No Appointment, No Problem: The Evolution of the Walk-In Clinic
“What does a Vice President do, anyway?”
Cleveland Clinic Walk-in Strategy to Acute Care Needs
Frustrations trying to get an Appointment
Barriers to Access

BARRIERS

Provider Availability
Location
Convenience in Time
Cost of Care
# Provider Availability

<table>
<thead>
<tr>
<th>Wait Times of New Patients</th>
<th>50% of New Patients</th>
<th>80% of New Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine Institute</td>
<td>9 Days</td>
<td>40 Days</td>
</tr>
<tr>
<td>Pediatric Institute</td>
<td>5 Days</td>
<td>18 Days</td>
</tr>
<tr>
<td>CC Total</td>
<td>8 Days</td>
<td>35 Days</td>
</tr>
</tbody>
</table>
Same Day Appointment Campaign

- Same Day Access to Provider
- ED Alternative
- Differentiation

- Convenience in Time
- Location
- Number of Providers
No Appointment Strategy

Phase 1

- APP Model
- Limited Hours (5-8P)
- Limited Locations (5)
- Limited Diagnosis (5)
- Limited Age (18-up)

Phase 2

- APP Model
- Expand Hours (1-9p)
- More Locations (8)
- Expand Diagnosis (10)
- Expand Age (14-up)
Top Of Licensure
Express Care Staffing Model

- NP/PA Model
- Physician Supervisory Agreement
- Medical Assistant Support
- Patient Service Representative
- Shared Leadership Support
Diagnosis

Express Care

At Express Care facilities, patients (14 years and older) can get walk-in medical attention. Express Care addresses common health problems, including:

- Cold, cough and flu symptoms
- Sore throats
- Earaches
- Conjunctivitis (pink eye)
- Skin rashes
- Minor back or shoulder pain (without previous trauma)
- Urinary tract infections

For a complete list of Cleveland Clinic Express Care locations, go to: clevelandclinic.org/expresscare
Volume Growth

Express Care Volume

262.5% Increase

Volume

2009
2010
2011
2012

16,000
41,000
52,000
58,000

Increase
Still Work To Do

CHALLENGES

Operating in Silos

# Transferred Patients

Age

# Transferred Patients

EMERGENCY

EXPRESS CARE

PRIMARY CARE

EMERGENCY SERVICES

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The Evolution Continues
Breaking Down the Silos

- Align with Organizations Goals
- Show Value in Strategy
- Eliminate Perception
- Cleveland Clinic Express Care
- Primary Care Provider
August 28, 2014

Yes, we can do that
Building Relationships
Primary Care

- Analyze Impact of Express Care to Primary Care
- Frequent huddles to share strategy
- Collaborate on efforts that make sense
- Partner to help each other meet goals
Collaborate

Building Relationships ED
Enhancing What Works

**Phase 2**

- APP Model
- 1-9pm
- 8 Locations
- 10 Diagnosis
- Ages 14-Up

**Phase 3**

- APP Model
- Expand Hours 6a-9p M-F/ 8-4 Sat-Sun
- 17 Locations
- Unlimited Diagnosis
- Expand Age 5- Up
New Location Rationale

• Attractive demographics / profile
• Opportunity to draw additional volume
  - New patient volumes
  - Low acuity ED volumes (ESI 4/5)
• No other CC express care or CC ED in immediate area
• Planning done at PCSA level to stay consistent with Regional Planning
18 Locations
In Owned Family Health Centers
In Leased space in Medical Office Buildings
In Retail Settings

New Patient Volume

2011: 3454
2012: 3385
2013: 3721
2014: 5384
2015: 6356
2016: 10444

202% Increase
New vs Established Volume

New Patients

Established Patients

- 2011: 6.6%
- 2012: 5.8%
- 2013: 5.5%
- 2014: 5.6%
- 2015: 5%
- 2016: 5.4%
Unlimited Diagnosis

2016 Diagnosis Percentage of Total

- Acute upper respiratory infections
- Symptoms and signs involving the circulatory and respiratory systems
- Diseases of middle ear and mastoid
- Other acute lower respiratory infections
- Symptoms and signs involving the genitourinary system
- Persons with potential health hazards related to communicable diseases
- Symptoms and signs involving the digestive system and abdomen
- Other soft tissue disorders
- Infections of the skin and subcutaneous tissue
- Other joint disorders
- Disorders Of Conjunctiva
- Other diseases of urinary system
- Dermatitis and eczema
- General symptoms and signs
- Diseases of external ear
- Other dorsopathies
- Symptoms and signs involving the skin and subcutaneous tissue
- Persons encountering health services for examinations
- Other diseases of upper respiratory tract
## Express Care Diagnosis - 2016

<table>
<thead>
<tr>
<th>Enc - Primary ICD10 Diagnosis</th>
<th>Enc - Primary ICD10 Diagnosis_Desc</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>J029</td>
<td>Acute pharyngitis</td>
<td>24,669</td>
<td>11.2%</td>
</tr>
<tr>
<td>J069</td>
<td>Acute upper respiratory infection</td>
<td>15,217</td>
<td>6.9%</td>
</tr>
<tr>
<td>R05</td>
<td>Cough</td>
<td>7,165</td>
<td>3.2%</td>
</tr>
<tr>
<td>J209</td>
<td>Acute bronchitis</td>
<td>6,895</td>
<td>3.1%</td>
</tr>
<tr>
<td>J0190</td>
<td>Acute sinusitis</td>
<td>6,345</td>
<td>2.9%</td>
</tr>
<tr>
<td>R300</td>
<td>Dysuria</td>
<td>6,345</td>
<td>2.9%</td>
</tr>
<tr>
<td>J0100</td>
<td>Acute maxillary sinusitis</td>
<td>4,866</td>
<td>2.2%</td>
</tr>
<tr>
<td>J020</td>
<td>Streptococcal pharyngitis</td>
<td>3,658</td>
<td>1.7%</td>
</tr>
<tr>
<td>N390</td>
<td>Urinary tract infection</td>
<td>3,344</td>
<td>1.5%</td>
</tr>
<tr>
<td>R21</td>
<td>Rash and other nonspecific skin eruption</td>
<td>3,161</td>
<td>1.4%</td>
</tr>
<tr>
<td>R350</td>
<td>Frequency of micturition</td>
<td>2,988</td>
<td>1.4%</td>
</tr>
<tr>
<td>N898</td>
<td>Other specified noninflammatory disorders of vagina</td>
<td>2,408</td>
<td>1.1%</td>
</tr>
<tr>
<td>R399</td>
<td>Unsp symptoms and signs involving the genitourinary system</td>
<td>2,175</td>
<td>1.0%</td>
</tr>
<tr>
<td>N3001</td>
<td>Acute cystitis with hematuria</td>
<td>2,059</td>
<td>0.9%</td>
</tr>
<tr>
<td>M545</td>
<td>Low back pain</td>
<td>1,928</td>
<td>0.9%</td>
</tr>
<tr>
<td>L237</td>
<td>Allergic contact dermatitis due to plants</td>
<td>1,769</td>
<td>0.8%</td>
</tr>
<tr>
<td>J0180</td>
<td>Other acute sinusitis</td>
<td>1,524</td>
<td>0.7%</td>
</tr>
<tr>
<td>R509</td>
<td>Fever</td>
<td>1,422</td>
<td>0.6%</td>
</tr>
<tr>
<td>J329</td>
<td>Chronic sinusitis</td>
<td>1,395</td>
<td>0.6%</td>
</tr>
<tr>
<td>J0110</td>
<td>Acute frontal sinusitis</td>
<td>1,362</td>
<td>0.6%</td>
</tr>
<tr>
<td>B349</td>
<td>Viral infection</td>
<td>1,316</td>
<td>0.6%</td>
</tr>
<tr>
<td>H6123</td>
<td>Impacted cerumen</td>
<td>1,291</td>
<td>0.6%</td>
</tr>
<tr>
<td>N3000</td>
<td>Acute cystitis without hematuria</td>
<td>1,224</td>
<td>0.6%</td>
</tr>
<tr>
<td>L089</td>
<td>Local infection of the skin and subcutaneous tissue</td>
<td>1,200</td>
<td>0.5%</td>
</tr>
<tr>
<td>R109</td>
<td>Unspecified abdominal pain</td>
<td>1,152</td>
<td>0.5%</td>
</tr>
<tr>
<td>H65191</td>
<td>Other acute nonsuppurative otitis media</td>
<td>1,139</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

### Top 26 ICD-10 Primary Diagnosis Codes = 49% of total cases
# Cost per Case – Top DX

<table>
<thead>
<tr>
<th>Group</th>
<th>Cases</th>
<th>Direct Cost per Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>47,176</td>
<td>$335</td>
</tr>
<tr>
<td>Primary Care</td>
<td>92,573</td>
<td>$151</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>44,288</td>
<td>$128</td>
</tr>
<tr>
<td>Express/Urgent Care</td>
<td>73,332</td>
<td>$97</td>
</tr>
</tbody>
</table>
Original Onsite vs Marketing Campaign
We’re Engaging the Consumer More.

Comprehensive
• Includes all access points for patients
• Uses all media channels for communication

Consistent
• Consolidate naming, hours, services

Compelling
• App based
Made it Easier for the Patient,

To help provide more options for patients during this busy flu season, Cleveland Clinic is offering extended hours at several of its Express Care and Urgent Care centers. These centers provide prompt treatment for minor illnesses and injuries, including treatment of cold and flu symptoms.

No appointments are necessary and walk-ins are welcome.

Extended hours will run from January 16 through February 28. Locations and hours are listed below:

**Express Care Locations**

- **Beachwood Family Health & Surgery Center**
  - M – F: 5 p.m. – 10 p.m.
  - Sat – Sun: 9 a.m. – 7 p.m.

- **Elyria Family Health Center**
  - Tues. and Thurs.: 5 p.m. – 8 p.m.

- **Independence Family Health Center**
  - M – F: 5 p.m. – 10 p.m.
  - Sat – Sun: 9 a.m. – 7 p.m.

- **Lorain Family Health & Surgery Center**
  - M – T: 3 p.m. – 8 p.m.
  - F: 3 – 6 p.m.
  - Sat.: 8 a.m. – Noon

- **North Ridgeville Medical Office Building**
  - M, W: 3 p.m. – 8 p.m.

- **Strongsville Family Health & Surgery Center**
  - M – F: 1 p.m. – 10 p.m.
  - Sat.: 9 a.m. – 7 p.m.

- **Willoughby Hills Family Health Center**
  - M, W, Th, Fri: 6 p.m. – 9 p.m.
  - Sat.: 11 a.m. – 7 p.m.

- **Wooster Family Health & Surgery Center**
  - M – F: 7:30 a.m. – 7 p.m.
  - Sat.: 8 a.m. – 6 p.m.

**Urgent Care Locations**

- **Bainbridge Urgent Care**
  - M – F: 8 a.m. – 9 p.m.
  - Sat.: 9 a.m. – 6 p.m.

- **Brunswick Urgent Care**
  - M – Sun: 9 a.m. – 10 p.m.

- **Chagrin Falls Urgent Care**
  - M – F: 8 a.m. – 8 p.m.
  - Sat.: 8 a.m. – 4 p.m.

**Additional Location – Appointment needed**

- **Madison Medical Office Building**
  - M – F: 8 a.m. – 9 p.m.
  - Sat.: 9 a.m. – 4 p.m.
  - Appointment necessary for this location. Please call 440.498.1111

For more information, please visit www.clevelandclinic.org/expresscare.
And Communicated Everywhere.
YES... Everywhere.

Advertising
- TV, OOH, Digital, Radio, Print, Media Interviews

Web/Mobile
- Landing Page, Carousel

eBlast

Social Media

Earned Media

Print Pubs

Community Strategy
- Health Essentials, On-Hold, Advertorials
Access

Access Pageviews
835,000

Express Care App Downloads
30,000

Express Care Clinic New Patients
+50%
Growth to Plan

- Beachwood
- Solon
- Broadview Heights
- Business Plan
- NORTH OLMSTED
- Sagamore
- PUBLIC SQUARE
- Stephanie Tubbs Jones Health Center
- Mentor MOB
- OLMSTED TWP

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Walk-in Works

Express & Urgent Care Visits

- 2008
- 2010
- 2012
- 2014
- 2016

192,000

47%
Express Care-Helping Address the Access Issue

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider Availability</td>
<td>Provide APP led acute care option</td>
</tr>
<tr>
<td>Location</td>
<td>Located where consumers live, work and play</td>
</tr>
<tr>
<td>Convenience in Time</td>
<td>Provide additional and off-hour access to primary care services</td>
</tr>
<tr>
<td>Cost of Care</td>
<td>Offer patients a low-cost model for basic primary care needs.</td>
</tr>
</tbody>
</table>
Cannibalization

Emergency Visits

Year | Visits | Increase
--- | --- | ---
2000 | 500,000 | 2%
2002 | 520,000 |
2004 | 540,000 |
2006 | 550,000 |
2008 | 560,000 |
2010 | 570,000 |
2012 | 580,000 |
2014 | 600,000 |
2016 | 652,000 |

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### Impact of Express Care to Key Service Lines

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Sites with EC CAGR</th>
<th>Sites without EC CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>ED (ESI Level 4/5)*</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>2%</td>
<td>-3%</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Total Visits</td>
<td>4%</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Represents volume of ED visits at ED’s in that facility service area
Express Care Patient Loyalty (visit within 12 months)

- 2010: 3,342
- 2011: 6,858
- 2012: VALUE
- 2013: VALUE
- 2014: VALUE
- 2015: VALUE
- 2016: 39.2%

Cumulative New Patients (by New Patient Year)

- 2010: 3,342
- 2011: 6,858
- 2012: VALUE
- 2013: VALUE
- 2014: VALUE
- 2015: VALUE
- 2016: 39.2%

Patient Loyalty
Express Care Patient Loyalty
(visit within 24 months)

Cumulative New Patients (by New Patient Year)  Patient Loyalty


51.6% 52.9% 52.2% 51.1% 51.7% 51.4% 45.5%

30.0% 35.0% 40.0% 45.0% 50.0% 55.0% 60.0%

2,500 5,000 7,500 10,000 12,500 15,000 17,500 20,000 22,500 25,000 27,500 30,000 32,500 35,000 37,500 40,000
More Providers

Advanced Practice Providers


1,600

↑ 25%
We Are Not Done Yet.....

Improve access to specialty Right Patient/Right Provider

Drive greater convenience with Express Care Online

Decrease age 2 and up
Walk-In Mammograms

No Appointment. No excuses.

Now, getting yours couldn't be any easier.

4 pm – 9 pm
Monday – Friday
8 am – noon
Saturday

Where else will Walk-in Work?

The time is right for a mammogram. Just walk in.

No appointment needed.
Weeknights: 4–9 p.m.
Saturdays: 8 a.m.–Noon
Cleveland Clinic Willoughby Hills
Family Health Center
2570 SOM Center Road
For a full list of locations, visit clevelandclinic.org/walkinmammo

Cleveland Clinic offers same-day appointments.

Every life deserves world class care.

Brunswick  Independence  Strongsville  Twinsburg  Willoughby Hills
Jan  14  26
Feb  95  87  85
Mar  60  120  103  138
Apr  14  93  119  99  137
May  24  104  115  98  154
Jun  30  124  146  137  181
Jul  28  149  188  148  212
Aug  52  178  244  205  236
Sep  49  178  226  161  236
Oct  66  229  306  190  312
Nov  62  222  309  220  308
Total  325  1,337  1,868  1,462  2,025

amga.org
The Choice is the Patient’s

Sagamore Hills Medical Center
863 West Aurora Rd. (Rt. 82)
Sagamore Hills, Ohio 44067
330.468.0190
Express Care
Wait Time:
0h:05m

Solon Family Health Center
29800 Bainbridge Road
Solon, Ohio 44139
440.519.6800
Express Care
Wait Time:
0h:54m

Stephanie Tubbs Jones Health Center
1394 Euclid Avenue
East Cleveland, Ohio 44112
216.767.4242
Express Care
Wait Time:
0h:53m

Strongsville Family Health and Surgery Center
16761 South Park Center
Strongsville, Ohio 44136
440.878.2500
Express Care
Wait Time:
0h:44m
Strongsville caregivers work quickly to help save patient’s life

While playing golf, a man experienced chest pain and asked a friend to take him to the Express Care at the Strongsville Family Health and Surgery Center. The golfer thought his pain was from heat exhaustion because the temperature had been so high. But caregivers at the front desk quickly realized it was probably more than that and notified the clinical team.

Ali Vitou, MA, went directly to the waiting room to see the patient. She immediately knew that something was seriously wrong and alerted Kent Kuliow, PA-C. With several years of Emergency Department experience, Kent believed the patient was having a heart attack. As team members began to care for the man, 9-1-1 was called.

Strongsville EMS arrived in four minutes and transported the patient to the hospital. He coded on arrival, was resuscitated and taken directly to the cath lab for intervention.

The next day, Kent spoke with the patient who expressed gratitude to the team for the quick actions that helped save his life.

Kevin Hopkins, MD, Medical Director at Strongsville, said every person in the “chain of survival” acted quickly and decisively in this critical situation, leading to a great outcome.

That’s teamwork at its finest.

Several Strongsville caregivers worked together to help save a man’s life who walked into Express Care with chest pain. From left: Jernaee Chagn, CNP, Marcela Malone, LPN, Paramjit Singh, PA-C, Daniel Adams, PA-C, and Maritza Molis, MA.
Cleveland Clinic

Every life deserves world class care.
Appendix
Urgent Care

An Urgent Care Center offers treatment for an illness or condition that requires care within 24 hours in order to avoid further complications. No appointments are necessary; walk-ins are welcome. Diagnostic x-ray is available. Conditions include:

- Sprains
- Strains
- Fever
- Seasonal allergies
- Sinus infections
- Minor lacerations
- Minor burns
- Musculoskeletal injuries
- Bronchitis
- Minor trauma
- Abscesses
- Migraine headache
- Gastroenteritis
- Sexually transmitted diseases (STDs)

For a complete list of Cleveland Clinic Urgent Care locations, go to: clevelandclinic.org/urgentcare