

HEALTH MANAGEMENT ASSOCIATES

Highly Effective Team-Based Care Optimizing Through Clear Roles and Responsibilities

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- ❑ Review principles for highly effective teams
- ❑ Understand why role clarity and leveraging each team member to the top of their skill set help optimize your team's impact
- ❑ Practice team roles and task exercise for optimizing your team

- **Chronic diseases are defined broadly as conditions that last 1 year or more and require ongoing medical attention or limit activities of daily living or both.**
 - Hypertension
 - Diabetes
 - Cardiovascular Disease
- We know that 6 of every 10 adults in this country have a chronic disease and 4 of every 10 have two or more
- The choices a provider has for medication treatments and the number of medications a given patient is on has increased the complexity of care

Health Care has not always been a team-based sport

In the past, people were cared for by their “doctor” –

- Team based care has come about due to the complexity of the modern health care system
 - Over 2700 clinical guidelines
 - No single person can absorb all of this
 - Typical patient with complex needs has up to 5 specialist per year as well as other diagnostic services
- How could one provider track and manage all of that?
 - They can't

Shared goals - The team—including the patient and, where appropriate, family members or other support persons—works to establish shared goals that reflect patient and family priorities, and that can be clearly articulated, understood, and supported by all team members.

Clear roles - There are clear expectations for each team member's functions, responsibilities, and accountabilities, which optimize the team's efficiency and often make it possible for the team to take ad-vantage of division of labor, thereby accomplishing more than the sum of its parts.

Mutual trust - Team members earn each other's trust, creating strong norms of reciprocity and greater opportunities for shared achievement.

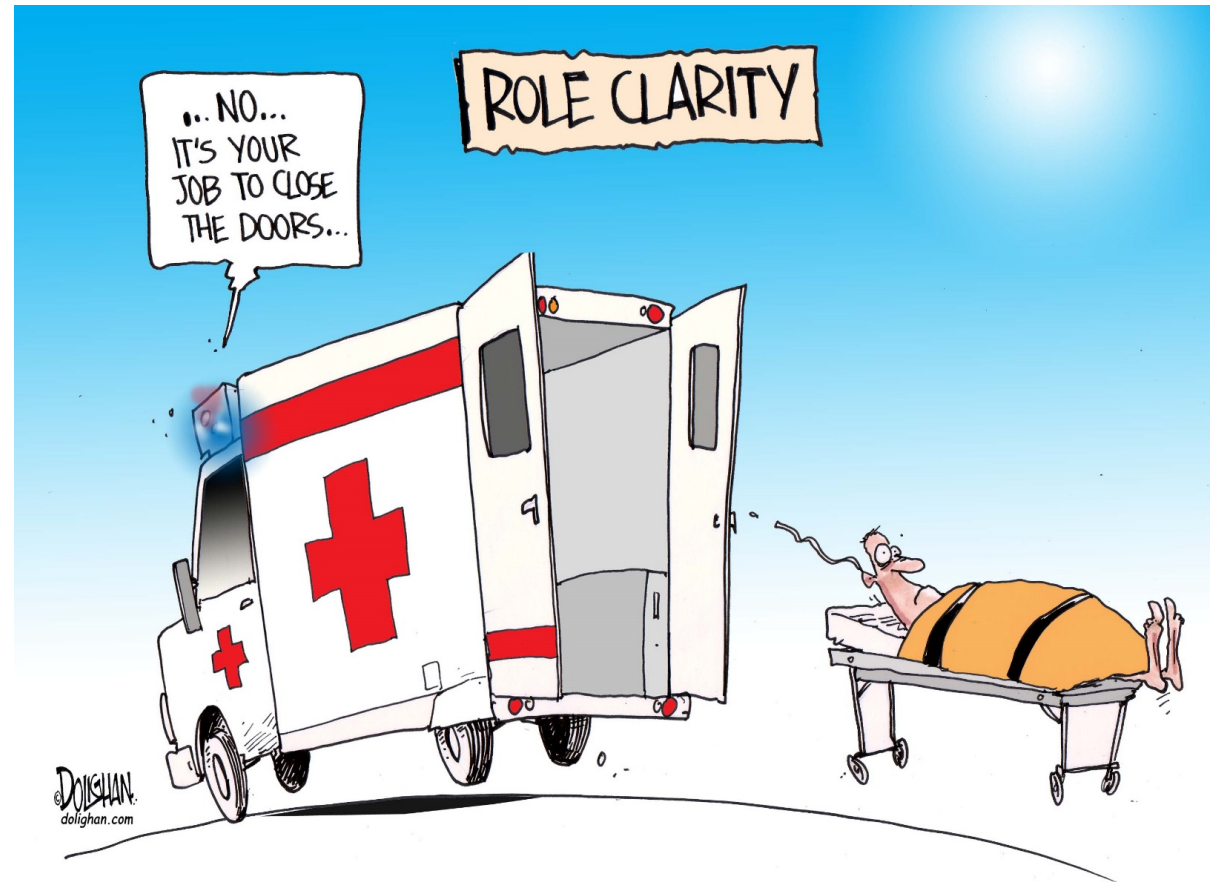
Effective communication - The team prioritizes and continuously refines its communication skills. It has consistent channels for candid and complete communication, which are accessed and used by all team members across all settings.

Measurable process and outcomes - The team agrees on and implements reliable and timely feedback on successes and failures in both the functioning of the team and achievement of the team's goals. These are used to track and improve performance immediately and over time.

Institute of Medicine Discussion Paper 2012

Clear Roles are Essential

Title Versus Function



- Right person/right role – top of skills/training/licensure
- Education/consistency- speaking the same language
- No wrong door/relationship with patient as a team
- Check in/huddle
- Change/process improvement
- Motivational interviewing
- Medication adherence strategies
- Follow up and follow through
- Communication and feedback



Team focus to improve Cholesterol, Blood Pressure and Diabetes control through:

Virtual care/care management contacts when appropriate between provider visits

Home BP monitoring, team member checking in with patient

Care alerts triggering a team member to remind patient for labs, appt, etc.

Motivational interviewing skills with care plan and self-mgmt. goals

Routine communication and warm hand-offs to other members of the team

Roles Matrix – steps to use it:

- Identify each role on the team (title or persons name)
- Identify all tasks- big to small needed to be done for a given set of patients (caseload/panel)
- Have each member of the team complete the matrix separately, putting an X in the boxes for who does which tasks....including themselves and all other team members
- When all have completed, sit down as a team and review

Tasks (down) and Roles (across)			

What typically happens during the team discussion:

- Identify that one person is doing way more tasks than others
- Identify there are tasks no one identifies as their responsibility
- Identify someone is doing tasks they don't have the skills for
- Identify someone is doing tasks they are overqualified for and someone else on the team would be a better fit
- Identify that some team member have no idea what others are responsible for
- Identify that more than one person thinks they are responsible for the same item, or more than one person on the team are doing the same thing

- Multiple people are doing the same roles – need to clarify if that is a necessary redundancy or an inefficiency and lack of understanding of the roles
- Provider may be doing some tasks that are not necessary for them to complete and would be more efficient for another team member
- Unclear what the role difference is between a care coordinator and the medical assistant
- Some task have no assignment – who is doing patient education?

Next Steps –

- Think about the elements of high performing teams and assess what your team has and what they don't have
- Complete the roles matrix exercise individually
- Discuss the roles matrix all together
- Review the gap areas and success areas in which to leverage all your team members
- Develop your plan to modify your team's workflows, communication plan, and roles and responsibilities