Clinical Safety & Effectiveness
Cohort # 8

Addressing Access to Primary Care: A Systems-Level Analysis to Reduce Express Med Visits and Strengthen Patient-Centered Care at University Health System

EDUCATING FOR QUALITY IMPROVEMENT & PATIENT SAFETY
FINANCIAL DISCLOSURE

Gary McWilliams, MD has no relevant financial relationships with commercial interests to disclose.

Kathryn Smith-Gonzalez’s, BA financial relationships with commercial interests will be disclosed prior to her presentation.

Theresa De La Haya’s, RN, MPH financial relationships with commercial interests will be disclosed prior to her presentation.
What We Are Trying to Accomplish

OUR AIM STATEMENT

Reduce by 5%, the number of patients with a CMA PCP who access our Express Med Clinics for medical care during hours in which our Continuity Clinics are open.
Background

• Bexar County has 55,000 uninsured residents enrolled in CareLink. At the time of enrollment, each member is assigned to a primary care home.

• Unfortunately many of our members are utilizing our two Express Med Clinics instead of their primary care home.
The Team – Division: UHS Ambulatory

CS&E Participants:
• Gary McWilliams, MD, Executive Vice President, Ambulatory Services Officer
• Theresa De La Haya, RN, Sr Vice President Community Health & Clinical Preventive Programs
• Kathryn Smith-Gonzalez, BA, Director, Ambulatory Care Access

Team Members:
• Michael Dodd, RN, Area Clinic Manager
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Project Implementation Team:
• Leticia Aguilar, MD, Medical Director, North
• Teresa Ruiz, MD, Medical Director, Southwest
• Monica Kapur, MD, Medical Director, Northwest
• Sergio Farrell, Vice President, Ambulatory Services
• Liem Du, MD, Medical Director, Express Med Downtown
Project Milestones

• Team Created  May 2011
• AIM Statement Created  May 2011
• Weekly Team Meetings  June 2011 - current
• Background Data, Brainstorm Sessions, Workflow and Fishbone Analysis  June 2011 - current
• Data Analysis  July 2011 - current
• Interventions Implemented  July 2011 – current
• CS&E Presentation  September 2011
Figure 1: Phone Survey Results from a Sample of Patients Discharged from the Express Med Clinic (July 25 to August 17, 2011)

Source: Phone Survey on Discharged Patients from the Express Med, N = 41
Figure 2: Response to Survey Question: “What are the reasons patients who have a primary care provider choose to receive care at one University Health System’s Express Med Clinics?”

- **Inability to get an appointment in a timely manner with a PCP**: 87.5%
- **Convenience of the Express Med Clinic location**: 59.4%
- **Need truly urgent care**: 46.9%
- **Have limited financial resources**: 43.8%
- **Have limited transportation resources**: 43.8%
- **Other (please specify)**: 21.9%

*Source: Survey on Primary Care Access, N = 36*
Figure 3: Response to Survey Question: "Please assign a rating to best describe access to primary care services at your clinic."

Provider Responses

Source: Survey on Primary Care Access,  N = 36
Figure 4: Content Analysis of Recommendations Provided by Primary Care Providers for Improving Access to Ambulatory Patients at University Health System

- Increase Providers
- Increase Same Day Access to PCP
- Utilize Support Staff More Efficiently
- Make EMR More Efficient
- Improve no-show rate
- Improving patient buy-in of what can be accomplished
# Reason for EMC Visits: Comparing Perspectives

<table>
<thead>
<tr>
<th>Patient</th>
<th>Primary Care Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely Access to Primary Care</td>
<td>Timely Access to Primary Care</td>
</tr>
<tr>
<td>Urgent Medical Issue</td>
<td>Urgent Medical Issue</td>
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<tr>
<td>Proximity to Express Med Clinic</td>
<td>Proximity to Express Med Clinic</td>
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<tr>
<td>Appointed from Emergency Room</td>
<td>Transportation</td>
</tr>
<tr>
<td>System Referral to Express Med Clinic</td>
<td>Financial Concerns</td>
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</tbody>
</table>
Map Showing Drive Distance of CareLink Members to ExpressMed-Diagnostic Pavilion Whose PCP is Located at UFHC Southeast or UFHC Southwest

Legend
- UFHC -Southwest
- UFHC-Southeast
- ExpressMed - Diagnostic Pavilion

Members had at least one visit to ExpressMed-Diagnostic Pavilion (ExpressMed Visits Occurred 6/1/2011 - 8/31/2011)

John Garcia 9/14/2011
Map Showing Drive Distance of CareLink Members to ExpressMed-Downtown Whose PCP is Located at UFHC Southeast or UFHC Southwest

Members had at least one visit to ExpressMed-Downtown (ExpressMed Visits Occurred 8/1/2011 - 8/31/2011)

Legend
- UFHC - Southwest
- UFHC - Southeast
- ExpressMed - Downtown

Distance from UFHC SE Member to ExpressMed-Downtown
Distance from UFHC SW Member to ExpressMed-Downtown

John Garcia
9/14/2011
Fishbone Diagram for Rationale of Visits by Patients to Express Med Clinic (EMC)

Place
- Transportation barriers
- Geographic location

People
- Adequate clinical staff
- Call center training
- Enhanced patient / provider relationship
- Patient understanding of Medical Home Model
- Development of care teams

Technology
- Data tracking
- Efficient use of EMR

Policies
- Algorithm for addressing patients that frequent Express Med Clinics
- Policies to minimize excess /unnecessary visits (i.e., medication refill)

Visits to the Express-Med
Recommendations

• **Improve stakeholder input** – Primary Care Physicians (PCPs) and the healthcare teams. Promote more effectively the Health Care Team concept vs. PCP concept.

• **A model to strengthen continuity of care**
  – “Right” assigning of patients based on patient preference and geography
  – To occur within a 12-month timeframe (On average patients will reside within a 5 miles radius of clinic.)

• **Improve efficiencies within our clinics** to increase same day availability

• **Add more providers**

• **Educate our CareLink members.** No co-pay if seen in primary care home.

• **Case management** for patients with excessive visits to EMC.
  - CMA Patients with 5 or greater EMC visits in 90 day period = 59
  - CMA Patients with 4 or greater EMC visits in 90 day period = 151
A Model to Strengthen Continuity of Care

- CareLink Patient enrolls or re-enrolls
- Does patient wish to continue at the assigned clinic?
  - Yes: Re-enroll at same clinic
  - No: Offer patient a different clinic site
Thank you