

UW Medicine Orcas Island Clinic

FY2019 Annual Report

Orcas Island Hospital District Board Meeting

September 17, 2019

- 
- Mike Alperin, MD, Clinic Chief
 - Mark Bresnick, Assistant Director, North Region
 - Debra Gussin, UW Neighborhood Clinics Executive Director and Associate Vice President for Primary Care and Population Health
 - Matt Jaffy, MD, Associate Medical Director, North Region
 - Darren Layman, Associate Administrator
 - Jen Taylor, Clinic Manager
 - Lindsey Pervinich, Director of Finance

OUR PRESENTATION

- Patients Are First Pillar Overview
- Finance Update
- Quality Metrics
- Employer of Choice
- Operations Update
- Questions/Discussion

UW MEDICINE PILLAR GOALS

UW Medicine's Patients Are First Pillars are the foundation for setting our organizational goals and direction. They provide alignment and accountability for our health system with measurable and incremental goals to raise performance from year to year.



Provide the
Highest Quality Care



Become the
Employer of Choice



Focus on Serving the
Patient & Family



Practice
Fiscal Responsibility

FINANCE UPDATE

FY19 Financial Results

Presented by Lindsey Pervinich, Director
of Finance



Practice

Fiscal Responsibility

Key Performance Indicators

KEY PERFORMANCE INDICATORS Fiscal Year 2019					
	YTD ACTUAL	YTD BUDGET	BUDGET % VAR*	YTD PRIOR YR	YTD YOY %*
VISITS	9,800	11,075	-12%	6,752	45%
wRVUs	11,795	13,051	-10%	7,141	65%
NEW PATIENT VISITS	837	1,108	-24%	1,421	-41%
PAYER MIX					
Commercial	26%	22%	3%	23%	3%
HIX	11%	9%	2%	10%	1%
Medicaid	14%	13%	1%	14%	0%
Medicare	47%	51%	-5%	51%	-5%
Self Pay	2%	2%	0%	2%	1%
FTEs					
Provider FTEs	3.3	3.3	0%	2.2	50%
Clinic Support Staff	8.4	8.8	-4%	6.6	28%

Financial Performance

REVENUE AND EXPENSE STATEMENT Fiscal Year 2019

	YTD ACTUAL	YTD BUDGET	BUDGET VAR	YTD PRIOR YR
REVENUES				
Gross Patient Revenue	\$2,184,276	\$2,417,107	\$ (232,831)	\$1,319,525
Deductions from Revenue	988,106	1,033,630	(45,524)	612,955
NET PATIENT REVENUE	\$1,196,170	\$1,383,477	\$ (187,307)	706,570
EXPENSES				
Provider Salary and Benefits	\$ 882,336	\$ 874,664	\$ 7,672	\$ 596,448
Support Staff Salary and Benefits	693,329	746,912	(53,583)	510,979
Medical Supplies & Pharmaceuticals	146,967	141,845	5,122	132,799
Billing Fees	85,115	110,678	(25,563)	39,139
Facility Repairs and Maintenance	28,671	19,357	9,314	90,385
Utilities	17,957	9,890	8,067	13,575
Purchased Services	8,972	4,825	4,147	80,161
Other Expenses	19,498	14,407	5,091	142,028
TOTAL OPERATING EXPENSES	\$1,882,845	\$1,922,578	\$ (39,733)	\$1,605,514
NET LOSS PRIOR TO EQUIPMENT EXPENSE	\$ (686,675)	\$ (539,101)	\$ (147,574)	\$ (898,944)
Equipment Purchase	7,161	-	7,161	-
Equipment Repair	14,149	-	14,149	32,511
NET LOSS AFTER EQUIPMENT EXPENSE	\$ (707,985)	\$ (539,101)	\$ (168,884)	\$ (931,455)

Payer Highlights

PAYER MIX

	Orcas Island FY18 Actual	Orcas Island FY19 Budget	Orcas Island FY19 Actual	UW Neighborhood Clinics FY19 Actual
Commercial	22.5%	22.4%	25.7%	57.2%
HIX	10.4%	8.9%	9.7%	3.2%
Medicaid	14.0%	12.6%	10.2%	14.4%
Medicare	51.4%	54.1%	51.7%	23.7%
Self-Pay	1.8%	2.0%	2.6%	1.5%

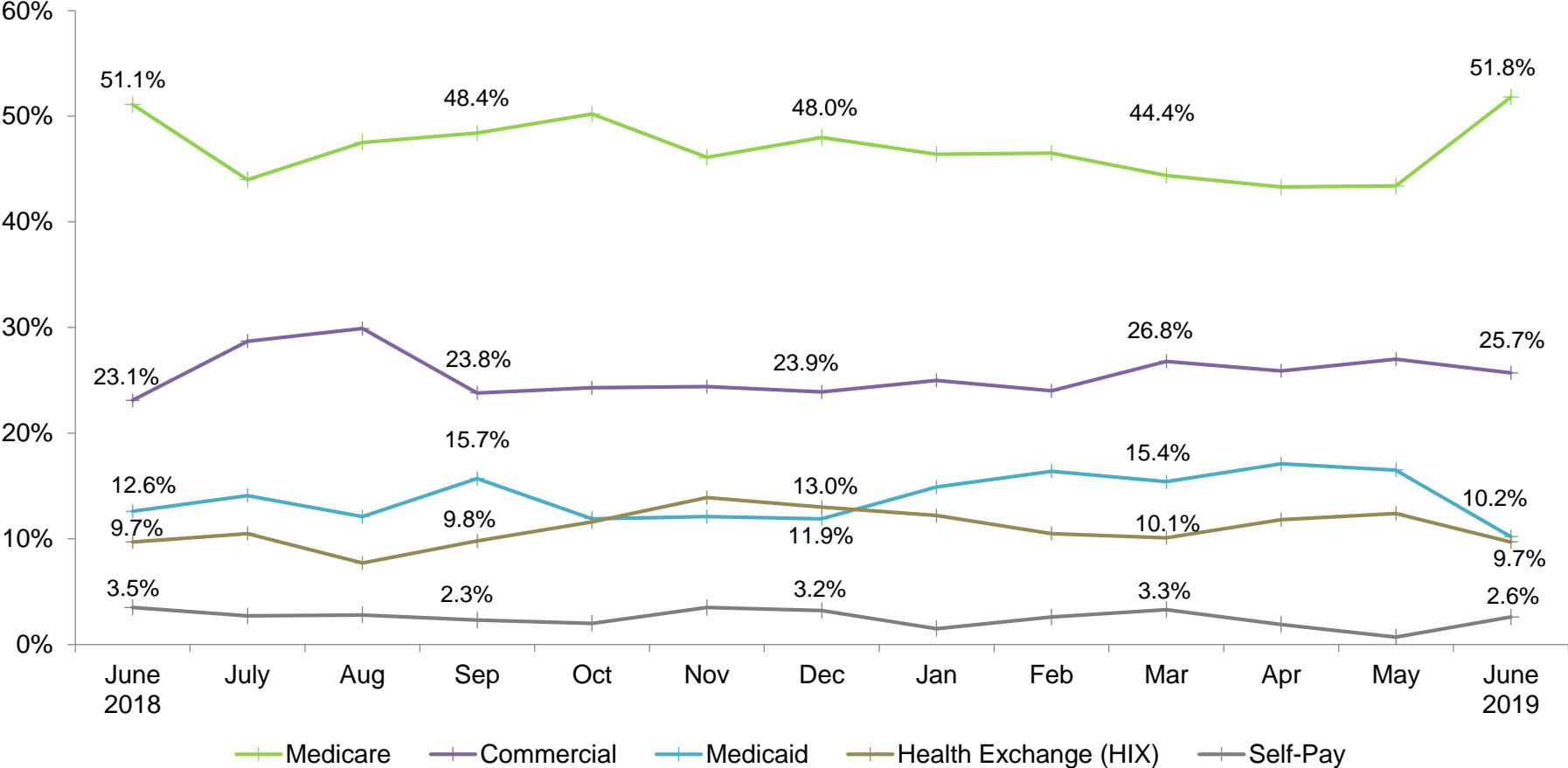
- Other items of note
 - \$36,895 in Charity Care provided
 - \$40,303 in bad debt written off
 - \$34,482 in other adjustments

Funding

- Operations
 - Total Operations Loss: \$686,675
 - Orcas Island Hospital District: \$529,460
 - UW Medicine: \$157,215
 - FY20 Operations Clinical Support Maximum per agreed upon budget: \$683,601
- Equipment
 - Vaccine Fridge/ Freezer Purchase: \$7,161
 - Maintenance and Repairs: \$14,149

Payer Mix Trends

UW Medicine Orcas Island Payer Mix Trends



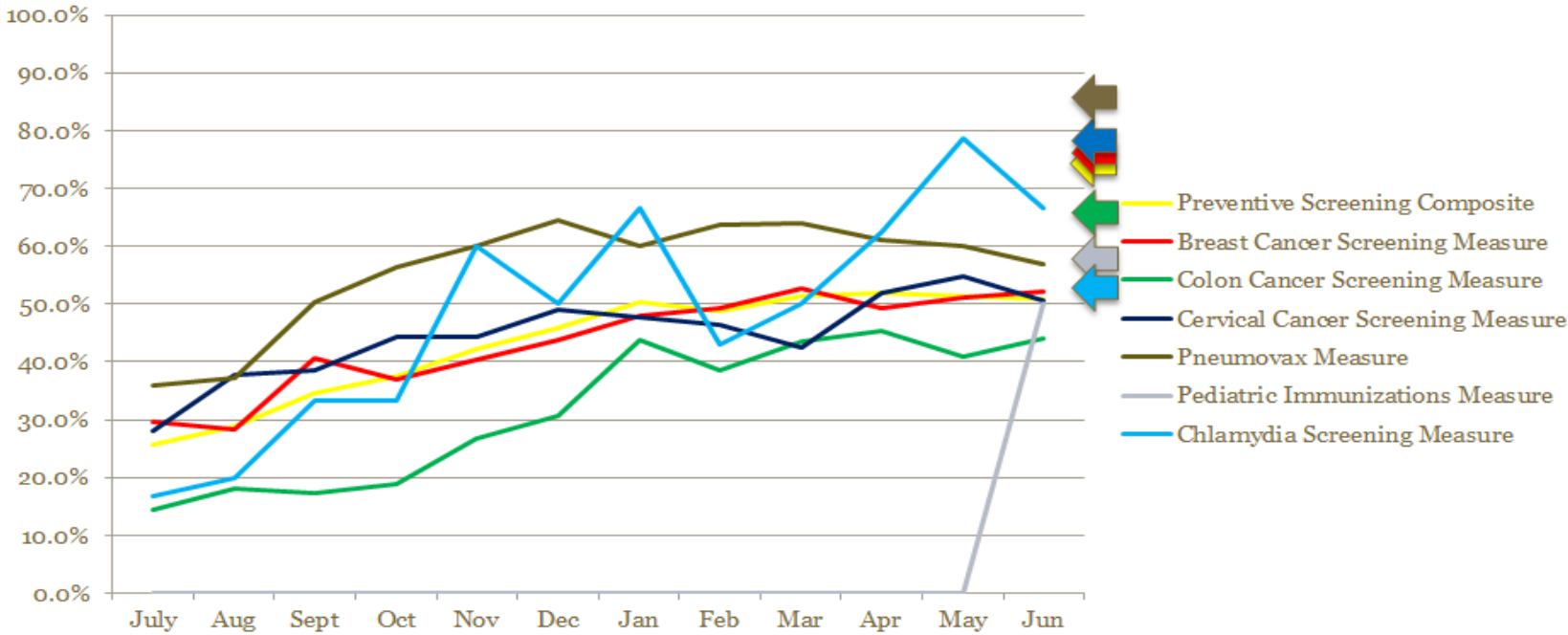
QUALITY METRICS

Presented by Mike Alperin, MD, Clinic
Chief



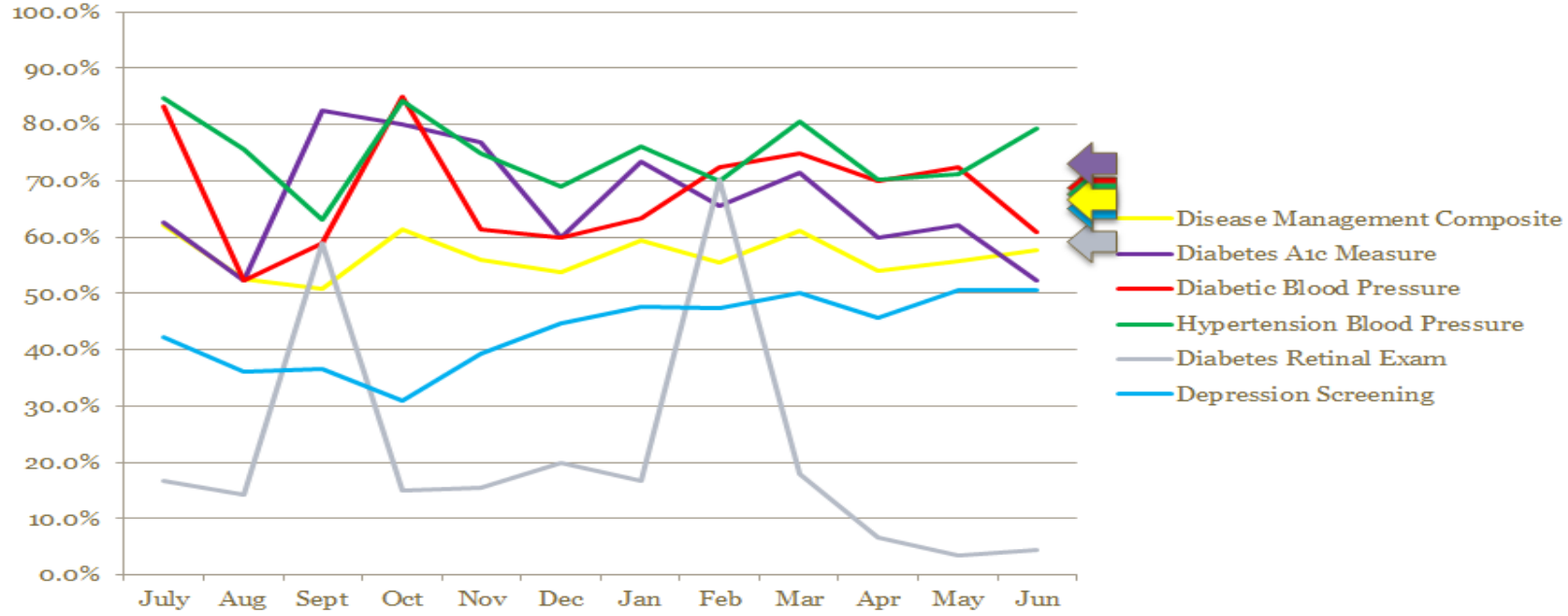
Provide the
Highest Quality Care

FY19 Quality Metrics: Preventative Care



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Goal
Preventive Screening Composite	25.7%	28.9%	34.7%	37.5%	42.1%	45.9%	50.3%	48.8%	51.3%	51.9%	51.3%	51.0%	74.0%
Breast Cancer Screening Measure	29.7%	28.2%	40.6%	37.0%	40.4%	43.7%	47.9%	49.2%	52.7%	49.3%	51.2%	52.2%	75.7%
Colon Cancer Screening Measure	14.5%	18.0%	17.2%	19.0%	26.7%	30.8%	43.8%	38.5%	43.4%	45.3%	40.9%	44.1%	66.4%
Cervical Cancer Screening Measure	28.1%	37.7%	38.5%	44.4%	44.4%	49.0%	47.8%	46.4%	42.5%	51.8%	54.7%	50.5%	77.9%
Pneumovax Measure	36.0%	37.3%	50.3%	56.4%	60.0%	64.4%	60.1%	63.8%	64.0%	61.1%	60.1%	57.0%	85.5%
Pediatric Immunizations Measure	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	58.2%
Chlamydia Screening Measure	16.7%	20.0%	33.3%	33.3%	60.0%	50.0%	66.7%	42.9%	50.0%	62.5%	78.6%	66.7%	53.5%

FY19 Quality Metrics: Disease Management



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Goal
Disease Management Composite	62.2%	52.5%	50.8%	61.4%	55.9%	53.8%	59.3%	55.6%	61.2%	53.9%	55.8%	57.7%	66.5%
Diabetes A1c Measure	62.5%	52.4%	82.4%	80.0%	76.9%	60.0%	73.3%	65.5%	71.4%	60.0%	62.1%	52.2%	73.0%
Diabetic Blood Pressure	83.3%	52.4%	58.8%	85.0%	61.5%	60.0%	63.3%	72.4%	75.0%	70.0%	72.4%	60.9%	68.8%
Hypertension Blood Pressure	84.7%	75.6%	63.2%	84.2%	75.0%	69.0%	76.2%	70.0%	80.6%	70.1%	71.1%	79.3%	67.7%
Diabetes Retinal Exam	16.7%	14.3%	59.0%	15.0%	15.4%	20.0%	16.7%	70.1%	17.9%	6.7%	3.4%	4.3%	58.9%
Depression Screening	42.3%	36.1%	36.7%	30.9%	39.2%	44.6%	47.6%	47.4%	50.0%	45.6%	50.6%	50.6%	65.0%

PATIENT EXPERIENCE

Presented by Mark Bresnick, Assistant
Director, North Region



Focus on Serving the
Patient & Family

Patient Experience Survey

The Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CG CAHPS) survey is a standardized tool to measure patient perceptions of care delivered by a provider in an office setting.

This is a summary of the Orcas Island Clinic's performance on all CG CAHPS questions and composites for FY19 with a comparison of these results for the first 6 months of FY19 to the second 6 months of FY19 scores as well as to three national benchmarks:

- all facilities using the Press Ganey survey
- all facilities in our AHA region
- all facilities with comparable visit volumes

eSurvey is live for all providers. This means that all patients with a valid email address are receiving a survey. This should significantly increase the provider-level N and encourage the clinic to enroll patients in eCare.

- It typically takes a new clinic a few years to stabilize these metrics and at our Orcas Island Clinic we have the added impact of our visitor/patient population.

Patient Experience

CGCAHPS Summary Report

Surveys Returned: January 2019 - June 2019



		Your Top Box Score			All Sites N = 29069	AHA Reg 9 Sites N = 2615	Visits < 65k N = 8703	
Domains and Questions	n	Previous % Jul-Dec	Current % Jan-Jun		Percentile Rank	Percentile Rank	Percentile Rank	
Overall Doctor Rating 0-10	431	80.1%	87.5%	▲	45	59	46	
Recommend this provider office	427	84.2%	92.3%	▲	48	61	48	
Physician Comm Quality	431	90.8%	94.9%	▲	61	71	61	
<i>Provider expl in way you understand</i>	428	92.6%	96.7%	▲	70	77	70	
<i>Provider listen carefully to you</i>	430	95.0%	97.9%	▲	77	84	78	
<i>Give easy to understand instruction</i>	411	89.3%	95.4%	▲	65	74	65	
<i>Know important info medical history</i>	426	76.3%	82.6%	▲	22	33	20	
Show respect for what you say	430	97.2%	98.8%	▲	78	83	80	
Spend enough time with you	431	94.5%	97.7%	▲	81	86	82	

Patient Experience

					All Sites N = 29069	AHA Reg 9 Sites N = 2615	Visits < 65k N = 8703	
		Your Top Box Score						
Office Staff Quality	429	85.5%	89.7%	▲	16	19	15	
<i>Clerks/receptionists helpful</i>	428	82.2%	85.7%	▲	11	15	10	
Clerks treat with courtesy/respect	428	88.8%	93.7%	▲	26	30	24	
Access to Care 3 month	431	60.4%	70.0%	▲	16	22	14	
Right away appt as soon as needed	196	79.9%	91.3%	▲	27	43	27	
<i>Routine appt/chk-up soon as needed</i>	211	86.2%	94.8%	▲	28	46	27	
<i>Phn during offc hrs answr same day</i>	125	29.9%	44.8%	▲	6	12	6	
<i>Phn after offc hrs answr same day</i>	13	36.4%	53.8%	▲	17	26	18	
<i>See provider w/n 15 min this visit</i>	427	69.6%	65.1%	▼	6	6	5	
Care Coordination	431	65.3%	69.3%	▲	19	28	17	
<i>Office follow-up w test results</i>	212	57.1%	58.0%	▲	11	18	10	
Provider have medical records	424	88.9%	93.6%	▲	31	35	28	
Health team ask about Rx meds	333	50.0%	56.2%	▲	47	50	46	

Patient Experience

Summary

- 431 surveys were returned by Orcas Island patients during the second half of FY19 (January-June 2019), which means that approximately 1 in every 10 visits resulted in feedback from a patient.
- Comparing the first half of FY19 (July-December 2018), to the second half of FY19 (January-June 2019) Orcas Island made significant improvement on all 6 composites and, improved scores on every question except one
 - The decrease was “see provider within 15 minutes.” This went from 69.9% to 65.1%. We have had an increase in triaged appointments which puts a strain on resources. Staffing challenges, PTO and we have a very elderly panel that require more time for quality of care.
- The greatest improvement in top box performance was on the Access composite, which increased by 9.6%.
 - Of particular note, the score on the question about getting an appointment for care needed right away increased by 11.4%.

Focus on Access

- Although the clinic made significant improvements in the Access composite and is definitely trending in the right direction, Access must remain a top priority throughout the year given that the current score of 70.0% is still below the UWNC average and well behind the FY20 target of 81.3%

Patient Experience



- This year, we will specifically be focusing on our ability to meet our patients' needs by getting them answers to their medical questions the same day they call or email us. The goal for FY20 is to reach the 50th percentile, which is equivalent to a top box score of 65.2%
- The score for Orcas in the second half of FY19 was 44.8%. This was a marked increase over score in the first half of the FY (29.9%).

Tactics for Improvement

- Implement Huron consulting template recommendations
 - Standard visit types – fewer, consistent options
 - Standard visit lengths
 - Clear decision tree for appointing options

Patient Experience

- Maintain and adjust same day appointment slots and clinic-controlled slots to meet patient same day demand.

Triaged Appointments (Same Day/Next Day/Next available)

Oct-18	171	
Nov-18	135	
Dec-18	159	
Jan-19	203	
Feb-19	157	
Mar-19	196	
Apr-19	185	
May-19	192	
Jun-19	169	
Jul-19	201	
Aug-19	207	
Sep-19	53	As of September 9, 2019

- Request staffing to support Between Visit Care (BVC) work to improve answering patient questions the same day they call or e-mail us.

Patient Experience – Voice of the Patient

- The entire Orcas staff is amazing; all of the providers actually care about patients, not just production. This clinic walks a fine line of having to be “small town” while keep pace (and maintaining high standards of care) with its larger UW Parent. The combination works very, very well. I’m sorry the community has a small sector that just do not understand how life really works and keep bashing UW and OIC; it is not deserved and the staff is doing exceptionally well at handling the misinformed.
- Response is for my wife who needs regular blood draws and labs. It is very difficult to get a blood draw. Typical response is we can schedule a blood draw “next week”. Her primary care is at Seattle Cancer Care Alliance and sometimes labs are needed sooner than next week. It is complicated by the fact that we are on Orcas Island and blood draws need to be flown off.
- The office & doctor are very personal. Feel that they care a great deal about their patients and work together. I would highly recommend this clinic.

Patient Experience – Voice of the Patient

- My experience was a positive surprise! I came to the clinic late due to a severe bronchial condition. I was expecting to make an appointment for the next day. Instead, the receptionist said, “A nurse will see you and evaluate the situation then if necessary the Dr. will see you now. The nurse came to me shortly and did preliminary procedure and asked questions. I must say, she was concerned and comforting, a real “Angel of Mercy.” She told me the Dr. would see me but he was involved with a patient at present and it might be awhile. I waited for a bit over half an hour with the nurse keeping me abreast of the waiting time. Dr. came in and apologized for the wait. A visit with him is like a visit with doctors of long ago. He is genuinely concerned about his patients and really listens with attention and care. After going over my records and checking my condition, he diagnosed and prescribed and called the pharmacy, for they were about to close. He told me to get right down there and I did. I feel better today thanks in part to the care I had with the Doctor but all at the UW clinic in Eastsound.
- Allow patients to talk to the people at the front desk when calling in for anything. The phone tree is infuriating. The nurses and front desk are knowledgeable and very helpful.

EMPLOYER OF CHOICE

Presented by Jen Taylor, Clinic Manager



Become the
Employer of Choice

Employer of Choice

2019 Employee Engagement Survey

Clinic: Orcas Island

Overall Engagement*: 4.29

Participation: 100%

Item Results	Q00	Overall Engagement	Q01	Q02	Q03	Q04	Q05	Q06	Q07	Q08	Q09	Q10	Q11	Q12	Q13	
Item Description	Satisfaction	Average of Q1-Q12	Know What's Expected	Materials and Equipment	Opportunity to Do Best	Recognition	Cares About Me	Development	Opinions Count	Mission/Purpose	Committed to Quality	Team Approach	Progress	Learn and Grow	Rounding	Participation
2019	3.78	4.29	4.33	3.44	4.00	3.89	4.56	4.56	4.11	4.78	5.00	4.67	4.11	4.00	89%	100%
2018	3.38	3.92	4.00	3.50	3.75	3.50	4.25	4.13	3.63	4.13	4.88	3.50	3.75	4.00	88%	100%
2017	**															**
2016	**															**

** New Clinic

*Overall engagement calculated as the average of the 12-items (Q01 - Q12)

- Employee Engagement went up to 4.29 from 3.92
- The clinic has someone actively dedicated to Praise & Recognition, as well as promoting fun activities in the clinic
- Lack of on-site imaging resulting in a slight decline in materials and equipment.

UW Neighborhood Clinics			
	2019	2018	2017
Overall Engagement*:	3.95	4.03	4.10
Participation:	95%	89.7%	91.40%

Employer of Choice

- I strongly feel we have a wonderful team that share the same goal of quality care. Our office manager and Chief of Staff give positive and supportive encouragement daily. I hope that our clinical team can grow to support the providers and be able to keep the quality of care for our patients without burning out the staff.
- The only issue I have is the amount of work that is expected to be done while being short handed. It's not that the work is too difficult just very time consuming, it is just incredibly difficult to do the work of three people that (if not short handed) would be shared by all.
- We desperately need more clinical staff so that we can take care of our patients better and be able to have the appropriate time to forecast, etc., as well as having time to stock rooms and do all the duties needed in a day.

OPERATIONS UPDATE

FY2019

Presented by Mark Bresnick,
Assistant Director North Region

Operations Update

UW Neighborhood Clinics went through a management restructure during the end of FY 2018 and the beginning of FY 2019. The restructure created new Regional Leadership teams to better support local clinic leadership around clinical services and business operations. The new structure was implemented in late August 2019.

In September of 2019, Mark Bresnick, the new Assistant Director of Operations for the North Region and Jen Taylor, Clinic Manager for the Orcas Island Clinic began working on a full clinic operations evaluation.

The key work and highlights included:

- Created a master grid showing all the buckets of work, and how the work is distributed across the team
- Gather volumes for key tasks (calls, TE's, etc.)
- Review volumes, staffing and workflows to see what is causing delays, breakdowns, etc.
- ID what staffing would be needed for a future state to get all the work done and meet the customer service expectations of our patients
- Present staffing model options for FY2020 budget/funding

Operations Update

Details:

- **Staff function/workflows** - Confirmed MA functions team is unable to do consistently due to staffing model
- **Staff knowledge gaps** - Identified staff knowledge gap on some workflows – developed plan to build skills
- **Centralized Support** - Finalized Population Health Team support for:
 - post hospital follow-up visits
 - forecasting and documentation of Quality HealthCare gap measures to help local team with identifying and scheduling patients to close those gaps
- **Staffing Model** - Created several staffing model options to includes staffing requests to potentially cover:
 - UWNC RN Care Management work
 - Saturday Clinic
 - Increase FTE for one provider
 - Improve ability to answer incoming phone calls
- **Tele-medicine** - Final planning process to implement Tele-nutrition (live in FY20)
- **Provider Staffing** - Identified gap in initial provider staffing pro-forma to current provider model
 - Over 1.0 FTE provider services added above initial pro-forma
 - Major impact to budget – driving clinic expenses above the funding agreement amount

Operations Update

Community Collaboration:

- Continued collaboration with EMS
- Continued collaboration with Orcas Family Health Center
 - Radiology Services

Current updates:

As we ended FY19 and moved into FY20 we had a number of challenges and transitions which will impact initial FY20 Operations:

- Provider FTE Reduction** - We could not reach an agreement with one of our providers about FTE expectations and they resigned as of the end of July 2019
 - Given we were over the FY19 funding agreement, not staffed to fully support that position and were working to finalize the FY20 funding agreement, the position was not replaced
- Nurse Transitions** - One RN resigned and given we were over the funding agreement a decision was made not to replace the position.
 - This created additional workflow challenges and increased anxiety with the staff
 - Working with the Public Hospital Board around the FY20 funding agreement we were approved to hire the second RN position
- The other RN resigned her position, leaving during the summer of 2019
- Both positions have been filled and training is in process

Operations Update

- **Front Desk Workflows** - To address potential front desk workflow gaps, the Clinic Manager on point for UWNC PSR workflows, had a site visit during summer 2019 and worked with the team. They provided a few tips and tricks for the team and confirmed that the Orcas team was on track with standard workflows.

- **Team Building** - To help address team building and clinic culture transition needs, a consultant from the UW Medicine Organization Development and Training team visited the Clinic in summer 2019 to meet the staff and assess potential training needs.

- They are working with the clinic manager to develop next steps

General Risk Factors:

- Unanticipated provider/staff absences
- Unanticipated provider/staff turnover
- Aging facility/equipment
- Impact of change from Kaiser Permanente to Premera

Operations Update

After Hours Care:

We provide 24/7 triage and on call coverage.

Here's the breakdown of disposition of calls in the last few months:

- 45%% were managed over the phone by nurse advice or provider
- 31% were evaluated and recommended to be seen in clinic in next 24-72 hours
- 13% were seen same day in the clinic (including many evening and weekend)
- 11% were assessed to be emergent and directed to 911

The same-day visits include at least 20 patients who were seen after-hours (evenings/weekends) in the clinic

Thank you for allowing us to join your community!

QUESTIONS?

