

# Engaged leadership: the key to a successful PCMH

Your Patient-Centered Medical Home™ (PCMH) depends on you to embed PCMH principles into the business and operations of your organization. You can provide active, continuous support for your practice through:

- Strategic planning and goal setting.
- Communications.
- Data capture.
- Quality improvement (QI) training.

By establishing and communicating the business case for PCMH, you'll help your staff understand how your PCMH transformation will benefit patients by improving experience and health outcomes, as well as your practice's bottom line by improving staff recruitment, retention and satisfaction.<sup>1</sup>

## An engaged leader:

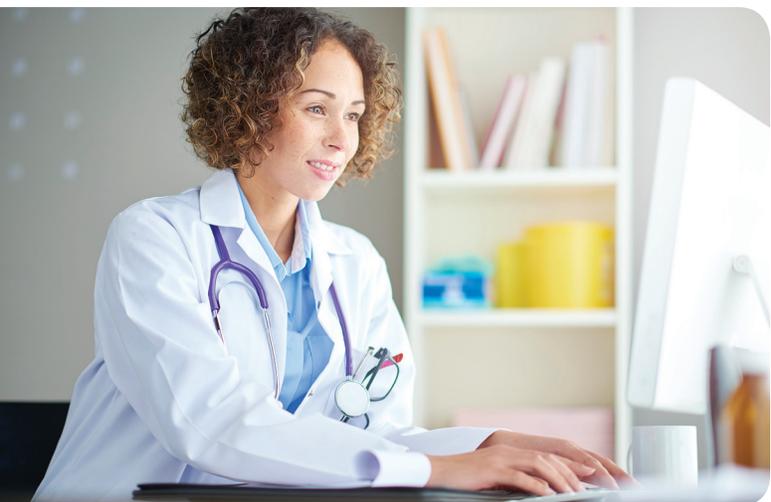
- Provides visible and sustained leadership to lead overall culture change and quality improvement strategies.
- Establishes and supports a QI team who meets regularly and guides the effort.
- Ensures fellow providers and staff have protected time to conduct medical home-related activities.
- Builds PCMH values into staff hiring and training processes.



## Framework for Leadership for Improvement

The Framework for Leadership Improvement, developed by the Institute for Healthcare Improvement (IHI), was built to help leaders in health care influence their teams to develop behaviors, habits, processes and technologies that dramatically improve performance. This influence can be thought of as a combination of **push** (making the status quo uncomfortable) and **pull** (making the future attractive). The influence comes about through a variety of leadership activities.

<sup>1</sup> Transforming Safety Net Clinics into Patient Centered Medical Homes. (2010). "Engaged Leadership Implementation Guide." Retrieved from <http://www.safetynetmedicalhome.org/sites/default/files/Implementation-Guide-Engaged-Leadership.pdf>.



## How can you lead your practice through PCMH transformation?

### Establish a vision and business plan that captures PCMH transformation:

- Relate the work of different staff roles to the PCMH goals.
- Set clear, actionable, measurable targets for staff at all levels.
- In your business process, allocate resources to the initiative, PCMH improvement framework and areas of focus over a set period of time.

### Build the foundation for an effective leadership system:

- Identify champions who will promote the concepts of PCMH.
- Consider respected individuals who have regular interaction with large numbers of staff and patients, such as Human Resources directors, medical directors, office managers, nurse managers or lead medical assistants.

- Help your front desk staff members understand and communicate how the PCMH model will improve their individual jobs and carry forward the mission of the clinic.
- Implement communication strategies.
- Attend meetings and demonstrate your practice's commitment to PCMH transformation.
- Share stories of challenges and successes.
- Be transparent with quality and efficiency data. Create displays to share results with your staff.
- Implement regular meeting times and agendas.
- Hold regular working meetings during the PCMH transformation. Many teams meet weekly but may meet more often in times of intense implementation (such as EMRs).
- Document meetings with agendas and minutes.
- Establish key performance measures and success factors, and review performance and progress against transformation plan.

### Build will, generate ideas and execute change:

- Create a PCMH transformation plan.
- Allocate resources to work each quality improvement task.
- Incorporate feedback from your patients and staff.
- Develop system-level measures to determine if the changes being made are transforming care.
- Celebrate and highlight specific successes.
- Instill confidence and enthusiasm in this challenging work.

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