Community Oriented Primary Care, SFDPH
August 17, 2010

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SFDPH Community Oriented Primary Care

**COPC 7** – Primary Care clinics that serve general population
- Active pt panel = total of 28,645
- Castro Mission, Maxine Hall, Silver Avenue Family, Chinatown Public Ocean Park SouthEast, Potrero Hill

**Special Population** Health Centers:
- Active pt panel = total of 9726
- Geriatric Focus: Curry Senior Center (aka NMHC)
- Youth: CHPY (Cole, Larkin St, Hip Hop, Balboa)
- Forensic: SPY (Special Programs for Youth) at YGC
- Homeless or Marginally Housed, w/ high prevalence psychosocial co-morbidities: Tom Waddell HC, Housing and Urban Health
**Billings and Collections 2008 - 2009**

<table>
<thead>
<tr>
<th></th>
<th>Medicare</th>
<th>Medi-Cal</th>
<th>SFHP</th>
<th>Insured</th>
<th>HSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billings</td>
<td>$6,320,383</td>
<td>$9,612,122</td>
<td>$2,918,168</td>
<td>$1,444,977</td>
<td>$-</td>
</tr>
<tr>
<td>Collections</td>
<td>$2,046,460</td>
<td>$6,906,534</td>
<td>$2,276,195</td>
<td>$492,250</td>
<td>$25,000</td>
</tr>
<tr>
<td>Rate</td>
<td>32%</td>
<td>72%</td>
<td>78%</td>
<td>34%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**SOURCE**

- Billings
- Collections
- Rate
2010-11 Strategic framework for change

- Time to move towards comprehensive San Francisco Quality Safety Net Medical Home Model
- New approach needed to reach that goal: Quality improvement in 3 domains
  - Operational: focus on access
  - Clinical quality - summarized in 2009 COPC QI report
  - "People Experience" for both patients AND staff
COPC Change Initiatives

- **Improving Access**
  - Optimizing Primary Care Experience (Murray)
  - Patient Centered Communication (O'Connell)
  - SFHP Performance Imp Incentive - Access measures 2011

- **Behavioral Health - Primary Care Integration**
  - BH-PC Integration Pre-work/Planning
  - BH-PC Integration at pilot sites - rollout starts November 2010

- **Electronic Health Record Implementation**
  - BH-PC Integration at pilot sites - rollout starts November 2010
  - Contract signed – rollout starts in COPC pilot(s) – Fall (?) 2010

- **Quality Initiatives - Improving Clinical Quality**
  - PHASE (Kaiser funded Cardiovascular Risk Reduction Project)
  - Strength in Numbers (HSF funded Incentive Project)
  - SFHP Performance Imp Incentive - Clinical measures 2011
Supporting Change: SF Quality Culture Series

- Planning grant to customize the RCHC experience
- Focus on managerial excellence, change management

Format:
- 8 full day sessions Jan-Sept 2011
- Project Based: time and technical assistance to work with team
- Learning community: clinic management teams SF Safety Net
- SFHP resources for clinic team coaching

Topic Areas:
- Building strong teams
- Model for Improvement (train the trainer format) – with a project
- Project Planning, Management, Operations
- Leadership and Communication 101
- Designing Reliable Systems
- HIT (adopting EMR, IT tools) as a Quality Improvement process
Primary Care Data Wall – Kaiser QI grant

15 primary care measures: based on Meaningful Use, national standards (USPSTF, National Committee for Quality Assurance, etc), with balance of resource-intensiveness & clinical benefit

- "DATA WALL: measures in 3 quality domains
- Collaborative process (SFDPH, SFCCC, SFHP), goal is standard SF Safety Net quality measures
- Project coordinator: training, support for QI work to improve the measures - promote culture of quality
- Consensus building process to establish quality improvement priorities in SFDPH Primary Care

MEASURES

Operations

Quality

Clinical Care

People

Blood pressure e-documentation & control
Annual smoking assessment
Colorectal cancer screening
Diabetes HgA1c screening
Diabetes HgA1c control
Diabetes LDL control
Adult tetanus immunization

Appointment show rate
Patient-provider continuity
Active PCC panel size
3rd next available appointment

Patient experience (2)
Staff experience (2)
Operational Quality Improvement (Access)

- Why is this important?
  - Source of demand = HSF, other SFHP (plus SPDs in 2011), DMHC Timely Access standards, BH-PC integration, etc.

- How are we working on this?
  - Empanelment (Active Patient Panel automated definition)
  - Minimum Panel size standard set: 1125 /1.0 fte
  - Established Access metrics and reporting

- Primary Care Redesign 2008-9: basic concepts
  - Demand moderation techniques
  - New Models of Care delivery (RN, PharmD, phone, group visits)
  - Team Care, health coach training, population management

- New Access Pilots 2010-11
  - OPCE = Optimizing Primary Care Experience
  - PCCP = Patient Centered Communication Pilot
Creating Primary Care Clinic Panels and Linking Patients with Primary Care Providers in COPC

- **Active PCC Panel Patients**
- **% of PCC Panel with Assigned Provider**

- **Jun 06**: Implemented procedures for auto-assignment.
- **Jun 07**: Developed web-based application to manage panel assignments & began use of active PCC panel as denominator for measures; resulted in clean up, ownership, and ongoing maintenance of accurate panels.
- **Jun 08**: Established PCC panel size per FTE minimum for 7 general population clinics.
- **Jun 09**: Developed age, gender, and diagnostic clusters weighting algorithm for panned patients.
- **Jun 10**: Established appointment & productivity standards.
HSF/SFHP Enrollment and Shadow Panels in COPC7 Clinics

- Enrolled & seen (have med visit to medical home in past 2 yrs)
- Enrolled & shadow (no med visit to medical home in past 2 yrs)

### HSF only
- **Dec '09**: 7,541/7,107/14,648
- **Jun '10**: 9,118/6,071/15,189

### SFHP only
- **Dec '09**: 6,500/4,414/10,914
- **Jun '10**: 6,577/4,296/10,873

### HSF+SFHP
- **Dec '09**: 14,041/11,521/25,562
- **Jun '10**: 15,695/10,367/26,062

### non-COPC7 Clinics
- **HSF only**: 1,997
- **SFHP only**: 77
- **HSF+SFHP**: 2,074

### Active Primary Care Clinic Panel in non-COPC7 Clinics
- **non-COPC7**: 9,726
Active Primary Care Clinic Panel & Available Panel Capacity in COPC7 Clinics

- **Active panel**
- **Available panel capacity**

<table>
<thead>
<tr>
<th>COPC7</th>
<th>Dec '09</th>
<th>26,572</th>
<th>5,728</th>
<th>32,300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun '10</td>
<td>28,645</td>
<td>2,462</td>
<td>31,107</td>
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Available Panel Capacity & HSF/SFHP Shadow Panel in COPC7 Clinics

- **Available panel capacity**
- **Enrolled in HSF or SFHP & shadow (no med visit to medical home in past 2 yrs)**

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COPC Clinics (all)

Enrollees in HSF and SFHP Lines of Business in COPC Clinics

- Enrolled & not yet seen (no medical visit to medical home in past 2 years)
- Enrolled & seen (medical visit to medical home in past 2 years)

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<tr>
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</thead>
<tbody>
<tr>
<td>HSF+SFHP</td>
<td>11,849</td>
<td>15,759</td>
<td>27,608</td>
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<tr>
<td>Jun '10</td>
<td>10,758</td>
<td>17,378</td>
<td>28,136</td>
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</tbody>
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Active Primary Care Clinic Panel in COPC Clinics

- Dec '09: 36,387
- Jun '10: 38,371