

TCPI Change Package: Transforming Clinical Practice

Primary Drivers

Organize clinical practice around three management functions that will drive performance, quality, and business success.

**1. Person and Family-Centered
Care Design**

PERFORMANCE

**2. Continuous, Data-Driven
Quality Improvement**

QUALITY

**3. Sustainable Business
Operations**

SUCCESS

Person and family centered care design allows the practice to combine the evidence base with the voice of patient and family. It allows the practice to tailor care delivery to meet the needs of individual patients and the entire population served. Through the coordinated efforts of an expanded care team, in partnership with patients, families, and community, the practice can promise results.

Continuous, data driven quality improvement reflects the practice's commitment to quality. It's about understanding performance at all levels and bringing systems, technology, and people together to make the practice better in many ways. It means empowering every person in the practice to innovate and improve.

Sustainable business operations provide the Infrastructure and capabilities to support the right workforce, efficient workflows, and a high value product. Success is seen in positive patient experiences, staff that experience joy in work, and resources for investing in the practice's future.

Secondary Drivers

1. Person and Family-Centered Care Design

To achieve a person and family-centered care delivery system, seven key drivers should be considered:

- 1.1 Patient and family engagement
- 1.2 Team-based relationships
- 1.3 Population management
- 1.4 Practice as a community partner
- 1.5 Coordinated care delivery
- 1.6 Organized, evidence-based care
- 1.7 Enhanced access

2. Continuous, Data-Driven Quality Improvement

To achieve a practice culture of continuous quality improvement, three key drivers should be considered:

- 2.1 Engaged and committed leadership
- 2.2 Quality improvement strategy supporting a culture of quality & safety
- 2.3 Transparent measurement and monitoring
- 2.4 Optimal use of HIT

3. Sustainable Business Operations

To achieve a practice with long-term sustainable business operations, four key drivers should be considered:

- 3.1 Strategic use of practice revenue
- 3.2 Workforce vitality and joy in work
- 3.3 Capability to analyze and document value
- 3.4 Efficiency of operation

Change Concepts

1. Person and Family-Centered Care Design

- 1.1 Patient and family engagement**
- 1.1.1 Respect values and preferences
 - 1.1.2 Listen to patient and family voice
 - 1.1.3 Collaborate with patients and families
 - 1.1.4 Be aware of language and culture

- 1.2 Team-based relationships**
- 1.2.1 Enhance teams
 - 1.2.2 Clarify team roles
 - 1.2.3 Optimize continuity
 - 1.2.4 Define specialty-primary care roles

- 1.3 Population management**
- 1.3.1 Assign to panels
 - 1.3.2 Assign accountability
 - 1.3.3 Stratify risk
 - 1.3.4 Develop registries
 - 1.3.5 Identify care gaps

- 1.4 Practice as a community partner**
- 1.4.1 Community health needs
 - 1.4.2 Community collaboration
 - 1.4.3 Identify social determinants
 - 1.4.4 Use community resources
 - 1.4.5 Be transparent

- 1.5 Coordinated care delivery**
- 1.5.1 Manage care transitions
 - 1.5.2 Establish medical neighborhood roles
 - 1.5.3 Coordinate care
 - 1.5.4 Ensure quality referrals
 - 1.5.5 Manage medication reconciliation

- 1.6 Organized, evidence-based care**
- 1.6.1 Consider the whole person
 - 1.6.2 Plan care
 - 1.6.3 Implement evidence-based protocols
 - 1.6.4 Decrease care gaps
 - 1.6.5 Reduce unnecessary tests

- 1.7 Enhanced access**
- 1.7.1 Provide 24/7 access
 - 1.7.2 Meet patient scheduling needs
 - 1.7.3 Create patient-centered spaces
 - 1.7.4 Mitigate access barriers

2. Continuous, Data-Driven Quality Improvement

2.1 Engaged and committed leadership

- 2.1.1 Commit leadership
- 2.1.2 Develop a roadmap
- 2.1.3 Create a shared vision

2.2 Quality improvement strategy supporting a culture of quality and safety

- 2.2.1 Use an organized QI approach
- 2.2.2 Build QI capability
- 2.2.3 Empower staff
- 2.2.4 Share learning

2.3 Transparent measurement and monitoring

- 2.3.1 Use data transparently
- 2.3.2 Set goals and benchmarks

2.4 Optimal use of HIT

- 2.4.1 Innovate for access
- 2.4.2 Share information through technology
- 2.4.3 Use technology supporting evidence
- 2.4.4 Use technology for partnerships
- 2.4.5 Drive efficiency through technology

3. Sustainable Business Operations

3.1 Strategic use of practice revenue

- 3.1.1 Use sound business practices
- 3.1.2 Use patient as customer feedback
- 3.1.3 Consider non-traditional revenue
- 3.1.4 Benefit from performance payments
- 3.1.5 Drive performance excellence
- 3.1.6 Ensure business accuracy

3.2 Workforce vitality and joy in work

- 3.2.1 Encourage professional development
- 3.2.2 Hire for fit
- 3.2.3 Cultivate joy
- 3.2.4 Improve quality time
- 3.2.5 Reward and recognize

3.3 Capability to analyze and document value

- 3.3.1 Manage total cost of care
- 3.3.2 Develop data skills
- 3.3.3 Develop financial acumen
- 3.3.4 Document value

3.4 Efficiency of operation

- 3.4.1 Streamline work
- 3.4.2 Eliminate waste
- 3.4.3 Maximize provider value