Leadership

⏳ 10 MINUTES | 📅 JANUARY 10TH, 2023

elevate°

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Community Health Centers

Microlearning: Leadership

Change Areas	ACTION STEPS	RESOURCES
GOVERNANCE & LEADERSHIP **POLICY** **PARTNERSHIPS** **PCMH**	**1** **CREATE** your business imperative **2** **FACILITATE** Board engagement **3** **IMPLEMENT** structure and communication channels grounded in principles of psychological safety **4** **ESTABLISH** a culture of Quality Improvement **5** **INITIATE** partnerships that support value-based care goals **6** **TRACK** Quintuple Aim progress	NACHC Leadership Action Guide Four Fundamentals of Value-Based Payment for Health Center Boards NACHC Care Teams Action Guide NACHC Improvement Strategy Microlearning VTF **Additional resources linked throughout!**

Leadership

WHAT?

WHY?

HOW?

WHAT is Leadership's Role in Transformation?

Transformation requires leadership attention to the infrastructure, care delivery and people systems within the health center.

Leadership encompasses the roles determined by the health center as necessary to care out its work.

- ➤ Chief Executive Officer/Project Director
- ➤ Chief Medical Officer/Clinical Director
- ➤ Chief Financial Officer
- ➤ Chief Operating Officer
- ➤ Chief Nursing Officer
- ➤ Chief Information Officer

While *leading* is critical to systems change, one of the most important elements in the process of transformation is staff engagement and support.

Leaders can drive and inspire change by engaging the entire team and valuing ideas for improvement at all levels.

Leadership

WHAT?   WHY?   HOW?

# WHY is Leadership Critical to Transformation?

As healthcare moves from volume to value-based reimbursement, the business model and care model must connect and support one another.

Leaders can advance their organization's efforts to deliver better care with more efficiency, gaining a competitive advantage.

Leaders can take action to create the **environment, skills, and structure needed to support transformation.**

How a leader or governing body uses their position and knowledge to lead is essential to reaching improvements in the Quintuple Aim.

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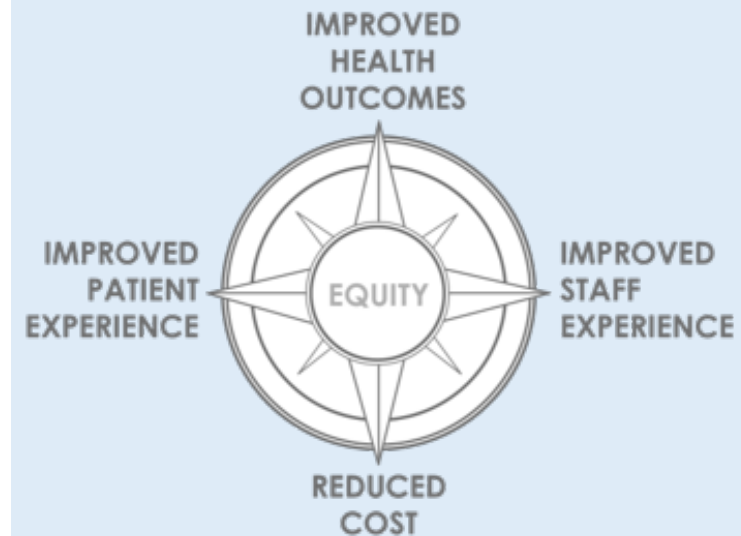
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WHAT? WHY? HOW?

STEP 1

CREATE YOUR BUSINESS IMPERATIVE

Create a business case for **'why change'** and **'why now'.** A strong business case justifies the course of action and outlines how resources should be aligned to make the change.

Present this imperative to the Board for feedback and incorporation into the health center strategic plan.

To develop an effective business imperative, understand your health center's current state of readiness for value-based care.

➢ NACHC's **Value Transformation Framework Assessment** tool allows health center leaders and staff to self-assess organizational progress in 15 change areas for transformation.

➢ The results of this assessment can be utilized to drive value transformation and improvement efforts.

Tools & Resources:
- NACHC Leadership Action Guide
- Value Transformation Framework Assessment

STEP 2

A Board plays a critical role in a health center's value transformation through their strategic, oversight, and policy roles.

Partner with your Board to understand if there is value-based payment activity locally.

- ✓ Hold education sessions to be sure the Board understands these payment models and the associated implications.
- ✓ CEO and Board work together to include value-based payment goals in the center's strategic plan.
- ✓ CEO and Board work together to review current and prospective payment contracts and the associated strategic and financial implications.
- ✓ Ensure continued focus and oversight of quality indicators with a focus on improved patient outcomes.

Helpful Resource: Four Fundamentals of Value-Based Payment for Health Center Boards

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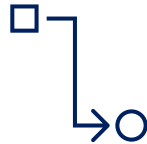Community Health Centers

Consistent structures provide clarity and help organize and unite people and processes

Policies   **Procedures**   **Defined Responsibilities**

➢ Structure provides a clear sense of business direction and stability.

➢ Formal structures also facilitate communication and decision-making needed to build a strong team culture.

Incorporate opportunities for interdisciplinary collaboration into health center meeting structure.

➢ For example, meetings that include health center staff representatives responsible for finance, operations, clinical processes, quality improvement, billing and coding, and health information technology.

➢ Having interdisciplinary collaboration within the health center is necessary to breaking down silos and driving systems transformation.

At the patient-care level, care team huddles are a communication channel designed to increase the effectiveness of team-based care, create operational efficiency, and improve patient health outcomes.

➢ Care team huddles are also required activities for Patient-Centered Medical Home (PCMH) programs.

Helpful Resources:
- Daily Huddle Toolkit
- NACHC Care Teams Action Guide

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➢ Formalizing communication channels ensures all necessary team members are provided with the opportunity to contribute to conversations driving value-based care.

➢ Grounding these communication channels in the principles of psychological safety helps to ensure communication is effective.

Psychological safety: The feeling that an individual's opinions or innovative ideas are appreciated and welcome, even if they differ from the views of others on the team.

➢ When an individual perceives that the team is safe for taking risks with ideas or contributions—rather than a place where they feel incompetent, ignorant, negative or disruptive—then great ideas arise.

Helpful Resources:
- Set of Questions to Assess Team Functioning and Psychological Safety
- Three Simple Steps to Foster Psychological Safety

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STEP 4

ESTABLISH A CULTURE OF QUALITY IMPROVEMENT

Rooted in the health center's **improvement strategy** – a process to measure and communicate information about the quality, value, and outcomes of the health care experience and use this information to drive improved performance effectively and routinely.

Engaged leadership is essential to a culture of quality improvement!

Organizational transformation requires that leaders invest in training health center staff in a formal model of quality improvement, while also providing staff with protected time to spend working toward quality improvement goals.

Leadership must also invest in the tools and infrastructure necessary to the delivery of value-based care.

✓ Health information technology to streamline the process of measuring and monitoring care delivery and reimbursement

✓ New staffing positions for extended care team roles, such as care managers

Helpful Resources:
- NACHC Improvement Strategy Microlearning
- IHI Open School
- IHI: An Introduction to the Model for Improvement

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HRSA health center program requirement to collaborate with other providers or programs in the service area, including:

Hospitals   **Specialty Providers**   **Social Service Organizations**

to support reductions in the non-urgent use of hospital emergency departments, continuity of care across community providers, and access to other health or community services that impact the patient population.

Additionally, health center engagement with state and regional organizations (PCAs, HCCNs, and Medicaid plans) and national organizations (NACHC and CMS) **amplifies efforts around advocacy, policy, and payment reform**.

A variety of tools are available to support organizations in developing or cultivating effective partnerships.

Helpful Resources:
- Collaborative Relationships, HRSA Health Center Program Site Visit Protocol
- Community Tool Box
- The Practical Playbook: Building Multisector Partnerships that Work
- Partnership Assessment Tool for Health (PATH)

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How does your health center measure movement toward Quintuple Aim goals?

➤ UDS measures to track health outcomes and assess performance across different racial, ethnic, gender, and target populations

➤ Periodic surveys to monitor patient and staff experience

➤ Analyze attrition/retention statistics as additional measures of staff experience

➤ Monitor total cost per patient over time using UDS data or other metrics available internally or through payers

To streamline organizational processes, incorporate measures of Quintuple Aim progress into your health center's Improvement Strategy (Step 4) and report regularly on performance and progress to the Board of Directors.

Helpful Resources:
- HITEQ's Health Center Value Proposition Template

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