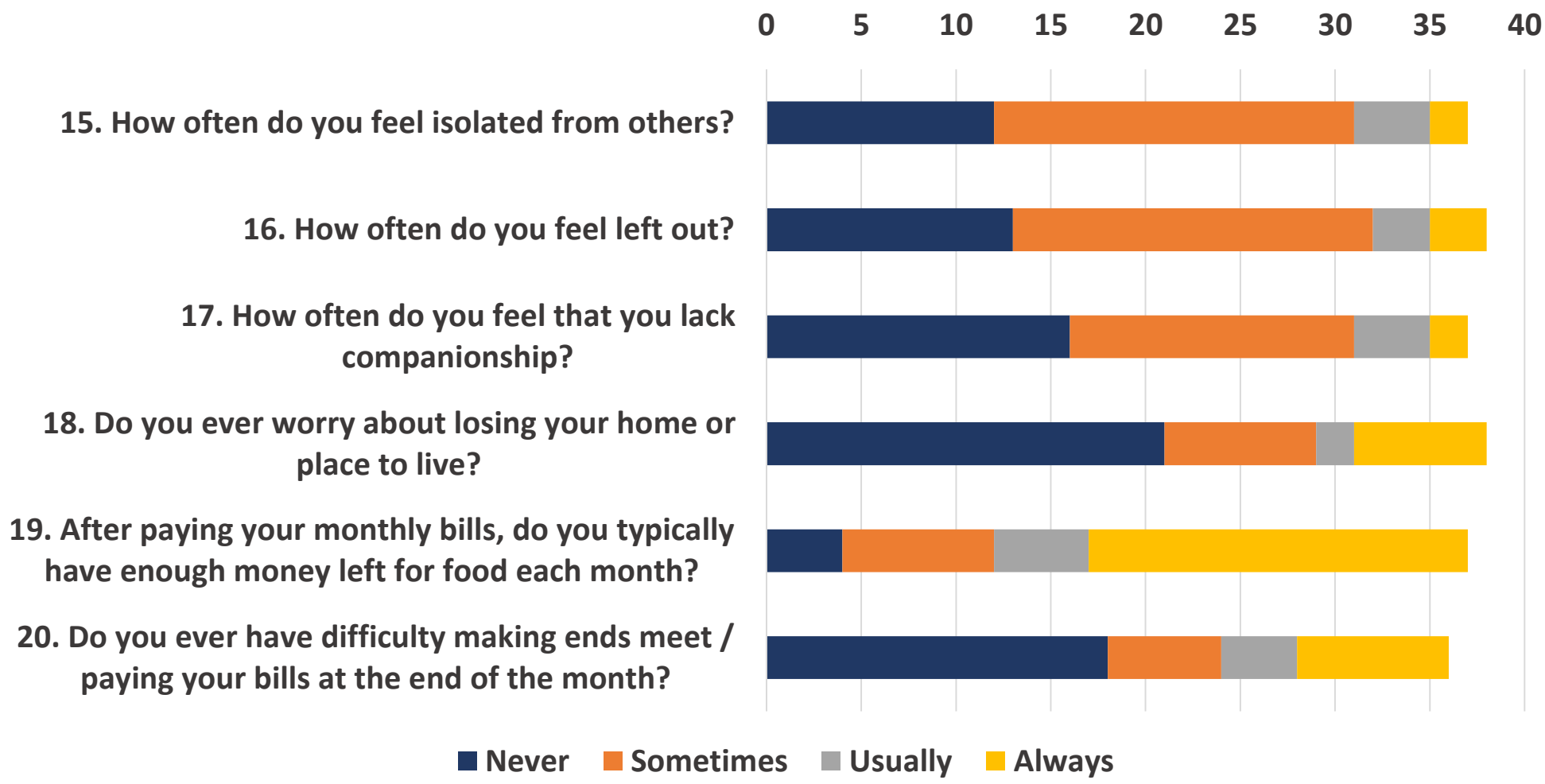




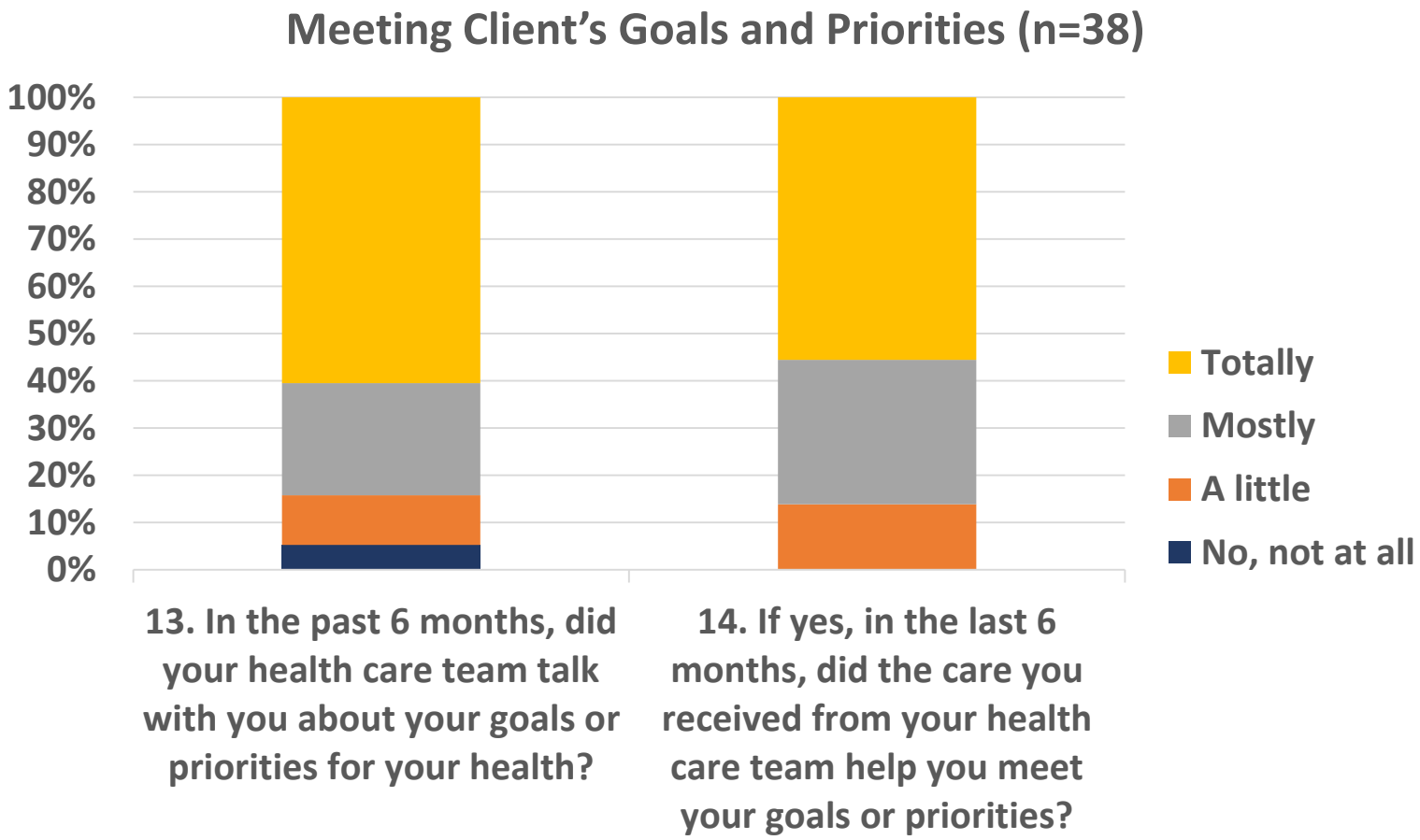




Patient Demographics - SDoH



Being Heard


Meeting Client's Goals and Priorities (n=38)
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
13. In the past 6 months, did your health care team talk with you about your goals or priorities for your health?
14. If yes, in the last 6 months, did the care you received from your health care team help you meet your goals or priorities?
Totally
Mostly
A little
No, not at all

Focus Group Findings

Team-Based Care: Wins

*"…a phrase that [leader] uses all the time is **culture by design**…a big piece of that is **who you're bringing in to be a part of your organization**, making sure they share those values and beliefs…the organization tries to provide a lot of **opportunity for growth** and when I say that I mean by like **challenging peoples' internalized beliefs** already. Like at our all-staff days we'll have presentations on trauma-informed care or [IP team provider] will give some talks about how do you as a caregiver or somebody in the caring profession care for yourself. So there's a lot of – **there's a drive here for continual betterment**."*

Team-Based Care: Wins

*"…a phrase that [d… piece of that is **who… making sure they sh… provide a lot of **opp… like **challenging p… staff days we'll ha… worker] will gi… somebody in the c… there's …*

*"…a lot of **freedom to try it on your own**. Like "You think this might work, this might be helpful? Go try it. Okay, what do you need from us?" That's something you hear all the time is "You like that idea? **How can I support you in making that happen?** Try it and then we'll touch base and see how it's going." So there's **a lot of openness** around that kind of stuff."*

Team-Based Care: Wins

*"…we're always working towards the **best client-centered care**, so no matter what debate or conversation we're having **it always comes back to how do we – is this the best choice for the client**, for the patient coming in and **no matter what's going on**. We try to adapt our situation to fit what they need."*

Team-Based Care: Wins

"I feel definitely I'm not being rushed … [IP team provider] made me feel very comfortable … That's half the battle with health care, I think."

Team-Based Care: Wins

"Well, I told [primary care physician] for about a year and half, two years, that I have extreme anxiety … I have a hard time with people listening to my needs … my life was hell before I started seeing [IP team provider member], and then once I got a grip on how I could get a grip on anxiety and depression, it just made me stronger"

Team-Based Care: Challenges

*"I do know from experience that if you're just sending a letter **it's hard to put a face to the recommendation** and then it is **harder to build trust over time** and even just trying to call the provider, that can be challenging as well."*

Team-Based Care: Challenges

"Perhaps confusion…it wasn't explained properly. Honestly, 5-6 months after we had [program], I still don't know what am I doing…"

"…where did [the program] come from? Did you create it?"

Team-Based Care: Challenges

"Perhaps Honestly, don't kno

"...where create it?

"... If I went to one of the managers and said what communication are you having your staff send to the primary care providers who have made these referrals they wouldn't know...It's just very unclear because it's a separate program...The person who's managing this program is not managing any personnel and then the people who are not managing this program are managing the personnel. So the information is just not being disseminated about what is expected – like about communication especially...it's a little bit siloed"

Team-Based Care: Challenges

"So a lot of times, I have clients that would walk in with a paper not knowing why they are here"

Team-Based Care: Challenges

*"I think the onus is on us … to make those connections … **Physicians don't understand** … <u>the full range of services or the potential of those services</u>."*

Early Learnings

Truisms	Enablers
Leadership that enables change	• Clear vision and direction for change • Dedicated time and resources for change work • Removal of obstacles
Strong organizational culture	• Psychological safety • Growth-mindset
Effective teaming including with primary care (e.g. role clarity, communication)	• Relationship building including learning about expertise, experience, and backgrounds

Practical Strategies

Enablers	Frontline examples
Clear vision protected time and resources	• Visioning and collaborative goal-setting exercises • Role scoping • Empowering staff to problem-solve and test new ideas
Safe environment Growth-mindset	• Creating feedback loops for open communication • Asking questions rather than making statements
Role clarity Clear communication pathways	• Creating opportunities to connect PCPs and IP members (e.g. speed dating to learn about roles with PCPs) • Clear process maps

Next Steps

1) Patient Experience

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4) Cost of Care

TeamCare Service Utilization

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Post-Acute Care

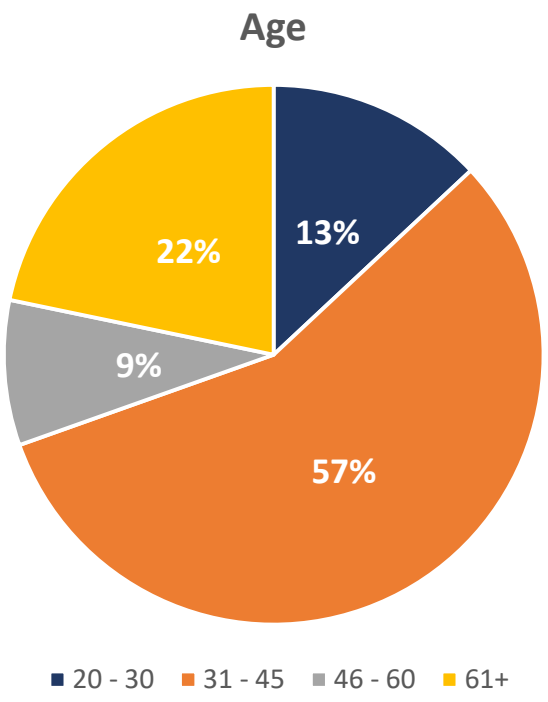
Total cost of care

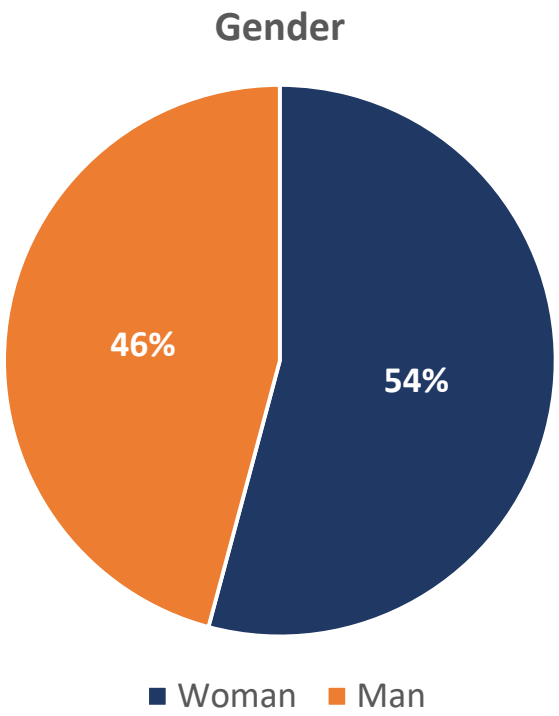
Questions & Discussion

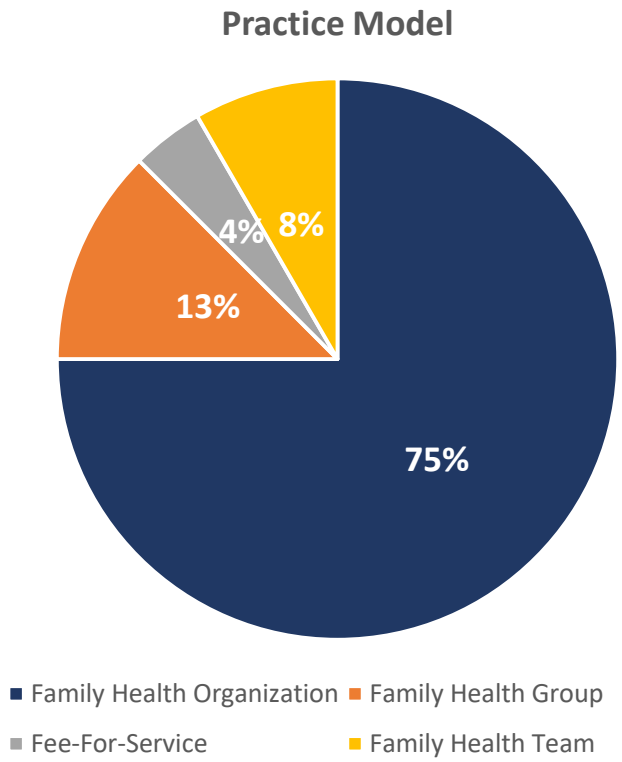
jennifer.rayner@allianceon.org
Walter.wodchis@utoronto.ca

Supplementary Slides

Primary Care Provider: Demographics



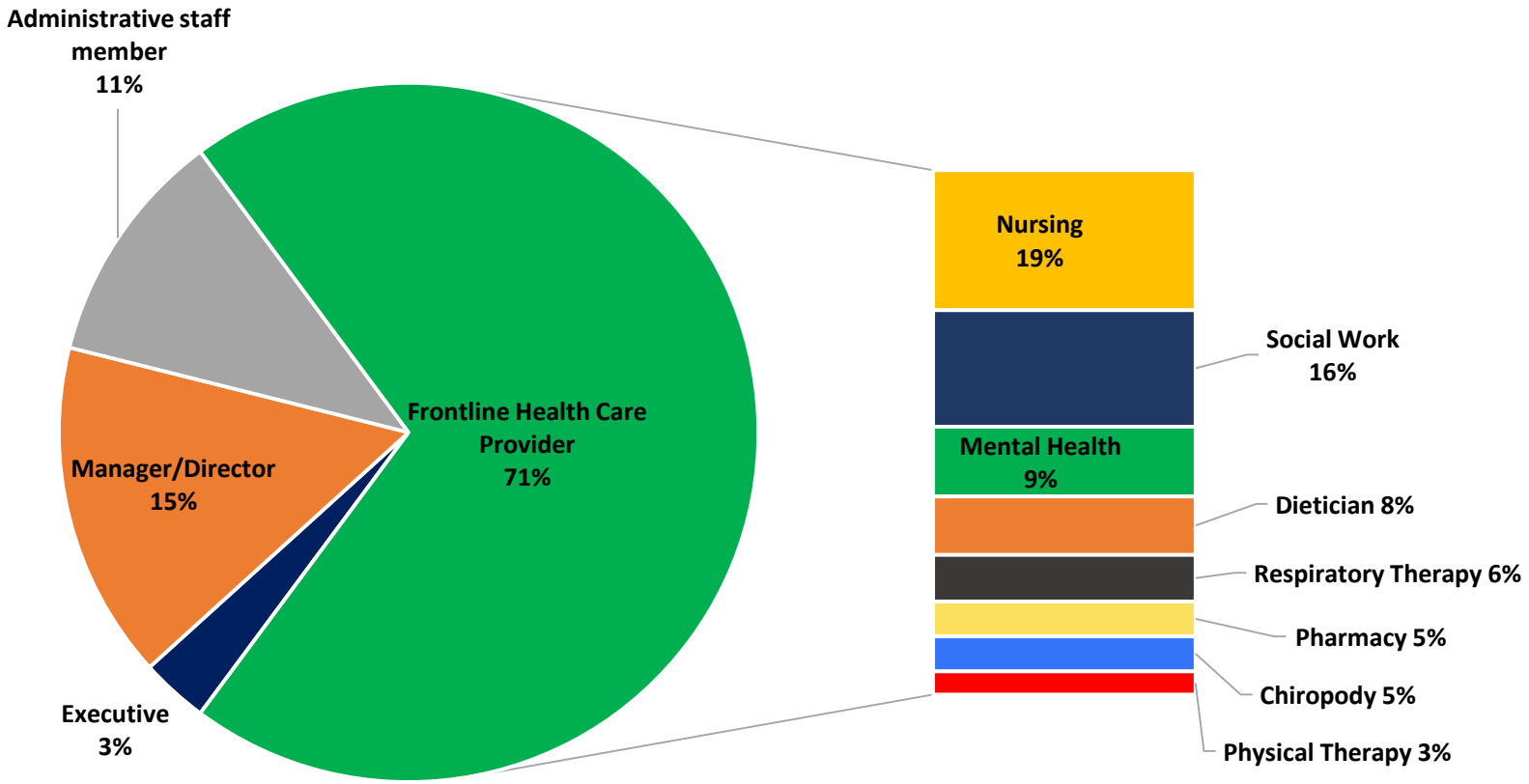




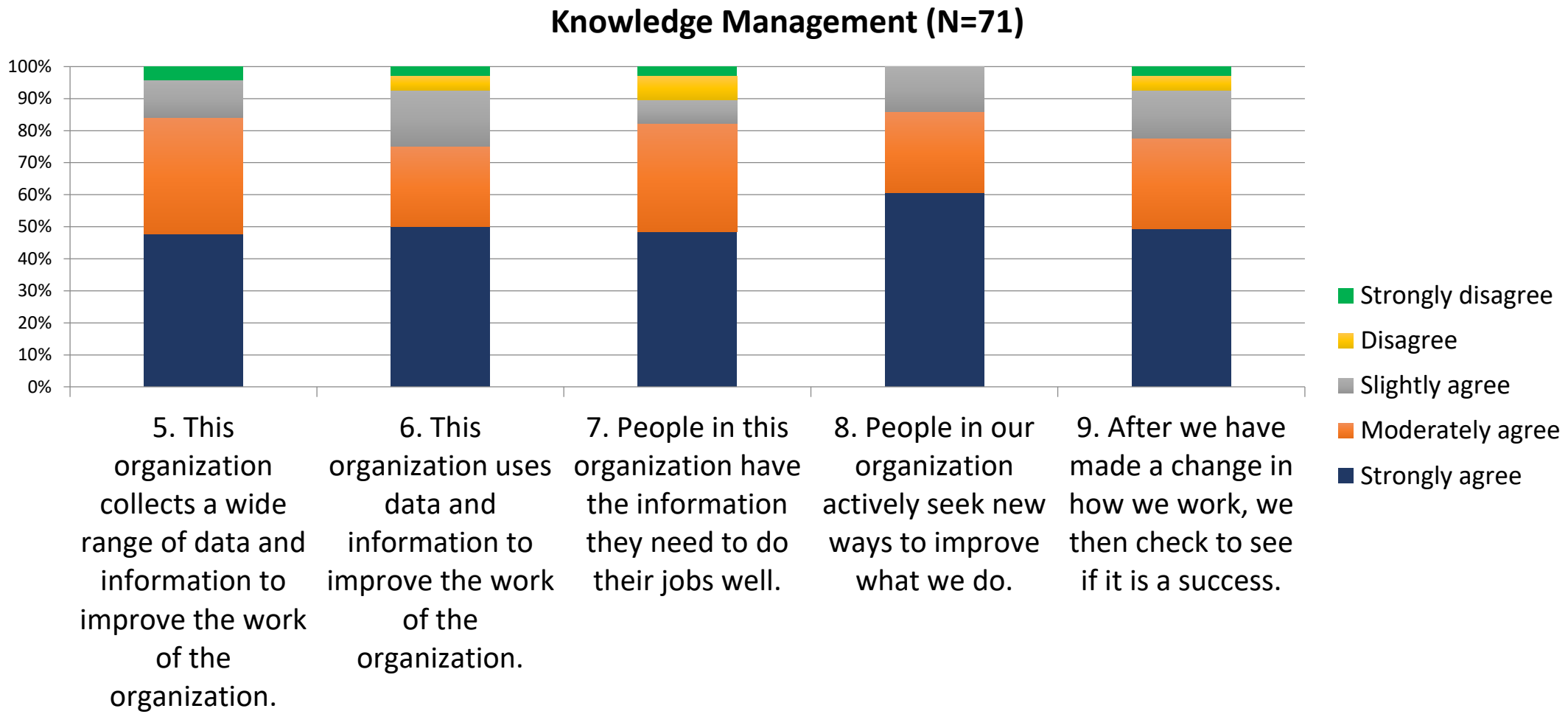
IP Team Members

IP Team	n = 74
Age	
• 20-30	11
• 31-45	39
• 46-60	19
• 60 +	3
• Did not answer	2
Gender Identity	
• Woman	58
• Man	13
• Did not answer	3

IP Team – Primary Roles



Interprofessional Team Readiness



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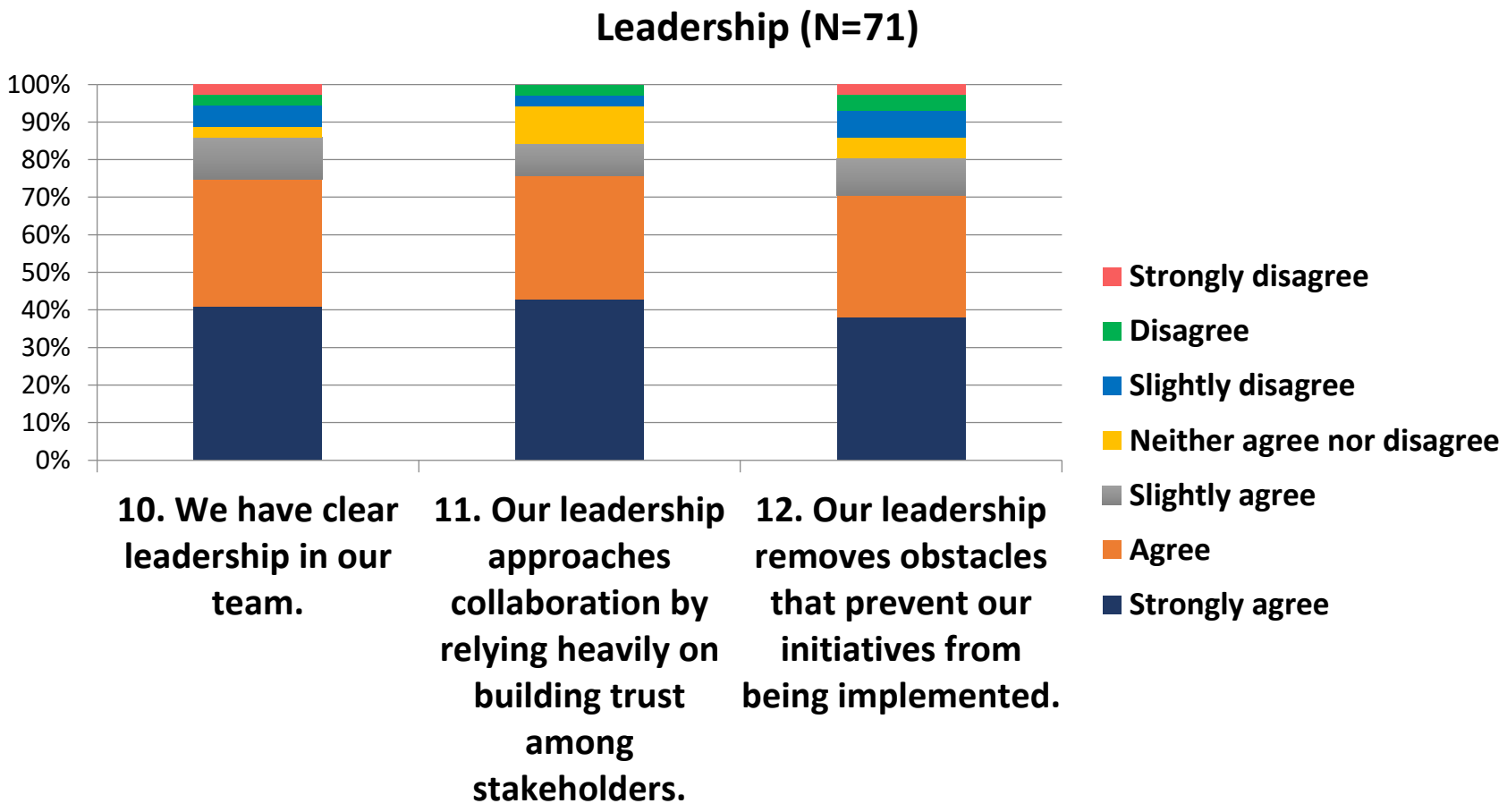

Knowing How to Manage Health