The Practice Innovation Institute is pleased to invite our participants and supporters to two upcoming events that we are hosting. The first, the **Prescription for Change Opioid Conference**, will be held on Saturday, August 24th. This half day session is packed with excellent speakers to provide updates and information on combating the opioid crisis. In addition, over 15 different agencies will be available to attendees to provide information on available resources. Thanks to Mercy Care, continuing education credit is being made available to attendees at no cost.

The second upcoming event is the **Pii Symposium** which will be held on Monday, September 16th. We are pleased to share that Jami Snyder, AHCCCS Director, will be our keynote speaker. The Symposium will be an opportunity for us to review the importance of transformation and integration and recognize the accomplishments made over the last four years. In addition, we will review support available to the Pii participants to ensure their success in value-based arrangements in the future.

We hope you can join these events!!

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**As our Transforming Clinical Practice Initiative (TCPi) Practice Transformation Network concludes, the Practice Innovation Institute invites participants and supporters to the**

**Pii Symposium**

Join us as we review the importance of transformation and integration, speak to the future and recognize successes within our network.

**Monday, September 16, 2019**
8:00 am - 12:00 pm

**Desert Willow Conference Center**
4340 E. Cotton Center Blvd, Suite 100
Phoenix, AZ 85040

Space is limited - register soon
*Click HERE to Register*
The Practice Innovation Institute invites Arizona’s prescribers and clinicians to the

Prescription for Change Opioid Conference

Prescribe as usual                          Learn new methods

When:  Saturday, August 24, 2019
       8:00am to 12:30pm
       (Check-in at 7:15am)

Where:  Desert Willow Conference Center
         4340 E. Cotton Center Blvd, Ste 100
         Phoenix, AZ 85040

Check-in and a continental breakfast will be available starting at 7:15am.

Conference Objectives:
• Increase knowledge about opioid abuse disorder treatment modalities and community resources
• Reduction in personal and professional stigma associated with substance use disorder with medication assisted treatment
• Understanding of personal and professional role in the battle against the opioid epidemic and a call to action to implement in care services

Space is limited – register soon   |   There is no cost for this event

Click **HERE** to Register

In addition to a great agenda of speakers, the conference will have over 15 organizations present to provide information on resources available to assist with battling the opioid crisis

**Physicians** – This Live activity, with a beginning date of August 24, 2019, is approved for **3.50 Elective credit(s)** by the American Academy of Family Physicians. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

**Nurses** – This event is approved for **4.0 CNEs** by the California Board of Nursing.

**Social Workers** – The AZ Chapter of the National Association of Social Workers has approved this activity for a total of **3.75 contact hours**.
An Interoperable Arizona: The Progress and the Promise

Health Current, Arizona’s health information exchange (HIE) has grown more than 700 percent over the last three years, with growth not only in numbers but also diversity. This growth offers the promise of an interoperable Arizona where more complete patient information is seamlessly shared to help clinicians make better decisions and improve care and outcomes. To realize this promise and potential, there is more work ahead in integrating HIE data into clinical workflows and in standardizing terminologies and data coding.

The 12th annual Health Current Summit & Trade Show will include presentations, discussions and breakout sessions on the progress and the path ahead, from successful use cases to Health Current’s technology upgrade to the collaborative work on data quality that will enable the seamless information sharing for statewide interoperability.

Dates: November 13 - 14, 2019

Location: Renaissance Phoenix/Glendale Hotel & Spa
9495 West Coyote Boulevard, Glendale, AZ 85305 | Phone: 623-937-3700

Registration: Click Here

Visit Health Current Website for additional information
Pii Exemplary Practice Stories

Pii participants that reach exemplary status are requested to write their story. To read the stories, please visit our website Here.

This month’s featured story.....

TCPI Exemplary Practice Performance Summary

Agave Pediatrics
Growing Healthy Children by focusing on the well-being and promotion of the child's health and providing the best quality and individualized care with integrity and honesty in a child-friendly environment.

Agave Pediatrics (Agave) is a multi-provider pediatric practice in Phoenix, Arizona, with five locations serving over 10,000 Medicaid patients. With a mission to provide the best possible pediatric care in the Valley, we believe in the importance of individualized and personalized care and focus on fostering growth and child development. There is nothing more precious to us than the trust of our patients and their parents' faith in us. We believe strongly in the importance of human-to-human contact and experience, preventive medicine and availability to our families.

Our patients are treated as an extension of our family, and we keep patient and family engagement at the center of everything we do. Access to care is also a very important part of the package that we offer. By providing multiple locations, same day sick appointments and the ability to reach an Agave provider around the clock, we have made access to care more manageable for our patients, thereby reaching our goal to reduce the use of the emergency department (ED).

In addition, our partnership with Innovative Care Partners, an accountable care organization (ACO), allows us to access Honor Health’s portal to view ED records. Using that information along with other resources and reports available through our electronic health record (EHR), quality reports from contracted health plans, and hospital admission/discharge reports directly from the facilities, we monitor the care our patients receive. We also participate in a secure group texting system with ED physicians and hospitalists at Honor Health. We connect with them to obtain patient information and discuss a plan of care. All of these efforts have led to reduction in ED visits.

Based on Mercy Care claims data for Agave members, we have avoided 549 ED visits for our patients. With an average cost of $450 per visit, the total savings is more than $247,000.
Involving families in treatment has always been a focus at Agave Pediatrics. It is evident in our policy and procedures for vaccinations. We believe that every child should be vaccinated. However, we continue to see patients whose families feel differently and prefer to not vaccinate or choose to follow a different vaccination schedule. Our workflow requires that we educate families about the need for vaccination at every well child visit, and if they choose not to vaccinate, we have them sign a formal request to forgo vaccination at each visit. We continue to promote vaccines to non-vaccinating families by using a gentle, decisive, and educational approach. Giving parents an opportunity for individual expression of their concerns makes them more open to discussing vaccinations in a safe space. After the discussion, if they still choose not to vaccinate, per the American Academy of Pediatrics (AAP) protocol, we require them to sign the AAP declination form at each visit. With this non-judgmental tactic, we have been able to convince many families about the importance of vaccines who later turn around and decide to vaccinate their children. We have been able to positively influence many families who otherwise would not have considered vaccinating their children.

The approach is working and proven as we see continued increase in the number of patients that are being vaccinated. In 2017, we vaccinated almost 31,000 children and in 2018 over 34,000.
Working directly with contracted health plans, we take our partnership very seriously in reducing unnecessary hospital use for both inpatient and emergency care and in meeting HEDIS measures. We educate patients at each point of contact by setting expectations during each visit and addressing possible symptoms that may arise. Our providers are available to answer questions to guide parents regarding symptoms and use of ED services through our Triage Service. This safety net, along with the ability to be seen, in office the next day, decreases anxiety in parents and enhances confidence in the Primary Care Physician's office. We make follow-up calls to check on all patients who have called the Triage Service the previous day and offer an appointment if needed.

Another focused area of improvement is the Adolescent Well Care HEDIS measure. With a baseline measure of reaching 36.8% of our members in this age range, we have reached 48.3% as of Q14 of the TCPI grant period. Agave physicians are active participants in the TOPS (Team of Physicians for Students - http://www.aztops.org/) program and participate in the annual screening for adolescents by assisting in providing comprehensive physical screenings, free of charge, to all students participating in interscholastic athletics or allied activities. This focus translates into each of our offices and evidenced in the outcome measure reported by Mercy Care.

### Mercy Care improvement in Adolescent Well Care:

<table>
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<tr>
<th>Measures</th>
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<tbody>
<tr>
<td>Members</td>
<td>% of Denom</td>
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<tr>
<td>5.2%</td>
<td>36.8%</td>
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**Agave Pediatrics** was founded on the concept that all children, regardless of circumstance, deserve access to prompt, individualized health care. We believe that we must promote health, prevent illness, and above all protect our most vulnerable - our children. We want to "Grow Healthy Children"! Our commitment to community health and well-being has led to unparalleled expansion, and we are proud to provide care at five valley locations! At Agave, we understand that there is more to healthcare than treating physical ailments. We create a warm and personal atmosphere with an emphasis on meeting individual and family needs by providing excellent support. Our community outreach and excellence in patient care have led to countless service awards, and we are always looking for opportunities to improve health outcomes in a timely manner. We are here to serve the communities that have long supported us!
In addition to our outstanding pediatric primary care services, we are proud to offer several specialty services including:

- Tongue and lip tie evaluation and management
- Pediatric allergy and immunology
- Infant feeding therapy
- Lactation support
- Pediatric Nephrology

**Agave Pediatrics** is an active participant of the Practice Innovation Institute (Pii), Arizona’s Practice Transformation Network. As of February 2019, Agave Pediatrics has completed all 5 Phases of Transformation.

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**Healthcare Communities**

Healthcare Communities is a collection of nearly 70 virtual communities, including CMS’ Transforming Clinical Practice Initiative, allowing individuals in different healthcare-related organizations to work together on shared interests and goals, regardless of location.

This site is an excellent source of information!

Registration Link: [LINK](#)

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**Electronic Prescribing of Controlled Substances**

Have questions about the Arizona Opioid Epidemic Act that requires all Arizona prescribers to electronically prescribe any Schedule II controlled substance by January 1, 2020?

Visit the [Click for Control Website](#) for fact sheets, FAQs, and additional information.

See the Upcoming Events section of this Pii Newsletter for webinar dates.

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Electronic Prescribing of Controlled Substance (EPCS)

*Click for Control*  
2019 Arizona Campaign
July 30, 2019 | 12:30pm to 1:30pm
*Small Practice Strategies for Incorporating the Patient and Family Vice into Practice Transformation*
Webinar
This webinar provides practical ideas for small practice that have struggled with setting up a patient and family advisory council or just need to know how to get started. It provides other ways to incorporate patient/family perspectives into practice changes.

Click Here for additional information and to register. There is no cost for this webinar.

August 1, 2019 | 8:30am to 1:00pm
*46th Annual Arizona Rural Health Conference*
High Country Conference Center | Flagstaff, AZ
Conference theme: The Five Cs of Rural Health in Arizona: Care, Capacity, Connection, Culture, & Collaboration

For additional information and to register: Here

August 7, 2019 | 10am to 11am
*Toxic Stress, Race, Bias and interaction with SDOH and health inequities*
Webinar
SDOH are critical contributors to health status and health disparities. However, the physiology of toxic stress impact various populations differently based upon geography, race, ethnicity, gender, socioeconomic status and ethnohistoric perceptions of bias and discrimination. The presentation will highlight data that shows how disparities in toxic stress can be contributors to racial and ethnic health disparities.

Click Here for additional information (including CEUs) and to register. There is no cost for this webinar.

August 8, 2019 | 12:00pm – 1:00pm
*2019 EPCS Click for Control Webinar*
Join this webinar to learn more about the Arizona Opioid Epidemic Act that requires all Arizona providers to electronically prescribe any Schedule II controlled substance by January 1, 2020.

To register for this free webinar click Here

August 11 – 15, 2019
*SWS 2019*
JW Marriott Starr Pass Resort & Spa | Tucson, AZ
Registration for the Southwestern School for Behavioral Health Studies annual event has opened.

For additional information and to register click Here
Upcoming Events

August 14, 2019 | 12:00pm – 12:45pm
Mini Pii Session – Tracking of ED/Hospital Visits
Webinar

The Practice Innovation Institute is hosting Mini Pii Sessions that will allow the sharing of experiences to build collaboration amongst our Practice Transformation Network. Each session will focus on a selected topic where practices will be encouraged to ask questions, share their experiences, provide feedback, and share useful best practices such as desktop procedures, policies, and/or procedures that have been effective within their organization.

To register for this free webinar click Here.

August 14, 2019 | 10am to 11am
Health Minds, Healthy Lives: The Impact of Mental Health on Communities
Webinar

The objectives of this webinar are: 1) define the social determinants of mental health and their impact on communities; 2) describe the major social challenges facing individuals involved in the criminal justice system who have a mental illness; and 3) define possible state and federal policy changes that would improve the health outcomes of people who are living with a mental illness including those individuals who are involved with the criminal justice system.

Click Here for additional information (including CEUs) and to register. There is no cost for this webinar.

August 15, 2019 | 5:30pm – 7:00pm
Health Law at Arizona Law: Phoenix Networking Reception
Piper Auditorium, UA Phoenix Biomedical Campus | 600 E Van Buren St | Phoenix, AZ 85004

Arizona Law and Health Current, Arizona’s Health Information Exchange, are co-hosting an inaugural Health Law Networking Reception in Phoenix. This inaugural event seeks to bring together healthcare professionals, alumni, and those interested to connect and learn about exciting new initiatives in the health law and policy field.

To find out more and to register for this event click Here.

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Miss a Mini Pii session?
You can visit our website to view the notes and presentation from past sessions.

Finished Mini "Pii" Sessions
Upcoming Events

**August 22, 2019 | 5:00pm – 6:00pm**

*2019 EPCS Click for Control Webinar*

Join this webinar to learn more about the Arizona Opioid Epidemic Act that requires all Arizona providers to electronically prescribe any Schedule II controlled substance by January 1, 2020.

To register for this free webinar click [Here](#).

**August 24, 2019**

*Prescription for Change Opioid Conference*

Desert Willow Conference Center | Phoenix, AZ

See page 2 of this Pii Newsletter for additional information

**August 28, 2019 | 12:00pm – 12:45pm**

*Mini Pii Session – Joy in the Workplace*  
Webinar

The Practice Innovation Institute is hosting Mini Pii Sessions that will allow the sharing of experiences to build collaboration amongst our Practice Transformation Network. Each session will focus on a selected topic where practices will be encouraged to ask questions, share their experiences, provide feedback, and share useful best practices such as desktop procedures, policies, and/or procedures that have been effective within their organization.

To register for this free webinar click [Here](#).

**September 16, 2019 | 8:00am to 12:00pm**

*Practice Innovation Institute Symposium*

Desert Willow Conference Center | Phoenix, AZ

See page 1 of this Pii Newsletter for additional information

**November 13 & 14, 2019**

*2019 Health Current Summit & Trade Show*

Renaissance Phoenix/Glendale

See page 3 of this Pii Newsletter for additional information
Health Current 2018 Annual Report

Health Current has released their 2018 Annual Report – Fully Informed Health: The Path and the Progress.

To review the report click Here.

Network for Regional Healthcare Improvement (NRHI) has Released New Power Packs

Each Power Pack solves a specific challenge that a practice might face. Power Packs lead by example by demonstrating specific pathways to resolve healthcare delivery challenges. Available Power Packs include areas of care coordination, understanding data, joy in the workplace, evidence-based care, person and family engagement, sustainable business operations, and more.

These resources were developed through the Transforming Clinical Practice Initiative led by the Centers for Medicare and Medicaid Services. The Power Packs support short- and long-term financial sustainability, improve patient and family engagement and satisfaction, and improve provider joy in work, including employee satisfaction and workforce retention.

Click Here to view all of the available Power Packs. A sample appears on the next pages.
Team-Based Care

Lessons Learned

Performance Challenge

Traditional medical practice is structured for each patient to be seen by a single clinician who takes care of all health needs and tasks during their visit, which creates bottleneck and frustration when only one patient can be cared for at a time, and results in delayed care for patients and burnout for providers and staff.

- Care is dependent on the clinician, and only one patient can be seen at a time.
- Staff often wait on the clinician for decisions to get their work done.
- Patients wait until after clinic hours to hear back from their provider, delaying care.
- Clinicians spend hours working after clinic.

Practice Solution

Employ a team-based care approach which distributes work across individuals that is appropriate to their role and allows for more responsive and timely care.

Team-based care is a sustainable solution to both improving the quality of care and work life of providers and staff.

Change Steps

Practices can introduce concrete changes to their workflows and systems to deliver team-based care:

- Spread the work across all staff at the office to allow for smooth decision-making. When staff operate independent of the clinician, they deliver more efficient care.
- Work with the clinician and patients to create systems that are patient-friendly and reliable.
- Provide training on team-based care.

Using a team-based approach improves the quality of care and work life of clinical providers and staff.

Practice Spotlight

Union Square Family Health Center, a Family Medicine site of the Cambridge Health Alliance located north of Boston, MA had a problem: after years of devoted service to a diverse community, doctors were burning out and leaving. Despite many changes and improvements to care, including use of registries, changing the role of the nurses to manage chronic diseases, and becoming a recognized Patient-Centered Medical Home (PCMH), the doctors were getting tired. Many of these additions were, in fact, more work for doctors, and charting often took hours after a busy day of seeing patients in the office.

A team-based care model was implemented as a sustainable solution to overwork. The practice redesigned their workflows with doctors and nurses to incorporate a team-based care approach where Medical Assistants and Receptionists “stepped-up” their level of interaction with patients, freeing doctors to diagnose and treat diseases.

Once it was clear that more help was needed, physician assistants were hired to share panels, allowing doctors peace of mind when out of the office. Pharmacotherapists joined the practice to help educate patients about chronic diseases and optimize treatment regimens. Integrated Behavioral Health teams of therapists, community health workers, and psychiatrists were now available to help with patients suffering from anxiety, chronic depression, post-traumatic stress disorder, and even smoking cessation. Taking care of patients from cradle to grave is a lot of work, and teams allow for specialized and individualized care for each patient.

The staff of the practice gathers to share stories about how each person made an individual’s life better, happier, and healthier. Sharing stories of success led to celebrations of work and of each staff member. Each staff member has a “life list” of people whose lives they helped through practice, such as reminding a patient to get their colon screening, PAP smear, mammogram. For example, when a patient’s cancer is avoided or caught early, the practice’s staff celebrates the staff member’s work and adds this person to their “life list.”

Staff and providers realized the power of working in teams as quality metrics started to improve, resulting in a new sense of pride and joy among staff. Burnout and turnover decreased dramatically, and the practice now has engagement scores for the site at 86% for staff and 98% for providers (compared to national data). The practice also hosts annual retreats and events outside of work at least four times a year.

Authors: National Nurse-Led Care Consortium, American Medical Association, American Psychiatric Association, and Kirsten Meisinger, MD
Lessons Learned

Change Tactics

Successful practice transformation tactics fall under Person and Family Centered Care and Sustainable Business Operations:

- Team-Based Relationships—offer complementary styles of practice to meet patient needs from different types of providers.
- Patient and Family Engagement—integrate patients as team members to share their expertise and strengthen the bond between clinician and patient.
- Staff Vitality and Joy in Work—engage staff, providers, and patients in having their voice heard and priorities incorporated in practice workflows and culture.

Resources

- AMA Steps Forward™ Interactive Cost Calculator to estimate the cost and benefit of implementing team-based care in your practice. Enter the amount of time per day spent by physicians on activities that could be eliminated by implementing team-based care and the estimated cost of the specialist. The result will be daily physician time saved and annual savings of implementing team-based care.
- ACP Practice Advisor® has short, interactive assessment and learning modules to assist with implementation of new workflows. Many modules are CME/MOC-eligible. (Registration Required)
- NNCC’s Team Based Care Training is a four-hour workshop using the train-the-trainer model. This workshop session will provide attendees with skills to build interdisciplinary care teams and optimize their use for patient-centered care. Attendees learn how to define care team roles and responsibilities to optimize efficiency, outcomes, and accountability.

Practice Spotlight

Figure 1: Effect of High-Functioning, Integrated Behavioral Health Teams on Tracked Measures

People who enter our practice comment on how calm and happy everyone is. Patients frequently refer to staff as their “family.”

A joyful work environment elevates the energy level of everyone in it, and Union Square demonstrated their capacity for change and improvement work. Activated staff and patients bring suggestions to improve care and in how the clinic functions to leadership every day, knowing that their suggestions are welcomed and encouraged.

Figure 2: Changes in Symptoms of Burnout as a Result of High-Functioning Teams

Structural changes are essential to maintaining the improvement culture; weekly staff meetings and weekly team meetings are held in an “all teach all learn” format. The time spent in meetings is easily recovered with increased efficiency and lack of burnout. The consensus if that no one who has made the transition to this new environment would “go back.”

Authors: National Nurse-Led Care Consortium, American Medical Association, American Psychiatric Association, and Kirsten Meisinger, MD
The following Pii Practices have completed all 5 Phases of Transformation as part of the CMS Transforming Clinical Practice Initiative:

- A New Leaf
- Agave Pediatrics
- Arizona Otolaryngology Consultants
- Arizona’s Children Association
- Bayless Integrated Healthcare
- Biltmore Ear Nose & Throat
- Catalina Pointe Arthritis & Rheumatology Specialists
- Chicanos Por La Causa
- Children’s Clinics
- Circle the City
- Community Bridges
- Community Medical Services
- Community Partners Inc
- Comprehensive Health Center
- ConnectionsAZ
- Crazy About Kids Pulmonary Services
- Crisis Preparation and Recovery
- Desert Senita Community Health Center
- Desert Shores
- Desert Sun Pediatrics
- DMG – Children’s Rehabilitative Services
- GB Family Care
- Horizon Health and Wellness
- Jewish Family & Children’s Service
- La Frontera EMPACT
- Lifewell
- Marc Community Resources
- Maricopa County Correctional Health Service
- MomDoc
- Mountain Park Health Center
- MVP Kids Care
- Native Health
- Neuromuscular Clinic and Research Center
- North Country HealthCare
- Open Hearts Family Wellness
- OrthoArizona
- Partners in Recovery
- Pediatrics of Queen Creek
- Pendleton Pediatrics
- Phoenix Children’s Medical Group
- Phoenix Medical Group
- Piller Child Development
- Pulmonary Consultants
- Pulmonary Institute of Arizona
- Relieve Allergy Asthma & Hives
- RI International
- San Tan Allergy & Asthma
- Southwest Behavioral Health & Services
- Sun Life Family Health Center
- Sunset Community Health Center
- Terros Health
- Touchstone Health Services
- True Care MD
- Valle del Sol
- Wesley Community & Health Centers

Check out our website where you will find success stories, events, and other information www.piiaz.org

Have an idea for a future Pii Newsletter? Have any questions? Email us at info@piiaz.org