

# Ambulatory Care Update

Contra Costa Regional Medical Center and Health Centers  
Joint Conference Committee

April 25, 2024



CONTRA COSTA  
HEALTH



# Maintaining access!

- Significant problem nationally: provider shortage in all areas
- Continued to maintain and increase visit availability
- Challenges to address increasing demand
- Plans moving forward to serve our patients



# Overview and Context: Access

- State- & nation-wide PCP shortage in workforce
- Recruitment difficulties
- Market competitiveness
  - Flexibility, part-time options vs. salary, no signing bonus
- Generous leave policy
  - 21-25% cancellation rates in 2023
- A near-doubling of assigned lives in the last 5 years
- Physical space limited for new clinicians during normal hours

# Meeting the Access Challenge

## Drivers

## 2022 to 2023 Improvement

### Goal

Improve Access to Accommodate 25,000 New Patients in 2023

*Met QIP performance goals*

Increase Total Ambulatory Visits

Decrease No-Show Rate

Increase Dental Visits

Improve Primary Care Efficiency

Increase Care Effectiveness

Increase Provider-Nurse Pairing in Clinic

Empower Clinic Support Teams to Field Routine Provider Email

Improve Care for Older Adults

Improve Outpatient Behavioral Health care

18,884 ↑ 5%

16.9% ↓ 1.6%

9,269 ↑ 488

85.5% ↑ 4.9%

3,000 messages /mo to MD ↓ 800

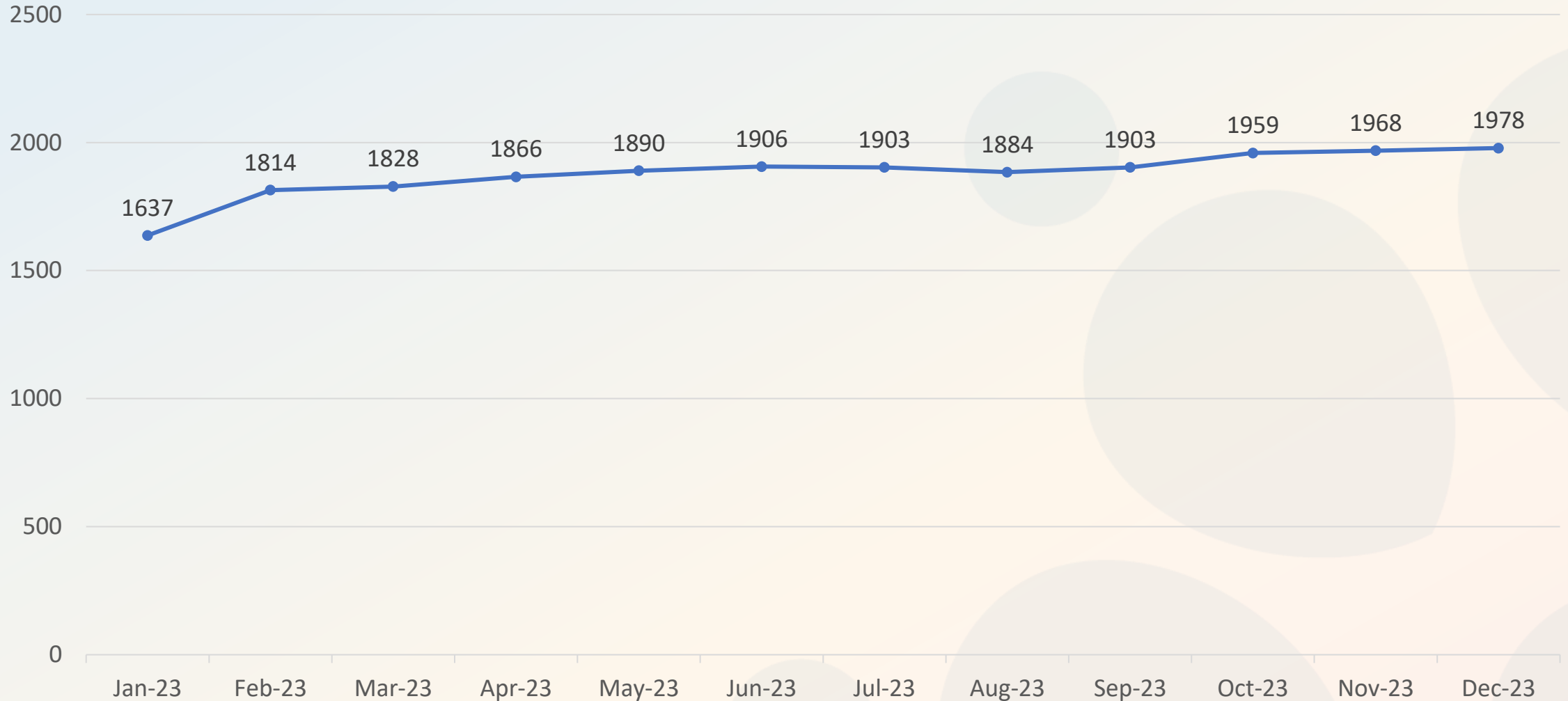
Joined "Age Friendly" Initiatives; hired a geriatrician

Trained 30 behaviorists in "Collaborative Care" model

# Average Fully-Adjusted Panel Size Over Time

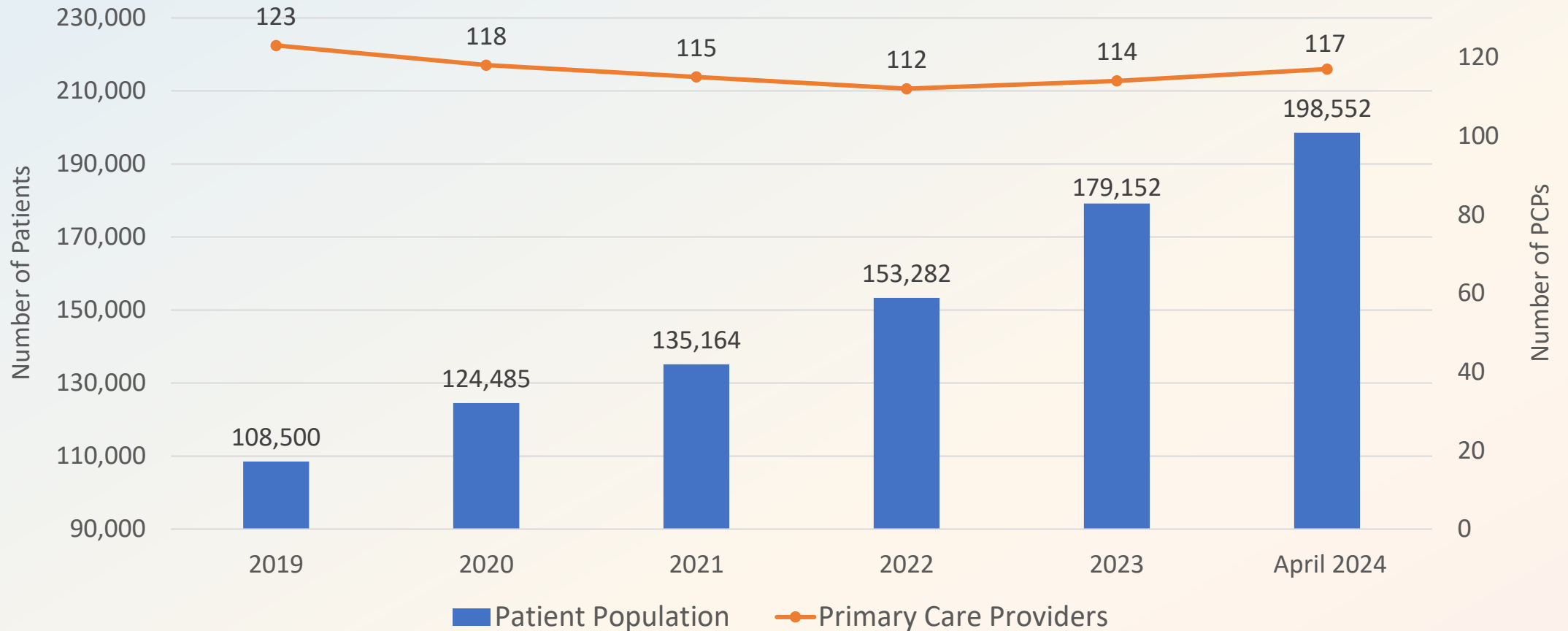
January 2023 – December 2023

Adult Medicine, Family Medicine, and Pediatrics  
Excludes residents, MD-Spec, and Generic



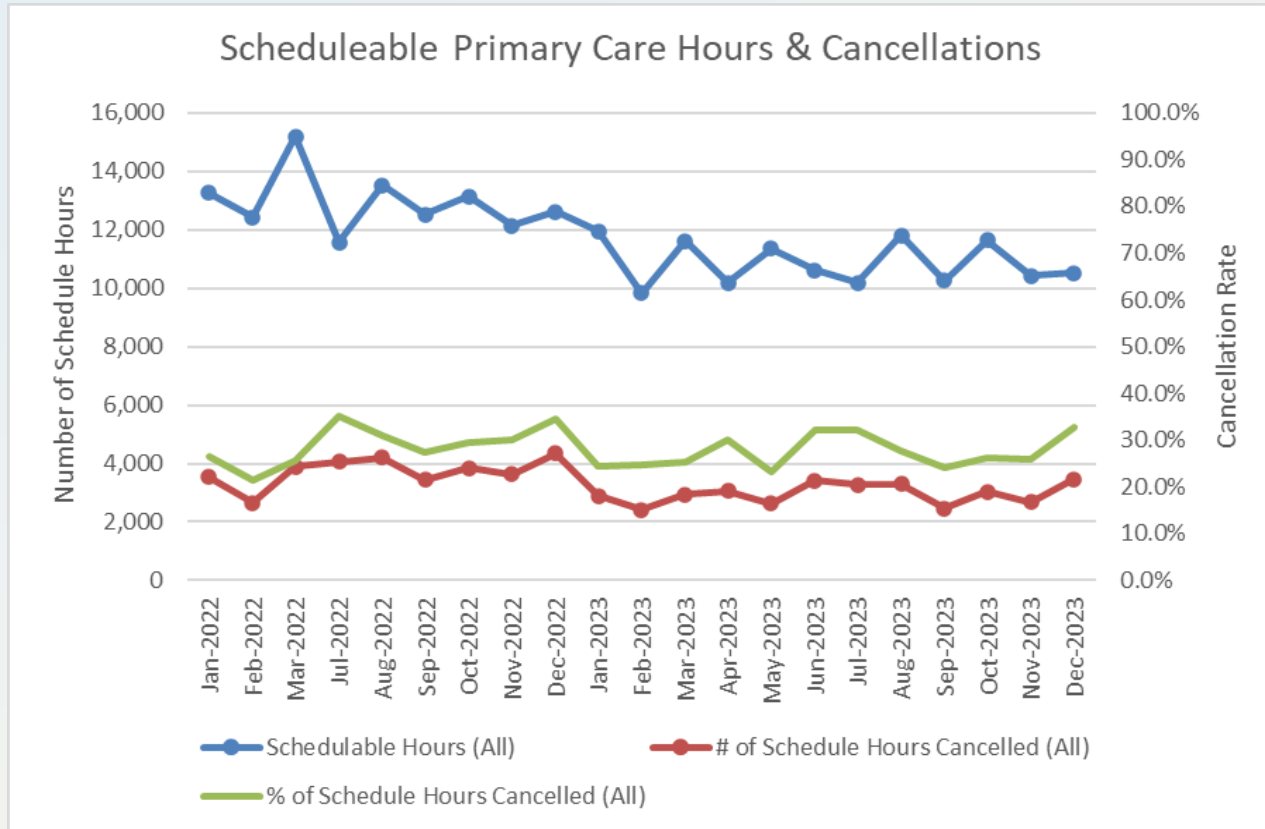
# Near Doubling of Empaneled Population – Rising to the Challenge

Assigned Patient Population & Primary Care Providers  
2019 - 2024



*Each year for last two years: realizing 5% increase in PCP visit volume, 6% overall availability*

# Opportunity to Increase Visits Moving Forward



- **4.81 scheduled** primary care clinics per provider, per week (average)
  - 543 scheduled clinics per week, system-wide (average)
- **3.81 completed** primary care clinics per provider, per week (average)
  - 431 completed clinics per week, system-wide (average)

Average Clinic Completion Rate

2023 =

**79.3%**

**29,000 Primary Care visits**

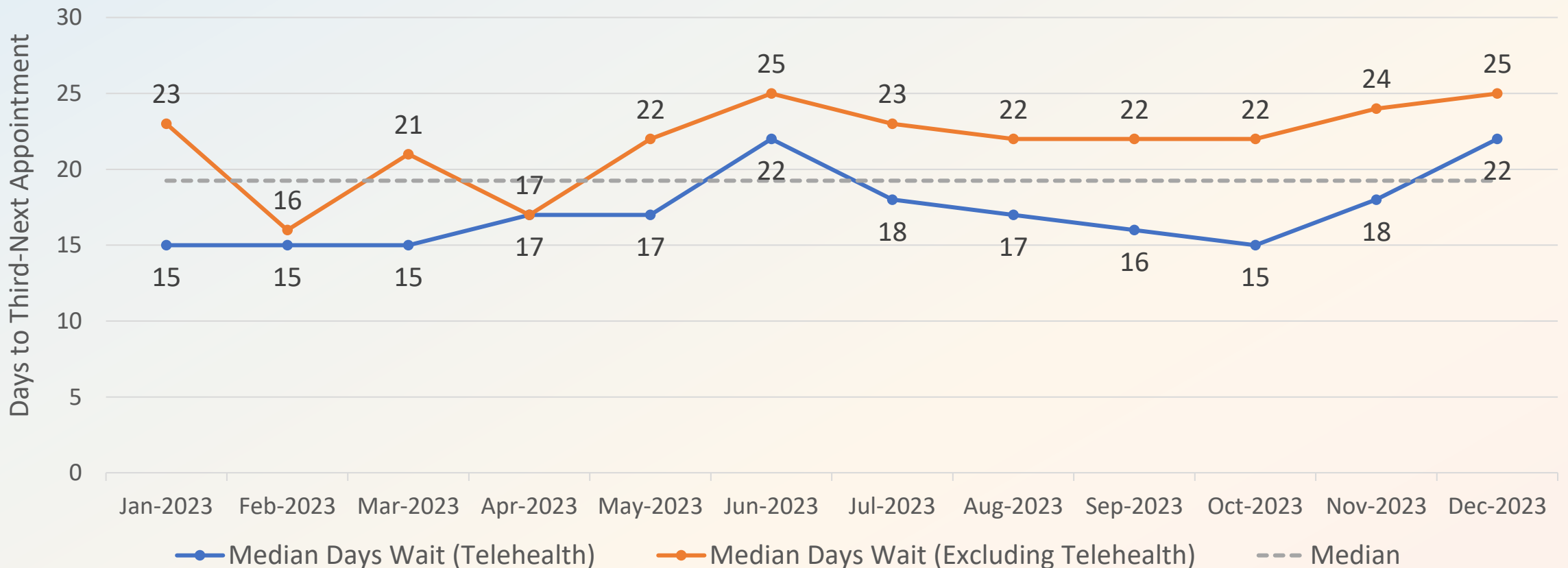
# Planned visit expansion: using per-diem providers

- **16** per-diem physicians in Ambulatory Care over 2023
- Held **2,713 clinics** & completed **23,785 appointments**
  - 7,364 in-clinic
  - 16,421 telehealth (70% of visits are telehealth)
  - 70% of all "urgent" visits (23,100 out of 33,000)
- Planned continued expansion to backfill cancelled clinics up to an **additional 29,000 visits**



# Third-Next Available Appointment Times

Third-Next Available Days to Appointment, Primary Care  
Includes Adult Medicine, Family Medicine, Pediatrics  
Goal  $\leq 14d$ ; Median = 19d



# No Show Rates are Improving year over year

	Specialty	Scheduled Appts	Completed Appts	Completed In-Clinic Appts	Completed Telehealth Appts	% No-Shows
2023	Primary Care	249,318	207,427	172,053	35,374	16.9%
	Specialty	194,959	165,859	137,092	41,899	14.5%
	Short Notice	33,671	29,112	15,036	14,076	12.9%
	Mental Health	9,522	6,829	2,655	4,174	28.7%
2022	Primary Care	250,911	204,706	161,877	42,829	18.5%
	Specialty	187,625	156,869	132,037	24,832	16.5%
	Short Notice	25,363	20,227	15,889	4,338	20.4%
	Mental Health	11,437	8,541	3,393	5,148	25.8%

- Better use of telehealth appointments and reduction of no-shows
- Resulting in more completed appointments year over year
- **In 2023 409,227 visits vs 2022 390,343 visits = 5% increase in visits**



# Next Steps to Improve Access

- Recruitment firms are engaged for specialty and primary care providers
- Ongoing recruitment efforts in ads, conferences, residencies, word of mouth
- Work with communications to refresh external profile and recruitment
- Increase deployment of per-diem providers to work in short notice and cancelled clinics
- Increase recruitment of NPs (and possibly PAs) and leverage capabilities of pharmacy techs and RNs in the care of patients
- Expand the scope of health home teams and asynchronous modalities of care
- Increase access to weekend and evening clinics
- Increase technologies including MyChart and integrated AI to help meet patient demand