GERIATRIC PRACTICE LEADERSHIP INSTITUTE (GPLI)
July 29, 2019

Dear Applicant,

The Geriatric Practice Leadership Institute (GPLI) was established in 2015 through collaboration of the University of North Texas Health Science Center and Texas Christian University’s Neeley School of Business and Harris College of Nursing and Health Sciences in response to an aging population and emerging health care environments. This dynamic program develops transformational champions in geriatrics who can create and implement innovative solutions for broad impact in their organizations and communities.

Over the course of the institute, teams collaboratively develop a quality improvement project and apply their newly acquired skills and knowledge. The program has trained 20 interdisciplinary teams representing healthcare systems, primary care providers, community-based programs, long-term care, and government organizations. Previous teams include leading organizations, including Texas Health Resources, JPS Health Network, UT Southwestern, Brookdale Senior Living, and MedStar Mobile Healthcare. In 2017, the GPLI received the National Association for Area Agencies on Aging’s Aging Innovations Award for cultivating leaders and launching partnerships towards meaningful changes that impact older adults in North Texas.

Building on this success, the 2019-2020 program has integrated training components to expand opportunities for working professionals. Participants will continue developing relationships with other professionals dedicated to geriatrics and advance geriatrics care within their organizations. Dedicated faculty and mentors with years of experience in geriatric healthcare and leadership will provide exceptional guidance and support. We are confident that individuals, teams, and their organizations and communities will continue to benefit from this institute as we forge new directions to help older adults live healthier lives.

We invite you to apply for the Geriatric Practice Leadership Institute class of 2019-2020.

We are reaching out to healthcare and community organizations that can benefit from this unique opportunity. Enclosed is a description of the program and application process.

- The application and other information are available online at [www.unthsc.edu/gpli](http://www.unthsc.edu/gpli).
- Interested applicants should apply as a team of 4 to 5 members, with support from an organization or community sponsor, and submit the application form online by August 30th, 2019.

The fees for this program year (2019-2020) have been waived through support from the Health Services and Resources Administration (Grant number: U1QHP28735). We hope you will share this opportunity and information throughout your organization.

Please feel free to contact us if you need any more information.

Sincerely,

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DSWOP Endowed Chair
Professor and Chair, UNTHSC Department of Internal Medicine and Geriatrics
WE HAIL Program Director

Jennifer J. Severance, PhD
Assistant Professor and Education & Research Director, UNTHSC Center for Geriatrics
GPLI Program Director
The Geriatric Practice Leadership Institute (GPLI) is presented by the Workforce Enhancement in Healthy Aging and Independent Living (WE HAIL) Program at the University of North Texas Health Science Center. For more information about the program, visit www.unthsc.edu/gpli.

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Geriatric Practice Leadership Institute (GPLI)

APPLICATION PACKET

INSTITUTE OVERVIEW

The goal of the Geriatric Practice Leadership Institute (GPLI) is to prepare teams of individual practitioners from various healthcare sites to serve as leaders in their organizations to foster geriatric evidence-based practices to improve outcomes for older adults. Interprofessional participant teams will be empowered with tools, skills, and experiences as they work together on site-specific quality improvement projects throughout the institute. The participants learn about concepts needed to effectively work in and take leadership roles in the emerging health care environments for older adults in primary care.

Curriculum This Institute is designed to meet the demands of practicing health professionals who want and need assistance in the implementation science of geriatrics primary care. To support participation of busy professionals, the GPLI offers a blended online and in-person curriculum that includes on-site sessions, self-paced online modules, and tele-mentoring sessions with faculty and coaches. The training focuses on four domains that will be addressed by the GPLI program:
- Leading Self
- Leading Interprofessional Teams
- Leading Organizational Change
- Age-Friendly Healthcare Delivery

This framework enables the participant’s professional development as a leader and team member for continuously improving geriatrics care in the primary care setting. Institute materials and activities are developed with the aim of enhancing each participant's understanding of personal leadership skills and how to create and participate in effective interdisciplinary teams providing value-based, patient-focused care to older adults in age-friendly healthcare systems. Faculty are highly respected professional practitioners and pioneers in their field representing the collaboration between two universities well-known for geriatrics healthcare and leadership. Faculty facility teams learning about, from, and with each other to envision and create meaningful interventions designed to improve geriatrics care and patient safety, reduce costs, and implement interventions in the emerging value-based healthcare systems. Upon successful completion of the GPLI, each participant will receive a Certificate of Completion.

2019-2020 Cohort Each GPLI cohort is comprised of 5-6 teams of 4-5 participants each for a total of approximately 25 to 30 health care professionals. These healthcare professionals, representing their organization, should apply and will be selected as a team. This team-based approach is beneficial for participants and the organization as they develop a project together and apply the project and skills to drive effective change around a critical issue in their organization or community.

With a goal to expand quality geriatrics care into rural and underserved areas, the 2019-2020 cohort will include two teams selected from locations outside of the Dallas-Fort Worth metropolitan area. As off-site participants, these remote teams will have access to the same materials, resources and support to
complete institute requirements. Coaches will travel to remote teams at least once during the institute to provide on-site support. All teams will participate in highly interactive discussions and feedback through an online community.

**Time Commitment** GPLI recognizes the busy schedules of each individual and designed the curriculum to make it as efficient as possible. Through a blended learning model of delivery, each team member is expected to participate in self-paced online modules and monthly team meetings with a project Coach. Local teams from the DFW area also participate in two in-person sessions held at the University of North Texas Health Science Center (UNTHSC) campus. The meeting will be designed around the availability and needs of the team members. Teams will also engage in their planned project activities throughout the institute. The 2019-2020 schedule is provided on page 7. Additional details are provided upon acceptance.

**Organizational Sponsorship** Each team should have a strong commitment from both their organization(s) and an organizational sponsor. Experience has shown that a successful team has a sponsor that is a senior level representative who can endorse the team’s participation and also has an interest in the team’s project. The sponsor must agree to provide release time to team members and support the implementation of the team project. Additionally, its beneficial for teams to engage other stakeholders within the organization who play a critical role to project success. By including individuals from other appropriate areas such as operations and finance, the team creates a ‘sponsorship spine’ supporting the development and implementation of the project.

**Project Coaches** Coaches are paired with teams to support the application of newly obtained knowledge, attitudes and skills to a real-world experience. Coaches meet with teams in monthly one-on-one sessions to provide support based on the learning needs of the participants, the priorities for the organizations where they work, and discussions with the GPLI team members. With years of experience in their professions, Coaches relate GPLI topics in planning and development to guide teams throughout all stages of project development.

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**Benefits of Participation**

**For the participants and teams**

- Obtain an enhanced appreciation of older adult health needs to improve geriatrics care and service
- Learn how individual leadership style impacts others and organizations through highly interactive discussions and feedback
- Expand your roles and responsibilities for greater impact in the organization and community
- Build relationships with respected healthcare leaders
- Receive quality training from highly respected professional practitioners and from the collaboration between two universities well-known for geriatrics healthcare and leadership

**For the organization**

- Allows members to bring new ideas and answers to colleagues and staff
- Test innovative solutions in real-world situations with the guidance of experts along the way
- Develop support for project sustainability
- Develop a strong leadership team along with leadership knowledge and skills
- Receive access to resources that can prepare an organization for a rising aging population
**Project Details**  Each team will work on a quality improvement project throughout the institute. Applicant teams submit a project proposal with their application form that includes background information, project need, a description of project goals, objectives and activities, and outcomes measured. A project must focus on at least one of the following topic areas:

- Dementia caregiver education and support
- Advanced care planning
- High-risk medication reduction
- Falls risk screening
- Reduction of opioid misuse

Projects will emphasize the impact of quality improvement on health system processes. Additionally, projects will involve measuring relevant clinical and Medicare-related patient outcomes defined by the Centers for Medicare and Medicaid Services (CMS) Merit-based Incentive Payment System (MIPS) (https://qpp.cms.gov/mips/overview).

**Patient Outcomes Related to Focus Areas**

**Dementia Caregiver Education and Support:** The percentage of patients, regardless of age, with a diagnosis of dementia whose caregiver(s) were provided with education on dementia disease management and health behavior changes and referred to additional resources for support within a 12-month period.

**Advanced Care Planning:** The percentage of patients aged 65 years and older who have an advance care plan or surrogate decision maker documented in the medical record or documentation in the medical record that an advance care plan was discussed but the patient did not wish or was not able to name a surrogate decision maker or provide an advance care plan.

**Use of High-Risk Medications in the Elderly:** The percentage of patients 66 years of age and older who were ordered high-risk medications. Two rates are reported: a. Percentage of patients who were ordered at least one high-risk medication, and b. Percentage of patients who were ordered at least two different high-risk medications.

**Screening for Future Fall Risk:** The percentage of patients 65 years of age and older who were screened for future fall risk during the measurement period.

**Evaluation or Interview for Risk of Opioid Misuse:** All patients 18 and older prescribed opiates for longer than six weeks duration evaluated for risk of opioid misuse using a brief validated instrument (e.g., Opioid Risk Tool, Screener and Opioid Assessment for Patients with Pain-Revised [SOAPP-R]) or patient interview documented at least once during Opioid Therapy in the medical record.

Projects will be developed and refined during the institute learning sessions. Teams will have the opportunity to implement a small-scale pilot of their projects, measure outcomes, and present their project findings as a culmination of their experience. By the end of the institute, participants will have gained knowledge and skills in quality improvement processes and best practices aimed at enhancing the care of older adults.

**Project Examples from previous GPLI teams**

- The use of electronic health records (EHR) has become a vital part of patient care and have patient portals to give patients secured access to their personal health information. We want to make a patient portal user friendly for those with low computer literacy and usable by caregivers of patients with cognitive impairments. Tools created for promotion include training videos for staff, marketing materials, and resources for patients. A kiosk was set up in the waiting room with student volunteers to assist patients one-on-one with enrollment. Resource materials included packets for caregivers of older adults and note cards for patients to store their username and password. Over 105 patients and caregivers enrolled, over 100 portal
communications were made between patients and office staff, and over 100 student volunteers assisted patients. As more patients and caregivers utilize this tool, we hope to show improved patient satisfaction and a decrease in phone calls with more use of electronic communication.

- Our primary care clinic partnered with the Area Agency on Aging (AAA) to develop a process of identifying patients with dementia. This project was completed to improve caregiver access to community resources to minimize the burden of the caregiver’s experience when caring for a patient with dementia. Once identified and screened, we were able to refer the patients and their caregivers for additional resources through community partners. At the end of the three-month pilot period, eleven patients had been enrolled by AAA and were established with community resources. By improving access to established community programs, we anticipate the caregiver will benefit from overall improvement in quality of life. Caregivers also expressed value in the program with improvement in quality of life. Those with dementia will benefit from having caregivers with improved knowledge of disease process enabling them to better care for and manage symptoms associated with dementia.

2019 – 2020 SCHEDULE

Teams participate in a virtual introduction to the GPLI followed by five sessions focused on topics in leadership and quality improvement in geriatrics practice. The institute culminates in a final project presentation in May 2020 to complete the program.

- Local teams will attend two in-person sessions and participate in online modules and discussions.
- Remote/Rural teams (teams located outside of the DFW metroplex) will participate in all sessions through online modules and discussions. Off-site teams will have on-site visits by their coach at the beginning of the program and at the end of the course work. Remote teams have the option of attending the graduation event virtually or at the expense of their organization.

All teams will apply their knowledge and skills to continue work on their quality improvement projects between January and May 2020 with the support of their project Coaches by phone, web conferencing and/or on-site.

<table>
<thead>
<tr>
<th>SESSION</th>
<th>DUE DATE</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td>Virtual Introduction</td>
<td>Friday, September 27, 2019</td>
<td>Online</td>
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<tr>
<td>1: GPLI Kick-off and Introduction to Project Planning and Development</td>
<td>Friday, October 4, 2019</td>
<td>Local teams - UNTMSC Remote teams – Online with Coach on-site visit</td>
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<tr>
<td>2: Leading Interprofessional Teams</td>
<td>Friday, November 8, 2019</td>
<td>Online</td>
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<td>3: Leading Organizational Change</td>
<td>Friday, December 6, 2019</td>
<td>Online</td>
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<tr>
<td>4: Leading Self</td>
<td>Friday, January 10, 2020</td>
<td>Local teams - UNTMSC Remote teams – Online with Coach on-site visit</td>
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<tr>
<td>5: Final Presentation &amp; Graduation</td>
<td>Friday, May 29, 2020</td>
<td>Local teams - UNTMSC Remote teams - Online</td>
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ELIGIBILITY

Team Requirements:
- Complete team application online. A team must consist of 4 to 5 individuals.
- At least one team member should have a minimum of 2 years’ experience in healthcare working with a large clientele of geriatric individuals.
- The team must identify a leader from their organization to be their sponsor. He/She will be a senior level representative from their organization with the authority to endorse and provide support from their organization for the team projects.
- Each team must submit a proposal of a quality improvement project focused on patient outcomes. Projects will be developed and refined during the institute learning sessions. Teams will implement a small-scale pilot of their project, measure outcomes, and present their project findings.

Individual Requirements:
- Submit individual resume or curriculum vitae
- Identified as a leader, either formal or informal, in their organization or community
- In good standing with their organization
- Able to participate in all GPLI activities, including in-person sessions at UNT Health Science Center as applicable, online modules, monthly Coach sessions, and project meetings with team members.

Organization Commitment:
- One Letter of Reference from the organization or community sponsor supporting the team participation. This letter should include support for all individuals in the team and why they were chosen.
- Release time for team members to attend the institute sessions both virtually and in person as applicable, team meetings with the coach, and time necessary to complete the team project.
- Provide support for the team project development and implementation.
- Ensure that the geriatric team project chosen has the potential for successful implementation.
- Provide financial assistance for printing the final project posters.

APPLICATION
- Applications are available at www.unthsc.edu/gpli
- Applications are due by 5pm CST, Friday August 30, 2019.
- Use this CHECKLIST to prepare for application submission
  - [ ] Each team members, first and last name; email address, phone number, title and employer
  - [ ] Each team member's CV and resume
  - [ ] Sponsor first and last name, title, email address, phone number
  - [ ] Sponsor letter of recommendation
  - [ ] Select at least one project focus area (see Project Details, page 6)
  - [ ] Provide project background, description, short and long-term outcomes
  - [ ] Provide project impact
FEES

GPLI’s fees include:
- In-person and Virtual Sessions
- Faculty and Coach Time
- Session Materials
- Meals and Snacks during in-person sessions
- Graduation Event

The estimated total cost is $2,500 per person. Fees are waived for the 2019-2020 year through a grant from the Health Resources and Services Administration (HRSA) Geriatrics Workforce Enhancement Program (grant number U1QHP2873).

Other costs:
- GPLI will not be responsible for individual travel to or from the UNTHSC campus.
- Organizations are responsible for printing the poster and any materials for teams attending the graduation event. Teams will be provided information about printing retailers.

REQUIREMENTS FOR COMPLETION

Successful completion of the institute requires:
- Completion of online modules and assignments
- Attendance at all in-person sessions as applies
- Poster and abstract completion
- Final project presentation

GPLI participants completing these requirements will receive a Certificate of Completion.

FOR MORE INFORMATION

ONLINE:  www.unthsc.edu/gpli

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