Urgent care disruption: The good, the bad, and the ugly
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Vice President, Advanced Practice & OSF Urgo
I have no disclosures
EASTERN REGION
1. OSF HealthCare Saint James — John W. Albrecht Medical Center
   Pontiac, Illinois
2. OSF HealthCare St. Joseph Medical Center
   Bloomington, Illinois
   OSF Center for Health — Nord Farms
   Bloomington, Illinois
   OSF Center for Health — Fort Jesse
   Normal, Illinois
3. OSF HealthCare Heart of Mary Medical Center
   Urbana, Illinois
4. OSF HealthCare Sacred Heart Medical Center
   Danville, Illinois

NORTHERN REGION
5. OSF HealthCare St. Francis Hospital & Medical Group
   Escanaba, Michigan
6. OSF HealthCare St Anthony Medical Center
   Rockford, Illinois
   OSF Center for Health — Belvidere
   Belvidere, Illinois
   OSF Center for Health — Rock Cut
   Loves Park, Illinois
   OSF Center for Health — Parkview
   Rockford, Illinois
   OSF Center for Health — State Street
   Rockford, Illinois
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   Ottawa, Illinois
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   Streator, Illinois

WESTERN REGION
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    Galesburg, Illinois
11. OSF HealthCare Holy Family Medical Center
    Monmouth, Illinois
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    Alton, Illinois

CENTRAL REGION
13. OSF HealthCare Saint Francis Medical Center
    Peoria, Illinois
    OSF HealthCare Children’s Hospital of Illinois
    Peoria, Illinois
    OSF Center for Health — Morton
    Morton, Illinois
    OSF Center for Health — Pekin
    Pekin, Illinois
    OSF Center for Health — Glen Park
    Peoria, Illinois
    OSF Center for Health — Route 91
    Peoria, Illinois

INDEPENDENT AFFILIATES
Ilinois Valley Community Hospital
Peru, Illinois
Perry Memorial Hospital
Princeton, Illinois
Rochelle Community Hospital
Rochelle, Illinois
St. Margaret’s Hospital
Spring Valley, Illinois
Freeport Health Network
Freeport, Illinois

FY18 Utilization
Data as of 9/30/18
Updated 12/20/18

761
Employed
Physicians
538
APPs
20,912
Employees
College of
Health
Sciences

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Are you for real?

• We are a big healthcare system, we got this.
• These changes aren’t going to happen for years.
• You just want to make my life harder.
• I already can see any of my patients that really need to see me.
• I can’t get changes in my office because all our money goes to new things.
• This will be fragmented and hurt my patients’.
• ANY OF THIS SOUND FAMILIAR?
1,500 HealthHUB locations by 2021

**SERVICES**
Primary and preventive care
Nutrition, Blood testing, Diabetic screenings, Health counseling, and more

**PRODUCTS**
Prescription drugs, OTC therapies, Vitamins, Supplements, Wellness products, and more

**IN-HOME**
Virtual care, Same-day Rx delivery, Online access
Wait, there’s more...
Community-Based Care
A changing environment, 2018 – 2028

Retail Clinic
-11%

Virtual Urgent Care
+17%

Primary Care Clinic
-10%

Urgent Care Center
+7%
Time to get real...

Challenges Related to the Delivery of Quality Care

Population-based Health
Provider Shortages
Patient Expectations
Patient Outcomes

The market is changing how individuals' access and relate to healthcare whether traditional health systems or providers like it or not.
Time to get real....Individuals are demanding something different
Time to test it….OSF’s Pilot

Is there really the demand for modern urgent care? Can a traditional health system build it?

OSF’s Pilot:

- Build a modern urgent care platform alongside the current OSF 225,000 visit traditional urgent care model
- 15 sites opened in 15 months from capital approval
- Clean-sheet model standardized and deployed across the system
- Focused on developing new relationships with individuals by meeting them where they are in their healthcare journey not where we want them to be
Time to test it….Target Market
Time to innovate....OSF Urgo

Branded urgent care model

Open daily, extended hours of operation

Convenient, accessible locations

Defined scope of service

Diagnostics, medications available

Clinical excellence

Rapid throughput

Patient experience focus

Transparent, affordable pricing

Health system integration
Time to innovate....New Approach

**Traditional Urgent Care Center Handoffs**

- Registration Mission Partner
  - Greeting
  - Registration
- Clinical Mission Partner
  - Triage
  - Rooming the patient
- Provider
  - Assessment
  - Patient Diagnoses and treatment plan
- X-Ray Tech
  - X-Ray
- Medical Laboratory Tech
  - Lab Tests
- Provider
  - Prescription
  - Pre-Packaged Medication Dispensing
- Registration Mission Partner
  - Discharge Paperwork

**Concierge Model Center Handoffs**

- Care Guide
  - Greeting
  - Registration
  - Triage
  - Rooming the Patient
  - X-Ray
  - Lab Tests
- Provider
  - Assessment
  - Patient Diagnoses and treatment plan
  - Charting
  - Prescription
  - Pre-Packaged Medication Dispensing
- Care Guide
  - Discharge Paperwork

**Handoffs & Staff**

- **Traditional**: 6 Handoffs & 5 Staff
- **Concierge**: 2 Handoffs & 2 Staff
Time to innovate….New Clinical Model

• 100% APP driven model operating under a clear scope
• Clinical structure
  – Medical director
  – Clinical directors (APPs)
  – Lead APP in each region
• Clinical quality
  – Chart reviews
  – Skills assessment and evaluation
  – Antimicrobial stewardship accountability
  – Not allowed to write for narcotics
Time to see the results….Success

Despite slower than hoped implementation, OSF Urgo has demonstrated there is unmet demand and OSF can reach new patients and reactivate patients we haven’t seen in years.

OSF Urgo by the numbers

41% New or Reactivated Patients

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>30 Minutes Door-to-Door Average</td>
<td>33</td>
</tr>
<tr>
<td>New OSF MRNs</td>
<td>7,132</td>
</tr>
<tr>
<td>Average Patients Per Clinic Per Day</td>
<td>30</td>
</tr>
<tr>
<td>In major markets in 2019</td>
<td>33</td>
</tr>
<tr>
<td>Minutes Door-to-Door Average</td>
<td>7,132</td>
</tr>
<tr>
<td>August 2019</td>
<td>33</td>
</tr>
<tr>
<td>Average Patients Per Clinic Per Day</td>
<td>53,275</td>
</tr>
<tr>
<td>As of August 18, 2019</td>
<td>30</td>
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<tr>
<td>New OSF MRNs</td>
<td>8,582</td>
</tr>
<tr>
<td>As of August 18, 2019</td>
<td>11</td>
</tr>
<tr>
<td>Open Locations</td>
<td>93</td>
</tr>
<tr>
<td>Average of 160 days open</td>
<td>11</td>
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<tr>
<td>Net Promoter Score (NPS)</td>
<td>93</td>
</tr>
<tr>
<td>Willingness to recommend to friends &amp; family</td>
<td>11</td>
</tr>
<tr>
<td>Reactivated Patients</td>
<td>8,582</td>
</tr>
<tr>
<td>Haven’t seen any form of OSF primary care in the prior 30 months</td>
<td>93</td>
</tr>
<tr>
<td>Unique Patients</td>
<td>38,663</td>
</tr>
<tr>
<td>As of June 30, 2019</td>
<td>30</td>
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</tbody>
</table>
Time to get real....it’s about the experience
Time to get real….about the good

• Our patients are adopting this care model…and they love it
• Provides an innovative space to consider new technology
• Creates a space to drive reduced clinical variation
• New patient relationships are being developed or reactivated
  – Key driver into primary care
• More than 70% of patients have commercial payers
• Internally challenging ourselves to do better
• Shared EHR for our clinicians to share
Time to get real....about the bad

• Challenged leaders to change the way we traditionally do things and create a new model
  – new Facilities approach
  – new Staffing models
  – new Recruitment processes
  – new Marketing tactics
  – new Referral process
  – new Pricing and Contracting assumptions
  – new requirements from Support Services (rev cycle, IT, supply chain, etc.)

I know, it all sounds good....until you challenge the status quo
Time to get real....about the ugly
Time for humility....lessons learned

- Culture, culture, culture
- Communication challenges
- Difficult to move as quickly as you would desire
- Separate leadership structure not under primary care
- Financial considerations
- Think platform not individual site.... Need to have critical mass to pilot the urgent care platform
- APP and staff onboarding
- Time from strategy to execution

It is only failure if you didn’t learn something.
Author unknown
Implications for other healthcare systems

- This is hard work with a great deal of change management....but worth it *FOR INDIVIDUALS IN OUR MARKETS*
- Engage leaders early on and describe strategy
- It’s time to innovate
- Be courageous and willing to manage through the change to be truly patient centered
- It is ok to be disruptive
  - Do you want to be disruptive or be disrupted?
The courage to lead through change

From Values to Action by Harry M. Jansen Kraemer, Jr. (2011)
Time to get real....excited!
Thank you for your time