PUBLIC HEALTH, PRIMARY CARE AND BEHAVIORAL HEALTH INTEGRATION: ONE YEAR LATER....

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September 2017
THE PLAYERS:

Northwest Michigan Health Services (NMHSI):
Federally Qualified Health Center (primary care and dental) with offices in Traverse City, Bear Lake, Shelby, and Benzonia (Leelanau, Manistee, Benzie Counties)

Centra Wellness Network (CW):
Community Mental Health agency serving Benzie and Manistee Counties

Benzie-Leelanau District Health Department (BLDHD):
Local health department serving Benzie and Leelanau Counties.
WHERE WE STARTED:

Benzie Community Resource Center
A SHOTGUN WEDDING and A BLENDED FAMILY......

- NMHSI HRSA GRANT IN JULY 2015
  - Primary Care Services by Sept
  - Dental Services by December

- SHARING:
  - Two exam rooms
  - One very small lab
  - One reception area
  - Office space
PREPARATIONS

• Cleaning
• BAA
• Client “Heads Up”
• Repurpose/re-allocate space
• Communicate/reassure staff

We thought we were prepared, but when move in day came.....
We felt like this....
THE FIRST MONTHS - Issues

• Counterspace
• Communication
• Noise/Commotion
• Changing Clinic Flow
• Agency/Program Requirements
• Desk/Office space
• “Knows Everything” go to PHT
THE “CHORE CHART” (E.G. HOW WE WILL WORK TOGETHER)

- What do we know will happen
- What does success look like
- Current strengths, benefits, weaknesses and dangers
- Commitment Statement
We are committed to providing efficient, quality integrated care in shared space to meet the needs of our community members.

**Focus:**

“The Client Experience”
THE “CHORE CHART” (E.G. HOW WE WILL WORK TOGETHER)

Strategic Planning

• Key Actions
  • Create functional workspace
  • Develop common processes
  • Build an effective team
  • Collaborate on marketing and outreach
  • Develop workforce
  • Finalize remodel within budget
  • Enhance IT

• Timeline
THE BIT TEAM (aka: The Benzie Integration Team)

- Representation from all agencies – Decision makers AND key frontline staff
- Meet at least monthly
- Review workplan
- Address issues
- Identify areas of integration/collaboration
- Identify special project teams:
  - Waiting Room
  - Signage
  - Technology
  - Emergency Planning

It's all about the Client Experience
REMODELING OUR HOME....

- Negotiations: Finances, space needed, extras needed, parking

- Goals for construction:
  - Move conference rooms
  - New EH/Admin offices
  - Expand current lab
  - More lab/clinic storage and counterspace
  - Add more exam rooms
  - Add 4 dental operatories and a dental lab
  - Open-concept reception area
SO NOW WE FELT LIKE..
FORWARD MOTION – FINALLY!!

Back to our Commitment Statement, Vision, Strategic Plan...

We are committed to providing quality, integrated care in shared space to meet the needs of our community. FOCUS ON CLIENT EXPERIENCE

• Create a functional workspace
• Develop common processes
• Develop common forms
• Build an effective team
• Enhance information technology
• Collaborate on marketing and outreach
FUNCTIONAL WORKSPACE

- Shared lab space with enough storage and space for all needed equipment and multiple clinicians
- Extra Exam Rooms
- Extra Office Space
- Open, Shared Reception Area
The Vision

Centralized Check-in Process

• A central check-in “greeter” who would verify demographics, collect insurance, distribute paperwork, and notify the appropriate care provider.
  • Current staff from all 3 agencies would rotate this responsibility
  • This would reduce stigma of seeking services
THE REALITY

• Too many clients for one person to manage

• Current staffing couldn’t accommodate a couple days of “greeter” time and no funding to hire additional staff.

• Staff unable to move their workstations to a central, consistent window

• Different EMRs

• Different requirements for checking in a client (e.g. income requirements, paperwork, etc.)

• Clients were confused about where to go

• Staff AND clients hated it!
THE SOLUTION: ELECTRONIC CHECK IN KIOSKS

**Medical Check In**
Patient Queuing System

<table>
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<tr>
<th>Name</th>
<th>Time In</th>
<th>Category</th>
<th>Reason</th>
<th>Ack Time</th>
<th>Ack By</th>
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<td>12:13 PM</td>
<td>Walk-In Patient</td>
<td>Ear Ache</td>
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<td>Check Out</td>
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<td>Walk-In Patient</td>
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<td>Acknowledge</td>
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<td>Check-Up</td>
<td>Acknowledge</td>
<td></td>
<td>Acknowledge</td>
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</table>

You are logged in as demo
REFERRAL AND INFORMATION SHARING...

The goal is for clients to move seamlessly between agencies

Consent to Share Information for Care Coordination Purposes

- Signed annually
- Scanned into EMR of agency that collects the consent
- Client can select which agencies to allow sharing of info
- EVERY CLIENT IS ASKED TO SIGN THE CONSENT

“We want to make sure you know that there are other services here, including dental, medical, behavioral health and the health department. We want to be able to help coordinate those services for you if a need arises and this consent allows for that. It will also allow us to get you an appointment for services in these places. Please look it over and let me answer any questions you may have”. 
FAMILY MEETINGS: Build an Effective Team

Daily Huddles with direct service workers:
• Appointment availability
• Anticipated needs from other agencies
• Outreach for programs/services
• Resolving small issues

Monthly Clinical Huddles
• Care Coordination for mutual clients

Lunch and Learn Potlucks
• Monthly/quarterly brown bag lunch
• Agencies rotate months to present a particular program/service
• Discuss building-wide issues
A DAY IN THE LIFE OF OUR INTEGRATED FAMILY

Example 1: Vaccines
- BLDHD provides all VFC/VRP vaccines for NMHSI clients
- NMHSI and BLDHD partner to provide Sports Physicals and Immunizations

Example 2: Dental
- Dental issues identified during fluoride varnish administration in WIC. Child goes from WIC room to the dental chair.
- FP client tells the NP she has a cracked tooth and no insurance. Appointment scheduled with NMHSI dentist before she leaves the office.
- MIHP nurse schedules appointment for client to ensure she is able to get in before she loses her insurance.
Example 3: Primary Care
• FP client has high blood pressure and is seen by a primary care provider in conjunction with FP appointment.
• BCCCP client seen by NMHSI receives Wise Woman through the health department.
• Health Department partners with NMHSI to recruit for DPP
• Primary care patient electricity shut off, BLDHD provides resources

Example 4: Mental Health
• NMHSI contracts with CW to provide mental health services for their clients.
• FP client with depression receives meets with the CW social worker through NMHSI.
Example 5: Health Promotion

• Health Department nurse meets with dental/primary care clients who have high blood pressure, diabetes or smokers and enrolls in Wise Woman
• Health Department nurse meets with NMHSI smoking clients to offer tobacco cessation support
• NMHSI Enrollment Specialist takes referrals from all agencies to address health insurance needs for the whole family
BENEFITS OF INTEGRATION

• More frequent referrals, and referral follow-through
• Clients more comfortable going to an unknown agency
• Seamless transition between agencies for clients
• Better understanding of issues faced by the whole person
• Better understanding of the health care system and resources for families
• Alleviate transportation or other barriers to receiving care.
• Shared Training for staff

A BETTER CLIENT EXPERIENCE
CHALLENGES

• Unable to fully integrate services due to technology restrictions

• Getting the “right” people involved

• Different cultures and expectations for staff

• Limited staff time to do extra work (policies, organizing/decorating, etc.)

• Breakroom Territories
FUTURE PLANS

• Coordinated marketing and Outreach

• Consolidated building-wide policies

• Shared staffing

• Continuous improvement in integration
LESSONS LEARNED

• Strategic planning with input from ALL staff is essential!

• Implement an integration team and sub-committees with defined short and long term goals

• Listen to your front line workers

• Understand change management and how to support staff
LESSONS LEARNED

• Communicate: Often, Repetitively, Clearly

• Show Appreciation for staff flexibility, openness, ideas, extra work

• ALMOST EVERYTHING will be more complicated than you planned

• IT’S WORTH IT!
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