



MANAGING CHANGE FOR THE BETTER

Some of the tools in Health Care Home's kit seem no more than common sense, whilst others can appear quite radical. What they all have in common is that using them requires change. This change is felt on both sides of the patient/practice divide, but it starts with the practitioners. In a recent conversation at their home base in Karori Medical Centre, Lyn Allen (Practice Manager) and Robyn Taylor (Nurse Manager), discussed some aspects of managing the changes they've experienced in their first year as a Health Care Home practice.

"Karori is a well-established practice," says Allen, "We've been going for over forty years. So implementing something as large scale as HCH was always going to require some initial disruption. I'd say it was as big a sea change as when we became a PHO in 2004 – bigger, even, from the patients' perspective. Fortunately, we had Dr. Peter Moodie (one of the practice's founding partners) leading the charge."

Allen likes to frame the changes that they've been through in terms of two different processes. "Peter was the Big Bang, if you like," she laughs, "Bringing the initial energy, vision and getting things moving at the outset. But you also need a secondary force, which I think of as Evolutionary: it's slower and steadier, but just as inexorable and needs a steady on-going application to work."

These changes – whether Big Bang or Evolutionary – require the enlistment of every member of staff, which in turn requires patient and sustained application and explanation. Team boards were set up to enumerate and detail HCH practices being implemented. It's crucial for all parties to know what's going on, Robin Taylor emphasises. "When you can't see why you're changing, your reluctance to cooperate increases. Standardisation was a real sticking point for some of the doctors to begin with. But seeing the ways it can help them work has brought them round. Well," she smiles, "Most of them..."

One example of the Big Bang approach was the massive stepping up of the practice's implementation of the Patient Portal and all of the uses to which HCH can put this virtual doorway. Karori has traditionally been an early adopter and

implementer of new technology, and the Patient Portal was no exception, with the practice first using a version of it in 2009. "Of course, it was so clunky in those days," Allen recalls, "Back then we got little initial buy-in or engagement from the patients. But it's improved exponentially, out of all recognition since then, and it's perfectly integrated into the HCH model. So we had a bit of a running start to that side of things."

"We encourage the patients to adopt the changes through an all-practice approach. At every 'touch-point' we remind patients that they could use this new system - 'Do you realise that rather than using the phone to order your repeat prescription/see your test results, you could have done it online using MMH?' It was also important that they understand that these were new and improved services that - we'd decided - would be offered free of charge. We used concerted focus, strong encouragement and persuasion to get the ball rolling, but we're now at 79% registered, so we've been able to ease off a little."

Persuasion was also needed for some of the GPs, some of whom were initially reluctant to engage with a new form of patient contact. Email allows the patients a sense of direct contact with their practitioner, but also tacitly encourages them to get straight to the point in a way that phone conversations don't necessarily. It soon became apparent that efficiencies added to their workload outweighed any drawbacks.



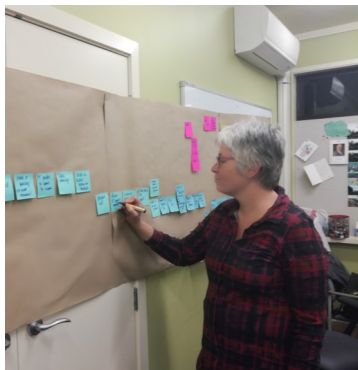
Robyn Taylor (Nurse Manager, left) and Lyn Allen (Practice Manager, right) from Karori Medical Centre

HEALTH CARE HOME BRIEFS

2nd LEAN PEER REVIEW WORKSHOP

The second Lean Peer Review session was well attended on 13th September by staff from Tranche 1 and Tranche 2 practices. Jo Henson (Change Facilitator) from Compass provided descriptions, templates and helpful hints on One Point Lessons and Process Mapping. In opening, attendees discussed how much more they are beginning to look at their processes and systems with a Lean lens. Looking for waste, streamlining processes, improving flow and removing overburden is something they are increasingly doing more and more. All practices continue to see the benefits from implementing Lean.

Lean Peer Review sessions are as much about deepening the understanding of a Lean tool as they are about learning what other practices are doing to continuously improve. There was a great vibe in the workshop, and attendees are keen to connect across practices to share and learn on the Lean journey together. These sessions are always well received, and we continue to encourage everyone to attend the next one, which is scheduled for December (date to be confirmed).



Process mapping in practice at Whitby Doctors

TIME TO SPIN THE WHEEL

The Capital & Coast District Health Board has set out an inspirational goal for the Health Care Home programme - to achieve a coverage of 80% enrolled population in the region by the end of 2018. We have started by taking 7 additional practices on board into Tranche 2.

Congratulations to the practices who have been selected. Their launches will be in January and April 2018:

- Titahi Bay Doctors
- Mana Medical Centre
- Drs Cammack & Evans
- Kelburn Northland Medical Centre
- Courtenay Medical
- Ngaio Medical Centre
- Khandallah Medical Centre

HEALTH CARE HOME HITS THE HUTT

On 28th August 2018, Hutt Valley District Health Board held an evening session to introduce the Health Care Home (HCH) programme to local practices and release the Expression of Interest to identify practices interested in implementing this model of care in the Hutt Valley. The event marked a big step in expanding the awareness and coverage of HCH, both regionally and nationally. With a strong theoretical background and promising practical evidences, the Health Care Home programme has successfully convinced different stakeholders of its benefits.

The Hutt Valley DHB is aiming to have five practices starting their HCH journey in 2018. Hutt Valley DHB, Te Awakairangi Health Network and Cosine PHO work as an alliance has recently joined the HCH National Collaborative Group. The Hutt Valley Alliance and Compass Health are working together towards a faster and wider HCH roll-out.



PATIENT PORTAL—TIPS & TRICKS

A big round of applause to the Health Care Home practices that have thrived with their patient portal registration uptake. Of course, every achievement has its own secret, so here are a few tips to increase the figures:

- 'It's all about saving' - Cheaper cost for prescription ordered through patient portal
- 'Who's the lucky one?' - A chance to win supermarket vouchers through a lucky draw when patients register
- 'Exposure is vital' - Promotional T-shirt for the practice team who help encourage patients to sign up for patient portal
- 'Technology goes wild' - Some practices have started using self-check-in kiosks.

Some of the above ideas have been used by a number of our Health Care Home practices.

For more information on the benefits of patient portal, check out the video by Dr Richard Medicot at Island Bay Medical Centre via the link below:

<https://www.youtube.com/watch?v=yFtoShwrOfU>