


# Making the Value Case for PCMH Development

---

Caitlin Feller, MPP, PCMH CCE  
Director of Clinical Strategy  
Community Health Solutions

and Terry Laine, MS, PCMH CCE  
Director of Operations



This program is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$1,536,390. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov).

# Our Focus

---

- Q: How can we help our organization 'buy into' PCMH development?
- A: By defining a clear and authentic value case for our patients and other key stakeholders.



# A Five-Pronged Strategy

---

1. Engage the organization in PCMH development
2. Identify key stakeholders in PCMH
3. Define key value requirements for PCMH
4. Develop PCMH capabilities with value in mind
5. Collaborate to gain buy-in for PCMH

# 1. Engage the Organization

---

- Establish visible leadership support
- Educate staff about the transition
- Involve staff in decision making
- Refine staff roles
- Provide coaching and support for late adopters

## 2. Identify Key Stakeholders



- Patients and families
- Clinicians and staff
- Management team
- Board and community
- Service partners
- Health plans and payers
- HRSA
- Grant funders
- Public officials
- Others?

# 3. Define Key Value Requirements



- Access to Care
- Quality of Care
- Coordination of Care
- Patient Engagement
- Patient Satisfaction
- Patient Flow
- Team Flow
- Cost Impact
- Revenue Impact
- External Relationships
- Others?





# 4. Develop PCMH with Value in Mind

---

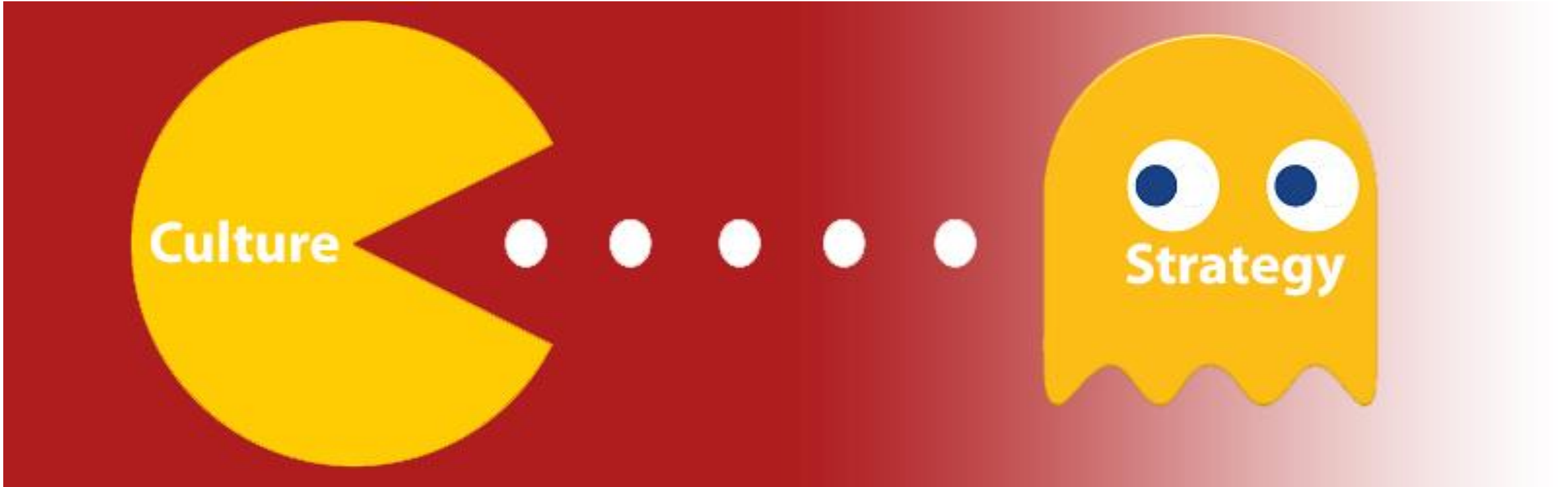
- **As you develop each PCMH Concept/Competency:**
  - Engage key stakeholders
  - Identify specific value requirements
  - Design or refine with value in mind
  - Test with key stakeholders
  - Check in with key stakeholders during implementation

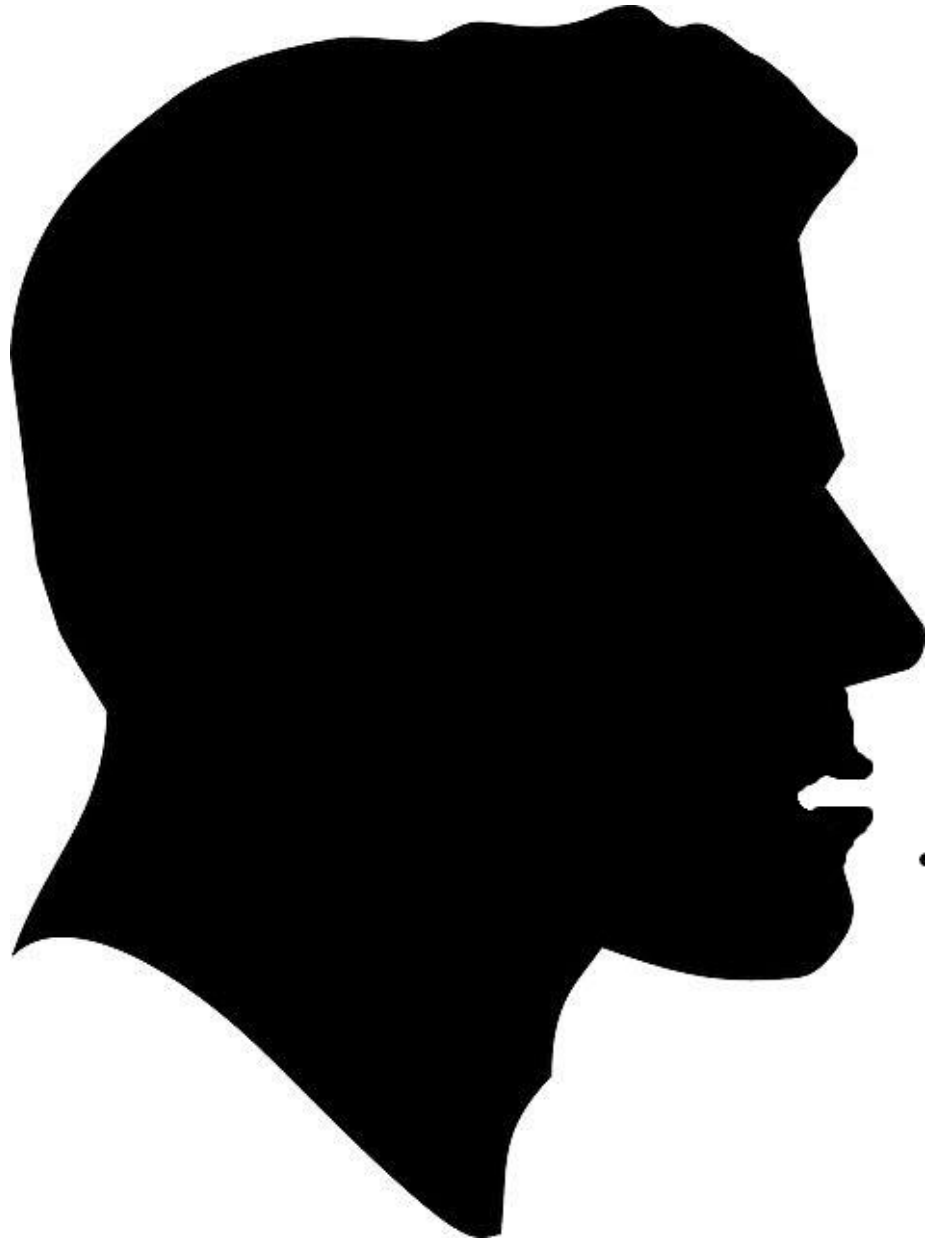
# 5. Collaborate to Gain Buy-In

---

- **Obstacles to buy-in:**

- We are already doing PCMH
- PCMH is not my problem
- PCMH doesn't work
- I/we don't have time and resources for PCMH
- There are real, legitimate obstacles to PCMH that must be addressed





**What's in it for  
me?**

**Will I have to  
do more work?**

**What's in it for  
me?**

# 5. Collaborate to Gain Buy-In

---

- **Strategies for gaining organizational buy-in:**
  - Frame PCMH as a value strategy of the organization
  - Don't leave one person with responsibility to 'get buy-in'
  - Make it clear that buy-in is everyone's job, but welcome identification of specific obstacles to buy-in
  - Identify and address specific obstacles to buy-in
  - Offer management support and coaching for resolving buy-in issues

# 5. Collaborate to Gain Buy-In

---

- **Strategies for addressing specific buy-in obstacles:**
  - Engage the stakeholder(s)
    - How do we set our priorities, based on what is important for our patients not based on what we are told or what is easy?
    - Where do we want to improve as a team?
    - Where do we see the needs in terms of our patients?
    - Where do we see the needs internally?
  - Identify the obstacle(s)
  - Frame the obstacle(s) from a value perspective
  - Engage the team
    - Generate possible solutions
    - Design and test for effectiveness
    - Monitor implementation to assure positive results
    - Check back with key stakeholders

## Gaining Buy-In for PCMH Development: A Strategy Guide

**How can we help our organization 'buy into' PCMH development?** This is an important strategic question for practices on the front lines of PCMH development. The answer to this question is equally strategic: *We can help our organizations buy into PCMH development by defining a clear and authentic value case for our patients and other key stakeholders.* Part 1 of this tool outlines a five-pronged strategy for gaining buy-in by making the value case for PCMH. Part 2 outlines a set of example value messages that may be helpful for gaining buy-in from particular audience segments. **We recommend using this tool as an overall strategy guide for optimizing PCMH development at your organization.** It can be used alongside the tool on *Making the Value Case for PCMH Development* to develop a detailed value case for specific audiences.

### Part 1. A Five-Pronged Strategy for Gaining Buy-In to PCMH Development

#### 1. Engage the Organization in PCMH Development

- Establish visible leadership support
- Educate staff about the transition
- Involve staff in decision making
- Refine staff roles
- Provide coaching and support for late adopters

#### 2. Identify Key Stakeholders in PCMH

- Patients and families
- Clinicians and staff
- Management team
- Board and community
- Service partners
- Health plans and payers
- Grant funders
- Public officials
- Other stakeholders?

#### 3. Define Key Value Requirements for PCMH

- Access to Care
- Quality of Care
- Coordination of Care
- Patient Engagement
- Patient Satisfaction
- Patient Flow
- Team Flow

#### (5. Collaborate to Gain Buy-In continued)

*At the Individual Level:*

- Engage the concerned individual
- Identify the obstacle(s)
- Frame the obstacle(s) from a patient-centered perspective
- Engage the team in generating possible solutions
- Check in with the concerned stakeholder(s) during design and implementation

#### Part 2. Example Value Messages for Gaining Buy-In from Specific Audiences

*These value messages can be adjusted and interchanged to meet the needs of particular individuals and audience segments.*

##### A. For Patients, PCMH can lead to:

- Better access to care
- Better quality of care
- Better coordination of care
- Better engagement and satisfaction
- Potential for better health outcomes

##### B. For Clinicians and Staff, PCMH can lead to:

- Better patient care (see above)
- Better patient communication and flow
- Better team communication and flow
- Better clinical information
- Potential for more effective use of time after initial build-out

# Tips from Effective Practices

---

- Accessible practice leadership and visible support for PCMH development
- Identify a PCMH champion(s)
- Staff and leadership education about PCMH (what it is, how to transition, and why)
- Involve staff in decision-making
- Access to information and guidance on known or learned techniques for PCMH
- Constant feedback to staff and leadership on PCMH implementation
- Benchmarking of practice internal data (highlight success and encourage improvement)
- Secure sufficient funding and/or resources
- Engage with peer organizations in shared learning
- Culture with an open environment where everyone's input is sought and respected



# Resources

---

- AHRQ Creating Patient-centered team-based Primary Care <https://pcmh.ahrq.gov/sites/default/files/attachments/creating-patient-centered-team-based-primary-care-white-paper.pdf>
- Generating Staff Buy-in for the Patient Centered Medical Home <http://coherentimpact.com/wp-content/uploads/2015/09/Leading-for-a-Highly-Positive-Change-Experience.pdf>
- Implementation Guide – Engaged Leadership: Strategies for Guiding PCMH Transformation <http://www.safetynetmedicalhome.org/sites/default/files/Implementation-Guide-Engaged-Leadership.pdf>
- Strategies for Achieving Whole-Practice Engagement and Buy-in to the Patient-Centered Medical Home <http://www.annfammed.org/content/12/1/37.full.pdf>
- NCQA Website: Why PCMH? <https://www.ncqa.org/programs/health-care-providers-practices/patient-centered-medical-home-pcmh/>



# Summary Points for Optimizing the Team

---

1. Engage the organization in PCMH development
2. Identify key stakeholders in PCMH
3. Define key value requirements for PCMH
4. Develop PCMH capabilities with value in mind
5. Collaborate to gain buy-in for PCMH

# Questions?



# <http://chcleadership.com/pcmh-resources/>

The screenshot shows a web browser window with the URL <http://chcleadership.com/pcmh-resources/>. The page header includes the logo for The Virginia CHC Leadership Institute and a navigation menu with items: What's New, 2017-18 Program, 2016-17 Program, CHS Mind Tools, Best Practices, Project Value, and PCMH Resources (which is highlighted). Below the header is a dark blue banner with the text "PCMH Resources" and a breadcrumb trail "Home / PCMH Resources".

The main content area contains the following text:

Patient Centered Medical Home is a way of standardizing care so that patient satisfaction, quality, and cost savings are the focus. These three principles are reflective of the triple aim which is used to guide health care quality initiatives like PCMH. Currently 80.8% of community health centers in our membership have some level of PCMH recognition for at least one of their sites. Most have chosen to get their recognition through the National Committee for Quality Assurance.

This page is the table of contents for resources and information relevant to PCMH recognition and renewal.

The page features a table of contents with expandable sections:

- About PCMH**
- Webinar / Office Hours Content**
- Tools for PCMH Development**

Under the "Tools for PCMH Development" section, there are three links with brief descriptions:

- 2017 NCQA PCMH Guidelines**: The redesigned PCMH 2017 requirements focus on assessing a practice's transformation into a medical home and specify goals for [...]
- CHS PCMH Tracker 2017**: The CHS PCMH Tracker 2017 is an organizational management tool to be used by PCMH leaders to keep track of [...]
- CHS PCMH Knowledge Base 2017**: The CHS PCMH Knowledge Base is a database of hundreds of documentation examples, frequently asked questions, tools and resources [...]

At the bottom of the page, there is a section for **PCMH 2017 Resources**.

# Request Support

---

Your PCMH Support Team:

Caitlin Feller, Terry Laine, Sherrina Gibson

Online:

<http://chcleadership.com/support/>

Phone:

804-673-0166