

PRIMARY CARE SPOTLIGHT



SPOTLIGHT ON TEAM-BASED CARE

In this issue:

Learn how four clinics transformed themselves from the “lone clinician with helpers” model to care teams with stable teamlets.

SILVER AVENUE FAMILY HEALTH CENTER

SAN FRANCISCO, CALIFORNIA

Launched teams: January 2012. Framework for teams developed in November 2011.

How many teams and/or teamlets?

There are three teams and two teamlets within each team.

Who is on the team/teamlet?

Each teamlet has one clinician paired with one medical assistant (MA) or health worker (HW) that speak the same language. Each team has one Spanish and one Cantonese speaking teamlet.

One RN, one behavioral health staff and one eligibility worker are assigned to each of the

three teams. Two receptionists, one medical records technician and the principal clerk support all three teams.

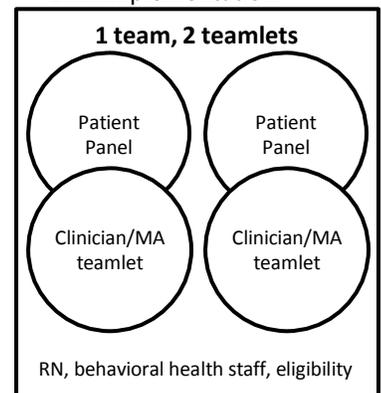
How did the teams form?

Teams were assigned by clinic leadership based on language and provider schedules.

Wednesday afternoon meetings were used to train staff about team-based care. There were activities to promote effective communication including the drafting of ground rules, team-building exercises and discussions between clinician-MEA/HW to learn how to work together.

What roles do team members play?

- MA/HWs make sure patients’ chronic and preventive care needs are met
- Each team works on a specific clinic improvement project
- Teams map out workflows for EMR implementation



SOUTHEAST HEALTH CENTER

SAN FRANCISCO, CALIFORNIA

Launched teams: December 2010

How many teams and/or teamlets?

There are eight teamlets, soon to be ten teamlets.

Who is on the team/teamlet?

Each teamlet has one clinician paired with one HW or MA (called panel managers). Two behavioral health staff each work with four different teamlets. Chronic care RNs will support teamlets in the future.

How did the teams form?

Teamlets were assigned by clinic leadership based on personality and characteristics of the clinician’s panel.

What roles do team members play?

- Teamlets work together consistently during clinic
- Panel managers make sure patients’ chronic and preventive care needs are met
- Panel managers perform clerical functions for their

teamlet including scheduling, verifying insurance, prior authorizations, and checking voicemails. Southeast had to sacrifice the number of clerical staff so each clinician could have a panel manager

- All panel managers have their own phone line that patients can call directly.

Data driven care is vital to team-based care at Southeast. Team level data is shared frequently at staff meetings.

CLINICA FAMILY HEALTH SERVICES

DENVER, COLORADO

Launched teams: 2000

How many teams and/or Teamlets?

There are thirteen teams and three teamlets within each team.

Who is on the team/teamlet?

How did the teams form?

Each teamlet has one provider (physician, nurse practitioner, or physician assistant) always (with rare exceptions) paired with the same MA. Each team has three full-time equivalent providers, three MAs, one behavioral health staff, one RN, one case manager

(health coach), and one medical records person. Front desk personnel are also part of the team. The same people always work on the same team with rare exceptions.

How did the teams form?

The pods* are color-coded, as are the clinic walls and appointment cards handed to patients. Assigned to one color pod, each patient builds relationships with the clinical members of that pod. Team members are co-located, thus allowing easy communication.

What roles do team members play?

- MA performs pre-visit assessments and inputs information into NextGen EMR for the provider
- RN is empowered to treat patients with uncomplicated problems using standing orders
- Case manager is the health coach for his or her team and works with patients on goal setting and action plans

*Clinica calls a care team, a "pod." A pod can be both the organization of clinic staff and a shared space in which all team members work.

CLINIC OLÉ

NAPA, CALIFORNIA

Launched teams: 2010

How many teams and/or teamlets?

There are three teams (color-coded: blue, purple, and green) and several teamlets within each team.

Who is on the team/teamlet?

Each teamlet has one provider and one MA. Besides the provider-MA teamlets, each team has one RN, one behavioral health staff, two medical records personnel, and two front office staff. Clinic Olé has considered assigning more MAs per provider, but can only do this with increased reimbursement.

How did the teams form?

The clinic leadership assigned which provider would work with which MA. It was decided to pair fast MAs with slow providers and vice versa. All providers and MAs are bilingual in Spanish, which is the language of many clinic patients.

What roles do team members play?

- MA does pre-visit assessment based on a MA template on the EMR and performs post-visit tasks (e.g. immunizations) based on physician-written orders
- RN role oscillates between acute and

chronic care depending on what is needed. The RN deals with phone calls and drop-ins along with teaching patients with diabetes how to use the glucometer

- Front desk personnel make appointments based on access and continuity priorities and refer calls with clinical content to the appropriate team member

Clinic Olé has a 60% time clinical pharmacist and pharmacy students who perform medication reconciliation for complex patients.

References:

Willard, R. and Bodenheimer, T. The Building Blocks of High-Performing Primary Care. California Health Care Foundation, 2012. (<http://www.chcf.org/publications/2012/04/building-blocks-primary-care>).