

MANAGING UP WHILE MANAGING IMPROVEMENT:

**LEADING CHANGE THROUGH QUALITY
IMPROVEMENT WITHIN INTEGRATED AND
COORDINATED CARE**

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PREPARING FOR JOURNEY : AGENDA FOR TODAY

- **TAS team introductions**
- **Process Improvement with gain sustainment versus metric-focused temporary fixes**
 - Where do I go for information to improve?
 - How do Veterans get to you (your service, your program, your office) ?
 - Transitions to lower acuity levels of care
 - Flow Mapping
- **Managing up and implementing change**

CREW: PRESENTERS (CONTACT INFO IN RESOURCE SECTION)

TAS Team

Jay Cohen, Ph.D. (VISNs 1, 21, 22)

Claire Collie, Ph.D. (VISNs 17, 23)

Marcia Hunt, Ph.D. (VISNs 4, 15, 20)

Gayle Iwamasa, Ph.D. (VISNs 2, 12)

John Klocek, Ph.D. (VISN 5, 6, 16)

Matt Moore, Ph.D. (VISNs 10, 19)

Theresa Schmitz, Ph.D. (VISNs 7, 8, 9)

AND

Eric Schmidt, Ph.D. (Program Evaluation and Resource Center)

NAVIGATING THE ASTEROID BELT: WHAT INSTRUMENTS DO YOU HAVE?

Metrics and dashboards are everywhere

- Resources and business operations
 - Access, staffing, labor mapping, productivity (ICEP), provider bookability
- Overarching Performance
 - SAIL, MH SAIL, MHMS, MHIS
- Care Support Tools
 - REACH Vet, EBP trackers, NIRMO, PACT Compass
 - PDSI, STORM, SPRRITE
- Veteran and Provider Feedback
 - Provider Surveys, Veteran Satisfaction, SHEP



ENVIRONMENTAL SCAN: WHAT DO YOU LOOK AT BEFORE WORKING ON A PLAN?

- Program/Clinic priorities and structure (e.g., PTSD, SMI, SUD)
- Department/Care Line priorities and structure (e.g., social work, psychiatry)
- Facility priorities
- VISN priorities
- VA Secretary's priorities (Customer Service, MISSION Act Implementation, Suicide Prevention, Business Transformation, VA/DoD collaboration, Veterans Homelessness, Opioid Safety & Reduction Efforts, Women's Health, Hiring and Vacancies)



SCAN THE SHIP: STATUS OF MENTAL HEALTH CARE

Access to care structure

- Staffing
- Labor mapping
- Individual productivity targets
- Schedule grids
- Open access slots
- No show rates
- What are the Veterans you serve telling you?
- What are Mental Health providers telling you?



Care Satisfaction (Life Support Systems)

Continuity of Care

- Program staffing and scheduling
- Working processes for referrals and care coordination
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STOCKING SUPPLIES: PREPARING FOR CHANGE

Making a plan—pre-flow mapping

- What services are available in your program?
- How are Veterans identified and connected with those services?
- Current capacity for the services?
- What is the process for engaging referred Veterans and developing a treatment plan?
- What (and where) are potential barriers to this flow?

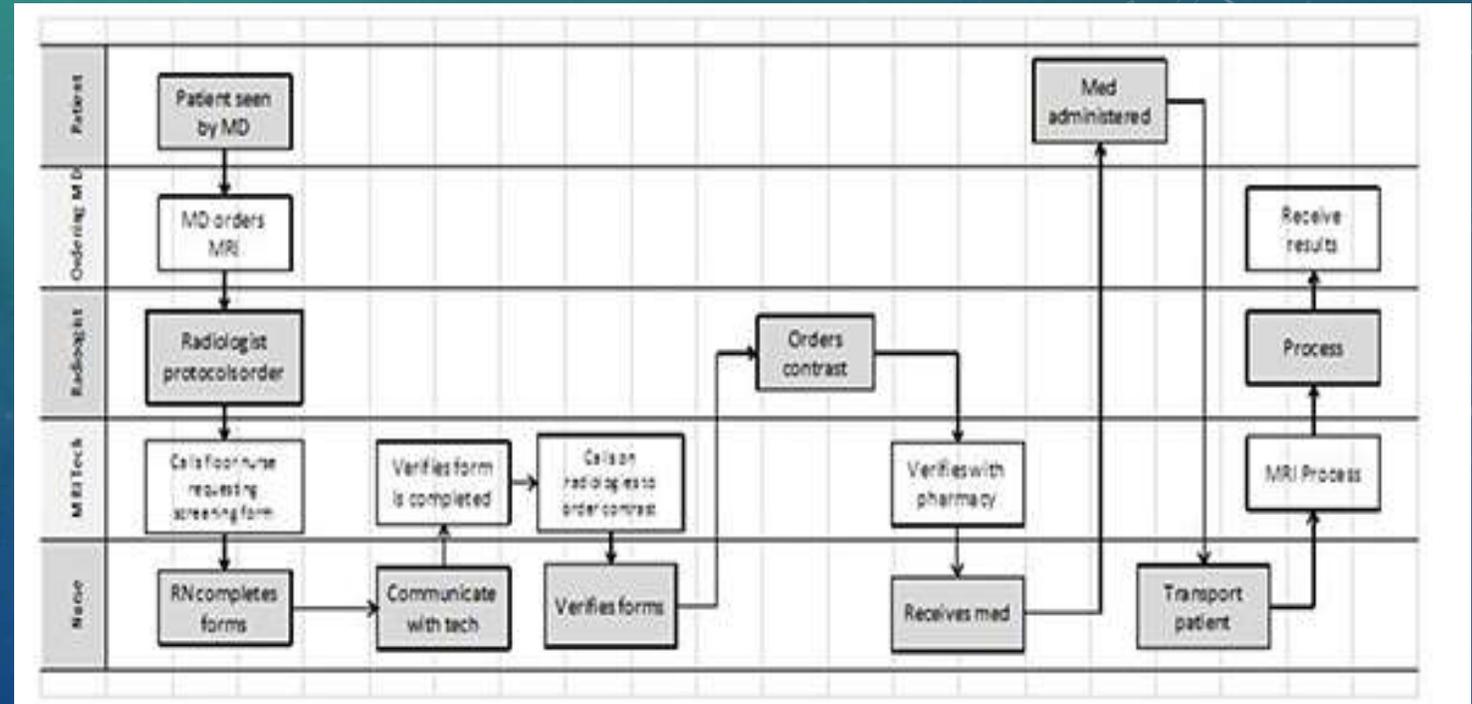
STOCKING SUPPLIES: PREPARING FOR CHANGE, CON'T

- What is the goal of the program? Program philosophy?
- How do Veterans progress through the program?
- How do you know if the Veteran is improving?
- How do you know when the Veteran has completed treatment?
- What happens if the Veteran is not improving or has maximized improvement?
- Discharge options and processes?

MISSION CRITICAL TOOL: FLOW MAP

- ❑ Creating a flow or process map of service will help identify strengths and opportunities/ barriers.
- ❑ QUERI definition: Diagram showing the components, relationships, and sequence of how a system functions. It includes:

- Standard set of commonly used symbols.
- Level of detail can vary.
- Also known as work flow diagram, process chart, flow chart or flow map.



[LINK TO HSR&D QUERI FLOW MAPPING RESOURCES](#)

MISSION CRITICAL PROCESS: MANAGING UP

“Managing up, or building smooth, productive relationships with higher-ups, requires understanding and adapting to your boss’s communication and decision-making style.”

(Shellenbarger, 2018)

CULTURE:

- Know who is “important” in making decisions and approving projects—this may or *may not* be people in the direct line of leadership.
- Know your local culture.

COMMUNICATION:

- Understand leadership’s preferred style of communication.
- Come to meetings prepared with solutions and potential outcomes of varied paths rather than only presenting a concern or problem to be solved.

MISSION CRITICAL PROCESS: MANAGING UP, CON'T

■ EXPECTATIONS:

- Without awareness of your leadership's goals and desired path, you may consistently miss the mark in meeting their expectations, despite how hard you and your team are working.
- Help leadership manage expectations. What is realistic with timeline and resources?
- Plan what to do if you are tasked with something unrealistic or that does not address the identified goal.
- Assure you are aware of unwritten expectations, social mores, and, when possible, the down and upstream impact of the proposed plan.

As much as possible, collaboratively engage with your supervisor(s) to prioritize projects/goals to prevent goal dispersion or feeling overwhelmed.

COUNTDOWN! 10...9...8... : STARTING YOUR CHANGE

Keep your plan as simple as possible, as “do-able” as possible and set a timeline that includes measurable milestones.



Specific	Measurable	Achievable	Realistic	Timely
S	M	A	R	T
G	O	A	L	S
What do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

COUNTDOWN! ... 7...6....5... CONTINUE TO MANAGE UP

Managing up is a *continuous* process that requires an ongoing and adaptive 360 degree perspective

- Think about WHO needs to be alerted/looped in up the chain.
- Think about WHY they need to be alerted AND what does each level want/need to know.
- Think about how to build support and excitement before and during your project
- Remember: No one in leadership likes surprises.

COUNTDOWN! ...4...3... CONTINUE TO MANAGING SMART

- Consider the climate and culture in your organization.
- Who needs to be included to increase buy in for a change?
 - Be inclusive and interdisciplinary as you develop paths toward success.
 - Do not forget to obtain multiple perspectives including Veteran and staff.
- Socialize the plan to all involved and impacted parties, prior to implementation.
- Make sure the plan makes sense to individuals outside of the affected groups.

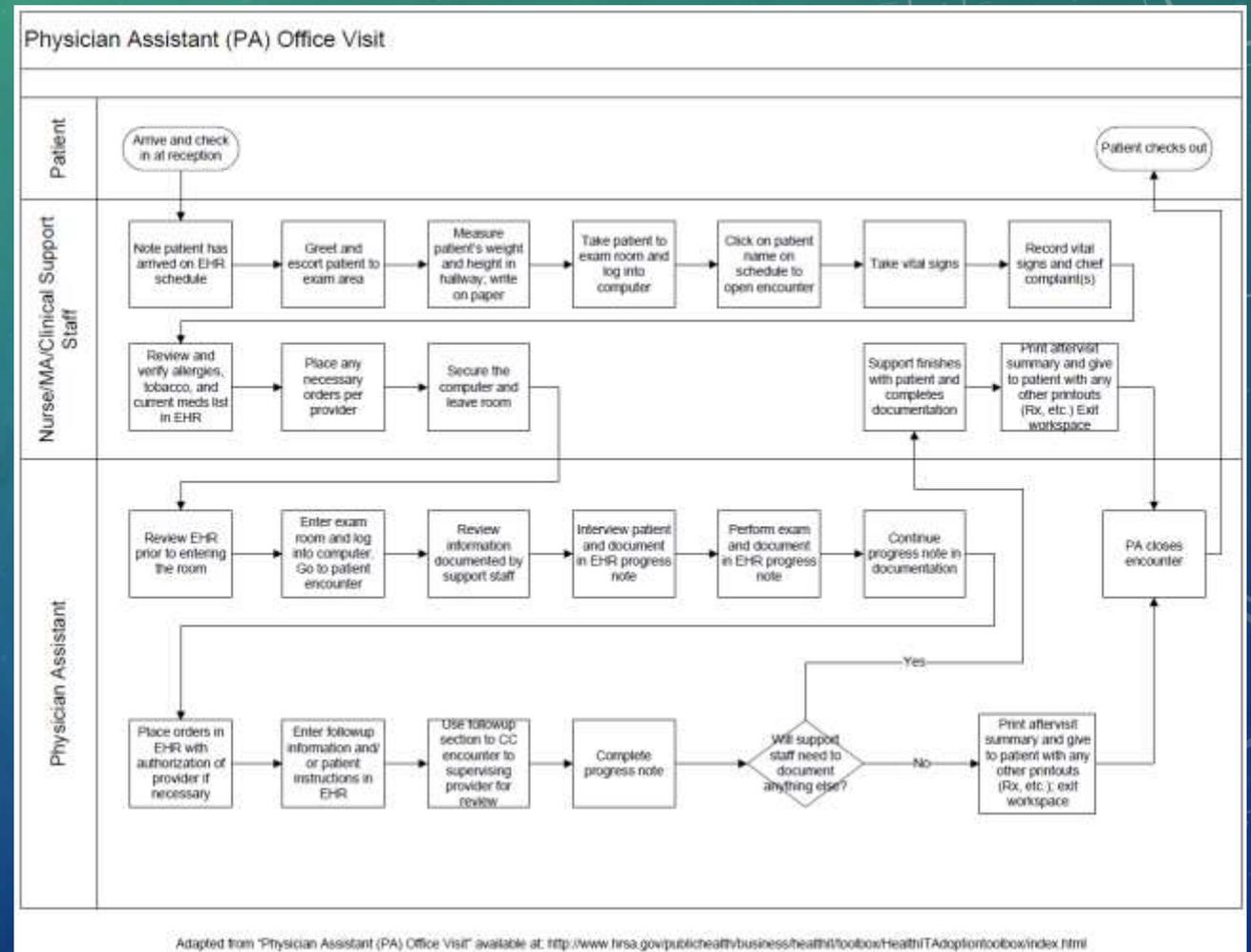
LAUNCHING YOUR PLAN: 2...1...BLASTOFF!



- Provide regular briefings regarding progress and set backs.
- Utilize a process for reviewing plan utility to stay on track.
- When possible, share what works and implement that process across areas of improvement
- Begin generating solutions to barriers as soon as they are encountered.
 - **TIP:** utilize small groups if the larger group is not nimble/able to meet quickly; waiting until a large group can meet to identify options can delay action

DON'T ABORT THE MISSION IF THINGS DON'T GO ACCORDING TO PLAN

- Don't Abort...Adapt! It's OK if you don't have all the "right" answers right now.
- Having a well-developed plan allows you to address targeted problems and otherwise stay on course
- [AHRQ Process Mapping webpage](#)



RESOURCES

The PEC Portal Resources includes information, links, and presentations on a range of MH data sources including *most* of the resources listed below

https://vaww.portal2.va.gov/sites/PERC/PEC_Portal/Lists/PEC%20Portal%20Resources/MH_Scorecard.aspx

Access

staffing

labor mapping

productivity (ICEP)

provider bookability

SAIL

MH SAIL

MHMS

MHIS

REACH Vet

EBP trackers

NIRMO

PACT Compass

PDSI

STORM

SPRRITE

Provider Surveys

Veteran Satisfaction

SHEP

RESOURCES CONTINUED

- ❑ **Mental Health Management System Dashboard (MHMS):** Overview to help you understand the context in which your facility's Mental Health processes are occurring (e.g., wait times, staffing ratios, staff and Veteran satisfaction, tele-mental health utilization, PC-MHI, etc.)
 - ❑ https://spsites.cdw.va.gov/sites/OMHO_MHMP/layouts/15/ReportServer/RSViewerPage.aspx?rv%3aRelativeReportUrl=/sites/OMHO_MHMP/AnalyticsReports/MHMS/MHMS_SummaryReport.rdl
- ❑ **Mental Health Information System (MHIS):** Includes a range of measures that complement MH SAIL metrics and provide additional information about processes (e.g., SUD, Residential, PTSD, SMI, etc.):
 - ❑ https://spsites.cdw.va.gov/sites/OMHO_MHMP/layouts/15/ReportServer/RSViewerPage.aspx?rv:RelativeReportUrl=/sites/OMHO_MHMP/AnalyticsReports/MHIS/MHISSummary.rdl

RESOURCES CONTINUED

- ❑ **OMHSP Mental Health Business Operations Share Point** has extensive resources available for coding, labor mapping, productivity monitoring and other management resources for mental health programs. Presentations from all of the business operations calls are posted.

https://vaww.cmopnational.va.gov/CR/MentalHealth/MH_Business%20Rules/Forms/AllItems.aspx

- ❑ Review the **Electronic Technical Manual** to understand the target Veteran population and services/care being measured. Click on the name of the metric in the MH SAIL report which is a hyperlink to the definition in the eTM or access the eTM here:

<http://vaww.rs.rtp.med.va.gov/ReportServer/Pages/ReportViewer.aspx?/Performance+Reports/Measure+Management/MeasureCatalog&rs:Command=Render>

- ❑ **Clinic Practice Management Dashboard (CPM)**: Excellent resource to review utilization, supply, and demand down to the specific clinic and provider level.

<https://biooffice.pa.cdw.va.gov/default.aspx?bookid=c82cb9ad-14e8-47e2-9c91-153de08c6abd|ispasFalse|reportb4522e66-93bf-4aca-85fc-ee34c37c2b70|ws1|wsb0|isDisabledAnalyticsFalse|isDashboardPanelOnTrue>

- ❑ **Flow Mapping Resources**

[LINK TO HSR&D QUERI FLOW MAPPING RESOURCES](#)

➤ [AHRQ Process Mapping webpage](#)

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