Patient-Centered System Redesign: The Integrated Dental Home

KAREN FUNK, MD, MPP
VICE-PRESIDENT OF CLINICAL SERVICES

AN NGUYEN, DDS, MPH
VICE-PRESIDENT OF DENTAL SERVICES
Objectives

- To describe Clinica’s history with patient-centered care and system redesign.
- To describe the application of the Planned Care Model to the Clinica health care home.
- To describe “The Big 6” and give specific examples of how they have facilitated the development of a patient-centered, integrated medical-dental home.
Clinica Family Health Services

Demographics
- >40,000 active pts
  - Medical
  - Dental
  - Behavioral Health
  - Pharmacy
- 49% uninsured
- 56% <Poverty
- 98% <200% Poverty

PCHH Journey
- 1977: Founded
- 1998: Joined IHI Chronic Care Collaborative
- 2000: Delivery System Redesign
- 2001-04: Planned Care Approach to QI
- 2004-10: Spread & Sustain Improvements; NCQA Level 3 PCMH
- Future: Patient Activation
Planned (Chronic) Care Model
Key Redesign Initiatives (The Big 6)

To improve patient-centered, population-based management.

1. Continuity
2. Access
3. Improved Care Delivery Model
4. Improved Office Efficiency
5. Improved Information System Design
6. Patient Activation & Self-Management
1. Continuity

- Most important!
- Data shows that improved continuity results in:
  - Fewer visits to the emergency room\(^1\)
  - Improved patient satisfaction\(^2\)
  - Improved rates of preventive services completion (pap, mammograms, vaccinations)\(^3\)
1. Continuity

- Defined Dental Panels
  - Assigned PDP
  - Panel Sizes - adjusted by:
    - Patient Age, Gender
    - Care Type:
      - Comprehensive
      - Acute Care
    - Dentist FTE

- Metrics:
  - Continuity w/ PDP.
  - Continuity w/ Care Team (site).
2. Access

• 50,000 patients who can’t get in.

• High Leverage Changes for Access
  ▪ Match demand & supply daily.
  ▪ Decrease appointment types & times (reduce “carve-outs.”)
  ▪ Develop contingency plans.
  ▪ Reduce demand for visits.
  ▪ Optimize the care team.
2. Access

- **The Challenge:** Medical & Dental Parity
  - Medical > 40,000 Patients
  - Dental < 9,000 Patients

- **Our Solution:**
  - Populations of Focus
    - Routine Care
      - Diabetics
      - Pregnant Women
      - Children
    - Acute Care: Max 20% of Weekly Visits

77% of all dental visits to POF (only 19% of all Clinica POF patients).

Clinica Trimester of Entry of Prenatal Care

2008: Change in data collection from Prenatal Database to EMR

Completion of Dental Treatment Plan (within 6 Months)

- Goal
- Assignment of PDP
- POF & Triaging

Clinica
Family Health Services
3. Improved Care Delivery Model

- **Group Visits**
  - Facilitated group process for patient activation.
  - Care setting in space designed for groups.
  - Patients invited on basis of chronic disease history and utilization patterns.
  - The goal is patient activation.
  - Patients remain in same group for continuity.
3. Improved Care Delivery Model

- Colocation of Dental Clinics
- Centralized Processes
  - Financial Screening
  - Call Center
  - Scheduling
- Integration of Dental
  - Hygienists on the medical care team.
  - Dental participation in group visits.
4. Improved Office Efficiency

The Care Team

3 FTEs Medical Provider
3 FTEs Medical Assistant
1 FTE Nurse Team Manager
1 FTE Behavioral Health Professional
2 FTEs Receptionist
1 FTE Medical Records Clerk
0.5 FTE Referral Case Manager
0.25 FTE Dental Hygienist
4. Improved Office Efficiency

- The “Dental Pod”
  - Color-coded, team-based seating.
  - “High Tech” flags used to identify team, ops used, and phase of patient care.

Operators

Workstations

Blue Team

Red Team

Yellow Team
4. Improved Office Efficiency

- Providers sit with support staff.
- Facilitates huddling and communication.
- Supports working at “top of the license.”
5. Improved Information System Design

- Mobile tablets for easy use of electronic health record at site of care.
- Monthly review by administrative and care team staff of quality outcomes.
- Business intelligence tools that help plan care for populations of focus.
5. Improved Information System Design – Quality Outcomes

### UDS Hypertension Control - BP <140/90

#### 2013 Cumulative % of Patients in Control

Strategic Plan Goal: 75% of HTN Pts with...
5. Improved Information System Design

- Business Intelligence & Reporting Tools
  - Commonly used BI Reports
    - more reports...

- Care Planning Tools (Outreach Tool)

<table>
<thead>
<tr>
<th>Patient Details</th>
<th>Visits and Appointments</th>
<th>Outreach Details</th>
<th>Patient Care Alerts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steve</strong></td>
<td>PCP: Chen, Carolyn Sze-yun 11/5/2012</td>
<td><strong>Date Reviewed:</strong> 11/5/2012</td>
<td>Past Due - Colorectal Screening (colonoscopy, sigmoidoscopy with a barium enema or FOBT)</td>
</tr>
<tr>
<td><strong>DOB:</strong> Long time ago</td>
<td><strong>Last Visit:</strong> 09/28/2012 Chen, C-BRF, 09/28/2012 Davis, M-Payer: Medicaid</td>
<td><strong>Comments:</strong> PT has an upcoming appt with PCP (IH)</td>
<td>Past Due - DM Eye Exam</td>
</tr>
<tr>
<td><strong>Age:</strong> 62</td>
<td><strong>Next appt:</strong> Appt on 11/07/2012 at 02:40PM for RE-Bp, A1c with Chen, Carolyn Sze-yun</td>
<td><strong>Call Attempt:</strong></td>
<td>Past Due - Needs Review of Pain Contract</td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td></td>
<td><strong>Call Status:</strong></td>
<td>Past Due - Pain Needs Review of FAS</td>
</tr>
<tr>
<td><strong>Language:</strong> English</td>
<td></td>
<td></td>
<td>Past Due - Pain Needs Review of PHC</td>
</tr>
<tr>
<td><strong>ACO:</strong> N</td>
<td></td>
<td></td>
<td>Past Due - Universal SBIRT Screener</td>
</tr>
<tr>
<td><strong>OB Status:</strong> Groups:</td>
<td></td>
<td></td>
<td>Due Now - Last BP = 140/90 on 6/10/12</td>
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</tbody>
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Clinica
Family Health Services
5. Improved Information System Design

- Org Structure supports collaboration and clinical quality.
6. Patient Activation & Self-Management

- We take care of 99.995% of our own health care decisions. So do our patients.
- It is our job to find ways to help motivate patients to make the necessary behavioral changes...smoking, exercise, weight loss, ...flossing!
6. Patient Activation & Self-Management

- Dental self-management on care planner coming soon.
- Documentation and routine assessments in the EDR during exams and CRAs.

<table>
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<tr>
<th>SELF-MANAGEMENT GOALS (select at least one):</th>
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<tr>
<td>Regular Dental Care</td>
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<tr>
<td>Drink Tap Water, Less Juice</td>
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Clinica’s Lessons Learned

- Put the patient first.
- Find ways to add the patient voice.
- Start small, but start!
- Optimize the team.
- Use the QI tools that work.
- Make improvement a system characteristic.
- Free up leaders to innovate and “spin the fly wheel faster.”
- Measure data over time.
- Home remodeling starts with a home....
Thank You!

Dr. Karen Funk:
kfunk@clinica.org

Dr. An Nguyen:
anguyen@clinica.org

www.clinica.org
Continuity References

