

RARE Mental Health Collaborative

Getting Started Guide

Welcome to the RARE Collaborative on Mental Health Transitions and the important work to assure systems, processes and improvements are in place to reduce avoidable mental illness and substance use disorder readmissions in your organization.

This guide will help you get started or continue on your journey as you work to achieve your hospital's overall goal of preventing avoidable readmissions for this population.

The purpose of this guide is to help your organization develop and align your teams to achieve your readmissions reduction goals, identify where your hospital can most significantly reduce readmissions, determine the resources required to improve, and help gain support for the campaign with internal and external stakeholders.

Getting Started Steps:

This collaborative is based on the success of the RARE (Reducing Avoidable Readmissions Effectively) campaign. One of the keys of RARE is demonstrated executive leadership commitment. The following are recommended as a guide for getting this work off to a good start.

1. The hospital CEO selects an executive sponsor and a team leader to lead the improvement work.
2. The CEO and executive sponsor communicate throughout the organization the reasons for

engaging in the RARE Collaborative for Mental Health.

3. Leadership communicates with community and transition of care stakeholders regarding the RARE Collaborative for Mental Health to engage them in the work.
4. Leadership identifies and selects a psychiatric physician champion.
5. The executive sponsor convenes a Cross Continuum of Care Guidance Team and Working Team. (See team composition references.) Depending on the size and structure of your organization you may want to form a Cross Continuum of Care Guidance Team that meets monthly and a Working Team that meets weekly to develop and implement the improvements. In some organizations this may be one team that meets frequently. Either of these teams may already exist in your organization; existing team scopes could be expanded to include this work.
6. Schedule team members to attend Collaborative events –
January 14, noon – 1:00
Kick-off Learning Day on February 19
8:30 – 4:30 p.m.
7. Complete an organizational assessment.
8. Select the key area or areas to begin the work. Your RARE Collaborative for Mental Health Resource Consultant can assist with this process.
9. Provide organizational resources to accomplish improvements.

(Note: if you have work underway in reducing readmissions, you can build on your existing work.)

Cross Continuum of Care Guidance Team – Recommended Composition

The Cross Continuum of Care Guidance Team provides oversight for improvement work. Its members select the key focus area(s), support improvement efforts and work to sustain and spread improvement gains.

Executive Sponsor:

- Leads the Cross Continuum of Care Guidance Team, provides oversight guidance and removes obstacles and barriers as necessary
- Meets with the team leader and other senior managers to connect this work with the organization's strategies and goals
- Meets regularly with the Working Team to review progress reports
- Ensures sufficient resources (data support, QI staff, etc.) and time are allocated for the initiative
- Communicates what is learned from the improvement work to motivate and mobilize the entire organization to adopt and spread successful changes

Psychiatric Physician Champion:

- Engages medical staff in the improvement efforts and is a champion for change

Nursing or Patient Care Leader:

- Champions the changes and engages the patient care staff

Team/Project Leader (Quality Improvement Leader):

- Coordinates, guides and supports the improvement activities of the Working Team
- Attends the Cross Continuum of Care Guidance Team meetings
- Communicates with the RARE Collaborative for Mental Health Resource Consultant periodically

- Meets regularly with the executive sponsor
- Leads the Working Team weekly meetings

Patients/Family Members:

- Provide the patient/family point of view to the guidance team
- Keep the guidance team grounded in patient centeredness

Pharmacy Leader:

- Brings forward improvement ideas regarding medications, which is a component of each of the five areas

Mental Health Community Partners –

- Represents the continuum of care beyond the walls of the hospital and the needs of other providers during transitions of care

Also consider including:

Emergency Department (ED) Leader:

- Engages the ED staff and champions changes that may affect the ED

Working Team –Recommended Composition

The Working Team develops, tests, measures and implements improvements.

Team/Project Leader

(Quality Improvement Leader) See above.

Mental Health Provider:

- Engages clinicians in Plan-Do-Study-Act (PDSA) cycles and implementing proven changes

Data Management or Quality Professional:

- Provides accurate and regular data collection on process measures and outcome measures
- Creates run charts of data and shares data with the staff, work group and leadership

Front Line Staff:

Includes nursing staff, social service, care managers, discharge planners, pharmacy, and emergency services as appropriate to your selected area of focus

Community Mental Health Partners:

Include organizations to which you transition patients so you can look at the flow between your organization and the next point of care.

Getting Started Progress Chart

| Activity Area | Plans | Accomplished? | |
|--|-------|---------------|----|
| | | Yes | No |
| 1. CEO Selects an executive sponsor | | | |
| 2. CEO selects working team leader | | | |
| 3. CEO and executive sponsor communicate reasons for engaging in the RARE Collaborative for Mental Health and organizational goals | | | |
| 4. CEO communicates with community stakeholders regarding the RARE Collaborative for Mental Health and engages them in the work | | | |
| 5. CEO selects psychiatric physician champion | | | |
| 6. Cross Continuum of Care Guidance Team formed | | | |
| 7. Working Team formed | | | |
| 8. Schedule team members to attend RARE Mental Health Collaborative events Webinar January 14, noon – 1:00 p.m. Kick off Learning Day February 19 8:30 – 4:30 | | | |
| 9. Organizational assessment completed | | | |
| 10. RARE Collaborative for Mental Health focus area selected for improvement work | | | |
| 11. Organizational resources to accomplish improvements needed | | | |