

Los Angeles County Complex Care Management Training for Registered Nurses

THE CLIENT

Los Angeles County Department of Health Services Ambulatory Care Services.

THE CHALLENGE

The client's goal was to increase and enhance leadership skills and critical thinking approaches as well as increase chronic disease expertise of the 100 Registered Nurse (RN) Care Managers in the Los Angeles County Department of Health Services (LACDHS) ambulatory care system through training, standardized complex care management (CCM) across the county, hiring new care managers and integration of care management software.

THE APPROACH

HMA colleagues worked with LACDHS partners to identify specific training needs and develop the training to expand and standardize CCM across the county ambulatory care programs and dovetailed with the update of CCM policies and procedures, the hiring of new care managers and the addition of care management software.

The scope and comprehensiveness of the system-wide nurse training was unprecedented and would include two, five-month trainings taking place over a two-year period, with 30 continuing education units (CEU) offered each year.

The training was developed to enable CCMs to practice to the top of their training in supporting the organization's modified Quadruple Aim which includes improving the health of populations, enhancing the experience of care for patients and families, enhancing the experience of the caregiver, and maintaining or reducing the per capita cost of healthcare.

CCM training includes a series of evidence-based, culturally responsive and collaborative complex care management training modules. The modules begin with

fundamental competencies in caring for an adult, high-risk population and then move to cover specific chronic diseases and CCM tools for working with special populations in a team-based primary care setting. Modules also include selected complex clinical chronic disease management topics (e.g. diabetes, hypertension, asthma, heart failure, depression, anxiety, chronic pain, substance use, and chronic kidney disease, high-risk pediatrics, high-risk maternity, geriatrics and others, including wellness and disease prevention).

The trainings include in-person presentations, webinars, case-based group work, video conferencing and, most importantly, experiential exercises that enable participants the opportunity to apply their didactic learning in a supportive environment.

The comprehensive, in-person curriculum consisted of Phase 1, a two-day CCM Fundamentals training, and Phase 2, which is four (five in year two), subsequent one-day Chronic Disease and CCM Tools Application trainings conducted monthly, for a total of 48 hours over six days and a total of 44 training modules.

HMA staff, consulting with experts from the LACDHS system, created and conducted the trainings. As part of this program, HMA provided a complete resource library, containing all 44 training modules and related reference materials, that has been uploaded to the LACDHS care management SharePoint site for access by all system care managers.

In addition to the initial training, HMA also developed the year two training which provides training to newly-hired staff, trains newly-hired nurse instructors to carry on the CCM training in the future as an internal LACDHS resource and allows care managers from the first cohort in 2018 to make up trainings they missed in previous years. This piece also provides the training to care manager supervisors and managers so they can better support their important roles in managing patients with complex issues.

THE RESULTS

The two trainings were conducted during the first six months of 2018 and the first six months of 2019. In 2018, pre- and post-training surveys showed an average of 103 percent improvement in skill level and understanding in 13 key training areas as well. More than 95 percent of participants assigned the trainings a high score in evaluations, including more than 72 percent who cited it was “excellent.” More than 85 nurses attended each of six trainings, a 99.6 percent attendance rate.

In the program’s second year, care managers indicated they had taken lessons and inspirations from the training and applied it to their clinical practice as well as developed a corps of six LACDHS nurse instructors to serve as ongoing internal trainers and knowledge resources for care managers going forward.

Again, participants reported high evaluation rates for each of the 50 modules, and the training curriculum expanded to include topics on chronic disease and special populations.

Following the final training, leadership panel discussions were conducted with care managers from the first cohort, who discussed their successes 12 months post-training, and with nurse executive leaders, who described their professional journeys and visions of the future of LACDHS nursing.

For more information about this and other projects and capabilities, contact:

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