

A photograph of a female doctor in a white lab coat with a stethoscope around her neck, leaning over a desk to show a tablet to a female patient. The patient is looking at the tablet with a thoughtful expression. In the background, there is a computer monitor displaying medical data, a keyboard, and a telephone. The scene is set in a bright, modern medical office.

Patient-Centered Medical
Home and Tennessee
Health Link Webinar

Networking and Building Relationships in Health Care

Objective

This session will discuss building a culture of collaboration within organizations by engaging employees in orientation or training programs, using cooperative approaches, and fostering systems for “warm hand-offs” to improve patient care and quality performance.

It will focus on connecting and bridging the gap in our value-based programs by using increased partnership and organization alignment to improve overall clinical quality and performance.

Disclaimer

The views and opinions expressed in this presentation and on any materials provided herewith are solely those of the presenter and do not necessarily reflect the office policy or position of TennCare.

The speakers for **Networking and Building Relationships in Health Care** are not employed by or agents of TennCare.

Agenda

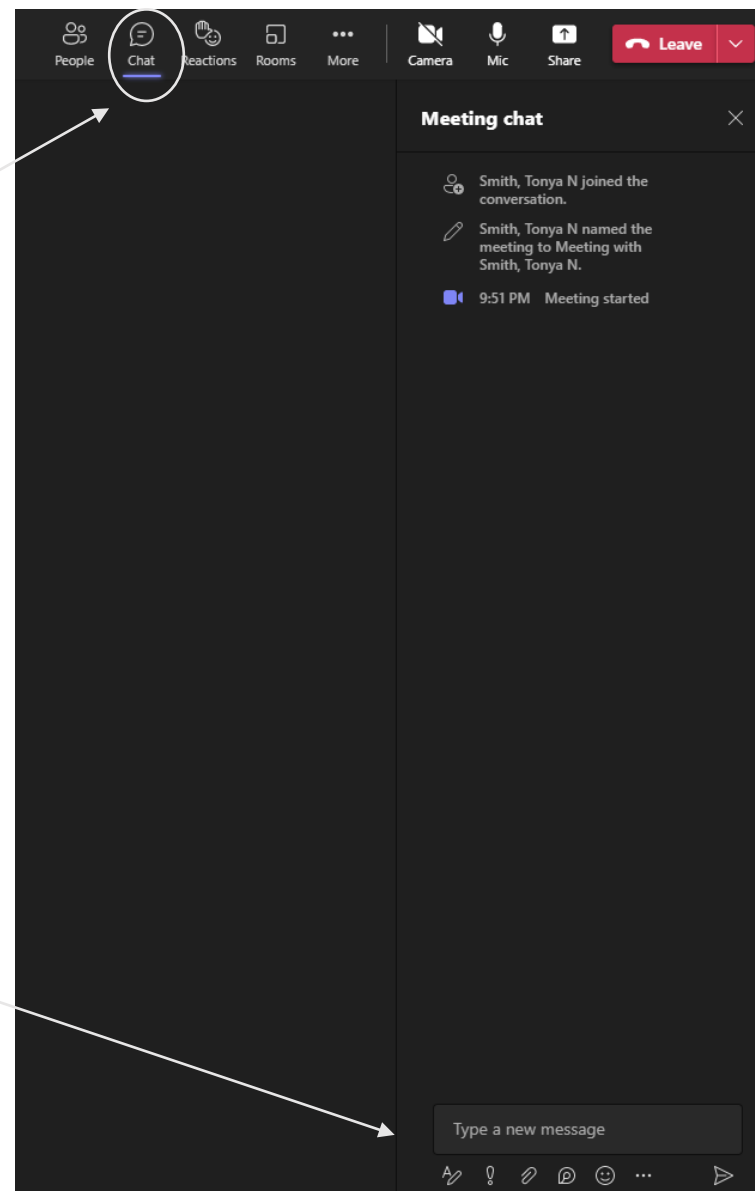


- › Introductions
- › Networking and Building Relationships in Health Care
- › Q&A
- › Conclusion

Interactive Webinar

Communicating during the webinar:

- For questions or comments during the presentation, please click on the **Chat** function
- Enter your question or comment in the **dialogue box in the lower right corner of the screen**
- This will also be used during all Q&A portions of the presentation



Introductions



Jennifer Phillips, LMSW

Jennifer Phillips is the Senior Director of Adult Outpatient Mental Health & Recovery Services at the McNabb Center. Jennifer earned her Bachelor's degree from the University of Tennessee in 2007 and her Master's degree in Social Work from the University of Tennessee in 2012. Since obtaining her degree, Jennifer has been able to pursue her passion in the mental health field working with severely persistently mentally ill adults.

Jennifer has been employed with the McNabb Center for the past 15 years and has held roles in Case Management, Intensive Long-Term Support Residential Care and Outpatient Mental Health Services. In addition to direct work in these fields, she currently oversees individuals providing school-based services, intensive outpatient substance use services, peer support services, specialty therapy/counseling services, workforce support and employment services, and peer wellness coaching.

Jennifer's mission in her position is fully in line with the Center's mission: "Improve the lives of the people we serve." Jennifer fully believes that we are able to do this by demonstrating compassion and empathy while working to address or eliminate the barriers disadvantaged populations face in our community.



Lindsay Stone, MA

Lindsay Stone serves as the Senior Director of Children and Youth Mental Health Programming at McNabb Center and currently oversees children's mental health programming in Knox and surrounding counties in East Tennessee.

Lindsay began working at McNabb in 2005, where she worked in school-based services alongside therapeutic classrooms for children with emotional disturbances, providing trauma and grief counseling to teachers and students, and in intensive community-based case management. Since then, she's overseen the Center's largest school-based programming division, two outpatient children, youth, and young adult clinics, Tennessee Health Link services, an intensive case management continuum, children's Behavioral Health Safety Net programming, First Episode Psychosis programming, a crisis Family Walk-in Center, and Tennessee's first Children's Crisis Stabilization Unit. Lindsay holds a Bachelor of Arts in Psychology from Lee University and a Master of Arts in Mental Health Counseling from Argosy University.



Adrice L. Williams, BSN, RN

Adrice Williams is the Director of Care Coordination at Christ Community Health Services (CCHS), with more than 19 years of health care experience. She has the responsibility of providing leadership for the care management and outreach departments, including coordinating the day-to-day care management, outreach and engagement operations of patient care. Ms. Williams was previously a Clinical Site Manager with CCHS-Broad Medical Office. She formerly served as the Nurse Manager of Trauma ICU and Trauma Stepdown ICU, as well as the Trauma Program Manager, Patient Care Coordinator, and a Registered Nurse for the Elvis Presley Memorial Trauma Center at Regional One Health (Memphis, Tennessee).

Ms. Williams has a budget and fiscal responsibility for Care Coordination. She collaborates with the Quality department on sensitive organizational matters concerning finance and business operations as well as provides advanced analytics for the departments. She acts as a critical change agent for department-wide initiatives and provides mentorship and leadership directly and indirectly to others from a general nursing management perspective.

Ms. Williams graduated from Baptist College of Health Sciences with a Bachelor of Science in Nursing in 2000 and is currently pursuing a Master of Nursing at Walden University. She is certified as a Lean Six Sigma White Belt and received recognition during Celebrate Nursing 2007.



Will J. Jackson, III, MHA

Will Jackson is a professional leader in Health I.T., Operations and Strategy, with 15 years of experience. He currently serves as Chief Missions and Chief Information Officer at Christ Community Health Services, Inc. (CCHS), a faith-based federally qualified health center. During his 4.5-year CCHS tenure, Will served 2.5 years as Chief Operations Officer, notably overseeing operational transformation during the COVID-19 pandemic, while maintaining overarching operation oversight.

His background includes senior leadership of information technology and administration at a federally qualified health center in Louisiana, where he successfully inaugurated the I.T. department, facilitated EMR implementation, and institutionalized staff training on various systems. He has conceptual aptitude in Health I.T. from a local to state level. Will served in a prior capacity in helping Louisiana embrace statewide EHR adoption at the now Louisiana Regional Health Exchange, spearheading training and technical support as one of four critical state pillars for improved health access, quality and outcomes.

On a personal note, Will is a Licensed Pastor, board member of multiple organizations, and cheesecake pâtissier. He and his wife of 15 years have three children, and reside in the greater Memphis area.



McNabb Center

WELL MIND, WELL BEING

Relationships matter...building a strong network of care!

Sept. 13, 2023

Engaging Employees

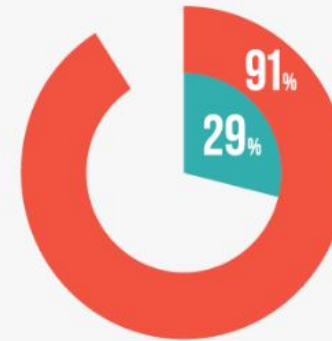
Effective Onboarding
New Employee Training
Training Tools
Compassion Science

Effective onboarding helps employees form bonds within the organization at a higher and faster rate—setting a solid foundation for their experience at your organization.



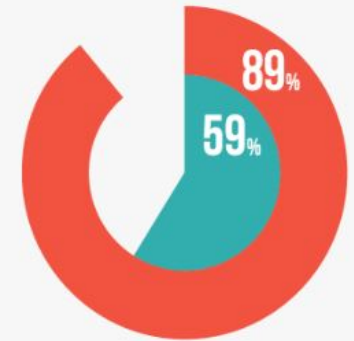
COMMITMENT TO THE ORGANIZATION

Employees who felt their onboarding was highly effective were **18 times more likely** to feel highly committed to their organization.



CONNECTEDNESS AT WORK

91 percent of those who received effective onboarding feel strong connectedness at work, compared to only **29 percent** of those who had ineffective onboarding.



CULTURE INTEGRATION

89 percent of those who received effective onboarding felt strongly integrated into their culture, compared to **59 percent** of those who received ineffective onboarding.

Effective Onboarding

- Effective onboarding begins the moment you contact the applicant.
- McNabb Supervisors utilize a variety of tools to effectively onboard new THL Staff Members:
 - Use of single system to manage applications, job postings, timesheets, etc.
 - In-Person Interviews directly with hiring managers to find the best fit for each team
 - Four Day New Employee Orientation held off-site with administrative staff
 - Comprehensive 90-day training plan to measure / assess strengths and weaknesses
 - Weekly / Monthly Individual and Group Supervisions
 - Many team building activities
 - Utilization of individual learning styles and many training tools to ensure all needs are being met for each employee

Training Tools

Supervisors across McNabb use a variety of tools to teach:

- VISUAL Learners
 - PowerPoint Slides
 - Training Binders
 - Checklists
 - Data Spreadsheets
- AUDITORY Learners
 - Verbal Instructions
 - Weekly Supervision / Consultation
 - Open-Door Policy for as-needed questions
- READ/WRITE Learners
 - Practice Charts in EMR
 - Sample Documentation
 - THL Workflows
 - THL Manual
- KINESTHETIC Learners
 - Community-Based Shadowing
 - Conducting visits under supervision of teammates
 - Sample Charting in EMR

Compassion Science

“We live in a time where science is validating what humans have known throughout the ages: that compassion is not a luxury; it is a necessity for our well-being, resilience, and survival.”

– Joan Halifax

Compassion Science

- In 2021, the Center partnered with the Ruth M. Hillenbrand Center for Compassionate Care in Medicine through Notre Dame to obtain a consultant, Dr. Dominic Vachon, in a project designed to increase client satisfaction, improve clinical / medical outcomes, enhance well-being of staff, and increase organizational success.
- To date, all employees have completed 14 small group sessions covering topics such as: burn out, managing workloads, responding to clients in distress, caregiver trauma, healing, empathy, and self-care.
- All clients are encouraged to complete satisfaction surveys assessing their view of care provided at each visit.
- All staff complete a quarterly Pro-QOL (Quality of Life) Scale
- After the first 12 months of small groups were completed, every on-site supervisor received additional training to continue this work in their treatment teams, supervisions, consultations, and daily conversations with both staff and clients.

Patient Care & Quality Performance

Data Analytics

Reporting

Management of Data

Treatment Team

Coordinating with External Providers



Data Analytics

The Data Analytics Team collects and compiles relevant data from the CCT and distributes it to THL Supervisors.

Supervisors distribute data to RN Care Coordinators and Care Coordinators during Treatment Teams.

Follow up on data is collected during every treatment team regarding how gaps are addressed and when they are closed.

- High level oversight by supervisor staff through use of internal reporting tools ensures gaps are being monitored and addressed routinely.

Utilization of ADT Feeds drive the process to ensure 7/30 Readmission Rates are reduced and Outpatient Appts. are kept

- McNabb Center has a dedicated Outpatient Scheduler for aftercare appointment needs
- Dedicated Aftercare med management appointments
- Dedicated Aftercare intake appointments
- Data Analytics is also able to provide reporting tools on a weekly basis for every client who was scheduled for an aftercare appt. and did not show so proactive community outreach can occur

Reporting

McNabb Center utilizes a robust reporting platform that pulls directly from EMR to manage the THL population.

- Care Coordinator Caseloads with Care Plan due dates indicated
- Potentially Not Benefitting Reports to identify individuals who have not participated in an outpatient visit within a specified date range or anyone who has not had a face-to-face visit within that date range
- Scheduling Reports by staff member so that every staff member is aware of upcoming outpatient appts. for clients assigned to their caseload
- No Call Reports to identify clients who should have called to obtain their next appt. before running out of medications but have not done so
- No show reports to identify clients who had an appointment but did not show and now need to attend NSNAP to remain compliant with medications
- Outcomes reports to assess client progress according to standardized outcomes measures administered

Management of Data

Each site has a designated THL Supervisor responsible for:

- Collecting Data distributed by the Data Analytics Team
- Distributing Data to all team members during Treatment Team
- Monitoring all reporting to ensure that each gap is being addressed before the end of the month
- Providing high-touch support to team members with clients who have unresolved gaps identified

Every Team has their own “method” of working together and managing their population. Some ideas to build team unity while increasing staff retention, which improves long term outcomes for clients:

- Team Competitions – sites with many staff divided into multiple teams tend to prefer this
- Team Incentives (ice cream / pizza parties)
- Team Support / bonding (pot-lucks, community activities, etc.)
- Team Collaboration – everyone works on everything throughout every month

*Supervisors are encouraged to be creative and engaging with their teams.
What works for one team or site may not work for another.*

Treatment Teams

THL Treatment Teams are held twice per week for every team.

Attendees include:

- THL Supervisor
- THL Care Coordinators
- THL RN Care Coordinators
- Medication Prescriber
- Licensed Therapist assigned to Team
- Variety of support staff that clients may overlap with:
 - Individual Placement and Support Programming
 - Peer Support Programming
 - Educational Support Programming
 - Etc.

Treatment Teams are managed focusing on Population Health + Additional time to problem solve challenging cases.

Coordinating with External Providers

Coordination with Providers is the primary role of the RN Care Coordinators at the Center.

- Establishing a relationship provides easier access to appointments for clients with urgent needs.
- Utilizing assigned PCMH providers ensures that everyone is “speaking the same language” with regards to closing gaps.
- Maintaining a relationship with external providers allows for quicker exchange of records and collaboration of care.
- Clients feel valued and heard when all providers are on the same page with the individual’s treatment goals.

Connecting & Bridging the Gap

Organizational Identification of Barriers / Problem-Solving Approach to Treatment

Expanded Services

Expanded Partnerships



Scheduling / Access

Creation of **Centralized Scheduling Department** for the entire Center

Implementation of **same-day intakes** (“Open Access” = Walk in and begin treatment)

Implementation of **Evidenced-Based Scheduling Model**

- Just-In-Time Scheduling – Clients call in for the next appt. they need instead of receiving a pre-scheduled appointment. Data Analytics works with Centralized Scheduling Department to ensure no client slips through the cracks and all clients who should have called for an appt. receive outreach from us.

Alternative **in-person appointments instead of RN Line** to request refills

- Individuals who no-show for scheduled appointments are to attend “NSNAP Clinic” in lieu of calling RN Line for refills. This ensures that every client is able to receive their medications without a gap AND frees up resources from the RN Line to reallocate to THL efforts.

Streamlined **Referral / Termination Process**

- All Center programs utilize the same form that can be transmitted electronically through the EMR. Data Analytics works with each team to ensure that every referral/termination form is properly addressed within 30-60 days.

Expanded Partnerships

East Tennessee Children's Hospital (ETCH) – Weekly PCP Telehealth Mental Health Assessments

We offer 8 telehealth assessments weekly to 14 ETCH PCP practices in the East Tennessee region.

Total Seen – **753 children and youth for assessments since 2020**

70% TennCare clients

81% remain in McNabb Center services post-assessment

*Within 48 hours we send a referral letter and clinical summary back to the PCP.

*If an initial medication evaluation is completed as part of the recommendations post-assessment, McNabb Center sends the full evaluation document back to the PCP for coordination.

Total Scheduled (since March 2020) – 978 – 77% show rate overall



Expanded Services

Access To Treatment – Weekly immediate access to medication services

We offer 18 telehealth medication assessments per week to 4 McNabb sites to provide immediate access to care for individuals identified as “high need.”

Total Seen – **392** adults for medication assessments since November 2021

41% TennCare clients

73% remain in McNabb Center services post-assessment

*Each client receives a same-day intake + THL Enrollment if eligibility criteria is met.

*If identified as “high need” by a Master’s Level Clinician, the client is given a same-day telehealth medication evaluation and a follow-up appt. 4-6 weeks out.

Total Scheduled (since Nov 2021) – 456 – 86% show rate overall



Community Partnerships

firstHand Cares

- UHC-contracted agency to locate attributed not-enrolled clients to engage and provide a warm hand-off.

Participation in Homeless Court, Community Homelessness Initiatives

Engagement with area school leadership / guidance departments

Establishing relationships with natural supports and existing resources / social supports

Establishing and maintaining relationships with area ERs and inpatient providers to promote ease of access to services



Christ Community

HEALTH SERVICES

Healing with Soul for over 25 years





+ CCHS INTRODUCTION

+ RECIPE FOR CHANGE

+ COOKIN' UP A COLLABORATIVE

+ NOW SERVING: SUCCESS

Our MISSION

Christ Community Health Services provides high-quality health care to the underserved in the context of distinctively Christian service.

Our REACH





Frayser



Raleigh



Broad Dental



Broad Medical & Women's Health



Third Street



East Jackson



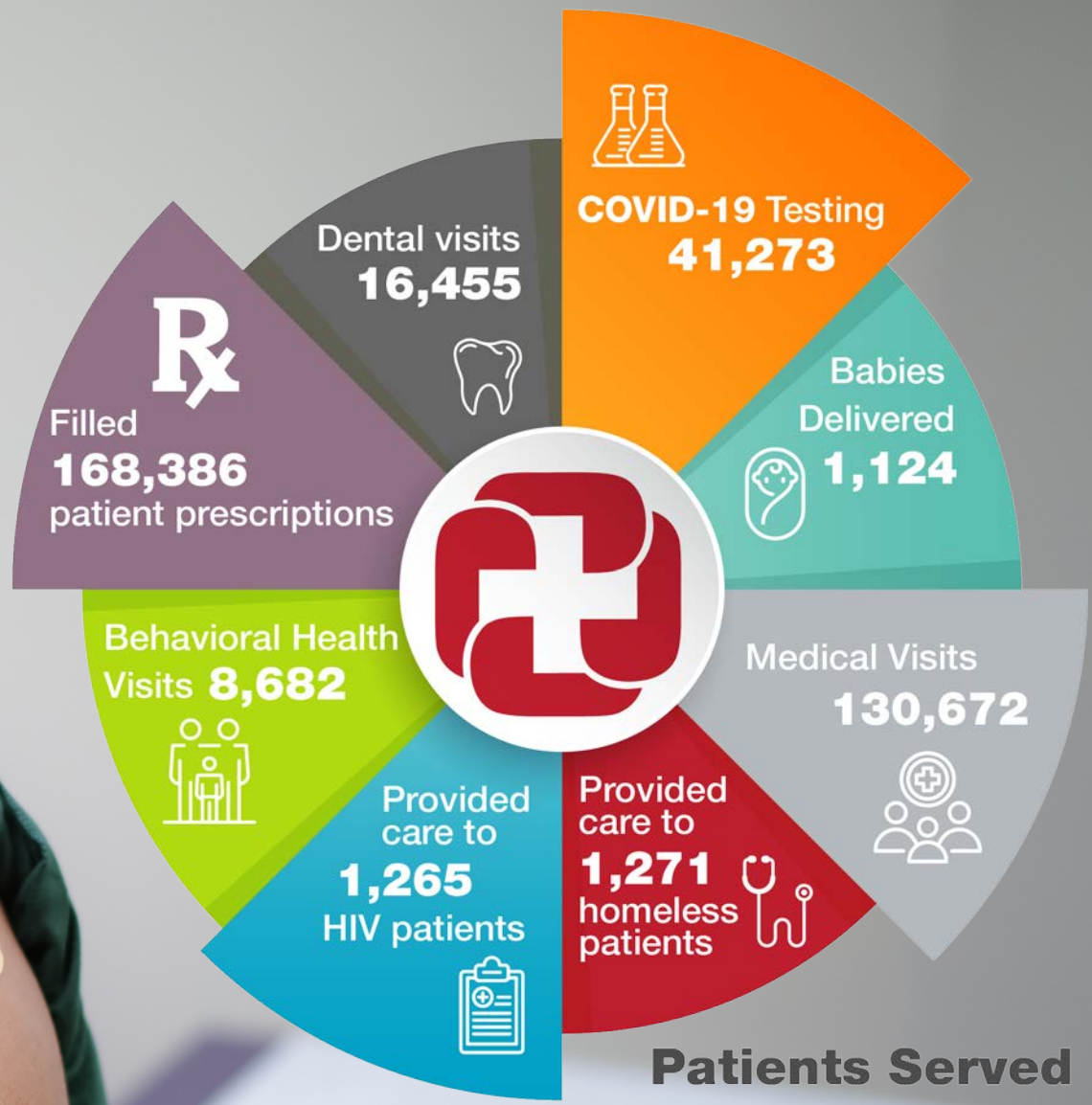
Orange Mound



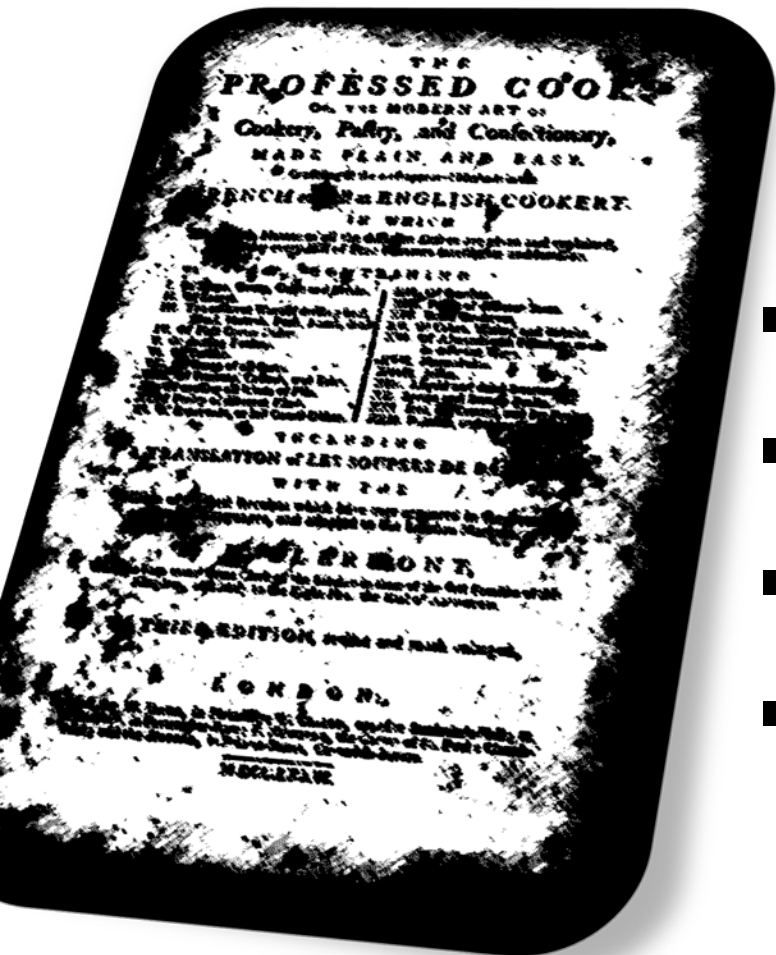
Baptist Operation Outreach



Hickory Hill

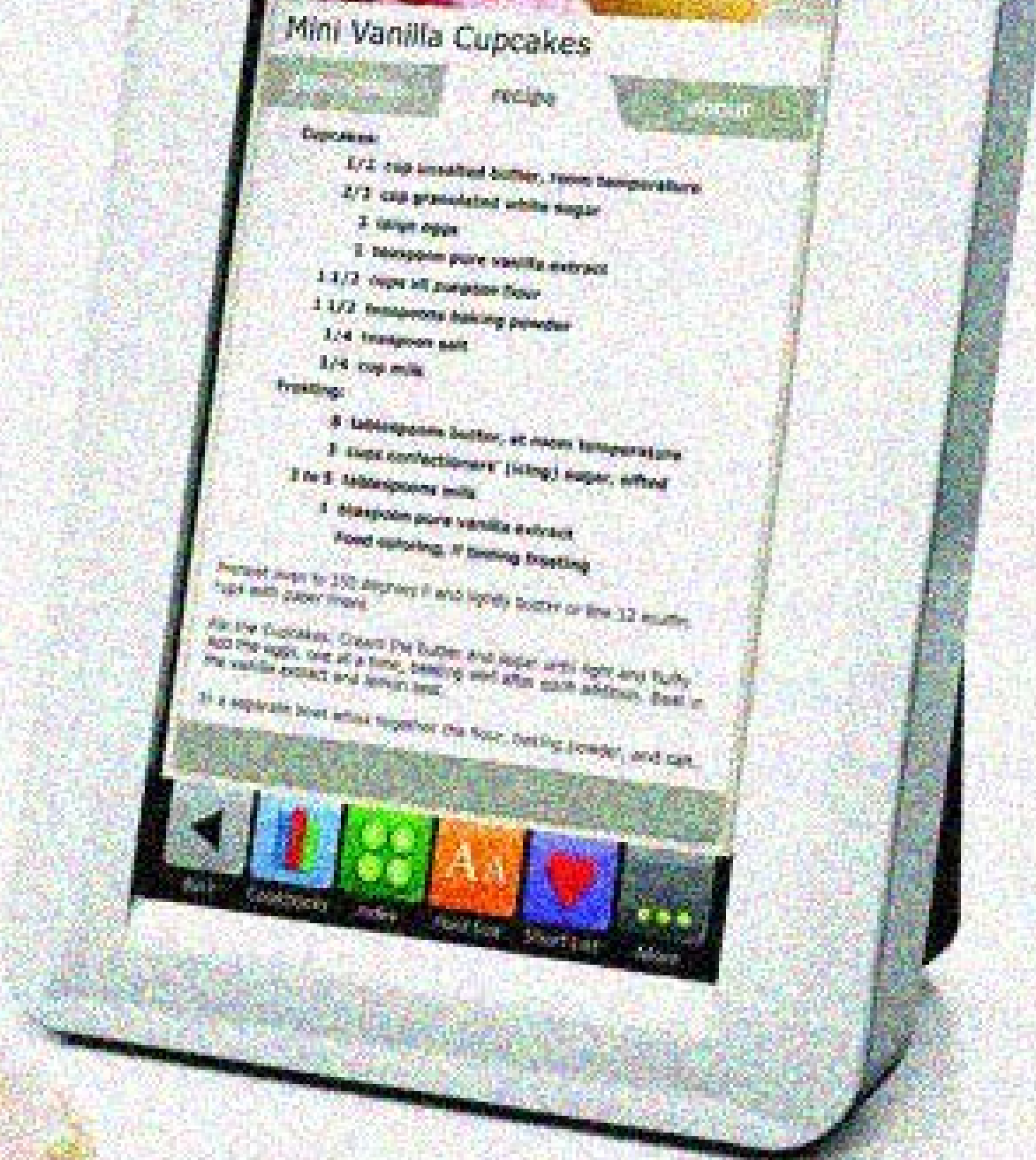


Patients Served



- MIX: 1 C. of Oil & Water (Teams)
- ADD: Dishes O' Data (Analytics)
- LIGHTLY Sprinkle: Accountability (Leaders)
- YIELD: Starving for Stars (Performance)

...SO, WE
CHANGED IT





#1: ACCOUNTABILITY Partner

- Consultant Partner (Huron)
- Executive Steering Committee
- Monthly Cross-Dept. Meetings
- Performance Transparency
- Constant Communication



#2: Structured CHANGE Management

- Governance & Leadership
- Quality & Care Coordination
- Practice Operations
- Clinical Documentation
- Patient Access
- Data Governance & Analytics



#3: INTERNAL Collaboration

- KEY Department Inclusion
 - Information Technology
 - Nursing/Clinical Support
 - Clinical Operations
- Frequent Standing Meetings
- Constant Communication



#4: EXTERNAL Partners

- Critical Success Partners
 - Managed Care Organizations
 - Methodist Healthcare (ED/TCOC)
 - Alliance (Mental Health/THL)
 - Case Management Inc. (Care Coord.)
- Blended (CHC, Payer) Data Analytics
- Constant Communication

MCO Performance Doubled from CY21 to CY22*

Payor	2021 Stars	2022 Stars*	Year over Year Increase
A	★ ★	★ ★ ★ ★	+ 2
B	★ ★	★ ★ ★ ★ ★	+ 3
C		★ ★ ★ ★	+ 4
D	★	★ ★	+ 1



Many

THANKS

to you



Q&A

Resources

McNabb Contact Information

Jennifer Phillips, LMSW

McNabb Center

Senior Director of Adult Outpatient Mental Health & Recovery
Services

865.770.3002 x2025

jennifer.phillips@mcnabb.org

Lindsay Stone, MA

McNabb Center

Senior Director of C&Y Mental Health Programming

865.329.5915

lindsay.stone@mcnabb.org

Christ Community Health Services Contact Information

Adrice L. Williams MSN, RN

Director, Care Coordination

Christ Community Health Services, Inc

2595 Central Avenue | Memphis, TN 38104

Phone: 901-842-1885 | Fax: 901- 842-2361

www.christcommunityhealth.org

Will Jackson, III, MHA, PW-IT, Pastor | Chief Missions

Officer | Chief Information Officer (CISO)

2595 Central Avenue, Memphis, Tennessee 38104

Office: (901) 842-1872 | Fax: (901) 260-8598

www.christcommunityhealth.org