

Promoting Culture Change in Your Agency

Lessons Learned in Trenches of Whole Person Care

IM4Us 2019

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- Who we are
- Where we work
- Why we are here



Plan for Today

1. Common Themes and Barriers to Whole Person Care in Community Health Centers (10 min)
2. Addressing Provider and Staff Burnout through Whole Person Care (10 min)
3. Mini Values Clarification Workshop (15 min)
4. Tools for addressing common barriers to Whole Person Care (10 min)
5. Q&A (10-15 Min)

Common Barriers to Whole Person Care in Community Health Centers

- Poor attendance in groups/Low referrals for Wellness Services
- Impacted services with long wait lists (acupuncture, massage, manipulation, ...)
- Lack of information/poor communication in the agency
- Insufficient staffing and clinic support
- Poor agency communication behind the scenes during new projects
- Siloed services (considered ‘other’, no fluid relationships btw departments)
- Conflict in the agency about the value of wellness services.
- Provider and Staff Burnout
- Lack of data collection and/or reporting
- Lack of administrative support for wellness programming
- Lack of access to BH / poor integration of BH
- Staff driven services vs patient driven services

Common Themes

Integration

**Marketing/
Communication**

**Agency
Support/Buy-In**

**Program
Development**

Addressing Provider and Staff Burnout through Whole Person Care



Provider Burnout

- Half of American physicians are experiencing some degree of burnout (Mayo Clinic, 2016)
- Estimated 50% of all Primary Care Providers (Including FNP, NP, PA) are experiencing some symptoms of burnout.
- Physicians are earning less and working more (Mayo Clinic, 2016)
- *The BMJ* from 2017, “**there is moderate evidence that burnout is associated with safety-related quality of care.**”
- Patients of burned out providers may have worse health outcomes.

“Quadruple Aim”



Primary Care Tasks Associated with Provider Burnout: Findings from a Veterans Health Administration Survey

Linda Y. Kim, PhD, MSN, RN¹, Danielle E. Rose, PhD, MPH¹, Lynn M. Soban, PhD, MPH, RN², Susan E. Stockdale, PhD^{1,3}, Lisa S. Meredith, PhD^{1,4}, Samuel T. Edwards, MD, MPH^{5,6,7}, Christian D. Helfrich, PhD, MPH^{8,9}, and Lisa V. Rubenstein, MD, MSHS^{1,4}

KEY RESULTS: In adjusted models, PCP reports of intervening on patient lifestyle factors and educating patients about disease-specific self-care activities, without reliance on their teams, were significantly associated with burnout (intervening on lifestyle: $b = 4.11$, 95% CI = 0.39, 7.83, $p = 0.03$; educating patients: $b = 3.83$, 95% CI = 0.33, 7.32, $p = 0.03$).

CONCLUSIONS: Performing behavioral counseling and self-management education tasks without relying on other team members for assistance was associated with PCP burnout. Expanding the roles of nurses and other healthcare professionals to assume responsibility for these tasks may ease PCP burden and reduce burnout.



Loneliness as a co-morbidity

“Impact of Loneliness on Healthcare Utilization”

- group therapy interventions improves QOL and decreases health care costs
- those that are chronically lonely are likely to turn to their healthcare provider for social support

“Reducing social isolation on mental health and physical well being for older adults”

- Reduction of depression
- higher health for those with comorbidities

Group Visit Research for Clinicians

- Improved clinician satisfaction when facilitating group visits
- Mayo Clinic found that giving physicians a way to gather in small groups for semistructured, private discussions in restaurants, coffee shops or reserved rooms results in **measurably lower burnout and social isolation, and higher well-being and job satisfaction.**
 - Hospitals and clinics around the country are doing the same and finding similar results.
 - Having the space to share about their lives in and outside medicine changes the relationship they have with colleagues, and having it sponsored by their employer changes their relationship with work.
- Many places are finding improvement in clinician burnout scores with decreasing isolation in their workplace in other ways as well.

How can Wellness work make provider and staff work life better?

- Having a ‘deeper bench’
 - More players to share the care
 - Knowing that you don’t have to be everything for the patient; other experts can add different things to the relationship
- Allows space for others to step up their roles and responsibilities and grow their relationships in a meaningful way (i.e, MA, RN, FO Receptionist, Care Coordinators)
- Identify patient goals, and give context to visits; can simplify visits and aid agenda setting
- Patient Empowerment
- ***CMP seeing more patients with less overwhelm

What is wellness?

Values Clarification Workshop



What does wellness look like for you personally?

What are barriers that get in the way of you being well?

What do you think wellness looks like for your patients?

What are barriers that get in the way of them being well?

WCHC Wellness Services

- HCH Outreach and services
- Access Coordinators
- EBT program applications
- Dental Services
- Gender Expansive Services
- Transportation support
- Integrated BH
- Warm Hand-offs
- MAT (Suboxone)
- HIV Team
- Hep C groups and Treatment
- Lactation/Breastfeeding Support
- Complex Case Management
- Interpreter calls or in person interpreters
- Legal support
- FWC Individual Services
- Group Visits
 - Cooking and nutrition groups
 - Mindfulness, Meditation Group
 - Diabetes Management (English and Spanish)
 - Support for patients with chronic pain
 - QiGong
 - Tobacco Cessation
 - CBT Insomnia
 - Support for mothers of young children
 - Women's Writing
 - ...

Tools



QI Tools

- SF-12 or 36
- PROMIS
- https://www.cdc.gov/hrqol/hrqol14_measure.htmh
- UCLA Loneliness Scale
- BH screenings (PHQ, GAD 7, SCARED Edinburgh, etc)
- Strength and Difficulties Questionnaire (aged 6-18)
- SMART goals worksheet for weekly check-in
- Integrative group or individual visits-functional assessment
- Biometrics (E.g, HbA1c, BP, lipids, BMI)
- For more screening tools, look at UW website: <https://depts.washington.edu/hcsats/PDF/TF-%20CBT/pages/assessment.html>

Communication

- Who to meet with and how to work together
 - bringing EHR, Billing, Referrals and QI into the discussion early and in collaboration/ or when expanding
 - How often for core team to meet, and who to have on team
- Keeping staff and providers informed about the services provided
- Who is needed to support programming? Develop strategic plan: programming, staffing, and agency support with timeline.
- Evaluating (with leadership team members) how communication has been compromised before and how to address those needs while programming.

Creating a Culture of Staff Wellness

- Creating wellness programming for staff/providers. Organizing site based Wellness Committees (the cheerleaders of wellness!)
- Using Wellness Committees and site based liaisons to disseminate wellness services/program expansion.
- Encouraging Wellness Committee members to organize wellness based events (site based hikes, rainbow potlucks, fit-bit competition etc); wellness stipend for employees
- Ensuring each staff members “wellness” voice is heard through values clarifying and staff/provider surveys
- Consider allowing staff to participate in groups in the agency (e,g, Freedom from Smoking)
- Investigate wellness packages for staff benefits- covered benefits for acupuncture/chiro
- Creating community
 - Debrief groups or other regular meetings/groups, on or off site
 - Meeting structure- gratitudes and repairs, exercises together (breath, e.g.)
- Add wellness section to staff newsletter
- Investigate relationships/discounts with local gyms, agencies

Creating a Culture of Wellness at your Site

- Changing small aesthetics that can promote culture shift (accent wall, water feature, live plants, gentle music)
- Creating wellness areas in the clinic for staff
- Incorporating Garden Spaces or green spaces into property
- Food distribution at sites (food pantry, farmstand with EBT cards accepted)
- Vitals station where patients record their own vitals (trauma informed weight station)
- Water, tea in the waiting room
- Lending or free library
- Training front office staff in customer service model
- Wellness board with upcoming events, changes in programming, practitioner bios etc.

Marketing

- Establishing desktop icon with calendar of all wellness classes/providers etc
- Posting flyers and calendar of activities in lobbies to promote services
- Working with Communication Director to brand wellness flyers
- Using staff newsletter to advertise new services/increase numbers when groups are low
- Highlight a wellness champion through newsletter or all staff email
- Use of care team members for referral services vs just PCP
- Prescription pads with wellness services
- Making referrals as easy as possible in EHR

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>1 4:00 pm - Living Well with Diabetes in Spanish 5:15 pm - Zumba</p>	<p>2 1:00 pm - Healthy Eating Class 3:00 pm - Easy Movement For Easing Pain 4:00 pm - Prescription Kitchen</p>	<p>3 8:00 am - Healthy Movement / Movimiento Saludable 11:30 am - Weight Loss Group 5:00 pm - Healthy Eating Class 5:15 pm - Zumba</p>	<p>4 10:30 am - Strength in Numbers 2:30 pm - Aspire Mindfulness 4:00 pm - Prescription Kitchen 5:15 pm - Zumba 5:15 pm - Herramientas para el Manejo del Dolor</p>	<p>5</p>
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Tuesday	Wednesday	Thursday	Friday
<p><u>2:30 PM – 4:00 PM</u> Yoga Basics Method with a three-point emphasis on posture, breath and mindfulness. For all levels.</p> <p><u>1:30 PM – 3:00 PM</u> Women's Writing Healing through writing. The power of being heard allows us the opportunity to relate and connect with others.</p> <p><u>1:30 PM – 3:00 PM</u> Living Well with Diabetes Current information on Diabetes, meal planning, support, forum for weekly discussion. Suitable for Pre-diabetes, as well.</p> <p><u>2:30 PM – 5:00 PM</u> Freedom From Smoking Quit smoking in a supportive and informative group, with facilitators trained by the American Lung Association.</p> <p><u>3:30 PM – 4:30 PM</u> Advance Directive Patients receive information and support to complete their Advance Directives.</p>	<p><u>10:30 AM – 12:30 PM</u> 2nd & 4th Wednesday Nutrition for Wellness Located at Gravenstein Community Health Center, in Suite F</p> <p>Practical advice on food planning and basic Nutritional Education. Snack provided. Purchase an organic and local CSA bag (optional). EBT cards accepted.</p> <p><u>1:30 PM – 3:00 PM</u> Living Well with Pain We will help patients develop strategies and tools for increasing quality of life, sense of well-being, and decreasing severity of pain. We will also discuss pain management options including procedures, lifestyle, medications and much more.</p> <p><u>4:00 PM – 5:00 PM</u> WAY COOL Located at Gravenstein Community Health Center, in Suite F</p> <p>West County Active Youth Collaborating On Organic Lifestyles is a 6-week series that provides kids (5-12) and their families with healthy lifestyle education, fun exercise activities and interactive nutrition discussions. Topics include balanced plate, food label interpretation, mindful eating, fast food and healthy snacks, healthy beverages, screen time and physical activity. Wear comfortable clothes.</p>	<p><u>1:30 PM – 3:00 PM</u> Beyond Stress A stress management group designed to help participants recognize their stress triggers and establish a daily practice for stress reduction.</p> <p><u>1:30 PM – 3:00 PM</u> Ayurveda for Greater Wellness Group offers foundational knowledge on the principles of Ayurveda. Includes breath work and meditation, hands on learning, and nutritional information.</p> <p><u>3:30 PM – 5:00 PM</u> Mindful Eating By exploring mindfulness as it relates to the daily act of eating, we can incorporate new habits with foods we choose to eat.</p>	<p><u>1:00 PM – 3:00 PM</u> Medical Qigong Enables self-healing while strengthening the body, reducing central nervous system stress and enhancing mental acuity and emotional stability. 'Activate the body's natural self-regulatory healing capacity'.</p>

Education
Support
Resources
Alternatives
Community



 wchealth.org

Who:

Group Medical Visits are open to all patients of **West County Health Centers**.

How:

Simply call the **Forestville Wellness Center** to reserve your spot for these wonderful and highly effective groups.

FORESTVILLE WELLNESS CENTER
6550 Front Street Forestville, CA 95436

PAYMENT: We accept most insurance, Medi-Care, Medi-Cal, and current sliding scale.

CONTACT US TODAY:
707-887-0290 . fax: 707-887-2790

HOURS: Mondays: Closed | Tuesdays through Thursdays: 8:30 am – 5:30 pm | Fridays: 10:30 am – 5:30 pm



Integrative Consulting

Integration

- Use of BH in co-facilitated group model with PCP
- Even if stand alone wellness center, incorporate services at PC sites as well to reduce barrier of wellness as “other”
- Ensuring closed loop referral systems between primary care team and wellness/integrative team members.
- Integrating wellness goals into EHR, primary care (SMART goals, Imagine You, e.g.)
- Collaborative Medical Visits

Program Development

- Attendance in groups:
 - Policy/protocol to introduce new group using group proposal template
 - Wellness or Group Coordinator to oversee groups and address chronic low participation with group leaders.
 - Including re-assessing group based on alignment with agency need, cancelling groups when appropriate.
- Aligning with agency goals:
 - Developing programming around quality measures that agency needs to meet (e.g., tobacco cessation)
 - Using periodic provider/staff surveys to ensure alignment with perceived need (in conjunction with patient needs assessment)
 - Consider incentivising wellness referrals from providers/staff

Program Development, cont'd

- Impacted services
 - Group Acupuncture
 - Limited number of sessions per series
 - Identify how many people can be served with current access, and give providers expectations
 - Limit to certain diagnoses
 - Forming relationships with outside agencies who can see patients for covered visits or discounted rates
 - Investigate local schools who can accommodate regular scheduled hours for patients
- Staffing- key to have adequate administrative support
 - Group Coordinator
 - Clinical Leadership
 - Referrals specialist
 - “Greeter”

Basic Needs

Community

Behavioral Therapy

Medical Therapy

Behavioral
Therapy

Medical
Therapy

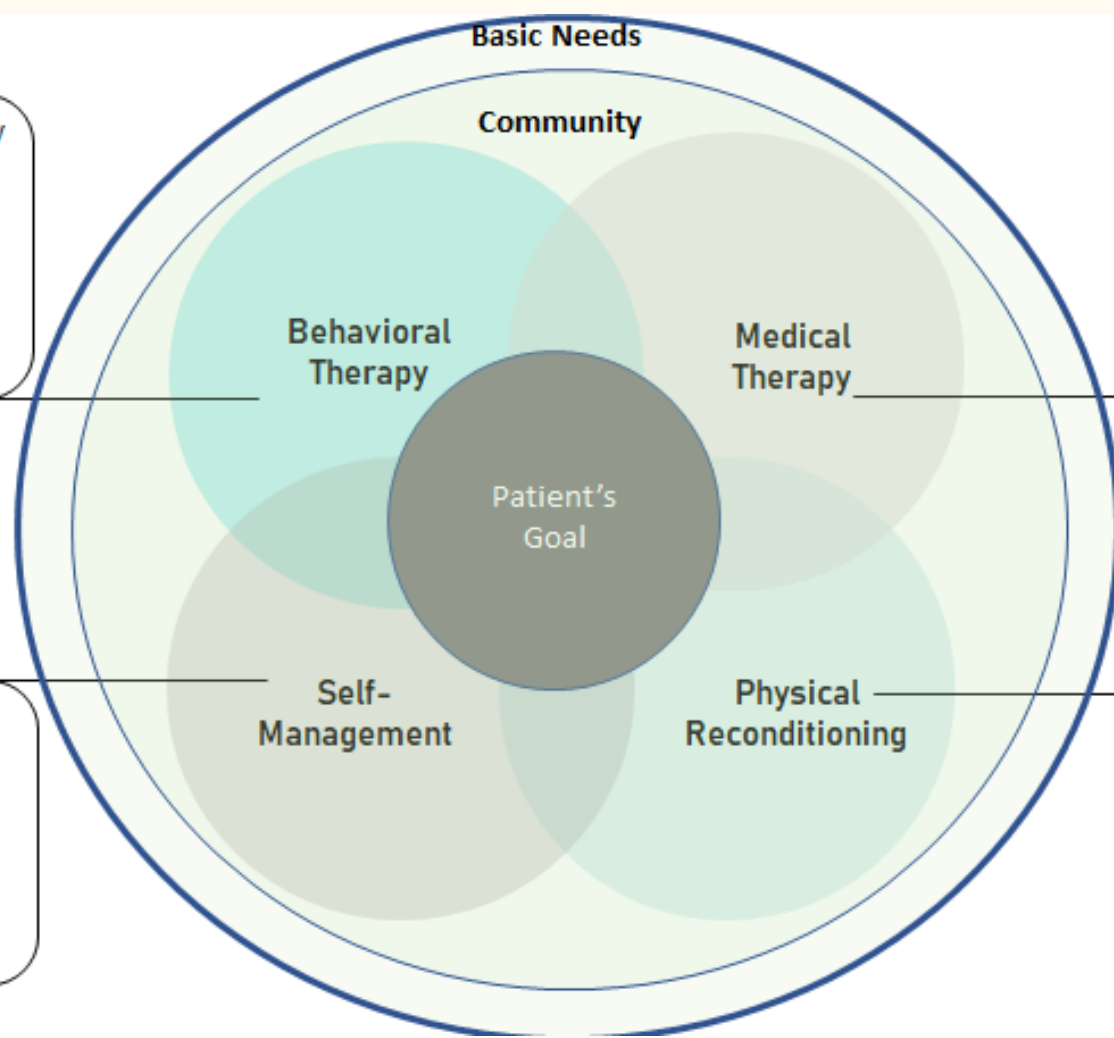
Patient's
Goal

Self-
Management

Physical
Reconditioning

Self-Management

Physical
Reconditioning



Q&A

