Organizational Change via Provider Engagement

The Path to the Future

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About Monarch

Our Mission

Monarch provides hope, promotes wellness, and empowers individuals and families impacted by mental illness, substance use disorders, intellectual and developmental disabilities, and traumatic brain injury.

Who We Are

Established in 1958, Monarch is a leading provider of behavioral health services in North Carolina, serving more than 31,000 people annually. Monarch has received The Gold Seal of Approval® from The Joint Commission, indicating the alignment with the highest quality standards in health care delivery.

Where We Are

Monarch provides innovative, life-changing services at more than 186 locations in 43 North Carolina counties. We serve people from 95 of North Carolina's 100 counties.
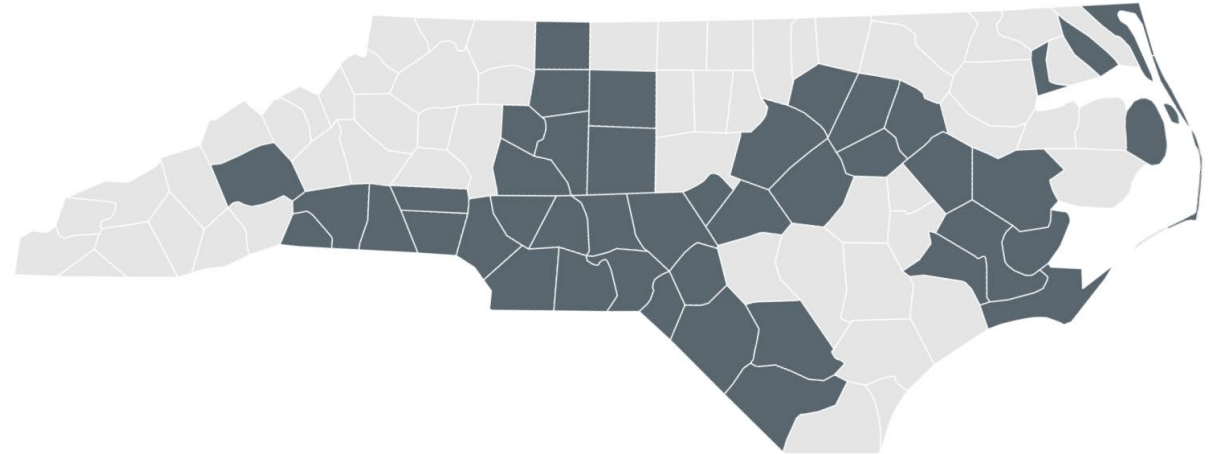
Objectives

Describe a Provider Engagement Framework built on principles leading to intrinsic motivation.

Describe a Data-Driven Change Model…What are some important aspects to remember.

Describe how Monarch has applied this framework in support of a data-driven change model.

Provider Engagement Framework:
Why It Matters and the Intrinsic Motivation 3-Legged Stool

Common Things I Hear in Organizations

Administrator
"We need providers to do THIS!"

Providers
"WE do NOT get a SAY in decisions that impact US!"

ACO
FFS
PMPM
VBC
EMR
ABC
DEF
JIT

Engagement Matters

75-85% of the decisions that drive quality and cost are determined by physicians

Gallup reported at one health system, outpatient volume *increased* +**17.5%** for *ENGAGED* physicians in the top quartile for improved engagement.

DISENGAGED physicians in the bottom quartile, their outpatient volume *declined* -**11.7%**.

Gallup Business Journal " what the doctor ordered" Sept 8, 2005

The Challenge

Physicians' lives are changing/seems uncertain...
- ➤ Autonomy
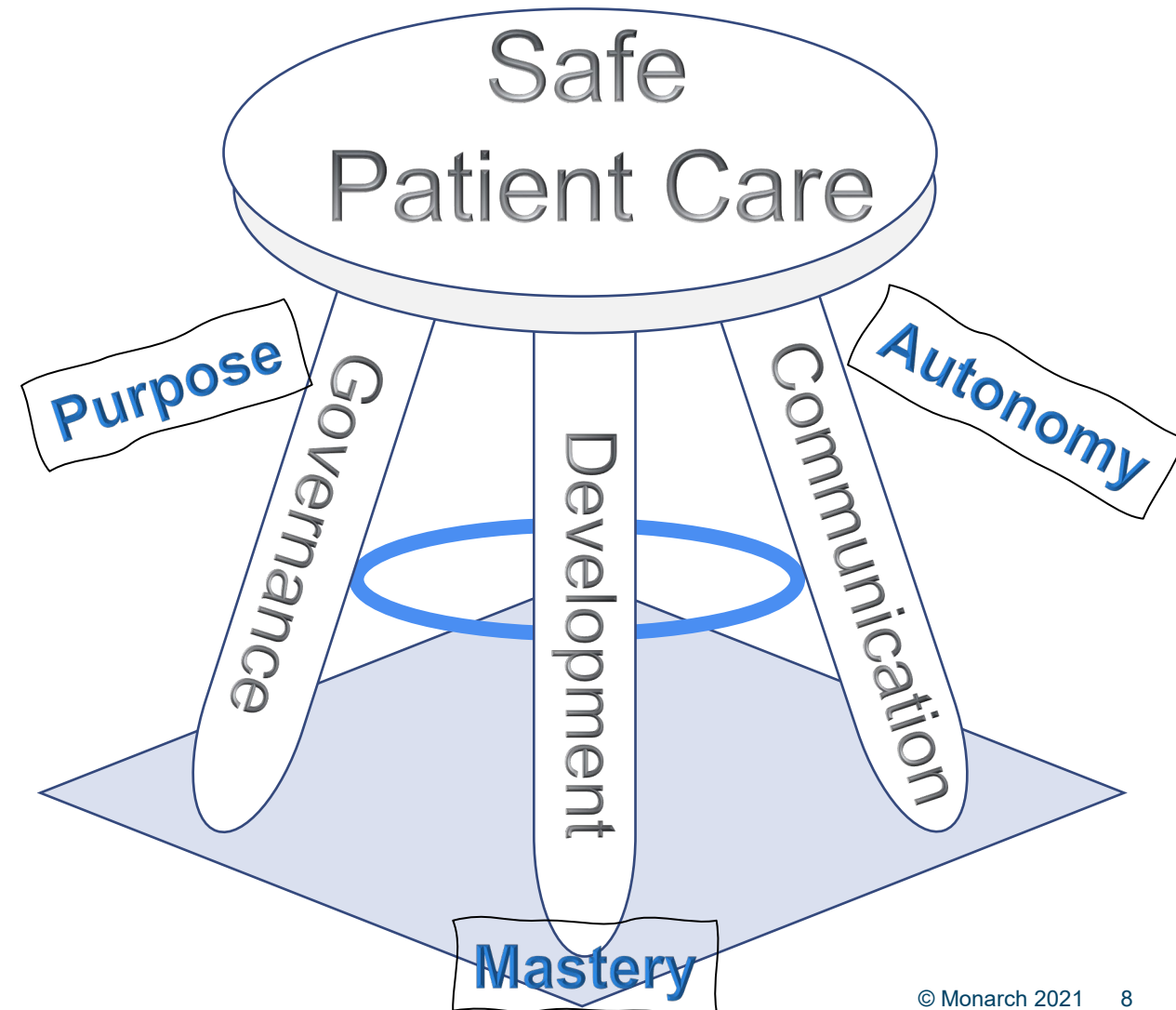- ➤ Income
- ➤ Social Stature

Stages of Grief
- o Most are beyond denial and anger
- o Many are stuck at depression/burnout

How do we get physicians to play a positive/constructive role in the needed change?

Organizational Interventions

Data Driven Model:
Performance Improvement World

OR

From the World of Performance Improvement

Preparing Stage

- ➢ **Opportunities**
- ➢ **Guiding Coalition**
- ➢ **Standardization**
- ➢ **What are the KPI's**

Data Collection/Analysis

- ➢ **Data Streams**
- ➢ **Understand Data!**
- ➢ **Information**
- ➢ **Connect to KPIs**

5 Why's

- ➢ **Variation**
- ➢ **Context**
- ➢ **Benefit of Doubt**

Intervention

- ➢ **Professionalism Coaching**
- ➢ **Data Sharing/Feed-back**

Monarch Journey:
Practical Example: "Doctor, please sign your note before day 8!"

- ➤ **Opportunities**
- ➤ **Guiding Coalition**
- ➤ **Standardization**
- ➤ **What are the KPI's**

Provider Guide: Metric Kit

Note Signature

The Measure

The number of calendar days between the date of service and the note for the billable event being signed and submitted.

Time Period = Date of Visit minus Date Billable Note Signed/Submitted

Monarch System-Wide Measure: Clinical units for analysis are the set of virtual and office locations that provide psychiatric services for new and established patients. This includes ALL billable services provided by ANY Monarch doctor or advanced practice provider.

The Method for Measuring

The method for measuring access follows.

1. The dashboard title in Credible BI is "Provider Note Timeliness Dashboard". The following is an explanation of this dashboard.
2. Define the specific operation within Monarch for which the provider sees people. Providers in all areas of Monarch are included.
3. Select all active practitioners that provide care in these clinical units. This does not include therapists.
4. Completed services are those that have been signed and submitted. Incomplete services are those that are still outstanding.
5. The dashboards include timeliness categories with units of days (0-1, 2, 3, 4-7, 8+)

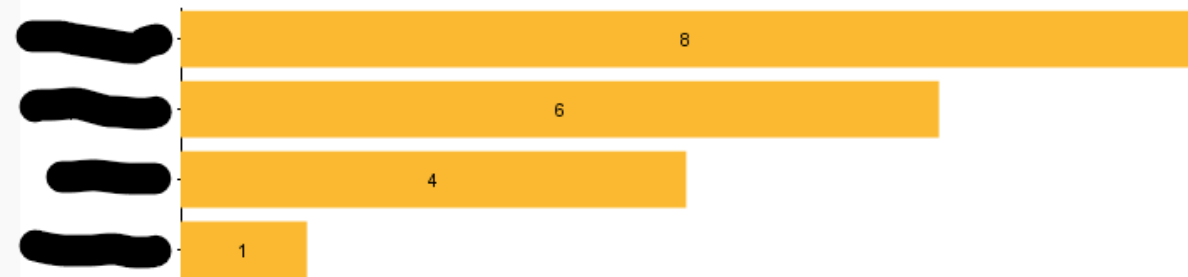The Data Experts

Scott Budzien, Troy Sybert

Background on Measure

- Having visit notes signed and entered into the medical record is an important part of safe patient care. Having this information available as soon as possible is optimal should the patient see a different physician (PCP, other referral), need ancillary care directed by the main note, or get admitted to a hospital.
- Most NC Medicaid payers (MCOs) will not reimburse for visits that have notes signed outside a 7-day window.

1. 3rd Available Appointment
2. Note Signature
3. Billable Events per Unit Time
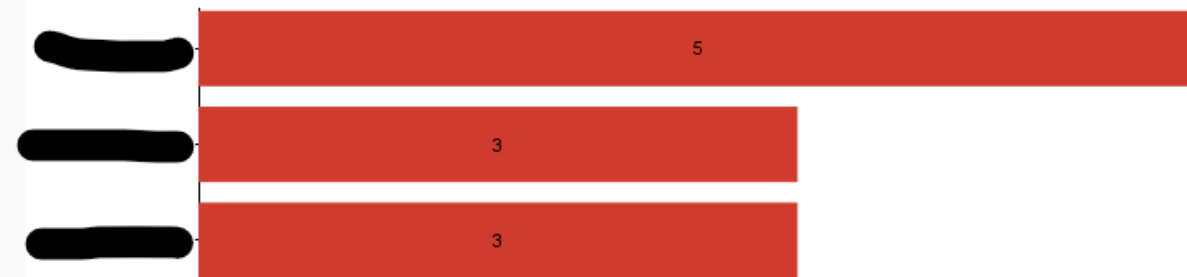4. Service Order Signatures
5. No Show Rate
6. Medication Adherence
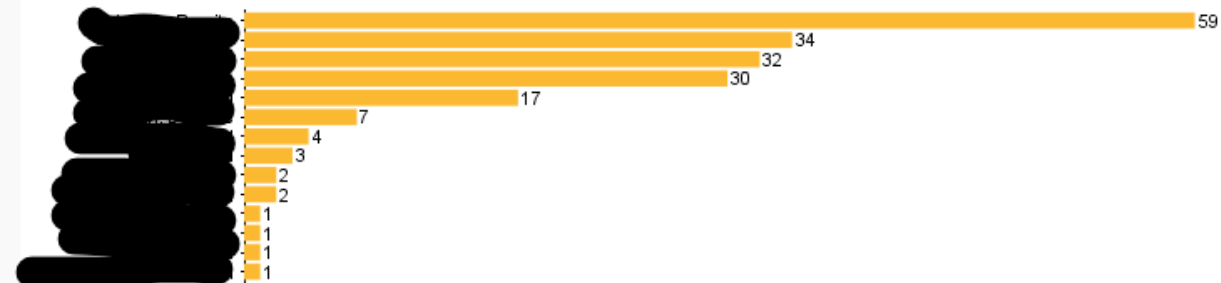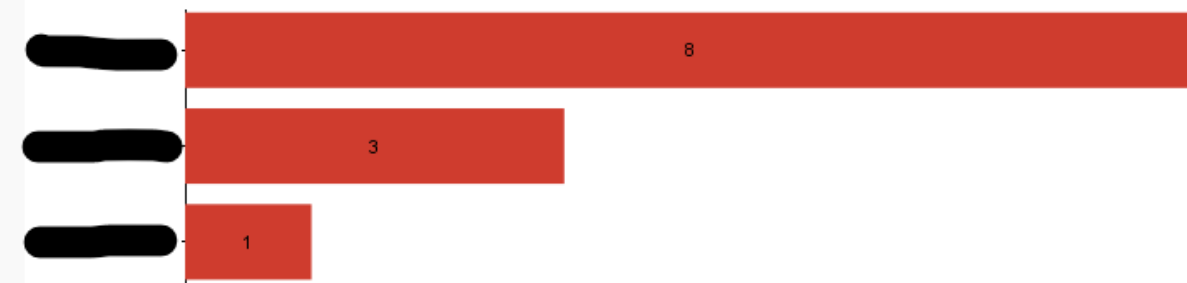
> ➤ **Data Streams**
> ➤ **Understand Data!**
> ➤ **Information**
> ➤ **Connect to KPIs**

Promoting Professionalism Pyramid

- ➤ **Variation**
- ➤ **Context**
- ➤ **Benefit of Doubt**

- ➤ **Professionalism Coaching**
- ➤ **Data Sharing/Feed-back**

Adapted from Hickson GB, Pichert JW, Webb LE, Gabbe SG. Acad Med. Nov, 2007.

Mandated Reviews

No Δ — Level 3 "Disciplinary" Intervention

Pattern persists — **Level 2 "Guided" Intervention by Authority**

Apparent pattern — Level 1 "Awareness" Intervention

Single "unprofessional" incidents (merit?) — "Informal" Cup of Coffee Intervention

Egregious

Mandated

Vast majority of professionals - no issues - provide feedback on progress
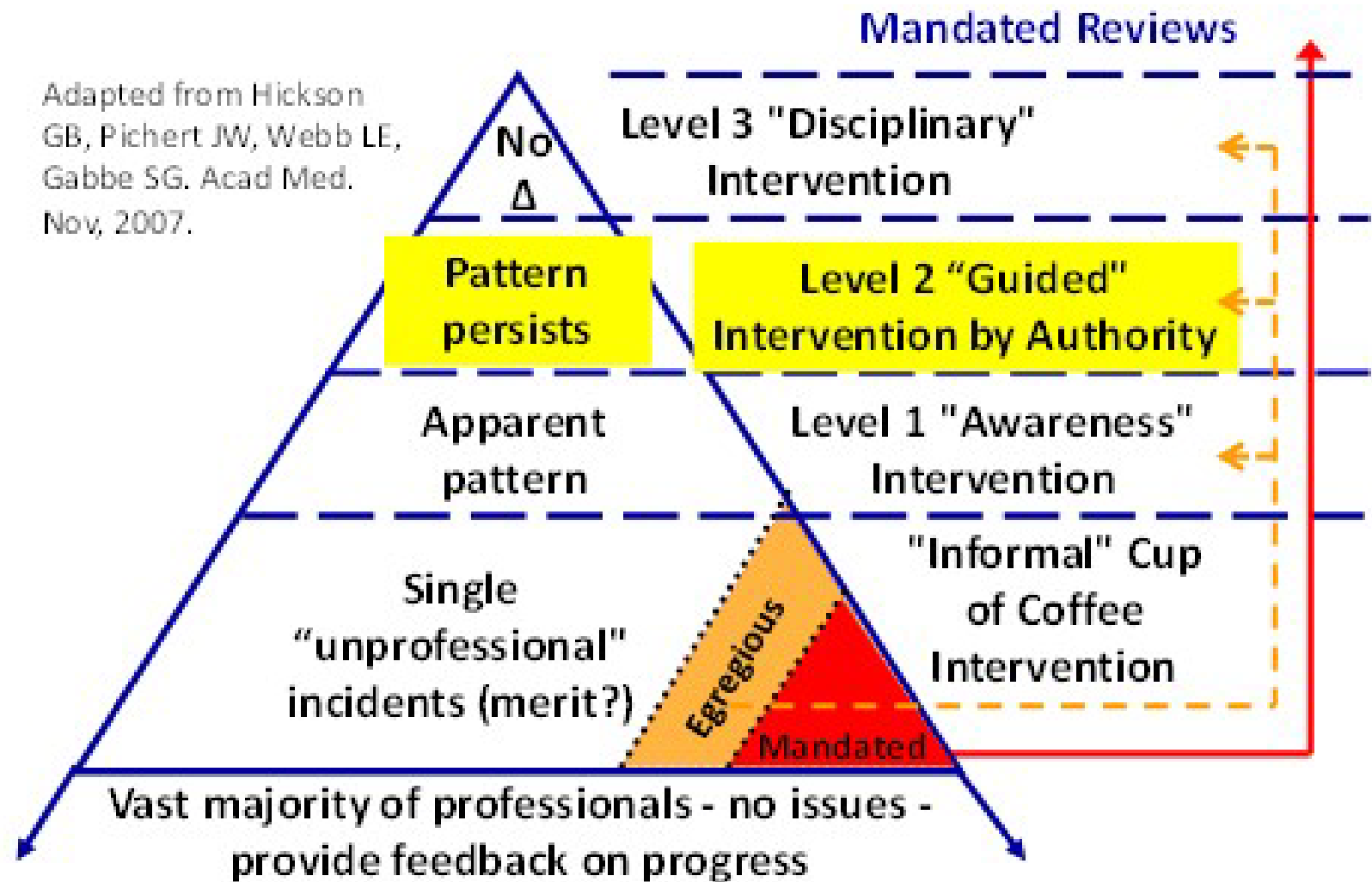
Monarch

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Monarch | THANK YOU!