



SNMHI Summit 2011

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Building Strong Teams: Front Office, Back Office

Holyoke Health Center, Inc.

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Session 1A

March 7, 11:00AM-12:30PM



MacColl Institute at
Group Health Cooperative

Holyoke Team

- Dr. Jackie Spain, MD, Medical Director and Co-Chair
- Nancy DiMattio, RN, MSN, MPH, Clinical Director and Co-Chair
- Marisol Morales, Medical Staff Coordinator, Team Member
- Martha Fisk, RN, Assistant Clinical Director, Team Member
- Carrie Matusko, RN, Nurse Manager, Team Member
- Chris Hutchinson, RN, Nurse Manager, Team Member
- Donna Larocque, RN, Nurse Manager, Team Member
- Dawn Heffernan, RN, MS, Diabetes Program Manager, Team Member
- Kathy Guilbault, RN, MS, Assistant Clinical Director, Meeting Facilitator



Holyoke Health Center Holyoke, MA



Holyoke Health Center

- FQHC in Holyoke, MA
- Approximately 65,000 – 70,000 medical patient visits
- Approximately 30,000 dental patient visits
- Predominantly Latino
 - Holyoke has a population of 40,000, with the highest concentration of Puerto Ricans of any city in the US outside of Puerto Rico
- 50% of patients live under 100% of the federal poverty line (FPL)
- Approximately 15% of the adult population suffers from diabetes



Changes That Led To Opportunities

The unprecedented event of a high turnover in PCPs in a 3-4 month period – 5 PCPs left and 5 PCPs joined the health center - led to the need to re-assign patients to new providers rapidly and efficiently

- Several thousand unassigned patients did not have an identified current primary care provider
- We needed a plan to avoid the chaos that this turnover had the potential to cause

Some of the Details of our Chaos Controlling Plan:

- The Medical Home team had to step back and assess how to proceed in order to minimize the impact
- We needed to put systems in place that gave confidence to our teams that we could manage this difficult situation
- Our administrative team needed to be on the same page
- There were gaps between provider departures and provider arrivals – leading to the need for a safety net
- As one provider left, a remaining provider was assigned to cover paperwork and medication refills
- In our Same Day Care, we established a program to help patients be seen while waiting for a new provider

Empanelment as Foundational Work: The Devil is in the Details

- Work completed to empanel unassigned patients
- We dedicated a week long session utilizing multiple staff to assign patients without a provider to a new provider
- Letters to unassigned patients notified them of new care teams
- Once the new providers were up and running, we now went into another phase where we have refined all the panels (removed deceased patients, patients who have left practice, etc)



Teamwork Improves Efficiency

- Patient panels and care team work are integrally combined in improving clinic efficiency
 - Medication refills
 - Form completion
 - How to direct calls from VNAs, hospitalists, etc.
- Empanelment allowed the rest of the clinic processes related to patient care to be directed to one care team and provider.
- Improved staff satisfaction and reduced time wasted in managing such things as patient paperwork location

Ongoing Work with Care Teams

- What to do when we are notified that a patient, who previously had left practice, has returned? Do they return to their original provider's panel and if so, what is the cut off period of time?
 - How to handle a change of provider request?
 - How do we manage the panel of patients when a provider goes part time?
 - How often do we refine each panel?
- We have dealt with some of these questions and others are in the discussion/exploration phase.

Lessons Learned

- We learned that the devil is in the details.
- It is very important to have provider representation in the discussion of empanelment and when defining care teams but you may want to choose leaders in this discussion in order to streamline the process.
- We need to formalize and make into policies and protocols the decisions the Medical Home Team and the Provider Leaders have made around empanelment.

HHC Teams





Questions?



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