Clinica Family Health Services
Thorton Clinic

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Clinica's mission: To be the medical and dental care provider of choice for low-income and other underserved people in southeastern Boulder, Broomfield, and western Adams counties. Our care shall be culturally appropriate and prevention focused.
Our Vision: To assure that every low-income and other underserved person in our service area will have access to high quality, preventative medical and dental care.

Patient demographics: Our patients are predominantly the working poor. We have an income-based fee schedule that allows us to provide an extensive range of primary care services at a very low cost.
- FQHC based out of Lafayette, Colorado
- Four clinics:
  - People's Clinic & Lafayette in Boulder County
  - Thornton & Pecos in Adams County
- 170,000 visits
  - Physical, Behavioral, and Dental
- 38,000 active patients
- 50% uninsured
- 40% Medicaid
- 5% CHP+
- 56% < Poverty
- 98% <200% of Poverty
- 91% women and kids
- 80% with Spanish as their first and/or only language

Check-In / Storage
Exam Rooms
Lab / Toilet
Work Area

BOULDER ASSOCIATES, INC.
Architecture + Interior Design

PARTICIPATION
What motivated your practice site to participate in this initiative?
Clinica Family Health Services has been working on providing patient-centered care for almost a decade. We don't just want to give care to people who need it when they cannot access care elsewhere, rather, we want to be the healthcare destination of choice for our patients. Ultimately, we want to be their medical home. To that end, we do the following:
- Strive to provide continuity of care with a primary care provider (PCP) and care team.
- Treat chronic diseases through education and proactive care.
- Refer our patients to resources in the community.
- Set self management goals with patients to empower them to make a difference in their own health and wellbeing.
- Employ specialists and incorporate them into care as much as possible/necessary.
- Provide care in group settings which for some results in better health outcomes.

CHANGES
Change One: Team Building to Improve Staff Satisfaction
What was the specific problem or issue being addressed?
Due to a significant turnover in leadership and other roles, the staff at Thornton needed to focus on team work in order to provide excellent patient care
What did you hope to achieve by making the change?
We hoped to improve staff satisfaction which has been shown to have a direct correlation to patient satisfaction. We also hoped to decrease turnover to ensure patients had continuity of care with care teams.
What was the plan for making the change?
The leadership team made several changes:
- They began having monthly staff meetings to discuss issues, get feelings out in the open to be addressed, have fun, and remember why Clinica is a great place to work.
- They wrote "thank you" cards on a weekly basis to 5-10 employees.
- They began "kudos" initiatives to inspire coworkers to give each other kudos.
- They met with employees one-on-one to establish more trusting relationships between leadership and front line staff.
What did you learn from the process of making the change?
Making the change took a lot of hard work and energy, but it was worth it. The general mood of the clinic improved and people seemed to have a stronger feeling of comfort in addressing issues as they came up.
What would you recommend to other sites trying to make a similar change?
- Remember that some things (good or bad) are deeply engrained in the culture of the organization and may take a long time to break down and even understand. Other parts of culture are easily "fixed" by establishing trust and credibility among team members.
- Ensure you have a lot of time and creativity to invest.
- Do not get discouraged as you will have set backs. It's a marathon, not a sprint.
Results:
- Both voluntary and involuntary turnover has decreased over the past year.
- Staff satisfaction has improved
- Patient satisfaction has improved

Patient Comments:
These were received from both Spanish and English speaking patients.
- I like this clinic a lot, just keep up the good work.
- It has been getting better throughout the years that I have been with the clinic.
- Nothing (to improve) you've got everything.
- Everything is fine, I have no complaints.
- Excellent service.
- You are fine the way you are.
- Nothing (to improve) because you have it all, for me personally everything is fine.
- Keep doing what you do.
- I've been here since age 13 and now I am 26; all four of my kids go here.
- Just keep smiling.
- Keep up the good work.
- Stay the way you are.
- This is my preferred clinic but calls take awhile.
- Continue as you are.
- Everything is excellent.
- You are great, everything is good.

Change Two: Improving the Number of Self-Management Goals Set With Patients
What was the specific problem or issue being addressed?
Due to turnover in behavioral health staff in the clinic, Thornton clinic had very low outcomes for patients who had a self management goal set in the last year.
What did you hope to achieve by making the change?
We hoped to improve the number of patients setting self-management goals therefore improving outcomes and overall care.
What was the plan for making the change?
The Case Manager Team set goals for improvement of self-management goal setting data and used reports identifying which patients needed self management goals as well as a team effort in developing relationships with Case Managers & providers to encourage providers to utilize Case Manager services more readily.
What did you learn from the process of making the change?
Once the goal was set & the providers were on board, we were able to make progress relatively quickly.
What would you recommend to other sites trying to make a similar change?
Goal setting and teamwork.
Results:
We increased the number of patients with documented self-management goals.

Change Three: Gaining a Better Understanding of Data on our Diabetic Patients
What was the specific problem or issue being addressed?
- We weren't aware of the diabetes data we had at our disposal that showed us how we were doing in caring for our diabetic patients.
- We didn't know what we could do in terms of documentation to improve that data.
What did you hope to achieve by making the change?
We hoped to improve our outcomes as shown in the diabetic data.
What was the plan for making the change?
- We educated all members of the care team about the data: what it meant, where we were, and what our goals were.
- We discussed where the data was pulled from and how to better document.
- We posted data monthly to show progress and celebrate 'wins'.
What did you learn from the process of making the change?
- Competition between pods is very helpful when looking at data.
- Regular updates & continued education for care team is key.
What would you recommend to other sites trying to make a similar change?
We have a lot of data at our fingertips. It might be better to focus on just one or two subject matters/types of data at a time and get everyone on the same page before moving on.
Results of Change Three:
Our diabetic data has remained steady. We hope to make significant improvements in 2011.

"It is distressing the lack of knowledge that some of our patients have regarding their medical condition. Thanks to the registries we are able to maintain a consistency of medical visits for our diabetic patients. It is very satisfying when a patient keeps his/her appointment after several months without medical care. Overall, I believe the registries gave a positive impact to our patients, as it helps them to get motivated to keep their medical visits."

PATIENT IMPACT
"As Case Managers, we have been able to help significantly more patients to set goals. One patient I had used an oxygen tank, smoked about a pack of cigarettes per day, was severely overweight, had diabetes and other chronic diseases. She felt ashamed to be seen with the oxygen and often disconnected it. Using the oxygen tank and smoking cessation were of utmost importance to improve her health. However, when I spoke with the patient, she preferred to address exercise and weight concerns. I encouraged her to come up with her first goal: to walk from her chair to the living room three times per day. The patient was able to reach that goal. Since my initial visit with this patient, her confidence has led her to make other small, manageable goals. She has stopped overeating as frequently, consistently uses her oxygen tank, stopped smoking, and started exercising 30 minutes, 5 days per week. The patient was smiling, motivated and happy at her last office visit.

Due to improvements in patient follow-up and case management, we can see that patients make measurable, consistent progress. Patients' success may have gone unnoticed had these changes not been made. "
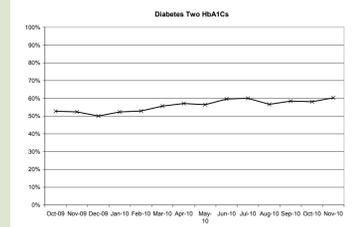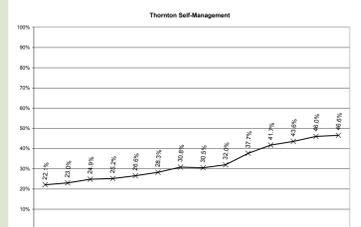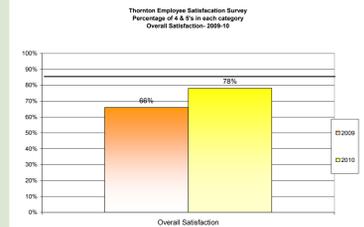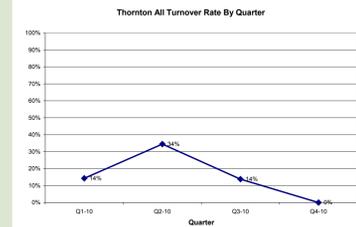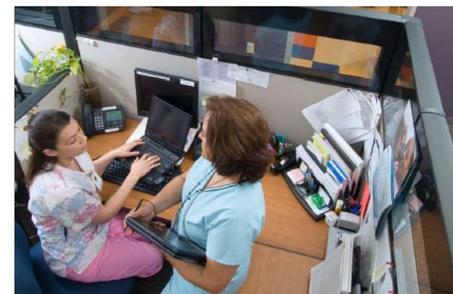
PROVIDER OR STAFF IMPACT
"I have noted enthusiasm increase especially after the teambuilding activities. This has fostered teamwork. Working as a team during fun activities shows us that no matter what the purpose, it takes all of us to accomplish our goals. Furthermore, it instills "fun" into our stressful jobs. I loved the family feud which broke down position roles and whether we really knew this job as well as we thought we did. Great teambuilding activities have reduced stress, increased teamwork, and fostered a fun environment from which to work."

"It has changed everybody's feelings/thoughts about each other & even our own thoughts. I feel there is someone or a committee I can talk to that cares. I feel like there were a lot of things that were, at some point, really bad. The committee has helped me understand things, appreciate everyone, understand that Clinica is working for everyone here and wanting to help everyone out. The idea is also for everyone to be happy and it has changed everyone's work life and the way we see things."

TEAM BASED CARE PODS

TEAMBUILDING GAME EXAMPLE
Monsters, Warlocks, and Elves
- To prepare for this nonverbal communication activity from the Wilderdom website, gather the players into a large area.
- Divide the group into two teams. Demonstrate to the players the following moves: squatting down for monster, lifting both arms up into the air for warlock, and cupping your ears for elf.
- Let the players practice these moves as you call them out. When ready to play the game, send the teams to either side of the playing field.
- Count down the seconds from 10, giving the teams time to decide on which character they will all chose to become.
- After 10 seconds has passed, both teams must display the nonverbal ques for the character they chose. The following rules apply: monster wins over warlock, warlock wins over elf and elf wins over monster.
- Whichever team loses has to quickly race to a designated base area to avoid getting tagged by the enemy team. If tagged, a player joins his opponents.
- The game ends whenever you feel the lesson of nonverbal ques has been learned.

Thornton All Turnover Rate By Quarter

Thornton Employee Satisfaction Survey
Percentage of 4 & 5's in each category
Overall Satisfaction: 2009-10
66%
78%
2009
2010

Thornton Self-Management

Diabetes Two HbA1Cs