



Healthcare Transformation



Change Management Strategies to
Support Healthcare Initiatives



Agenda:

- Strategies to Initiate Change
- Tools to Implement Change
- Methods to Reinforce / Sustain Change

Strategies to Initiate Change

Change Management Opportunities

Strategies to initiate change

Gain common ground across leader and stakeholder groups through collaboration.

Tools to support change efforts

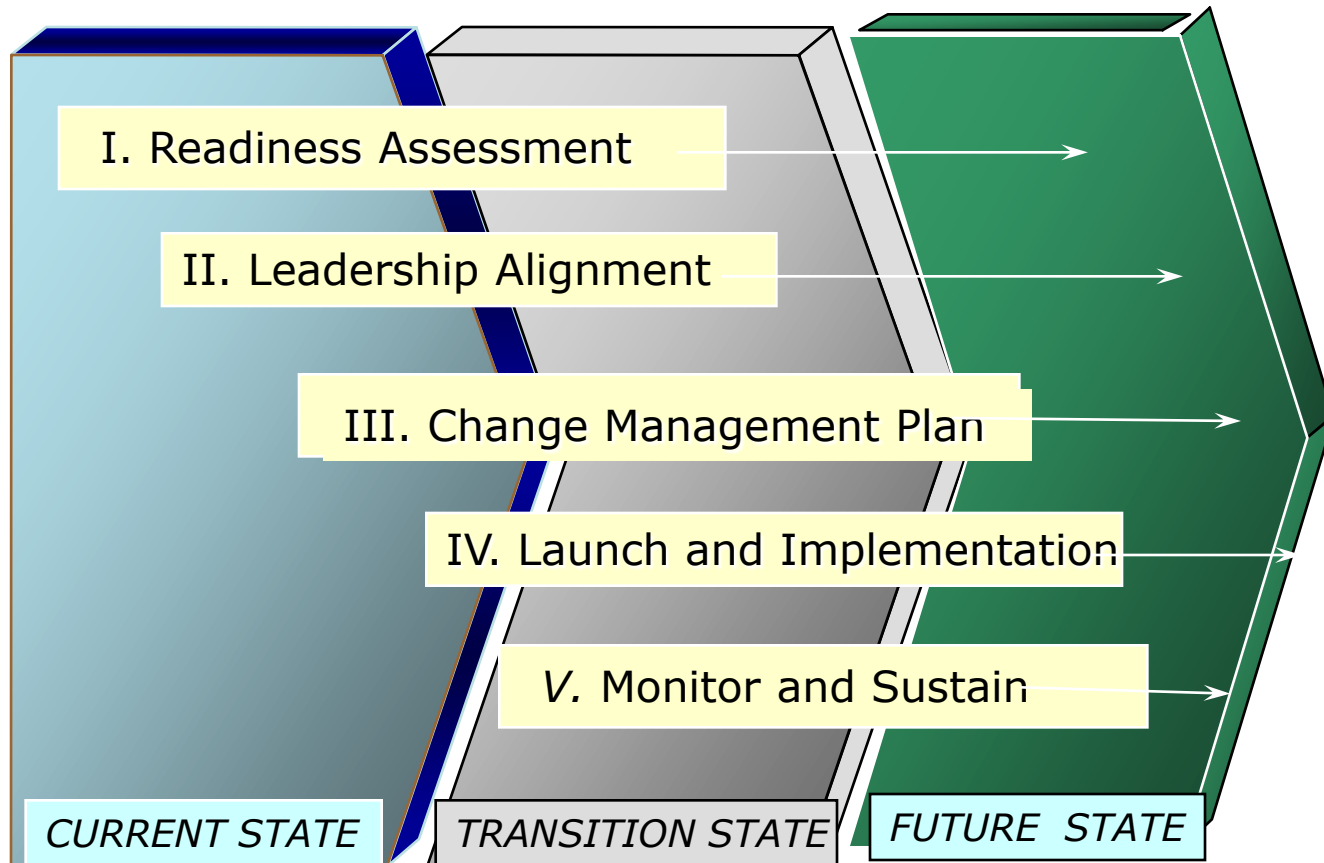
Apply tools to increase readiness for change through, training, knowledge exchanges and online resources to share information and track results.

Methods to sustain results

Design strategies to review progress and reinforce initial and ongoing successes.



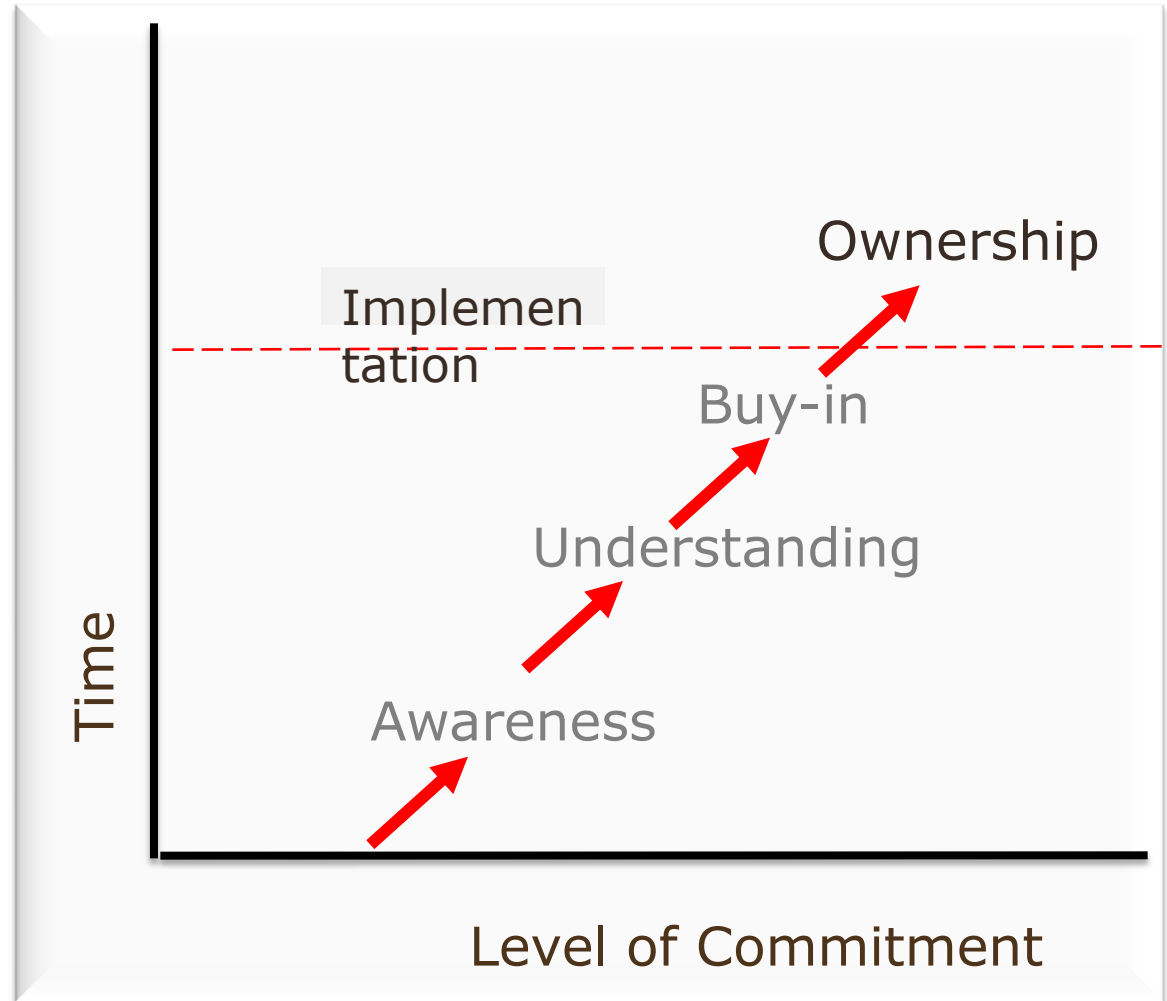
Strategies to Implement Change



Assess Readiness for Change

Readiness Profile:
Survey / Interviews

- Leadership commitment
- Stakeholder commitment
- Communications
- Training and recognition



Build Stakeholder Alignment

Strategies For Change

The
Case
for
Change

Reason for the Change

Belief
Change
is
Possible

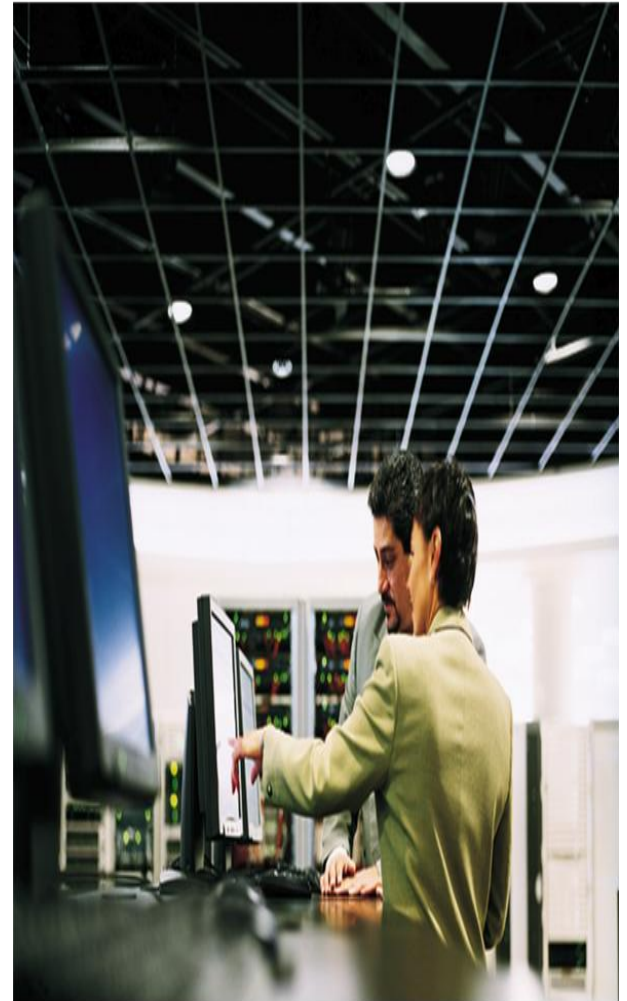
Vision for the Change

Plan for
Getting There

Clear
Expectations

Create A Clear Business Case

Use data to illustrate the relationships between, employee health, workplace productivity, social and financial benefits.



Align with National Programs

- American Cancer Society
- National Quality Forum measures
- American Heart Association
- Hospital Data Bases on Performance
- Centers for Disease Control

Tools to Support Implementation

Assessment and Planning

- Benchmark against healthcare quality performance criteria
- Evaluate administrative offices for process improvement opportunities
- Meet with medical staff to recommend a course of action to improve
- Collaborate with the physicians and staff to create a change plan that:
 - defines the problem;
 - establishes baseline measures;
 - specifies action steps;
 - designates responsible team member;
 - establishes a timeline for expected outcomes; and
 - incorporates a control mechanism to ensure accountability
- Scheduled meetings to reinforce and review progress and performance

Communication/Newsletters



December 2007

Partners IN Quality NEWS

Promoting partnerships in quality and process improvement

Upgrade Your Preventive Care

by Michael Madden, MD, Highmark medical director
Nothing makes the day of a frequent traveler like the words "free upgrade" when it means getting a first-class seat or a suite instead of a standard hotel room. To improve health care quality, you might consider giving your preventive care and diabetes flow charts a "free upgrade."

Instead of just recording the date a person had a mammogram, Pap smear or dilated retinal exam, do you record whether the member was educated about the service, the test was offered, the test was performed and where or by whom the test was done? Upgrade your information. This makes the flow chart a bit more complicated but much more informative.

Why? Suppose your QualityBLUESM score for cervical cancer screening is less than the network average. You know some women go to gynecologists for this service. If you could easily determine which of the physicians your patients see have low or high rates for your patients, what should you do? Perhaps some physicians do a better job of sending you a report of their exam and a copy of the Pap smear report.

If you are not getting information back from some physicians, or the Pap rate for your patients who see them is low, consider calling that physician to let him/her know that you know and are watching. Ask if that practice has a callback system or if they have any ideas why women are not coming back regularly. "Problem-solve" about how to improve the rate and their communication. And, if you get a cold shoulder, let them know when members ask, you will tell them to go elsewhere.

Is that an aggressive response? Yes. But don't you want your patients to get the best quality care? Similarly, if you find a gynecology practice that is doing a better job, let them know that you know. Everyone likes positive feedback.

Regarding mammograms, you should know what facilities get your patients back regularly. You should know what providers for DRE are more likely to see your patients annually (and who helps your QualityBLUE scores the most). Armed with this information, you will know where to send your patients when they ask.

Documenting clearly, consistently and in the same place in the chart where you educate patients about preventive services can improve your reliability, and it can save time by avoiding redundancy. It could decrease your malpractice risk by showing that members were educated about the need for mammograms and colorectal cancer screening.

So, consider giving your flow charts an upgrade, and bring a smile to your face when you watch your QualityBLUE scores improve.

Best Practice: Thinking "Outside the Box"

One of our own pediatric PBIP groups, Pediatric Alliance, Inc., elected to submit a Best Practice improvement project focusing on the administration of the Edinburgh Postnatal Depression Scale (EPDS). This is a creative application to evaluating process improvement in the clinical office setting to ultimately impact the care of patients.

As you are probably aware, depression screening is often overlooked during the postpartum period, and using the EPDS tool in the pediatric setting provides a valuable opportunity to support mothers as they bring their infants to the pediatrician for their two-, four- and six-month visits. The pediatrician's focus, naturally, is on the infant during these visits. But if a mother is depressed, her condition ultimately impacts the development of the infant, so identifying PPD at this stage, if it is present, is crucial.

This group chose the EPDS tool due to its specificity, sensitivity and ease of use and scoring. The office staff were trained to provide the tool upon the patient's arrival to the office and to instruct the mother to complete the tool while waiting for her child to be seen by the doctor. Mothers with scores of greater than 12 were referred for follow-up care.

This PBIP practice reported high satisfaction from the mothers receiving the screening. For more information about this Best Practice improvement project, call your Highmark Medical Management consultant.

Best Practice Forums Held

In October, Pay-for-Performance Best Practice Forums were held in Greensburg, Pittsburgh and Erie. The primary goal of the forums was to showcase strategies that PBIP providers in

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Create Knowledge Communities

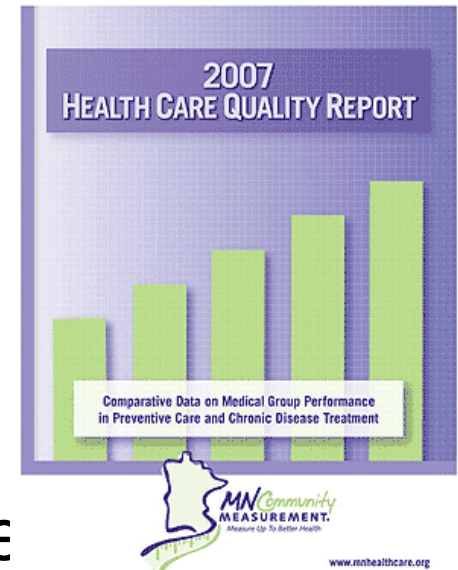
Provide an environment that enables innovation, supports the development and spread of new ideas and builds the organizational social network to save time and reduce costs.

The screenshot displays the user interface for the 'Pharmacy' knowledge community on the Inside CHI platform. At the top, a green navigation bar includes the user's name 'Welcome, Holly Pendleton', a search bar, and links for 'Logout' and 'Feedba'. Below this is a secondary navigation bar with options like 'Inside CHI', 'Last Community', 'Up', 'My Workspace', 'Communities', 'Site Map', 'Search', and 'Help'. The main content area is titled 'Community' and shows the breadcrumb 'Communities > Knowledge Communities >'. A left sidebar provides various actions for the community, such as 'Add to Favorites', 'Edit Primary Group', and 'Add' (with sub-options like Discussion, Document Folder, etc.). The main content area features a 'Pharmacy' header with a welcome message: 'Welcome to the Pharmacy Knowledge Community! This is a space where pharmacy directors, clinical pharmacists, pharmacy buyers and all others interested in pharmacy topics and issues can collaborate, communicate and share resources. Please click on the "Provide Feedback" button on the left side of this page to request to be added as a member of this community.' Below the welcome message are three icons: 'Calendar', 'Key Contacts', and 'Members and Access Policies'. At the bottom, there are two expandable sections: 'Announcements [view]' and 'Related Links [view]'. The announcements section shows two entries: 'Welcome to the Pharmacy Knowledge Community Collaboration...' and 'Welcome to the new Pharmacy Knowledge Community Collaboration Community...'. The related links section lists 'Quality & Safety on Inside CHI', 'Influenza Resources Page on Inside CHI', and 'Advers Drug Event Information & ISMP Safety Alerts (on...)'.

Establish Common Measures

Measure and Promote Results:

- Quality Information
- Cost Information
- Quality Reviews
- Compliance Reviews
- Reinforce Quality through Incentive
- Publish your Results



Methods to Sustain Change

NCQA Quality Recognition Pilot

CONGRATULATIONS ON YOUR ACHIEVEMENT

Highmark, Physicians and NCQA -

QUALITY AT IT'S BEST

Award Ceremony - December 5, 2007

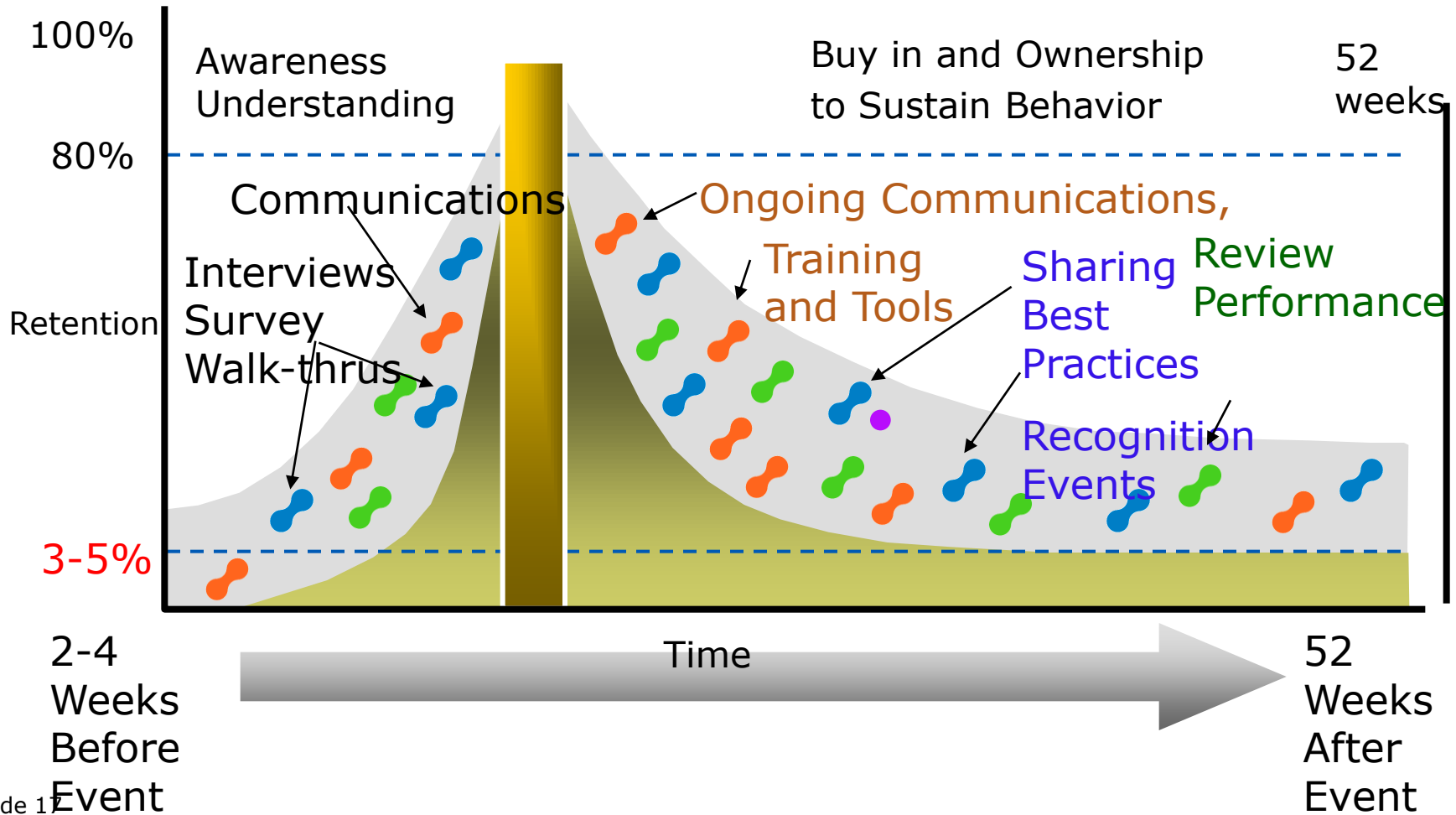
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IV. Recognition and Sustainment



Recognition and Sustainment

Increase the adoption of reliable, evidence based practices, identify organizational expertise, and recognize facilities that have achieved success.

The screenshot displays the INSIDE CHI website interface. At the top, the logo 'INSIDE CHI' is visible alongside a search bar and a 'Go!' button. The navigation menu includes 'Home', 'About CHI', 'Mission & Values', 'National Groups', 'Patient Care', and 'Resources'. The breadcrumb trail indicates the current location: 'Resources / Knowledge Transfer / Practice In Action New / Search Practices'. A sidebar on the left lists various categories such as 'Business Tools', 'Events & Conferences', 'Knowledge Transfer', 'Calls to Learn', 'Knowledge Communities', 'Practice In Action', 'Practice In Action New', 'Search Practices', 'Recent Practices', and 'Contribute a Practice'. The main content area features a 'Practice in Action Search Toolbar' with a 'Keyword:' field, a facility selection dropdown set to '-- All Facilities --', and three category dropdowns: '-- All Types --', '-- All Categories --', and '-- All Experts --'. 'Search' and 'Reset' buttons are also present. Below the toolbar is a table of search results.

	Practice	Category	Facility	Modified
	Hiring for Fit(Proven Practice)	Human Resources	St. Francis Home - Breckenridge	08-21-2006
	Test Practice in Action(Proven Practice)	Information Technology	Denver	08-21-2006
	Strategic Performance Alignment (Proven Practice)	Corporate Responsibility	St. Vincent Health System - Little Rock	08-21-2006
	Medical Reconciliation(Proven Practice)	Clinical	St. Elizabeth Regional Medical Center - Lincoln	08-21-2006
	Mark Innovative Ideas(Ideas in	Information	Essex	08-21-2006

Summary: Change Management

Strategies That Effectively Initiate Change

Leadership and Stakeholder Alignment

Collaborative Stakeholder Conferences

Partnerships with Associations and Universities : Data collection and interpretation-----

Tools to Implement Change that Reduce “Risks”

Knowledge sharing and social networking

Design and implementation of change processes and tools

Conversion of best practices into online tools

Methods to Reinforce and Sustain Change and Track Results

Build training and incentive to support change initiatives

Recognition strategies for early adopters, mentors and coaches