

Creating Age-Friendly Health Systems

AHA Action Community: An Invitation to Join Us

Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI) in partnership with the American Hospital Association (AHA) and the Catholic Health Association of the United States (CHA).



Our Time Together Today

- Welcome & Introductions
- Julie Trocchio, Catholic Health Association
- Why Age-Friendly Health Systems
- Overview of Action Community
- Sharing of Data & Learning
- Implementation at Providence St. Joseph Health
- How to Join the Action Community
- Q&A



Our Team



Jay Bhatt, DO, MPH, MPA, President, HRET SVP & CMO, AHA



Marie Cleary-Fishman, MS, MBA Vice President Clinical Quality AHA



Raahat Ansari, MS Program Manager



Radhika Parekh, MHA Performance Improvement Coach, AHA



Syeda Aisha, MPH Program Specialist, AHA





Speakers



Julie Trocchio, MS, Senior Director Community Benefit and Continuing Care, CHA



Angela Fox, Director of Business Development and Implementation, Providence Health & Services



We Invite Your Questions

To submit a question, please type your question on the right-hand side of your presentation screen.



Our Partners



Terry Fulmer, PhD, RN President, The John A. Hartford Foundation



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The John A. Hartford Foundation







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Catholic Health Care and Age-Friendly Health Systems

AHA Webinar August 1, 2019

Julie Trocchio
Catholic Health Association

The Catholic Health Association



- More than 600 hospitals
- 1,600 long-term care and other health facilities in all 50 states
- Largest group of nonprofit health care providers in the nation
- Everyday more than one in seven patients in the U.S. is cared for in a Catholic hospital



Statement of Shared Identity





"Special attention to our neighbors who are poor; underserved, and most vulnerable"

Seniors Are Vulnerable



At risk of:

- Too many or wrong medications
- Falling (or bedrest)
- Delirium
- Dementia not being addressed in plan

Age-Friendly Health Systems



Catholic Health Association Activity

- Annual meeting presence
- Catholic Health World
- Health Progress
- Website https://www.chausa.org/eldercare/creating-age-friendly-health-systems

Health Progress Article



AGE FRIENDLY

CREATING AN AGE-FRIENDLY CONTINUUM IN BOISE, IDAHO

BECKY BEAVER, MBA, MSN, RN, and JULIE TROCCHIO, MS

The John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI) are partnering on the "Creating Age-Priendly Health Systems" initiative. Five U.S. health systems are testing and scaling up the prototype model in their organizations. They include three Catholic ministries: Ascension, Trinity Health and Providence St. Joseph Health.

hat's important to you today?" the hospice nurse asked her patient. Thinking it over a bit, the elderly woman responded, "I would be so happy if I could have an ice-cream cone."

into the car and they headed to Baskin-Robbins. patient that day.

tem in Boise, Idaho, is piloting The John A. Hartford Foundation/IHI Age-Friendly Health Syshouse call program, geriatrics clinic and inpatient palliative care service. The Age-Friendly checks whether any medications may be causing initiative asks providers to focus on "4Ms" in caradverse reactions and considers whether some ing for older persons: What Matters, Medication, medications could be eliminated or replaced. A Mentation (recognizing and addressing dementia, delirium and depression) and Mobility. Saint tia, defirmed and depression, marking each of the Age-Friendly initiative Alphonsus has set a goal of touching each of the 4Ms with every patient in the pilot sites by the end

Chad Boult, MD, medical director of the Enhancing Care Initiative and senior sponsor of the age-friendly program at Saint Alphonsus persons: What Matters, ing segment of the U.S. population — and their Medication, Mentation said, "Older people are already the fastest-growgrowth in numbers will accelerate throughout the coming decade. It's time, past time, actually, for our health care systems to start focusing on meet-Age-Priendly Health Systems initiative is pushing depression) and Mobility.

In the intense business of caring, her family the country in exactly the right direction." Each participating site has selected one or ice cream, but with help, her daughter got her two Ms to start with. Three sites are working on This was a good day for the hospice patient and for whether patients have been prescribed any her daughter, but it might not have happened of seven drugs known to be high risk for older if nobody had asked what was important to the persons. If one of those medications has been Trinity Health's Saint Alphonsus Health Sys-

In the in-patient palliative care service, a pharmacist reviews the patient's chart for any relation-

asks providers to focus on "4Ms" in caring for older (recognizing and addressing dementia, delirium and

first visit with a patient. ounter. The results, howed to staff members that as they incorporate new plans of care. In fact, some sed hanging out a banner Friendlyf

ne of four Trinity Health ly Health Systems initiaier Hills Nursing Home t. Mary Mercy Hospital LIFE, St. Mary's, a PACE inclusive Care for the Pennsylvania.

are being tested in the stems, anyone can fol-Healthcare Improve-/Initiatives/Age-Friendle ire invited to use a tool e friendly their health

nitiative is expanded, w progress of the Agee and receive tips on @thi.org.

provement nurse nsus in Boise, Idaho

rector, community he Catholic Health

MAY - JUNE 2018 www.chausa.org

HEALTH PROGRESS

CHA Website: Catholic Health World Article





CHA Website

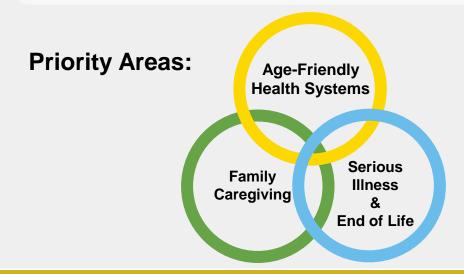




The John A. Hartford Foundation

A private philanthropy based in New York, established by family owners of the A&P grocery chain in 1929.

Dedicated to Improving the Care of Older Adults



The Leader in Improving Care of Older Adults



AHA's Center for Health Innovation

Advancing Health in America The Path Forward

> Priorities Align With The AHA Path Forward and Playbook



Access: Access to affordable, equitable health, behavioral and social services



Value: The best care that adds value to lives



Partners: Embrace diversity of individuals and serve as partners in their health



Well-being: Focus on well-being and partnership with community resources

Affordability

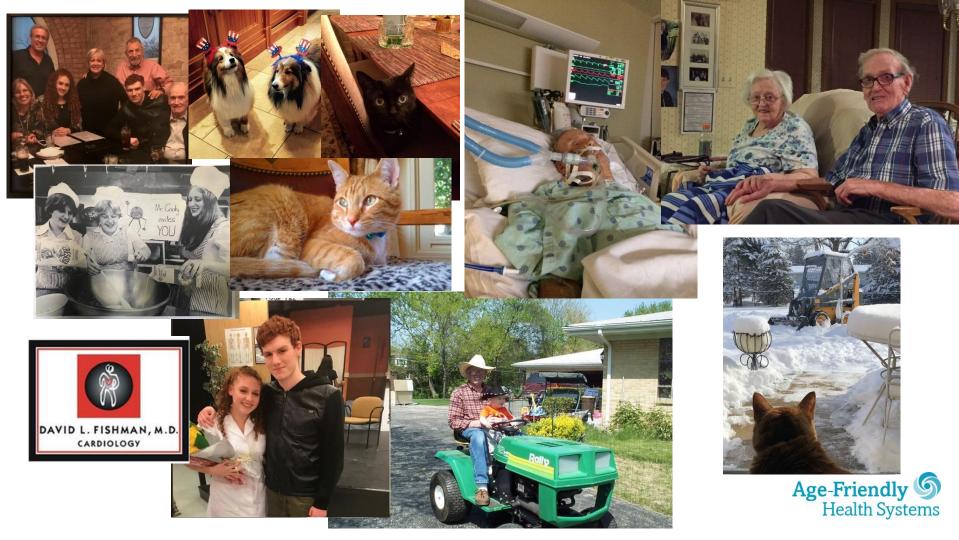
Performance Improvement

Population Health

New Delivery Models

Emerging Issues

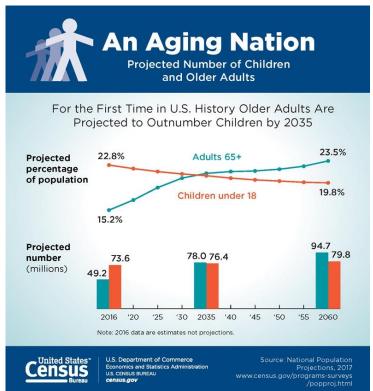




Why Age-Friendly Health Systems?

- Demography
- Complexity
- Disproportionate harm







What is Our Goal?

Build a social movement so **all care** with older adults is **age-friendly care**:

- Guided by an essential set of evidence-based practices (4Ms);
- Causes no harms; and
- Is consistent with What Matters to the older adult and their family.

Our first aim is to reach 20%: 1000 hospitals & 1000 primary care practices by December 31, 2020



Evidence-base

What Matters:

Asking what matters and developing an integrated systems to address it lowers inpatient utilization (54% dec), ICU stays (80% dec), while increasing hospice use (47.2%) and pt satisfaction (AHRQ 2013)

Medications:

- Older adults suffering an adverse drug event have higher rates of morbidity, hospital admission and costs (Field 2005)
- 1500 hospitals in HEN 2.0 reduced 15,611 adverse drug events saving \$78m across 34 states (HRET 2017)

Mentation:

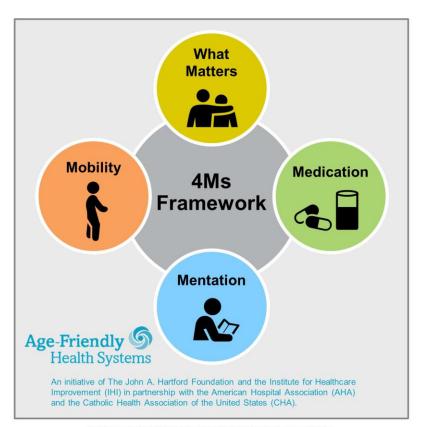
- Depression in ambulatory care doubles cost of care across the board (Unutzer 2009)
- 16:1 ROI on delirium detection and treatment programs (Rubin 2013)

Mobility:

- Older adults who sustain a serious fall-related injury required an additional \$13,316 in hospital operating cost and had an increased LOS of 6.3 days compared to controls (Wong 2011)
- 30+% reduction in direct, indirect, and total hospital costs among patients who receive care to improve mobility (Klein 2015)



4Ms Core of an Age-Friendly Health System



What Matters

Know and align care with each older adult's specific health outcome goals and care preferences including, but not limited to, end-of-life care, and across settings of care.

Medication

If medication is necessary, use Age-Friendly medication that does not interfere with What Matters to the older adult, Mobility, or Mentation across settings of care.

Mentation

Prevent, identify, treat, and manage dementia, depression, and delirium across settings of care.

Mobility

Ensure that older adults move safely every day in order to maintain function and do What Matters



Celebration of Pioneers



Pioneer



Rolling Friend Contin

Karineh



Structuring Medicare Wellness Exams and Geriatric Consultations Around the "4Ms"



Health Experien Adults

Lillian Banchero, May



Finding Out What Matters to Older Patients: A Conversation Guide

Jennifer Lui, July 11, 2018, 0

Saint Alphonsus is Becoming Age Friendly

Becky Beaver, May 14, 2018, 0



Age-Friendly across the U.S

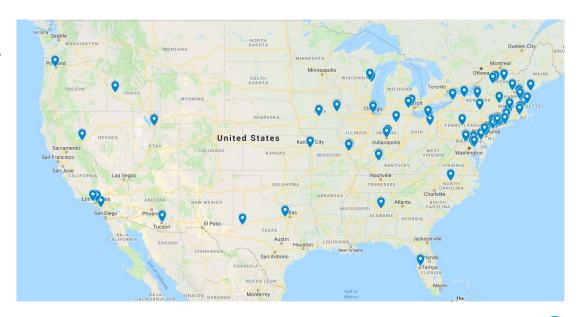


IHI Age-Friendly Health Systems Action Community Wave 1 In September 2018,

- September March 2019
- 131 sites of care from 73 organizations

IHI Age-Friendly Health Systems Action Community Wave 2

- April October 2019
- 153 sites of care from 94 organizations





Celebration of Age-Friendly Health Systems

Build a community for hospitals to share with one another.

"I really enjoyed all of the brain-storming and knowledge sharing. I also enjoyed seeing how a lot of our ideas aligned"





Participant





Join the AHA Action Community

- Visit <u>www.aha.org/AgeFriendly</u> to download invitation with more information
- Enroll through this <u>link</u> (see chat for hyperlink)
- Participate in AHA's Action Community (Sept. 2019 - March 2020)
 - Monthly all-team webinars
 - Scale-up leaders webinars
 - Listserv, sharing learnings
 - Monthly reports on testing and learnings
 - Celebration of joining the movement!
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Engage in the AHA Action Community



Participate in monthly interactive webinars

- Monthly content calls focused on 4Ms
- •Opportunity to share progress and learnings with other teams



In-person meeting

One in-person meeting (TBD)



Test Age-Friendly interventions

•Test specific changes in your practice



Share Description of 4Ms Care at your site

•Submit monthly qualitative feedback on your progress and description of 4Ms Care



Join one drop-in coaching session

• Join other teams for measurement and testing support in monthly drop-in coaching sessions



Leadership track to support system-level scale up

•Leaders join monthly C-suite/Board level calls to set-up local conditions for scale up



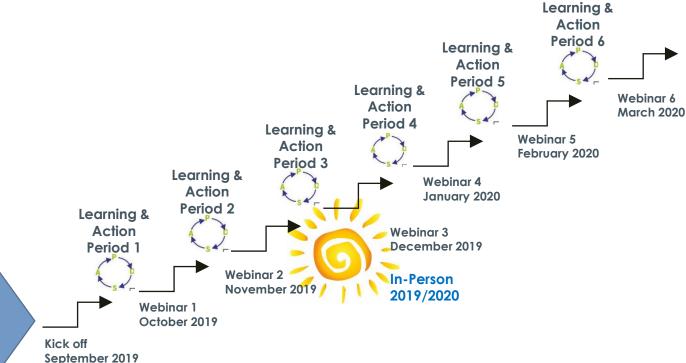
Age-Friendly
Health System
Action
Community



AHA Action Community Schedule



Reliable 4Ms implementation at the scale of the system



4Ms sometimes with some older adults

Some of the

Age-Friendly S Health Systems

What's the Work of Each Participating Team

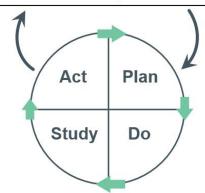
- Know where and how the 4Ms are already in practice and secure leadership support and commitment
- Define what it means to provide care consistent with the 4Ms
- Design/adapt your workflow to deliver care consistent with the 4Ms, including how you will assess, document and act on the 4Ms
- Provide care consistent with the 4Ms
- Study your performance. Measure and share – how reliable is your care? What impact does your care have?
- Improve and sustain care consistent with the 4Ms and share learnings with others

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

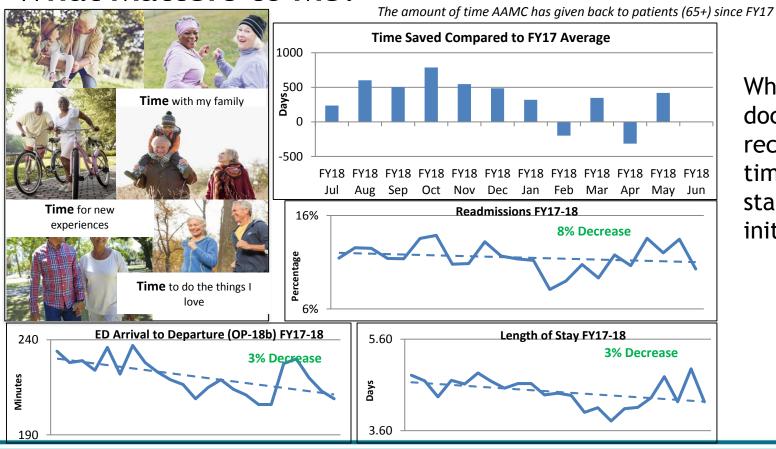
What change can we make that will result in improvement?





What Matters to Me?

10.23 years



What matters documented in record: 22,263 times since start of initiative





Definition of an Age-Friendly Health System

An Age-Friendly Health System...

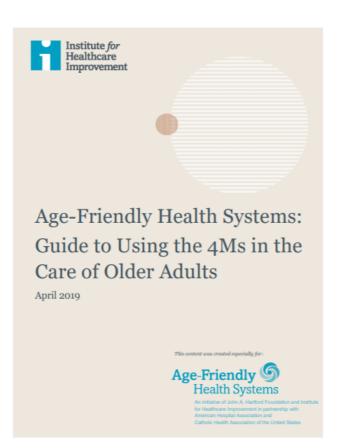
- Defines the 4Ms for its hospital and/or practice
 - 1. (e.g. Hospital: How it will screen for delirium every 12 hours; Practice: What tool will it use to screen for depression and how does the screen fit into the AWV flow)
- 2. Counts the number of older adults whose care includes the 4Ms
- 3. Shares the information with the Action Community and AHA to be celebrated





Guide to Using the 4Ms in the Care of Older Adults

- Action Community webinars will teach you how to test the 4Ms in your setting
- Access resources to support your journey to become an Age-Friendly Health System on www.ihi.org/AgeFriendly



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September 2019 - March 2020

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Age-Friendly Health System: From Framework to Practice

Angela Fox

Director, Business Development and Implementation Senior Health Program, Oregon

AHA Action Community

Creating Age-Friendly Health Systems

August 1, 2019



Overview

- Who is Providence St. Joseph Health
- How Providence Oregon is advancing the 4Ms
 - Geriatric Mini Fellowship
 - What Matters Conversations
 - Fall Risk Management Program
- Applying AFHS concepts
 - 4Ms as organizing constructs for interventions
 - Lessons Learned

Providence Health & Services Alaska

St. Joseph Health

Northern California (Humboldt, Napa, Sonoma counties), including St. Joseph Heritage Healthcare

Providence Health & Services

Southern California (Los Angeles County), including Facey Medical Foundation

St. Joseph Health

Southern California (Orange and San Bernardino counties, the High Desert), including Hoag Health and St. Joseph Heritage Healthcare

Providence Health & Services

Western Washington, including Swedish Health Services and Pacific Medical Centers





Providence Health & Services

Eastern Washington/Western Montana, including Kadlec Regional Medical Center



Providence Health & Services Oregon Providence Health Plan



St. Joseph Health

West Texas/Eastern New Mexico, including Covenant Health, Covenant Medical Group and FirstCare Health Plans



Age-Friendly Health System Initiative in Oregon



- Providence Senior Health in Oregon selected to be one of five pioneering systems
- Started our work in January 2016
- Focused on outpatient interventions in primary care clinics and in the home



APPROACHES TO AN AGE-FRIENDLY HEALTH SYSTEM: PROVIDENCE HEALTH & SERVICES OREGON

The Older Adult Population in Providence Oregon

2018 at a glance for patients age 65+



80,000 in Primary Care

150,000 in Hospitals*

The average **85-year-old** with a PMG clinic visit in 2018:

Came to the clinic 6 times, is taking 9+ medications, had a 40% chance of an ED visit or hospital admission

Tactic #1: Create Geriatric Champions in Primary Care

2019 Geriatric Mini-Fellowship

April 8-12 Intro & Medication

May 20-24 Mobility

Sept 23-27 Mentation

Oct 21-25
What Matters

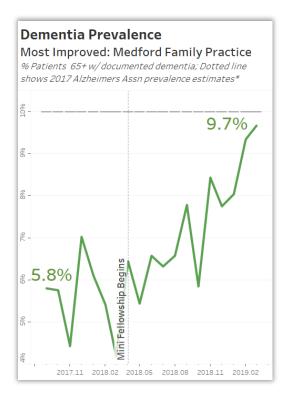
"My practice is being transformed"

- 11 MD and 1 NP champions in 12 clinics serving 28,000 seniors
- 4-week, all-day classes; taught by Geriatrician, Geriatric NP, PharmD and guest faculty
- Nursing/PharmD/Care Management join provider for one full day each week
- Conversations underway on how to grow



Tactic #1: Key Performance Indicators

Pre/Post completion of Mini-Fellowship



For all Mini Fellowship Clinics combined:

25% Increase in documented dementia

(now more in line with national prevalence rates)

25% Decrease in patients on Skeletal Muscle Relaxants (high risk medication that increases risk of falling for patients over 65)

3 C 0/

35% Increase in PT referrals for patients with high fall risk

Continuing to Monitor:

ED/Hospital utilization overall and due to fall/fracture Readmission Rates Orthostatic Measurement Documented Goals of Care



Tactic #2: Strengthen What Matters Conversations

What Matters Conversation Guide

7 Steps with how-to, resources and guiding questions

Clinician Steps

Content/Intent/Hints

Steps/Actions/
Suggestions

- 1. Determine Need
- 2. Set up the Conversation to be a success
- 3. Invite the patient to the conversation
- 4. Ask more specific questions
- 5. Summarize & Action Planning
- 6. Next Steps
- 7. Document





Tactic #2: What Matters: Crucial Conversations

Becoming An Adult

All adults 18+ should have **Advance Care Planning** discussion that ideally leads to cor Ad

March 2018

Diagnosis of Serious Illness

Goals of Care

conversations about meaningful life in the context of illness. Explicit discussion of

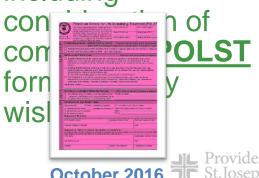
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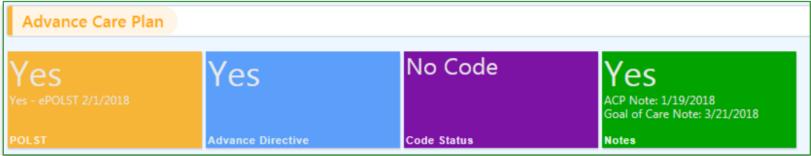
December 2015

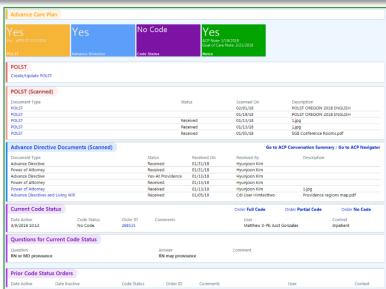
Worsening of Illness

Current goals in context of worsening illness, including



Tactic #2: ACP Summary Report - Current State









Tactic #3: Build Integrated Fall Risk Management Program

Implementing the 4Ms through the lens of Mobility

Community-Based Education

Hospitals, Community
locations (centers,
churches), Spanish Falls
Classes, Focus on National
Fall Prevention Awareness
Day

Clinic-Based Fall Risk Management Models

PMG/Rehab STEADI screening, Fall Risk f/u Visit: RN only, Shared, Provider; Fall Risk Shared Medical Appointment

High Risk Fallers

ED Frequent Fallers, Home Safety Evaluation, Osteoporosis Bundle, Paramedicine curriculum



Tactic #3 Highlight: Frequent Fallers Program

Implementing the 4Ms through the lens of Mobility



Tactic #3: Frequent Fallers Program Key Performance Indicators

Operational Metrics - *Is this do-able?*

- Number of patients through the program
- % patients with a Geri consult

Leading Indicators – *Are we doing the things that will improve*

outcomes?

- PT referrals
- Medication modifications
- Home safety assessments

Outcome Measures – Have we made an impact?

- ED/Hospital utilization due to fall/fracture
- Mortality

IMPLEMENTATION OF THE AGE-FRIENDLY HEALTH SYSTEM FRAMEWORK ACROSS SETTINGS AND POPULATIONS

CARING RELIABLY: IMPROVING **OUTCOMES AND MAKING IT STICK**

CORE BEHAVIORS OF HIGH RELIABILITY



Toolbox for Everyone

Pay Attention to Detail (STAR, peer check) Communicate Clearly (SBAR, repeat back, clarifying questions) Have a Questioning Attitude (know why and comply, validate and verify) Operate as a Team (brief, execute and debrief)

Speak Up for Safety (CUS, event reporting systems)



Toolbox for Leaders

Message on the Mission (reflection/safety message, safety first in every decision, stand up for those who speak up for safety)

Lead Reliable Operations (daily huddles including experience, top 10 lists) Build Engagement, Accountability (5:1 feedback, fair and just accountability, round to influence)

Foster Teamwork (display unit-based results, learning boards, action plans)



Tones for Respect

Smile and greet others: say hello Introduce using preferred names and explain roles Listen with empathy and intent to understand Communicate positive intent of our actions Provide an opportunity for others to ask questions

INPATIENT SAFETY: CARE BUNDLES



Prevent Infections

Expect scrupulous hand hygiene

Use standard precautions and appropriate PPE for isolation Conduct case reviews immediately when infections occur

Assist patient in maintaining personal and hand hygiene Ensure comprehensive environmental cleaning



Eliminate CAUTI

Know the evidence-based indications for catheter use and only use when met Insert catheter aseptically

Ensure catheter is secured

Perform appropriate catheter hygiene daily, and following fecal incontinence

Remove at earliest opportunity, no later than 48 hours unless otherwise indicated



Eliminate C. difficile

Avoid excess and inappropriate antibiotic use Isolate and test early on suspicion of infection Only test symptomatic patients where infection is suspected Terminally clean room with sporicidal disinfectant at discharge



Eliminate CLABS

Verify appropriate indications for placement At insertion, utilize maximal barrier precautions & sterile technique Change dressing/tubing every 7 days or when integrity is breached

Flush the central line at least once every 12 hours

Verify justification for continuing central line daily



Eliminate Surgical Site Infections

Establish and maintain glycemic control targets (pre, peri, post) Maintain temperature at 36 degrees C or above (pre, peri, post) Conduct post-procedure pause to document wound class and skin closure

Ensure weight-based, appropriate dosing of antibiotics

Counsel for smoking cessation, at least for duration of wound healing



Eliminate Falls with Injury

Universal assessment & safety protocol for all patients Interventions based on risk assessment

Plan shared with patients, family and care team Team debriefs every fall immediately

Pharmacy reviews medication regimen post fall

INPATIENT HEALTH: CARE BUNDLES



Make Hospitals Healthier

Provide goal-aligned care (focus on what matters to the patient) Assess and support nutritional status

Minimize night-time noise, enable undisturbed sleep Encourage exercise & staying out of bed

Ensure 24-7 family access and support for patients



Cate Compassionately

nurse rounding using specific compassion-based behaviors

urnout risk



iate blood cultures on suspicion of sepsis Fluid Resuscitation with 30 mL/kg over 1 hour

Administer antibiotics within 3 hours Repeat lactate at 6 hours

prevention



Prevent Readmissions

Med reconciliation at discharge and follow up Ensure safe discharge with concise instructions and f/u hotline Schedule f/u w/in 5 days (high risk) or 14 days (moderate risk) Conduct follow-up call within 48 hours (high risk)

Same day d/c summary for transitions, warm handoff in high risk

CARING RELIABLY: IMPROVING OUTCOMES AND MAKING IT STICK IN AMBULATORY QUALITY

STRENGTHEN THE CORE



Toolbox for Everyone

Pay Attention to Detail (STAR, peer check) Communicate Clearly (SBAR, repeat back, clarifying questions)

Have a Questioning Attitude (know why and comply, validate and verify) Operate as a Team (brief, execute and debrief)

Speak Up for Safety (CUS, event reporting systems)



Teamwork

Ensure that caregivers understand the "why" Empathize with other caregivers Understand the perspective of the other Remember that encounters are sacred



Toolbox for Leaders

Message on the Mission (reflection/safety message, safety first in every decision, stand

Lead Reliable Operations (daily huddles including experience, top 10 lists)

Build Engagement, Accountability (5:1 feedback, fair and just accountability, round to influence) Foster

Teamwork (display unit-based results,





Keep awareness of the suffering of Demonstrate characteristics such a Listen and always keep the patient Take action on patient feedback to

Screen adults and adolescents for depression



Tones for Respect

Smile and greet others; say hello Introduce using preferred names and explain roles Listen with empathy and intent to understand

Communicate positive intent of our actions Provide an opportunity for others to ask questions



Maximize the health and well-being of our communities through partnership to deliver the best outcomes, patient experience and caregiver experience at the highest value, one person at a time.

BE OUR COMMUNITIES HEALTH PARTNER

CHRONIC DISEASE MANAGEMENT



Diabetes

Effectively manage blood glucose levels Ensure that blood pressures are below recommended goals



Atherosclerotic Cardiovascular Disease

Prescribe appropriate intensity statin for risk patients Manage blood pressure to treatment goals Treat underlying conditions for Heart Failure to slow disease progression



directive

Other Conditions

Screen adults and adolescents for depression

Guide and triage reported suicidal ideations safely and appropriately Treat Chronic Obstructive Pulmonary disease with appropriate inhaler therapies

Encourage physical activity and complete an annual health assessment



for colorectal

Health and Wellness

Identify and close adolescent health and wellness care gaps Encourage physical activity and complete an annual health assessment

Provide the necessary tools and resources to achieve weight management goals



Age Friendly Health System

Assign a proxy decision maker in the event of not being able to ma care decisions during crisis or grief Ensure older adults have completed an advance directive

TRANSFORM OUR FUTURE



Use value based data to identify care gaps and target approaches Utilize patient reported outcomes and information to close care

Use claim data to identify and address care gaps



Innovation

dentify and evaluate new approaches to deliver care Explore digital technologies to improve the delivery of care Assign a proxy decision maker in the event of not being able to make care decisions during crisis or grief Ensure older adults have completed an advance

Age-Friendly Health System 4M Bundle Know the health outcome goals and care preferences for current and future use, including

Know and act on each older adult's specific health

What Matters:

outcome goals and care preferences across all settings

Medications: If medications are necessary, use Age-Friendly medications that do not interfere with What Matters, Mentation, or Mobility

Mentation:

Identify and manage depression, dementia, and delirium across care settings

Mobility:

Ensure that older adults at home and in every setting of care move safely every day in order to maintain function and do what matters

Engage the older adult and the health care team in determining whether medications are impacting the older adult's Mobility, Mentation, and/or What Matters; if so, create a shared responsibility to de-prescribe or adjust the dosage

but not limited to end of life

preferences

Manage the factors that contribute to delirium

Treat and manage dementia by understanding the underlying needs of older adults with dementia to keep them safe

Know if an older adult is depressed, and treat and manage depression Create an environment and culture that enables, supports, and encourages mobility

Know if an older adult has dementia and/or delirium

team, and identify options that support What Matters, Mentation, and Mobility

Align all care goals and preferences with the older adult's specific goals and care

Make medication decisions in partnership with the older adult, family, and health care

Identify and treat underlying contributors to immobility and fall injuries

Organization Key Stakeholders

Departments

Primary Care Leadership

Primary Care Providers

Clinic Caregivers (MAs, Nurses, Team Coordinators, Front Desk)

Specialists Providers and teams

Pharmacy

Fall Risk Prevention Team

ED

Hospitalists

Rehab - OT and PT

Home Services (home health, DME, hospice)

Palliative Care

System Office Leadership

Nursing

Community Partners

Health Plan / Payors







Lessons Learned

- Initiative needs to be on an organizational strategic plan
- Executive leadership is crucial to spread within your organization
- Providers as champions
- Nail your value proposition
- Use the 4M framework
- Measures are HARD but absolutely necessary
- SIMPLIFY

Summary and Next Steps

- Implementation of the Age-Friendly Health System provides rich opportunities to improve care to older adults across the continuum
- IHI supports implementation of the Age-Friendly Health System through ongoing Improvement Collaboratives and a growing library of resources Get the *Start up & Measurement* guides
- Population and setting-targeted interventions are exemplars of 4Mfocused improvement
- The Age-Friendly 4M Framework is complementary with top-of-license practice across the continuum of care and will benefit all patients
- There are multiple internal and external resources to assist in identifying tactics and defining metrics – Join Now!

THANK YOU!

QUESTIONS? PLEASE EMAIL: ORSENIORHEALTHPROGRAM@PROVIDENCE.ORG

Q&A

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September 2010 - March 2020

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