



Results for Northwestern Medical  
Faculty Foundation Division of  
GIM's Advanced Access Program

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# Physician Practice Connections Patient-Centered Medical Home

- Access and communication
- Care Management (Continuity of Care)
- Performance Reporting and Improvement  
(Patient experience)



Access is the biggest source of our patients' dissatisfaction!

- Successful implementation of Open or Advanced Access with full-time physicians
- Less success with part-time physicians

# Office Redesign

- Physicians were grouped in teams of 4-6 (2 FTE's)
- Teams with same triage nurses
- Same geographical area
- 2 physicians available per team per day

# Office Redesign (continued)

- Diverse interests on a team
- 3<sup>rd</sup> available return appointment data given 1 month prior to backlog reduction

	MD	DATE OF 3RD AVAILABLE RET APPT	# OF WKDAYS BEFORE 3RD AVAIL RET APPT	# OF RET APPTS ON 3RD AVAIL DATE
<b>BLUE TEAM</b>				
<i>Au</i>		21-Nov	0	4
<i>Green</i>		4-Dec	7	6
<i>Liebovitz</i>		25-Nov	2	5
<i>Persell</i>		21-Nov	0	4
<i>Priyanath</i>		24-Nov	1	2
<b>Blue Team 3rd Available</b>		21-Nov	0	8
<b>BROWN TEAM</b>				
<i>Baker</i>		1-Dec	4	3
<i>Butter</i>		21-Nov	0	4
<i>Kandula</i>		21-Nov	0	4
<i>Tosetti</i>		26-Nov	3	4
<b>Brown Team 3rd Available</b>		21-Nov	0	8
<b>GREEN TEAM</b>				
<i>Bierman</i>		25-Nov	2	6
<i>Dunham</i>		22-Nov	0	8
<i>Lu</i>		26-Nov	3	6
<i>Roemer</i>		26-Nov	3	2
<b>Green Team 3rd Available</b>		22-Nov	0	8

# Metrics to assess impact of Advance Access

- 3<sup>rd</sup> available appointment.
- Patient Satisfaction (NRC Data)
- Staff Satisfaction
- Charges and Encounters
- Work RVUs
- Billing Profile



# Implementing Advanced Access

- 7 unique teams were selected.
- The first teams were volunteers, later teams were recruited.



# Pilot Team(4 Physicians)

- Started Advanced Access in May of 2006.
- Added on sessions and stopped taking new patients
- Within a few weeks, 1 physician began accepting new patients.
- Within 2 months another physician opened to new patients.
- 2 physicians still with closed practices

# Lessons Learned from Pilot Team

- Communicate about vacations
- Number of new patients unchanged
- Physicians with closed practices continued to see direct referrals and family members of patients.

# Next Teams

- Rolled out every 1-2 months.
- Final team started working down backlog by January 1, 2007.

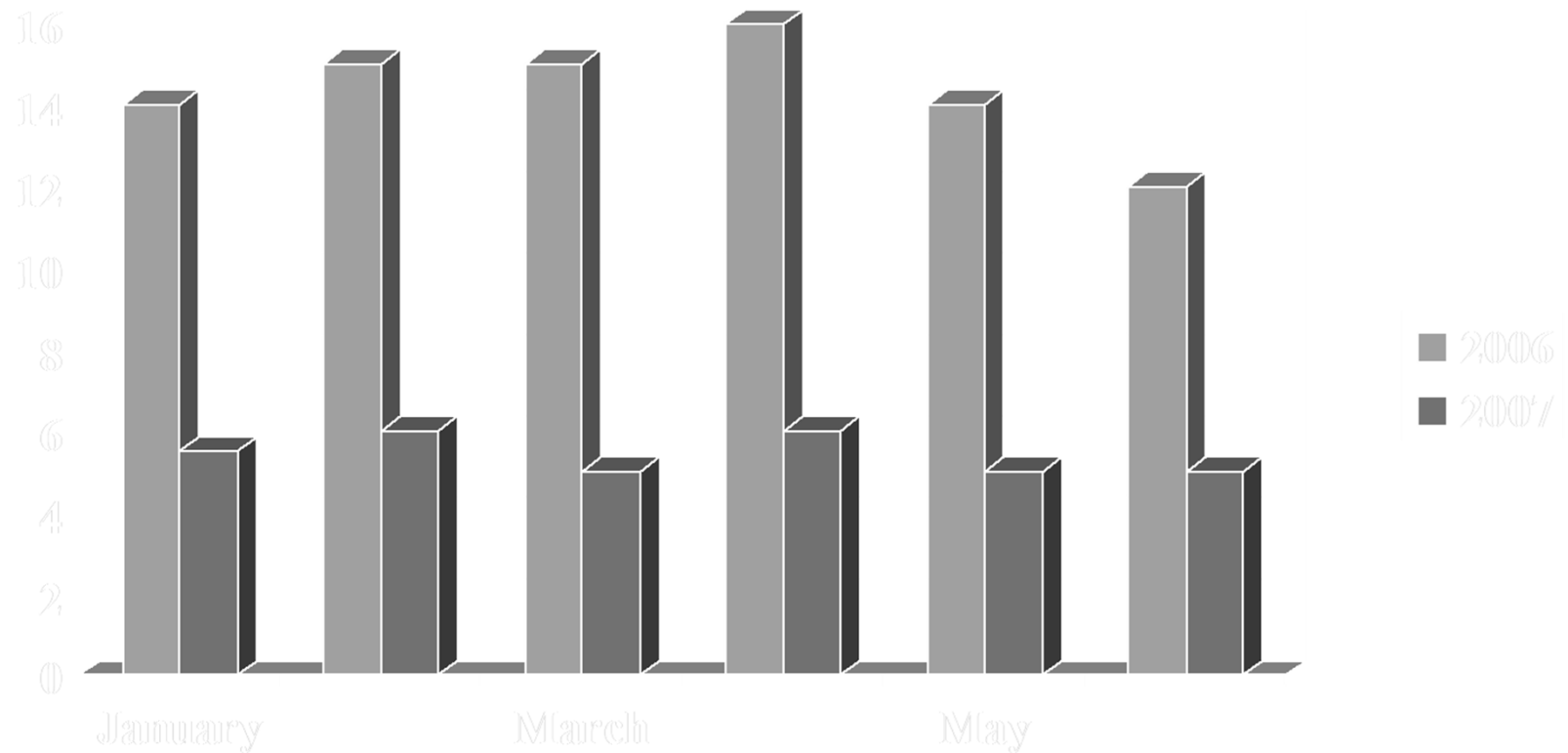
# Initial Problems

- Physician flexibility with schedules
- Teams could not cover all days.
- Triage nurses reassigned
- Physicians moved to different geographical areas.

# Access

- 3<sup>rd</sup> available appointment improved from 14 days to under 6 days.

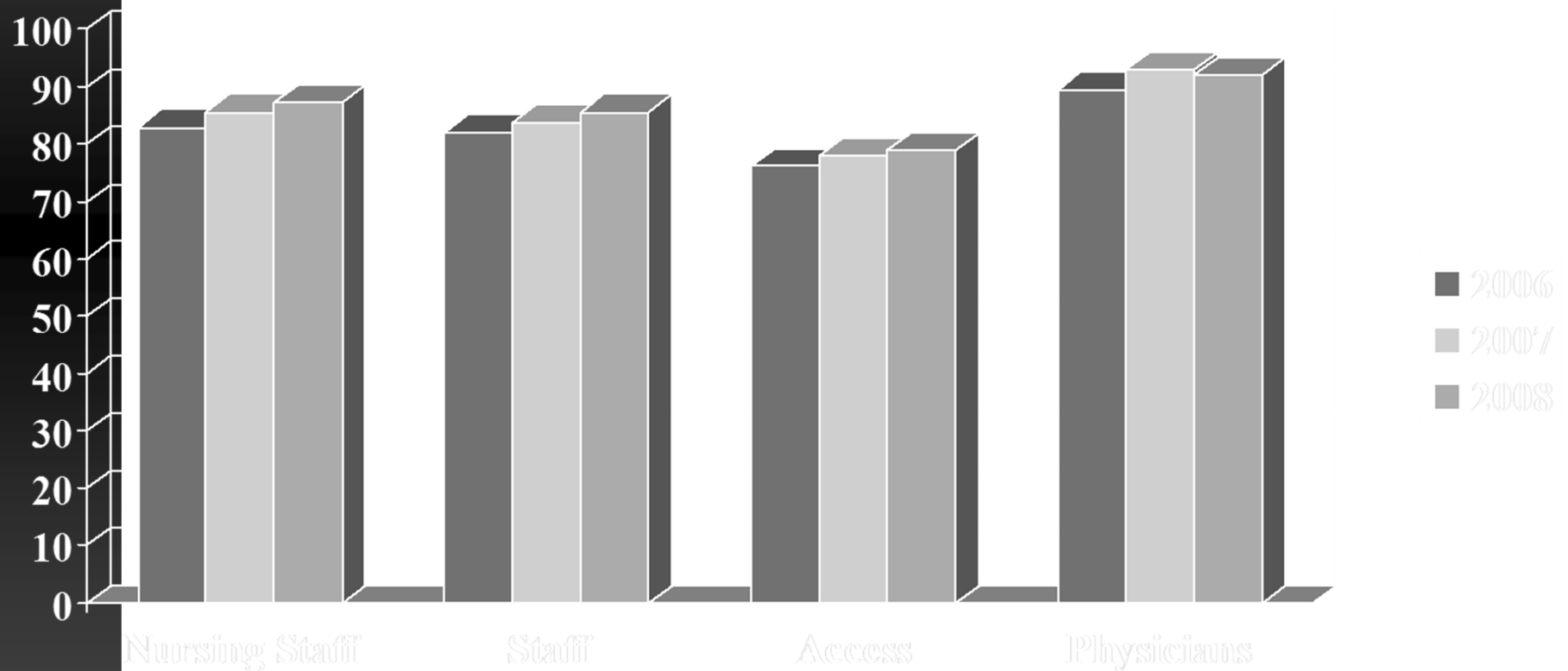
# Changes in 3<sup>rd</sup> Available Return Appointment:



# Patient Satisfaction

- Patient Satisfaction from 2006 to 2007 improved across all metrics.
- Improvements maintained in 2008

# Changes in Patient Satisfaction: NRC Data





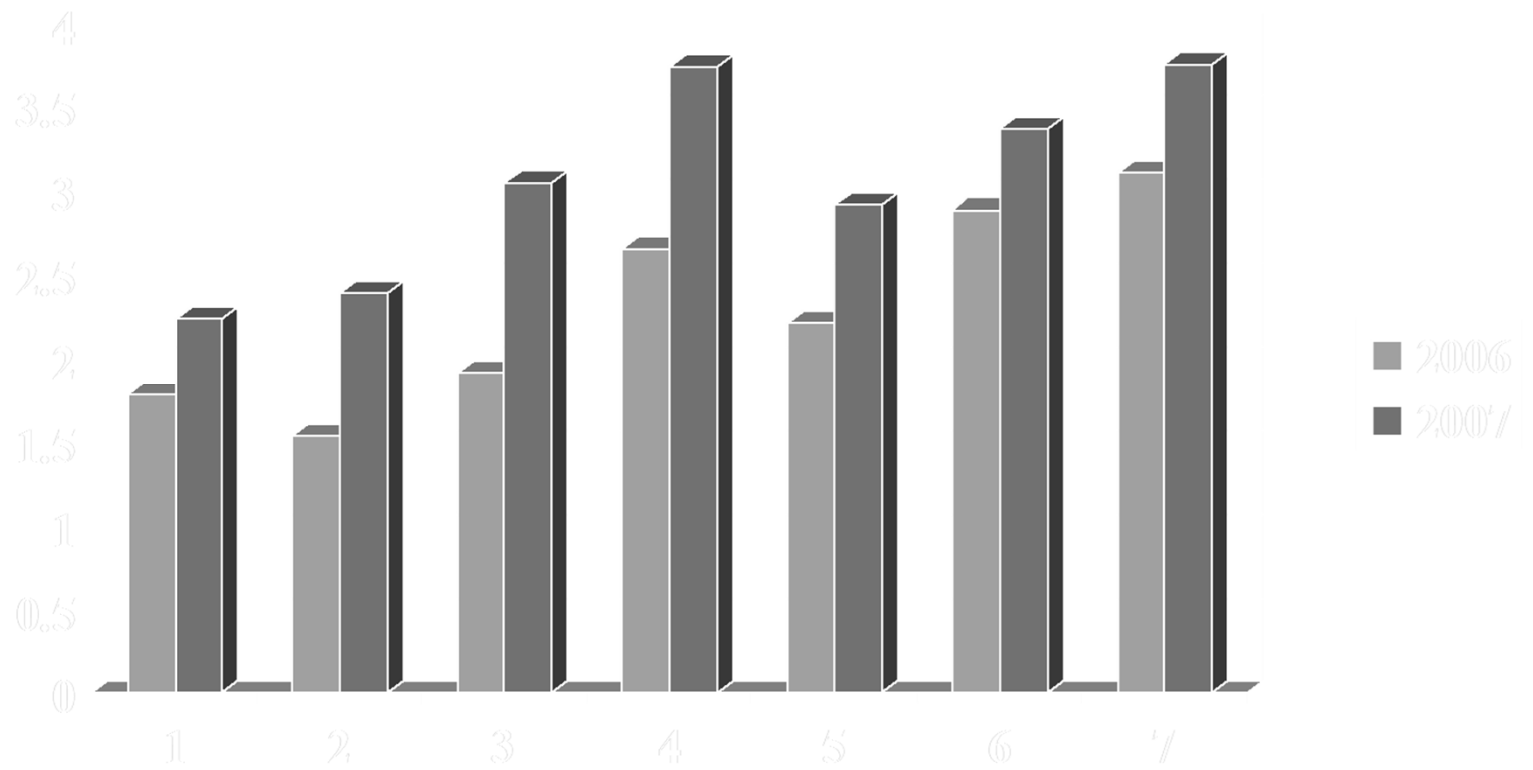
# Staff Satisfaction Questionnaire

- Survey administered before and after implementation
- 7 questions based on a Likert scale (0-5)
- Clinical and non-clinical staff

# Questions for the Survey

1. Stress levels
2. Morale
3. Good place to work
4. Coworkers approachable
5. Coworkers courteous
6. Coworkers cooperative
7. Recommend for care

# Staff Satisfaction Improved



# Productivity Increased!

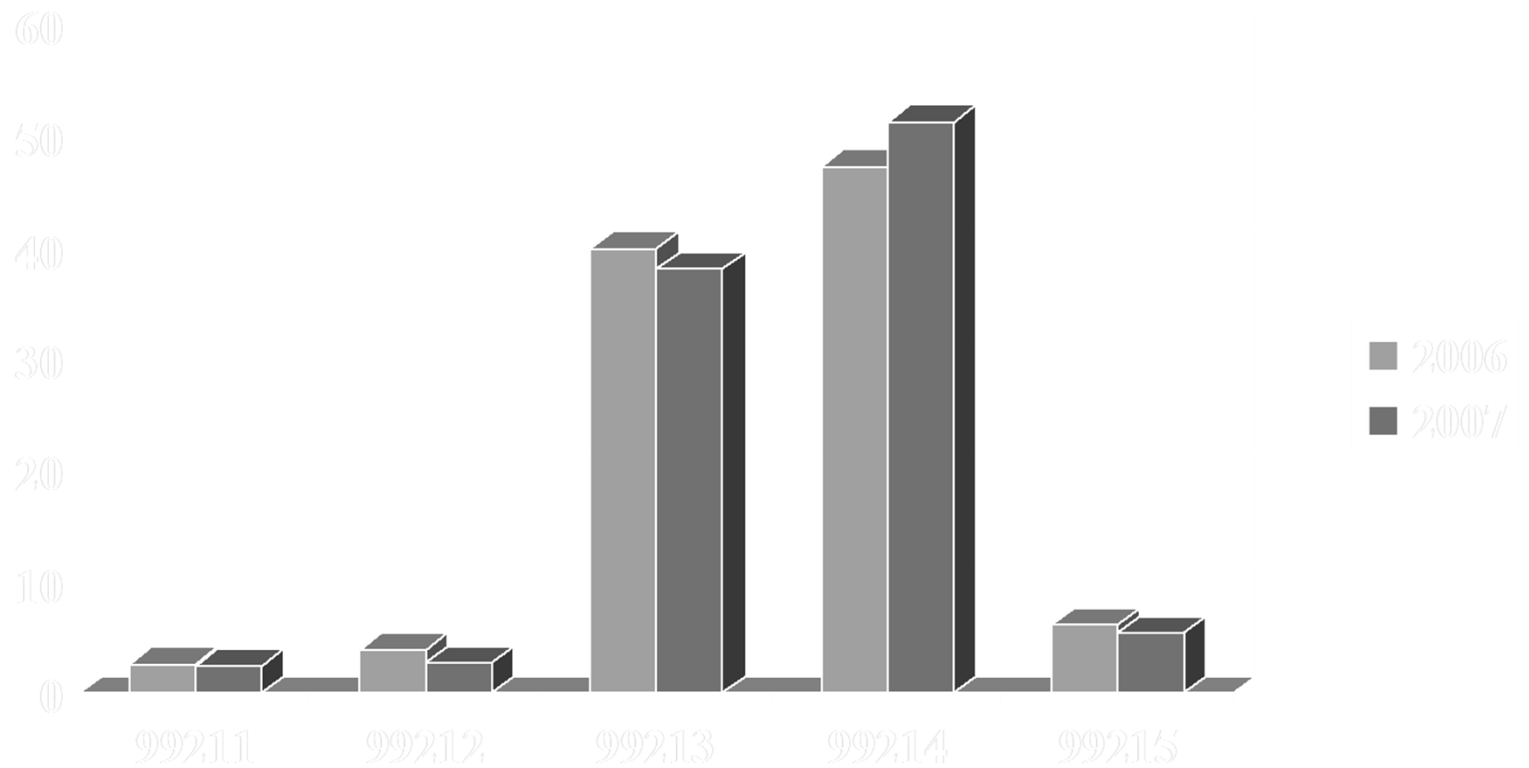
	2006	2007
Revenues	\$7,574,505	\$8,229,971
Encounters	28,241	30,306
New Encounters	2432	2441
wRVUs	30,895	39,561
Corrected wRVUs	30,895	32,427

# Changes in Billing Profile

## ■ Return Visits

- ◆ 99214 increased by 4%
- ◆ 99212-99213 decreased by 4%

# Changes in Billing Profile for Return Patients:



# Compensation was Changed to Reward Improved Access

- 25% of total clinical compensation at risk
  - ◆ 15% Productivity
  - ◆ 5% Citizenship
  - ◆ 5% Access
- In FY2008, faculty were paid anywhere from 0-\$10,000 based on 3<sup>rd</sup> Available appointments.

# Next Steps

- Measure Continuity Index
- Measure 3<sup>rd</sup> available appointment by team
- Consider quarterly bonus by team
- Align triage nurse incentives with team's 3<sup>rd</sup> available visit.