

VBP/VBC Domain – Team-Based Care

DESCRIPTION

According to the Agency for Healthcare Research and Quality (AHRQ), well implemented team-based care has the potential to improve the comprehensiveness, coordination, efficiency, effectiveness, and value of care, as well as the satisfaction of patients and providers. To achieve this potential, the transition to team-based primary care requires, for most practices, profound changes in the culture and organization of care (Creating Patient-Centered, Team-Based Primary Care, AHRQ). Team-based care focuses on supporting members of the care team practicing at the top of their licenses. However, payment has to be aligned with the shifting responsibilities and expanded team members that supports the comprehensive needs of the population the health center serves. Payment can no longer be just about a short face-to-face visit with a billable provider, it must support the work of the entire team to maximize efficiencies in the team-based model.

Patient satisfaction, cost savings, and quality improvements have all been linked to the provision of team-based treatment as part of a medical home to a general primary care population. Receiving team-based care has been linked to decreases in hospitalizations, overall emergency department visits, and emergency department visits requiring ambulatory care. Additionally, team-based treatment is linked to less burnout among staff. Creating a team-based primary care transformation process requires the commitment of leaders, clinicians, and care team members across the organization. One noteworthy example of practice transformation is the Allegheny Health Network (AHN) multi-year journey to building a team-based care model. Through a phased approach, AHN began its process by creating a core care team model for the practices with each team member assigned a defined role in providing care. This was followed by the creation of an extended care team (i.e. clinical pharmacists, behavioral health consultants and registered dieticians who are available on-site or through virtual consultation) to help better manage patients in a more coordinated fashion. AHN's implementation of a team-based care model has become a promising practice and accelerated the improvement in health care quality, patient, staff and provider satisfaction.

Capabilities in the Team-Based Care domain include:

- Setting clear expectations for each team member's responsibility.
- Clinical support staff working with the same provider(s).
- Developing a trusting relationship with the patient through continuity of care with the same provider team.
- Team huddles to plan for the care of patients before and after the visit.
- Outreach to patients to close care gaps.

RATING YOUR HC LOW, MEDIUM, OR HIGH FOR THIS DOMAIN

Attributes of HCs that are rated low, medium, or high for capabilities in this domain.

1. The health center utilizes evidence-based, team-based care (*from CHCANYS APM Readiness Assessment*).
 - a. Low – Team-based care processes are beginning to be implemented. Communication across teams may be difficult.
 - b. Medium – Care is predominately team-based. Care teams communicate freely as partners in developing care plans.
 - c. High – Evidence-based, team-based care is the norm and used not just to support individual patients, but to identify and address gaps in care.
2. The health center has a process in place to measure and promote continuity so that patients and care teams recognize each other as partners in care. (*Delta Center's MAHP 2.0 Assessment*).
 - a. Low – The milestone has not yet been addressed or work is beginning.

- b. Medium – The milestone is being implemented or partially operational.
 - c. High - The milestone is functioning, performing, and producing results.
- 3. Practice sets clear expectations for each team member's functions and responsibilities to optimize efficiency, outcomes and accountability (Delta Center's MAHP 2.0 Assessment).
 - a. Low – The milestone has not yet been addressed or work is beginning.
 - b. Medium – The milestone is being implemented or partially operational.
 - c. High - The milestone is functioning, performing, and producing results.
- 4. Clinical support staff (*Delta Center's MAHP 2.0 Assessment*).
 - a. Low – Work with different providers every day or are linked to providers in teams and are frequently reassigned.
 - b. Medium – Consistently work with a small group of providers and staff in a team.
 - c. High – Consistently work with the same provider(s) almost every day.

If you are interested in your HC taking a more comprehensive VBP assessment, below are some options:

- Delta Center's MAHP 2.0 Assessment Tool <https://deltacenter.jsi.com/resources/road-ahead-model-advancing-high-performance-primary-care-and-behavioral-health-under>
- NACHC Payment Reform Readiness Assessment Tool <https://www.nachc.org/resource/payment-reform-readiness-assessment-tool/>

RESOURCES FOR CHCs TO IMPROVE THIS CAPABILITY

LPCA, HCCN and/or LPCACO programs/support:

- LPCA provides education on CMS VBP initiatives focused on value-based transformation of team-based care.
- LPCA will support HCs in completing VBP/VBC self-assessments through these Domain communication tools and by informing HCs of other tools and resources.
- LPCA has a long standing partnership with Honnete Consulting. LPCA will continue collaborative training efforts with Honnete Consulting to develop and provide educational training sessions for member health centers on patient centeredness, healthcare workforce development, Patient Centered Medical Home (PCMH) program implementation & management, patient quality, medical costs containment, and operational efficiency.

Other partners that can help CHCs improve this capability:

- *PCA Value-Based Care Collaborative and Online Resources*
- *NACHC Populations Health and PCMH Online Resources and Conferences (CHI, FOM/IT, Peer Learning, etc.)*
- *NACHC Elevate program that has a focus on population health and team-based care*
- *JSI/Delta Center For A Thriving Safety Net*
- *American College of Physicians (ACP) team-based care tools*
- *Safety Net Medical Home Initiative tools*
- *Institute of Medicine resources*
- *National Committee of Quality Assurance resources*

Links to resources for this capability:

- Team-Based Care Toolkit, ACP <https://www.acponline.org/practice-resources/patient-and-interprofessional-education/team-based-care-toolkit#:~:text=Academy%20of%20Medicine-,What%20is%20Team%2DBased%20Care%3F,education%2C%20certification%2C%20and%20licensure.>
- Safety Net Medical Home Initiative, continuous and team-based relationship guide <https://www.safetynetmedicalhome.org/change-concepts/continuous-team-based-healing-relationships>

- Core Principles & Values of Effective Team-Based Care, IOM <https://nam.edu/wp-content/uploads/2015/06/VSRT-Team-Based-Care-Principles-Values.pdf>
- NCQA PCMH resources <https://www.ncqa.org/programs/health-care-providers-practices/patient-centered-medical-home-pcmh/>
- Joint Commission PCMH resources <https://www.jointcommission.org/what-we-offer/certification/certifications-by-setting/hospital-certifications/primary-care-medical-home-certification/>
- Creating Patient-Centered, Team-Based Care, NCQA <https://www.ahrq.gov/sites/default/files/wysiwyg/ncepcr/tools/PCMH/creating-patient-centered-team-based-primary-care-white-paper.pdf>
- How to Use Team-Based Care to Improve the Patient Experience, Patient Engagement HIT, <https://patientengagementhit.com/news/how-to-use-team-based-care-to-improve-the-patient-experience>
- Advancing Team-Based Primary Care: The importance and challenges in 2023. (2023). The American Journal of Accountable Care, 11(3), 33–35. <https://doi.org/10.37765/ajac.2023.89436>
- Primary Care Transformation: a Team-Based care model. (2023). The American Journal of Accountable Care, 11(3), 28–31. <https://doi.org/10.37765/ajac.2023.89435>
- Promoting Patient-Centered, Team-Based Care, ANA https://www.nursingworld.org/~4af159/globalassets/docs/ana/ethics/issue-brief_patient-centered-team-based-health-care_2016.pdf
- Improve Patient Care and Team Engagement Through Collaboration and Streamlined Processes, AMA <https://edhub.ama-assn.org/steps-forward/module/2702513>
- Implementing Optimal Team-Based Care, National Academy of Medicine <https://nam.edu/implementing-optimal-team-based-care-to-reduce-clinician-burnout/>
- CMS Innovations Center <https://innovation.cms.gov>
- The Delta Center Model for Advancing High Performance in Primary Care and Behavioral Health Under Value-Based Payment [Delta Center.JSI Resources](#)
- Patient Satisfaction with Medical Home Quality High <https://www.pcpcc.org/2013/12/24/patient-satisfaction-medical-home-quality-high>
- From Triple to Quadruple Aim <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4226781/>
- NASEM implementing high quality primary care <https://www.nationalacademies.org/our-work/implementing-high-quality-primary-care>