HEALTH MANAGEMENT ASSOCIATES

Leveraging the Primary Care Team's Strengths During Reopening— The Workforce

By: The HMA Primary Care Workforce Strategy Development Team
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- **Welcome and Overview**

- **Hybrid Primary Care**

- **Integrating Behavioral Health**

- **Supporting Remote Employees**

- **Question and Answer**

- **Closing and Poll**
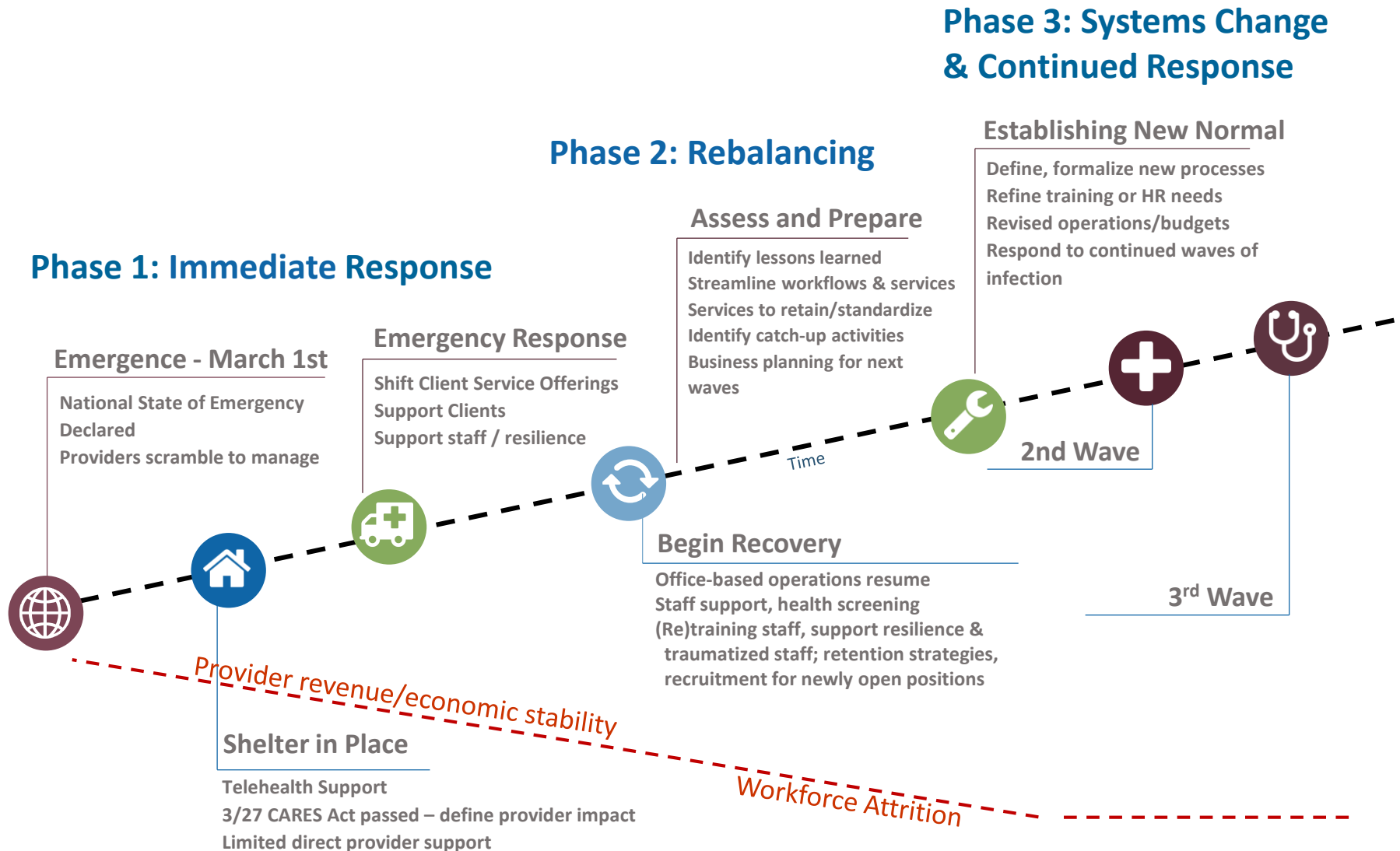
Webinar Agenda

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COVID-19

In the age of COVID-19 and beyond…

- **What will the primary care workforce look like?**

- **How will workflows be different?**

- **How can we manage the workforce remotely?**

- **How can we integrate behavioral health services remotely?**

COVID TRAJECTORY

Phase 3: Systems Change & Continued Response

Phase 2: Rebalancing

Establishing New Normal

Define, formalize new processes
Refine training or HR needs
Revised operations/budgets
Respond to continued waves of infection

Assess and Prepare

Identify lessons learned
Streamline workflows & services
Services to retain/standardize
Identify catch-up activities
Business planning for next waves

Phase 1: Immediate Response

Emergence - March 1st

National State of Emergency Declared
Providers scramble to manage

Emergency Response

Shift Client Service Offerings
Support Clients
Support staff / resilience

Time

2nd Wave

Begin Recovery

Office-based operations resume
Staff support, health screening
(Re)training staff, support resilience & traumatized staff; retention strategies, recruitment for newly open positions

3rd Wave

Provider revenue/economic stability

Shelter in Place

Telehealth Support
3/27 CARES Act passed – define provider impact
Limited direct provider support
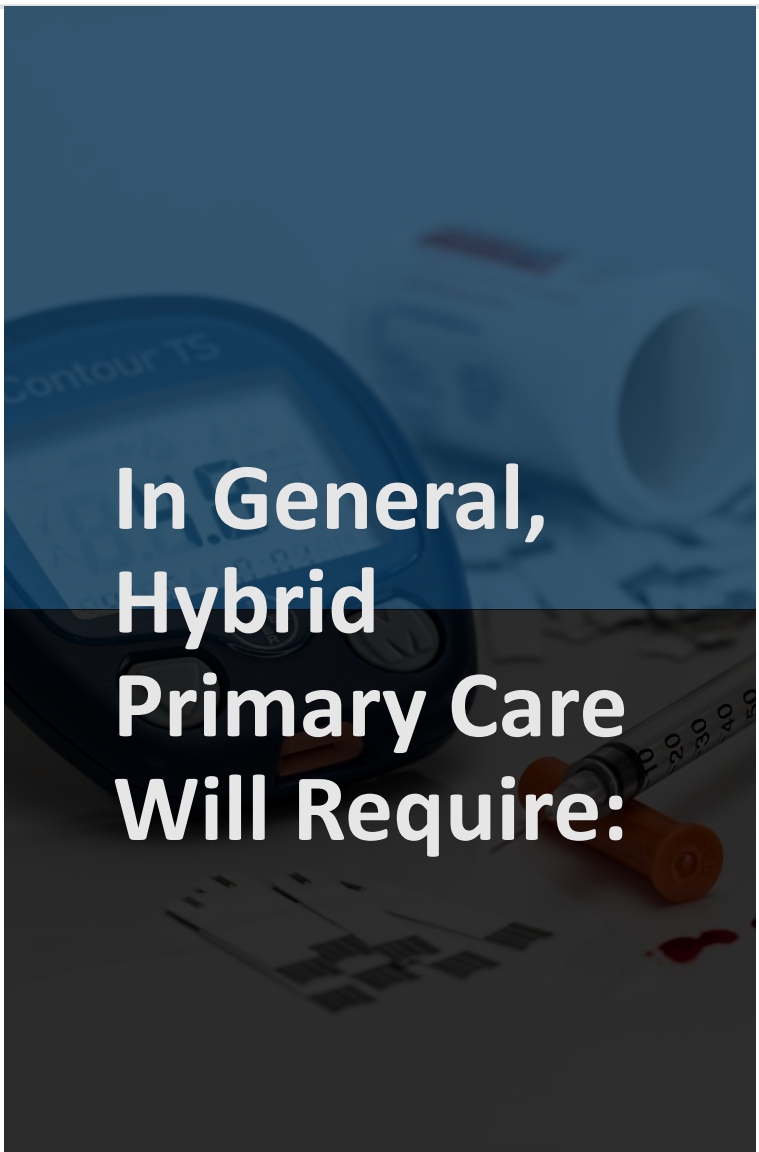
Workforce Attrition

What phase or phases of the pandemic is your practice or network in currently?

Hybrid Primary Care

A Hybrid Primary Care?

- Telehealth has been essential during the pandemic

- Consumer demand and health plan reimbursement are necessary to ensure it is always part of primary care service delivery

- How will you manage a hybrid in-person and remote practice?

- What ramifications will it have for patients and staff members?

In General, Hybrid Primary Care Will Require:

- **More staff education on remote practice**

- **Greater staff support**

- **More pre-visit planning**

- **Redesigned workflows**

- **Redesigned reporting structures and supervisory relationships**

- **Digital platforms with near real-time messaging to integrate in real time other services, such as behavioral health, social work and pharmacy**

REVISE WORKFLOWS - PREPARATION

- **Office Environment modifications**

- **Signage**

- **Supplies and supply chain considerations – PPE, testing materials**

- **Offices and exam rooms with good ventilation and disinfection protocols**

- **Keep staff safe & reassured –**
  - Training on screening, hand hygiene, donning/doffing PPE, cohort staff teams, testing and contact tracing

- **Keep patients safe – limit patient-staff contact, utilize telehealth as appropriate**
  - Send communication to patients RE what to expect/remote check-in
  - Establish triage protocols for determining in-person or telehealth visits
  - Prioritize visit length for high, medium and low-risk patients
  - Finalize training protocols and educational materials for patients to participate in telehealth appointments

- **Review / revise standing orders & preventive care protocols**

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REDESIGN ON-SITE VISIT WORKFLOWS

- **Redirect traffic patterns**

- **Patients and staff wear masks on-site**

- **Modify Check-in process to minimize staff-patient contact**

- **Pre-visit procedures and role assignment**

  - Symptom screening, temperature checks and immediate segregating of patients with symptoms

  - Pre-visit screening based on priority: serious threat of deterioration; non-urgent threat of deterioration; asymptomatic/prevention

- **Post-visit procedures and role assignment**

  - Health and infection control training

  - Appropriate follow-up referrals, self-management education, labs, etc.

  - Cleaning and disinfecting protocols for equipment and exam rooms

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THE KEY BUILDING BLOCKS FOR REMOTE STAFFING

MANAGER SKILLSETS:

What skills will managers need to successfully manage a remote staff?

STAFF SKILLSETS:

What skills will staff need to successfully work from home?

STRUCTURAL SUPPORTS:

What technology, policies and operating procedures does the organization need?

MANAGER SKILLSETS AND CHARACTERISTICS:

The six TOP skillsets and characteristics managers will need to manage remote staff:

Excellent communication skills

Organizational skills and ability to set/maintain schedules

Explicit instruction-giving skills

Trust and respect for remote staff

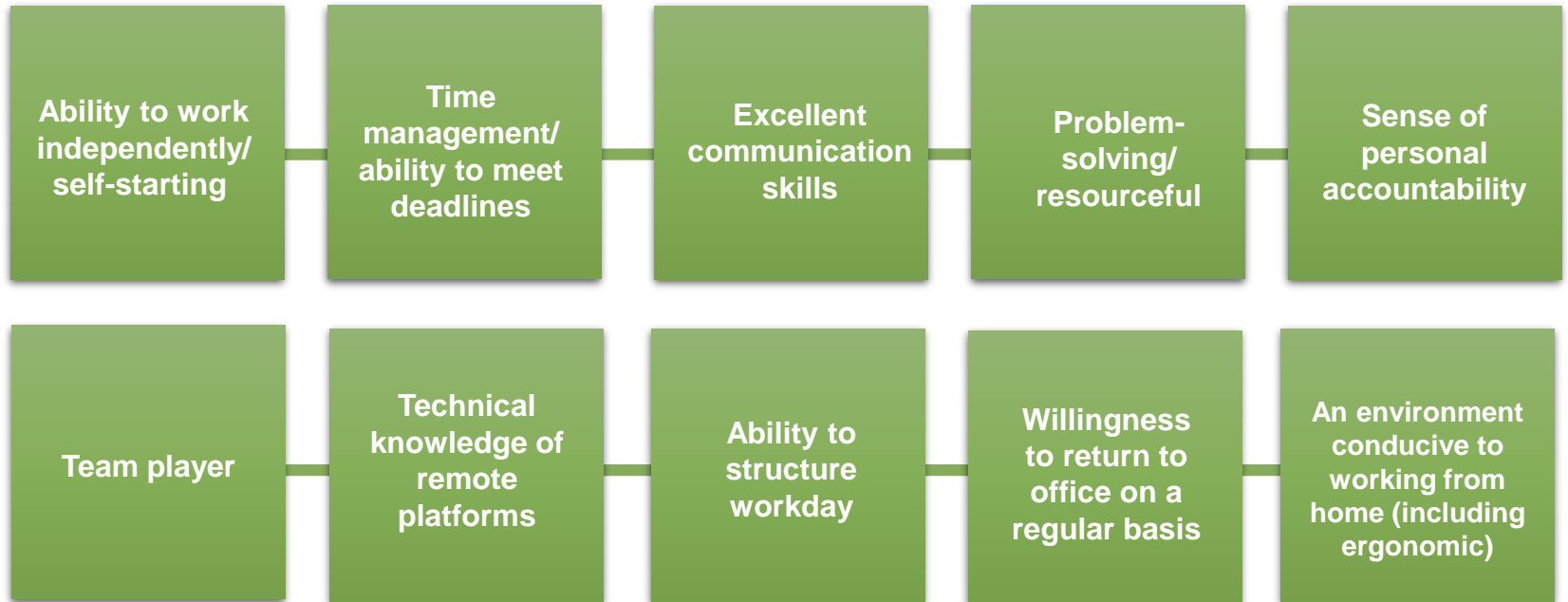**Connect employee goals to organization /reward achievement**

Ability to use technology effectively

- *Note: This list is not exhaustive and may vary from health center to health center. This list was created from a compilation of published best practices from industries with remote workforces.*

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Employee Support in Remote Primary Care

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SKILLS AND NEEDS FOR REMOTE EMPLOYEES

Ability to work independently/ self-starting	Time management/ ability to meet deadlines	Excellent communication skills	Problem-solving/ resourceful	Sense of personal accountability
Team player	Technical knowledge of remote platforms	Ability to structure workday	Willingness to return to office on a regular basis	An environment conducive to working from home (including ergonomic)

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HOW TO ENSURE SUCCESS FOR REMOTE EMPLOYEES (ATAB)

ASK

- Query your staff using a self-evaluation tool of where they believe they need additional support
- Query the direct supervisor using the same evaluation tool and compare responses
- Review performance evaluations; ask for examples of independent work
- Have employee demonstrate technical skills and describe how they envision working from home

TRAIN

- Provide training opportunities for each of the categories; require, if necessary, that staff complete prior to working from home
- Train managers how to best support remote employees and provide instruction on successful supervision

ASSESS

- Start slowly with one-day per week or certain "at home" task time which is project defined
- Set clear and explicit requirements for communication, daily updates and productivity goals
- Ensure employee evaluations are completed timely

BUILD ONGOING SUPPORT

- Require staff to come in regularly or do online events to promote culture/teamwork
- Assess for issues such as isolation, feelings of being less valued
- Retrain managers and staff as necessary
- Ensure remote staff are equally eligible for promotion and advancement

Integrating Behavioral Health Services

INTEGRATING BEHAVIORAL HEALTH SERVICES

Maintaining continuity of care when working remotely

- **The office-based warm handoff from primary care providers to behavioral health consultants (or vice versa) has become an integral part of whole-person primary care**

- **How can this be accomplished when more practices are adopting virtual behavioral health consults?**

Increased Emphasis on Morning Huddle

- **Coordinating services in a hybrid model requires greater attention to planning and timing**

- **The morning huddle—perhaps now virtual—becomes all the more important to communicate expectations and flow**

- **Reviewing registries of measurements such as PHQ-9, GAD-7**

Near Real-Time Virtual Consultation

- **EHR near real-time messaging to BHC staff members**

- **Some networks using a "bullpen" BHC to field any incoming consultations**

- **Most ideal: technological capacity for in-process telemedicine sessions or care conferences**

Asynchronous Virtual BH Consultation

eConsult via EHR

Telephonic (using new Interprofessional Telephonic Internet codes)

Email to BHC staff to follow up with patient after session

Collaborative Care Model of psychiatric consultation with primary care provider and BHC (evidence-based, supported by CMS codes)

Questions and Answers

Thank You for Joining!

Please stick around to provide feedback on this presentation via our brief Zoom survey!