



# BEHAVIORAL HEALTH INTEGRATION LEARNING COLLABORATIVE

Learning Webinar Series:

*A Closer Look At Implementing Change: Implementation*

March 5, 2020



## **WEBINAR SERIES: A CLOSER LOOK AT IMPLEMENTING CHANGE**

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Part I: Readiness

Recording available on UNH Media

Part II: Implementation

Part III: Sustainability

Thursday, March 19<sup>th</sup>, 12:00 PM





## TODAY'S SPEAKERS

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Katherine Cox, MSW  
Project Director & Practice Facilitator



Hwasun Garin, MEd  
Project Director



Dee Watts, LSSBB  
Practice Facilitator

### DISCLOSURE

The speakers and the planning committee for today's webinar do not have any relevant financial relationship(s) to disclose.





## OBJECTIVES

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- ✓ Describe the importance of utilizing implementation and quality improvement tools and strategies.
- ✓ Discuss the implementation process.
- ✓ Understand the key components of project implementation.
- ✓ Identify useful implementation and quality improvement tools, skills, and concepts.





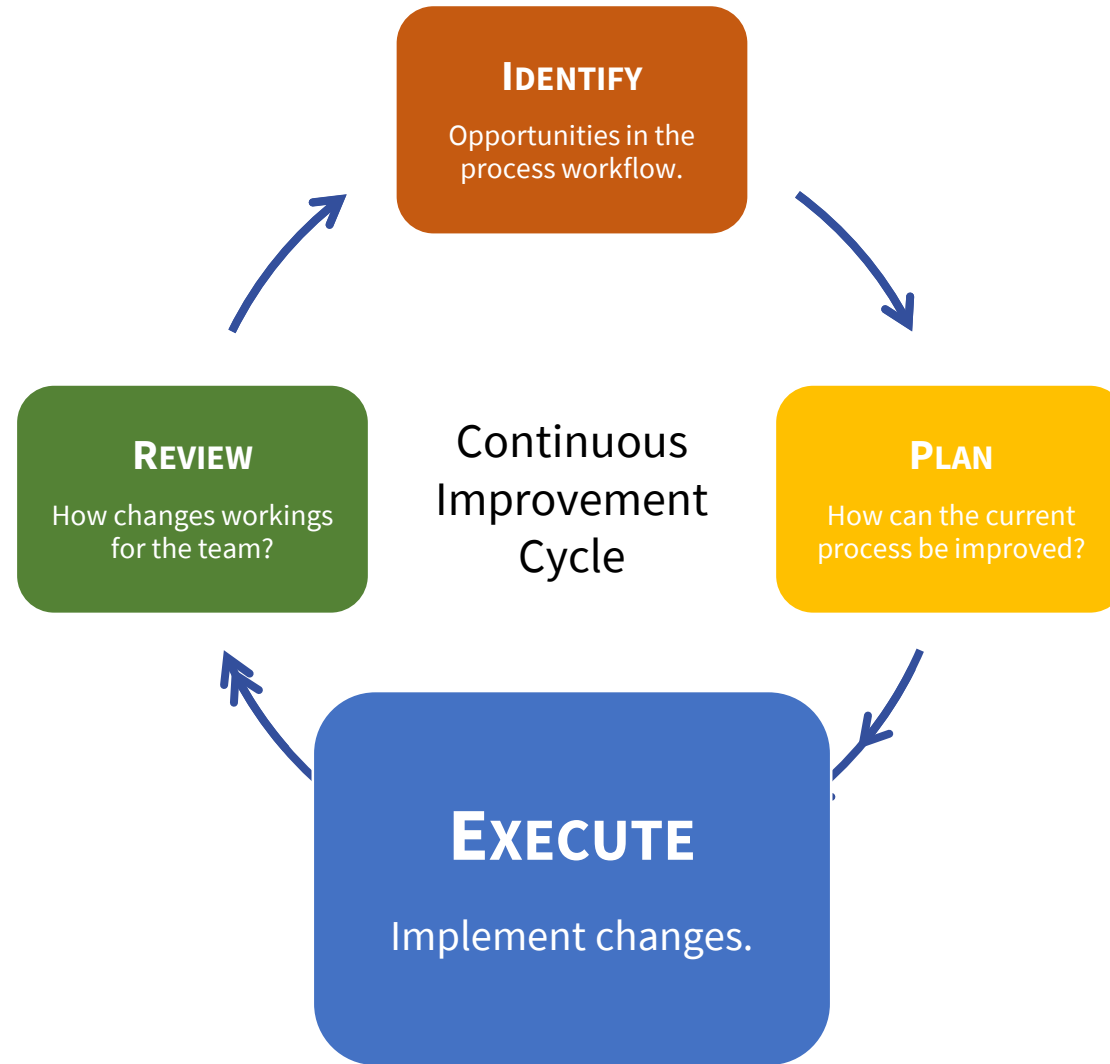
## AGENDA

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- I. Introduction
- II. Understanding the Key Components of Implementation
- III. Utilizing Implementation Tools
- IV. Q&A



# Continuous Improvement Culture





# Improvement & Implementation Synergy

## **Improvement science:**

systems-level work to improve the quality, safety, and value of health care.

## **Implementation science:** work

to promote the systematic uptake of evidence-based interventions into practice and policy.





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# Effective Improvement/Implementation

Systems &  
Processes

Gathering  
Information

Organizing  
Information

Understanding  
Variation

Understanding  
Relationships

Project  
Management





# Team Charter – When? Why?

## WHEN?

- In the beginning...!

## WHY?

- Identifies Risk, Communication, Goals, Stakeholders, Bookends, Resources, In Scope, Not in Scope.
- Focuses your planning and provides categories that you should be using for implementing
  - Roadmap
- When you start to feel lost; project/team contract
- Accountability





# Team Charter – Who?

## ACCOUNTABILITY TO WHOM?

- To Sponsors
- To Stakeholders
- To Team Members
- To the goal itself
  - Migrate your SMART Goals from Readiness Planning...
  - Migrate the goals of the grant; application...



# Team Charter – How?

- Numerous templates available
- Should include:
  - Basic Information about the project
  - Goals
  - Team Members
  - Scope
  - Budget
  - Risks
  - Tasks/Schedule
  - Communication Plan

Project Charter			
Project Title			
Practice Name		Practice Location	
Start Date	End Date	Sponsor	Leader
Project Goals		Stakeholders	
Project Team			
Team Member	Role	Organization	Contact Information



# Risk Analysis – Why?

Utilizing risk analysis is where a team can identify potential pit-falls and struggles and can develop a plan to mitigate the findings.

## Categories:

- Content
- Resources
- Data
- Training
- Communication
- Conflicting Projects
- Recruitment
- Engagement

## Scored on:

- Likelihood that the risk can happen
- Impact it will have
- How difficult it is to detect

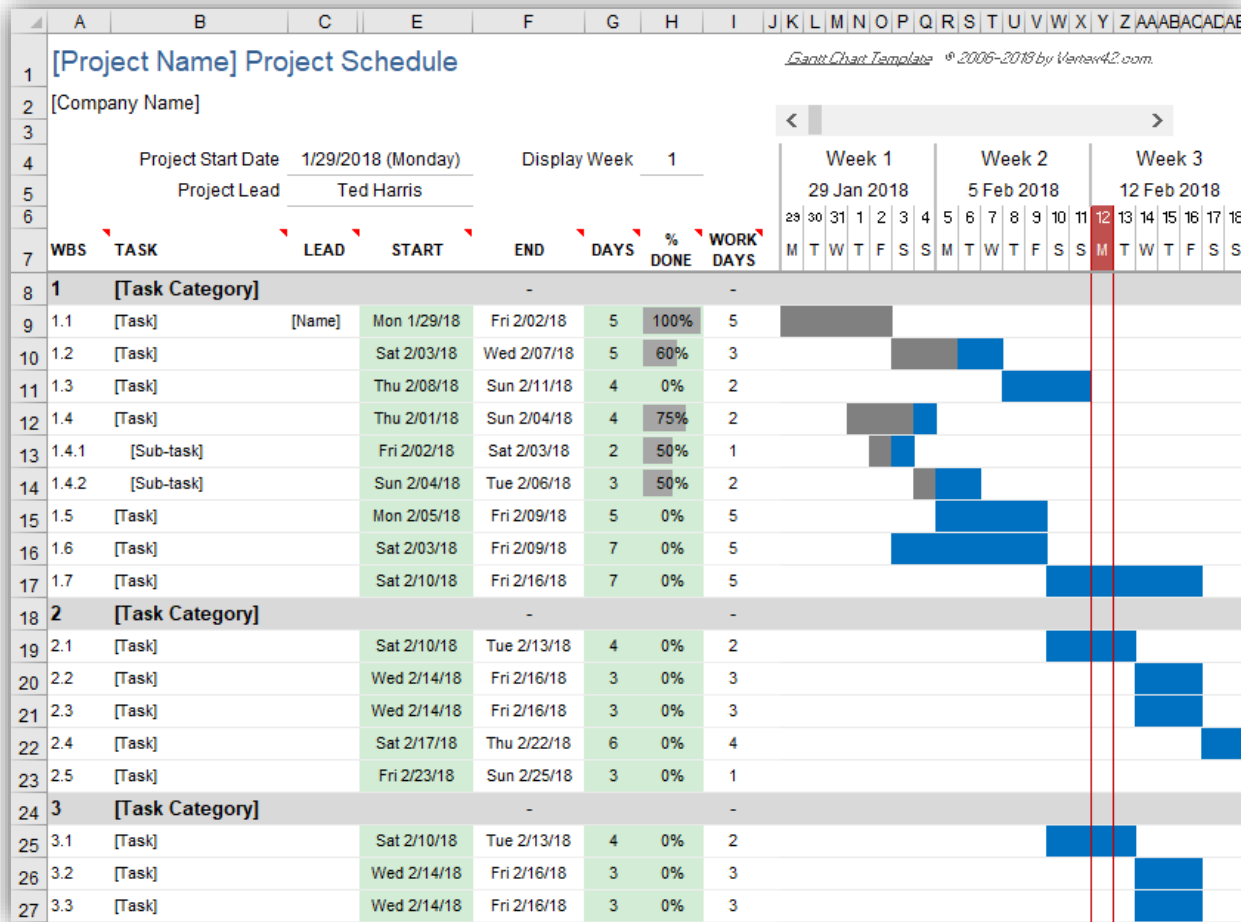
# Risk Analysis – How?

Risk	Likelihood of occurrence 0-10	Impact on project 0-10	Difficulty of detection 0-10	Risk Priority Number 0-30
Staff turnover	7	5	1	13
New EHR implementation	10	6	0	16
Missed charges for new service	7	9	8	24

Risk Threshold
15

RPN > Threshold = Action

# GANTT/Scheduling Chart – Why?



## VISUALIZE!

- Commitments are in one place
- At-a-glance what is falling behind, what is ahead of schedule, how to reallocate resources to get things back on track, shift focus to areas that need attention
- Key to communication with leadership
- Stakeholders/Sponsors want to know that the project is continuing as planned.

## Sets target timeframes/due dates

- Tasks that need to be accomplished to achieve goals
- Knowing your report due dates; milestones to include prep work into the chart

## Keeps you on schedule



# GANTT/Scheduling Chart – How?

## Project Schedule & Gantt Chart

Project Start Date 1/15/2020  
 Project End Date 6/12/2020  
 Duration 21.3Weeks

Task Number	Task Description	Expected Start Date	Task Duration (Days)	Expected Finish Date	Actual Start Date	Actual Finish Date		1/15/2020	1/22/2020	1/29/2020	2/5/2020	2/12/2020	2/19/2020	2/26/2020	3/4/2020	3/11/2020	3/18/2020	3/25/2020
1	Task:Recruit provider champion Owner:Leader	1/15/2020	10	1/25/2020	1/22/2020	2/5/2020	Expected	[Gantt bar from 1/15 to 1/25]										
							Actual	[Gantt bar from 1/22 to 2/5]										
2	Task:Recruit team members Owner:Leader	1/15/2020	14	1/29/2020	1/20/2020	2/5/2020	Expected	[Gantt bar from 1/15 to 1/29]										
							Actual	[Gantt bar from 1/20 to 2/5]										
3	Task:Create and present kick off presentation to department Owner:Team	1/15/2020	30	2/14/2020	1/15/2020	2/14/2020	Expected	[Gantt bar from 1/15 to 2/14]										
							Actual	[Gantt bar from 1/15 to 2/14]										
4	Task:Collect baseline data Owner:IT	1/30/2020	14	2/13/2020	2/10/2020	2/25/2020	Expected	[Gantt bar from 1/30 to 2/13]										
							Actual	[Gantt bar from 2/10 to 2/25]										
5	Task:Make changes to EHR Owner:IT	2/15/2020	30	3/16/2020			Expected	[Gantt bar from 2/15 to 3/16]										
							Actual	[Gantt bar from 2/15 to 3/16]										
6	Task:Test changes in EHR Owner:Team	3/16/2020	5	3/21/2020			Expected	[Gantt bar from 3/16 to 3/21]										
							Actual	[Gantt bar from 3/16 to 3/21]										





# Communication Plan – Why?

## Shared Resource and Shared Responsibility

- Meetings
- Reports
- Presentations
- Trainings



# Communication Plan – How?

Dates	Deliverables	Description	Frequency	Owner	Contact Information	Audience
<b>Meetings</b>						
<b>Reports</b>						
<b>Presentations</b>						
<b>Trainings</b>						





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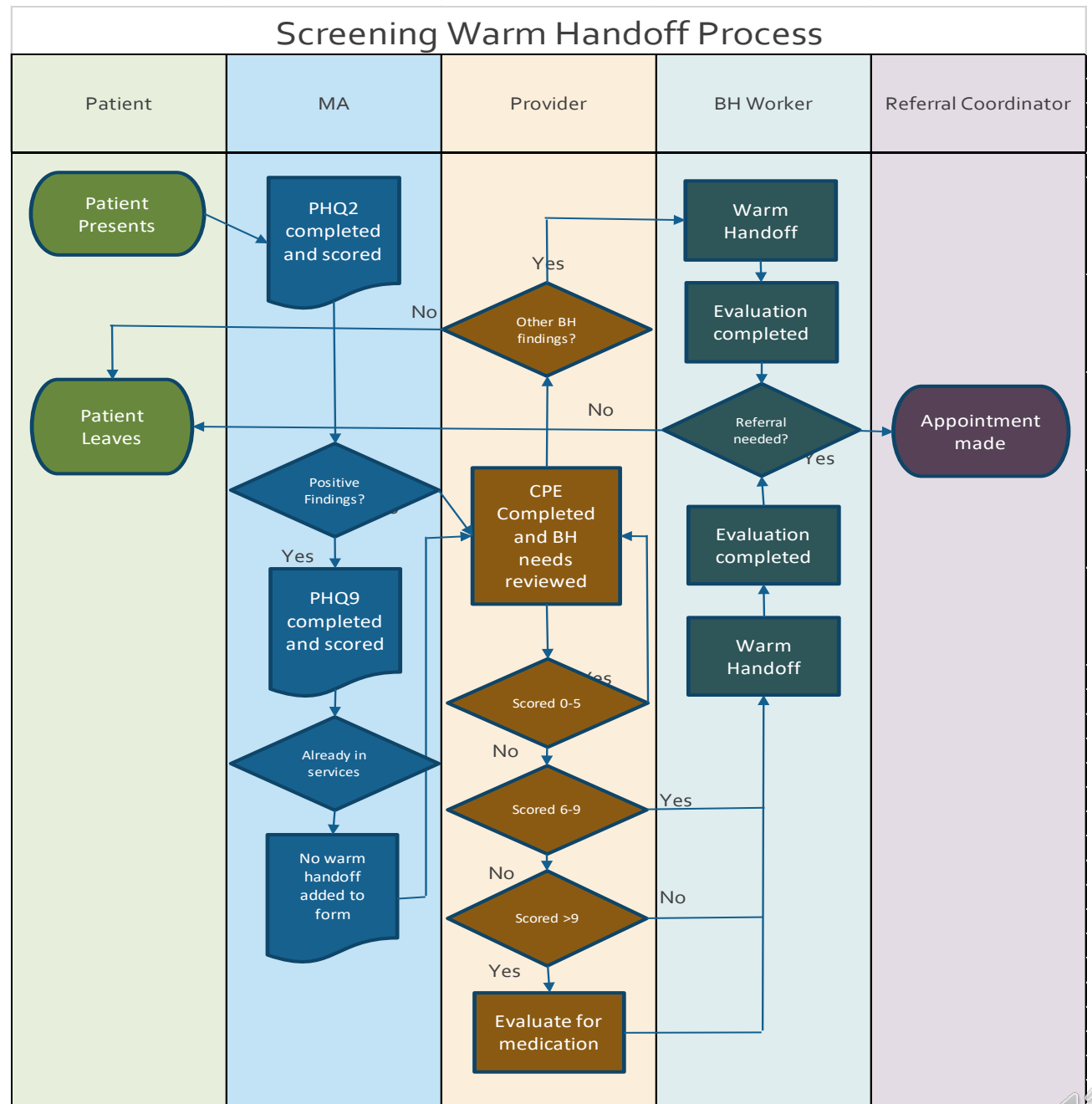
# Plan-Do-Study-Act (PDSA)

PDSA Template	
<b>Improvement Name:</b>	
<b>Start Date:</b>	
<b>Team Members:</b>	
<b>Aim</b> Use numerical goals, specific dates, and specific measures. What is the area of focus?	
<b>Measures</b> How will we know that a change is an improvement? List measures to track for project.	
<b>Plan</b> How should we PLAN the pilot? Who? Does what? By when?	
<b>Do</b> How is it going? What are we learning? Any surprises?	
<b>Study</b> What do the measures show? Has anything changed?	
<b>Act</b> Based on our results, how will we ACT? 1) Re-test with a modified plan, 2) expand to a wider test group, 3) abandon altogether, 4) adopt the new pilot and monitor?	



# Process Mapping

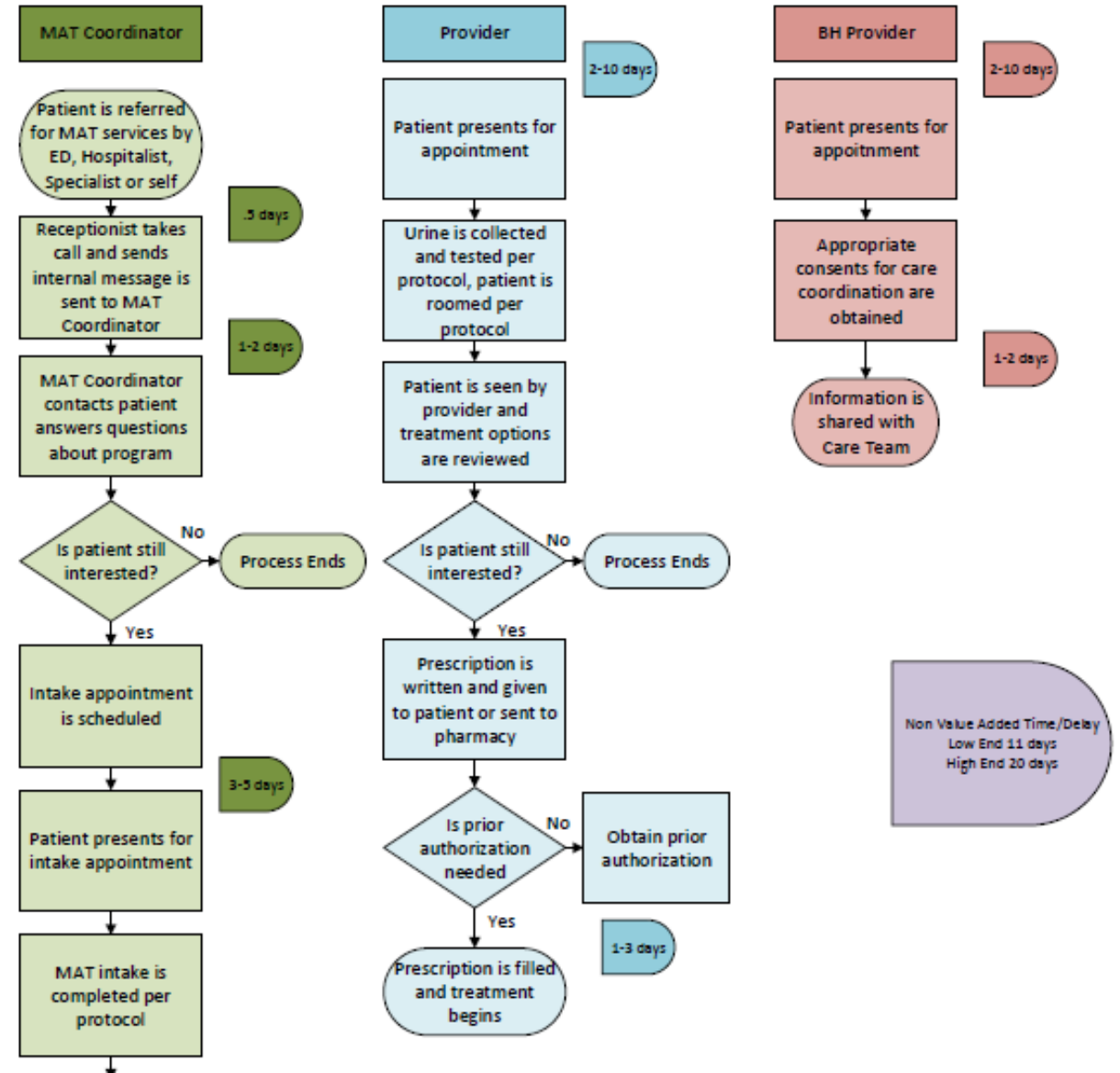
- A visual representation
- Industry standardized symbols
- Various Options





# Value Stream Mapping

- Next level up from a process map
- Useful in identifying and quantifying wastes





# Data Collection

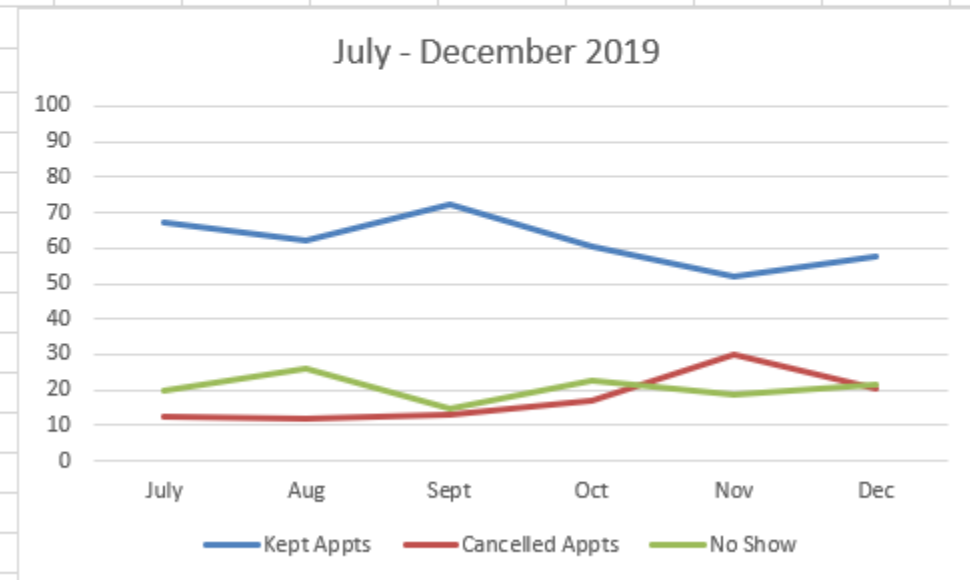
- Identifying Metrics
- Collecting/Tracking Data
  - Who will collect the data? Do we have the capability to collect what we need?
  - What data, specifically, are we collecting and tracking?
  - Where can this data be found?
  - When do we need to collect the data? At what intervals over time?
  - How do we obtain the data?

Other Considerations: Do we have the right people at the table? How do we share the data?



# Data Visualization

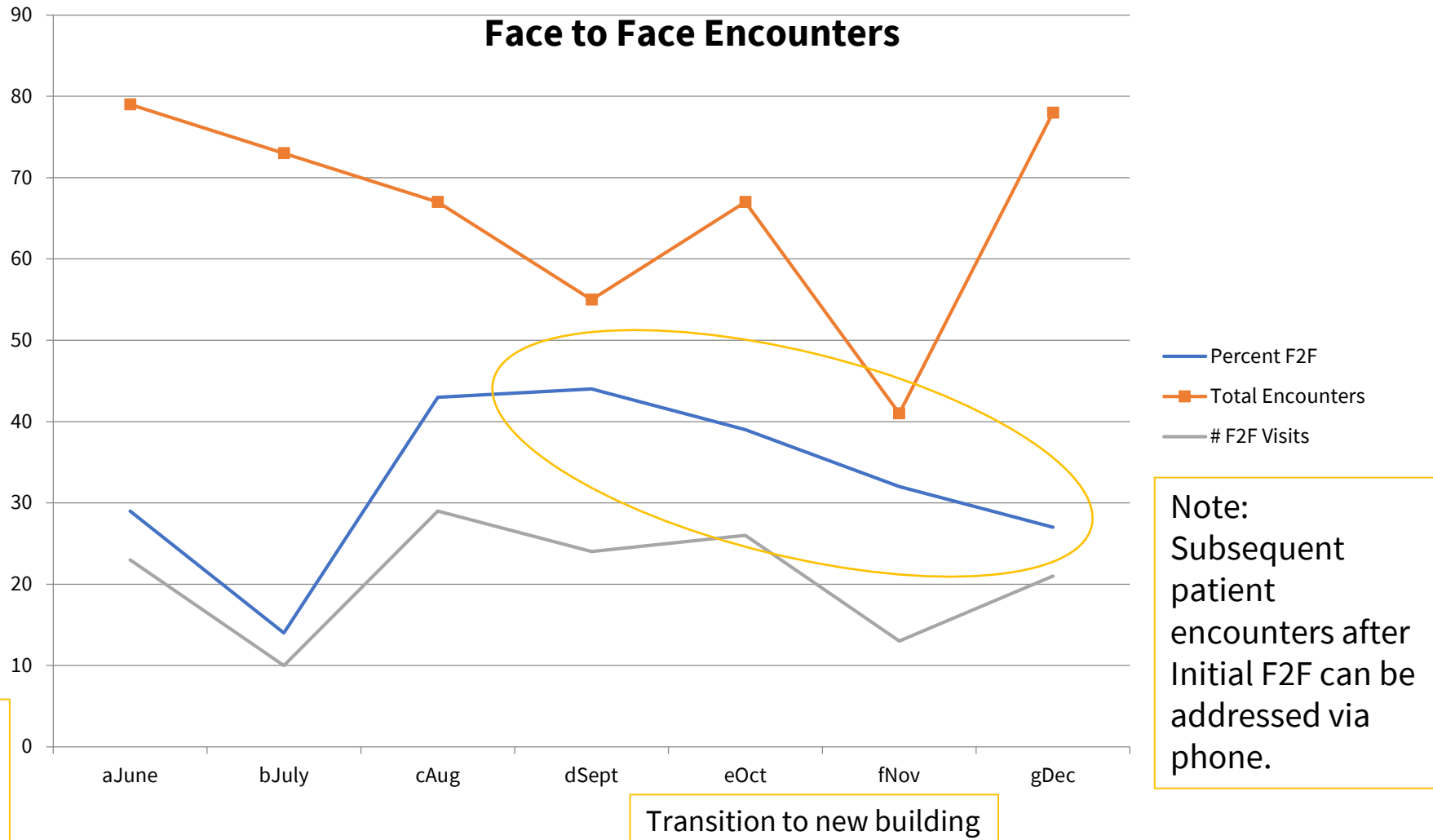
Date	# Sched	# Kept	# Kept	# Canc	# Canc	# NS	# NS
July	40	27	67.5	5	12.5	8	20
Aug	66	41	62.12	8	12.12	17	25.76
Sept	69	50	72.46	9	13.04	10	14.49
Oct	111	67	60.36	19	17.12	25	22.52
Nov	87	45	51.72	26	29.89	16	18.39
Dec	83	48	57.83	17	20.48	18	21.69
<b>TOTAL</b>	<b>456</b>	<b>278</b>	<b>62</b>	<b>84</b>	<b>17.5</b>	<b>94</b>	<b>20.48</b>







# Data Visualization



### Other Considerations:

- Understanding of how/when to use IBH services is emerging across other providers
- # of encounters may be on the rise (re: Dec #s) – more data can confirm for Jan/Feb



## THANK YOU!

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[www.citizenshealthinitiative.org](http://www.citizenshealthinitiative.org)



SEND US A NOTE

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