

Team-Based Primary Care

Dustin Cupp, DO, MSHD, CPE, FAAFP

E×**PLORE**
HEALTHCARE SUMMIT

Presenter

Dustin Cupp, DO, MSHD, CPE, FAAFP
Medical Director for Ambulatory Services
Ascension Medical Group
St John, Tulsa, Oklahoma



Team-Based Primary Care

Disclosure

- I have no relevant financial relationships or interests to disclose.

Team-Based Primary Care

Objectives

1. Review the Current Status of Healthcare in the United States
2. Define Team-Based Care and Common Team-Based Care Models
3. Identify Key Benefits to Team-Based Care
4. Identify Common Barriers to Implementation of Team-Based Care
5. Develop Strategies to Implement Team-Based Care
6. Discuss Experiences in Team-Based Care

Team-Based Primary Care

Current Status of Primary Care in the United States

- High Cost-
 - U.S. health care spending grew **9.7** percent in 2020, reaching \$4.1 trillion or \$12,530 per person. As a share of the nation's Gross Domestic Product, health spending accounted for **19.7 percent**.¹ (CMS)
- Poor Outcomes-
 - *Mirror, Mirror 2021: Reflecting Poorly: Health Care in the U.S. Compared to Other High-Income Countries* (The Commonwealth Fund)²
 - The United States ranks **last** overall, despite spending far more of its gross domestic product on health care.
 - The U.S. ranks **last** on access to care, administrative efficiency, equity, and health care outcomes.
- Physician and Staff Burnout-
 - Data from the AMA from 2020-2021³
 - 52% of health care providers (doctors, nurses and medical assistants) experience a "great deal" of stress on the job
 - Primary Factors: Administrative tasks, EHR documentation

Team-Based Primary Care

Current Status of Primary Care in the United States



- In review:
 - unsustainable escalation of cost
 - low global health ratings
 - high rates of burnout
- Can a Team-Based Primary Care Model turn the tide in this bleak picture??

Team-Based Primary Care

What is Team-Based Care?



- “The provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers- to the extent preferred by each patient- to accomplish shared goals within and across settings to achieve coordinated, high-quality care.”⁴
- Origins
 - Concept was introduced in 1967 by the American Academy of Pediatrics
 - Further refined in 2007 in collaboration between AAFP, AAP, ACP, AOA
 - *Joint Principles of the Patient-Centered Medical Home*, March 2007⁵
 - Expanded in 2014 to include behavioral health

Team-Based Primary Care

What is Team-Based Care?

- Not a New Concept
 - Expansion of members to meet clinical complexity
- Collaborative Management of a Panel of Patients
- Distribution of Responsibilities
- Intentional Coordination of Care

Team-Based Primary Care

What Makes Up a Primary Care Team?

- Traditional Primary Care Team
 - Physician
 - APPs (APRNs/PAs)
 - Nurses (RN/LPN)
 - CNAs
 - MAs
- Expanded Primary Care Team (traditional team PLUS...)
 - Care managers/Patient navigators
 - Pharmacists
 - Dieticians
 - Social workers
 - Counselors
 - Others?

Team-Based Primary Care

Functions of Primary Care Teams

- Role of the Payer
 - Fee-For-Service
 - Traditional care teams function to increase patient access
 - More visits = more \$\$
 - Value-Based Programs and Contracts
 - Expanded care teams function as care extenders
 - Improve quality and reduce utilization = more \$\$



Team-Based Primary Care

Realized and Potential Benefits of Team-Based Primary Care

- Improved clinical quality
 - increased preventive health screening measures
- Improved patient experience and engagement
 - better communication and coordination of care
- Reduced healthcare cost
 - reduced ER visits/hospitalizations
- Reduced burnout
 - distribution of tasks (height of licensure)
 - team-based documentation

Team-Based Primary Care

Barriers to Team-Based Primary Care

- Staffing
 - MA's, LPN's, and RN's are in short supply
- Cost
 - Financial investment required
- Technology
 - Effective, efficient EHR and IT support
- Time
 - Required to learn new roles and workflows
- Trust
 - Reliance on others to complete specific tasks
- Communication
 - Increased members of care team necessitate increased communication- clear, bidirectional communication pathways required

Team Based Primary Care

Characteristics of Highly Effective Team-Based Care

- Shared vision by all members of the team and leadership
- Laser focus on patient experience and engagement
- Well-defined roles and expectations for each team member
- Commitment to the process
- Clear and frequent communication
- Professional respect
- Adaptability

Team-Based Primary Care

Example of an Expanded Primary Care Team

- Ascension Medical Group, St. John- Tulsa
 - FY21 Diabetic Quality Goal- included a health disparity goal to improve diabetic care to African American population above that of the general diabetic population
 - Strategy:
 - Culturally relevant, team-based care pilot led by an African American nurse practitioner and medical assistant
 - Included dedicated RN care manager, dietician, social worker and behaviorist
 - Enrolled African American patients with diabetes and an A1C > 9% from existing AMG practices in the Bernsen Medical Office Building
 - Completely voluntary program
 - Offered comprehensive, team-based care at every visit
 - Monthly visits until A1C controlled
 - 12 mo pilot beginning in September of 2020
 - Small population (21 patients)

Team-Based Primary Care

Example of an Expanded Primary Care Team



- Ascension Medical Group, St. John- Tulsa
 - AA Diabetic Clinic Pilot
 - Focused on culturally relevant team based care
 - Goals:
 - Improve A1C control
 - Reduce BMI
 - Increase comprehensive diabetes care metrics (A1C, microalbumin, eye exam, foot exam)
 - Secondary goal:
 - Examine the impact of culturally relevant, team-based care via patient survey

Team-Based Primary Care

Example of an Expanded Primary Care Team

- Ascension Medical Group, St. John- Tulsa
 - AA Diabetic Clinic Pilot
 - Results:
 - Statistically significant reduction in A1C
 - Improved comprehensiveness of diabetes care
 - No impact on BMI
 - Patient Survey
 - $\frac{2}{3}$ of patients reported the most meaningful impact to their overall health was the team based focus, not the culturally relevant care

Team-Based Primary Care

Discussion

- What experiences have you had in practice transformation efforts, such as a team-based care model?
- What was the biggest challenge to implementation?



Team-Based Primary Care

References

1. Centers for Medicare and Medicaid Services. (2021, December 15). *Historical*. CMS. Retrieved July 20, 2022, from <https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData/NationalHealthAccountsHistorical>
2. Schneider, E. C., Shah, A., Doty, M. M., Tikkanen, R., Fields, K., & Williams II, R. D. (2021, August 4). *Mirror, Mirror 2021: Reflecting Poorly*. Commonwealth Fund. Retrieved July 28, 2022, from <https://www.commonwealthfund.org/publications/fund-reports/2021/aug/mirror-mirror-2021-reflecting-poorly>
3. Berg, S. (2022, May 17). *Burnout benchmark: 28% unhappy with current health care job*. American Medical Association. Retrieved July 28, 2022, from <https://www.ama-assn.org/practice-management/physician-health/burnout-benchmark-28-unhappy-current-health-care-job>
4. National Academies of Sciences Engineering and Medicine, Board on Health Care Services, Health and Medicine Division, & Committee on Implementing High-Quality Primary Care. (2021). *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care* (L. McCauley, S. K. Robinson, R. L. Phillips, & M. Meisnere, Eds.). National Academies Press.
5. Dobbins, M. I., Thomas, S. A., Stokes Melton, S. L., & Lee, S. (2016, January). Integrated Care and the Evolution of the Multidisciplinary Team. *Primary Care: Clinics in Office Practice*, 43(1), 177-190. Elsevier. 10.1016/j.pop.2016.01.003.
6. Sawin, G., & O'Connor, N. (2019). Primary Care Transformation. *Primary Care: Clinics In Office Practice*, 46(4), 549-560. <https://doi.org/10.1016/j.pop.2019.07.006>
7. Lyon, C., English, A., & Smith, P. (2018). A Team-Based Care Model that Improves Job Satisfaction. *Family Practice Management*, (2). Retrieved 20 July 2022, from.

Thank you

