Project ECHO: Action for Improvement

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December 13, 2017
Session Objectives

- Describe how Project ECHO and traditional quality improvement strategies and methods have achieved results.
- Discuss the benefits and challenges of using ECHO methods with improvement methods.
- Identify 2-3 lessons learned from the case studies to apply to your work.
Case Based Learning

Traditional ECHO: Individuals and Conditions

Testing Quality Improvement ECHO: “Systems Case”
Why Test Virtual Tele-mentoring?

- Need to build improvement capability at a large scale
- Need to democratize expert knowledge at a large scale
- Need to reach many more across geographies and around the world
- Project ECHO methods for establishing learning communities able to create change hold such promise.
What Brought You Here?
Our Mission:
To improve health and health care worldwide

Institute for Healthcare Improvement

We will improve the lives of patients, the health of communities, and the joy of the health care workforce.
What We Do

IHI:
• Helps systems deliver safe and high quality care
• Addresses the health of populations
• Enhances the value of the health care and health services delivered

While consistently
• Using improvement science - building leadership and quality improvement skills
• Highlighting joy in work
• Emphasizing health equity
How We Work

**Convene**
Bring people together to build skills, learn from one another, and bring energy to accelerate change

**Innovate**
Foster creative solutions to complex problems

**Partner for Results**
Drive system level results for the individuals, populations, and communities we serve
Mission: To democratize medical knowledge and get best practice care to underserved people all over the world

Right Knowledge. Right Place. Right Time.

- Supported by New Mexico Department of Health, Agency for Health Research and Quality, New Mexico Legislature, the Robert Wood Johnson Foundation, the GE Foundation, and the Helmsley Charitable Trust
A model for developing communities of learners and scaling best practices
Methods

- Use Technology to leverage scarce resources
- Share “best practices” to reduce disparities
- Apply case-based learning to master complexity
- Evaluate and Monitor Outcomes via web-based database

Goal: IHI-Project ECHO collaborative

To test whether the ECHO model can be used to support training for quality improvement and complex systems redesign.
Test Case: Clinical Flow in FQHCs

Focus
- Effective and efficient Use of Provider Time
- Optimizing Care Teams
- Patient and Staff Satisfaction
- Empanelment and Managing Case Loads
- Removing waste
- Using Data to Drive Changes
- Spreading and Integrating Changes Over Time
- Developing a Business Case for Changes
Improving Clinical Flow ECHO Collaborative

Participants: 15 teams from FQHC Clinics

Weekly 2 hour teleECHO Clinics

LS – Learning Session
AP – Action Period
Yearlong Collaborative

**Improving Clinic Flow Timeline**

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Aim: Create clinic work environment that supports:

Objectives:
1. Meeting patient care needs
2. Joy in work*
3. Optimization of resources

By: 7/31/2016

Primary Drivers

Engaged Leadership
- Develop culture for transformation
- Ensure sustainable change

Quality Improvement Strategy
- Use a formal model
- Establish/monitor metrics

Empanelment
- Assign patients to provider panel
- Assess supply and demand

Optimize the Care Team
- Provide organizational support
- Function at top of skills
- Enable independent work

Organized Relationship-Based Care
- Manage panel
- Improve work flow

Patients as Partners
- Listen to customers
- Provide care in context of “what matters” to pt

Change Concepts

Lead collective understanding of business case

Use panels and registries proactively

Manage patient expectations of care

Ensure patients see their assigned provider

Create standard work

Identify and remove waste

Outcome Measures
1. % state, “I get what I want and need when I want and need it.”
2. % seen by PCP
3. % No Shows
   * assessment in pre-work/end

Process Measures
1. % state, “Does not waste my time.”
2. % empaneled
3. Average cycle time minutes

Balance Measures
1. % colorectal cancer screening
2. % DM in control (A1c >9)
3. % persistent asthma on controller
4. # of days to 3rd next available

Leadership Measures
1. % visits per Provider FTE
2. Cost per patient visit
3. Net margin
Participants: 16 FQHCs

16 FQHCs, Serving 134,061 Patients

Represent 6 CHC systems with a total of 68 FQHCs
A TeleECHO Clinic Session

- **Introductions**

- **Case Presentation #1 by FQHC team** (20-30 minutes)
  - Clarifying questions (FQHCs, faculty)
  - Recommendations
  - Summary of discussion

- **Didactic (20 minutes)**

- **Case Presentation #2**

- **Post Clinic: recommendations sent to each presenter**
A “Systems” Case

Problem statement

- We are trying to improve the way we add new patients to the practice, so that:
  - the patient experience is improved
  - staff express satisfaction with serving new patients.
Faculty Were Impressed By:

- Quality of the case presentations-focus but more importantly, their ability to talk about the levers they have in their system.
- Data discussions-most can review the full data dashboard, their current status, why any measure is up or down and related tests of change
- Roger: “we are in the kitchen” with the teams
- Judy: many can now “talk like QI experts”…..
Other Project ECHO Experience
Core Elements of Virtual Mentorship and Coaching

- **Culture for learning** - safe, transparent, facilitation
- **Right network** - willing learners that can impact change match with right content expertise
- **Community building** - participants know each other and systems operating in; trust
- **Structure** - ECHO structure clarifying questions; case template
- **Connecting outside ECHO time** - e.g. What’sApp group at Palestine so can rely on one another outside of the clinics; Slack app for Africa CDC Global Health Security project
- **Pace/frequency** - supportive but feasible pace-ECHO clinics are weekly!
What You Can Do to Start Virtual Telementoring

- Establish a safe learning culture
- Have a “theory of change” the group is learning against
- Use a case template to reinforce the systems aspect and streamline the presentations
- Use data in every case presentation
- Build a learning community over time
Future of Quality Improvement Projects using ECHO

• **At the system level**
  - HealthInsight (QIO for Medicare) funded for patient flow initiative in primary care clinics serving 4 western states
  - Centers for Disease Control and Prevention is collaborating in various African Countries for lab quality – active programs include Tanzania Lab HIV Testing Improvements and Uganda Lab HIV Testing Improvements
  - Community Health Centers, Inc. uses ECHO for coaching
  - New York State Department of Health AIDS Institute / National Quality Center

• **At the level of patient care**
  - LiveOnNY Organ Donation program
  - University of Chicago Behavioral Health Integration
  - Dell Medical School at the University of Texas at Austin / TMF Health Quality Institute for Depression and Alcohol Use Disorder
  - University of Missouri Autism and Asthma programs using Maintenance of Certification to change guideline adherence
  - Centers for Disease Control and Prevention is collaborating in various African Countries for HIV and TB – active programs include Namibia HIV and Kenya HIV focused on test and treat guideline dissemination

• **Hybrid of systems and patient level**
  - Antimicrobial Stewardship at University of New Mexico, University of Washington, University of Nevada, with HealthInsight HIIN, University Research Co. Inc (URC), a USAID contractor working in Palestine, Centers for Disease Control and Prevention in partnership with government of Pakistan

• **More to come…..**
Explore ECHO

- Join a clinical ECHO and add QI within your org (https://echo.unm.edu/join-the-movement/join-echo/)
- Observe an ECHO (or watch recording)
- Attend ECHO Introduction (virtual-90 minute overview held monthly) https://echo.unm.edu/join-the-movement/outreach-training/
- Get trained to start your own ECHO project (3 day immersion training)
- Contact us for further conversation, eclewett@salud.unm.edu
Explore IHI

- IHI Open School Quality Improvement Curriculum
- Quality Improvement Resources
- Conferences, Virtual Learning, Collaboratives