

California Health Improvement Project (CHIP) Integrative Medicine and Safety Net Clinic Transformation

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Problem Statement and Underlying Causes

Current: Outpatient care in the safety net setting is fragmented, transactional, and disease centered. Providers and care teams have little time to address whole person issues. Patient and staff experience suffers. Quality of care is decreased. All of this results in patients seeking care elsewhere and provider burn out.

Future: Integrative medicine (IM) can transform safety net clinics to become healing oriented medical homes that appeal to patients and staff. IM strengthens the relationship between provider and patient by embracing the whole person - mind, body, spirit, and community. IM serves the patient by bringing together conventional, alternative, and complementary therapies – such as acupuncture, manual medicine, mind body approaches, group visits, nutritional medicine, and motivational interviewing. Finally, IM informs the clinic design to be green, sustainable, and non toxic. All of the above elements increasingly resonate with patient, provider, and staff choice .

Project Description

To transform Hayward Wellness Center by implementing an integrative medicine approach to the design, build, and services, which will demonstrate a model of care that is scalable and reproducible.

Goal and Objectives

Goal: To become the provider of choice and improve patient experience by implementing an integrative medicine model of care at Hayward Wellness.

Output-oriented Objectives:

- Design and implement the built environment of the clinic to support healing by using green, non toxic materials by August 2014
- Hire key personnel (integrative medicine trained providers and group visit coordinator) by January 2015 in order to begin new services
- Launch new integrative medicine services by March 2015:
 - Healthy eating and cooking group visits (Adult, Pediatric)
 - Diabetes Spanish group using motivational interviewing
 - Mindfulness and medications behavioral health group visits
 - Acupuncture and manual medicine clinic

Outcome-oriented Objectives:

- Increase the number of unique patients served and number of visits by 5% from baseline by December, 2015.
- Improve patient experience (CGCAHPS) scores by 5% or higher by December, 2015

Outputs & Outcomes

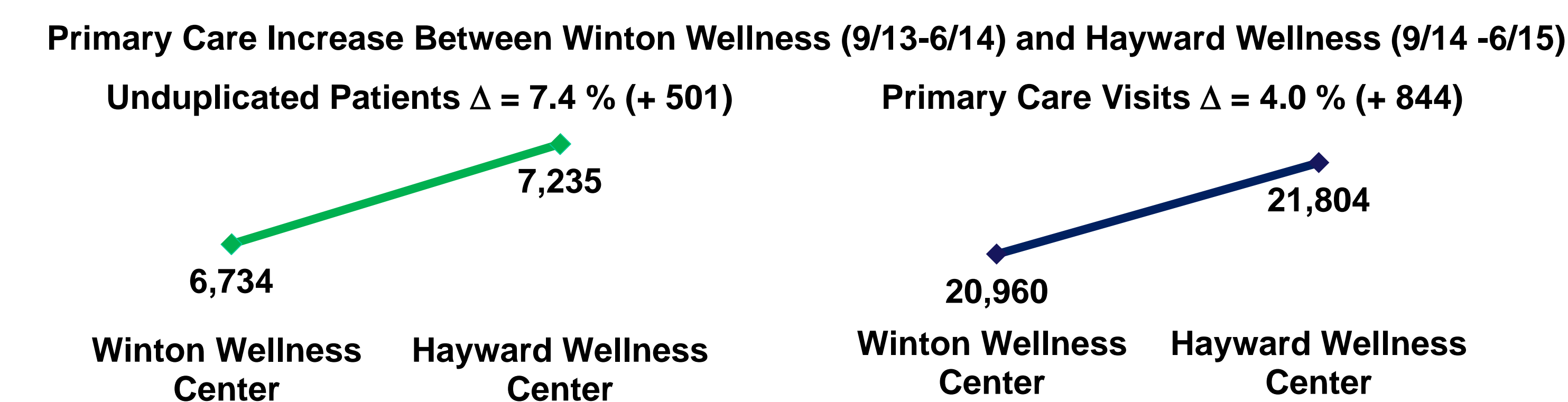
Outputs Achieved

- Opened new center with pleasing, non toxic features on August 18, 2015.
- Hired 3 family physicians with integrative medicine expertise by January 2015
- Obtained budgetary approval of Group Visit Coordinator by May 2015
- Launched multiple integrative medicine services and groups by March 2015

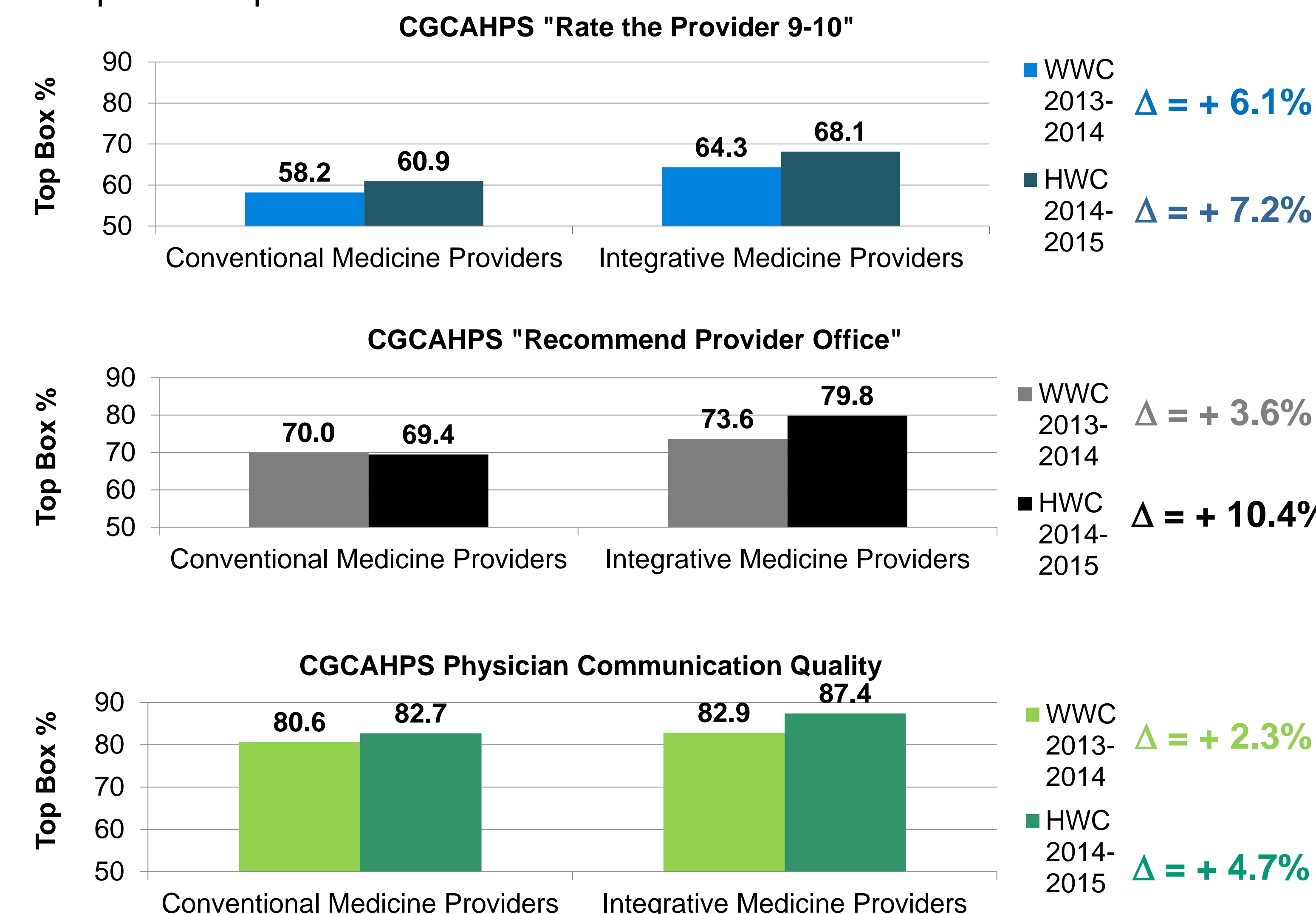
Integrative Medicine Services	Start Date	Visits Until 7/2015
Acupuncture and Manual Medicine Clinic	3/26/15	136
Group Medical Visits		
• Adult Healthy Eating & Cooking Group- English	8/18/14	17
• Adult Healthy Eating & Cooking Group – Spanish	8/18/14	204
• Pediatric Healthy Eating & Cooking Group – English	8/18/14	105
• Pediatric Healthy Eating & Cooking Group – Spanish	8/18/14	137
• Diabetes Group – Spanish	10/23/14	56
• Behavioral Health: Mindfulness and Medication Group	12/04/14	56
TOTAL VISITS		864

Outcomes Achieved

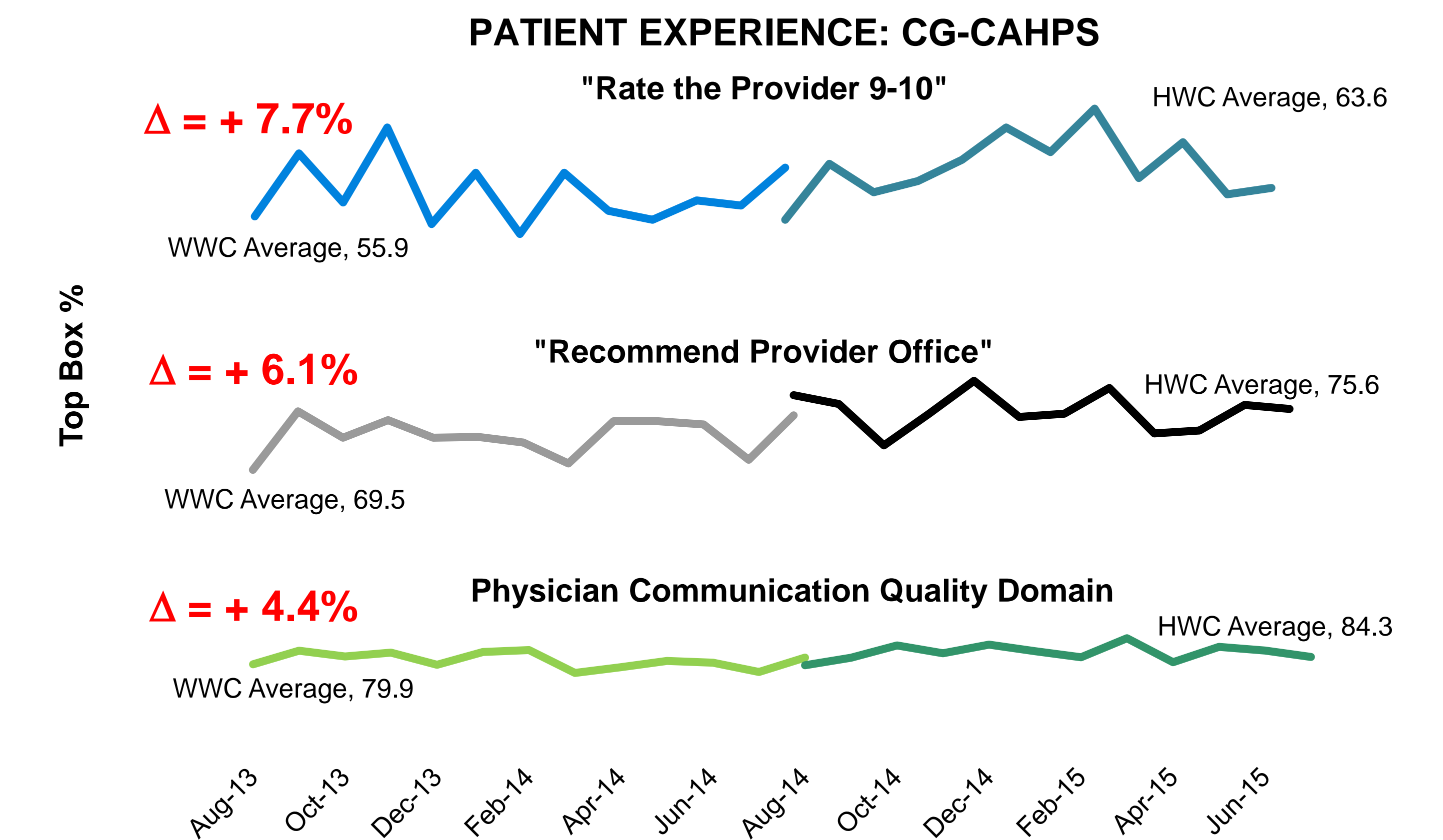
- Unique number of primary care patients increased 7.4%, and primary care visits increased 4.0%



- Integrative medicine providers outperform conventional providers on patient experience



- Hayward Wellness patient experience scores (CGCAHPS) have increased by 4.4 – 7.7% from Winton Wellness (baseline) average



Lessons Learned

- Clinic transformation efforts rely on strong clinic management, staffing, and infrastructure support. Without this, time and energy are devoted to putting out daily operational fires instead of change work.
- More attention is needed on culture change to form and norm the desired state (integrative medicine philosophy of care). Structural change (e.g. staffing, design of space) is necessary but not sufficient.
- A high degree of organizational turnover with senior management, makes steady progress at the local site level difficult.

About My Organization

Mission: Caring, Healing, Teaching, Serving All



Vision: Alameda Health System will be recognized as a world-class patient and family centered system of care that promotes wellness, eliminates disparities and optimizes the health of our diverse communities.

Hayward Wellness provides comprehensive primary care, behavioral health, and specialty services on site to a predominantly Medi-cal population of white, African American, Latino, and Asian families.



Contact Me

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CHCF HEALTH CARE LEADERSHIP PROGRAM

To learn more about CHCF go to:
<http://futurehealth.ucsf.edu/>