

Change Package: Create a Healthy Practice



Purpose:

The change package supports New Brunswick Primary Care and Collaborative Family Practice Teams by describing evidence-based changes and practical tools and resources to reinvigorate clinic teams, maximize individual team member agency, reaffirm their sense of purpose and desire in providing healthcare, and form the strong foundations for the practice team to improve.

Aim Statement:

The [clinic] will demonstrate a commitment to creating a healthy practice as measured by a 50% increase in physician/NP/clinician/staff reporting they had a good day at work by [date].



Outcome Measure:

The percentage of providers and staff reporting they have had a good day at work at the end of each workday.

Balancing Measure:

Self-rating of perceived value (time, cost) across physicians and staff in relation to effort of implementing Healthy Practice Change Ideas

Process Measures:

The percentage of appropriate team members attending improvement team meetings.

Why is creating a healthy practice important?

Creating a Healthy Practice lays a foundation for and establishes a commitment to pursuing a Health Home model of care that results in better patient outcomes, better patient experience, improved provider and staff experience, and higher value care.

This change package is part of New Brunswick Medical Society's (NBMS) broader strategy to support primary care physicians, nurse practitioners and teams to implement a Health Home model that aligns with College of Family Physicians of Canada's Patient's Medical Home vision.¹

Aligning the practice team around the vision for a Health Home, providing the right supports for team members, and creating conditions for providers and staff to deliver the care they want to provide creates an environment for the practice to evolve towards a Health Home model.

This change package may also support the design and planning for creating a new practice based on the Patient's Medical Home model.

Using this change package:

This change package contains links to documents residing on the NBMS Practice Support Program [website](#) and is intended to be used by primary care practice teams with guidance and support by a practice facilitator. To ask questions or access NBMS practice facilitation, practice support can be reached at the following email: practicesupport@nbms.nb.ca

The change package is intended to be used in conjunction with the [Sequence to Achieve Change \(STAC\)](#) quality improvement framework and guides teams to create a healthy practice through the high-impact changes of:

- Envision your ideal practice
- Develop business supports, policies, and procedures that enable effective practice management
- Construct high-functioning primary care teams that embrace the paradigm of team-based, interprofessional care

Creating a Healthy Practice

By: Envisioning your ideal practice



Change Ideas

Create and use a team vision, mission, values statement to describe what is important for the practice and use these as strategic decision making filters for practice operations

Outline the characteristics of high quality care provision from the perspectives of patient, providers, and team and determine required enablers to provide it

Align on a set of team norms to guide team interactions, communication/ listening, decision making, and conflict resolution that would allow you to work cohesively as a team



Tools

HIG [Team Vision Mission Exercise](#)

HIG [Team Values Reflection](#)

HIG [Team Norms Exercise](#)

Creating a Healthy Practice

By: Developing business supports, policies, and procedures that enable effective practice management









Change Ideas

Develop a practice management agreement amongst clinic leadership that describes practice governance, financial planning, and professional accountabilities



Tools

-  [Pathway to Practice](#)
-  [Importance of a Business Plan](#)
-  [Top 10 Business Plan Mistakes](#)
-  [Benefits of Incorporating in FFS](#)
-  [Business Plan Template](#)
-  [Practice Agreement Planning Checklist](#)

Creating a Healthy Practice

By: Developing business supports, policies, and procedures that enable effective practice management











Change Ideas

Implement human resource management practices that standardize employee hiring, onboarding, performance review and termination and are aligned to labour standards and legislation



Tools

-  [Recruitment](#)
-  [Onboarding](#)
-  [Offboarding](#)
-  [How to Welcome a New Employee](#)
-  [Employee Development](#)
-  [HR resource bank:](#)
Expand human resources section
-  [Onboarding Guide](#)
-  [Providing Feedback Tool](#)

Creating a Healthy Practice

By: Developing business supports, policies, and procedures that enable effective practice management



Change Ideas


Develop operational standards and requirements for the practice

Adopt and create safeguards for individual and practice level adherence to regulatory standards for patient privacy

Create a practice manual that provides team members with a written source of policies, guidelines, and information related to all aspects of the practice



Tools

 [Clinic Guidance Document Template](#)

 [Policies, Guides, Procedures List](#)

 [Password Management](#)

 [Best Advice: Privacy & Security](#)

 [Best Advice: Data Stewardship](#)

 [Practice Manual Checklist](#)

 [Team Charter](#)

Creating a Healthy Practice

By: Constructing high-functioning primary care teams that embrace the paradigm of team-based, interprofessional care



Change Ideas

Adjust staffing model to meet the needs of the panel while balancing quality care delivery, sustainability, and current practice resources

- Consider new funding models or ways of practice that promote sustainable team-based care

Develop and onboard staff with clear role descriptions that provide a high-level view of responsibilities contextualized the patient panel

Optimize team composition by defining macro roles, responsibilities and who should do the work across the team



Tools

HIG [Practice Profile](#)

+ [Horizon Family Health Teams](#)

+ [Vitalité Health Network](#)

+ [A Compendium of Roles in Team-Based Primary Care](#)

HIG [Onboarding Guide Template](#)

HIG [Guide to Developing Team Roles and Responsibilities:](#)

Framework, Team Skills Inventory, Practice Profile, Mapping Core Functions

Creating a Healthy Practice

By: Constructing high-functioning primary care teams that embrace the paradigm of team-based, interprofessional care



Change Ideas

Assess shared team skills and ability (role, scope, training, experience, context) to meet the needs of the panel

Invest in opportunities for team to engage in ongoing quality improvement (QI) and professional development that align to practice and individual learning goals



Tools

HIG [Guide to Developing Team Roles and Responsibilities](#)
Framework, Team Skills Inventory, Practice Profile, Mapping Core Functions

HIG [Cross Training Decision Tool](#)

+ [CFPC CPD Events Calendar](#)

KEY [NBMS Practice Support "Events"](#)
Medicare Billing Sessions, NBMS Peer-Peer Physician Network, EMR Champions Lunch & Learns, Health Home Essentials Learning Collaborative

HIG [QI Worksheet Set \(STAC\)](#)

HIG [Health Home Practice Assessment](#)

Bonus: Foster Teams and Teamwork for a Healthy Practice

By: Enhancing organizational climate and psychological safety



Change Ideas

Complete a team climate inventory (TCI) and other team/provider experience surveys, and develop strategies to enhance psychological safety

Create structures to regularly hear, respond to, and track staff input, feedback and experiences (both overall and day to day)

Distribute work in ways that prioritize team members doing what they find most fulfilling while balancing necessity across the team

Assess and discuss team interpersonal communication and work styles to inform current organizational capacity and understanding of psychological safety



Tools

HIG [Psychological Safety Observation Tool](#)

HIG [Situational Awareness Pulse Check](#)

HIG ["What Matters To You?"](#)

HIG [Good Days / Bad Days Tracker](#)

HIG [Providing Feedback Tool](#)

HIG [Huddle Checklist and Planning](#)



+ [IHI Joy In Work Framework](#)

+ [Nurse Retention Toolkit](#)



HIG [Joy in Work Tipsheet](#)

HIG [Interpersonal Color Activity and Debrief Guide](#)

Summary: Creating a Healthy Practice

 Aim	Demonstrate a commitment to creating a healthy practice as measured by a 50% increase in physician/ NP/ clinician/ staff reporting they had a good day at work by [date].
High-Impact Changes	 Change Ideas
Envision your ideal practice	Create and use a team vision, mission, values statement to describe what is important for the practice and use these as strategic decision making filters for practice operations
	Outline the characteristics of high quality care provision from the perspectives of patient, providers, and team and determine required enablers to provide it
	Align on a set of team norms to guide team interactions, communication/listening, decision making, and conflict resolution that would allow you to work cohesively as a team
Develop business supports, policies, and procedures that enable effective practice management	Develop a practice management agreement amongst clinic leadership that describes practice governance, financial planning, and professional accountabilities
	Implement human resource management practices that standardize employee hiring, onboarding, performance review and termination and are aligned to labour standards and legislation
	Develop operational standards and requirements for the practice
	Adopt and create safeguards for individual and practice level adherence to regulatory standards for patient privacy
	Create a practice manual that provides team members with a written source of policies, guidelines, and information related to all aspects of the practice

Summary: Creating a Healthy Practice

 Aim	Demonstrate a commitment to creating a healthy practice as measured by a 50% increase in physician/ NP/ clinician/ staff reporting they had a good day at work by [date].
High-Impact Changes	 Change Ideas
Construct high-functioning primary care teams that embrace the paradigm of team-based, interprofessional care	Adjust staffing model to meet the needs of the panel while balancing quality care delivery, sustainability, and current practice resources
	Develop and onboard staff with clear role descriptions that provide a high-level view of responsibilities contextualized the patient panel
	Optimize team composition by defining macro roles, responsibilities and who should do the work across the team
	Assess shared team skills and ability (role, scope, training, experience, context) to meet the needs of the panel
	Invest in opportunities for team to engage in ongoing quality improvement (QI) and professional development that align to practice and individual learning goals
Enhance organizational climate and psychological safety	Complete a team climate inventory (TCI) and other team/provider experience surveys, and develop strategies to enhance psychological safety
	Create structures to regularly hear, respond to, and track staff input, feedback and experiences
	Distribute work in ways that prioritize team members doing what they find most fulfilling while balancing necessity across the team
	Assess and discuss team interpersonal communication and work styles to inform current organizational capacity and understanding of psychological safety

Acknowledgements & Evidence

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