Primary Care Teams: Learning from Effective Ambulatory Practices

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These presenters have nothing to disclose.

Objectives

- Assess their practice’s primary care staffing, team-building, and deployment of staff to meet important patient needs and identify opportunities for improvement
- Explore practical ideas for expanding staff roles, building and sustaining effective teamwork, and using teams to more effectively and efficiently deliver evidence-based care, self-management support, follow-up and care management, and care coordination
- Access relevant tools and other resources to support team and practice change
Why primary care teams?

- Improved clinical outcomes
- Better access to care in an era of expanded access
- Improved support for complex patients
- Reduced burnout

Teams improve outcomes

<table>
<thead>
<tr>
<th>Quality Improvement Strategy</th>
<th>No. of Trials</th>
<th>Favors Intervention</th>
<th>Favors Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Changes</td>
<td>26</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Case Management</td>
<td>26</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Patient Reminders</td>
<td>14</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Patient Education</td>
<td>38</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Electronic Patient Registry</td>
<td>8</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Clinician Education</td>
<td>20</td>
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<td>●</td>
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<tr>
<td>Facilitated Relay of Clinical Information</td>
<td>15</td>
<td>●</td>
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<tr>
<td>Self-Management</td>
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<td>●</td>
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<tr>
<td>Audit and Feedback</td>
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<td>●</td>
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<tr>
<td>Clinician Reminders</td>
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<td>●</td>
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<td>Continuous Quality Improvement</td>
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</tr>
<tr>
<td>All Interventions</td>
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</tbody>
</table>

Teams expand access

<table>
<thead>
<tr>
<th>Type of care</th>
<th>Percent of physician’s time in traditional practice</th>
<th>Estimated percent of physician’s work that can be reallocated to non-clinicians</th>
<th>Estimated percent of physician’s time saved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventive</td>
<td>17</td>
<td>60</td>
<td>10</td>
</tr>
<tr>
<td>Chronic</td>
<td>37</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>Acute</td>
<td>46</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>—</td>
<td>24</td>
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</table>

Thomas S. Bodenheimer and Mark D. Smith: Primary Care: Proposed Solutions To The Physician Shortage Without Training More Physicians, Health Affairs, 32, no. 11 (2013): 1881-1886

Will teamcare threaten the provider-patient relationship?

“When care teams recognize themselves as a team AND patients recognize them as a team, benefits of continuity may be preserved.”

We must engage patients in creating and recognizing functioning care teams?

PCT-LEAP Project goals:

1. Select 31 innovative primary care practices that can serve as models for improving primary care teams.
2. Visit and study each practice for 3 1/2 days

31 LEAP Sites
Overview of Site Visit Activities

- Interview key leaders
- Clinic tour and EMR Demonstration
- Individual interviews with up to 5 staff members
- Formal staff and patient shadowing
- Online staff survey
- Photo documentation by staff
- Collect documents, tools
- Observe meetings/activities related to innovations

Major Findings from Site Visits:

- Sites have well-developed core teams surrounded by an extended team with care mangers, pharmacists, behavioral health, etc.
- Lay-persons and flow staff play key patient care roles in most practices.
- Role Expansion. Staff working at the top of their skillsets
Primary Care Team

Major Findings from Site Visits:

Sites achieve benchmark performance by using their teams to effectively perform key PC functions.
How do PCMHs achieve the triple/quadruple aim?

- Engaged Leadership
- QI Strategy
- Empanelment
- High-performing teams
- Supportive IT

- Timely Services
- Planned Care
- Self-management Support
- Medication Management
- Population Management
- Care Management/Follow-up
- Referrals & Transition Mgt.
- Behavioral Integration
- Community Linkages

• Improved Health
• Improved Patient Experience
• Reduced Total Costs
• Improved Staff Experience

Improving Primary Care: Team Guide

- Material presented in modules
- Two groups of modules: the people, the work
- Each module includes: a brief assessment, brief text emphasizing actions, a variety of resources and tools.
Team Guide content

Getting Started
What is LEAP
How to use the Guide
How to contact us

Build the Team
The Practice Team
The Medical Assistant
The Registered Nurse
The Lay Health Worker
The Pharmacist
The Behavioral Specialist

Do the Work
Improving Care through Teamwork
Self-management Support
Planned Care
Population Management
Care Management
Referral Management
Medication Management
Communication Management
Enhanced Access
Behavioral Health
Clinic-community Connections

Primary Care’s Practical Guide
Learn how to fundamentally improve your primary care organization through collaboration and best practices.

Get Started
Discover how to use this team guide effectively.

Build the Team
Learn about expanding team roles and responsibilities.

Do the Work
Learn process and practices that are proven to enhance quality.
Dissemination Plan

- Identify planned or ongoing PC transformation efforts willing to incorporate our TA. Working with IHI on a collaborative focused on Building Effective Teams to Provide Whole Person Care.
- Evaluate the usability and impact of the TA.
- Presentations like this.