

Walk Through Lightly COVID-19 & the Prepared Mind

CAFMR Primary Care Innovation Collaborative, October 9 2020

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Objectives

By the end of this session I hope you will be able to:

- Define innovation and its 4 basic types and categories
- Recognize the essential components of innovation culture
- Identify 4 common tools to help drive innovation
- Understand role of networks in breakthrough innovation
- Commit to training your innovation muscles and keep your mind prepared

Who's here?

0
Resident

0
Other Student / Trainee

0
Physician Faculty

0
Behavioral Health Provider

0
Coach/Facilitator

0
Administrator

0
Other



Word Association: "INNOVATION"





"definition of innovation"



All



Books



Images



News



Shopping

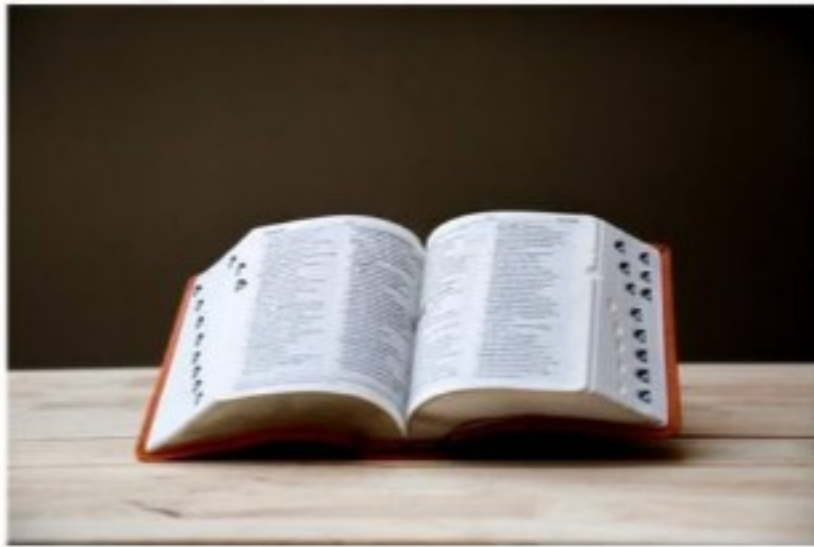


More

Settings

Tools

About 19,900,000 results (0.59 seconds)



- Invention: the creation of something new
- **Innovation:** The creation, development and implementation of something new that *adds value*
 - Innovation = Invention + Implementation + value



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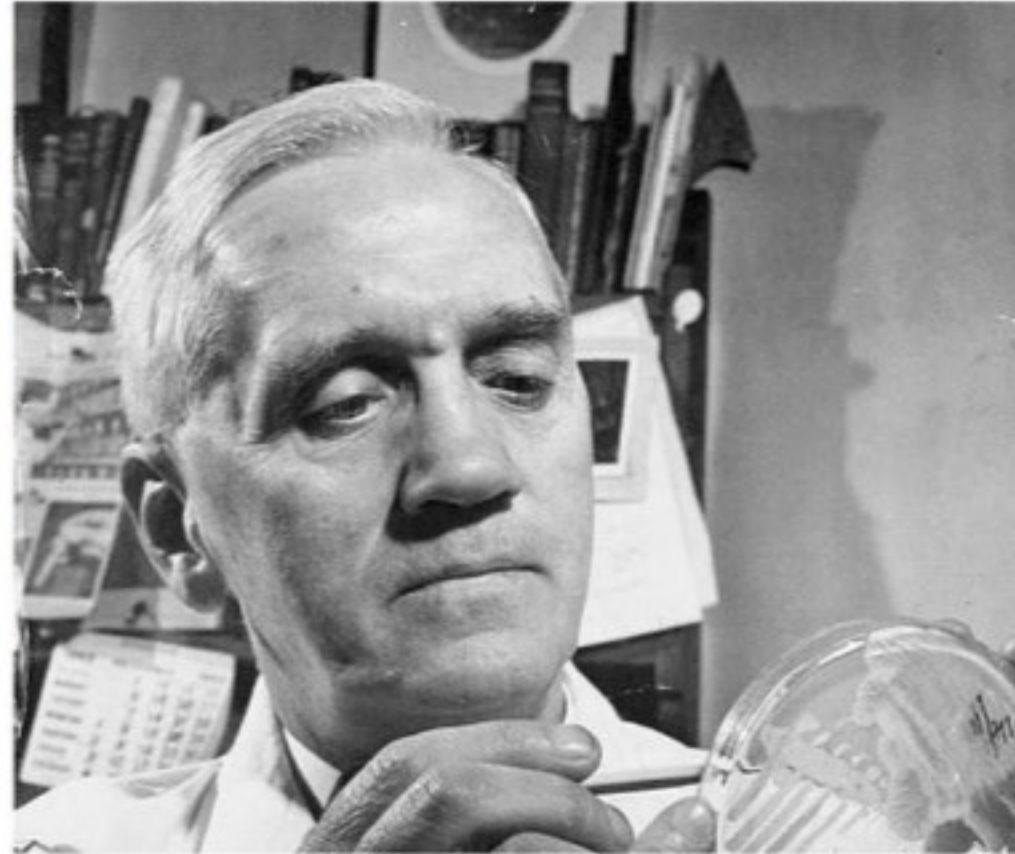
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Who invented penicillin?

<https://youtu.be/9bbJBa266ml>



“Chance favors
only
the prepared
mind.”



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Taxonomy of Innovation

Three Types of Innovation - Product, Process and Business ...

May 26, 2018 — There are different ways an organization can innovate. Essentially, there are

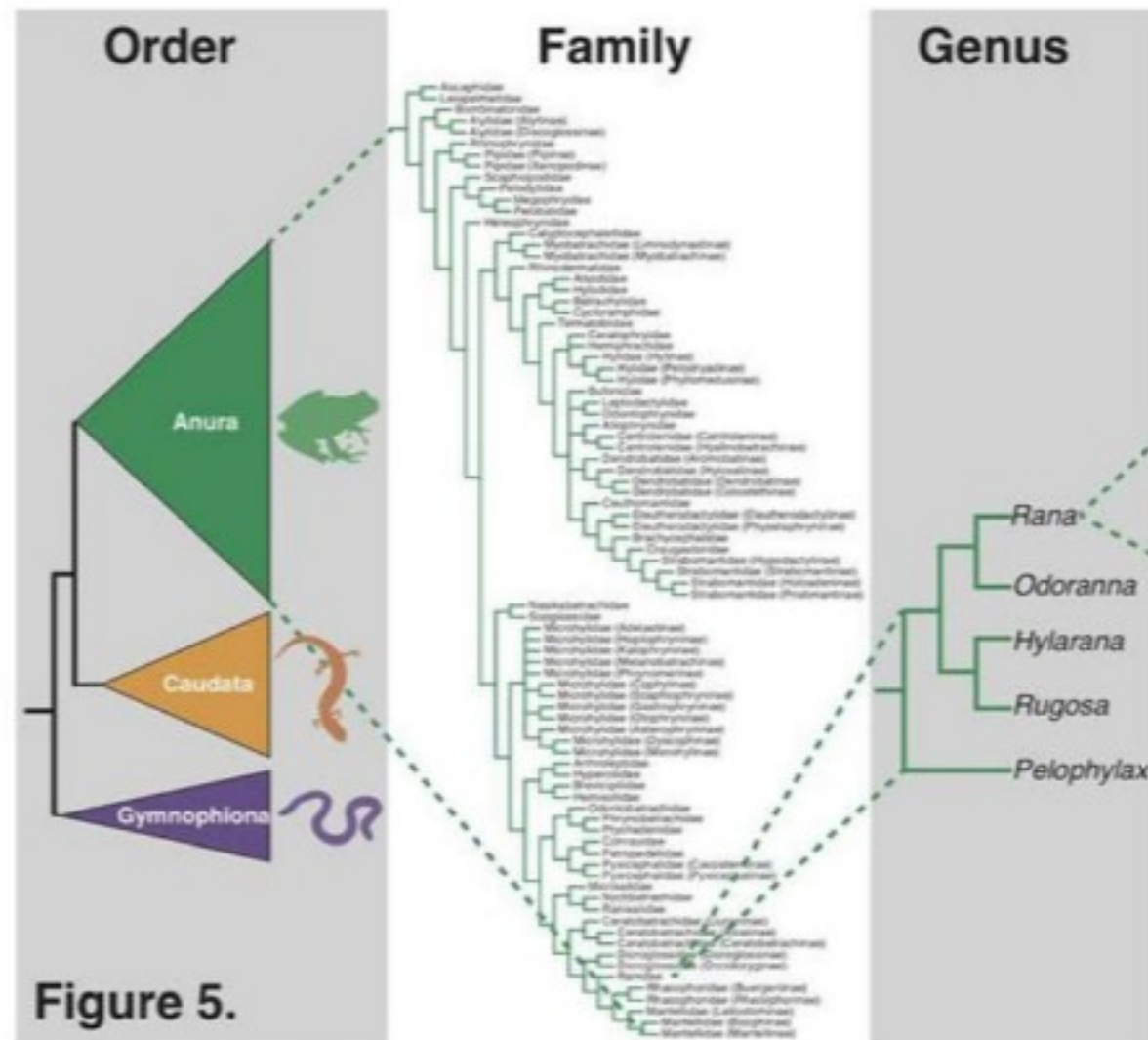


Figure 5.

§ 4 Types of Innovation (and how to approach them) | Digital Tonto

May 16, 2012 — 26 responses iean-louis May 16, 2012 Hello Greg nice to read from

10 Types of Innovation: The Art of Discovering a Breakthrough ...

Jul 1, 2020 — How do companies like Amazon and Apple consistently make game-changing

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12 Types of Innovation You Should Know | IdeaScale

Apr 26, 2020 — What are the different types of innovation? With so many types of in

14 Different Types Of Innovation: Why One Size Doesn't Fit All

Mar 23, 2020 — The Innovation Matrix or 4 types of innovation. Architectural innovation. Radical

15 Types of innovation | The gentle art of smart stealing

15 Types of innovation · 1 Incremental innovation · 2 Process innovation · 3 Red ocean



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4 Types

- Tech



- Process



- Model



- Other



4 Categories

- Incremental



- Disruptive



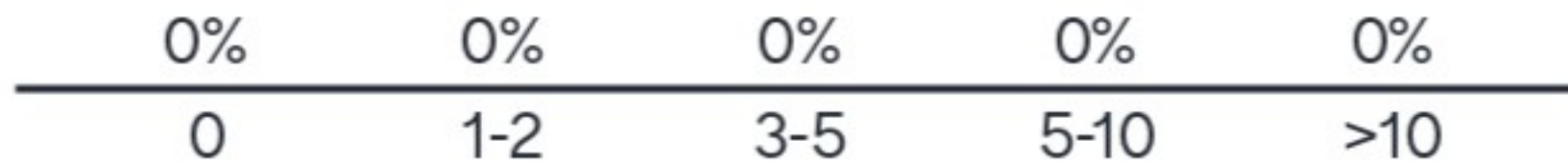
- Breakthrough



- Lateral



Innovation experience



Who's here?

- Resident
- Other Student / Trainee
- Physician Faculty
- Behavioral Health Provider
- Coach/Facilitator
- Administrator
- Other



Facilitators of Innovation



Barriers to Innovation





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CULTURE

Behaviors

- Team-ness
- Non-hierarchical behavior
- Experimentation, learning

Environment

- Mix it up!
- Time & Space
- Psychological safety
- Diversity

Beliefs

- Mission
- Shared vision
- Confidence with humility

Mental models

- Growth mindset
- “Muscle memory”
- Systems & Design thinking



4 Common Tools



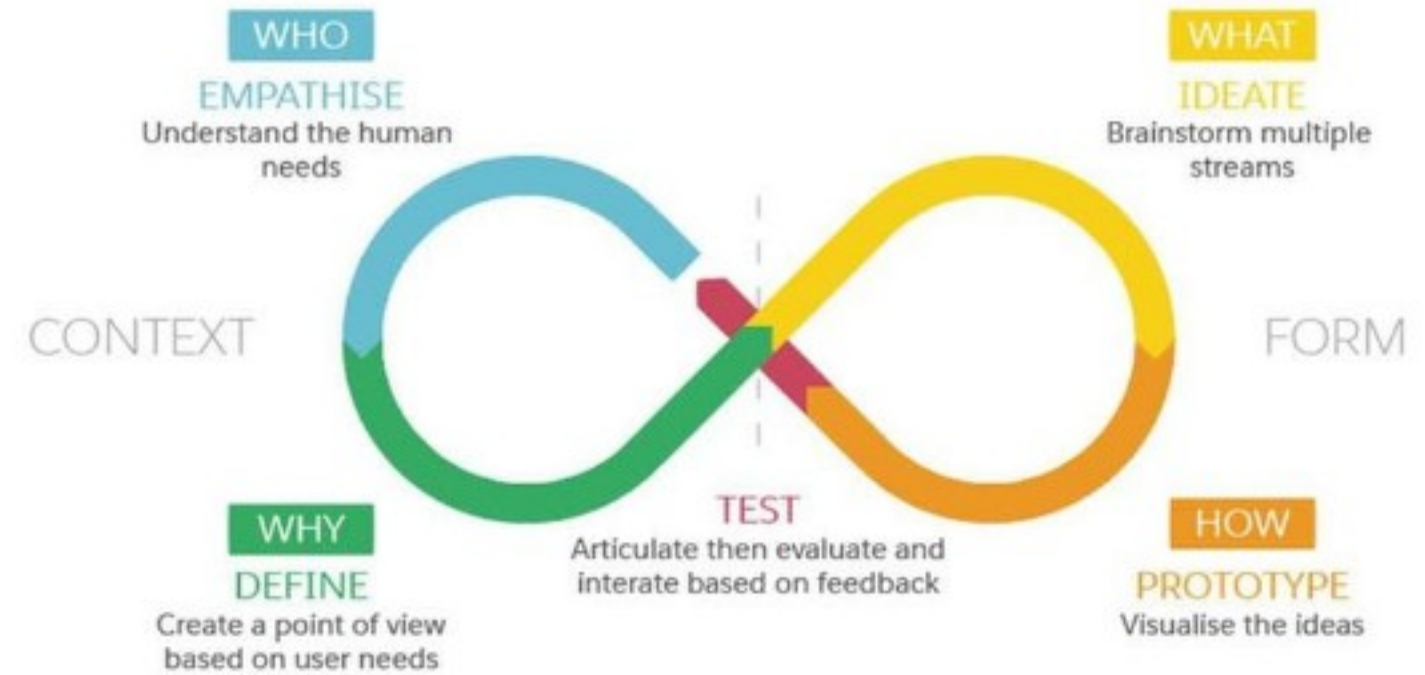
Kotter's Change Management Model



Source: John Kotter

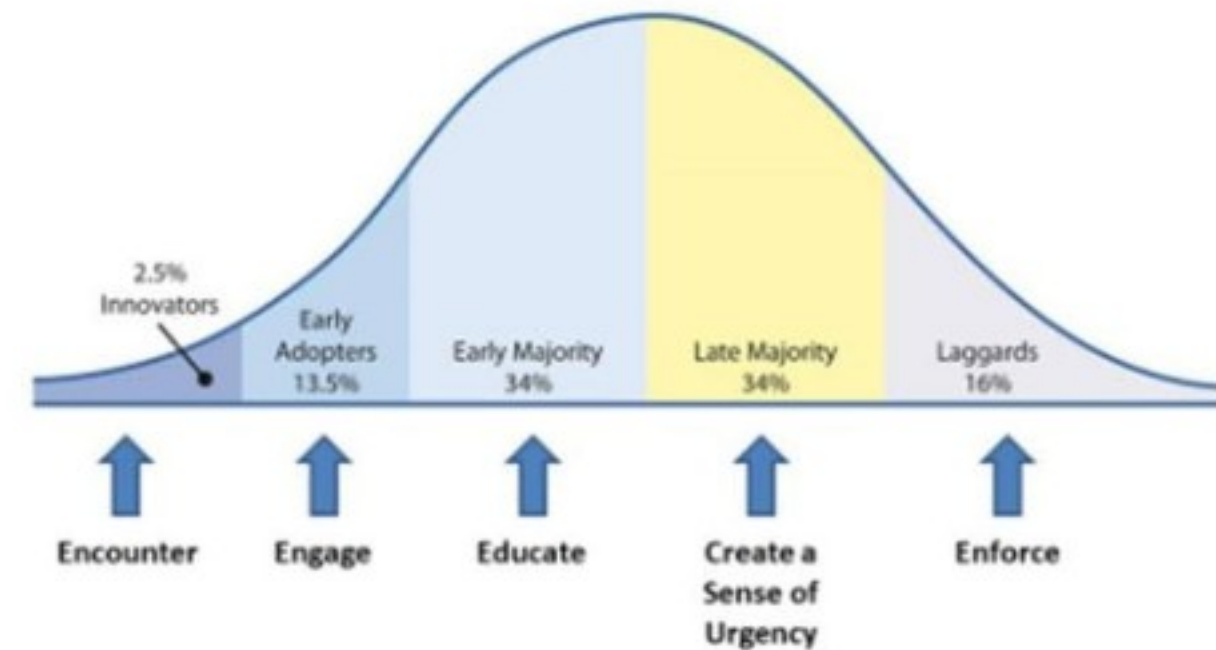
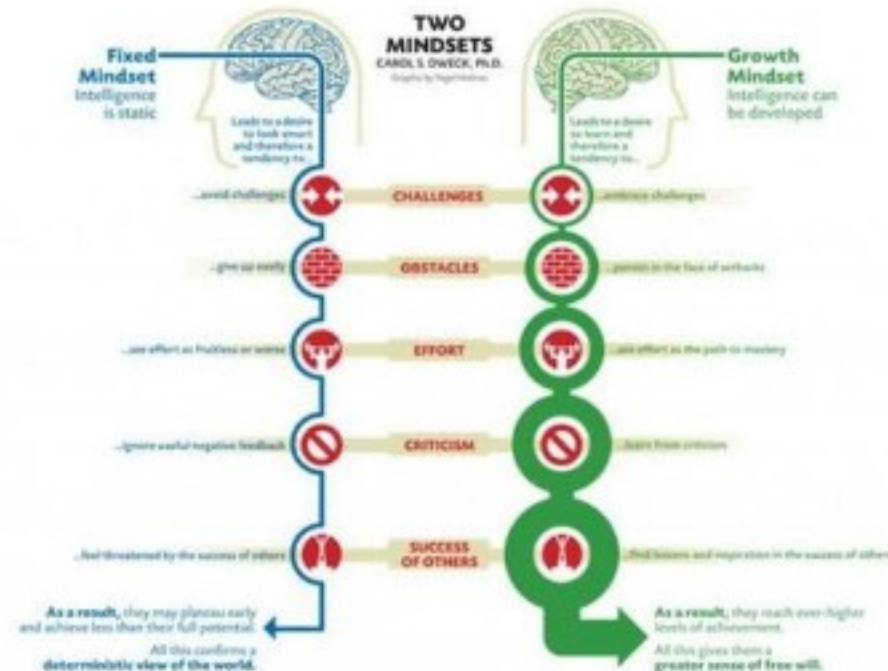
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Spreading Good Ideas

Social Phenomenon or Leadership Opportunity?



Everett Rogers. *Diffusion of Innovations*. 1962.

Some Dept of Family Medicine Practice Innovations



- Team Based Care
 - Behavioral Health Integration
 - Health Coaches
 - Care Management
 - Social work, SDOH screening
 - APEX/Primary Care Redesign
- Chronic Pain
 - Group visits, MAT, PDMP/EMR
 - Addiction medicine
 - Interventional specialist
- Other Programs
 - Project CORE e-consults
 - Pathweigh obesity program
 - PCMH, CPC+, SIM
- Culture and structure
 - Robust QI
 - Practice facilitation
 - Medical director/manager leadership dyad development
 - Infiltration of larger system



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March 5, 2020

DENVER7 | BREAKING NEWS

PRESUMED COLORADO CORONAVIRUS CASE

1ST REPORTED CASE IN OUR STATE

- Victim is out-of-state man from Summit County
- Victim now in isolation in Denver
- He won't be allowed out of isolation until public health officials clear him

DENVER7 | BREAKING NEWS

PRESUMED CORONAVIRUS CASE IN COLORADO

GOV. POLIS SLATED TO DISCUSS CASE AT 4:45 P.M.

4:14
46°

7
DENVER7



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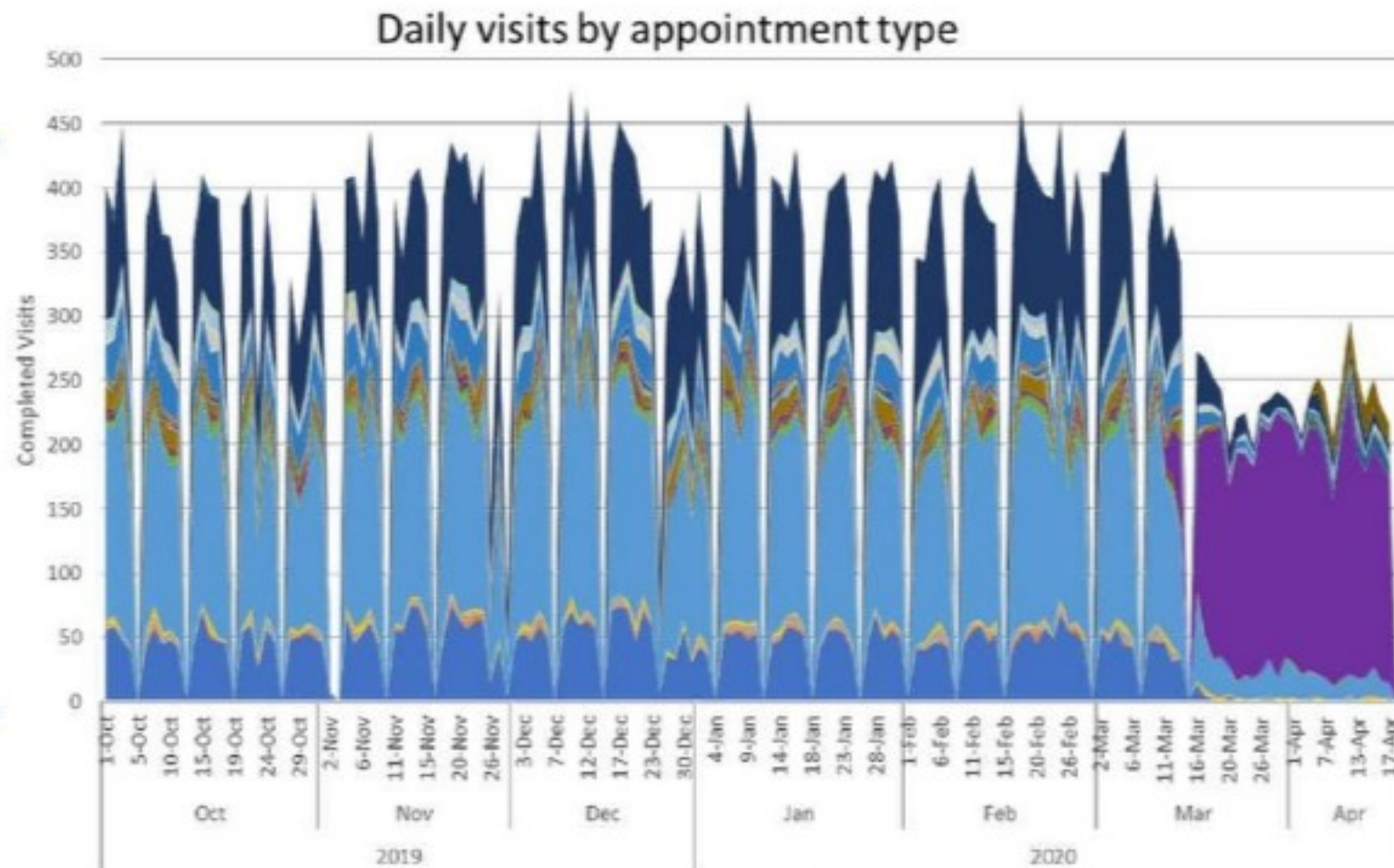
Dept of Family Medicine & COVID

- **System advocacy:** rapid early shift, global masking, triage/call center procedures, etc.
- HR Policies & Procedures for protecting vulnerable employees
- Rapid telehealth transition
- Advance care planning
- Tele-BH and pooled BH resources
- Remote paperwork mgt
- Inpatient redeployment
- Reconfigured leadership structure, communications
- Mask brigade
- Food and Financial support
- Cohorting
- Outreach
- Safety procedures for reactivation
- Voter registration
- Medial Legal Partnership



BIG

small

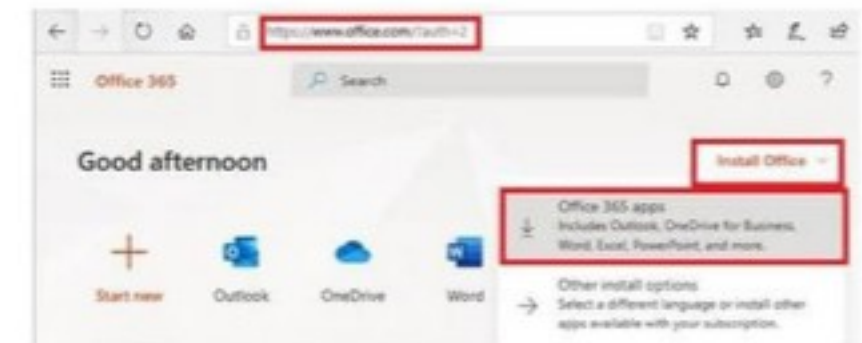


Across 4 CU Department of Family Medicine clinics 10/1/19-4/17/20

Managing Faxes Needing Provider Signature in the Outpatient Setting

For Providers - get this ready first:

- 1) Load Adobe DC (free) on local machine - <https://get.adobe.com/reader/>
- 2) Ensure your CU OneDrive is loaded on your local machine



Provider Workflow:

- 1) You will receive email with an attached PDF document that needs your signature.
- 2) Save PDF document from email to your CU Anschutz OneDrive (step 2, above). This is HIPAA secure. Suggested folder name: "Clinical Inbox Documents"
- 3) Open the PDF with Adobe DC (step 1, above).
- 4) Use **Fill & Sign** (on the right-hand side) - don't use Edit PDF!



To write WORDS use the "Ab" icon. To SIGN, use the "Sign" icon.

- 5) Save file back to CU Anschutz OneDrive folder.
- 6) Email to front desk staff for re-faxing and import into Epic. If this document also needs to be entered for Health Maintenance, cc: your Medical Assistant on the email. Your clinic manager will send you the correct staff email addresses.



WMC COVID-19 Safety Video



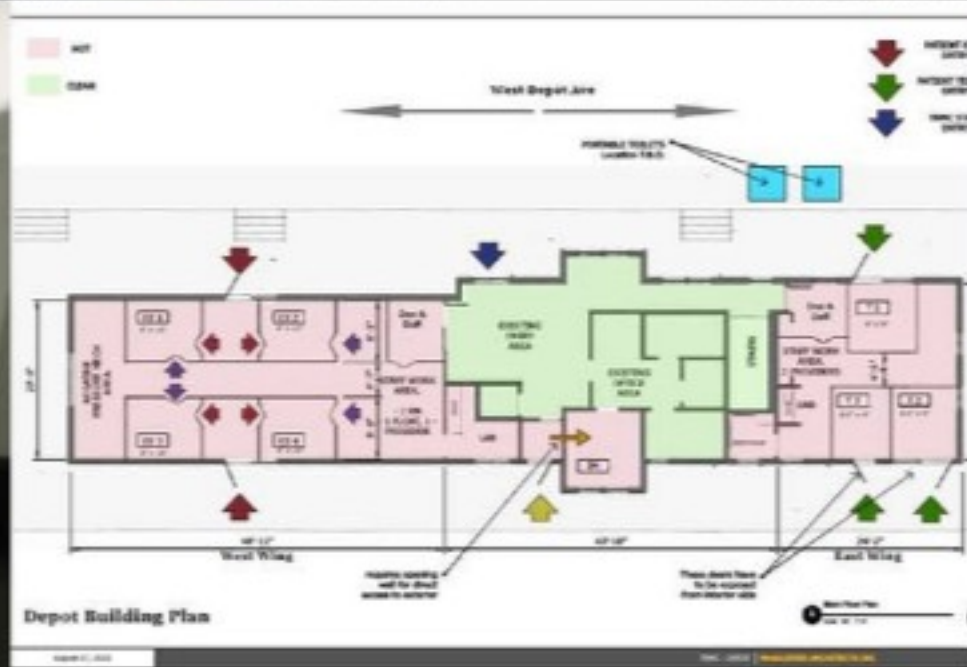
Nurse practitioner Lisa Robbiano, left, tests Helena Guerra for COVID-19 at the MIRA testing bus in El Jebel on Thursday, April 16, 2020. Guerra had a sore throat and wanted to make sure she wouldn't pass along the virus to her daughter. Kelsey Brunner/The Aspen Times



D-19 test at the Mobile Intercultural Resource Alliance bus in El Jebel on Thursday, April 16, 2020. (Kelsey Brunner/The Aspen Times) Aspen Times



AIR FILTERING SYSTEMS
IN LOBBY AND SMALL SPACES



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Building Bridges Between Community Health Centers and Academic Medical Centers in a Pandemic

Nicholas Kenji Taylor, MD, MSc; Noha Aboelata, MD; Megan Mahoney, MD; Timothy Seay-Morrison, EdD, LCSW; Baldeep Singh, MD; Sang-ick Chang, MD, MPH; Steven M. Asch, MD, MPH;

Family Physicians' Role in Simplifying Medication Abortion During the COVID-19 Pandemic and Beyond

Payal Patel, MD; Sumathi Narayana, MD, MS; Zoey Thill, MD, MPP, MPH; Marji Gold, MD; Zoey Thill, MD, MPP, MPH; Allison Paul, MD, MPH

Key Factors Promoting Rapid Implementation of Virtual Screening Modalities for the COVID-19 Pandemic Response

Beth Careyva, MD; Grant Greenberg, MD, MHSA, MA; Robert Krukltis, MD, PhD; Kvie Shaak, MPH; John Stoekle, MD; Jennifer Stephens, DO, FACP

Bracing for Impact: One Family Medicine Residency Program's Response to an Impending COVID-19 Surge

Jessica Devitt, MD; Naomi Malam, MD; Linda Montgomery, MD, FAAFP

Rapid Transition to Telehealth During COVID-19: Lessons Learned That Can Move Primary Care Forward

Kyle Knierim, MD; Brian S. Bacak, MD; Shandra M. Brown Levey, PhD; Heather Holmstrom, MD; Jodi Summers Holtrop, PhD, MCHES; Erik Seth Kramer, DO, MPH; Christina Palmer, MD; Rachel S. Rodriguez, MD; Alison Shmerling, MD, MPH; Peter Smith, MD; Elizabeth W. Staton, MSTC

Launching a Statewide COVID-19 Primary Care Hotline and Telemedicine Service for Oregon

Anthony Cheng, MD; Heather Angier, PhD, MPH; Nathalie Huguet, PhD; Kellen Strickland, BSN; Emily Barclay, MS; Eric Herman, MD; Craig McDougall, MD; Frances E Biagioli, MD; Kam Pierce, MPA; Carlana Straub; Bennett Straub; Deborah J. Cohen, PhD; Jennifer DeVoe, MD, DPhil

Advance Care Planning During the COVID-19 Pandemic

Melissa A. Bender, MD, FAAHPM; Kuang-Ning Huang, MD; Jaqueline Raetz, MD



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Business

Diagnosis for small family doctors: Less money, greater hardship, and patients on video

Government loans and a shift to telehealth have plugged holes, but deep worries plague independent practices



How COVID-19 Imperiled Physician Practices, And How to Save Them

Physician practice revenue has been cut in half during the early part of the COVID-19 pandemic. Could telehealth and payment reform save the independent physician?



Patient Health Could Falter as COVID-19 Limits Primary Care Access

Limited primary care access could be fatal for some chronic care patients, 38 percent of providers said in a survey.

Practices

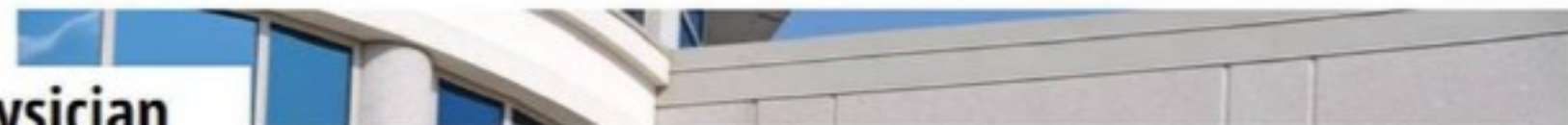
Fewer than 10% of primary care practices have stabilized operations amid COVID-19 pandemic

by Heather Landi | Jul 30, 2020 11:30am

Practices

20% of clinicians considering leaving primary care in light of COVID-19-linked financial challenges: survey

by Tina Reed | Sep 3, 2020 3:35pm



Survey shows primary care physicians not ready for next COVID-19 surge

July 9, 2020

Keith A. Reynolds



Relevant Topics

More than a third of respondents say they are not ready.

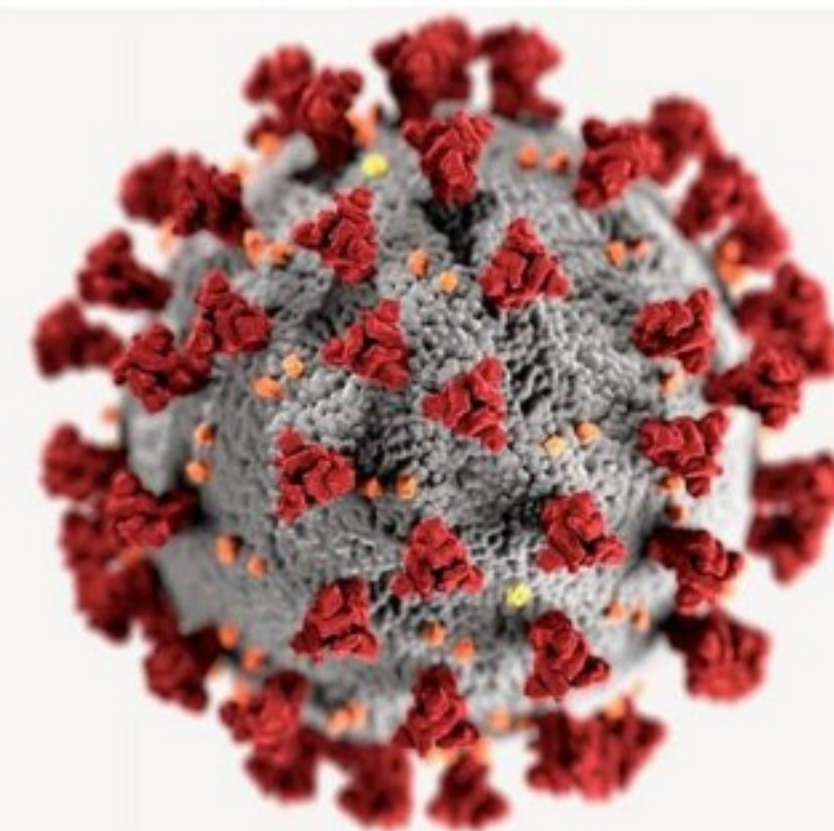
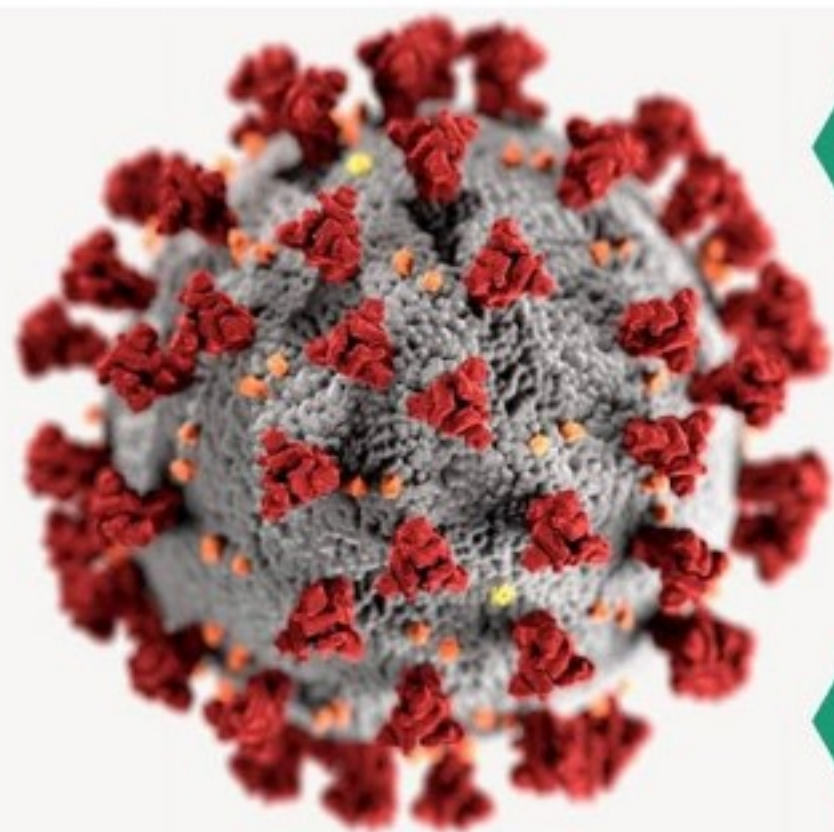


ICE PRACTICES

ts Jobs Resources

Your struggles



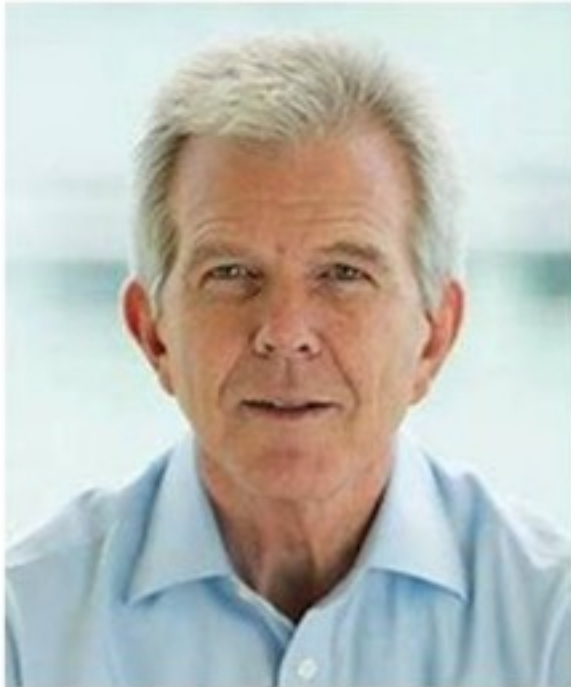


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Breakthrough/Lateral Innovation = NETWORK



JABFM
JOURNAL OF THE AMERICAN BOARD OF FAMILY MEDICINE

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Communities of Solution: Partnerships for Population Health

Kim S. Griswold, Sarah E. Lesko and John M. Westfall

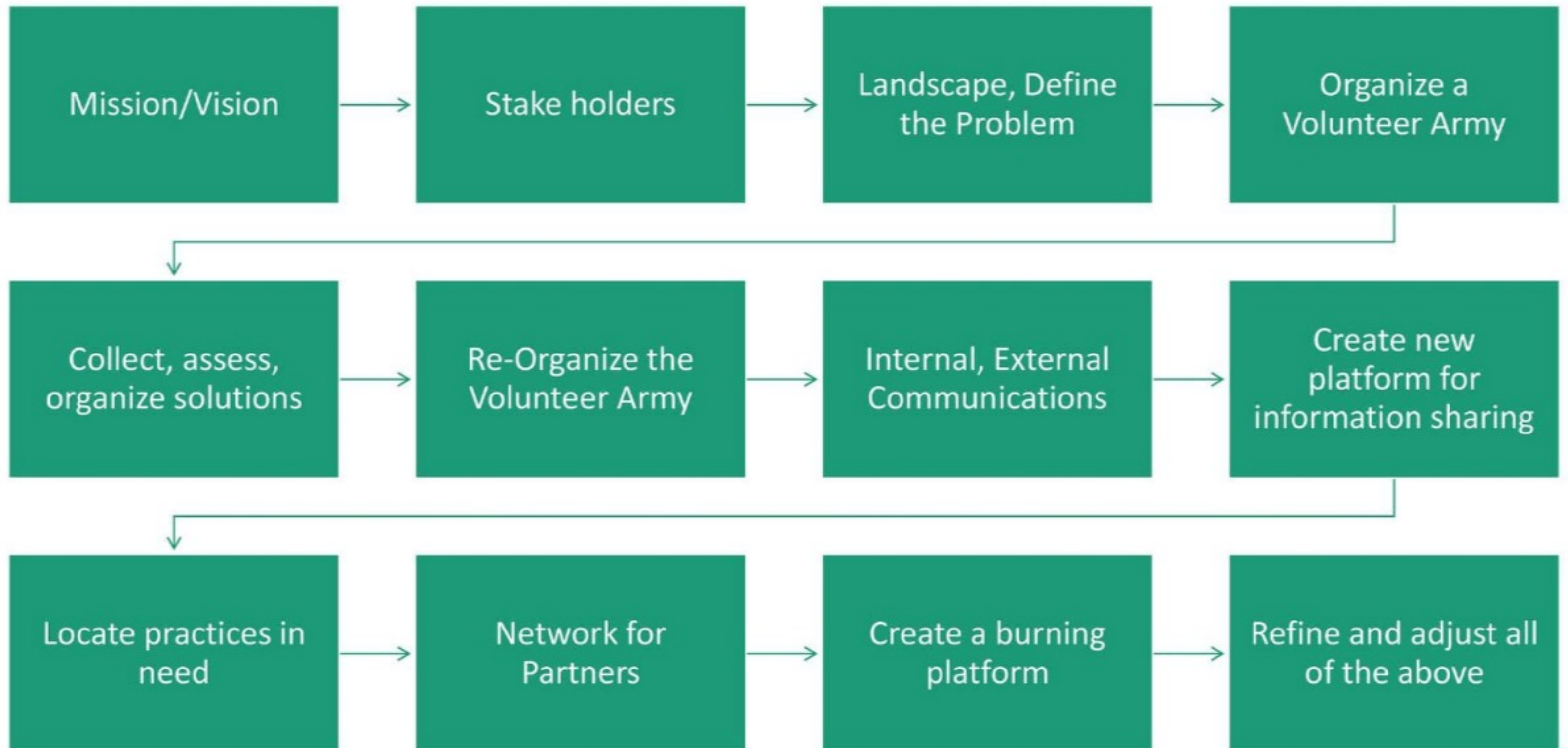
The Journal of the American Board of Family Medicine May 2013, 26 (3) 232-238; DOI: <https://doi.org/10.3122/jabfm.2013.03.130102>



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Breakthrough Innovation = NETWORK

- First degree
 - DFM
 - Farey Policy Center
 - Practice Innovation Program CO
 - SNOCAP/HPRN/PEACHNET
 - Rural Health Program
 - GME Initiative
 - AF Williams
 - CCTSI
 - CU Medicine
 - UCHealth
- Second degree and beyond
 - CAFP
 - CAFMR
 - Project Echo
 - ARTS2
 - Colorado Ctr for PC Innovation (CCPCI)
 - CAFMR/COFM
 - Project Echo
 - CHA
 - DOI
 - Colorado Business Group on Health
 - Larry A Green Ctr



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School of Medicine

Home

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Education and Training ▾

Research and Innovation ▾

Patient Care ▾

Community ▾

Diversity and Health Equity ▾

Community

Our Work

Practice-Based Research
Networks ▾

Family Medicine United for
Colorado

2040 Partners for Health

Bootcamp Translation

CCTSI Community
Engagement

Community-Campus
Partnership

Eugene S. Farley, Jr. Health
Policy Center



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We Help you Thrive!

<https://medschool.cuanschutz.edu/family-medicine/community/family-medicine-united-for-colorado>



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We Help you Thrive!



About Us



Mission & Vision



What We Do

Family Medicine United for Colorado is a collaborative volunteer community of solutions organized around the principle of collective action in response to Colorado's growing primary care crisis.

- Primary care is a cardinal function and necessary prerequisite for any successful healthcare system, and as such is essential to the health of Colorado's communities.
- Family Medicine is a medical specialty uniquely created and designed to fulfill the primary care function.
- The COVID-19 pandemic, combined with pre-existing regulatory, organizational, social and financial barriers, threatens the very existence of Family Medicine, and therefore Colorado's capacity to deliver on the promise of primary care.
- Colorado's family medicine practices, regardless of structure or ownership, have largely had to respond to this crisis in relative isolation.
- This represents an intolerable threat to the physical, mental and fiscal health and wellbeing of Coloradans, their communities, and the state.



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About Us



Mission & Vision



What We Do

Our mission is to preserve and advance Family Medicine during and after the COVID-19 pandemic.

Our vision is that all Colorado family medicine practices join together in conjunction with their communities to protect and promote the physical, mental, and fiscal well-being of all.



About Us



Mission & Vision



What We Do

Our aim is to connect Colorado family medicine practices and their communities with the organizations, individuals and resources they need to meet their goals.



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Winter Is Coming....

Is your practice ready for potential increased spread of COVID-19?

We can help.

Don't Know Where To Start?

The National Association of Free & Charitable Clinics (NAFC) and the American Academy of Family Physicians (AAFP) have offered up key considerations for managing your practice during the pandemic.

Check out their resources:

[NAFC](#)

[AAFP](#)

And, There's More

Need help with telemedicine implementation, billing, safety precautions or even systematic support to keep your doors open? Experts are available to help you at no cost. They have tools and resources to share, in addition to a free consultation. Contact [AnswerBank](#) to evaluate your practice needs for help through Family Medicine United for Colorado.

**SNOCAP COVID-19
Resources**

**Colorado Academy
of Family
Physicians** [↗](#)

The Answer Bank [↗](#)

Partners

Family Medicine United for Colorado is a collaborative between the University of Colorado Department of Family Medicine (DFM), the Colorado Academy of Family Physicians (CAFP), and the Colorado Center for Primary Care Innovation. It was created and inspired by DFM's Frank Degruy to help family medicine practices survive COVID-19 and become stronger and better after the crisis.



Division of Insurance - Notice of Rule Making Hearings / Proposed Regulations

Notice is hereby given pursuant to § 24-4-103(3)(b), C.R.S., that a public rule making hearing will be held before the Colorado Commissioner of Insurance.

A written comment period will be permitted for three business days after the public hearing. These written comments shall be available for public inspection at the Division of Insurance ("Division"). Please send all comments, questions and requests for information to the Division via email to [DOI Rules and Records](#). Please reference the proposed or amended regulation in the subject line.

Reasonable accommodation will be provided to participants to participate in this hearing. Please contact the Division at least one week prior to the hearing.

- August 3, 2020
- Continuation of August 3, Hearing or
- Continuation of August 3, Hearing or
- October 3, 2020
- October 15, 2020

The Division has prepared cost benefit analysis for the proposed rule.

- Cost Benefit Analysis for Proposed Rule 2020

Contact Information
Division of Insurance, Colorado Department of
1550 Broadway, Suite 850
Denver, CO 80202
Phone: 303-854-7499 | 1-800-930-1745

**Welcome
to the
AnswerBank**



We seek your **questions** (issues, concerns, needs) or **answers** (solutions, fixes, improvements) you have about meeting the needs of your community, your practice, your organization, or your patients during the COVID-19 outbreak.

We aim to connect questions to answers, respond to you directly within 72 hours, and share what we learn.

We review all submissions and remove sensitive or private information. We will use your name only with your permission. Only a small team at the University of Colorado Department of Family Medicine will have access to the raw data.

When you complete this form, please:
(1) do not share identifiable patient information and

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COVID-19 JUST-IN-TIME ECHO FOR PRIMARY CARE

WHEN THIS ECHO MEETS

Ongoing on Mondays, Wednesdays, and Fridays from 7:00AM to 8:00AM MT. There is no formal commitment; participants may attend any session(s).

START DATE

3/27/2020

WHAT THIS ECHO WILL FOCUS ON

COVID-19 Just-in-Time ECHO for Primary Care is a state-wide partnership bringing you up-to-the-minute information and answering your questions about COVID-19.

END DATE

In this ongoing series offered three times a week, an interdisciplinary panel of public health, clinical, and pharmacotherapy experts will:

- Provide updates on testing locations, availability, and guidelines
- Debunk myths around medication management in the community
- Address challenges in primary care practice management (like transitioning to telehealth)
- Answer questions and discuss de-identified patient cases

I am confident that I can...



Arundhati Roy



“Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next. We can choose to walk through it, dragging the carcasses of our prejudices and hatred, our avarice, our data banks and dead ideas, our dead rivers and smoky skies behind us. Or we can walk through lightly, with little luggage, ready to imagine another world.”

Financial Times, 4/3/20



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What will you do next?



REVIEW

- Innovation = invention + implementation + value
- 4 types, 4 categories:
 - Tech, Process, Model, Other
 - Breakthrough, Disruptive, Incremental, Lateral
- Innovation Culture
 - Behaviors, Beliefs, Environment, Mental Models
- Four Tools
 - Kotter's Change Management Model
 - Design thinking
 - Diffusion of Innovation
 - Growth Mindset



Spreading Good Ideas
Social Phenomenon or Leadership Opportunity?



REVIEW

- Contributing to our understanding of innovation in your practice
- Primacy of networks in Breakthrough & Lateral innovation during COVID-19
- Please commit to practicing innovation, of any kind, in your practice, or beyond!
 - TRY THE ANSWER BANK
 - <https://medschool.cuanschutz.edu/family-medicine/community/family-medicine-united-for-colorado>

What comes to mind when you hear the word "innovation?"



Resources

- Andy Hargadon UC Davis Getting Ideas to Innovation in Healthcare
 - <https://www.youtube.com/watch?v=SRXf0Blza7Q>
- John Kotter Leading Change
 - <https://www.youtube.com/watch?v=1QWiMkXyTP4>
- Chip & Dan Heath, Switch
 - <https://www.youtube.com/watch?v=qmmwWxVzSsw>
- Design Thinking
 - <https://mitsloan.mit.edu/ideas-made-to-matter/design-thinking-explained>
 - <https://www.youtube.com/watch?v=vSuK2C89yjA>
- Everett Rogers Diffusion of Innovations
 - <https://crm.org/articles/diffusion-of-innovations>
- Growth Mindset (Carol Dweck)
 - <https://www.brainpickings.org/2014/01/29/carol-dweck-mindset/>
- Collaborative Family Healthcare Association (CFHA) Eduardo Salas, The Latest Research on Teams!
 - <https://www.youtube.com/watch?v=1ZrnW5RVmq8>
- Family Medicine United for CO
 - <https://medschool.cuanschutz.edu/family-medicine/community/family-medicine-united-for-colorado>



Q&A

→ Please raise your hand or use chat in Zoom

