SF Health Network
Telephone Communication Program

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Antenor Arenas
Director, Centralized Call Center

Anna Robert, RN, DrPH
Director of Care Coordination
Overview

- Organizational context
- Telephone communication program
  - New Patient Appointment Unit (NPAU)
  - Nurse Advice Line (NAL)
  - Telephone Appointment Provider Service (TAPS)
  - Centralized Call Center (CCC)
We provide high quality health care that enables all San Franciscans to live vibrant, healthy lives.
Continuity and seamless navigation throughout SFHN drive patient loyalty

% interested in switching their place of care (among low-income Californians)

- a regular doctor: 45% yes, 68% no
- connectedness: 44% yes, 64% no
- continuity: 49% yes, 64% no
- team-based care: 48% yes, 59% no
- a healthcare navigator: 48% yes, 58% no
It is difficult for our patients to access and connect with us.

CG-CAHPS survey results

- **Got answer to medical questions same day***
- **Got appt for check-up/routine care when needed**
- **Got urgent care appt when needed**

SFHN Average Score vs. Benchmark
Patient needs are driving SFHN telecommunication strategy

- Seamless entry into SFHN and PC clinics for new enrollees
- Single point of contact for patients who need appointments, medical advice, medication refill, or diagnostic results
- Single point of contact for SFHN and out-of-network providers to coordinate and transition patient safely and seamlessly across the network
DPH appreciates the need for an integrated telecommunication strategy.

- New Patient Appointments
- Nurse Advice Line
- 10/08
- 2/10
- 1/14
- 5/15
- 9/15
- 11/15
- 16 - 17
- The Next Level! Phase 2
New Patient Appointment Unit

- Opened in 2008 with the launch of Healthy San Francisco
- Every new enrollee receives NPAU number
- Schedule appointments for:
  - New patients
  - Post hospital discharge follow-up
  - Dental
  - Limited specialty clinics
  - Referrals to primary care
Goal: zero primary care new patients waiting for an appointment

NPAU is committed to data-driven continuous improvement
Nurse Advice Line

- Opened in 2010 to meet DSRIP access mandate
- Provide advice and triage
- Schedule urgent appointments
- Handle emergency calls
- Refer to Telephone Providers for care over the phone
SFHN patients have several options to receive care for urgent issues.

Goal: 70% of patients with urgent needs will receive an appointment in their medical home.
• 82% of patients referred to TAP have their needs addressed.

• 90% of patients report positive experience with TAP encounters.

• TAP providers also address provider-level tasks centrally.
• Launched May 6, 2015

• Goals:
  • Net promoter score: > 80%
  • Abandonment rate: < 5%
  • Average speed to answer: < 60 seconds
  • Enhance experience for patient who is interacting with clinic front-desk staff
Using visual management tools to engage staff and leaders

<table>
<thead>
<tr>
<th>Watch Indicator</th>
<th>Target</th>
<th>Baseline</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls answered before caller hangs up</td>
<td>95.0% ↓</td>
<td>86%</td>
<td>91%</td>
<td>88%</td>
<td>93%</td>
<td>94%</td>
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<td>95%</td>
<td>91%</td>
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<tr>
<td>Customers who were able to get an answer to their medical questions during regular office hours in the last 6 months</td>
<td>60.4% ↑</td>
<td>47%</td>
<td>43%</td>
<td>43%</td>
<td>49%</td>
<td>54%</td>
<td>66%</td>
<td>43%</td>
<td>47%</td>
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<tr>
<td>Customers who were able to make an appointment for a check-up or routine care with as soon as needed</td>
<td>53.3% ↑</td>
<td>43%</td>
<td>46%</td>
<td>40%</td>
<td>45%</td>
<td>49%</td>
<td>58%</td>
<td>53%</td>
<td>66%</td>
</tr>
<tr>
<td>Customers who would recommend our services to a friend or family member?</td>
<td>80% ↑</td>
<td>n/a</td>
<td>75%</td>
<td>67%</td>
<td>93%</td>
<td>87%</td>
<td>93%</td>
<td>93%</td>
<td>87%</td>
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</tbody>
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40,422 calls were answered since May, 2015

Types of Calls

- Request appointment, 45%
- Urgent medical problem, 20%
- Prescription refill request, 10%
- Need to talk to someone in clinic, 10%
- Other, 5%
2016 Telephone Communication Program goals

- Fully integrate the NPAU, NAL, TAP, and CCC
- Expand the CCC to all SFHN primary care clinics
- Assess the ROI of shifting population health and patient engagement functions to the CCC
- Create standing order protocols for the NAL