

Virginia Garcia Memorial Health Center, Cornelius



The Virginia Garcia Memorial Health Center's Cornelius family practice site was established in 1975 following the tragic and preventable death of a 6-year-old migrant. The Cornelius site has three care teams. Each includes approximately two FTE of providers, one RN, one medical assistant per provider, a patient care coordinator, a team assistant, and one behavioral health provider for all three teams.

We have about 6,000 patients; 80% are Hispanic and many are seasonal or migrant workers. Fifty-one percent are insured via the Oregon Health Plan and Medicare.

Our Mission:

To provide high quality, comprehensive, and culturally appropriate healthcare to the communities of Washington and Yamhill Counties with a special emphasis on migrant and seasonal farm workers and others with barriers to receiving healthcare.

PARTICIPATION

What motivated your practice site to participate in this initiative?

Virginia Garcia Cornelius has been working toward developing a Patient-Centered Medical Home since 2007 as part of an initiative sponsored by CareOregon, our primary Medicaid Managed Care Organization. The decision followed an inspiring and life-changing visit to South Central Foundation in Alaska, where they were well on their way to realizing this goal. Participating with the SNMHI is an extension of that and an additional opportunity to learn and grow.

PROBLEMS BEING ADDRESSED

Measurably improving patient experience of care by addressing—

- Limited access, continuity
- Providers not knowing the patients they saw; feeling accountable but practicing in isolation
- Overworked staff, working in silos providing fragmented care
- Inability to proactively manage populations
- Challenge of improving the health of the population
- No way to measure the care experience

What We Hoped to Achieve:

- Improve patient and staff satisfaction by offering relationship-based care by teams who are accountable for the work of caring for a specific panel of patients and who can meet the real needs of patients and improve health
- Create and field a survey instrument designed specifically for assessing patient experience and the features of medical home practice to see if this new practice delivers patient-centered care
- Use the survey results to guide practice diagnosis and changes that will improve patient satisfaction

Plan for Making the Change:

- Collaborate with other clinics in the collaborative to define minimal specifications for changes and to learn PDSA skills
- Step into the new world: co-locate staff, launch the new roles of patient care coordinator and behaviorist, start chart scrub process, and let the teams sort out how to make it all work
- Collaborate with other clinics in the collaborative under the guidance of an experienced and knowledgeable survey designer to create and field a patient survey that measures all elements of patient-centered care

How we made the change:

- Single pilot team tried launching team-based care, proactive panel management, barrier-free access, integrated behavioral health, and customer-driven and patient-centric care
- Shared early experiences with other clinics, built momentum, and then spread to other teams in Cornelius
- Evaluation/survey expert used input from all clinics in collaboration to design and field a patient survey with a carefully developed analysis plan for assessing the results
- Got engagement and participation from patients. Fielded the survey twice in 12 months. Results show improvement in patient experience of care, and point the way forward for specific areas of improvement.
- Now using survey results to target LEAN change effort to improve patient cycle time

What did you learn from the process of making the change?

- Co-located teams can figure out how to work together, but ultimately need to standardize the work across teams and whole clinic to achieve sustained improvement in patient experience
- It's helpful to have a well designed survey to measure patient experience relative to the goals of what a medical home practice is to intended to accomplish. A survey also supports tracking improvement and taking action to make change.
- Great care and expertise is needed in designing the survey, the analysis path, and the mechanisms for deploying and collecting surveys in order to get actionable results

What would you recommend to other sites trying to make a similar change?

- Start early on building the ability to measure important outcomes, like patient satisfaction, using measurement tools that produce actionable results
- Create milestones and targets to see whether the practice changes are in place and working, and use survey results to target specific changes needed for improving outcomes
- Jump in and learn as you go
- Use Lean methods or something like it to turn survey results into action. Have accountability for using survey results to build intentionality and transparency as well as the capacity to sustain improvement.

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PATIENT IMPACT

"The receptionists are always really polite and if they can't answer a question for you they will find the answer. They never just forget about you. The nurses are always as helpful with politeness in answering questions. The doctors always show concern and are very helpful as well. They are always willing to help you and get any answers you are asking. They are always respectful with listening and explaining."

"My healthcare team is excellent. They always listen to what I have to say. They take care of my needs."

PROVIDER OR STAFF IMPACT

"This is about making sure my patients have access to me or my representative in a timely manner so that patients get the care they need in an efficient and effective way. The essence of a medical home is about patients having a team who knows them and cares for them. I now feel that I am working to improve the health of my whole population of patients—not just the patients who happen to show up that day. When patients are here for a visit, my team makes sure they get as much of what they need as possible."

—Pilot Team Clinical Champion Family Physician

YOUR VOICE MATTERS!



Patient Survey

The survey is about the healthcare you get from Virginia Garcia Clinic Cornelius

Your answers will help us learn what we are doing well and how we can improve.

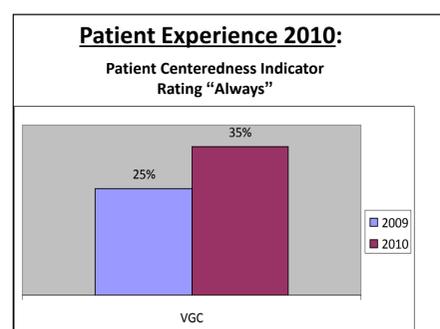
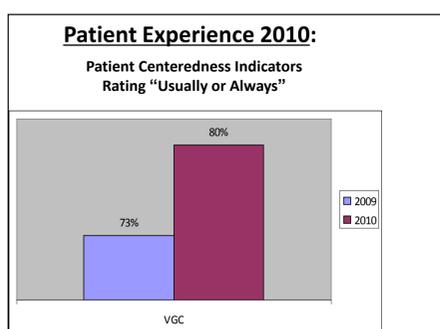
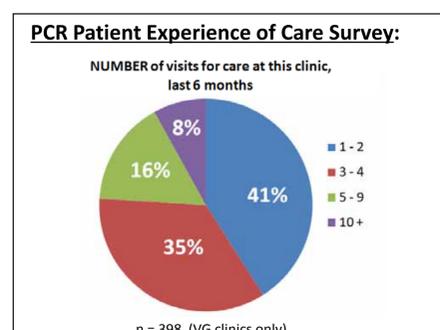
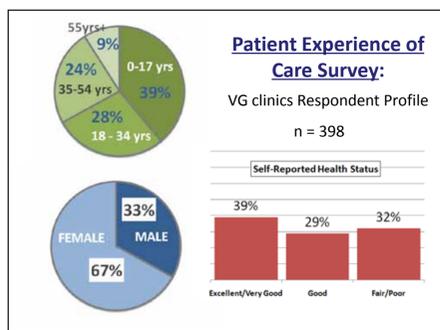
Your Privacy is Protected. All information that would let someone identify you or your family will be kept private. Your responses are completely confidential and will never be matched with your name.

Your Participation is Voluntary. You may choose to answer this survey or not. If you choose to not answer it will not affect the healthcare you get.

Thank you for taking the time to fill out this survey!

PCP: _____
Today's Provider: _____

RESULTS



We have just begun to use Lean methods to move us further on this journey to improve our efficiency and effectiveness of care and most importantly to make problem-solvers of our entire staff.

"Creating care teams to care for a population of patients has been transformative for Virginia Garcia—learning as we go—beginning with a pilot team and spreading the model to the entire organization. The medical home is a way of achieving the goals of the Triple Aim, improving the health of a population, and their experience of care. We have just begun to use Lean methods to move us further on this journey to improve our efficiency and effectiveness of care and most importantly to make problem-solvers of our entire staff." —Co-Medical Director

Safety Net Medical Home Initiative



MacColl Institute at Group Health Cooperative